

SPECIAL EVENT:

**PARTNERING TO
ADDRESS SOCIAL
DETERMINANTS
OF HEALTH:
*WHAT WORKS?***

May 17, 2018



MASSACHUSETTS
HEALTH POLICY COMMISSION

UMass Club
One Beacon Street
Boston, MA 02108

ABOUT THE HEALTH POLICY COMMISSION

The Massachusetts Health Policy Commission (HPC), established in 2012, is an independent state agency charged with monitoring health care spending growth in Massachusetts and providing data-driven policy recommendations regarding health care delivery and payment system reform.

The agency's main responsibilities include setting the health care cost growth benchmark; setting and monitoring provider and payer performance relative to the health care cost growth benchmark; creating standards for care delivery systems that are accountable to better meet patients' medical, behavioral, and social needs; analyzing the impact of health care market transactions on cost, quality, and access; and investing in community health care delivery and innovations.

For more information about the HPC, visit www.mass.gov/hpc.

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BREAKFAST AND PANELIST POSTER PRESENTATION

8:00AM

WELCOME

8:25AM

Mr. David Seltz, Executive Director, Massachusetts Health Policy Commission

KEYNOTE

8:30AM

Dr. Alice Chen, Chief Medical Officer, San Francisco Health Network

REMARKS

8:55AM

Dr. Monica Bharel, Commissioner, Massachusetts Department of Public Health

PANEL DISCUSSION 1:

9:10AM

Practical Approaches for Partnering to Address the Social Determinants of Health

MODERATOR: Dr. Donald Berwick, Senior Fellow, Institute for Healthcare Improvement; Commissioner, Massachusetts Health Policy Commission

CHART Investment Program Awardee and Partner Dyad:

- Ms. Selena K. Johnson, Project Manager, Heywood Healthcare
- Mr. Mark J. Pellegrino, Superintendent, Gardner Public Schools

Health Care Innovation Investment (HCII) Program Awardee and Partner Dyad:

- Dr. Katherine Moss, PhD, Vice President of Integration, Behavioral Health Network
- Mr. Israel Ortiz, Director of Residential Programs, WayFinders, Inc.

Accountable Care Organization (ACO) Certification Program and Partner Dyad:

- Ms. Robin Hynds, Vice President of Care Continuum, Lawrence General Hospital
- Ms. Vilma Martinez-Dominguez, Community Development Director, Mayor's Health Task Force, City of Lawrence

PANEL DISCUSSION 2:

10:10AM

Policy Approaches to Support Partnerships that Address the Social Determinants of Health

MODERATOR: Ms. Audrey Shelto, President, Blue Cross Blue Shield of Massachusetts Foundation

- The Honorable Representative Jeffrey Sánchez, Chairman, House Committee on Ways and Means
- Dr. Myechia Minter-Jordan, President and CEO, The Dimock Center
- Ms. Ellen Lawton, JD, Co-Director, National Center for Medical-Legal Partnerships, The George Washington University
- Ms. Lauren A. Taylor, co-author of The American Health Care Paradox, Harvard Business School, Health Policy and Management

CLOSING REMARKS

10:55AM

DAVID SELTZ

David Seltz is the first Executive Director of the Massachusetts Health Policy Commission. Prior to this role, Mr. Seltz was the chief health care advisor for then-Senate President Therese Murray and served as the Special Advisor on health care for former Governor Deval Patrick. Through these positions, Mr. Seltz advised the passage of Chapter 58 of the Acts of 2006 and Chapter 224 of the Acts of 2012. Mr. Seltz is a 2003 graduate of Boston College and originally from Minnesota. He was a recipient of Modern HealthCare's 2015 Up and Comer Award, which recognizes young executives who have made significant contributions in the areas of healthcare administration, management, or policy.



ALICE CHEN, MD

Dr. Alice Chen is the deputy director and chief medical officer for the San Francisco Health Network, and professor of medicine at the University of California San Francisco. As chief medical officer and deputy director, Dr. Chen is responsible for providing clinical and operational leadership, vision, and direction for the San Francisco Department of Public Health's nearly \$2 billion a year delivery system.

A practicing primary care internist, Dr. Chen previously spent a decade at Zuckerberg San Francisco General in a variety of roles, including chief integration officer and director of eReferral. Prior to that, Dr. Chen worked in community health, health policy, and philanthropy with a focus on the underserved.

She has served on the board of several non-profits as well as on state and national expert advisory committees on healthcare delivery system redesign and health disparities.

Dr. Chen is a graduate of Yale University, Stanford University Medical School, and the Harvard School of Public Health, and an alumna of the Commonwealth Fund Mongan Fellowship in Minority Health Policy, the Soros Physician Advocacy Fellowship, the California HealthCare Foundation Leadership Program and the Aspen Institute's Health Innovators Fellowship.





MONICA BHAREL, MD

Monica Bharel, MD, MPH, became Commissioner of the Massachusetts Department of Public Health in February of 2015. As Commissioner, she is responsible for implementing the state's response to the opioid crisis, as well as leading the Department's efforts in reducing health disparities, finding public health solutions for health care reform, developing innovative solutions using data and evidence-based practices, and other health care quality improvement initiatives.

Dr. Bharel comes to DPH widely recognized for her dedication to health care for underserved and vulnerable populations, including ensuring that state and national health care reform efforts enhance the care for homeless individuals, without inadvertently widening health care disparities.

She previously served as the Chief Medical Officer of Boston Health Care for the Homeless Program, the largest nonprofit health care organization for homeless individuals in the country. Under her leadership, the organization provided health care to over 12,500 homeless men, women, and children in the greater Boston area at over 70 different sites.

In the public service sector, Dr. Bharel was a gubernatorial appointment to the Behavioral Health and Primary Care Integration Task Force under the Massachusetts health care payment reform initiative. She has also participated on the Massachusetts Medicaid payment reform policy committee and Primary Care Payment Reform Initiative operations committee. Additionally, she served on the National Quality Forum expert panel on Risk Adjustment for Socioeconomic Status.

Dr. Bharel has served on the faculty of Harvard Medical School, Boston University Medical School, and Harvard School of Public Health. She was previously at Massachusetts General Hospital and Boston Medical Center. She has practiced general internal medicine for 20 years in neighborhood health centers, city hospitals, the Veterans Administration, university hospitals, and nonprofit organizations.

She received her Master of Public Health degree through the Commonwealth Fund/Harvard University Fellowship in Minority Health Policy, with a concentration in health care policy and management. She received her medical degree from Boston University School of Medicine and completed a residency and chief residency in internal medicine at Boston City Hospital/Boston Medical Center.

DONALD BERWICK, MD

Donald M. Berwick was President and CEO of the Institute for Healthcare Improvement (IHI) for nearly 20 years. In July 2010, President Obama appointed Dr. Berwick to the position of Administrator of the Centers for Medicare & Medicaid Services, a position he held until December 2011. He was formerly Clinical Professor of Pediatrics and Health Care Policy at the Harvard Medical School, and Professor in the Department of Health Policy and Management at the Harvard School of Public Health. Dr. Berwick has served as vice chair of the U.S. Preventive Services Task Force, the first “Independent Member” of the American Hospital Association Board of Trustees, and chair of the National Advisory Council of the Agency for Healthcare Research and Quality. An elected member of the Institute of Medicine (IOM), Dr. Berwick served two terms on the IOM’s governing Council and was a member of the IOM’s Global Health Board. He served on President Clinton’s Advisory Commission on Consumer Protection and Quality in the Healthcare Industry. He is a recipient of several awards and author of numerous articles and books, including *Curing Health Care* and *Escape Fire*. Dr. Berwick has served on the Board of the Massachusetts Health Policy Commission since 2015 when he was appointed by Attorney General Maura Healey.





AUDREY SHELTO

As a proven leader with 30 years of achievement in improving the delivery of health care and human services, particularly for low-income and vulnerable populations, Audrey assumed leadership of the Blue Cross Blue Shield of Massachusetts Foundation in August 2013. As President, she leads the Foundation's strategic agenda to broaden health coverage and reduce barriers to care through grants, research, and policy initiatives.

Audrey served as interim president of the Blue Cross Blue Shield of Massachusetts Foundation in 2005, helping to shape the Foundation's policies and supporting the Roadmap to Coverage initiative that led to Massachusetts' landmark 2006 universal health care law. She joined Blue Cross Blue Shield of Massachusetts in 2007, where she focused on medical cost and care management initiatives over the next six years before returning to the Foundation to become its president.

Audrey's other professional experience includes chief operating officer of Neighborhood Health Plan, executive director for the Boston Mayor's Advisory Committee on Health Care, associate commissioner of Massachusetts's Department of Mental Health, and assistant budget director for the Massachusetts Executive Office for Administration and Finance.

She is widely recognized for her expertise in all aspects of health care and is often called upon to serve on committees and task forces around the state, such as the Mayor's Advisory Committee on Addiction & Recovery (Boston), the MA House of Representatives Legislative Working Group on Managed Care Organizations, and the Attorney General's Advisory Task Force on Community Benefits. Audrey is also a sought after speaker on the local and national health care scene.

Audrey holds a master's degree in management of human services from the Heller School at Brandeis University. She serves on the boards of the Justice Resource Institute, the MA Health Policy Forum and Associated Grantmakers of Massachusetts. She received the inaugural Art of Healthcare Award from the East Boston Neighborhood Health Center in 2014.

MASSACHUSETTS HEALTH POLICY COMMISSION

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UPCOMING PUBLIC MEETINGS

BOARD MEETINGS

Meetings start at 12PM

Wednesday, July 18, 2018
Wednesday, September 12, 2018
Thursday, December 13, 2018

ANNUAL COST TRENDS HEARING

Monday, October 15 and Tuesday, October 16

ADVISORY COUNCIL MEETINGS

Meetings start at 12PM

Wednesday, July 11, 2018
Wednesday, November 14, 2018

COMMITTEE MEETINGS

*The first meeting is at 9:30AM, followed by
the second meeting at 11AM.*

Wednesday, June 13, 2018
Market Oversight and Transparency; Care Delivery Transformation
Wednesday, October 3, 2018
Market Oversight and Transparency; Care Delivery Transformation
Wednesday, November 28, 2018
Market Oversight and Transparency; Care Delivery Transformation

ABOUT THE HPC'S CERTIFICATION AND INVESTMENT PROGRAMS

ABOUT HPC'S CERTIFICATION PROGRAMS

The HPC's certification programs set standards for accountable care organizations (ACOs) and patient-centered medical homes (PCMHs) in order to promote the adoption of new delivery system models in the Commonwealth.

- The HPC's ACO certification program recognizes providers that demonstrate key ACO capabilities such as patient-centered care, accountable governance, participation in quality-based risk contracts, population health management, and cross-continuum care. To date, the HPC has certified 17 ACOs.
- The HPC's PCMH certification program, **PCMH PRIME**, promotes the integration of behavioral health into primary care by certifying primary care practices that demonstrate key behavioral health capabilities. The PCMH PRIME program builds upon the National Committee for Quality Assurance (NCQA) PCMH Recognition standards. As of May 1, 2018, 79 practices are PCMH PRIME certified, and 18 more are on the Pathway to PCMH PRIME certification.

For more information about the HPC, visit www.mass.gov/hpc-certification-programs.

ABOUT HPC'S INVESTMENT PROGRAMS

The HPC has invested over \$70 million in various health care organizations across the Commonwealth.

- The **Community Hospital Acceleration, Revitalization, and Transformation (CHART)** Program made phased investments into eligible Massachusetts community hospitals to enhance the delivery of efficient, effective care.
- The **Health Care Innovation Investment (HCII)** Program awarded grants to competitive providers, health plans, and their partners to test and spread innovations that advance the Commonwealth's cost containment goals while improving access to high-quality care.
- The **SHIFT-Care Challenge** is a \$10 million competitive funding opportunity designed to foster care delivery models that shift the unnecessary delivery of care for complex patients from expensive, acute care hospitals, to more patient-centered, community-based settings. The SHIFT-Care Challenge will fund sustainable, transformative care models that reduce avoidable acute care utilization by addressing health-related social needs and increasing access to timely behavioral health services.

For more information about the HPC, visit www.mass.gov/hpc-investment-programs.

NEW AND UPCOMING HPC PUBLICATIONS RELATED TO CARE DELIVERY TRANSFORMATION

ACO POLICY BRIEF #1 – TRANSFORMING CARE: INTRODUCTION TO ACCOUNTABLE CARE ORGANIZATIONS IN MASSACHUSETTS

This brief is the first in a series of written reports based on the information submitted by applicants for ACO Certification. It provides background information on ACOs in Massachusetts and the HPC ACO Certification program, and highlights a few key facts about the certified ACOs, such as:

- Approximately 1.9 million commercial or Medicare patients in Massachusetts are served by HPC-certified ACOs.
- The 17 HPC-certified ACOs represent the majority of the healthcare providers in Massachusetts that hold risk contracts. In addition to their contracts with MassHealth, the 17 certified ACOs hold a total of 66 commercial risk contracts and 11 Medicare risk contracts.
- Over 80% of ACOs have at least one hospital as an ACO participant.

To read the full brief visit www.mass.gov/service-details/transforming-care-aco-briefs-and-other-resources.

The second brief in this series will be released this summer and will focus on the population health management approaches of the certified ACOs, with a particular focus on approaches that address behavioral health and social determinants of health.

CHART CARE DELIVERY TRANSFORMATION PLAYBOOK: A PROGRAM MANAGER'S OPERATIONAL GUIDE TO POPULATION HEALTH

The Playbook will be a practical guide to implementing population health management for patients with complex social, behavioral, and medical needs. It draws from the experience of the CHART Phase 2 cohort which deployed multi-disciplinary teams to enhance community-based care.

Implementation Lessons cover:

- Identifying target populations
- Engaging patients in the acute care setting and post-discharge
- Collaborating with patients long-term to support community-based care
- Staffing and managing multi-disciplinary teams
- Developing strategic partnerships
- Using data to catalyze operations

Accompanying the implementation lessons is a curated list of ready-to-use tools and templates to support program operations. The Playbook is expected to be released this summer.

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