Integrated Care for Individuals with Dual Eligibility

December 9, 2019
Kaiser Center for Total Health
What Matters to Consumers

Wendy Fox-Grage – National Academy for State Health Policy
Carol Regan – Community Catalyst
Leena Sharma – Community Catalyst
Larry Gottlieb – Commonwealth Care Alliance and Center to Advance Consumer Partnership
Community Catalyst

**Our Mission**
To organize and sustain a powerful consumer voice to ensure that all individuals and communities can influence the local, state and national decisions that affect their health.

**Our History**
Since 1998, Community Catalyst has worked to build a consumer health advocacy movement from the ground up.
The Center for Consumer Engagement in Health Innovation
We Start Here....
...And Go Here
Our Sandbox
Integrated Care: What Matters to Consumers

Don
I am: "Free, Creative, Adapting, Affordable, Compensating"
"I had a stroke due to a dissection of my carotid artery after a bike accident in 2002. What matters is being in control of my health, being the one who decides along with my caregiver what’s best for me, not being told what I need."

Crystal
I am: "Creative, Energetic, Passionate, Activist"
"What matters most to me is being able to live independently and actively and raise my daughter in the community; having access to health care I need at home versus being stuck in facilities for weeks and months at a time. I have a very complex medical situation, so accessing health care that understands my needs and meets them is critical."

Sherman
I am: "Active, An Advocate, Someone Who Cares About People"
"Having Medicare and Medicaid is big. It really matters because it pays for bills that I couldn’t otherwise afford, especially at my age. When you can’t afford insurance, you can’t afford health."

Lois
I am: "Kind, Someone Who Tries to Behave Myself, Outspoken, a Pain in the Ass"
"Because I have Medicare and Medicaid, even though I’ve had medical problems, I haven’t got a care, because everything I need is covered and I’ve had very good care for everything I need and am able to keep living here in my apartment."
Getting to What Matters: Building Consumer Leadership in Integrated Care

- Collaborate with local and state advocates to make policy and systems change
- Provide advocates with the skills and power to have a voice at all levels of the health care system
- Voices for Better Health and Consumer Voices for Innovation Program
Getting to What Matters: Building Consumer Leadership

Christina
I am: “Committed, Honest, Dependable, Someone Who Enjoys Trying New Things”

“Thank God for Medicare and Medicaid. They get me all the medicines I need, especially to control my HIV, and also medicines to manage my high blood pressure.”

healthinnovation.org
Getting to What Matters: Policy and Research

The Role of Consumer Advisory Councils in the Financial Alignment Initiative

- **Plan Leadership is Listening**: Health plans heard from councils:
  - 71% of council feedback was used to improve health plans.
  - 62% of health plans have included council feedback in their plans.

- **Council Member Diversity Needs Improvement**: Councils are not currently diverse enough.

- **Supporting Council Members is Key to Success**: Health plans:
  - 95% provide training for new members.
  - 65% provide training for existing members.
  - 62% actively recruit new members.

Person-Centered Enrollment Strategies for Integrated Care

The Dual Imperative: What’s Next for Medicare-Medicaid Enrollees

- **Nov 28, 2018, 10:30 AM – 12:15 PM**
- **Center for Total Health, Washington, DC**

**The Future of Care for Medicare-Medicaid Enrollees**

<table>
<thead>
<tr>
<th>What's Needed</th>
<th>Today</th>
<th>Tomorrow</th>
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<tbody>
<tr>
<td>Medicaid care and services are fragmented.</td>
<td>12</td>
<td>4</td>
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<tr>
<td>People with dual eligibility face barriers to care.</td>
<td>2</td>
<td>5</td>
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<tr>
<td>It’s hard to coordinate care for people with dual eligibility.</td>
<td>7</td>
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</table>

In Their Words: Consumers’ Vision for a Person-Centered Primary Care System

**November 2019**

**LeadingAge**

Research bridging policy and practice
Getting to What Matters: Engaging Stakeholders & Building Partnerships

KEY:
- States with both Community Catalyst and Center partners
- States with Community Catalyst partners
Key Takeaways

• Engage consumers, their families and caregivers in decisions that impact their health and well-being

• Build in time and resources for outreach and education

• Assess programs continuously and undertake midcourse corrections to ensure needs are met
THANK YOU

For more information:

Visit us on the Web!
healthinnovation.org

Follow us on Twitter!
@CCEHI
LTQA Member Symposium
Integrated Care for Individuals with Dual Eligibility
December 9, 2019
What Matters to Consumers?
Commonwealth Care Alliance

Vision
To lead the way in transforming the nation’s healthcare for individuals with the most significant needs

Mission
To improve the health and well-being of people with significant needs by innovating, coordinating and providing the highest quality, individualized care

One Care
21,920
Dually Eligible Members
< Age 65

Senior Care Options
11,276
Dually Eligible Members
> Age 65

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Center to Advance Consumer Partnership

Seeing consumers as experts in their own lives and partnering with members every day to design and deliver outstanding care and service.

Fostering widespread adoption of authentic consumer partnerships between care systems and consumers with complex health & social needs.
What Matters to Consumers?

Guidance from the Blueprint for Complex Care: “Ask Them!”

The field of complex care has not yet done a good job incorporating lived experiences of persons with complex needs in the design, implementation, and evaluation of their care.

Key challenges include:

- identifying and recruiting individuals with lived experience
- maintaining their active involvement
- providing tools and preparation necessary for full participation
- ensuring these individuals have equal voice
- changing potentially alienating language and practices
CCA’s Model for Consumer Partnership

**Member Journey Map**

- Understand what matters most to members
- Identify the parts of their experience that are difficult and those that add value to their lives and to their relationship with CCA
- Engage members in measuring success and identifying further opportunities for improvement

**Member Voices Program**

- Engage members in improvement and redesign early to drive initiatives that will be most effective in meeting member and CCA needs
- Understood from members how best to implement and communicate change
- Touchpoint Surveys
- Discovery

**Discovery**

- Member Journey Map
- Member Voices Program

**Design**

- Member Voices Program

**Implementation**

- Member Voices Program

**Evaluation**

- Touchpoint Surveys
Member Experience Measurement and Improvement
Aligning with What Matters Most to Consumers

**Domains of Person Centered Care**

<table>
<thead>
<tr>
<th>COMMUNICATION</th>
<th>Access</th>
<th>Autonomy</th>
<th>Coordination</th>
<th>Engagement</th>
<th>Responsiveness</th>
<th>Timeliness</th>
<th>TRUST</th>
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**Consumer Journey Map**

*Focus on Moments that Matter & Pain Points*

<table>
<thead>
<tr>
<th>Touchpoint Surveys</th>
<th>Operational Metrics</th>
<th>External Accountability Measures</th>
<th>Health Equity</th>
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<tr>
<td>Welcome Kit/Call Continuity of Care Assessment Visit</td>
<td>Care Planning Post Discharge Responsive Care</td>
<td>In-Home Help Transportation Pharmacy</td>
<td>HEDIS / STARS / CAHPS / HOS</td>
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<tr>
<td>Access Type / Timeliness / Frequency of Care and Service</td>
<td>Complaint Type / Timeline / Resolution Responsiveness / Disposition / Turnover Completion Rate</td>
<td>Communications about Appeals Support with Eligibility</td>
<td>Segmentation by age, gender, rating category, residence, race, and other demographics</td>
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**The Member View of Their Journey Map Determines Priorities**

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<tr>
<th>ONBOARDING</th>
<th>ONGOING CARE</th>
<th>SUPPORT</th>
<th>COMPLAIN</th>
<th>LEAVE/RETURN</th>
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<td>Welcome</td>
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<td>Initial Assessment</td>
<td>Care Plan Management</td>
<td>Responsive Care</td>
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## What Matters To Consumers? - Person Centered Care

### Domains of Person Centered Care

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### Members Identify Key Domains of Person-Centered Care

#### How Do CCA Members Define Person Centered Care?

- **Maintaining** autonomy, dignity, and self-determination
- **Encouraging** engagement and self management
- **Providing** emotional support and alleviating fear and anxiety
- **Creating** easy access to understandable information
- **Respecting** member values, preferences, and expressed needs
- **Sharing** decision-making and co-creating goals
- **Facilitating** community integration, inclusion, and participation
- **Striving** for optimal functioning
What Matters To Consumers? – Their Journey

**Journey Mapping** – a critical tool for understanding the consumer’s end-to-end journey through the organization

- Captures experiences at a **touchpoint level**
- Establishes a consumer centered framework for the organization
- Provides insights into what matters most to consumers
- Identifies key opportunities
What Matters To Consumers? – Touchpoint Experience

The Member View of Their Journey Map Determines Priorities

Focus on Moments that Matter & Pain Points

For illustrative purposes; not intended to be readable
What Matters To Consumers? – Touchpoint Experience

The Member View of Their Journey Map Determines Priorities

**ONBOARDING**
- Welcome
- Continuity of Care
- Initial Assessment

**ONGOING CARE**
- Care Plan Management
- Responsive Care

**SUPPORT**
- LTSS
- Transport
- Pharmacy

**COMPLAIN**
- Appeals & Grievances

**LEAVE/RETURN**
- Disenroll
- Reenroll

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**Moments That Matter**
- High Emotions
- Significant Expectations
- Critical Needs

**Pain Point**
- Not able to achieve what consumer needs
- Too difficult to achieve what consumer needs

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**Focus on Moments that Matter & Pain Points**

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Consumer Journey Map

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Healthcare journeys represent a series of highly complex, inter-related relationships.
Measuring What Matters - Touchpoint Surveys

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- Welcome Kit/Call Continuity of Care Assessment Visit
- Care Planning Post Discharge Responsive Care
- In-Home Help Transportation Pharmacy
- Communications about Appeals Support with Eligibility

- HOME HELP
- PHARMACY
- MINI-CAHPS
- DME

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Measuring What Matters - Touchpoint Surveys

Transportation Experience

Initial Assessment Experience

Percentages of members agreeing with the following, by quarter, to date

- Nurse listened
- Nurse addressed questions and concerns
- Nurse introduced themselves
- Nurse left number to call
- Confirmed assessment visit
- Member went into visit with questions

- 2018 (N=637)
- 2019 Q1 (N=272)
- 2019 Q2 (N=365)

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Improving What Matters: Member Onboarding - A Case Study

Discovery & Evaluation

Findings from 2017 Member Journey Map
- Receive New Member Welcome Call
- Make Assessment Scheduling Inquiry
- Receive CCA Assessment Visit
- Receive Continuation of Pre-CCA Services

Design & Implementation

Internal Redesign of the Onboarding Process
- Member Participation
  - Focus groups
  - Workshops
  - Touchpoint Surveys

Discovery & Evaluation

Findings from 2019 Member Journey Map
- Receive New Member Welcome Call
- Make Assessment Scheduling Inquiry
- Receive CCA Assessment Visit
- Receive Continuation of Pre-CCA Services
Measuring What Matters – Operational Metrics

Operational Metrics

COMMUNICATION | Autonomy | Coordination | RESPONSIVENESS | TIMELINESS

Access
Type / Timeliness / Frequency
Timeline / Resolution
Responsiveness / Disposition / Turnover
Completion Rate

Operational Metrics

Access

Type / Timeliness / Frequency
Timeline / Resolution
Responsiveness / Disposition / Turnover
Completion Rate

- # of Appeals by Quarter – One Care
- Prescriptions – Rejects at Pharmacy - SCO
- Member Services - Average Speed to Answer - One Care
- Timely Decisions About Appeals – Part C - SCO

Timely Appeals
Total Appeals
% Timely

2019 | Q1 | Q2 | Q3 | Q4 | YTD | Target
Timely Appeals | 12 | 8 | 16 | 36
Total Appeals | 12 | 8 | 17 | 37
% Timely | 100% | 100% | 94% | 97% | > 98%

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Measuring What Matters – External Accountability & Equity

- External Accountability Measures
  - HEDIS / STARS / CAHPS / HOS

- Health Equity
  - Segmentation by age, gender, rating category, residence, race, and other demographics
### Aligning with What Matters Most to Consumers

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<th>CONSUMER PARTICIPATION</th>
<th>CONSUMER EXPERIENCE MEASUREMENT</th>
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<td>A visual representation of the end to end consumer experience providing a framework for sustaining cultural and operational change</td>
<td>Effective voice of consumer models that engage consumers as true partners</td>
<td>Consumer experience measurement programs that track to the consumer journey map and drive improvement</td>
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- **Pathways to Partnership**
- **Voices in Partnership**
- **Measures That Matter**
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President & CEO, Center to Advance Consumer Partnership
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