



NAACOS Membership Meeting



November 4th, 2021

Agenda



- Welcome!
- Housekeeping
- Membership
- Policy and Advocacy
- Quality Committee Report
- 2020 Educational Program Goals
- Institute Update
- Q+A Discussion

NAACOS 2021 Board of Directors

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Executive Committee



Rob Fields
Chair



Debbie
Welle-
Powell
Chair-
Elect



Stephen
Nuckolls
Treasurer



Emily
Brower
Secretary



Kim
Kauffman
Member-
at-Large



Tom Kloos
Past-Chair



Clif Gaus
President
and CEO

NAACOS 2021 Board of Directors



Board Members



Gary Albers



Travis Broome



David Carmouche



Tim Gronniger



Melanie Matthews



Anthony Reed



Jamie Reedy



Rebecca Rohrbach



Nina Taggart



Anthony Valdés



Membership

Housekeeping

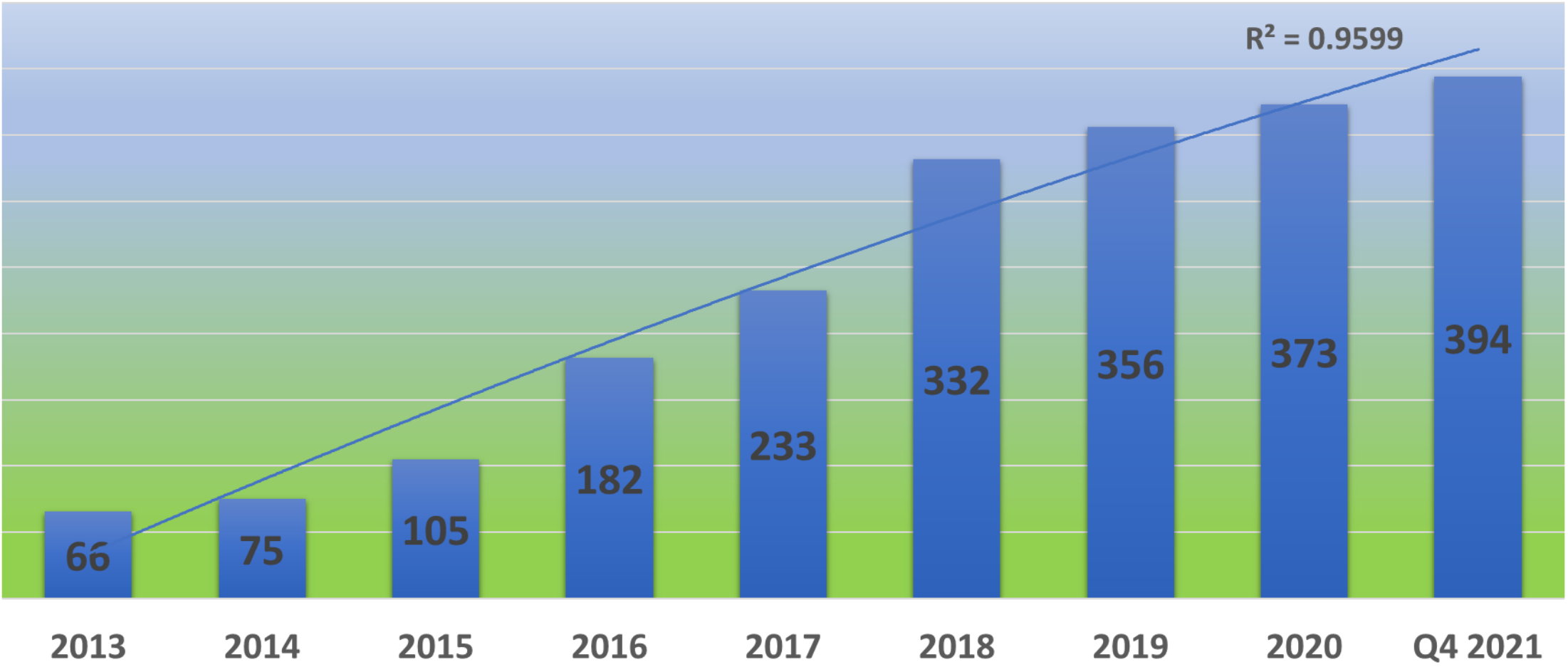


- Speakers will present for approximately 45 minutes
- Q&A will take the remainder of time
 - You can submit written questions using the Questions tab on your dashboard to the right of your screen at any time during the webinar
 - During the Q&A session, you can use the “raise hand” feature on your dashboard to ask a live question
- Webinar is being recorded
 - Slides and recording will be available on the NAACOS website within 24 hours. You will receive an email when they are available

NAACOS Membership: Growth in a Pandemic



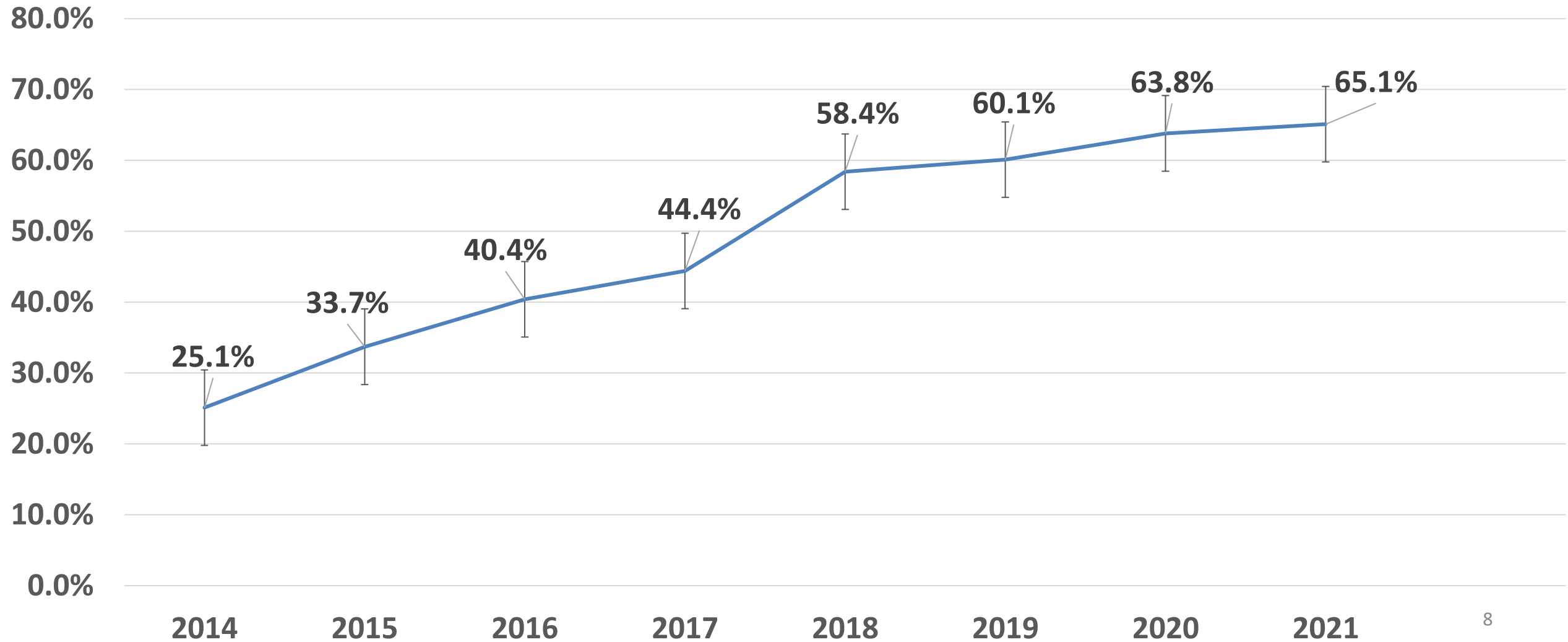
NAACOS Membership



CMS Market Share



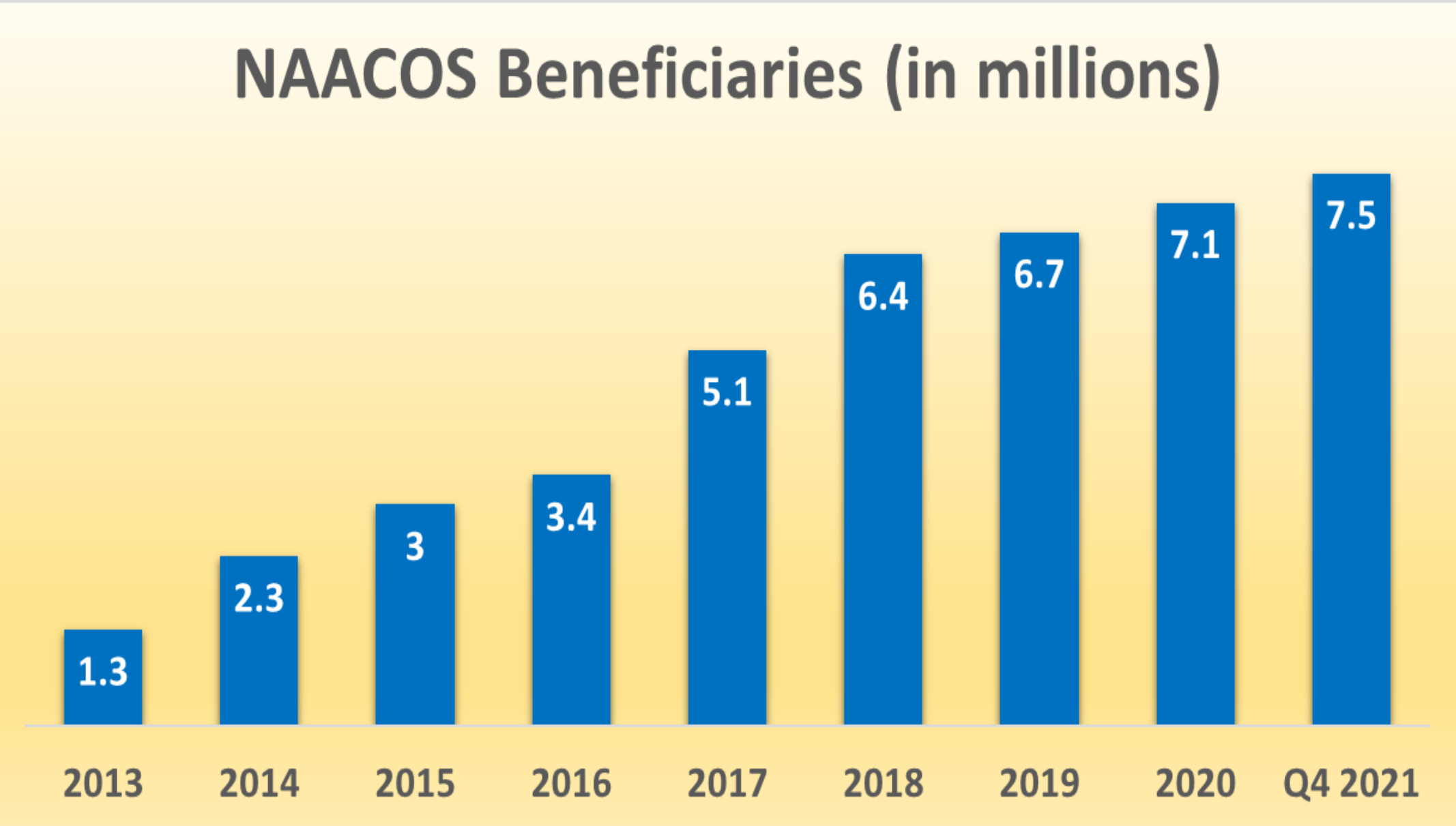
NAACOS MARKET SHARE PROGRESSION FOR CMS ACO PROGRAM



Serving More Lives Every Year!



NAACOS Beneficiaries (in millions)



NAACOS Member Stratification



NAACOS Cohorts

**Nearly
4,500
Users!!**

- Commercial
- NGACO
- Associate
- CEC
- 2012
- 2013
- 2014
- 2015
- 2016
- 2017
- 2018
- 2019
- 2020
- DCE (2021)

2021 Q4 NAACOS Partner Summary



- Partners
 - 92 Active
 - 800 Partner Users

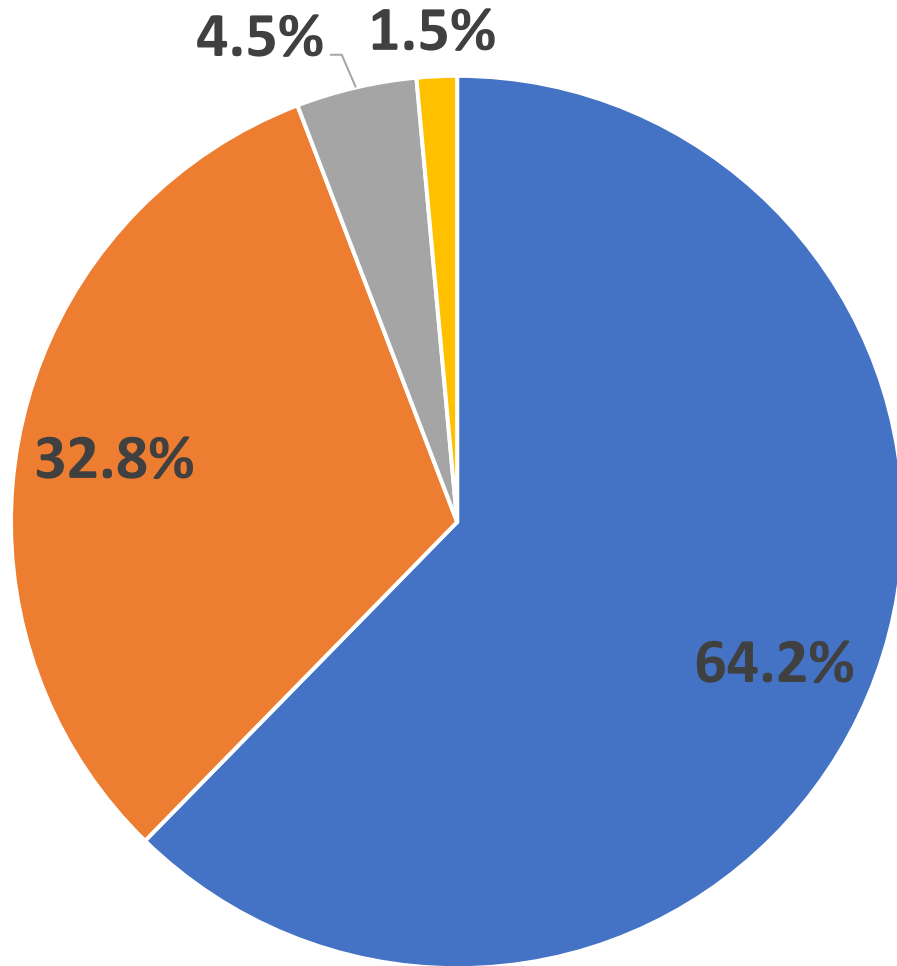
Categorization

- Care Management and Coordination
- Consulting (General)
- Data Analytics/Claims Line Feed (CCLF)
- Financial and Reimbursement Services
- Hospitalist
- IT (General)
- Lab Services
- Legal Services
- Medical Benefits Administration
- Patient Engagement
- Pharmacy (PBM/Providers/Consulting)
- Physician Engagement
- Population Health Management
- Post-Acute Care (Provider/Services)
- Quality Reporting Management
- Telemedicine Services
- Other



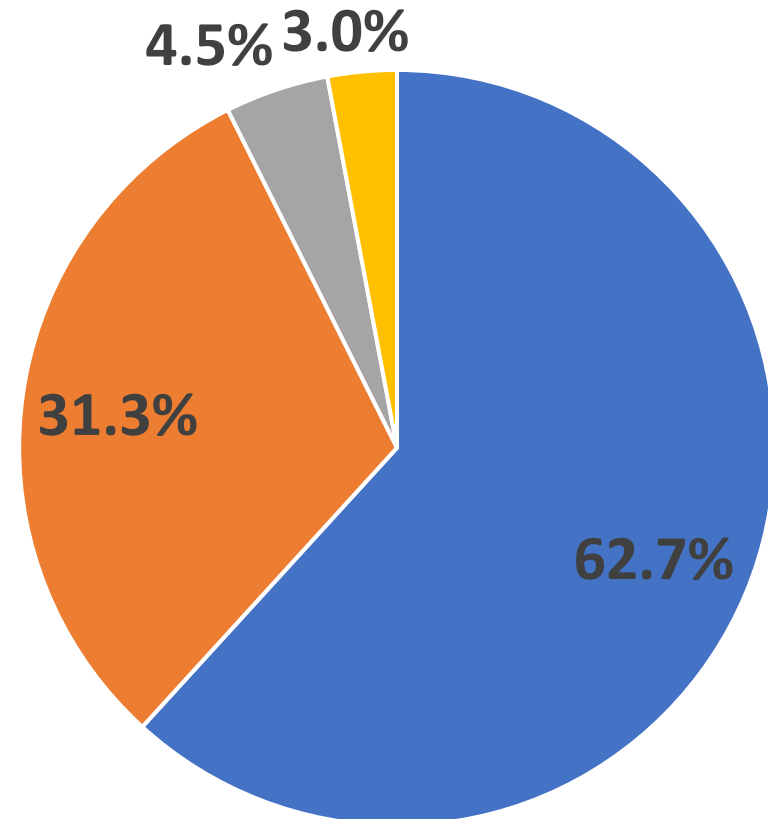
Member Satisfaction Survey Results

Overall, how satisfied are you with your NAACOS membership?



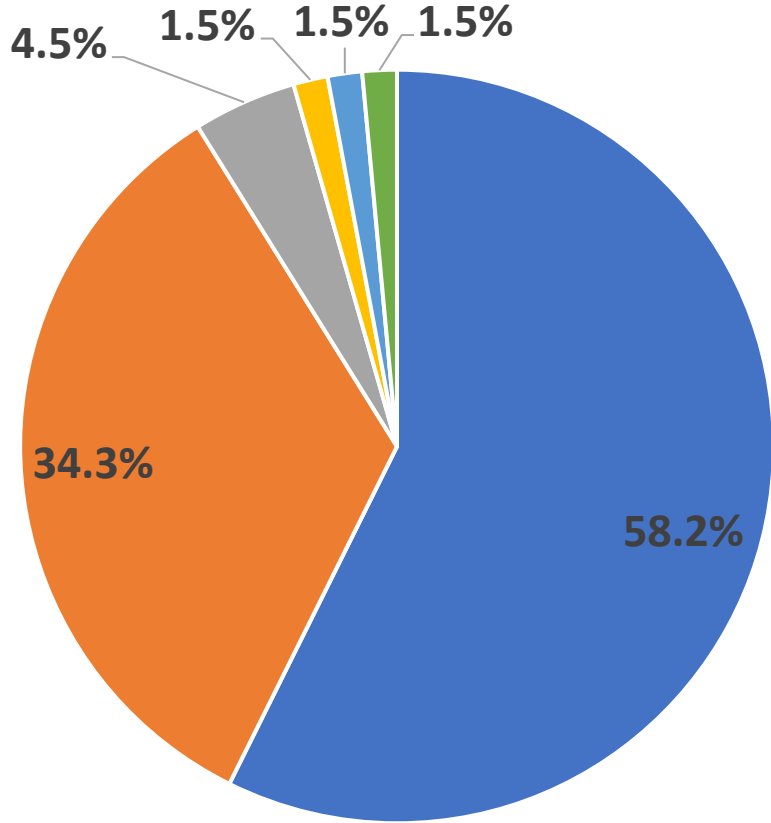
■ Very Satisfied ■ Satisfied
■ Somewhat Satisfied ■ Neutral

Newsletter Bi-weekly updates for ACOs, policy/advocacy updates, member resources & educational opportunities:



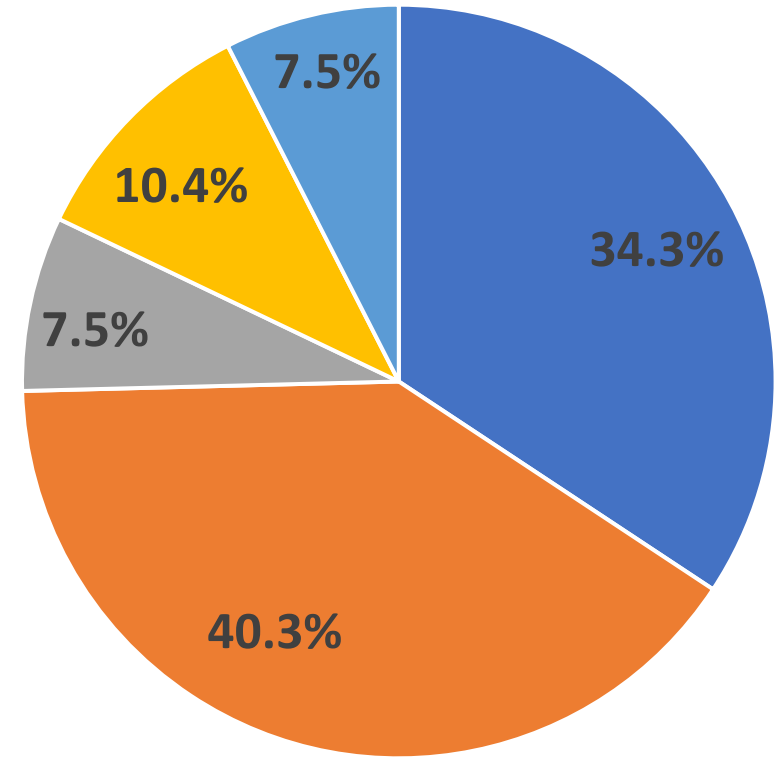
■ Very Satisfied ■ Satisfied
■ Somewhat Satisfied ■ Neutral

Webinars Live and on-demand presentations with operational and policy topics:



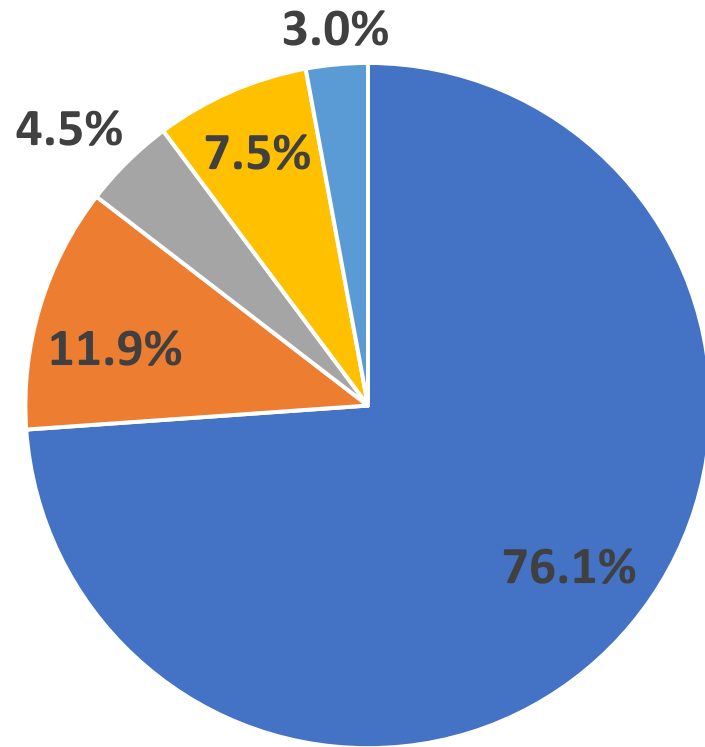
- Very Satisfied
- Satisfied
- Somewhat Satisfied
- Neutral
- Dissatisfied
- Not Applicable

Listserv Executive communication tool to interact with fellow NAACOS members:



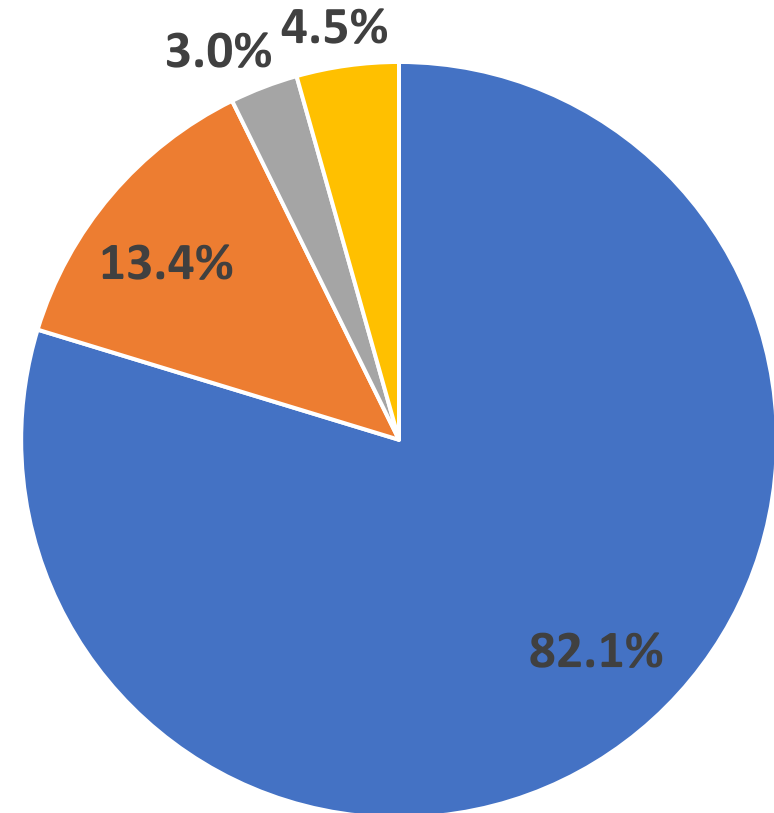
- Very Satisfied
- Satisfied
- Somewhat Satisfied
- Neutral
- Not Applicable

Policy Education NAACOS resources to educate ACOs on complex legislative and regulatory requirements



- Very Satisfied
- Satisfied
- Somewhat Satisfied
- Neutral
- Not Applicable

NAACOS advocacy efforts to influence Congress and the Administration to modify legislation and regulation to benefit and strengthen ACOs

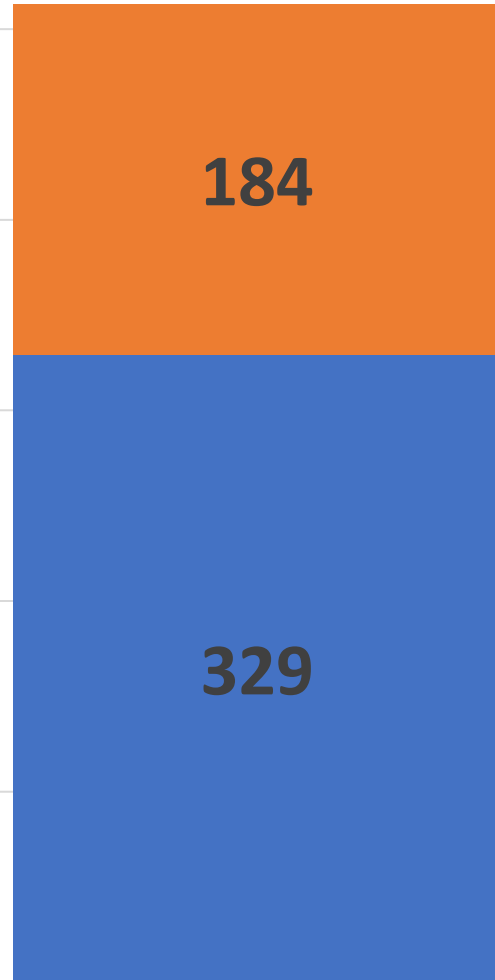


- Very Satisfied
- Satisfied
- Somewhat Satisfied
- Neutral



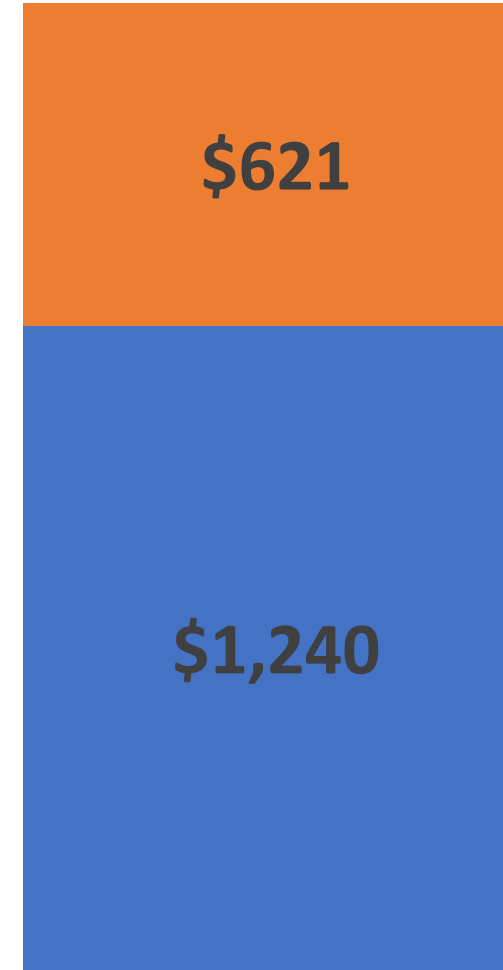
Performance Year 2020 Member Results

PY 2020 ACOs



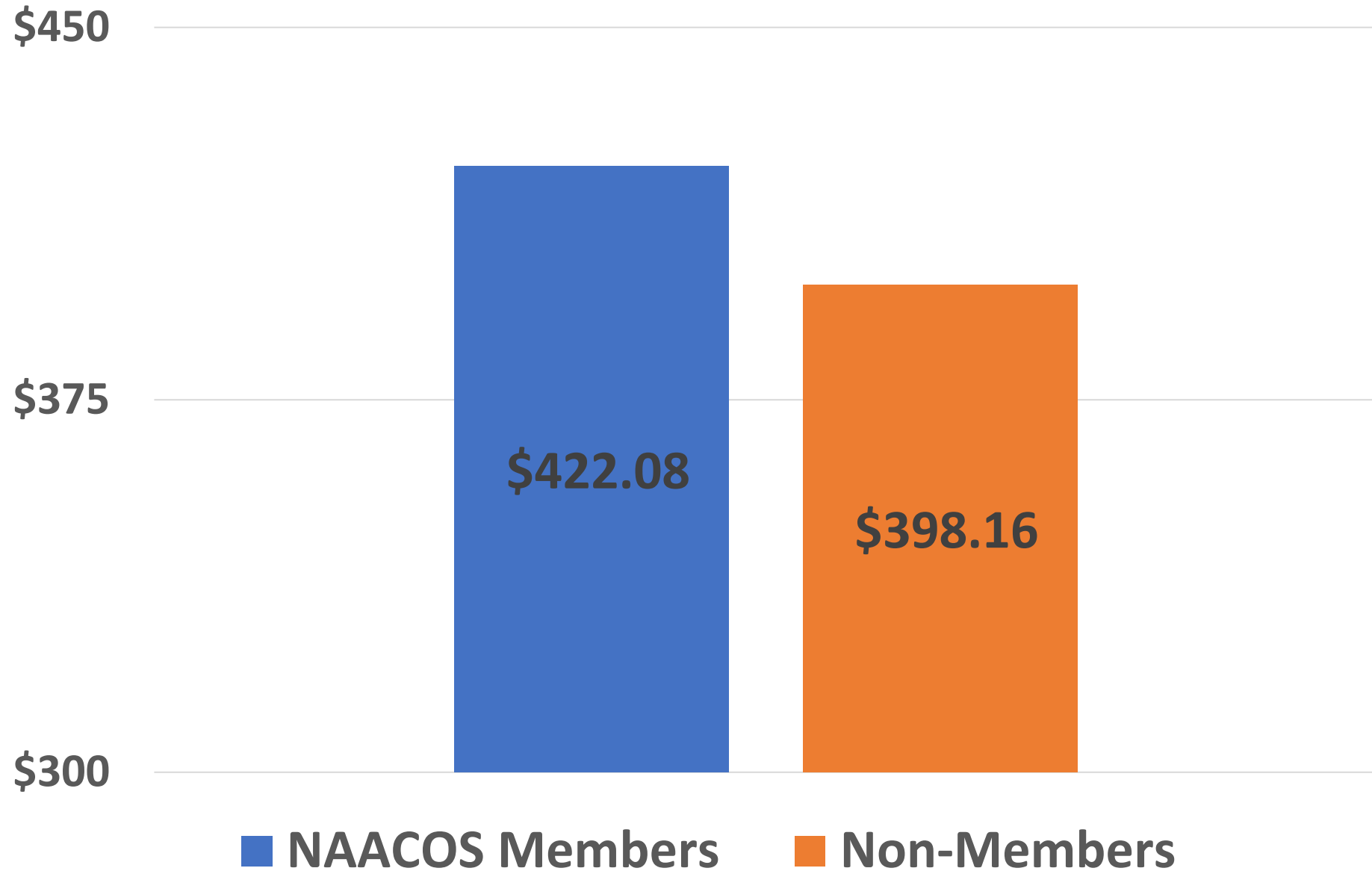
■ NAACOS Members ■ Non-Members

Net Savings to Medicare (in millions)



■ NAACOS Members ■ Non-Members

Average Savings Per Beneficiary



Membership New Resources 2021

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- **Direct Contracting Resources**
 - Dedicated to DCE Model
 - NAACOS Members Automatically Enrolled
 - Stratified DCE Resources: Policy papers, webinars, listservs, etc.
- Increased Membership and Education staffing and support
- Increased On-Demand Webinars
- Enhanced onboarding sessions (new and existing)
- Virtual Conference Streaming... and...

NAACOS 2022 LIVE EVENTS



Winter Boot Camp: Orlando, FL – February (dates TBD)

**Spring Conference: Baltimore, Maryland – April 28th-
29th**

Summer Boot Camp: TBD

Fall Conference: Washington D.C. – September 7th-9th



Policy and Advocacy Update

NAACOS Advocacy



- Shaping federal policies to support ACOs is a core focus of NAACOS
- Advocacy efforts focus on the Administration and Congress
- NAACOS staff regularly meet with and talk to lawmakers and encourage ACOs to develop and maintain relationships with their members of Congress.

NAACOS Take Action [center](#) makes it easy to send a message to Congress!

Policy Committee Members



- Travis Broome (Chair) – Aledade
- Mike Barrett – Collaborative Health System/Wellcare
- Emily Brower – Trinity Health
- Sean Cavanaugh – Aledade
- Greg Dadlez - Ocshner Accountable Care Network
- Rob Fields – Mount Sinai Health System
- Rick Foerster – Privia Health
- Jessica Hohman – Cleveland Clinic Medicare ACO
- Gary Jacobs – VillageMD Center for Public Policy
- Natasha Jivani – CommonSpirit Health
- Jessica Landin – The ACO/Evolent Care Partners
- Elissa Langley – Triad HealthCare Network
- Melanie Matthews – MultiCare Connected Care/PSW
- Jennifer Meeks – Spectrum Health System
- Sandy Nesin – St. Joseph Healthcare
- Patt Richesin – Kootenai Care Network
- Gale Pearce – Millennium Physician Group
- Denise Prince – Mount Sinai Health System
- Richard Salhany – Richmond University Health Network
- David Tyson – Novant Health
- Jessica Walradt – Northwestern Memorial HealthCare
- Louise Yinug – Caravan Health

NAACOS Advocacy “Wins” in the past year



- Protect ACOs from many policy challenges related to COVID-19, such as ensuring ACOs were protected from losses but still able to earn savings
- Preventing MACRA Advanced APM Qualifying APM Participant “QP” thresholds from sharply rising in 2021, allowing ACOs to continue to earn these bonuses
- Providing A LOT of DETAILED feedback to CMS about concerns with the MSSP quality overhaul, resulting in a 3-year delay and CMS rethinking policies
- Advocating for ACOs to take priority over other APMs, such as bundled payments, which CMS is focusing on with policy changes expected
- Shaping the Direct Contracting Model to support ACOs entering that model

NAACOS Advocacy Priorities



- Implement policy changes to attract and retain more Medicare ACOs
 - Increase shared savings rates, fix benchmarking and risk adjustment flaws, further modify the MSSP quality overhaul, allow more time before risk, develop a new, optional full-risk MSSP “Enhanced Plus”, and more!
- Devise a coordinated policy on model overlap that prioritizes patient attribution to the total cost of care ACO model over other APMs.
- Implement policies to support ACOs’ ability to address health inequities
- Create stronger incentives for providers to participate in APMs, especially Advanced APMs, through MACRA revisions
- Continue to improve Professional and Global options of the Direct Contracting Model to make them more attractive to historically successful ACOs

Member Feedback



- **What policy areas would you like the association to focus on more in the coming year?**
- **What policy education/resources can we develop to help your ACO succeed?**

NAACOS PAC



- NAACOS has a federal political action committee (PAC), the NAACOS Action Fund
- The PAC is used for activities that NAACOS dues cannot support
- To learn more, visit www.naacos.com/pac



Quality Committee Report

Quality Committee Members



- Megan Reyna (Chair) - Advocate Aurora Health (IL)
- Dr. Rob Fields (Past Chair, Board Rep)- Mount Sinai (NY)
- Dr. Bracken Babula- Jefferson Internal Medicine Associates (PA)
- Dr. Mark Calderon- Atlantic ACO (NJ)
- Dr. Richard Feifer- Genesis Physician Services (PA)
- Dr. Jeffrey Forman- Bayview Physicians Group (VA)
- Adriana Quiroga-Garcia- Trinity Health, St. Josephs (NY)
- Dr. Michael Van Scoy- Essentia Health (MN)
- Dr. Yates Lennon- CHESS (NC)
- Dr. Daniel Hyman – All Care Health Alliance (NJ)
- Dr. Ashish Parikh – Summit Medical Group (NJ)
- Lori Schultz – VillageMD (MI)

Quality Committee



- The Quality Committee participates in several influential national quality policy groups:
 - National Quality Forum (NQF) Measure Applications Partnership (MAP) Clinician Work Group- Dr. Rob Fields currently serves as co-chair of this work group
 - Core Quality Measures Collaborative (CQMC)- multi-stakeholder group including payers, CMS and provider groups working to align quality measure sets across public and private payers, including Steering Committee seat, ACO/PCMH Work Group, and new Digital Quality Measurement Work Group
 - Quality Payment Program (QPP) Technical Expert Panel

Quality Committee



- The Quality Committee has informed critical advocacy work in 2021, helping to secure a delay in the requirement for ACOs to use electronic clinical quality measure (eCQM) reporting to 2025
- The Quality Committee has also developed helpful resources to assist members in understanding quality reporting requirements, and best practices through resources, webinars and conference sessions such as:
 - [White paper](#) on addressing equity in quality measurement for ACOs
 - Bootcamp and Fall Conference sessions on transitioning to eCQM reporting

Education Update

Short Term vs Long Term Goals

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- Short Term (October 2021 – January 2022)
 - Continue to evaluate educational opportunities
 - Topic webinars and call sessions
 - 2022 Winter Boot Camp
- Long Term (February 2022 and beyond)
 - Development of long-term education plan driven by member needs
 - Measure successes and revise plan as needed
 - Continue to evaluate future needs as new models occur

Formats For Education Presentation



- Spring and Fall Conference Sessions
 - Preconference workshops – co-ops
- Boot Camps
 - Break out sessions
 - Deep dive action workshops with like ACOs or topics
- Webinars And Topic Calls From Listserv Topics
- Guidance Documents
 - Network development, operational guidance topics, model specific, best practices, etc.
- Peer-to-Peer Interaction Opportunities
 - Collaborative/Co-operative workgroups
 - Executive, Operations, IT, CMO, Finance, etc
- Member Communities
- Recordings (YouTube or Other Formats)

Poll 1

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- What info format do you feel would best meet the needs of your ACO in addition to current NAACOS options? (pick 3)
 - More focused collaboratives with small breakout groups
 - More guidance documents – i.e. application, waiver etc.
 - Interactive virtual member communities
 - Non-conference in person meetings – colabs, etc.
 - Informational recordings such as YouTube or webinars

Topics of Interest



Executive Decision and Model Design

- Model overview and overlap information
 - MSSP, DCE, other CMMI models
- Network development and oversight
 - Independent practices, FQHCs, Health Systems
 - ACO Budgets by model
- Benchmarking
- Physician and other staffing compensation models

Beneficiary Management Services

- Care management models
 - Education formats
 - Model options
 - CM documentation platform information
- SDOH support
- Waiver implementation
- Provider, staff and patient engagement
- Health equity

General Operations and Care Redesign

- Application guidance
- Practice transformation
- Quality improvement
 - Self assessment tools
 - Guidance documents by model
 - Care gap closure best practices

Quality, Data, and IT Management

- Data processing needs by model
 - Data staff/developers
 - Data lessons learned
- Staffing options or comparisons
- Platform and data tool options
- ACO/DCE claims analysis
- Quality reporting and care gap analysis
 - Quality specific data

Poll 2

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- In review of the 4 previous slides, what categories are of most interest to your ACO? (Pick 2)
 - Executive Decision and Model Design
 - Beneficiary Management Services
 - General Operations and Care Redesign
 - Quality, Data, and IT Management

Data and Institute Update

Institute for Accountable Care

Policy Analysis

Custom Data Analytics

Research & Collaboratives

Medicare Data

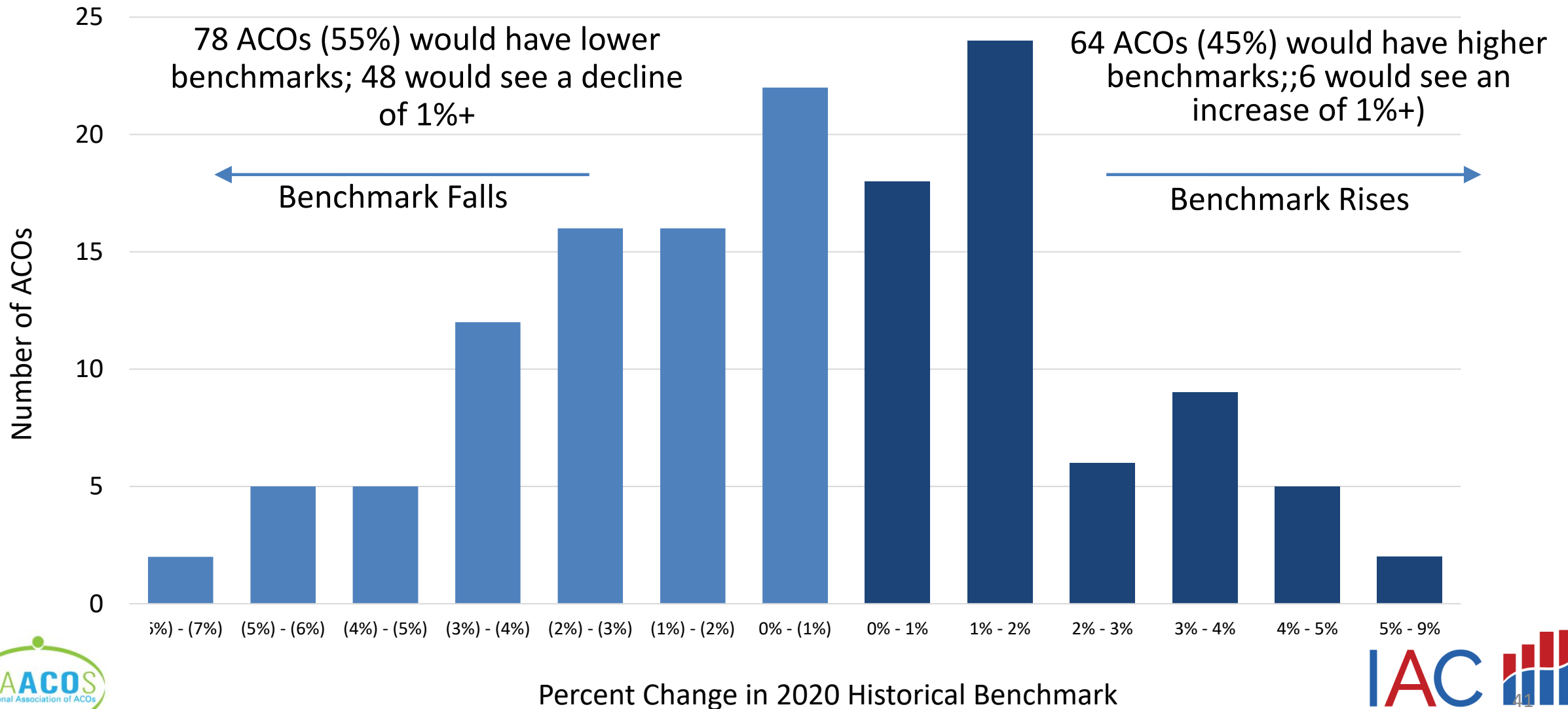
100% of FFS Claims
Annual and Quarterly
Through Q2 2021

- Part A, B, D claims
- MDS assessments
- ACO provider file
- ACO beneficiary file
- MD-PPAS
- MA encounters (18)

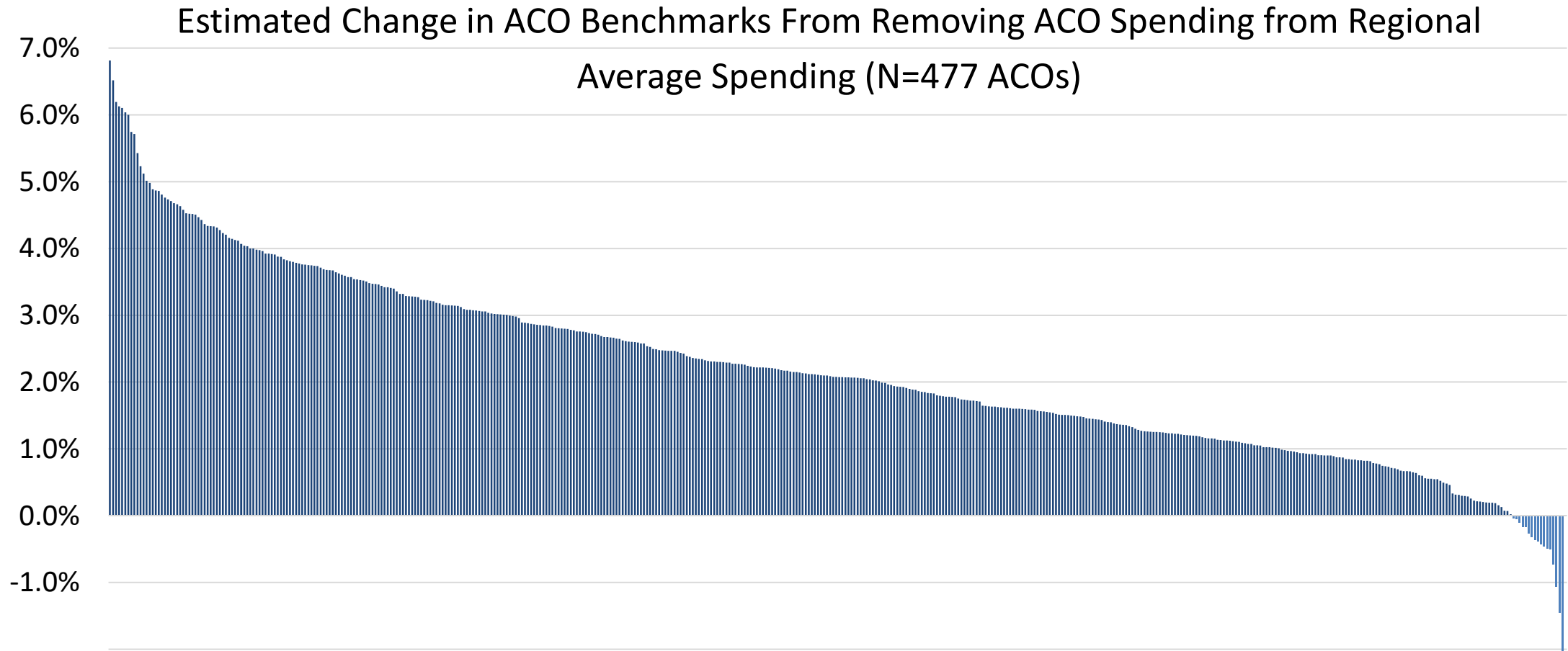
Recent Analysis from the IAC

1. Impact of dropping 2020 from benchmark calculations for ACOs renewing in 2022
2. Impact of fixing the rural glitch on ACO benchmarks
3. Impact of ACO attribution based on NP visits (w/o MD visits)
4. Analysis of spending patterns for heart failure patients over time

Estimated Impact of Dropping 2020 from ACO Benchmark Calculation¹ (Percent change from using 2017–19 vs. 2018–20 as benchmark years)

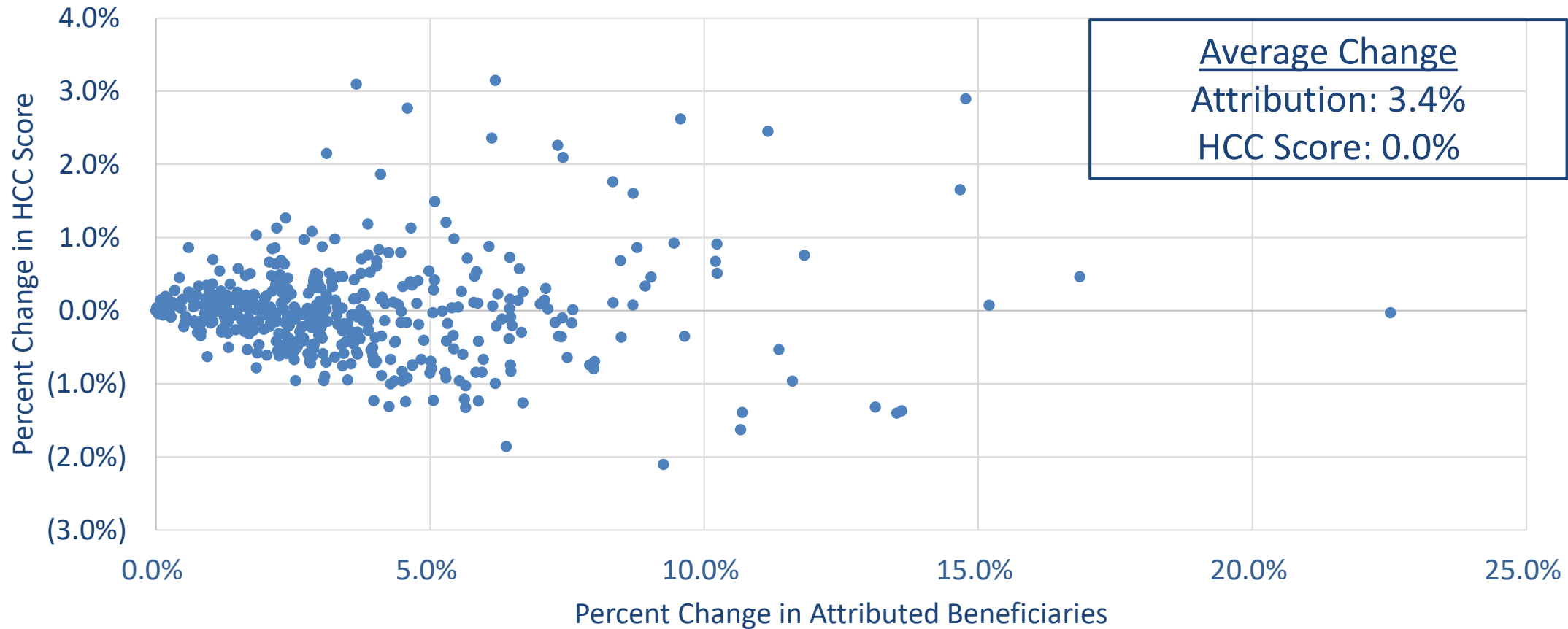


Financial Impact of Fixing the “Rural Glitch”



Impact of Enhanced NP Attribution for ACOs

Impact of Dropping Requirement for a Physician Visit for ACO Attribution



PMPY Spending for High-Cost Patients With Heart Failure 2017-19

This Analysis Follows a Cohort of 1.5 million Heart Failure Patients for 3 Years

High Cost Defined as Top 25%	Number	Percent	2017 PMPY	2018 PMPY	2019 PMPY
Persistently High Cost (H,H,H)	29,589	4.0%	\$86,881	\$90,007	\$93,063
Transiently High Cost (2 of 3 years)	68,732	9.3%	\$53,521	\$59,136	\$62,111
One-Time High Cost (1 of 3 years)	178,287	24.2%	\$36,305	\$27,629	\$36,383
Never High Cost (L,L,L)	460,981	62.5%	\$10,760	\$9,632	\$10,571

Note: Spending is truncated at the 99th percentile per MSSP benchmark rules.

IAC Offers Custom Analytics to NAACOS Members

- Data support for benchmark forecasting
- Impact of adding new provider groups to your ACO on attribution and benchmarks
- Comparative performance analysis of physician groups
- Bundled payment analytics and opportunity assessment
- Evaluation of the impact of ACO initiatives on spending and utilization (e.g., care management, post-acute care initiatives, home-visits, etc.)

Contact us: analytics@institute4ac.org

What's Coming For 2022

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- **Continued Policy and Advocacy**
- **Improved Educational Tools and Support**
- **Increased On-Demand Webinars**
- **Updated Compliance Manuals**
- **Enhanced Virtual Onboardings**
- **Business Partner Network Makeover**
- **And more coming soon!**



Q+A Discussion



**Thank You
From
All Of Us
At
NAACOS!!**

