



Commonwealth of Massachusetts
Executive Office of Health and Human Services

Executive Office of Health and Human Services	
Deliverable:	ACO/MCO Health Quality and Equity Strategic Plan
Due Date:	<i>December 31, 2023</i>
Gated Payment (Y/N):	<i>No</i>
Submission via:	<i>OnBase</i>
File Naming Convention:	<i>ACOMCOAbbreviation_Strategic Plan_YYYYMMDD</i>



Commonwealth of Massachusetts
Executive Office of Health and Human Services

Context

One of MassHealth's key goals in this demonstration period is to improve quality of care and advance health equity, with a focus on initiatives addressing health-related social needs and health disparities demonstrated by variation in quality performance. The Accountable Care Organization (ACO) and Managed Care Organization (MCO) Quality and Equity Incentive Program (QEIP)s aim to incentivize participating entities to achieve these key goals by: 1) attaining complete, beneficiary-reported demographic and health-related social needs data, 2) identifying disparities and intervening to reduce disparities in access and quality, and 3) strengthening organizational capacity for health equity through collaboration with health system and community partners.

The Health Quality and Equity Strategic Plan (hereinafter, the "Strategic Plan") is a contract requirement for Accountable Care Partnership Plans (ACPPs), MCOs, and Primary Care ACOs (PCACOs) per Section 2.21.C of the ACPP and MCO Contracts, and Section 2.12.C of the PCACO Contract, and connects to important components of MassHealth's ACO QEIP and MCO QEIP. This Strategic Plan serves as an opportunity for contractors to create a plan that guides their implementation of health quality and equity activities over the next five years. To ensure an equitable and community-driven plan, contractors are encouraged to collaborate with their Health Quality and Equity Committee to develop their Strategic Plan.

Instructions and Reporting Template

Each ACPP, PCACO, and MCO participating in the ACO QEIP or the MCO QEIP, respectively, must submit a Strategic Plan deliverable annually using this Strategic Plan template (the "Template"). Contractors with more than one ACPP contract or at least one ACPP contract and an MCO contract must submit a Strategic Plan applicable to each contract; certain contractors will have to submit multiple Strategic Plans in order to meet contract requirements. While some overlap among Strategic Plans is expected and acceptable, most of the content and activities should be specific to the applicable ACPP, PCACO, or MCO contract. Resubmission of deliverables that have already been submitted for QEIP is not required. Please refer to previously submitted deliverables and/or other externally facing documents as needed.

This Strategic Plan is to be completed and submitted to MassHealth by December 31, 2023. **All completed Strategic Plans must be submitted via OnBase.**



**Commonwealth of Massachusetts
Executive Office of Health and Human Services**

Contents

Contents	3
Health Quality and Equity Strategic Plan Deliverable Template	4
Section 1. ACO/MCO Information	4
Section 2. ACO/MCO Commitment to Equity	4
Section 3. Health Quality and Equity Strategic Plan	5
<i>A. Executive Summary</i>	5
<i>B. Introduction</i>	5
<i>C. Needs Assessment and Analysis</i>	6
<i>D. Member and Community Engagement</i>	7
<i>E. Health Equity Strategic Goals</i>	7
Appendix A: Other information.....	8



**Commonwealth of Massachusetts
Executive Office of Health and Human Services**

Health Quality and Equity Strategic Plan Deliverable Template

Section 1. ACO/MCO Information

Names and titles of person(s) responsible for completing this Strategic Plan (please add more names, titles, and email addresses as needed):

Name:

Title:

Email:

Section 2. ACO/MCO Commitment to Equity

Respond to the following prompts related to the ACO/MCO's commitment to equity:

- i. Does the ACO/MCO have a public statement of commitment to equity?

☐ Yes. Please provide the public statement if it exists below:

☐ No

Public statement of commitment to equity:

- ii. Please describe the composition of the teams contributing to health equity at the organization and where they sit within the organization.

- iii. Do health equity initiatives at the ACO/MCO have one or more executive-level leads and/or sponsors?

☐ Yes, please describe.

☐ No, please describe.

- iv. How does the ACO/MCO incorporate the Health Quality and Equity Committee (HQEC) in its strategic planning?



**Commonwealth of Massachusetts
Executive Office of Health and Human Services**

Section 3. Health Quality and Equity Strategic Plan

A. Executive Summary

(Suggested Page Count: 1-2 pages)

Provide a summary of key sections of this Strategic Plan. Include the following information in the Executive Summary:

- i. ACO/MCO Name.
- ii. How the ACO/MCO defines health equity.
- iii. What the ACO/MCO hopes to achieve in the next four years related to health quality and equity.
- iv. How the ACO/MCO considers member and community experiences in overall health equity efforts.

MassHealth recommends that this Executive Summary be published in multiple languages and in an accessible manner.

B. Introduction

(Suggested Page Count: 1-2 pages)

Provide an introduction to the Strategic Plan. Include the following information:

- i. The ACO/MCO's vision and mission statements, as well as any relevant existing guiding strategies related to health equity.
- ii. Describe the process used for developing the Strategic Plan and/or related strategic planning efforts that have contributed to this plan. MassHealth encourages ACOs/MCOs to consider doing the following activities as part of the planning session: key planning sessions, any activities used to develop the Strategic Plan, and, as applicable, meetings with the Health Quality and Equity Committee (if already established), the Patient and Family Advisory Committee (PFAC), other methods of soliciting member input, the Population and Community Needs Assessment, and providers representing the population served by the ACO/MCO such as community hospitals, other community-based providers, Community Partners, members, and members' families.



**Commonwealth of Massachusetts
Executive Office of Health and Human Services**

C. Needs Assessment and Analysis

(Suggested Page Count: 3-5 pages)

Describe how the organization has assessed the health equity needs of its MassHealth Enrollees. Include the following information for its Enrollees:

- i. Scope of services provided
- ii. Demographic characteristics, including but not limited to age, race, ethnicity, languages spoken, disability status, sexual orientation, gender identity.
- iii. Significant health needs
- iv. To the degree known at this time, observed differences in health and health care quality outcomes defined by race, ethnicity, language, disability status, sexual orientation, gender identity (RELDSOGI) and health-related social needs (HRSN); including intersectionality between one or more of these factors.



**Commonwealth of Massachusetts
Executive Office of Health and Human Services**

D. Member and Community Engagement

(Suggested Page Count: 1-2 pages)

Please answer the following question if applicable.

- i. How does the ACO/MCO engage with its town/city, neighboring areas, and community members?
- ii. How does the ACO/MCO incorporate MassHealth member and community voices into its health equity strategic planning and implementation efforts?
- iii. How does the ACO/MCO incorporate the PFAC into its strategic planning?

E. Health Equity Strategic Goals

(Suggested Page Count: 3-5 pages)

Provide 3-5 preliminary health equity strategic goals¹ for the period of 2023-2027 for the MassHealth population served by the ACO/MCO. Strategic goals should be directly informed by identified needs and inequities described in Section C and other organizational strategic goals related to health equity. In annual iterations of this Strategic Plan, ACOs/MCOs will report on progress towards these goals, and potentially have the opportunity to modify goals over time.

For each strategic goal, describe:

- i. Strengths, weaknesses, opportunities, and threats to achieving the goal
- ii. Anticipated actions in the upcoming year to make progress towards the goal
- iii. Key performance indicators that will be used to track progress towards the goal

¹ Goals should be Specific, Measurable, Achievable, Relevant, Time bound, Inclusive, and Equitable (SMARTIE). For additional information on SMARTIE goals, please visit The Management Center (<https://www.managementcenter.org/resources/smart-to-smartie-embed-inclusion-equity-goals/>)



**Commonwealth of Massachusetts
Executive Office of Health and Human Services**

Appendix A: Other information

Please provide additional information the ACO/MCO would like to share with MassHealth regarding its Strategic Plan.