



CBC Health Home CMA Sustainability Survey Findings: Top Down Assignment & Outreach Optimization

CBC and the Health Home (HH) Board have undertaken a series of activities aimed at better understanding issues currently affecting NYC Care Management Agencies (CMAs). CBC designed and circulated a comprehensive survey tool with the intent of collecting vital information and direct feedback to more closely understand the NYC CMA landscape.

The CBC CMA Sustainability Survey was designed and developed with the intent to comprehensively capture CMA staffing issues, workflow challenges, and feedback regarding their HH Care Management (CM) Services focused on the following domains:

1. CMA Sustainability & Workforce Challenges
2. Outreach: Impact of Rate Changes on Growth of CM program
3. CMA Financial: Direct & Indirect Cost of Operating a CMA
4. HH Enrollment Trends-Across All Acuity Levels for both Adult & Health Homes Serving Children (HHSC) Programs
5. CM Health Information Technology (HIT) Platform
6. HH CMA Finance, Billing, & Tracking
7. CBC HH Added Value

The CMA Sustainability Survey development included feedback directly from HH CMAs, an external Financial Consultant, and internal CBC HH staff.

The Survey was developed in Survey Monkey and consisted of 147 questions across the 7 domains listed.

The Survey was sent to all 47 CBC Adult HH & HHSC CMAs with 42 respondents, including 12 CBC HH Board Members.

Findings: The CMA Sustainability Survey revealed that an overwhelming 71% of CMAs faced a significant loss in revenue related to changes in Outreach rates and requirements. Adult CMAs attributed staff lay-offs to the reduction in outreach rates and smaller assignment files; and across CBC HH, nearly 1/3 of CMAs can no longer support processing Top-Down Assignment Files. Outreach rates and staff lay-offs were also associated with 1 out of 3 Adult CMAs reporting an inability to expand their Care Management Services.

Interim Strategy: According to the CMA Sustainability Survey, CMAs who relied less on Top-Down Assignments and focused most of their efforts on Upward Enrollment, indicated minimum impact to their staffing models and potential revenue projections. Upward Enrollment continues to be a consistent process by which CMA actively and successfully engage members. Thus far in 2019 alone, CBC received over 2,000 Upward Enrollment

referrals across 32 CMAs. Traditionally, CBC processes all Upward Enrollment requests weekly. The survey showed that CMAs found the frequency of this workflow to be hindering to their ability to provide services to newly consented members.

Action: Effective October 2019, CBC HH will augment Upward Enrollment processing to three times a week to provide greater flexibility to our network in serving newly engaged members.

Historically, Managed Medicaid represented 60% of our Assignment Files and fee-for-service (FFS) represented the remaining 40%; since 2018, there has been a steady decline of outreach assignment volume due to Plans pivoting towards Enrollment Optimization (EO). Currently only four out of ten Plans have continued to send CBC Assignment Files on a consistent basis and the NYS Department of Health has indicated that FFS assignments will no longer flow to Designated Lead HHs.

Action: Following CBC HH's October 2019 File, we will reduce the frequency of processing Top-Down Assignment files from every other month to quarterly.

Longer-Term Strategy: At least two Plans, Healthfirst (mainstream) and Amidacare (SNP), are both offering quarterly incentive payments for enrollment, retention, completion of plan of care and closure of gaps in care milestones. CBC HH has signed Administrative Service Agreement (ASA) Amendments with both Plans and is working on the billing/fee schedule with our financial vendor toward the operationalization of these Enrollment Optimization Plans.

Action: Going forward, CBC will continue to seek opportunities for EO Model's such as Direct Enrollment and Co-location with all the Plans, with potential for incentivized payments for continued enrollment. CBC's Member Engagement Specialists (MES) continue to support the engagement and referrals received from the community and Managed Care Plans. So far in 2019, MES has received and processed over 600 referrals to the CBC HH CMAs. In response to Direct Enrollment initiatives, CBC's MES will continue to be deployed as the single point of contact for these referrals for engagement and once enrolled members will continue to be referred to our CMA network.

Thank you.

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