

COOK COUNTY
HEALTH



Strategic Planning FY 2020-2022

CountyCare

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March 15, 2019



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Overview of Department

CountyCare Health Plan



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Overview of Department

CountyCare Health Plan

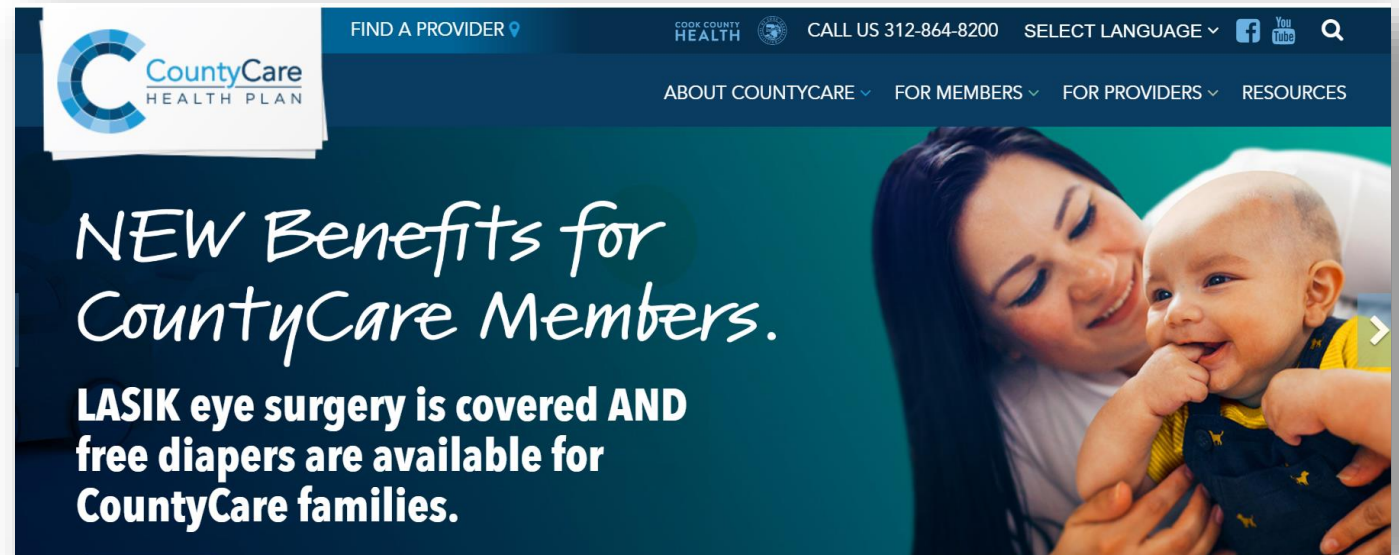
CountyCare is a Medicaid Managed Care plan providing health benefits and care coordination to 320,000 Medicaid beneficiaries in Cook County

CountyCare Divisions:

- Operations and Delegated Vendor Oversight
- Clinical Services and Care Management
- Pharmacy
- Finance
- Network Management
- Project Management
- Compliance

FY 2019 Budget: \$1.817B

FY 2019 FTEs: 57



CountyCare [website](#)

Impact 2020 Recap



Status and Results

- Deliver High Quality Care
- Grow to Serve and Compete
- Foster Fiscal Stewardship
- Invest in Resources
- Leverage Valuable Assets
- Impact Social Determinants/Advocate for Patients



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Impact 2020

CountyCare Health Plan Progress and Updates

Focus Area	Name	Status
Delivery High Quality Care	Maintain high-quality CountyCare network, including continuous improvement in quality measures year-over-year	Ongoing
	Develop mechanisms to ensure communications occur in members' preferred languages	In progress
	Expand use of MHNConnect real-time alerts platform for care coordination and continuity of care	Ongoing
	Roll out an innovative quality program for providers to collaborate with CountyCare initiatives and provide better care to members at the provider-level	Complete
	Implement provider performance scorecards and pay-for-performance programs	Ongoing
Grow to Serve & Compete	Acquire members through marketplace changes, including Family Health Network and Aetna transitions	Complete
	Leverage CountyCare data to provide value-added benefits, including a Member Incentive Program (e.g. diapers, prenatal vitamins, and LASIK program)	Complete
	Implement retain & gain strategy, including robust redetermination plan	Ongoing

Impact 2020

CountyCare Health Plan Progress and Updates

Focus Area	Name	Status
Grow to Serve & Compete (cont'd)	Exploring new lines of business to serve members as they age out of Medicare and seniors with chronic special needs	In progress
Foster Fiscal Stewardship	Develop high-performing CountyCare network, including opportunities to narrow network and implement risk- and value-based contracts	In progress
	Establish emergency department utilization reduction plan	In progress
	Increase domestic spend through targeted initiatives, including utilization of eConsult resulting in appropriate direct referrals, establishing centers of excellence and emergency department transfers	In progress
	Roll out medical cost action plans to include pharmacy cost saving initiatives	Complete
Invest in resources	Recruit, hire, and retain the best employees who are committed to CountyCare and CCH mission	Ongoing
Impact SDOH	Implement programs that address the social determinants of health, such as Black Oaks LINK matching program and flexible housing pool	Complete



FY2020-2022

The Future

Environmental Scan of Market, Best Practices and Trends



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Environmental Scan of Market, Best Practices, Trends

Reduction in Medicaid coverage across Illinois

	Oct. 2018	Nov. 2018	% Change	Dec. 2018	% Change
Cook County	1,413,665	1,386,693	1.91% ↓	1,353,809	2.37% ↓
Other	1,617,146	1,591,627	1.58% ↓	1,556,278	2.22% ↓

- Steady decreases in Medicaid membership due to loss of coverage across fee-for-service and managed care.
- Cook County Medicaid beneficiaries are losing coverage at a higher rate than those in other IL counties. Possible cause of loss of Medicaid coverage is current redetermination policy.

Environmental Scan of Market, Best Practices, Trends

CountyCare Health Plan Market Share

Managed Care Organization	Cook County Enrollment	Cook County Market Share
*CountyCare	325,556	31.5%
Meridian (a WellCare Co.)	245,422	23.8%
Blue Cross Blue Shield	238,732	23.1%
IlliniCare	109,166	10.6%
Molina	68,166	6.6%
*Next Level	45,230	4.4%
Total	1,032,272	100.0%

Illinois Department of Healthcare and Family Services January 2019 Data

* Only Operating in Cook County

Environmental Scan of Market, Best Practices, Trends

CountyCare Health Plan Member Retention Through Redetermination

- CountyCare retention rate: 73%
- State fee-for-service retention rate: 54%
- Best practice: implement a robust retention strategy at all touchpoints at the member- and provider-level including redetermination events, and robust targeted outreach
- Leverage all engagement points within CCH
- Partner with medical homes to improve retention and redetermination
- Successful redetermination has a direct positive impact on the health system's payor mix

SWOT Analysis



Strengths, Weaknesses, Opportunities, and Threats



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SWOT Analysis

Strengths

- Commitment to serving Cook County's vulnerable and underserved populations
- Provider-led health plan and care management
- Low administrative spend
- Flexible, delegation-based model
- Extensive provider network
- Mission-oriented and culturally competent staff
- Focus on social determinants of health (SDOH)

Opportunities

- Expanded product lines to serve new populations
- Policy change for a streamlined and efficient redetermination process with new administration
- Innovative programs to integrate behavioral health with medical
- Increased member engagement in medical homes to better quality outcomes and cost savings
- Greater investment disease analytics and SDOH
- Expanded retention efforts to preserve continuity of coverage and care
- Tighter relationship with CCH providers

Weaknesses

- Difficulty scaling staff with plan growth
- Complexity associated with delegated model
- Limited branding and marketing resources
- Extensive provider network
- Challenges with data integrity with multiple vendors/partners
- Managed care learning curve for CCH

Threats

- Federal changes to Medicaid policy
- State budget constraints
- Shrinking Medicaid population in Cook County
- Disruptive redetermination process
- Rising pharmaceutical costs
- Provider resistance to Managed Medicaid in Illinois
- Population that is increasingly complex, both medically and in terms of SDOH

FY2020-2022



CountyCare Health Plan

- Deliver High Quality Care
- Grow to Serve and Compete
- Foster Fiscal Stewardship
- Invest in Resources
- Leverage Valuable Assets
- Impact Social Determinants/Advocate for Patients



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Deliver High Quality Care FY 2020-2022 Strategic Planning Recommendations

CountyCare Health Plan

Improve Behavioral Health (BH) Quality and Integration

Top Inpatient Medical Diagnoses (Adult)	
Claims December 2017-November 2018	
Diagnosis Description (3-Digit Primary)	Admissions
Schizoaffective disorders	1,780
Bipolar disorder	1,711
Opioid related disorders	1,679
Major depressive disorder, recurrent	1,359
Schizophrenia	1,098
Other sepsis	1,014
Other chronic obstructive pulmonary disease	781
Alcohol related disorders	638
Essential (primary) hypertension	610
Major depressive disorder, single episode	590

Excludes diagnoses related to pregnancy, childbirth, and the puerperium

- From 2017-2018, 25% of admissions were related to behavioral health or substance use disorder diagnoses
- There are overall fewer BH admitting diagnoses and a wide range of medical diagnoses
- BH disease burden and comorbidity is significant within the CountyCare membership
- **Goal:** improve effective management of this population with integrated, comprehensive outpatient care

Deliver High Quality Care

FY 2020-2022 Strategic Planning Recommendations

CountyCare Health Plan

- Improve Behavioral Health (BH) Quality and Integration
 - Implement Integrated Health Homes to coordinate care for members' physical, behavioral, and social needs
 - Ensure 100% of in-network hospitals are on MHNConnect real-time alerts platform
 - Launch Transitions of Care Program and co-locate care coordination in 5-10 high volume BH hospitals
 - Increase utilization of medication assisted treatment (MAT) among members with opioid use disorder
- Transition high volume providers to value-based contracts
- Limit network for certain categories of care
- Continue National Committee for Quality Assurance (NCQA) readiness for 2020 re-survey

Grow to Serve and Compete FY 2020-2022 Strategic Planning Recommendations

CountyCare Health Plan

Continue to implement a strong member retention and growth strategy to retain and gain membership through:

- Enhanced primary care engagement and repatriation efforts
- Rich value-based contracting efforts including enhanced reimbursement
- Development of a Newborn Program to increase mother and newborn retention
- Creation of a member retention team to focus on outbound calls to members to augment existing redetermination efforts
- Continued partnership with medical homes to increase Medicaid redetermination rates

Grow to Serve and Compete FY 2020-2022 Strategic Planning Recommendations

CountyCare Health Plan

- Explore participation in Medicare Advantage and other lines of business
 - Chronic Conditions Special Needs Plan (C-SNP) for persons with HIV
 - Institutional Special Needs Plan (I-SNP)
 - Institutional Equivalent Special Needs Plan (IE-SNP)
 - Medicare-Medicaid Alignment Initiative (MMAI)
- Advocate for Medicaid premium plans in Illinois for those with incomes that exceed Medicaid income eligibility guidelines
- Implement a CountyCare Rewards Program 2.0 for improved health outcomes and member retention
 - Implement new rewards that align with membership growth strategy

Foster Fiscal Stewardship FY 2020-2022 Strategic Planning Recommendations

CountyCare Health Plan

- Continue implementation of Medical Cost Action Plan, including poly-pharmacy and high utilizer initiatives.
- Implement Presumptive Eligibility Program for Home and Community Based Services Waiver (HCBS) Services:
 - Strategy to help members stay at home and reduce potentially unnecessary long term care utilization
- Increase membership in the Integrated Care Program (ICP) by assisting members with disabilities attain SSI/SSDI.
- Continued procurement and implementation to increase value and decrease costs for pharmacy, dental, vision, and transportation benefits.
- Seize opportunities to bring services to CCH in areas where we excel.
- Realignment of network to support the Quality Program
 - Identification of Skilled Nursing Facility and Home Health Partners

Invest in Resources/Leverage Valuable Assets

FY 2020-2022 Strategic Planning Recommendations

CountyCare Health Plan

- Continue to invest in employees that are committed to CountyCare and CCH mission
- Invest in programs and technology that improve team efficiency and effectiveness
- Strengthen CountyCare's workforce including restructuring CountyCare's organizational structure
- Facilitate and share resources across CCH and CountyCare to maximize workforce efficiencies and capacity
- Leverage all opportunities allotted to us as a health plan within a government health system to impact all aspects of public health and policy

Impact Social Determinants/Advocate for Patients FY 2020-2022 Strategic Planning Recommendations

CountyCare Health Plan

- Integrate health risk screening data on the social determinants of health (SDOH) into risk stratification methodology
- Increase connections between CountyCare care coordinators and CCH SDOH Initiatives
- Invest in SDOH Initiatives to serve members experiencing housing, food, and economic insecurity
- Improve access to housing for CountyCare members experiencing homelessness, e.g. Flexible Housing Pool
- Maximize Boulevard program by aligning quality and utilization goals with caseload outcomes
- CountyCare as an equal contributor to CCH SDOH initiatives from inception

Thank you.



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