

Camden Coalition Accountable Care Organization (ACO) Gainsharing Plan

Section 1: ACO Goals and Strategic Initiatives

ACO Goals

The Camden Coalition ACO seeks to provide better care at lower cost for Medicaid beneficiaries receiving care in Camden, NJ. The ACO engages hospitals, primary care, specialty and behavioral health providers, social services, community organizations, and local residents to work collectively to improve health care delivery, particularly for the highest-need and highest-cost patients. The ACO operates a number of citywide programs and initiatives and supports member organizations' efforts to improve care. The ACO's initiatives often coordinate traditional medical care with critical social services to improve health outcomes for high-need, high-cost patients.

ACO strategic initiatives

The ACO's major strategies to improve quality and reduce costs are:

- *Using information technology to support population health*
- *Reducing hospital readmissions through community-based care management and prompt reconnection to primary care*
- *Reducing emergency department visits*
- *Improving maternal and child health*
- *Expanding primary care capacity and improving quality of care*
- *Providing patient education and peer support*
- *Expanding and integrating mental health and substance abuse treatment*
- *Addressing social needs that affect physical health*
- *Researching multi-system high utilization in Camden*

Section 2: Quality Standards

Several quality metrics were selected to assess the ACO's performance towards improving care and reducing costs in Camden including: primary care follow-up visits for hospitalized patients, primary care follow-up visits for individuals who frequently utilize the emergency department (ED) (5+ ED visits in a six month window), participation in early prenatal care, postpartum appointments, cervical cancer screens, breast cancer screens, and patient satisfaction.

Data collection, metrics and assessment

The ACO has implemented multiple data systems and sources to assess progress on these quality measures. The data systems include a regional health information exchange (HIE); a web-based HIPAA-compliant database, *TrackVia*, used by our partner primary care practices for data capture and review; and a monthly scorecard system that analyses performance, insurance billing data and other community-based data sets. The ACO also receives data on quality metrics from the Medicaid managed care organizations (MCOs).

Section 3: Cost-savings methodology

The ACO cost savings methodology follows recommendations developed by Rutgers Center for State Health Policy (CSHP). Total costs for a base year are compared against expected costs based on past experience. If there is a reduction, the ACO receives a portion of the savings for reallocation and reinvestment in the health of the community.

Section 4: Shared savings allocation

Under contracts with two MCOs, the ACO is eligible to receive up to 50% of the net shared savings, with the balance remaining with the MCO. The ACO will reinvest its portion of shared savings in activities that further the objectives of the ACO Demonstration Project, including payments for improved quality and patient outcomes, interdisciplinary collaboration for complex patients, expanded access for high-risk patients, expansion of medical homes and chronic care models, support for the infrastructure of the ACO, and expansion of medical and behavioral healthcare workforces and services.

The following practices participate in the ACO and may be eligible to receive payments as a result of shared savings:

- Dr. Ramon Acosta, P.C.
- Broadway Family Practice
- CAMcare Health Corp.
- Cooper Family Practice
- Cooper Pediatrics
- Cooper Physicians
- Jeffrey Kleeman, D.O.
- Lourdes Medical Associates
- Project HOPE
- St. Luke's Catholic Medical Services
- Virtua Family Health

Section 5: Public input

In 2013, the Camden Coalition hosted three public meetings to inform the community about the goals and initiatives of the ACO and to better understand the community's highest priority health care needs. In 2014, the Camden Coalition formed a Community Advisory Council (CAC), comprised of 25 Camden residents, that meet monthly to provide strategic oversight and help engage and educate the public.

In 2015, the CAC hosted three public meetings to understand Camden residents' health care investment priorities. Participants were asked to rank potential areas for health care investment. The following areas of need were ranked highest:

- ❖ Access to quality mental health & substance abuse services
- ❖ Enhanced care coordination
- ❖ Access to quality preventative health services
- ❖ Chronic disease prevention
- ❖ Chronic disease management
- ❖ Reducing obesity & food insecurity
- ❖ Public health education
- ❖ Enhanced health care services for seniors
- ❖ Education for Camden City residents to become medical professionals

Section 6: Patient experience & patient feedback

The ACO has developed three mechanisms to capture information about the patient experience, and to act upon findings to improve quality of care.

- 1) An annual patient satisfaction survey
- 2) An online citywide feedback system (English: <http://www.camdenhealth.org/feedback/>; Spanish: <http://www.camdenhealth.org/reaccion/>)
- 3) A citywide phone line (856-365-9510 x2095) that feeds to a voicemail box checked daily