



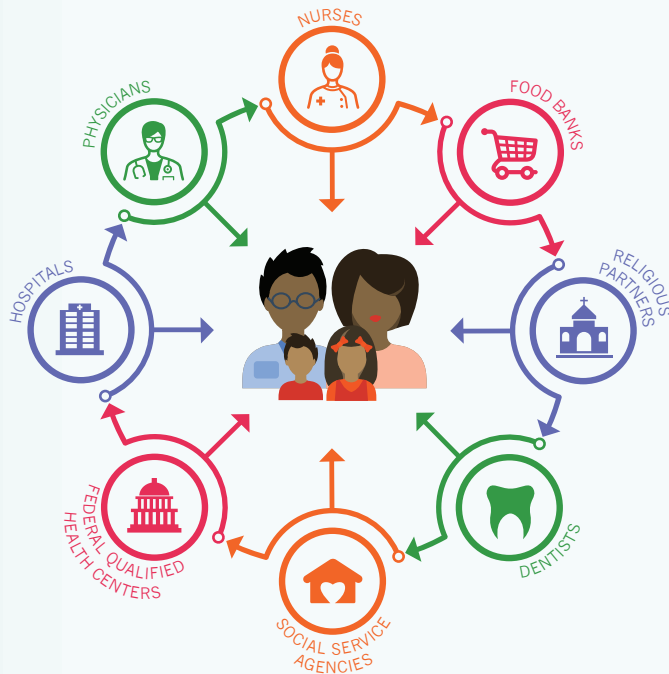
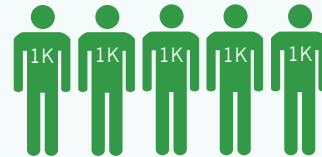
In 2011, New Jersey sought to transform the way health care is delivered to some of the state's most vulnerable residents. Governor Christie signed a law establishing a three-year Medicaid Accountable Care Organization (ACO) Demonstration Project.

MEDICAID ACOs IN NEW JERSEY

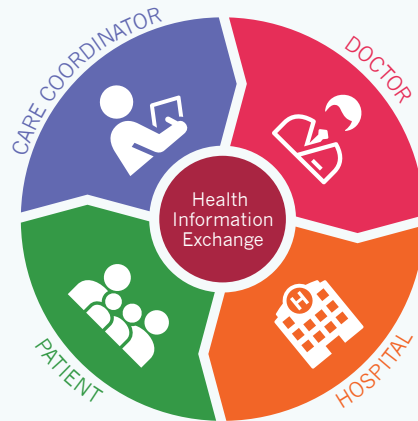
Improving Lives
Reducing Health Care Costs

WHAT IS AN ACO?

An ACO is an innovative and community-based non-profit organization designed to improve health outcomes through stakeholder collaboration in a specific community with at least 5,000 Medicaid recipients.



Health care providers share data through Health Information Exchanges to support patients no matter where they seek care.



Better coordination of care means fewer hospitalizations for patients with chronic illness. It means fewer trips to the ER. Patients learn to better manage their health conditions. Patient outcomes and patient satisfaction improves. Costs decline. The ACOs can share in the savings to Medicaid and invest in new programs to help patients and families living in low-income communities.



Funding for the QI Collaborative is Made Possible by:



Advancing Health and Promoting Opportunity

NEW JERSEY MEDICAID ACO FAQ



Collaborative

WHAT IS AN ACCOUNTABLE CARE ORGANIZATION?

Accountable Care Organizations (ACOs) are networks of doctors, hospitals, and other health care providers that come together to achieve better care at a lower cost. They provide a patient-centered and community-based approach to providing health care. They are designed to improve health outcomes, quality, and access through regional collaborations, and shared accountability while reducing costs.

HOW DID MEDICAID ACOs START IN NEW JERSEY?

In 2011, Governor Chris Christie signed into law NJ P.L. 2011, Chapter 114, which required the Division of Medical Assistance & Health Services (DMAHS) to establish the three-year Medicaid ACO Demonstration Project. During this demonstration project, communities are given the opportunity to test the viability of ACOs for their Medicaid population.

HOW DO MEDICAID ACOs DIFFER FROM OTHER ACOs?

Medicaid ACOs differ from Medicare and private ACOs because they serve only the Medicaid population. They primarily focus on the most vulnerable, complex, and high-risk patients. Medicaid ACOs include members of the community and area social service organizations on their boards to help address the specific health-related social needs of Medicaid beneficiaries.

WHAT ARE THE REQUIREMENTS TO BE CERTIFIED AS A MEDICAID ACO IN NEW JERSEY?

A nonprofit organization must apply through the State to become a Medicaid ACO. In addition, the nonprofit organization must serve at least 5,000 Medicaid beneficiaries within a designated region. Within the organization's area of care, the organization is also required to contract with all of the hospitals, 75 percent of the primary care providers, and a minimum of four mental health providers.

HOW MANY MEDICAID ACOs ARE THERE IN NEW JERSEY?

Six communities in New Jersey pursued Medicaid ACO certification from the State; however, only three were awarded the certification. The three certified Medicaid ACOs in New Jersey are the Camden Coalition of Healthcare Providers, the Healthy Greater Newark ACO, and the Trenton Health Team.

WHAT IS A NONCERTIFIED MEDICAID ACO?

A noncertified Medicaid ACO is an organization that applied for the Medicaid ACO Demonstration Project, but did not receive Medicaid certification. Even though they did not receive Medicaid certification from the State, they still continue to serve the most vulnerable patients in their communities. The noncertified Medicaid ACOs are the Healthy Cumberland ACO Initiative, New Brunswick Health Partners and Passaic County Comprehensive Coalition.

HOW DO MEDICAID ACOs WORK IN NEW JERSEY?

Medicaid ACOs work with doctors, hospitals, federally qualified health centers, and other health care providers to deliver community health services with the goal of improving care and reducing cost. If the Medicaid ACOs are able to drive down Medicaid costs as compared with projected costs while establishing high quality of care and community engagement, they will be able to share in the savings Medicaid realizes from their efforts.

Funding for the QI Collaborative is Made Possible by:



Advancing Health and Promoting Opportunity

QI COLLABORATIVE

BACKGROUND

The QI Collaborative is a learning network dedicated to redesigning our health care system using new payment models, delivery system reforms, and new community-based partnerships. Accountable care initiatives create new models to pay for and deliver health care services that reward value and quality instead of just volume. Recognizing this opportunity to achieve better care at lower cost, the New Jersey Health Care Quality Institute established the QI Collaborative in 2011 to improve health care for all New Jerseyans through innovation, coordination, engagement, and an unwavering focus on patient-centered, community-based care.

OUR MEMBERS

The QI Collaborative brings together health care and community stakeholders dedicated to improving the health of New Jersey's most vulnerable populations while also reducing costs. The QI Collaborative's membership includes:

- Hospitals
- Federally Qualified Health Centers
- Academic Institutions
- Payers
- Purchasers
- Consumer Groups

WHAT WE DO

Through the QI Collaborative, we help members build the capacity to implement new payment models and delivery system reforms that can make them successful. We enable cooperation and shared learning with our members through a variety of means, including regular workgroup meetings, periodic webinars, and topic-specific workshops. In addition to being a convener and an educational resource for its members, the QI Collaborative serves as a liaison between its members, the State, and other dominant health care stakeholders. Whether it is building a regional coalition to form a Medicaid ACO, leveraging its membership to support the practice transformation of clinicians, or building lasting interventions, we help our members develop the tools and strategies that keep them on the cutting edge of innovation and quality improvement.

To join the QI Collaborative, contact: Tyla Housman at 609-452-5980 or thousman@njhcqi.org



The Quality Institute is the only independent, nonpartisan, multi-stakeholder advocate for health care quality in New Jersey. We are committed to improving healthcare quality and safety, expanding access to good care, and controlling costs for employers and consumers.

Funding for the QI Collaborative is Made Possible by:



Advancing Health and Promoting Opportunity



Camden Coalition of Healthcare Providers

A Life Changed:

A 47-year-old man with several health conditions, including end-stage liver disease, was given a safe and dignified place to live through Housing First. He had repeated hospital admissions and sometimes lived in a shelter or on the street. For the first time in nearly a decade, he had a home and place for his family to visit him.

Camden Coalition of
Healthcare Providers
800 Cooper St., 7th Floor
Camden, NJ 08102
www.camdenhealth.org

CAMDEN COALITION OF HEALTHCARE PROVIDERS

The Camden Coalition is both data-driven and human-centered. Since 2002, the Coalition has pioneered the smart use of data to identify individuals with multiple chronic conditions who cycle in and out of local hospitals. The Coalition's compassionate nurses and community health workers reach out to these patients, working closely with them to address their complex medical and social challenges.

The Coalition also is a national leader in testing innovative models that improve care while reducing health care costs. Disjointed, hospital-based health care is costly as well as inferior to care that supports a person's long-term health and wellness. The non-profit organization experiments with new models to improve everything connected to improving health care delivery in the city — from reconnecting patients with primary care practices to advocating for legislative and regulatory change — and then sharing what they learn with other communities nationwide.



Earlier on, the Coalition motivated three competing hospitals in the city to share data. Today hospital, pharmacy and other data is shared through a Health Information Exchange that care coordinators and primary care practices can use to support patients no matter where they seek their care.

Housing First: Because housing is “the best pill,” the Coalition has implemented the evidence-driven Housing First model in Camden, providing safe and dignified housing, along with wrap-around medical and behavioral health services, for frequently hospitalized patients with a history of homelessness.

Faith in Prevention: Through a grant from the New Jersey Department of Health, the Coalition works to expand the role of faith-based organizations in the delivery of health prevention services in Camden. Using an evidence-based curriculum, **Faithful Families Eating Smart and Moving More**, faith-based organizations can encourage and model healthy lifestyles in their congregations.

Funding for the QI Collaborative is Made Possible by:



Advancing Health and Promoting Opportunity



Camden Coalition of Healthcare Providers

Cooper University Hospital
Lourdes Health System
Virtua Health System
Kennedy Health System
CAMcare Health Corporation
Fairview Village Family Practice
Project H.O.P.E.
Ramon Acosta, MD PC
Reliance Medical Group
Camden Area Health Education Center (AHEC)
Fair Share Housing, Northgate II
Bayada Nurses
Volunteers of America Delaware Valley
Abigail House
Oaks Integrated Care
Collaborative Support Programs of New Jersey (CSPNJ)
Community First Medical Transport
Cooper Medical School at Rowan University
Fair Share Housing
PERK Coopererative, LLC
South Jersey Eye Center
South Jersey Behavioral Health Resources, Inc.
Bell Pharmacy
VITAS Healthcare
Center for Family Services
AARP - New Jersey
Camden Churches Organized for People (CCOP)

HEALTHY GREATER NEWARK ACO

Lives Changed:

Through the strength of its community partnerships, Healthy Greater Newark ACO will incorporate care for our patients where they live: in churches, community organizations, and homes. We deliver compassionate care that factors in trauma, faith, behavioral health, housing, and social services as we strive to improve the health and welfare of our residents.

Greater Newark
Healthcare Coalition
274 S. Orange Ave.,
3rd Floor
Newark, NJ 07103
www.greaternewarkhcc.org

HEALTHY GREATER NEWARK ACO

Established in 2008, the Greater Newark Healthcare Coalition is notable for the enduring commitment from the area's healthcare leadership. With the creation of the Healthy Greater Newark ACO they have established a strong track record of collaboration among regional healthcare stakeholders and related disciplines.

Healthy Greater Newark ACO includes high-level representatives of hospitals, primary health care, educational institutions, advocacy organizations, behavioral health organizations, visiting nurse organizations, the New Jersey and Newark health departments, and others. The mission is to significantly improve quality and access to health care for Newark area residents.

Among its accomplishments, the Coalition formed a Health Information Exchange, developed a Pediatric ACO pilot, stood up a Faith in Prevention program and now will manage a state-certified Medicaid ACO program.

The leaders of the Healthy Greater Newark ACO know that more effective, community-based care that focuses on the entire person and not just on an immediate crisis can save money for the state's Medicaid program and improve patient outcomes. High quality, coordinated care can be both more effective and less costly.



Health Information Exchange: A critical element of health care transformation is the ability for providers to quickly see a patient's medical history. The Healthy Greater Newark ACO has a strong partner in the New Jersey Innovation Institute and their health information exchange that allows hospitals, care coordinators and clinical providers to exchange patient information.

Hotspotting: Hospitals involved in the coalition have been contributing claims data since 2010 to the coalition's regional hospital claims database. This critical database helps the coalition analyze "hotspots," or areas with the highest utilization of hospital services.

Primary Care Summit: The Healthy Greater Newark ACO participates with the Greater Newark Healthcare Coalition to organize an Annual Primary Care Summit that brings together primary care providers and stakeholders to learn about policy and health care transformation, including patient engagement and information exchanges.

Faith in Prevention: The Healthy Greater Newark ACO leverages the work of the Greater Newark Healthcare Coalition with local faith-based organizations to promote wellness through implementation of an evidence-based curriculum to increase physical activity and improve nutrition. The program promotes local policy, systems and environmental changes that support health and wellness. It also promotes increased HIE connectivity between faith-based organizations and local hospitals to improve transitions of care.

Funding for the QI Collaborative is Made Possible by:

The Nicholson  **Foundation**

Advancing Health and Promoting Opportunity

HEALTHY GREATER NEWARK ACO

Clear View Baptist Church

Rutgers New Jersey Medical School

Integrity House

Urban League of Essex County

New Jersey Innovation Institute, NJIT

Visiting Nurses Association

Newark Beth Israel Medical Center

Rutgers Biomedical and Health Sciences

University Hospital

UMDNJ / UBHC

Liberty Health Care Systems

PASSAIC COUNTY COMPREHENSIVE COALITION

Lives Changed:

Following the tragic drowning of a beloved community member, the coalition was able to quickly mobilize resources from St. Joseph's Regional Medical Center and area social services organizations to provide grief counseling for the family and the community of workers affected. The work of the ACO strengthened the connections among the hospital and the social service organizations and allowed the coordination of efforts to help swiftly after the tragedy.

Passaic County
Comprehensive Coalition
St. Joseph's Medical Center
703 Main Street
Paterson, NJ 07503
www.stjosephshealth.org/pccc

PASSAIC COUNTY COMPREHENSIVE COALITION

Social service organizations such as Eva's Village, Harbor House and Straight and Narrow have long worked closely with the City of Paterson's only hospital, St. Joseph's Regional Medical Center. In 2014, the organizations, along with local physicians, came together more formally to build on their long-standing relationships and find new ways to support patients — not just to treat illness, but also to strengthen and change lives.

The result is the Passaic County Comprehensive Coalition. The tradition of working together is a great asset for the ACO. Another strength is the strong role of social services.



Diversity: Paterson includes many Latino families as well as sizeable Muslim and Senegalese populations. In fact, organizations in the ACO care for people with more than 52 different ethnic backgrounds. The ACO works to improve the multi-cultural aspect of health care delivery. The ACO works to reach people across language and cultural barriers to deliver health care education and promote wellness. The organization, for instance, is exploring working with a co-op that has multilingual nutritionists to provide food education.

Care Coordination: Multi-specialty clinical and social services are coordinated to support patients with complex medical problems. The aim is to improve care and reduce costs by curbing over utilization and focusing on long-term health.

Population Health Management: The ACO works to provide a platform for the community to identify and address population health issues —the kind that cannot be solved by a single practitioner but that instead require shared resources, knowledge and relationships.

Social Services: The organizations involved in the ACO provide a wide range of community support. Services include educational and vocational training, addiction services and recovery self-management, shelter, medical and dental care, and wellness services.

Funding for the QI Collaborative is Made Possible by:

The Nicholson  **Foundation**

Advancing Health and Promoting Opportunity

PASSAIC COUNTY COMPREHENSIVE COALITION

Straight and Narrow

Eva's Village

Passaic County Board of Chosen Freeholders

Homecare Options

The Greater Paterson Chamber of Commerce

Paterson Education Fund

Boys and Girls Club of Paterson and Passaic

New Jersey Community Development Corporation

Catholic Family and Community Services

United Way of Passaic County

A Life Changed:

A middle-aged Trenton resident who is HIV-positive and whose health was rapidly failing dropped to less than 100 pounds. He knew he was dying, and his fear caused him to be hostile toward the staff at facilities he entered. The Trenton Health Team was able to win his trust and connect him with the Henry J. Austin Ryan White Program. He regained his strength, regained weight, and found a new sense of hope.

Trenton Health Team
218 North Broad Street
Trenton, NJ 08608
www.trentonhealthteam.org

TRENTON HEALTH TEAM

Concerned about the impact of losing a neighborhood hospital, the Trenton community in 2006 came together to forge a new way forward — one that would unite competitors and create an innovative collaboration of government, hospitals and partners to transform health care in the city.

The Trenton Health Team was created and today this unique public-private organization is working to improve health care while also reducing costs. Trenton Health Team members, including those who have grown up in Trenton and who call the city home, create connections that support patients and coordinate their care. Community partnerships are central to the structure of THT.



Through all of the team's efforts and initiatives — care coordination, community partnerships, data management, mobile health screenings and trauma-informed care — the Trenton Health Team is connecting people to the care they need.

Open Access Scheduling: Early efforts included the introduction of Advanced Access Scheduling, which uses statistical principles to better anticipate demand for care, improving patients' access to and continuity with primary care providers. Results in Trenton were impressive, with average wait times for established patients to secure an appointment going from an average of 37 days to two at Henry J. Austin Health Center.

Community-wide Clinical Care Coordination: Often, patients who frequent hospital emergency rooms are seeking care that is non-emergent. Through the Community-wide Clinical Care Coordination Team (C4T), composed of physicians, case managers, nurses, social workers from the THT partners, and representatives of community behavioral health and social service agencies, THT takes a holistic approach in looking at recurring users of emergency rooms and, with providers on the same page, patients benefit. The result? Citywide, a reduction by 45 percent in avoidable emergency room use.

Care Management Team: THT's Care Management Team helps its patients access the full range of services. A CMT member will accompany patients to appointments, take them to the pharmacy to get medications and help connect them with social services to facilitate improvements related to food, clothing, shelter and finances.

Health Information Exchange: Electronic health records are shared among all providers and give THT care coordinators real-time information to support patients when they seek care in hospital emergency rooms. The coordinators help patients find long-term health care solutions.

Faith in Prevention: The *Faith in Prevention* program offers a curriculum addressing nutrition and active living through local faith-based organizations.

Funding for the QI Collaborative is Made Possible by:

The Nicholson  Foundation

Advancing Health and Promoting Opportunity



Trenton Health Team

American Diabetes Association
American Heart Association
Anchor House
Arcadia Nursing & Rehab Center
Bethany Evangelical Lutheran Church
Capital Health
Capitol County Children's Collaborative
Care One
Catholic Charities -El Centro de Recursos para Familias
Catholic Charities Diocese of Trenton
Central Jersey Family Health Consortium
Children's Futures, Inc.
The Children's Home Society of Mercer County
Christ Episcopal Church
The City of Trenton
The College of New Jersey
Comfort Keepers, LLC.
Concerned Pastors of Trenton, NJ
The Crisis Ministry
Family Guidance Center
Family Resource Network
Henry J. Austin Health Center
Holy Redeemer HomeCare
HomeFront
Horizon NJ Health
Hunterdon & Mercer County Regional Chronic Disease Coalition
Isles, Inc.
Living Hope Empowerment Center
Lotus Medical Center
Meals on Wheels of Trenton/Ewing
Medina Health
Mercer Alliance to End Homelessness
Mercer County Department of Human Services
Mercer Street Friends
Millhill Child & Family Development Center
New Hope Church of God
New Jersey Department of Children and Families
New Jersey Department of Health
New Jersey Department of Human Services
New Jersey Health Care Quality Institute
New Jersey Partnership for Healthy Kids-Trenton
Office of Minority and Multicultural Health
Pediatrics Day & Night
Planned Parenthood of Central & Greater Northern New Jersey
Princeton Area Community Foundation
Princeton University
Rescue Mission of Trenton
Rider University
Rutgers Cooperative Extension of Mercer County
Shiloh Baptist Church
Shiloh Community Development Center
St. Francis Medical Center
St. Vladimir Orthodox Christian Church
State of New Jersey Board of Public Utilities
Thomas Edison State University
Trenton Area Soup Kitchen
Trenton Civic Association
Trenton EMS
Trenton Healthy Food Network
Trenton Police Department
Trenton Prevention Policy Board
Trenton Public School District
Trenton YMCA
Trenton's Hope CDC/Union Baptist Church
Trinity Episcopal Cathedral
Turning Point United Methodist Church
Urban Mental Health Alliance