One Care:
Implementation Council Meeting

Executive Office of Health & Human Services

MassHealth Demonstration to
Integrate Care for Dual Eligibles

July 12, 2022, 10:00 AM – 12:00 PM
Virtual Meeting via Zoom

Integrated Care Performance Management: Future State Vision

Current State

- Reporting formats may vary; not structured for easy trending

- Measures of interest may lack desired depth and stratification (detail by race/ethnicity/language/disability (RELD), rating categories, etc.)

- No "one stop shop" to quickly access a snapshot of overall program health
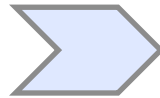
Future State

- Accessible, dynamic dashboards showing key program performance metrics,
  - Updated, well-organized reporting requirements in contracts
  - Standard formats and submission process to support pulling and using reported data

- Data and performance management tools for MassHealth to guide oversight and inform program/policy decisions

- Ability to stratify priority HEDIS measures by health equity factors

- More data-based performance feedback for plans

- Increased transparency for stakeholders

How Do We Get There

| Use interim reporting of Care Model Key Performance Indicators (KPIs) to gauge overall health of the care model | Engage consultants to assist MassHealth in developing back-end reporting tools and standardized templates that enable us to gather, store, and analyze data in a more streamlined, meaningful way | Develop internal- and external-facing performance dashboards, using KPIs informed by stakeholder feedback | Prioritize advancing collection of RELD data to facilitate stratification of certain quality measures, including One Care quality withhold measures, through a health equity lens |

Expected Timeline

Reporting Overhaul Initiative
MassHealth Internal:
Infrastructure Development

Goal:
- Revise key plan performance reporting templates
- Expand the universe of available data, with more meaningful stratifications

Timeline:
- Q2-Q3 2022: development and feedback
- Q3-Q4 2022: training
- CY 2023: begin collecting plan-reported data in new formats

Dashboard Development
MassHealth Internal and Public External:
Sharing Data and Insights

Goal:
- Use Tableau* to create One Care performance dashboards
- Easy-to-access snapshot of new and existing measures that are most meaningful to program health
- Provide public-facing data that is easy to digest and comprehend

Timeline:
- Q1-Q2 CY 2023: MassHealth Internal dashboard
- Q3-Q4 CY 2023: Public External dashboard (version 1.0)
- *Note: we expect dashboards to evolve over time*

Management Technology Aids
MassHealth Internal:
Infrastructure Development

Goal:
- Explore options for contract and performance management technology tools, to assist MassHealth in organized data submission, storage, and access

Timeline:
- TBD

*Tableau is an interactive data visualization software company focused on helping people see and understand data - http://www.tableau.com/

Reporting Overhaul Initiative
MassHealth Internal: Infrastructure Development

Step 1: Document What We Have Today   *Complete*
- Catalogue inventory of current reporting requirements

Step 2: Internal Needs-Gathering and Program Team Interviews   *Wrapping Up*
- What works / doesn't work today
- Where are the gaps that impede ideal level of management and transparency

Step 3: Feedback On Priority Areas for Overhaul   *We Are Here*

Recommendation:
- **Focus initial phase** of Report Overhaul Initiative on the **below reports:**
  - Care Coordination Staffing
  - Assessment and Care Plan Completion
  - Appeals & Grievances
  - Authorizations, Modifications, & Denials

Rationale:
- Reports include content areas with greatest **opportunity for guiding data-driven program updates**
- Opportunities for **consistency and comparisons across One Care and SCO**
- Answers highest-priority questions, **tells the cleanest "end-to-end" performance story** when looked at together

Step 4: Finalize Requirements   *Summer-Fall 2022*
- Develop detailed requirements specifications for priority reports
- Operational feedback from plans
- Directional feedback from Implementation Council and stakeholders

Step 5: Implement   *Late 2022-Early 2023*
- Develop Internal and External user guides
- Communication: final feedback sessions, user trainings, contract updates

Step 6: Learn and Revise   *Ongoing*

Goals for External Dashboard

Goal: to publicly share with stakeholders (including Enrollees and potential Enrollees, advocates, providers, and others) current information that provides a broad view of One Care, both as a program and across individual plans.

External dashboard should reflect:

- Status and health of programs/plans (enrollment, finance)
- Performance of Health Plan functions (timely payment, appeals & grievances)
- Member satisfaction (voluntary disenrollment, CAHPS, care coordinator staffing, member experience measures)
- Program goals (hospital/ED use, timely assessment, PCA use, rebalancing, BH metric)

To be effective, external dashboard needs to be:

Attainable	Replicable	Useable and Audience-Friendly
• Measures address goals and are collectable • Tells us something useful about the program / plans	• Measures can be refreshed regularly • Definitions are consistent	• Balanced; not overwhelming in scope or detail • Measures are of interest to all relevant stakeholders

Dashboard Development
MassHealth Internal and Public External: Sharing Data and Insights

Proposed Dashboard 1.0 Measure Areas

Generally well-defined in a standardized, accessible way today

- Enrollment
- Disenrollments - Voluntary
- Disenrollments - Involuntary
- Financial Performance
- Select HEDIS and CAHPS Quality Measures
- Timely Claims Payment
- Hospitalizations and ED Use

Data exists today, but would benefit from more detail, expanded measures, and additional trending / linkages to tell the full story

- PCA Hour Changes
- Timely Assessment Completion
- Appeals/Grievances
- Care Coordinator Staffing
- Member Experience

Dashboard measure still in development

- Behavioral Health Metric TBD
- Rebalancing Metric TBD

Internal dashboards may contain more detail and potentially sensitive information

External dashboards may focus more on targeted measures of highest member and stakeholder interest

– External dashboards are <u>not</u> a replacement for more in-depth reporting to Implementation Council and other stakeholders. Rather, this will be a subset of high-impact measures available to all One Care members and the general public

Discussion Question: What measure areas are most important to consistently share and update in a public external dashboard?

Thinking Ahead
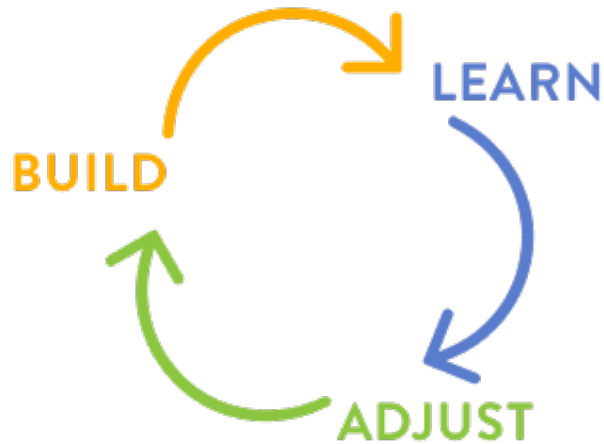
- **First dashboard iteration is not final** – we expect it will evolve over time, especially as we advance measure development, gain better insight into health equity and disparities, and develop improved internal tools to collect, store, analyze, and share performance data

- **It takes time to build, stress-test, and implement new reporting infrastructure**
  - Updating IT systems can be a multi-year process, especially for non-critical updates
  - Need additional 6 months to 1 year of timeline for training, tweaking, and baseline data collection

Discussion Questions

- Do we have the right set of Dashboard 1.0 measurement areas? Is anything missing?

- What measures addressing Behavioral Health care would be most valuable to pursue?

- What measures addressing Rebalancing would be most valuable to pursue?

- What measures for Social Determinants of Health would be most valuable to pursue?

- What measure areas (or specific measures) are most important to consistently share and update in a public external dashboard?

- Where should we be thinking ahead? What would we like to see consistent, actionable, trend-oriented data on, a few years from now?
    - Health equity (RELD SOGI)
    - Housing access and stability
    - Rare conditions
    - Others?

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