



Advisory Council Meeting

December 5, 2024



Agenda



CALL TO ORDER

2024 Health Care Cost Trends Hearing

Future Priorities for Action

Adjourn

The HPC's Executive Director convenes a 30+ member Advisory Council to help inform the work of the HPC and enhance the HPC's policy agenda.



Dr. Christopher Andreoli, President, Atrius Health

Lisette Blondet, Executive Director, Massachusetts Association of Community Health Workers

Aimee Brewer, President and CEO, Sturdy Memorial Hospital

Dr. Jeanette Callahan, Pediatrician, Cambridge Health Alliance; Medical Director, Department of Youth Services Northeast Region Health Services, Justice Resource Institute

Christopher Carlozzi, State Director, National Federation of Independent Business (NFIB)

JD Chesloff, Executive Director, Massachusetts Business Roundtable

Dr. Cheryl Clark, Associate Chief, Division of General Internal Medicine and Primary Care, Brigham and Women's Hospital

Ed Coppinger, Head of Government Affairs, MassBio

Michael Curry, President and CEO, Massachusetts League of Community Health Centers

Dr. Ronald Dunlap, Cardiologist and Past President, Massachusetts Medical Society

Audrey Gasteier, Executive Director, Massachusetts Health Connector

Tara Gregorio, President and CEO, Mass Senior Care Association

Eric Gulko, President, Innovo Benefits; Legislative Chair and Vice President, National Association of Brokers and Insurance Professionals

Susan J. Hernandez, CNM, MSN, FACNM, Mass General Brigham; MA ACNM Legislative Co-Chair

Jon Hurst, President, Retailers Association of Massachusetts

Colin Killick, Executive Director, Disability Policy Consortium

Jake Krilovich, Executive Director, Home Care Alliance of Massachusetts

Juan Fernando Lopera, Chief Diversity, Equity, and Inclusion Officer, Beth Israel Lahey Health

David Matteodo, Executive Director, Massachusetts Association of Behavioral Health Systems

Dr. Danna Mauch, President and CEO, Massachusetts Association for Mental Health

Patricia McMullin, Executive Director, Conference of Boston Teaching Hospitals

Nicole Obi, President and CEO, Black Economic Council of Massachusetts

Carlene Pavlos, Executive Director, Massachusetts Public Health Association

Krina Patel, Head of U.S. State and Local Government Affairs, Biogen

Lora Pellegrini, President and CEO, Massachusetts Association of Health Plans

Julie Pinkham, Executive Director, Massachusetts Nurses Association

Amy Rosenthal, Executive Director, Health Care For All

Christine Schuster, President and CEO, Emerson Hospital

Matthew Veno, Executive Director, Group Insurance Commission

Steven Walsh, President and CEO, Massachusetts Health and Hospital Association and previously Massachusetts Council of Community Hospitals

Elizabeth Wills-O'Gilvie, Chair, Springfield Food Policy Council

HPC Advisory Council Discussion Topics (2023-2024)



Challenges Facing the Health Care Workforce



Health System Capacity Constraints



Impacts of Steward Closures and Private Equity in Health Care



Advancing Health Equity



Development of an Affordability Benchmark



HPC Policy Recommendations



Pharmaceutical Costs

Agenda



Call to Order



2024 HEALTH CARE COST TRENDS HEARING

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HPC 2024 Cost Trends Hearing: Opening Remarks from Governor Maura Healey and Attorney General Andrea Campbell



“ I am prepared to ensure that the next generation does better than the last, especially when it comes to health outcomes...You have a partner in the AG’s office, and we are here to work and get things done on behalf of the people.”



Attorney General Andrea Joy Campbell outlined her priorities for the upcoming legislative session, including **increased oversight and accountability** to ensure that agencies like the HPC have the authority needed to protect Massachusetts consumers.

Governor Maura Healey acknowledged the ongoing challenges that residents of the Commonwealth face due to **increasingly unaffordable and inaccessible health care**. She stressed the importance of **bold and innovative action** to continue expanding access to equitable and affordable health care.



“ We got an historically bad operator out of Massachusetts, and we saved six hospitals that were at risk of closing.”

HPC 2024 Cost Trends Hearing Panel 1: What Comes Next? The Future of the Former Steward Health Care Facilities and Physician Network



Leaders from the organizations newly operating the former Steward Health Care institutions reflected on opportunities to provide **local, integrated, high-quality, affordable, and community-centric care** in their respective communities. Panelists acknowledged the need to **build trust** and reinforce feelings of safety and caring, and they suggested that Massachusetts **re-examine reimbursement rates** to support the Commonwealth's safety net and address the primary care physician shortage.

Dr. Abha Agrawal, President and CEO, Lawrence General Hospital
Dr. Alastair Bell, President and CEO, Boston Medical Center Health System
John Fernandez, President and CEO, Brown University Health
Benson Sloan, CEO and Founder, Revere Medical

“ The state stepped forward to help these acquirers to keep services going. But what is important is the underlying financial model of these institutions given they are receiving significant funding from the state.”
— Dr. Alastair Bell

“ Building trust takes time, and Revere Medical doesn't expect it to be given, but earned.”
— Benson Sloan

HPC 2024 Cost Trends Hearing Panel 2: Reimagining Community Care: Voices of Impacted Providers, Workers, and Communities on Recent Disruptions and the Imperative to Put Patients First



Community leaders emphasized that the Steward Health closures did not create an entirely new crisis but **exacerbated existing inequities** in the Massachusetts health care system. Panelists highlighted the **workforce burnout** resulting from being overworked, underpaid, under-resourced, and continuously facing crises and called for **state health care resource planning** to promote communication and collaboration across the Commonwealth.

Dr. Guy Fish, CEO, Codman Square Health Center

Susan Joss, CEO, Brockton Neighborhood Health Center

Caridad Medina, Vice President, Steward Health Team, 1199SEIU United Healthcare Workers East

Dr. Bisola Ojikutu, Commissioner of Public Health and Executive Director, Boston Public Health Commission

Julie Pinkham, Executive Director, Massachusetts Nurses Association

“ We need to stabilize and strengthen the community health centers, because we can be so much more than we are when we’re just bouncing from crisis to crisis.”

— Susan Joss

“ We need to not rule out small hospitals... We’re just closing the small hospitals, and I don’t think it’s making the situation any better. It’s driving everybody into the academic medical centers, which are more costly.”

— Julie Pinkham

HPC 2024 Cost Trends Hearing Panel 3: From Crisis to Stability: Perspectives of Industry Leaders on the Threats and Opportunities Facing the Commonwealth's Health Care System



Massachusetts health care leaders called for policy solutions to address **known challenges in affordability and health inequities** as well as the need to incentivize spending on primary and preventive care, rather than hospital care. Panelists noted that hospitals are at “disaster capacity” and emphasized the need to **bring care into the community** through a variety of means, including Hospital at Home programs.

Eileen Auen, Executive Chair of the Board of Directors, Point32Health
Dr. Eric Dickson, President and CEO, UMass Memorial Health
Sarah Iselin, President and CEO, Blue Cross Blue Shield of Massachusetts
Dr. Anne Klibanski, President and CEO, Mass General Brigham

“ We should set a benchmark with teeth, set an audacious goal and try to control costs... Our ability to be innovative about that is the only thing that will fix this.”
— Eileen Auen

“ Capacity is at its highest; outpatient is at its lowest. This gives us a real opportunity to consider how we can deliver lower-cost care close to home, or even in the home.”
— Dr. Anne Klibanski

HPC 2024 Cost Trends Hearing Panel 4: The Cost of Inaction: Building Consensus on Policy Solutions to Achieve Health Care Affordability, Accessibility, and Equity for All



Health care leaders and stakeholders identified the most urgent issues facing Massachusetts health care today and called for solutions such as increasing **transparency and accountability for private equity** involvement in the health care system, making **pharmaceutical companies and pharmacy benefit managers** to subject to state oversight, and **investing in primary care**.

Michael Curry, President and CEO, Massachusetts League of CHCs; Co-Founder, Health Equity Compact

Lora Pellegrini, President and CEO, Massachusetts Association of Health Plans

Amy Rosenthal, Executive Director, Health Care For All

Steve Walsh, President and CEO, Massachusetts Health and Hospital Association



When there are issues with the system and crises unfold, we need to involve impacted communities in a genuine way from the beginning of the process.”

— Amy Rosenthal



Private investment is going to be necessary in order to keep our health care system afloat, so we need to develop guardrails to ensure that we can have the successful private investment that our health care system needs.”

— Steve Walsh

Agenda



Call to Order

2024 Health Care Cost Trends Hearing



FUTURE PRIORITIES FOR ACTION

Adjourn

Future Priority Areas for Discussion



Promoting Affordability



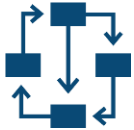
Advancing Health Equity



Strengthening Primary Care



Health System Capacity Constraints and Patient Throughput Challenges



Proactive Planning of Health System Supply and Distribution



Evolving Value Based Care and Patient Centered Care Models



Protecting Health Market from Predatory Actors



Examining Pharmaceutical Pricing Trends and PBMs



Addressing Health Care Workforce Challenges



Reducing Unnecessary Administrative Complexity

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