



6-1-2015

RE: AllCare Health Plan (CCO)

Representative Greenlick and Members of the House Committee on Health Care,

I appreciate the opportunity to briefly share my experience of working with ALLCARE CCO from the perspective of a large nonprofit substance abuse treatment provider, OnTrack. Our agency has been the primary provider of Medicaid Services in Jackson County to those with substance abuse disorders throughout our long history and for the past 10 years in Josephine County as well. As a result I have had experience across various models and past expansions, and I have found clients benefiting from the current model more than any in the past. We are making tremendous progress given the scope of the health care transformational goals and the huge system it affects. Even with the immense task of implementing physical health and the relatively small behavioral health implementation we have not felt less important. In fact AllCare has acknowledged from the beginning an understanding of the major impact substance abuse has on health outcomes. We are invited to be at the table as full members with as loud a voice as anyone else. When working with the AllCare staff we feel respected and needed at the same time we are held accountable for our performance and outcomes. AllCare staff are willing to hear our issues and work diligently to resolve them. They advocate for their insureds and work to make sure that each and every one of their needs are met. They are always willing to listen to new ideas and support them when feasible. AllCare staff follow up with cases which don't seem to have the outcome they expect and non-judgmentally learn without blame and help to raise the bar or to understand better the circumstances. They want to engage the disengaged, involve consumers, and reinvest where indicated.

Being managed under the CCO has brought diverse expertise to our efforts. We have been strengthened by staff expertise and experience, network, access, monitoring of metrics including utilization/penetration, care coordination and particularly understanding and monitoring outcomes. As a specific example, we substance abuse specialists now have access to those staff with medical training, which was often difficult to obtain before CCO's.

I am incredibly heartened by the discussions of alternative payment methodologies in which I have been privileged to participate because the idea of paying providers differently is fundamental to reaching our outcomes. AllCare recognizes the amazing talent in our providers and also that the system they work in needs improvement as it is fragmented causing multiple doctors to care for patients and all the difficulties that engenders without true coordination.

As a substance abuse treatment agency we are particularly proud of AllCare taking the lead in adopting community standards for opioid prescribing and being a leader in the group of providers researching, training and making recommendations to the greater provider community.

In summary, our relationship with AllCare has raised the bar in our capacity, resources and supports leading to better outcomes. AllCare is investing human and economic resources, in developing an innovative health care system designed to improve health outcomes and reduce cost; a huge undertaking, but one to which they are committed.

Very Respectfully,

A handwritten signature in black ink, appearing to read 'Rita Sullivan', with a small flourish at the end.

Rita Sullivan, Ph.D.

Director,

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# Josephine County, Oregon

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House Committee on Health Care  
State Capitol  
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Representative Greenlick and Distinguished Committee Members,

1. I am writing to share with you some of the ways that the AllCare CCO is fundamentally changing how health care is being delivered in Josephine County, Oregon.
2. In 2012, the county Public Health Department was facing serious staffing cuts due to shrinking general fund support. In a county where over 60% of pregnant women rely on WIC food vouchers, and 32% of children are being raised in poverty, AllCare recognizes the value of public health services to vulnerable populations. It provided a one-year grant of \$177,000 to keep Public Health services at status quo.
3. Since then, AllCare and the Public Health Department have worked together in a unique public-private partnership where AllCare is providing in-kind staffing for hard to fill nurse positions. The County provides the building, overhead, supplies and equipment. The result of this effort is a decrease of county personnel costs and an increase in clinic direct service capacity. Instead of having a nurse practitioner available one day a week to see clients, we now have one available 4 days a week. We have agreed to share the income that results from these billable encounters. Other support includes:
  - a. The county Public Health and Corrections Departments have contracted with AllCare to provide medical billing support for physical and mental health encounters.
  - b. AllCare clinical providers and the Public Health Department use the same Electronic Health Record, thereby facilitating information sharing as necessary for our Oregon Health Plan clients.
4. We were one of five applicants in the state of Oregon to be awarded a grant to plan a "Consortium for Sustainable Relationships for Community Health". This consortium will be developing a model to address preventive opportunities for the clinical diagnoses of diabetes, pre-diabetes and hypertension. Other partners in the application include: Curry County Community Health, Mid Rogue Independent Physician's Association, Capitol

Dental, The Grants Pass Chamber of Commerce, and the Rogue Valley Council of Governments Senior and Disability Services.

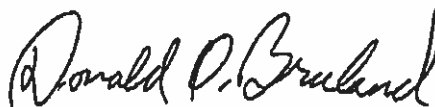
5. The next major collaboration in the planning process is to put a mobile dental chair in the Public Health Department and expand dental preventive services for school-age children.
6. The AllCare CCO has absolutely made a positive difference as a rock solid partner with the county Public Health Department. I have over 30 years of relevant health care experience... in hospitals, medical & dental clinics. It is my opinion that the willingness of AllCare to think outside the box as we work through healthcare reform is the only way that this grand experiment of Oregon's is going to work.

Respectfully,

A handwritten signature in blue ink, appearing to read "Dr. Heaver". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

Date: June 4, 2015

From: Donald O. Bruland



To: House Committee on Health Care

I want to share my observations of AllCare as a Coordinated Care Organization and the progress I see being made in Southern Oregon towards a health care system that provides both better health care and provides it in a more cost effective way.

Prior to my retirement as Director of Senior & Disability Services for the Rogue Valley Council of Governments I worked with AllCare and the other insurers in Jackson and Josephine Counties as they transitioned to becoming CCOs. I currently serve on the CACs for both CCOs in Jackson County. What impressed me about AllCare from the beginning was the strong commitment on the part of staff to the concept of providing health care in a new way and not simply making cosmetic changes to comply with the new law. AllCare actively reached out to partner with mine and other social service agencies in order to better address the variety of factors that impacted their members' physical and mental health.

Some specific changes that AllCare has made that impress me and I believe are relevant to your committee's assessment of CCO's at this point in their development are listed below.

- AllCare partnered with Jackson Care Connect and Primary Health of Josephine County on the Community Health Assessment with active participation from all three CACs. The three CCOs have also examined ways to collaborate in implementing their Individual Health Improvement Plans.
- AllCare has empowered its CAC to develop strategies to address priority areas in the Health Improvement Plan by making funding available to the CAC to fund promising strategies to address the needs identified in the plan.
- AllCare took care coordination for its members seriously from the beginning and early on invited staff from other agencies working with their members to participate in care conferences.
- AllCare was the first CCO in Southern Oregon to fund evidence based wellness programs such as Stanford's Chronic Disease Self Management Program and make it available to its members. It has worked to develop strategies for identifying and encouraging those members who could most benefit from this and other evidence based wellness programs. In addition it encourages members to exercise through subsidizing memberships in the local Y and other health clubs. They have even supplied appropriate shoes when that was an impediment to exercise.
- Currently, AllCare is working with Rogue Retreat, a non-profit that provides housing with supportive services to previously homeless individuals. AllCare is helping fund the person centered coaching and case management services

critical to members transitioning to more a stable lifestyle. Most of these individuals have a history of either mental health and/or alcohol and substance abuse problems and have been high cost users of health care services.

- The process AllCare utilized in working with physicians in developing an outcome based reimbursement system was impressive. It was a collaborative process involving physicians that would be impacted by the changes from the beginning. I believe will result in both improved care and improved health outcomes without the unintended consequences that often arise from attempts to transform reimbursement system

Since my retirement 3 years ago, health care transformation has been the main focus of my volunteer activities. In addition to serving on the AllCare and Jackson Care Connect CACs, I serve as vice-chair of the Jefferson Regional Health Alliance. JRHA is a collaborative composed of community leaders from the public, non-profit and private sectors. Since 2005 it has worked to improve health care and health care resources in southern Oregon.

I am convinced that AllCare and the other CCOs in Jackson and Josephine Counties are fundamentally changing for the better the way health care services are delivered in Southern Oregon. Though we still have a ways to go we are clearly moving in the right direction.

## ALLCARE CCO – CURRY COUNTY CAC MEMBER

My name is Georgia Nowlin, and I am the current Chair of the Curry County Community Advisory Council (CAC) for AllCare.

I have been a member of this CAC since its inception on August, 2012. As a community member and chair, CAC membership has been a sharp learning curve for me. As the role of CACs and CCOs have evolved, it has been a sharp learning curve for all of us.

CACs play a unique role for their CCOs as well as Health Care Transformation in Oregon. We are the eyes and ears of our communities, representing diverse consumers and community partners. Increasingly, CACs are also major players in the formation and implementation of the Community Health Improvement Plan (CHIP) strategies. This is the “upstream” approach to healthcare that I find so engaging and powerful – to help communities, like in Curry County, to identify, understand and support opportunities and organizations that provide the preventative measures to address our health issues and lay the foundations for wellness.

In Curry County, several of our CHIP strategies are moving forward. Others, due to the complexity of the underlying issues, are being explored on a deeper level. This county lacks the infrastructure that many others have in place, but we are making strides.

I received word this week from one of our community partners, Oregon Coast Community Action (ORCCA), that the Coos-Curry Early Learning Hub has been approved. We had been one of two regions that did not have an Early Learning Hub.

Access to Non-Emergent Medical Transportation (NEMT) here has markedly improved recently. Transportation has always been a major issue in this county at all levels, not just for our CCO consumers.

We are looking at setting up or supporting existing Snack Pack programs for school children, as well as expanding community gardens for youth. All of our school districts have large numbers of children on free or reduced lunch programs. The Port Orford-Langlois school district in Curry County has the highest percentage of students in poverty in Oregon.

Understanding our mental health issues and challenges is a current and ongoing study, especially in light of our county's limited resources.

AllCare's bringing in a facilitator has allowed the City of Brookings and the nonprofit, Friends of Brookings-Harbor Aquatic Center to move forward in their talks about a recreation center in Curry County.

All this, and more, are the forward movement of strategies to address our county's identified health issues of both adult and child obesity and its related problems, access to health care, mental health and dental health. Again, we are laying the future foundation for a healthier population.

With appreciation for AllCare's support and investment, I look forward to seeing and experiencing the results of our CAC's CHIP strategies in Curry.

Respectfully,

Georgia Yee Nowlin,  
Chair, Curry County CAC