FIDA, FIDE, and the New York Integrated Care Experience

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FIDA, FIDE & the New York Integrated Care Experience

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LTQA Symposium | December 9, 2019
Agenda

- Introductions
- Background: Road to Integration
- NYS Integrated Care Options
- The FIDA Model
  - Lessons from FIDA – Challenges and What Worked Well
  - Jeanette’s Story
- Current Situation in NYS
- Future of Integrated Care in NYS
  - Current DOH Approach
  - Our Vision
Visiting Nurse Service of New York

- Largest and one of the oldest not-for-profit home and community-based health care organizations in the U.S. (126 years)

- 13,000+ employees (including 1,500 RNs/LPNs and 9,500 HHAs)

- 44,000+ patients/members under care each day
VNSNY CHOICE Health Plans - Community and Homecare Options for the Integrated Care of the Elderly

- Created in 1998 to help the most vulnerable New Yorkers live safely and independently for as long as possible in their own homes and communities

- ~26,000 members in NYC area and selected New York State counties
  - MLTC (~20,000)
  - Medicaid Advantage Plus/FIDE SNP (~2,000)
  - FIDA/MMP demonstration (~1,000)
  - Medicaid HIV Special Needs Plan (~3,000)
Serving the Most Vulnerable

10 MOST COMMON CHRONIC CONDITIONS

- Depression
- Hypertension
- Anemia
- Heart Failure
- Asthma
- Arthritis
- Diabetes
- Alzheimer's/Dementia

5.71 AVERAGE NUMBER OF CHRONIC CONDITIONS

73% FEMALE
27% MALE

POOR MONTHLY INCOME BELOW $859
Median monthly household income in NYC $4,815

AVERAGE MEMBER 78

YOUNGEST MEMBER 19
OLDEST MEMBER 109

330 MEMBERS AGE 100 OR OVER

20 DIFFERENT PRIMARY LANGUAGES

- Arabic
- Bengali
- Cantonese
- Chinese
- Creole
- English
- French
- Greek
- Hebrew
- Hindi
- Italian
- Japanese
- Korean
- Mandarin
- Polish
- Portuguese
- Spanish
- Russian
- Thai
- Vietnamese
### Background: Road to Integration

<table>
<thead>
<tr>
<th>Year</th>
<th>Model Description</th>
</tr>
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<tbody>
<tr>
<td>Late 1970s</td>
<td>Long-Term Home Health Program (Lombardi)</td>
</tr>
<tr>
<td>Late 1980s</td>
<td>“PrePACE” and full PACE demos</td>
</tr>
<tr>
<td>1998</td>
<td>“Partially capitated” Medicaid-only LTC models</td>
</tr>
<tr>
<td>2006</td>
<td>Integrated Medicaid Advantage Plus (MAP/FIDE SNP)</td>
</tr>
<tr>
<td>2012</td>
<td>Mandatory enrollment in MLTC</td>
</tr>
<tr>
<td>2015</td>
<td>FIDA Medicare-Medicaid Plan demo</td>
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All models focus on solving the puzzle of fragmented systems with **intense care management and coordination**.
### NYS Integrated Care Options

<table>
<thead>
<tr>
<th></th>
<th>PACE</th>
<th>MLTC</th>
<th>Medicaid Advantage D-SNP</th>
<th>Medicaid Advantage Plus (MAP/FIDE SNP)</th>
<th>FIDA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current enrollment (as of Nov 2019)</strong></td>
<td>5,756</td>
<td>248,448</td>
<td>4,833</td>
<td>17,700</td>
<td>2,368</td>
</tr>
<tr>
<td><strong>Available region</strong></td>
<td></td>
<td>Statewide</td>
<td></td>
<td></td>
<td>Downstate</td>
</tr>
<tr>
<td><strong>Contractors</strong></td>
<td>9</td>
<td>27</td>
<td>3 (more expected)</td>
<td>8 (more expected)</td>
<td>6 (originally 22)</td>
</tr>
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A Long Way to Go to Achieve Integration...

- ~4% of dually eligible beneficiaries in integrated plans (PACE, FIDA, MAP, Medicaid Advantage D-SNP)

*June 2018 Data. Graphic from April 25, 2019 NYSDOH presentation to Citizen’s Budget Commission.
The FIDA Model

- Offers the most robust managed care service package (includes supplemental benefits) available in NYS
- Fully integrated appeals and grievances processes
- Provides a person-centered care planning process and interdisciplinary team (IDT) approach

The road was paved with good intentions, but there were some challenges...
Lessons from FIDA – Challenges

Challenges

• Initially 22 contractors (now down to 6)
• Initially prescriptive interdisciplinary care team (IDT) requirements (revised in 2015)
• Stringent marketing guidelines (revised in 2015)
• No frailty factor adjustment (revised in 2019)
• Did not separate by service area or age across comparable products (FIDA and MAP)

• Increased provider administrative burden
• **Beneficiary** confusion
  • Market/product confusion
  • Providers encouraged opt-out
• High opt-out rates
• Adverse **plan** incentives
  • Less reimbursement, but high utilization (similar risk)
Lessons from FIDA – What Worked Well

<table>
<thead>
<tr>
<th>Achievements</th>
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<tr>
<td>• More dually eligible individuals in fully integrated care than ever before</td>
</tr>
<tr>
<td>• Integration of various operational Medicare-Medicaid elements (enrollment, marketing, appeals &amp; grievances, IDT)</td>
</tr>
<tr>
<td>• Improved beneficiary outcomes and satisfaction</td>
</tr>
<tr>
<td>• Meaningful collaboration with DOH, CMS, and plans</td>
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Jeanette’s Story – A FIDA Member

Jeanette’s Story
Current Situation in NYS

- Major budget crisis driven by Medicaid overspending, with MLTC growth responsible for almost half
- Tight premiums, increased wage requirements and utilization management restrictions putting pressure on MLTCs
- MLTC unable to fully engage in health system transformation (1115 waiver) or VBP

Accelerated push to transition MLTC to integrated care
Future of Integrated Care in New York State: Current DOH Approach

Continuity of Fully Integrated Care

• Transitioning from FIDA to MAP (end of 2019)
• Carry over best of both worlds: aligned enrollment, integrated appeals and grievances, social supports, integrated marketing, BH benefits, comprehensive care management, frailty adjustment, familiarity to providers

Encourage Integration for Well-Duals

• Default enrollment for mainstream Medicaid members to D-SNP
Future of Integrated Care in NYS: Our Vision

Support NYS’ approach, plus...

- Require higher bar for integration:
  - Require quality and experience with fully integrated care
  - Limit D-SNP for duals with LTSS needs to MAP

- Encourage enrollment to MAP:
  - Default enrollment from MLTC to same contractor’s MAP
  - Improve enrollment counseling and enrollment broker training

- Develop risk-based relationships and allow for MLTCs to share in Medicare savings for members in Original Medicare (Direct Contracting)
  - NYS shares Medicare savings attributed to LTSS value
Questions and Contact Info

Thank you!

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