

# Columbia Pacific CCO

## 2022 CCO 2.0 Value-Based Payment & Health Information Technology Pre-Interview Questionnaire

### Introduction

Coordinated Care Organization (CCO) leadership interviews on value-based payment (VBP), per Exhibit H, will be scheduled for June 2022. Please [schedule here](#).

Staff from the OHSU Center for Health Systems Effectiveness (CHSE) will be conducting the CCO VBP interviews again this year. Similarly, they will be using information collected as part of the larger evaluation effort of the CCO 2.0 VBP Roadmap.

Please complete **Section I** of this document and return it as a Microsoft Word document to [OHA.VBP@dhsosha.state.or.us](mailto:OHA.VBP@dhsosha.state.or.us) by **Saturday, May 7, 2022**.

All the information provided in Section I is subject to the redaction process prior to public posting. OHA will communicate the deadline for submitting redactions after the VBP interviews have been completed.

**Section II** of this document describes the oral interview topic areas and suggestions for CCO preparation. CCO responses to oral interview questions will be de-identified in publicly reported evaluation results.

If you have questions or need additional information, please contact:

[Lisa Krois, MPH \(she/her/hers\)](#)

Transformation Analyst, OHA Transformation Center

## Section I. Written VBP Interview Questions

**Your responses will help the Oregon Health Authority (OHA) better understand your CCO Value-based payment (VBP) activities this year, including detailed information about VBP arrangements and HCP-LAN categories.**

**A prior version of this questionnaire was collected from your CCO in May 2021. Unless a question specifically instructs otherwise, please focus your responses on new information not previously reported.**

**1) In May 2021, you reported the following information about how your CCO engages partners (including providers) in developing, monitoring or evaluating VBP models.**

Columbia Pacific CCO (CPCCO) actively collaborates with stakeholders and providers in the development, monitoring and evaluation of VBP models across our physical health, behavioral health, and oral health networks. Providers are engaged at the beginning of the process to help identify quality measures through a shared, iterative process. Multiple data points are reviewed jointly, and key performance indicators are chosen. Once those areas are identified, targets for improvement are jointly agreed upon. A regular review process is then set up for the providers and CPCCO staff to review how the provider is performing. During these meetings, performance is reviewed, areas of improvement are discussed, and technical assistance offered if needed to support the provider. Regular reports are provided on the VBP performance; however, 2021 reporting has been placed on hold due to the impact of COVID-19. The CPCCO Board was kept abreast of adaptations to the VBP made in response to COVID.

The CPCCO Board of Directors has knowledge of the VBP models and monitors CPCCO's Risk Shares via their Finance Committee and quality metric attainment via their Network & Quality Committee. Each of our three County Collaborative Risk Share groups also has a committee comprised of participating provider groups that meets regularly to monitor their performance throughout the year. CPCCO's leadership team meets with each of our clinic leadership teams on a quarterly basis to review individual performance on our Primary Care Payment Model and with our Community Mental Health Providers leadership teams to gather feedback on our behavioral health VBPs. In addition, CPCCO's Clinical Advisory Panel is comprised of a cross section of providers within the CPCCO network, and reviews performance indicators at both a clinic and CCO level. Committee recommendations based upon their expertise guide CPCCO improvement activities.

CPCCO is also working with a third-party evaluator on formal evaluation of the Primary Care VBP programs (Primary Care Payment Model [PCPM]). Preliminary results will be available at the end of 2021 and will be shared with network partners and used as a basis for program refinement.

**Please note any changes to this information, including any new or modified activities or formal organizational structures such as committees or advisory groups.**

The information above is still accurate. However, the timeline for the PCPM evaluation was pushed back slightly due to the COVID-19 PHE and inability to meaningfully engage participating providers in the qualitative portion of the study. CPCCO also remains active in the above collaboratives except for the CPC+ state payer group due to sunset of the program.

The CCO is also in collaborative risk arrangements in each of its three counties. The partners include hospitals, primary care, and community mental health partners. The CCO shares performance data related to their total cost of care with each set of county partners every other month and quality metric performance data quarterly. For our more advanced partners, the CCO provides a claims data feed that enables their internal population segmentation tool to include cost analysis.

This TCOC model is intended to further the goals of the quadruple aim. Specifically, we hope to:

- Build shared ownership and accountability among partners in keeping Medicaid costs within the 3.4% cost curve.
- Foster collaboration on supporting the county's local Medicaid population through shared investment into quality improvement initiatives and/or local social health investments

**2) Has your CCO taken any new or additional steps since May 2021 to modify existing VBP contracts in response to the COVID-19 public health emergency (PHE)? *[Select one]***

CCO modified VBP contracts after May 2021 due to the COVID-19 PHE.

*[Proceed to question 3]*

CCO did not modify VBP contracts after May 2021 due to the COVID-19 PHE.

*[Skip to question 4].*

**3) If you indicated in Question 2 that you modified VBP contracts after May 2021 in response to the COVID-19 PHE, please respond to a–f:**

**a) If the CCO modified primary care VBP arrangements due to the COVID-19 PHE, which if any changes were made? (select all that apply)**

Waived performance targets

Modified performance targets

- Waived cost targets
- Modified cost targets
- Waived reporting requirements
- Modified reporting requirements
- Modified the payment mode (e.g. from FFS to capitation)
- Modified the payment level or amount (e.g. increasing PMPM)

**b) If the CCO modified behavioral health care VBP arrangements due to the COVID-19 PHE, which if any changes were made? (select all that apply)**

- Waived performance targets
- Modified performance targets
- Waived cost targets
- Modified cost targets
- Waived reporting requirements
- Modified reporting requirements
- Modified the payment mode (e.g. from FFS to capitation)
- Modified the payment level or amount (e.g. increasing a PMPM)

**c) If the CCO modified hospital VBP arrangements due to the COVID-19 PHE, which if any changes were made? (select all that apply)**

- Waived performance targets
- Modified performance targets
- Waived cost targets
- Modified cost targets
- Waived reporting requirements
- Modified reporting requirements
- Modified the payment mode (e.g. from FFS to capitation)
- Modified the payment level or amount (e.g. increasing a PMPM)

**d) If the CCO modified maternity care VBP arrangements due to the COVID-19 PHE, which if any changes were made? (select all that apply)**

- Waived performance targets
- Modified performance targets
- Waived cost targets
- Modified cost targets
- Waived reporting requirements
- Modified reporting requirements
- Modified the payment mode (e.g. from FFS to capitation)
- Modified the payment level or amount (e.g. increasing a PMPM)

**e) If the CCO modified oral health VBP arrangements due to the COVID-19 PHE, which if any changes were made? (select all that apply)**

- Waived performance targets
- Modified performance targets
- Waived cost targets
- Modified cost targets
- Waived reporting requirements
- Modified reporting requirements
- Modified the payment mode (e.g. from FFS to capitation)
- Modified the payment level or amount (e.g. increasing a PMPM)

The following questions are to better understand your CCO's plan for mitigating adverse effects of VBPs and any modifications to your previously reported strategies. We are interested in plans developed or steps taken since CCOs last reported this information.

**4) In May 2021 your CCO reported the following information about processes for mitigating adverse effects VBPs may have on health inequities or any adverse health-related outcomes for any specific population (including racial, ethnic and culturally based communities; LGBTQ people; people with disabilities; people with limited English proficiency; immigrants or refugees; members with complex health care needs; and populations at the intersections of these groups).**

The activities described in the last report are still in place. Since September of 2020, CPCCO has completed our retrospective chart reviews and anonymous baseline assessment of our primary care clinics' ability to provide interpretation services to our members. The results were shared with each clinic individually and improvement initiatives have been discussed in our Quality Improvement Workgroup and clinic individual coaching sessions that are offered as part of our technical assistance offerings. CPCCO also received the first equity narratives as part of our Primary Care Payment Model and incorporated the scores into clinic payment adjustments and quality improvement initiatives.

CPCCO also launched our Justice, Equity, Diversity, and Inclusion (JEDI) workgroup infrastructure. This effort includes nine workgroups focused on integrating equity into CPCCO's internal and external work. Our VBP contracts falls under the purview of the Resource Allocation and Contracting Practices workgroup that is responsible for auditing and monitoring how our VBPs are being used to further equity within our region.

CPCCO has also partnered with CareOregon on development of a Data equity guide which will inform analytic activities, including VBP performance measures, moving forward. The

guide includes practical recommendations for integrating equity into data analysis and data visualization.

**Please note any changes to this information since May 2021, including any new or modified activities.**

Since May of 2021 Columbia Pacific CCO has partnered with CareOregon to develop and implement staff training on Equity in Data Analysis. This training is intended for all staff members who research and prepare or consumes data, and is reviewed by staff who develop information around our Value Based Payment programs.

This course offers concrete suggestions to think differently about how our CCO prepare and view data, specifically as it relates to demographic characteristics like race/ethnicity, sex assigned at birth, language and more. This course is a starting point in learning about the intersection of equity, diversity, & inclusion (EDI) and data.

Training Outcomes:

- Learn the definition of Data Equity and why it is important
- Discover options for changing the way we view or interact with data
- Locate resources for continued learning
- Understand why there is a need for continued learning

**5) Is your CCO planning to incorporate risk adjustment for social factors in the design of new VBP models, or in the refinement of existing VBP models? [Note: OHA does not require CCOs to do so.]**

A goal of the Shared Accountability Model referenced above is to incorporate social factors / social determinants of health into our risk adjustment methodology and develop a model that relates social risk factors to the Total Cost of Care. However, we must address two key areas before this can occur:

- Consistent and accurate data for the population; and
- Sufficient confidence and testing that the Social Risk Adjustment process improves accuracy.

The first step in working toward the above is to identify social needs most affecting health outcomes for the SAM population/subpopulations.

At this time, CPCCO is in talks with one of our largest clinical partners on development and possible implementation of the SAM model, framing this work toward the future.

The following questions are to better understand your CCO's VBP planning and implementation efforts for VBP Roadmap requirements that will take effect in 2023 or later. This includes oral health and children's health care areas. CCOs are required to implement a new or enhanced VBP in one of these areas by 2023. CCOs must implement a new or enhanced VBP model in the remaining area by 2024.

**6) Describe your CCO's plans for developing VBP arrangements specifically for oral health care payments.**

**a. What steps have you taken to develop VBP models for this care delivery area?**

CPCCO with CareOregon Dental continues its VBP with its main network provider. Beginning in December 2020, performance metrics were implemented with an upside risk opportunity. In 2023, we plan to add a health equity measure into the program.

CPCCO also contracts with Advantage, ODS and Willamette Dental for the provision of dental services. In 2021, these contracts incorporated report-only quality metrics. In 2022, these contracts contain a withhold that can be recovered based on performance on pre-defined dental-related metrics. In 2023, these contracts will expand the VBPs to include additional metrics and risk. In addition, Advantage, ODS and Willamette continue to develop and enhance their well-established VBP arrangements within their provider networks. These VBP models hold providers accountable and produce positive oral health outcomes. They include capitation payments and performance withholds. Through these programs, primary dental providers are incentivized to deliver services equivalent to or greater than their capitation payment, drive utilization, prioritize prevention and patient satisfaction.

The oral health focus area of our Primary Care Payment Model (PCPM) incentive program has expanded over recent iterations of the program. The Payment Model is a long-standing value-based payment incentive program that the majority of our primary care providers are very familiar with.

**b. What attributes do you intend to incorporate into this payment model (e.g., a focus on specific provider types, certain quality measures, or a specific LAN tier).**

In our delegation agreements, we intend to incorporate Access and Engagement measures, Health Equity measures, and CCO dental-related Incentive measures focusing on empaneled Primary Dental Providers. Much of the payment model will be LAN Category 2C, 2B or 4C.

The oral health focus of the PCPM is prevention of oral health disease and caries, assessment of oral health needs, and referral to care. It strives to promote

collaboration and coordination by aligning priorities and incentives across both physical and oral health sectors.

**c. When do you intend to implement this VBP model?**

With our delegated partners, as noted above, much of the implementation is underway and will continue to be enhanced each year.

This oral health focus area of our PCPM program is active in the 2022 calendar year. This work continues to expand and evolve.

**7) Describe your CCO's plans for developing VBP arrangements specifically for children's health care payments.**

**a. What steps have you taken to develop VBP models for this care delivery area?**

Children's Health Care is a key focus area of our Value Based Payment incentive programs. Our Payment Model provider incentive program includes performance metrics on the quality of care provided to children.

In 2022 the program also includes specific focus on System Level Social and Emotional Health of children.

**b. What attributes do you intend to incorporate into this payment model (e.g., a focus on specific provider types, certain quality measures, or a specific LAN tier).**

The 2022 Payment Model program incorporates focus on the complex system-level factors that impact services kids and families receive that support social emotional health.

This focus area will incentivize providers developing / maintaining services to children:

- Behavioral Health/Integrated Behavioral Health Staffing
- Social Emotional Health Assessments and Services Process
- Community partnerships and educational opportunities

**c. When do you intend to implement this VBP model?**

This focus area is active in the 2022 calendar year. It will continue to evolve and grow in future iterations of the Payment Model Program.

**8) CCOs will be required in 2023 to make 20% of payments to providers in arrangements classified as HCP-LAN category 3B or higher (i.e. downside risk arrangements). Describe the steps your CCO is taking in 2022 to prepare to meet this requirement.**



CareOregon is currently working with our actuarial team to develop 2023 proposals for existing VBP agreements that will move all who do not currently meet this requirement into a 3B by 2023. We have standing Joint Operations Committee meetings (JOCs) with our providers on a monthly or quarterly basis where we plan to have this discussion in Q3 and Q4 to come to an agreement for 2023 and beyond.

**The following questions are to better understand your CCO's technical assistance (TA) needs and requests related to VBPs.**

**9) What TA can OHA provide that would support your CCO's achievement of CCO 2.0 VBP requirements?**

We would like to see OHA provide a review of risk adjustment models that incorporate social health data.

Specific Questions that might be answered in the assistance:

1. What social health data is being used – i.e., individual level data, population level datasets like neighborhood indices defined at the census block or zip code level?
  - a. What are the differences in risk adjustment between the different approaches
2. Are organizations weighting specific social domains in the model based on literature that demonstrates the relationship between specific domains and disparities in health outcomes (i.e., housing and health outcomes)
3. Are there organizations who are looking at other social health domains outside of the traditional ones captured in PRAPARE, AHC, etc. – thinking about the social complexity factors in the OPIP peds complexity data. See table below.
  - a. What risk adjustment models/approaches appear effective for adults and child populations

**10) Aside from TA, what else could support your achievement of CCO 2.0 VBP requirements?**

Oregon Health Authority's continued focus on Value Based Payments development drives this work forward. The more OHA can facilitate the sharing of information on effective VBP strategies and remove roadblocks and hinderances to implementing new and creative value based payment methods, the faster VBP goals can be achieved.

CPCCO participates with and/or provides financial support to statewide provider organizations and third parties that are working to support providers in the VBP space. OHA's participation and financial support of these efforts would make a significant impact on participation, engagement, and results.

Create regulatory or systematic support to align accountabilities between the CCO's and the provider community. The current one-sided model places full accountability on the CCO, but

we need to the providers with us to succeed. This is particularly true of non-primary care providers who have not been engage in this work with CCOs for as long. Oregon Health Plan participation requirement possibly?

Continued work to align statewide efforts focused on VBP. CCO requirements, Oregon VBP compact, PCPRC work. All of the initiatives have different targets and slightly different areas of focus, making it challenging to focus efforts and substantially impact any given area.

## Health Information Technology (HIT) for VBP and Population Health Management

Questions in this section were previously included in the CCO HIT Roadmap questionnaire and relate to your CCO's HIT capabilities for the purposes of supporting VBP and population management. Please focus responses on new information since your last HIT Roadmap submission on March 15, 2021.

Note: Your CCO will not be asked to report this information elsewhere. This section has been removed from the CCO HIT Roadmap questionnaire / requirement.

### 11) You previously provided the following information about the HIT tools your CCO uses for VBP and population management including:

#### a. HIT tool(s) to manage data and assess performance

We use industry standard tools, processes, and practices for managing data and for assessing performance. Our tool set includes comprehensive EDW and Data Marts as data repositories. Our data repositories are primarily SQL Server Enterprise running on robust infrastructure. We use SSIS as our tool of choice for moving data between systems and databases. We use third party software platforms, such as Cotiviti, as well as internally programmed applications to assist with clinical quality measure calculation.

**Please note any changes or updates to this information since your HIT Roadmap was previously submitted March 15, 2021.**

The information above remains accurate in 2022.

CareOregon has built an Enterprise Data Warehouse (EDW) for analytics. The warehouse is built using the Kimball Dimensional Model, converting raw data into star schemas for efficient and accurate ingestion and storage, and subsequently modeled into flatter analytical tables for analyst consumption.

#### b. Analytics tool(s) and types of reports you generate routinely

We use a variety of industry-leading tools to drive analytics. VBP data is ingested into our EDW, whereas Tableau is used for generating and distributing robust, meaningful, and easy-to-understand analysis dashboards and scorecards. Our Tableau infrastructure delivers these dashboards within our CCO and to our clinic partners. These dashboards are refreshed between weekly and quarterly depending on business needs.

We use SQL Server Reporting Services to deliver transactional and detailed reports to users on regular basis. Frequency of these reports varies from real-time to quarterly depending on business needs.

Excel is used as reporting tool where it is appropriate. CPCCO uses SAS auto jobs and other tools to generate these files on regular basis. Frequency of refresh for these files varies from weekly to quarterly depending on business needs.

Tools such as R, SAS, SPSS, and Python are used for statistical and predictive modeling to answer advanced analytics questions such as identifying populations at risk of adverse health related events.

Tools such as the Johns Hopkins ACG are used for risk assessments and stratification of population, and other third-party tools are used to distribute reports. We use our care Coordination platform to provide up-to-date information on care coordination activities.

**Please note any changes or updates to this information since your HIT Roadmap was previously submitted March 15, 2021.**

The information previously reported remains accurate in 2022.

CareOregon utilizes an Enterprise Data Warehouse (EDW), along with the Cotiviti measurement and reporting software to integrate and aggregate Value Based Payment data. Data is calculated using these systems through SQL queries and direct analysis.

This data forms the basis for many reports that are delivered automatically and manually through SQL Server Reporting Services (SSRS) and other tools.

While we recognize that specific questions regarding HIT in OHA reporting deliverables are not duplicated verbatim, there is up-to-date information around our capabilities and strategies related to HIT for purposes of VBP administration, spread, and population health management in our 2022 HIT roadmap and ISCAT Tool. Both were recently submitted to the OHA.

**12) You previously provided the following information about your staffing model for VBP and population management analytics, including use of in-house staff, contractors or a combination of these positions who can write and run reports and help others understand the data.**

We have robust data and reporting teams. In collaboration with CareOregon, we have 30 permanent data and analytics staff members who manage our HIT and databases, assure data quality, develop reports, conduct statistical analyses, develop predictive models, and

perform other data/analytics functions across the enterprise. We can also subcontract to outside vendors if additional specialized skills are needed. Our team includes software developers, data architects, database administrators, business analysts and healthcare analysts; these skill sets cover the entire spectrum of activities and skills needed to deliver high quality analytics.

In addition, we have dedicated quality improvement and technical assistance staff to offer support for data/report translation and implementation activities both internally and externally. Our quality improvement staff are skilled in explaining data to internal staff and external provider partners on the level that meets the need. Our staff have dedicated time over the past year to honing data visualization skills in order to better communicate complex analyses to wider audiences. Our quality improvement team has also directly helped clinics run reports, especially as related to disaggregated data reports.

Our Innovation Specialist team offers technical assistance directly to providers and can help with report reading and translation as necessary. This team also assists providers with using data in meaningful ways for quality improvement purposes. Lastly, our Panel Coordinators, working full-time directly in the provider's offices, are also available to assist clinic staff in understanding data and reports.

**Please note any changes or updates to this information since your HIT Roadmap was previously submitted March 15, 2021.**

While we have experienced some staffing turnover, our approach and roadmap for analytics has remained largely unchanged.

**Questions in this section relate to your CCO's plans for using HIT to administer VBP arrangements (for example, to calculate metrics and make payments consistent with its VBP models).**

- 13) You previously provided the following information about your strategies for using HIT to administer VBP arrangements. This question included:**
- a. how you will ensure you have the necessary HIT to scale your VBP arrangements rapidly over the course of the contract,**
  - b. spread VBP to different care settings, and**
  - c. include plans for enhancing or changing HIT if enhancements or changes are needed to administer VBP arrangements for the remainder of the contract.**

CPCCO is committed to further enhancing analytics capabilities to better model, negotiate, administer, and monitor value-based payments by stronger integration of data between financial systems, contracting systems, clinical systems, and claims systems. Integration will allow us to better track the percentage of VBP payments in relation to claims payments and ensure provider expectations are being met. While data integration is the overarching strategy, Individual steps include:

**1. Ensure payment systems are capable of administering non-FFS based arrangements**

We continue to leverage the Provider Incentive Payment System (PIPS), a tool which streamlines the administration of PMPM payments. The tool facilitates a programmatic structure to manage attributed member-based payments made according to different quality performance levels, and population risk tiers. The system is integrated with our claims system taking advantage of existing provider EFT payment pathways. This infrastructure has added significant efficiency to the process of evaluating and ultimately making PMPM payments to providers. In 2021, we plan to continue to migrate other PMPM based payment programs into PIPS to leverage the workflow and reporting capabilities. This will include all of our current and future Primary Care capitation contracts.

**2. Ensure metrics calculation and analytics tools are capable of generating robust reports**

The CCO's HIT infrastructure, which is powered by CPCCO's analytics platform and resources, will play a key role in monitoring both CCO performance and accountability of its partners. Our analytics platform is the result of considerable investments to ensure that validated and reliable metrics are available. Data and measures will be regularly shared with partners to identify opportunities and drive performance. See section 6.a.1 for additional detail.

Our platform is capable of attributing members to particular clinics (PCPCH assignment) and can also track members as they move from one delivery network to another. It also manages attributions for dental relationships. Maintenance of provider attribution information has required considerable effort and will be an area of continuous improvement to ensure that performance is tracked accurately in an increasingly risk-bearing environment for physical, dental and behavioral health.

CPCCO continues to partner with Wakely, our consulting actuaries, to provide regular reporting packets to our Total Cost of Care VBP partners. We plan to continue this partnership with plans to enhance reporting and bring pieces of the work in house. All of this will enhance our flexibility and nimbleness in meeting the needs of our provider partners.

**3. Explore additional enhancements and technologies**

While the PIPS tool remains a key to our VBP programs and oversight, we are continuing to evaluate the market for tools to enhance our capabilities. We are evaluating a potential RFP process in Q2 2021 to identify additional tools and opportunities.

During 2020 we explored integration options, feasibility of integration of these systems, and developed concrete roadmaps based on findings. In the coming years, we expect to implement identified roadmap items and make them fully operational in Years 4 and 5. Additionally, our capability to more nimbly calculate and report on metrics in new care delivery areas will be enhanced as we continue to expand our EDW. Given that we have not yet developed the payment models for future years, we cannot articulate specific data-related milestones as we do not yet know the performance metrics or other parameters associated with those models.

In the latter half of 2020 we implemented a business glossary (data dictionary) in order to support continued data fluency across the organization. We are also migrating our EDW from on-premise MSSQL infrastructure to Snowflake (hosted on Microsoft's cloud platform – Azure) in support of the increasingly large datasets which we have cultivated.

**Please note any changes or updates for each section since your HIT Roadmap was previously submitted March 15, 2021.**

**a. how you will ensure you have the necessary HIT to scale your VBP arrangements rapidly over the course of the contract,**

The information above remains accurate in 2022.

CareOregon has built an Enterprise Data Warehouse (EDW) for analytics. The warehouse is built using the Kimball Dimensional Model, converting raw data into star schemas for efficient and accurate ingestion and storage, and subsequently modeled into flatter analytical tables for analyst consumption. This infrastructure is scalable into the future as VBP arrangements grow and evolve.

**b. spread VBP to different care settings, and**

The information above remains accurate in 2022.

We are also specifically engaging more with our behavioral health care provider community to develop meaningful arrangements, including acquisition of data for performance measurement.

- c. **include plans for enhancing or changing HIT if enhancements or changes are needed to administer VBP arrangements for the remainder of the contract.**

The current HIT used by Columbia Pacific CCO and CareOregon administers value based payment arrangements as set forth in the contract.

CareOregon systems continue to enhance the collection and automation of data processing as much as possible to ensure efficiency, timeliness, and accuracy. Data developed through electronic health record / electronic clinical quality measures must meet Oregon Health Authority specifications.

**14) You reported the following information about your specific activities and milestones related to using HIT to administer VBP arrangements.**

**For this question, please modify your previous response, using black font to easily identify updates from your previous HIT Roadmap submission on March 15, 2021. If the field below is blank, please provide specific milestones from your previous HIT Roadmap submission.**

Activities	Milestones and/or Contract Year
Hospital VBPs – establish standard report sets for VBPs implemented with hospital partners	2021
Develop and implement a Behavioral Health VBP model, including development of performance management infrastructure	2021
Develop and implement a Maternity VBP model, including development of performance management infrastructure	2021
Develop and implement a Children’s Health VBP model, including development of performance management infrastructure	2022
Develop and implement an Oral Health VBP model, including development of performance management infrastructure	2022
Conduct semi-annual reviews of existing reporting and performance management infrastructure. Identify opportunities to further develop and update HIT to streamline program administration	2021 - 2024

**Briefly summarize updates to the section above.**

While each of these milestones remain accurate for development of each model addressed, robust implementation of each has been slightly delayed. We are currently reviewing the



status of each care area and reassessing specific milestones associated with each to develop a workplan for the next two years.

**15) You provided the following information about successes or accomplishments related to using HIT to administer VBP arrangements.**

CPCCO currently has implemented VBP arrangements with a number of providers and is committed to increasing VBP over the next five years. Our arrangements incentivize and hold partners accountable for performance on Oregon's CCO incentive metrics as well as other measures of clinical quality. While the measures for these arrangements are currently aligned with OHA priorities, future governance decisions and VBP needs could expand these measures of accountability to include engagement with high-priority populations, elimination of health disparities, or other measures related to quickly emerging VBP arrangements.

To that end, we are well poised to operationalize these evolving arrangements through our software platform, PIPS, that supports PMPM VBP administration. This VBP tool, a leading third-party software, currently allows us to administer payments, adjust performance-based payments, and integrate VBP and claims data. This functionality is critical to our ability to report on payment arrangements by LAN category, as required.

We use this software to manage payments for our PCPM, CPC+ and IBH programs. The evolution of work in this area may seem intuitive, however, administration of non-claims-based payments in a health system that was built on an FFS system has required a significant amount of operational overhaul. Moving from manually processing checks to integrating this work into our claims processing system, including records of performance has greatly improved efficiency and allows us to administer and record performance and associated payment in one location. In 2020, we expanded use of this tool to include capitation payments and other PMPM contract models.

Another critical tool supporting VBP expansion is the financial model developed by Wakely, an actuarial consulting service, which provides the architecture that supports our Total Cost of Care (TCOC) and Medical Loss Ratio (MLR) risk agreements. This financial model calculates the total cost of care for a primary care partner's assigned membership, along with detailed cost data analytics allowing the provider to identify trends, and areas of opportunity to better manage resources. In 2020, Wakely further developed modules within this model that aid in the process of risk recapture and managing the health of a population. The risk recapture/population health module allows the provider to search for members previously diagnosed with high-risk conditions, without a recent claim showing that diagnosis. This tool can be used to proactively outreach to members with chronic conditions to ensure they are receiving preventive care.

**Please note any changes or updates to these successes and accomplishments since your HIT Roadmap was previously submitted March 15, 2021.**

Columbia Pacific CCO aligned with CareOregon continue progress in partnership with our provider network in the development of arrangements which incentivize and hold providers accountable for performance on measures of clinical quality.

**16) You also provided the following information about challenges related to using HIT to administer VBP arrangements.**

All of the systems that house data needed to administer VBP arrangements, including those supported by the OHA, contain different file formats, fields, and provider identification information. Therefore, generating the information to respond to OHA's payment arrangement reporting is difficult. We have to combine both claims payment data, along with other types of payments made in relation to a VBP (e.g., PCP risk agreement includes both the FFS claims data, and settlement payments made when the agreement year ends with a surplus). It can be challenging when combining data from the general ledger, with claims data to match up those payments with the right provider contracts, and so associating with the correct LAN category.

**Please note any changes or updates to these challenges since your HIT Roadmap was previously submitted March 15, 2021.**

Our provider network continues to be challenged by the impact of COVID 19 and its effect on operations and workforce availability.

**Questions in this section relate to your CCO's plans for using HIT to support providers.**

- 17) You previously reported the following information about your strategies, activities and milestones for using HIT to effectively support provider participation in VBP arrangements. This included how your CCO ensures:**
- a. Providers receive timely (e.g., at least quarterly) information on measures used in the VBP arrangements applicable to their contracts.**

- b. Providers receive accurate and consistent information on patient attribution.**
- c. If applicable, include specific HIT tools used to deliver information to providers.**

**Strategy 1: Provide timely and accurate performance data**

The CCO regularly shares data, at least quarterly, with its providers. We are currently expanding this capability to ensure that data provided to clinics is specific to VBP arrangements in which they participate. Our existing analytics infrastructure and software tools allow us to deliver Oregon’s CCO incentive metrics and select HEDIS–NCQA measures to providers on a regular basis. Enhancements will continue to expand our ability to deliver additional measures, as appropriate based on VBP arrangement participation, to providers on a regular and automated basis. Providers will be able to view a broad menu of measures, as well as those applicable only to their payment arrangements. Scorecards include both aggregate (clinic-level) and member-level information, making data more actionable for intervention. See section 6.a.1 for additional detail.

The CCO is also in collaborative risk arrangements in each of its three counties. The partners include hospitals, primary care, and community mental health partners. The CCO shares performance data related to their total cost of care with each set of county partners every other month and quality metric performance data quarterly. For our more advanced partners, the CCO provides a claims data feed that enables their internal population segmentation tool to include cost analysis.

Moving forward, providers will have access to a more comprehensive array of reports through our FIDO web portal (the front end for our EDW). We are currently piloting access to a limited group of users, with full implementation planned by the end of 2021.

**Strategy 2: Ensure providers have access to accurate and consistent patient attribution data**

Our reporting platform includes data on patient assignment and utilization. For purposes of VBP arrangements, we calculate performance based on the providers assigned member population. In instances where members are inappropriately assigned, we have staff that work to quickly reconcile and reassign as appropriate and coordinate these activities with providers. We also employ auto-assignment for new members, and auto-reassignment for existing membership. New members are assigned to a PCP based on their address, history of OHP eligibility and PCP assignment, assignment of eligible family members, etc. Current members are automatically reassigned to a new PCP if their actual utilization patterns indicate they see a different PCP. Information on patient assignment is available both through our data reporting platform as well as our provider portal. Transparency of this

information allows for productive conversations around population health management expectations under our VBP arrangements.

**Please note any changes or updates to your strategies since your HIT Roadmap was previously submitted March 15, 2021.**

- a. Providers receive timely (e.g., at least quarterly) information on measures used in the VBP arrangements applicable to their contracts.**

The information listed above remains accurate in 2022.

CareOregon uses Tableau and a Tableau server to maintain an externally available quality dashboard for network clinics. The dashboard includes information on member attribution, member characteristics, aggregate performance on measures included in VBPs and member level gaps in care. This dashboard is available to any provider involved in a primary care VBP with CareOregon.

Providers participating in risk-share agreements also received detailed cost, utilization, and risk files compiled by a third-party.

- b. Providers receive accurate and consistent information on patient attribution.**

Patient Rosters are available online through our Provider Portal, CareOregon Connect. Roster information is refreshed daily. Providers may pull their clinic rosters at their convenience 24/7. There is no limitation as to how many times rosters may be pulled. Providers can export their patient rosters to for further review. In most cases this information is updated daily.

- c. If applicable, include specific HIT tools used to deliver information to providers.**

CareOregon uses Tableau and a Tableau server to maintain an externally available quality dashboard for network clinics.

- 18) You previously reported the following information about how your CCO uses data for population management to identify specific patients requiring intervention, including data on risk stratification and member characteristics that can inform the targeting of interventions to improve outcomes.**

### **Strategy 3: Implement a multi-prong approach to facilitate population management in service to population health and quality improvement These approaches include:**

#### **Member level data as a tool for population management:**

1. We can generate member level data and lists to identify gaps in care are provided to our clinic partners, so our network can outreach and provide clinical services to close the gaps. We are working to integrate physical health data and oral health data in order to provide a member-centered population management list. Contracted providers within our network have regular/real-time access to data and patient-lists through our data portal (FIDO). CPCCO also has executed LOA with all three county public health agencies to share county-level member lists related to vaccines, including COVID-19, as an opportunity to close gaps in care more broadly than within contracted clinics.
2. Risk stratification (member level and population level) reports are currently being enhanced to include several markers of risk, including health care condition recapture data. These reports are the foundation for discussion of clinical quality improvement best practices held at our network-wide learning collaboratives and one-on-one technical assistance meetings.
3. Population Health explorer: We have developed a dashboard called population health explorer that allows us to look at member level data from a variety of lenses in order to develop care plans, gaps in care.
4. We have developed a COVID-19 dashboard, both in general and one focusing on vaccines. We used an equity-data approach to categorize populations can pull member lists and share with our network or public health department for direct outreach.
5. Collective for population management: We have many providers using Collective to outreach to unengaged members seeking care through the Emergency Department and also using our Medecision care coordination platform to coordinate services for members with complex chronic health problems or psychosocial issues. The team is also working to identify a member caseload for each CPCCO panel coordinator based on risk criteria and will be responsible for ensuring that each member has meaningful contact, gaps in care addressed, and are engaged with their primary care provider.

#### **Support to use data for action:**

In addition to external provider reporting, the CCO has internal staff that directly support identification and coordination of members in need of services. We have a team of panel coordination staff who are out-stationed in our network and act directly as a part of the clinic care team. This team uses the reports previously described, as well as data obtained directly through chart review to prepare providers for member office visits. They currently focus primarily on needed services identified by a gap in a CCO incentive, CMS Star measure or lack of engagement with their primary care provider. With onset of COVID and COVID-19 vaccines, these staff also are helping with outreach to members to ensure they have necessary services and will be outreaching related to access to COVID-19 vaccine.

**Population Level Data- though not used for direct patient outreach, this level of data does greatly contribute to overall improved health outcomes.**

CareOregon and CPCCO use sophisticated methods to pull and analyze claims data based on different populations, incorporating pharmacy data, NEMT data, geomapping, as well as ensuring data is disaggregated based on REAL-D. This data is utilized to develop broader population health strategies and initiatives to help improve health outcomes for our membership. These strategies are developed in a data-informed way, in partnership with our CACs and CAP, and informed by our regional health improvement plan.

- **Population level data available to the network:** We make data inclusive of clinical quality measure performance and health system utilization available to providers continuously through an online platform. We also present this data to help inform strategy development on a larger systems level, informed by our network. We have developed multiple other population level data dashboards focusing on different populations and elements of care (SUD, specialty access, opioid prescribing). These are not available for external use, but we do share the data individually with clinics, and with our regional clinical advisory panel. We also use this data for strategy development.
- **Population level data for strategy development:** The same dashboards described in #3 above are used for population level strategy development. We also have developed a tool entitled “population health explorer,” that allows both a member view (as described above) and a population view to identify population-level gaps and opportunities. As noted above, we have a COVID-19 dashboard that can also be used for planning, tracking, and continual improvement at a population level.
- **Predictive modeling:** On a quarterly basis, we also use the Johns Hopkins ACG model to generate risk scores for our population. We stratify our population using advanced clustering and machine learning to identify populations which may benefit from interventions. Our regional care teams use information from these tools to guide their work in the Medecision care coordination platform. This data also helps to inform targeted population-level strategies, as noted above.

**Equity data approach:** Our Quality Improvement Team is in the process of developing a training curriculum on how to use data to support equity work. This training covers best practices on centering equity in analyses and when making data-driven decisions. We are currently seeking feedback from key stakeholders, with a focus on partners of color and organizations that serve communities that have been marginalized. By improving both the quality of our data and shifting our culture around how we use data, we hope to build better strategies to support our members.

**Please note any changes or updates to this information since your HIT Roadmap was previously submitted March 15, 2021.**

The information listed above remains accurate in 2022.

**19) You previously reported the following information about how your CCO shares data for population management to identify specific patients requiring intervention, including data on risk stratification and member characteristics that can inform the targeting of interventions to improve outcomes.**

Contracted providers within our network have regular/real-time access to data and patient-lists through our data portal (FIDO). (see Question 18)

As indicated, we also can share data from dashboards that are not yet externally facing with individual organizations, in a more manual manner, or through an interactive meeting.

**Please note any changes or updates to this information since your HIT Roadmap was previously submitted March 15, 2021.**

The information listed above remains accurate in 2022.

**20) You previously reported the following information about your accomplishments and successes related to using HIT to support providers.**

Progress, including accomplishments and successes, are all described in the specific sections above.

**Please note any changes or updates to this information since your HIT Roadmap was previously submitted March 15, 2021.**

Progress, including accomplishments and successes, are all described in the specific sections above.

**21) You previously reported the following information about your challenges related to using HIT to support providers.**

Technology available to CCOs has not quite caught up with the increasing VBP reporting demands, particularly as categorized by the LAN. While the aim of the reporting requirements is directionally correct, fulfilling them remains equally or more challenging than implementation of the VBP arrangements themselves.

**Please note any changes or updates to this information since your HIT Roadmap was previously submitted March 15, 2021.**

Our area continues to experience the challenges caused by the COVID 19 pandemic in operations and workforce availability.

**Optional**

**These optional questions will help OHA prioritize our interview time.**

**22) Are there specific topics related to your CCO's VBP efforts that you would like to cover during the interview? If so, what topics?**

[Click or tap here to enter text.](#)

**23) Do you have any suggestions for improving the collection of this information in subsequent years? If so, what changes would you recommend?**

[Click or tap here to enter text.](#)



## Part II. Oral Interview

This information will help your CCO prepare for your VBP interview.

**Written responses are not required.**

### Purpose

The purpose of the CCO 2.0 VBP interviews is to expand on the information CCOs report and have provided in the written questionnaire; provide CCOs an opportunity to share challenges and successes; and discuss technical assistance needs. OHSU staff will ask these questions of all CCOs, tailoring the questions to each CCO based on written interview responses.

### Format

Oral interviews will be conducted via a video conference platform (such as Zoom) and will be recorded, transcribed and de-identified for further analysis. Analysis may include overarching themes and similarities or differences in how CCOs are engaging in VBP-related work. OHA may publicly report de-identified and aggregated results next year. Before we begin, participants will have an opportunity to ask about the interview format. CCOs are encouraged to send questions to OHA *prior* to the interview, as discussion time will be limited.

### Interview topics

Questions topics will include your CCO's VBP activities and milestones in 2021, any early successes or challenges encountered in this work so far, and how your CCO's plans for future years are taking shape. Questions will cover four primary areas:

- 1) **Provider engagement and CCO progress toward VBP targets.** These questions will explore what has been easy and difficult about your CCO's VBP efforts so far, recognizing that each CCO operates within a unique context that must be considered when designing new payment arrangements. We may ask questions about your perception of provider readiness for or receptivity to VBP arrangements, factors affecting your progress toward VBP targets for future years (including overall VBP participation as well as downside risk arrangements), and how to make OHA technical assistance most relevant to your needs.
- 2) **Implementation of VBP models required in 2022.** These questions will address how your CCO is making decisions about and designing required VBP models. We may ask about factors influencing the design and scale of your PCPCH infrastructure payment model and models to meet the Care Delivery Area requirements. These questions may address your experience designing quality strategies in hospital, maternity and behavioral health VBP arrangements; and your progress developing HIT capabilities with providers to implement these VBP arrangements. We are particularly interested in understanding CCOs' experiences promoting VBP arrangements with a) various hospital reporting groups (DRG, A/B, etc.), b) behavioral health providers operating independently

as well as in integrated primary care settings, and c) maternity care providers reimbursed in standalone as well as bundled payment arrangements.

- 3) **Planning and design of VBP models required in 2023 or later.** These questions will follow-up on information you provide about your progress developing VBP arrangements in children's health and oral health. We may ask about factors influencing your planning in these areas, perceived provider readiness, and assistance needed from OHA.
- 4) **Promoting health equity through VBP models.** These questions will explore how your CCO's work on health equity relates to your VBP efforts. We may ask about your CCO's progress with collecting social needs data; how health equity informs your VBP planning in specific areas such as maternity care; and whether you have identified opportunities to use VBPs to address other CCO 2.0 priorities or requirements.