Exploring Global Budgets and All-Payer Rate Setting Approaches: How Does it Impact Rural Providers?

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Welcome to the All-Payer System World

• What is an All-Payer system?
  • Health care system in which all insurers use the same fee schedule
    • Private and public insurers pay the same rate
    • Uninsured pays the same rate
  • Rates are negotiated by an independent rate commission
  • Provides transparency of rates
  • Eliminates cost-shifting
Value of an All-Payer System

- Cost containment
- Equitable funding of uncompensated care
- Stable and predictable payment system for hospitals
- All payers fund fair share of GME
- Links hospital quality to payment
The Maryland Reimbursement Model

Health Services Cost Review Commission (HSCRC), an independent Commission with seven Commissioners appointed by the Governor

– Set rates for all payers, including Medicare and Medicaid, since 1977

– Hospitals must charge Commission approved rates to all payers – otherwise incur significant penalties
Indexed Growth Rates in Hospital Cost per Adjusted Admission, Maryland vs. U.S. 1976-2012

Source: American Hospital Association Statistics Cost per Equivalent Inpatient Admission (ZIPA)
Incentive to pursue a new waiver...

- Focused on cost per case constraint
  - Each hospital was constrained to case-mix/severity adjust $/case
- A “Volume Adjustment System” (VAS) limited incentives to increase volumes --- the VAS was scaled back and eventually removed in 2000
- Hospitals responded to tight cost per case growth limits and elimination of the VAS by greatly increasing case volumes and other service use

<table>
<thead>
<tr>
<th></th>
<th>All Payer Total Cost Per Capita</th>
<th>All Payer Hospital Cost Per Capita</th>
<th>Medicare Total Cost Per Beneficiary</th>
<th>Medicare Hospital Cost Per Beneficiary</th>
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<tbody>
<tr>
<td>Maryland</td>
<td>$7,492</td>
<td>$2,767</td>
<td>$11,449</td>
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<td>U.S.</td>
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<td>MD/U.S.</td>
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<td>1.12</td>
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MD Rapid Increases in the “Total Cost” of Hospital Care
Unique New Model: Maryland’s All-Payer Model

- Maryland is implementing an All-Payer Model for hospital payment
  - Approved by Center for Medicare and Medicaid Innovation (CMMI) effective January 1, 2014 for 5 years
  - Modernizes Maryland’s Medicare waiver and unique all-payer hospital rate system

- Key provisions of the new Model:
  - Hospital per capita revenue growth ceiling of 3.58% per year, with savings of at least $330 million to Medicare over 5 years
  - Patient and population centered-measures to promote care improvement
  - Payment transformation away from fee-for-service for hospital services
  - Proposal covering all health spending due at the end of Year 3 for 2019 and beyond

Source: Maryland Health Services Cost Review Commission
New Global Model: Moving Away from Volume

**Former Hospital Payment Model:** Volume Driven
- Units/Cases
- Rate Per Unit or Case
- Hospital Revenue
  - Unknown at the beginning of the year
  - More units creates more revenue

**New Hospital Payment Model:** Population and Value Driven
- Revenue Base Year
- Updates for Trend, Population, Value
- Allowed Revenue for Target Year
  - Known at the beginning of the year
  - More units does not create more revenue

Source: Maryland Health Services Cost Review Commission
CMS is Focused on Increasing Value Based Payment Approaches—Consider Impact on Maryland Providers

**Category 1:** Fee for Service – No Link to Value
- Payments are based on volume of services and not linked to quality or efficiency

**Category 2:** Fee for Service – Link to Value
- At least a portion of payments vary based on the quality and/or efficiency of health care delivery

**Category 3:** Alternative Payment Models Built on Fee-for-Service Architecture
- Some payment is linked to the effective management of a population or an episode of care
- Payments still triggered by delivery of services, but opportunities for shared savings or 2-sided risk

**Category 4:** Population-based Payment
- Payment is not directly triggered by service delivery so volume is not linked to payment
- Clinicians and organizations are paid and responsible for the care of a beneficiary for a long period (e.g., ≥1 year)

**Medicare examples**
- Limited in Medicare fee-for-service
- Majority of Medicare payments now are linked to quality

**Hospital value-based purchasing**
- **Physician Value-Based Modifier**
- **Readmissions / Hospital Acquired Conditions Reduction Program**

**Accountable care organization**
- **Medical homes**
- **Bundled payments**
- **Comprehensive primary Care initiative**
- **Comprehensive ESRD**
- **Medicare-Medicaid Financial Alignment Initiative Fee-For-Service Model**

**Eligible Pioneer accountable care organizations in years 3-5**
- **Maryland All-Payer Hospital Model** (fits into this category)


Source: Maryland Health Services Cost Review Commission
Major Milestones of Maryland’s All-Payer Model

1971
Maryland General assembly enacted legislation creating the HSCRC and granting them rate setting authority.

1974
The HSCRC began setting rates for non-federal payers.

1977
Maryland became an all-payer state with a CMS waiver to include federal payers in HSCRC's rate setting authority. HSCRC introduced VAS to keep volume growth in check.

2000
HSCRC eliminated VAS leading to dramatic increases in the number of inpatient and outpatient cases.

2014
CMS waiver renewal institutes global cap on hospital budgets.

2010
TPR program expanded from two to ten hospitals.

2018
End of first five-year demonstration of global cap model.

Source: Maryland’s All-Payer Global Budget Cap Model and Its Implications for Providers, May 16, 2016
Global Budget Model

The Global Budget Model: revenue budget with annual adjustments

- The initial revenue budget was based on historical revenue
- Budgets can be enhanced or reduced based on hospital efficiency and utilization
- The budget is adjusted annually for utilization changes related to market shift, population, service mix etc.

Source: Maryland Health Services Cost Review Commission
GBR Adjustments

Source: Maryland Health Services Cost Review Commission
Critical Elements for Success

• Develop a care model that improves population health
• Engage providers beyond hospitals
• Sustain access to hospitals despite slowing payments
  • Senate Bill 707: Freestanding Medical Facilities – CON, Rates and Definitions
    • Exemption process from CON for conversion of an underutilized hospital to freestanding emergency medical center
How is the new model working based on 2014 performance?

Per-person revenue growth reduced to 1.47% (3.58%*)
Medicare saved $116M compared to growth in the rest of the U.S. ( $330M*)
Complications (e.g., infections) ↓ 26% (30%*)
Medicare readmissions ↓ more than U.S., but did not meet state goals (.2% vs 1.2%*)

*5-year goal

Source: CMS Find Success Reducing Cost Growth, NEJM, November 12, 2015
Global Budget Market Implications

- Accelerating provider efforts to improve care delivery
- Adjusting operations
- Increasing market share is path to growth
- Collaborating to address population health
- Creating actionable, timely data holds key to success
  - Maryland Accountability and Reporting System
  - CRISP

Source: Maryland’s All-Payer Global Budget Cap Model and Its Implications for Providers, May 16, 2016
Maryland’s Lessons for Other States

- All-payer rate setting supports full-investment in transformation
- Evolution of system over time
- Maintaining budget predictability is motivation for revenue caps
- State and provider goals increase confidence in expectations and improve engagement

Source: Maryland’s All-Payer Global Budget Cap Model and Its Implications for Providers, May 16, 2016
Next Steps for Maryland…

**Future Areas of Focus**
- Expand model to include accountability for total cost of care
- Reduce “potentially avoidable utilization”
- Transition 80% of primary care providers to a PCMH program

**Critical Factors for Future Success**
- Develop a care delivery model that successfully improves population health
- Engage providers beyond the hospital setting, especially physicians
- Sustain access to hospital services despite slowing payments to hospitals

Source: Maryland’s All-Payer Global Budget Cap Model and Its Implications for Providers, May 16, 2016
What is Total Patient Revenue?

- Revenue constraint system
- Each hospital’s total annual revenue is known at the beginning of each fiscal year
  - Determined using historical base period
- Provides hospitals with a financial incentive to manage their resources efficiently and effectively in order to slow the rate of increase in the cost of health care (hospital and outpatient services*)
  - Provide the highest value of care possible to the community it serves
Rural Hospital View

• Prefer TPR
  – Rates are set at beginning of year
  – Fluctuations in volume less noticeable
• Very transparent
• Negotiation is more straight-forward based on formula
• Have found HSCSC staff to have a “caring attitude”
  – Focused on reasonableness of charges for patients
• Still deal directly with insurance companies
  – Payments are very timely
Shifting from Volume to Value

More focus on population health
  – Participating in HSCRC grant to address population health

Maryland waiver includes quality metrics
  – Change culture
  – Added community care workers
  – Nursing staff on board to document

Need to provide education internally and externally

Data is key
  – CRISP (Chesapeake Regional Information System for our Patients)
Words of Wisdom

Need to be open to possibilities
No system is perfect
We have to make health care system more efficient
  – Need to figure out a way to work together
One system may not be better for all providers and payers
Next Steps for Rural Maryland

- **Senate Bill 707: Freestanding Medical Facilities – CON, Rates and Definitions**
  - Exemption process from CON for conversion of an underutilized hospital to freestanding emergency medical center

- **Study Report – September 2017**
  Access to health care provider and services, vulnerable population needs, transportation limitations, and economic impact of closures or conversions
Vermont Timeline

- 2011 Established Green Mountain Care Board
- 2013 Set 3% target rate of increases for hospital net patient revenue
- 2014 Implemented Shared Savings Programs in Medicaid and commercial insurance markets
- 2016 Negotiating with CMS for an all-payer rate setting model
Commonwealth of Pennsylvania

- Proposal to implement a multi-payer global budget initiative in rural Pennsylvania
  - Six rural hospitals to participate in pilot by end of 2016; an additional 12 to participate by 2019 with the goal of reaching 30 rural hospitals by 2020
- Key aspects:
  - Focus on population health management
  - Role of telehealth
  - Value-based payment strategy
“It is imperative that we develop a sustainable model for rural health, not just for rural hospitals. Rural communities face different challenges than urban counterparts, and our policies should support local innovation in meeting these needs. Global hospital budgeting offers the potential to reform rural health care in alignment with better population health.”

— Karen Murphy, Pennsylvania Secretary of Health

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