Update: The Virginia Task Force on Primary Care

Beth Bortz, President & CEO
Lauryn Walker, Chief Strategy Officer

VIRGINIA CENTER FOR HEALTH INNOVATION

- Founded in 2012 as a 501(c)(3) in response to a recommendation from the Virginia Health Reform Initiative
- Public-private partnership with annual funding from the Commonwealth of Virginia. Contracts with both DMAS and VDH.
- Governed by a diverse, multi-stakeholder board of directors with support from an advisory leadership council ~ 50 organizations
- Secured more than $23M in grants for Virginia

2025 VCHI Strategic Vision *The Pathway to Success*

MISSION:

To facilitate innovation by convening key stakeholders and securing the resources to ***accelerate value-driven models of wellness and healthcare*** throughout Virginia.

VISION TARGETS:

- Expand VCHI's impact and influence through new innovations and initiatives
- Use the Virginia Health Value Dashboard to provide focus and share it with targeted audiences to further impact
- Make Virginia health data actionable and ensure it is well-communicated to policy leaders
- Leverage public-private investment and maintain strong support from all parties
- Ensure VCHI is recognized as a national expert and implementation lead on value-based health care initiatives

VISION:

Virginia delivers the best value in health care.

STAKEHOLDERS:

- Health plans
- Medical professionals
- Health systems
- Life sciences companies
- Health providers
- State agency leadership
- Employers
- Consumer advocates

VIRGINIA CENTER FOR HEALTH INNOVATION

CORE SERVICES:

- **Convene and educate stakeholders** to accelerate collective impact
- **Offer a disciplined approach** to advancing new innovations
- **Oversee and facilitate demonstration research** to evaluate new models
- **Leverage data and analytical resources** to make more informed decisions
- **Prepare workforce and public** for a value-driven healthcare marketplace

VIRGINIA HEALTH VALUE DASHBOARD

AIMS

I. Reducing Low-Value Care

II. Increasing High-Value Care

III. Improving the Infrastructure for Value-Based Care

STRATEGIC PRIORITY AREAS + GOALS

- SUSTAINABILITY + RESILIENCE
- FINANCIAL DIVERSIFICATION + PERFORMANCE
- POLICY + ADVOCACY
- IDENTITY + IMPACT
- ENGAGED LEADERSHIP

VCHI Board of Directors

- **Jeff Ricketts, *Chair*** | Retired, Virginia President, Anthem
- **Meredith Touchstone, *Vice Chair*** | Director, Benefits, CarMax
- **L. Gordon Moore, *Treasurer*** | Chief Medical Officer, Goodside Health
- **Aneesh Chopra, *Secretary*** | Chief Strategy Officer, Arcadia
- **Melinda Hancock, *Immediate Past Chair*** | EVP and Chief Transformation Officer, Sentara Healthcare
- **Sweeny Bansal** | Virginia Chamber of Commerce
- **Jeff Dobro** | CEO Eudaimonia
- **Colin Drozdowski** | CEO Sentara Health Plans and EVP Sentara Healthcare
- **Sheryl Garland** | Chief Health Impact Officer, VCU Health System
- **Linda Hines** | Vice President and Regional Medicaid Plan President, Humana
- **Aryana Khalid** | Partner, Finsbury Glover Hering
- **John Littel** | Chief of Staff, Governor Youngkin, Commonwealth of VA
- **Michele Nedelka, MD** | Radiation Oncologist, Bon Secours Mercy
- **Andrey Ostrovsky, MD** | Managing Partner, Social Innovation Ventures
- **Jason Richmond** | Vice President, Headspace Health
- **Amit Vashist, MD** | Senior Vice President and Chief Clinical Officer, Ballad Health

VCHI Advisory Leadership Council

Carilion

Merck

Virginia Hospital and Healthcare Association

Virginia Health Catalyst

Privia Health

Aetna

Virginia Council of Nurse Practitioners

Fortify Children's Health

Medical Society of Virginia Foundation

Ballad Health

Indivior

Aledade

Bon Secours Mercy Health

Johnson & Johnson

Anthem

Walgreens

Sentara Health Plans

Virginia Academy of Family Physicians

HCA (Virginia Care Partners)

UnitedHealthcare

Sanofi

Inova Health System

GlaxoSmithKline

Virginia Association of Health Plans

Humana

Exact Sciences

Cigna

Health Management Associates

Epic

Equality Health

VCU Health System

Patient First

Novo Nordisk

Virginia Health Care Foundation

Labcorp

Sentara Quality Care Network

Riverside Health System

UVA Health System

AON

Virginia Bio

Milliman MedInsight

Phlow

PhRMA

Ounce of Care

Our Primary Focus for 2024

VIRGINIA TASK FORCE ON PRIMARY CARE

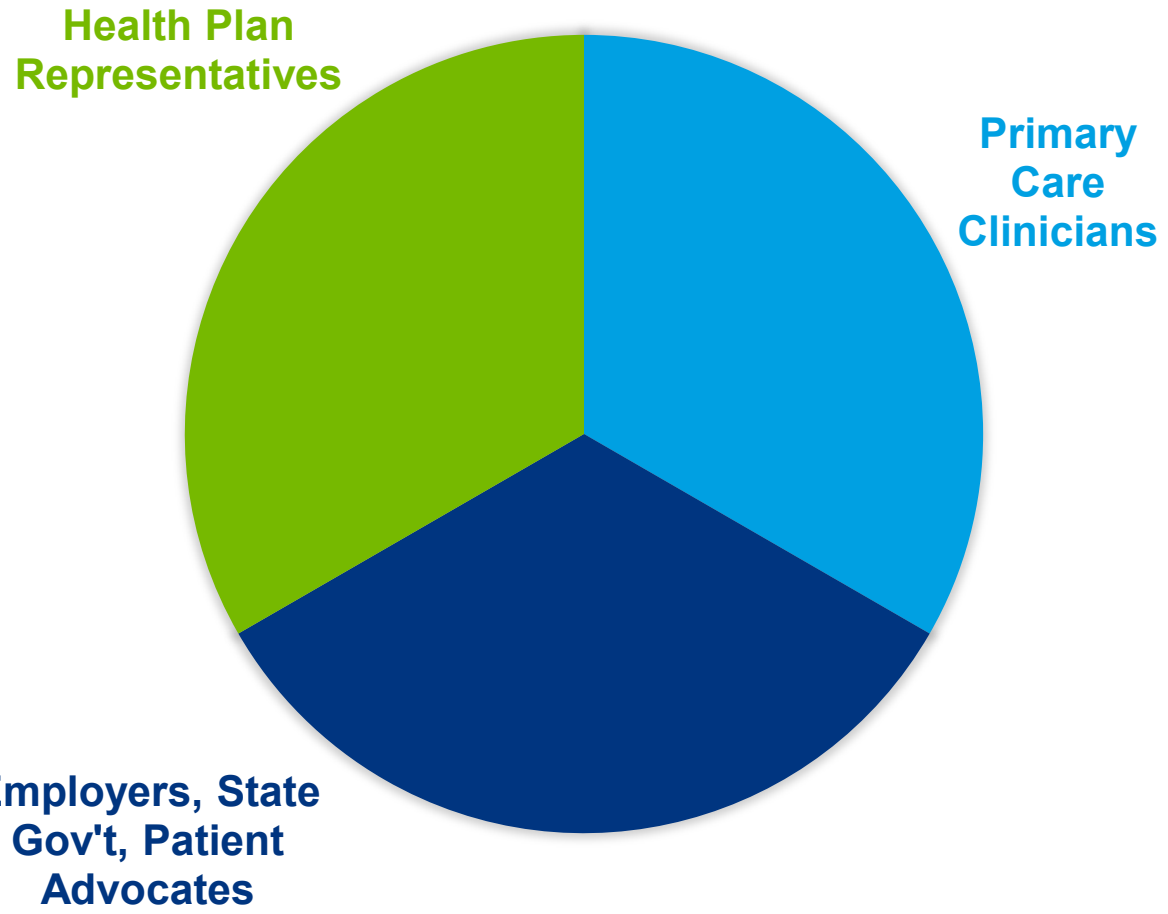
- **Build a stakeholder coalition** to direct primary care support and advance the use of data/communication systems for action;
- **Define payment models to better support primary care** and support practice viability through systems that allow for predictability in financial support;
- **Describe the infrastructure needed to support primary care;**
- **Identify markers of high value care** from the perspective of all stakeholders to function as quality metrics; and
- **Promote innovations** in telehealth, population health management, and outreach to adapt to the changing environment.

Task Force Composition

- 31 Members
- Co-Chaired by:

  Sandy Chung, MD – Pediatrician & AAP Past President

  Jeff Ricketts – Retired President of Anthem Virginia
- 4 Legislative Representatives: Favola, Hodges, Pillion, Sickles
- Significant engagement from Virginia's Secretaries of HHR (Carey, Littel, Kelly) as well as VDH (Shelton) and DMAS (Lunardi and Stevens) leadership
- An additional 26 individuals serve on the 3 committees (Behavioral Health, Primary Care Spend Target, and Technology and AI in Primary Care)



Early VTFPC Collaborative Wins

- Pandemic support
- Connect Virginia to national primary care reform
- Identification of necessary building blocks for payment reform
- Establish baseline spending reports
- Identify necessary infrastructure supports for primary care
- Build consensus for effective performance measurement
- Increase Medicaid payments for primary care services from 70-80% of Medicare

Primary Care Pilots

SCV Improving Vaccination Rates (Immutrak)

- Provide panel-level vaccination data to practices
- Partnership with VDH, VHI, Maryland's HIE (CSS), and Virginia practices

PCPCM Pilot & Evaluation

- Evaluates the Person-Centered Primary Care Measure (PCPCM)
- Partnership with VCU and 600+ clinicians

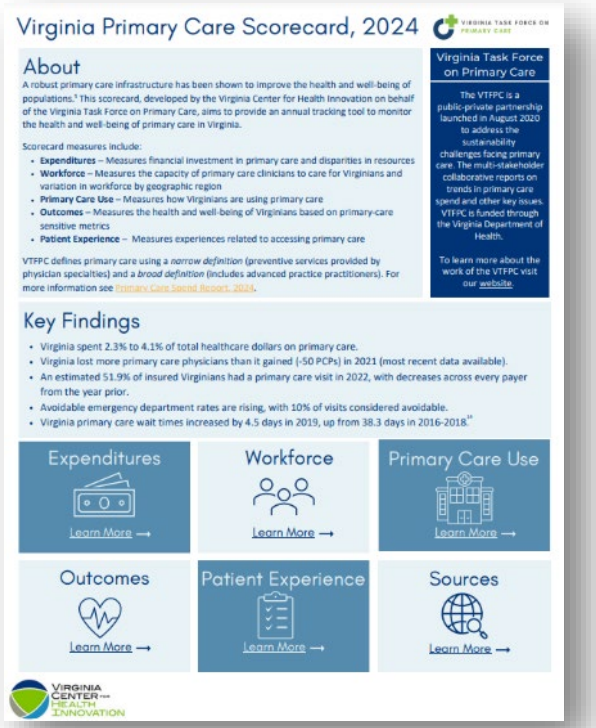
Joy in Healthcare

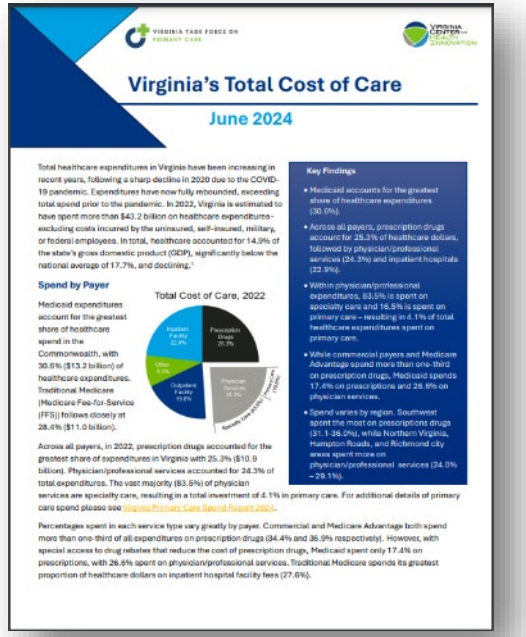
- Supports system-wide strategies for improving clinician well-being
- Partnership with AMA, 5 health systems, and one large IPA

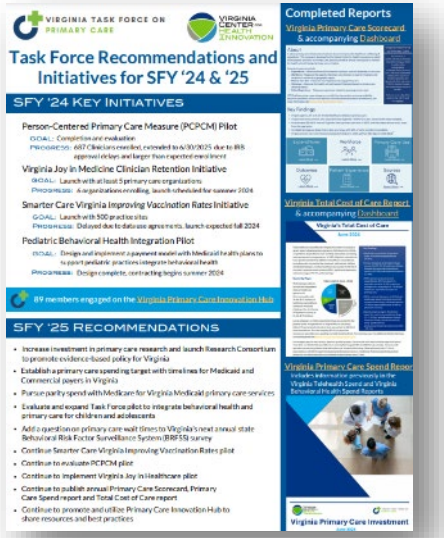
Behavioral Health Integration

- Multi-payer alignment initiative to expand and support pediatric practices in caring for behavioral health
- Partnership with 2 Medicaid MCOs (Anthem and Sentara) and practices

Primary Care Task Force Reports



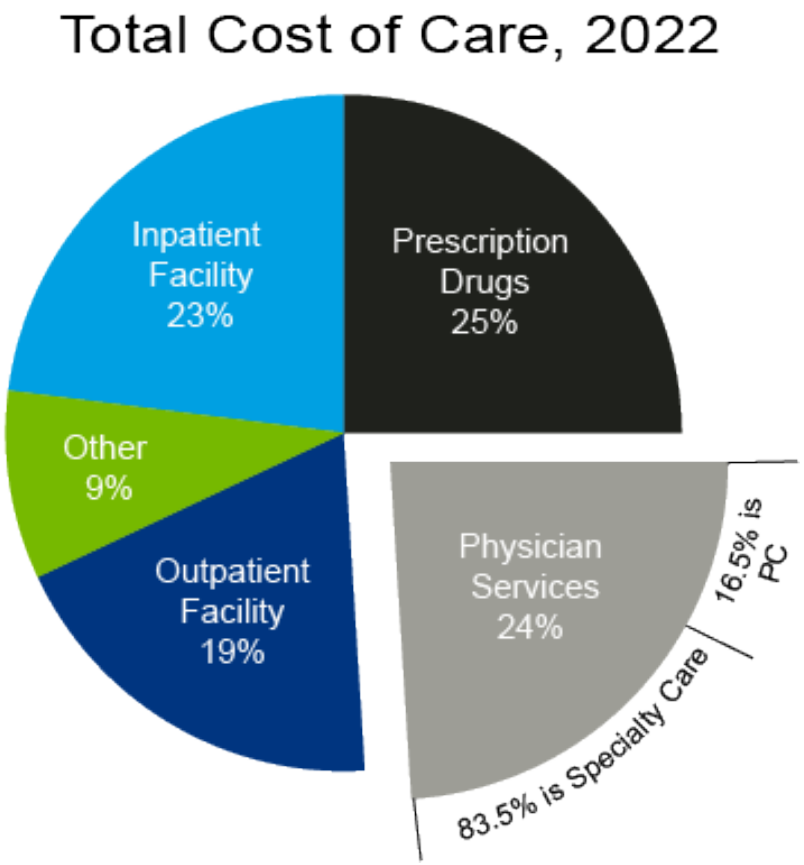


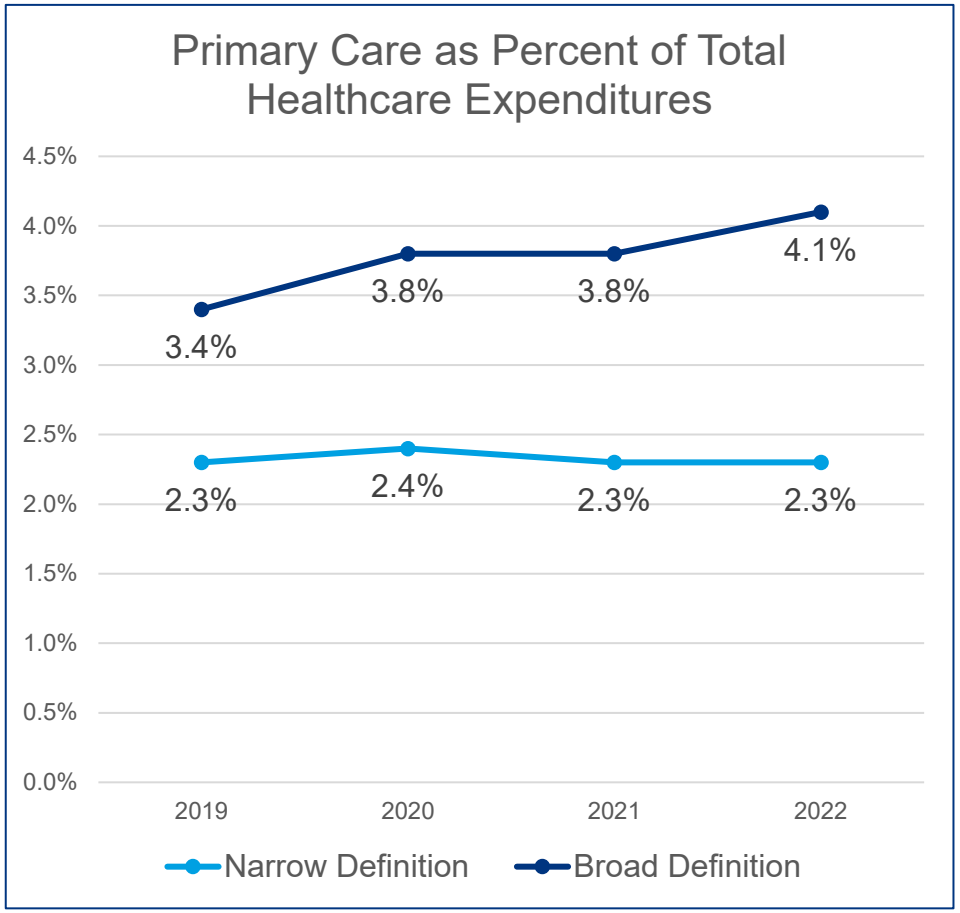


Note: Full set of 2024 Virginia Task Force on Primary Care Reports may be found here

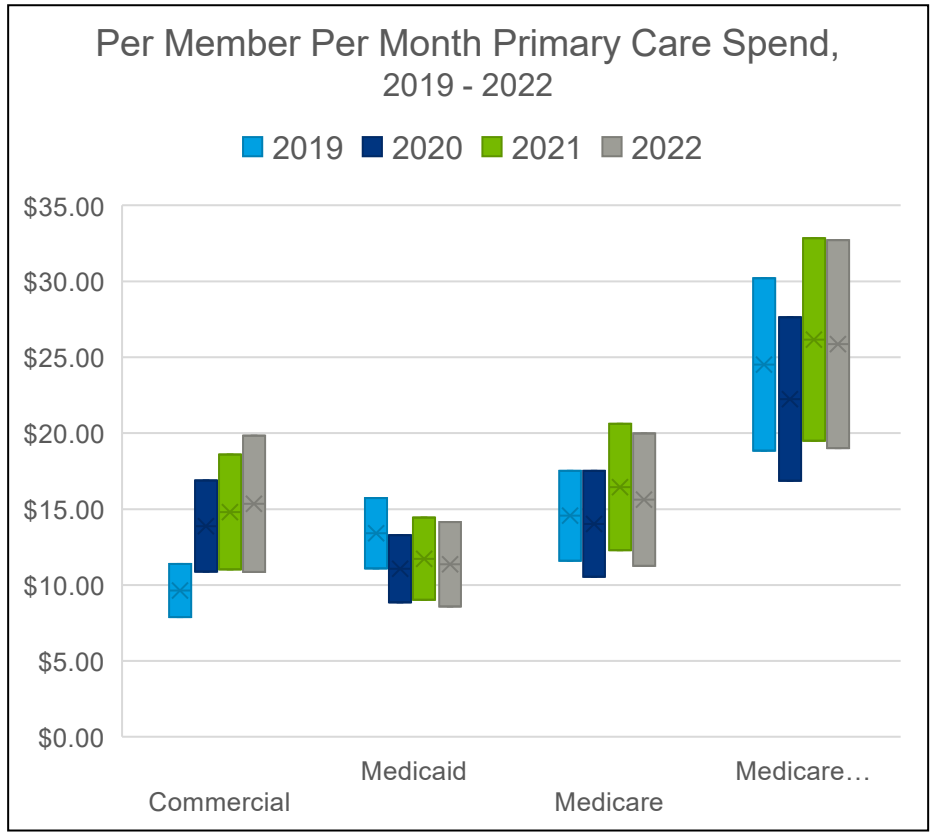
Primary Care Spend in Virginia

In 2022, Virginia invested 2.3% - 4.1% of healthcare dollars in primary care.

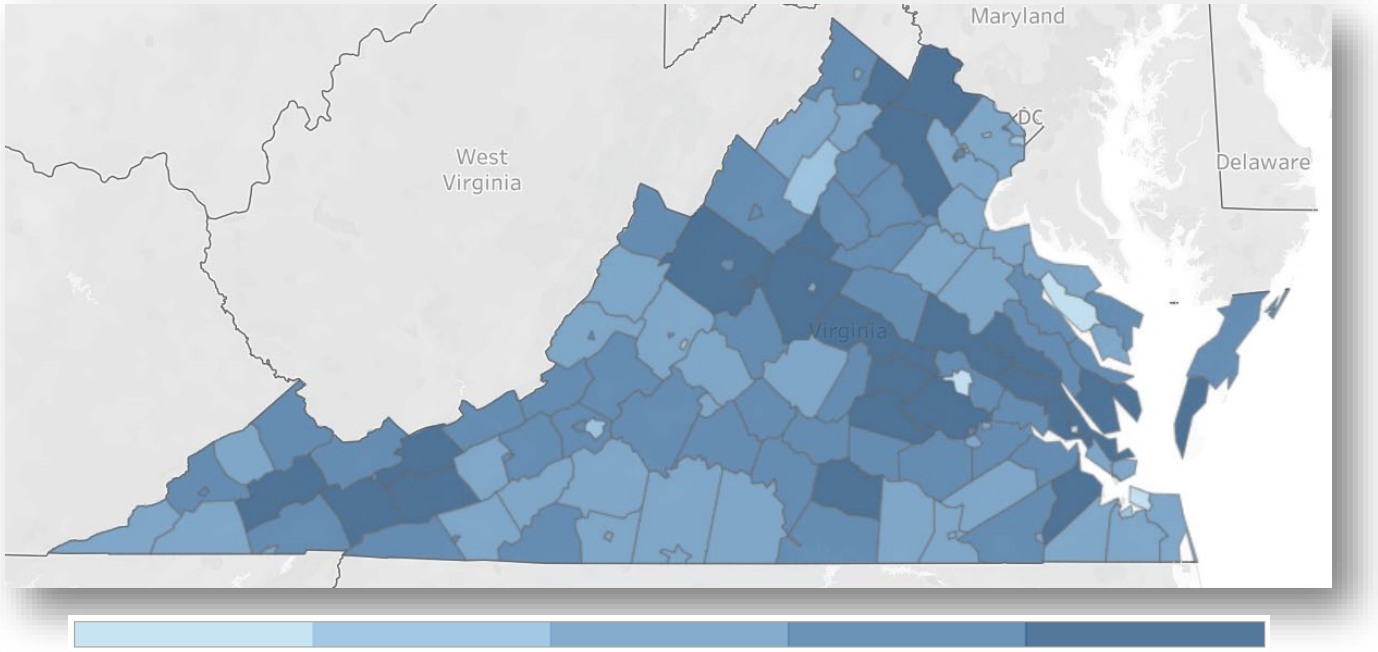




As per member spend decreases for most payers, so does use

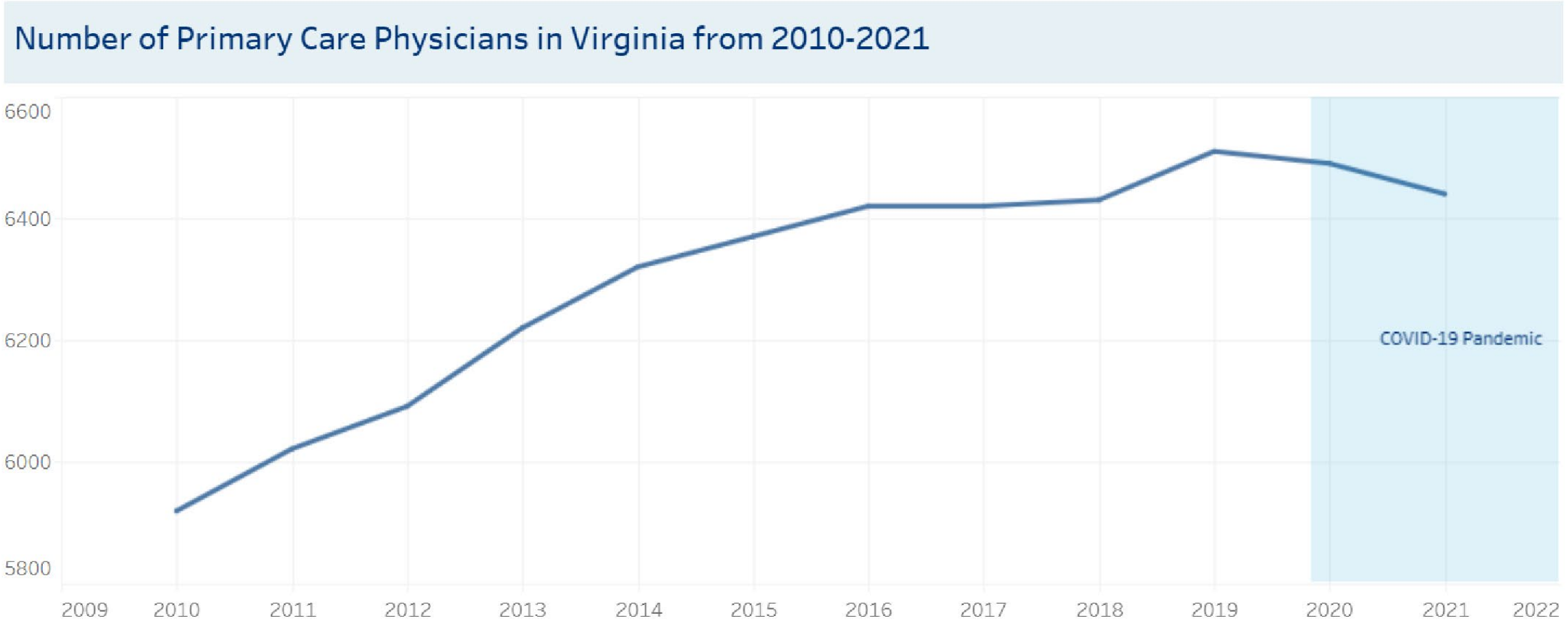


Percent of Virginia's Using Primary Care, 2022
(includes physicians and advanced practice practitioners)



37.9% 61.4%

Virginia is losing PCPs than its gaining



Local data driving action

Spend

Primary care as percent of total cost of care

Utilization

How often are services used and which services

Special topics – telehealth, behavioral health

Workforce

Geographic variation

Advanced practice practitioners and physicians

Outcomes

Life expectancy

Avoidable ER

Maternal health

Behavioral Health

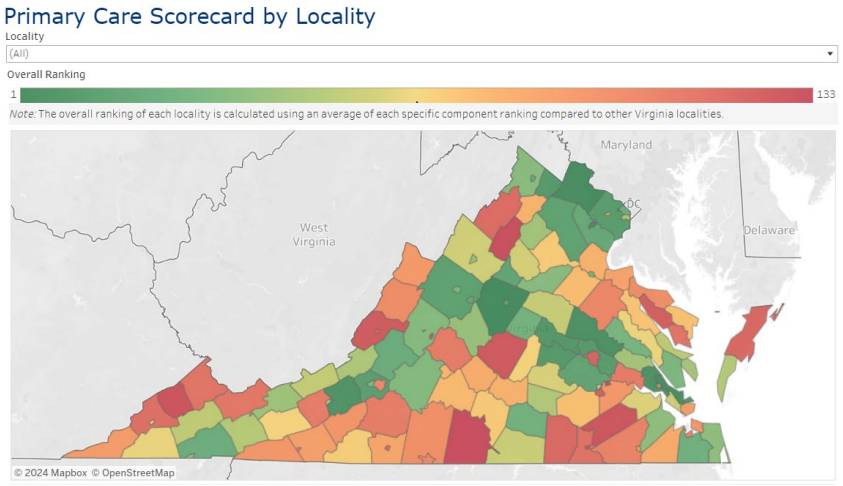
Patient Experience

Appointment wait times

Usual source of care

VIRGINIA TASK FORCE ON PRIMARY CARE

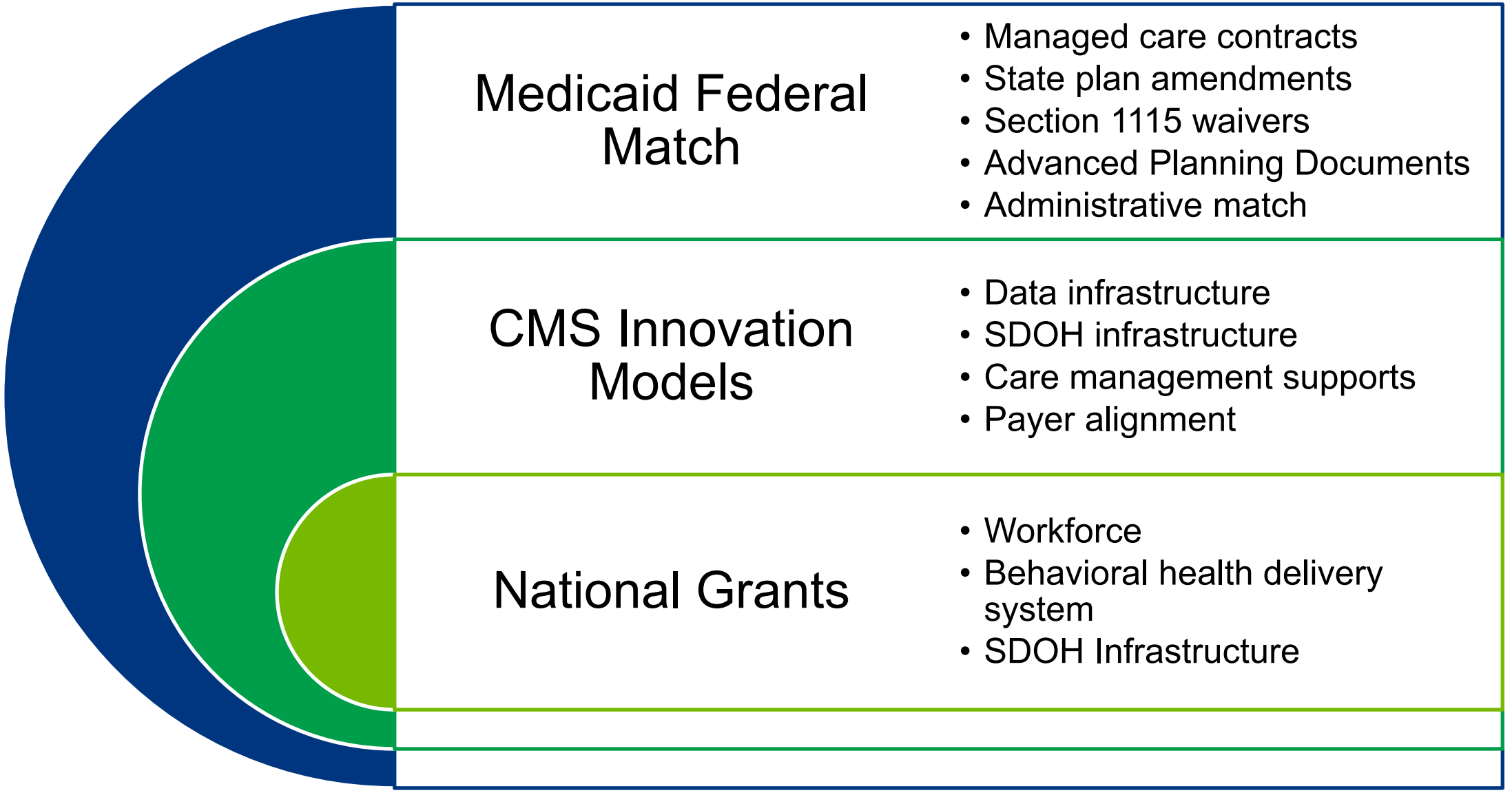
Primary Care Scorecard Dashboard



https://www.vahealthinnovation.org/primary-care-scorecard-dashboard/

Note: Primary Care Scorecard, 2024 report available here

Opportunities to Build Primary Care Infrastructure



State Alignment with Federal Initiatives

Milbank Memorial Fund
Using evidence to improve population health

Primary Care State-Federal Alignment Tool

VIRGINIA TASK FORCE ON PRIMARY CARE

VIRGINIA CENTER FOR HEALTH INNOVATION

		State (Example: Virginia [VA])			Federal		
Category	Federal Initiative[1]	State Current Status	State Executive/Agency Action Needed	State Legislative Action Needed	Federal Executive/Agency Action Needed	Federal Legislative Action Needed	Other Notes
Payment	Updates to Medicare Physician Fee Schedule 1. Complexity Add-on (G2211) 2. Payment for auxiliary personnel (community health workers [CHWs], peers, care navigators) 3. Social Determinants of Health (SDOH) Screen (G0136) 4. Community Health Integration and Principal Illness Navigation (G0511) 5. Collaborative Care Model (99492, 99493, 99494, G2214, G0512)	* Medicaid does not cover G2211, G0136, G0511, G2214, or G0512 * Beginning January 2024, Medicaid will cover 99492-99494 * Medicaid covers peer services * Medicaid encourages use of CHWs and care navigators for health plans, but does not directly reimburse providers with auxiliary personnel		Update services covered to mirror Medicare			
Payment	CMS Innovation Center—Making Care Primary	* Not participating			Could offer opportunities to expand demonstration		Activity not open to VA
Payment	CMS Innovation Center—AHEAD Model	* Round 3 applications due August 2024	Application and implementation would require significant state leadership. State Medicaid agency is the only eligible applicant	Participation would require legislative action to set spend targets and adjust Medicaid payments			VA has not submitted an application
Payment	CMS Innovation Center—Accountable Care Organization (ACO) Primary Care (PC) Flex Model	* Opportunity announced March 2023. Individual ACOs can apply without direct state action * VA likely has ~15 ACOs that could be eligible					
Payment	Adoption of Person-Centered Primary Care Measure (PCPCM) in CMS Innovation Center's payment models	* Virginia Task Force on Primary Care (VTFPC) is conducting an evaluation of PCPCM	Could include in future value-based payment (VBP) models if evaluation is positive or as an outcome measure to determine effectiveness of other		Could broadly adopt if evaluation is positive		

Note: Tool published by Milbank Memorial Fund. Initiatives listed are based on *HHS is Taking Action to Strengthen Primary Care*

Building collaborations in research

Goals

- Bring public and private data together to harness the power of partnerships in Virginia
- Bring together experts from across the Commonwealth, and match the right expertise to the right data and right questions
- Support the state priorities
- Establish a data hub and contract process to reduce administrative burdens associated with contracting and data sharing with state entities
- Reduce cost of state-directed research initiatives through cost-efficient contracts with research partners
- Improve Virginia's competitive edge in applications for national grants by establishing cooperative coalitions of expertise and data

SFY'25 Recommendations

New SFY 2025 Recommendations

- Establish a primary care spend threshold target
- Increase Medicaid primary care payment rates to parity with Medicare
  - Requires legislative action
- Expand the integrated behavioral health pilot
  - Requesting legislative language to access Medicaid federal match
- Add a question on patient wait times to VDH's BRFSS survey
- Increase investment in primary care research and evaluation through establishing the Research Consortium at VCHI
  - Requesting $250,000 GF ($250,000 Non-GF)