

MINUTES OF THE HEALTH POLICY COMMISSION

Meeting of September 27, 2022

MASSACHUSETTS HEALTH POLICY COMMISSION

Date of Meeting: September 27, 2022

Start Time: 2:00 PM

End Time: 5:00 PM

	Present?	ITEM 1: Approval of Minutes (July 13, 2022)	ITEM 2: Enter into Executive Session	Item 3: Mass General Brigham PIP	Item 4: 2022 Cost Trends Report	Item 5: FY2023 Budget
Deborah Devaux*	X	ab	X	X	X	X
Don Berwick	A	A	A	A	A	A
Barbara Blakeney	X	2 nd	M	A	A	A
Martin Cohen	X	X	X	M	X	X
David Cutler	X	A	A	X	X	X
Timothy Foley	X	A	A	2 nd	M	A
Patty Houpt	X	X	X	X	2 nd	M
Chris Kryder	X	X	X	X	X	X
Ron Mastrogiovanni	X	X	X	X	X	X
Sec. Marylou Sudders	X	M	2 nd	X	X	2 nd
Cassandra Roeder	X	X	X	X	X	X
Summary	10 Members Attended	Approved with 7 votes in the affirmative	Approved with 8 votes in the affirmative	Approved with 9 votes in the affirmative	Approved with 9 votes in the affirmative	Approved with 8 votes in the affirmative

Presented below is a summary of the meeting, including time-keeping, attendance, and votes. All votes taken by roll call.

*Chairman

(M): Made motion; (2nd): Seconded motion; (ab): Abstained from Vote; (A): Absent from Meeting

Proceedings

A virtual meeting of the Health Policy Commission (HPC) was held on September 27, 2022, at 2 PM. A recording of the meeting is available [here](#). Meeting materials are available on the Board meetings page [here](#).

Participating commissioners included: Ms. Deborah Devaux (Chair), Mr. Martin Cohen (Vice Chair); Ms. Barbara Blakeney; Ms. Patricia Houpt; Dr. John Christian Kryder; Mr. Ron Mastrogiovanni; Secretary Marylou Sudders; Mr. Timothy Foley; Ms. Lauren Peters, designee for Secretary Marylou Sudders, Executive Office of Health and Human Services; and Ms. Cassandra Roeder, designee for Secretary Michael Heffernan, Executive Office of Administration and Finance.

Ms. Devaux began the meeting at 2 PM and welcomed the commissioners, staff, and members of the public viewing the meeting live on the HPC's YouTube channel.

ITEM 1: Approval of Minutes

Ms. Devaux asked Ms. Coleen Elstermeyer, Deputy Executive Director, to call for a vote to approve the minutes from the June 8, 2022, Board meeting. Secretary Marylou Sudders made the motion to approve the minutes. Ms. Barbara Blakeney seconded it. The motion was approved unanimously.

ITEM 2: Executive Session

Ms. Devaux then gave an overview of the executive session and the statutory basis for entering the private session. Ms. Devaux asked Ms. Elstermeyer to call for a vote to approve entering an executive session. Ms. Blakeney made the motion to approve the minutes. Sec. Sudders seconded it. The motion was approved unanimously by roll call.

ITEM 3: Mass General Brigham Performance Improvement Plan

Ms. Devaux introduced herself to the committee and public as a new commissioner and the new Board chair. Mr. David Seltz provided an overview of the meeting and agenda. Ms. Devaux began the discussion on the Mass General Brigham Performance Improvement Plan (PIP) by outlining the PIP process to date and highlighting the assurances made by MGB in the PIP. Mr. Seltz introduced Ms. Kara Vidal, Director of Health System Planning and Performance, who provided additional background on the PIP process and a summary of the revised plan proposed by Mass General Brigham. For more information, see slide 9-21.

Mr. Martin Cohen noted that achieving the PIP's savings goal would be significant and the PIP recognizes that prices matter, but that the PIP will not address the price disparities in the Commonwealth. Mr. Cohen also noted that the Commonwealth's goals can also be addressed through the policy recommendations issued in the HPC's 2022 Cost Trends Report. Mr. Cohen commended MGB's commitment to work on the issues outlined in the PIP over time with the HPC, including its commitments regarding sustainability and measurement, and indicated he would vote to accept the PIP. Mr. Ron Mastrogiovanni agreed and noted how important it was

that MGB is willing to do the work on the PIP, especially recognizing current pressures in the health care marketplace, and also highlighted the importance of sustainability. Dr. David Cutler agreed, also recognizing the importance of using other strategies to contain health care spending in addition to the PIP process. Ms. Devaux agreed, highlighting the importance of MGB's commitments to measurable and sustainable savings, stating that no single PIP will address all of the issues in the health care system in the Commonwealth, but the PIP represents progress.

Secretary Sudders said that the PIP process is a tool but not the only tool the HPC has to accomplish its goals. Sec. Sudders also acknowledged the context of the COVID-19 pandemic and the past two years and the extraordinary costs that many providers faced as a result, particularly related to staffing.

Ms. Devaux asked Ms. Elstermeyer to call for a vote on the motion. Mr. Cohen made the motion. Mr. Foley, who had arrived prior to discussion, seconded. The motion was approved unanimously.

ITEM 4: 2022 Health Care Cost Trends Report

Ms. Devaux turned the meeting over to Mr. Seltz and Dr. David Auerbach, Senior Director of Research and Cost Trends, to provide an overview of the 2022 Cost Trends Report. For more information, see slides 22-45.

Secretary Sudders said that a number of the recommendations outlined in the Cost Trends Report were included in Governor Baker's healthcare legislation and there is opportunity again to in 2023 to address these issues.

Dr. Cutler said that it would be helpful to get data on what is happening to wages and healthcare in Massachusetts and mentioned a monthly survey to gauge what is happening in hospitals.

Mr. Seltz said that the HPC has examined regular reporting through the Bureau of Labor Statistics and workforce administration. Sec. Sudders said that the industry does survey its members on a quarterly basis and suggested culling through data currently available instead of adding more responsibilities to already stretched agencies. Mr. Seltz agreed and added that the health care systems are already under immense pressure. Mr. Seltz noted that the topic of staffing would come up at the 2022 Health Care Cost Trends Hearing.

Mr. Foley said that the section of the cost trends report related to staffing simply outlines the problem and doesn't offer as many solutions. Mr. Foley said that after the HPC's upcoming report on healthcare workforce is released, the discussion of policy recommendations on strengthening the workforce and understanding the impacts on the healthcare system can come to the forefront.

Dr. Kryder urged the HPC to make a firm recommendation urging hospitals to change their business models to adapt to an unstable situation. Dr. Kryder noted that value-based contracts have stalled, and the Commonwealth's hospitals should follow other states by getting prepaid contracts, pushing incentives to keep patients out of the hospital, invest in primary care, and behavioral health. Dr. Cutler agreed with Dr. Kryder's sentiment. Dr. Kryder noted that

Massachusetts is losing ground in this area to states like California, Utah, Texas, and Tennessee. Mr. Seltz stated that the HPC's recommends increasing adoption of value-based payment models, including capitated models, and it is part of the HPC's strategy.

Ms. Devaux asked Ms. Elstermeyer to call for a vote on the motion. Mr. Foley made the motion. Ms. Houpt seconded. The motion was approved unanimously.

Item 5: Market Changes

Ms. Devaux turned the meeting over to Mr. Seltz to introduce Mr. Sasha Hayes-Rushnov, Senior Manager for Market Performance, who provided market updates. For more information, see slides 46-52.

ITEM 6: Care Delivery Transformation

Ms. Devaux turned the meeting over to Mr. Seltz to introduce Mr. Michael Stanek, Senior Manager for HCTI, who provided reflections and results from the Accountable Care Organization (ACO) Learning, Equity, and Patient-Centeredness (LEAP) two-year cycle of certification. For more information, see slides 53-69.

Ms. Devaux noted that some of the strategies presented reflected the issues Dr. Kryder had raised earlier hospital systems changing business models. Dr. Cutler asked if commissioners could get financial information from the ACOs to try and identify the reasons that costs are increasing when they should be decreasing. Dr. Kryder reiterated the concerns he raised earlier in the meeting and asked for a breakdown of the number of individuals that are in each ACO and the financials that Dr. Cutler requested. Mr. Stanek said that staff were in the process of updating learning and dissemination materials which include all the data that can be released publicly. Dr. Kryder noted that the information should be kept confidential but if there was a way to make it non-identifying, it would be helpful.

Mr. Seltz noted that the HPC did a series of briefs on the previous round of ACO certification and found that approximately 2 million, or one in three, Massachusetts residents were covered by the certified ACOs, and ,while the number of ACOs is small, the impact is wide.

ITEM 7: Executive Director's Report and FY2023 Budget Vote

Ms. Devaux turned the meeting over to Mr. Seltz to introduce HPC Deputy Executive Director Coleen Elstermeyer who provided updates on agency activities and events. For more information, see slides 70-73.

ITEM 5: FY2023 Budget Vote

Mr. Seltz presented on the HPC budget for FY 2023 and called for a vote to approve the budget. For more information, see slides 74-82. Ms. Houpt made the motion to approve the budget. Secretary Sudders seconded it. The motion was approved unanimously.

The meeting adjourned at 1:50 PM.