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# Ways & Means Presentation Health Policy & Analytics Division

Presented to  
Joint Ways & Means Subcommittee on Human Services  
February 11, 2025

Clare Pierce-Wrobel, Director

# Overview

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- What is Health Policy & Analytics?
  - Overview
  - Organizational structure
  - Partnerships
  - How Health Policy & Analytics advances OHA's Strategic Plan
- Key Successes
  - Primary impacts and outcomes
- Budget Overview
  - Budget drivers and major program changes
  - 2025-27 Governor's Budget request
  - 2025-27 Focus areas
- Policy Option Packages



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# What is Health Policy & Analytics?

# Health Policy & Analytics (HPA) Aim

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Develop and implement innovative approaches to achieving health equity by:



Lowering health care costs



Improving access to care



Achieving better health

...for all people of Oregon with a focus on communities that face health inequities due to factors such as systemic racism.



# HPA services, skills, and expertise

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## Analytics

Data Analyses  
Data Collection,  
Stewarding &  
Reporting  
Evaluation



## Policy Development

Policy Design  
Partner Engagement



## Programs

Monitoring  
Implementation  
Technical Assistance  
Clinical Leadership

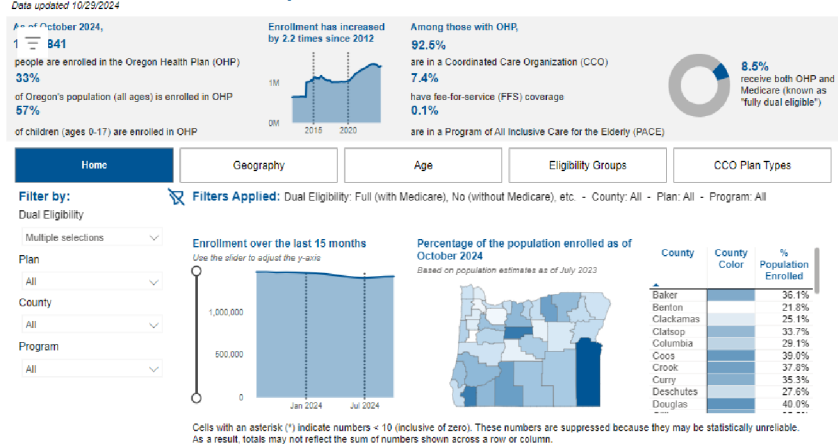
**Cross-Agency and Cross-System  
Health System Innovation and Transformation**

# Cross-agency services, supports and outcomes


## Data Analytics

Co-creating interactive, powerful, public-facing data tools.

### Medicaid Enrollment Report



## Policy Development



Sept. 26, 2024

Contact: Amy Bacher, amy.bacher2@oha.oregon.gov

### Oregon reaches historic number of people with health coverage

*The Oregon Health Insurance Survey estimates a record 97 percent of Oregonians insured in 2023*



Co-creating new no-cost health care benefit.

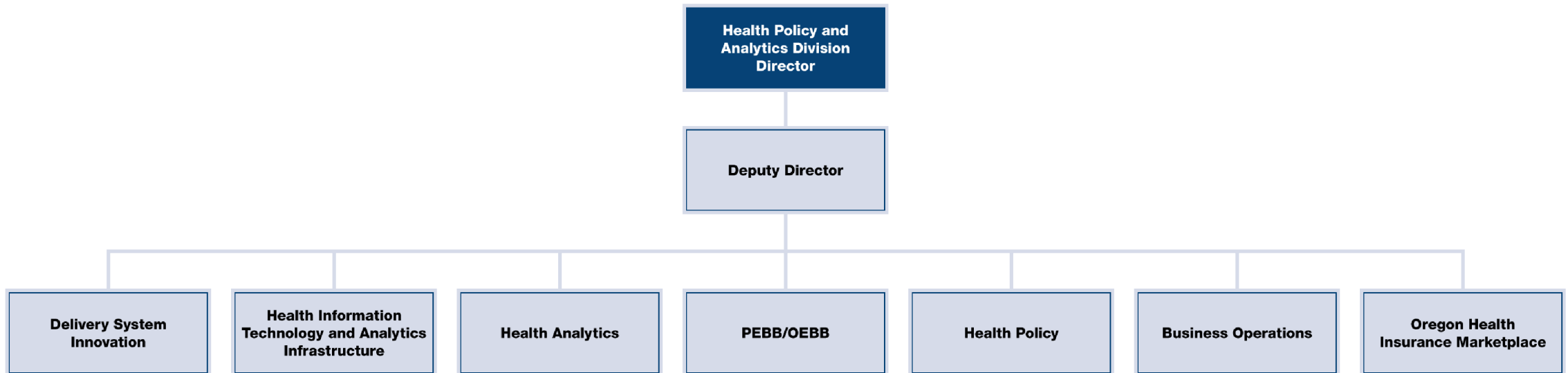
## Programs

Collaborates to develop standards and certification for Patient-centered Primary Care Home program.

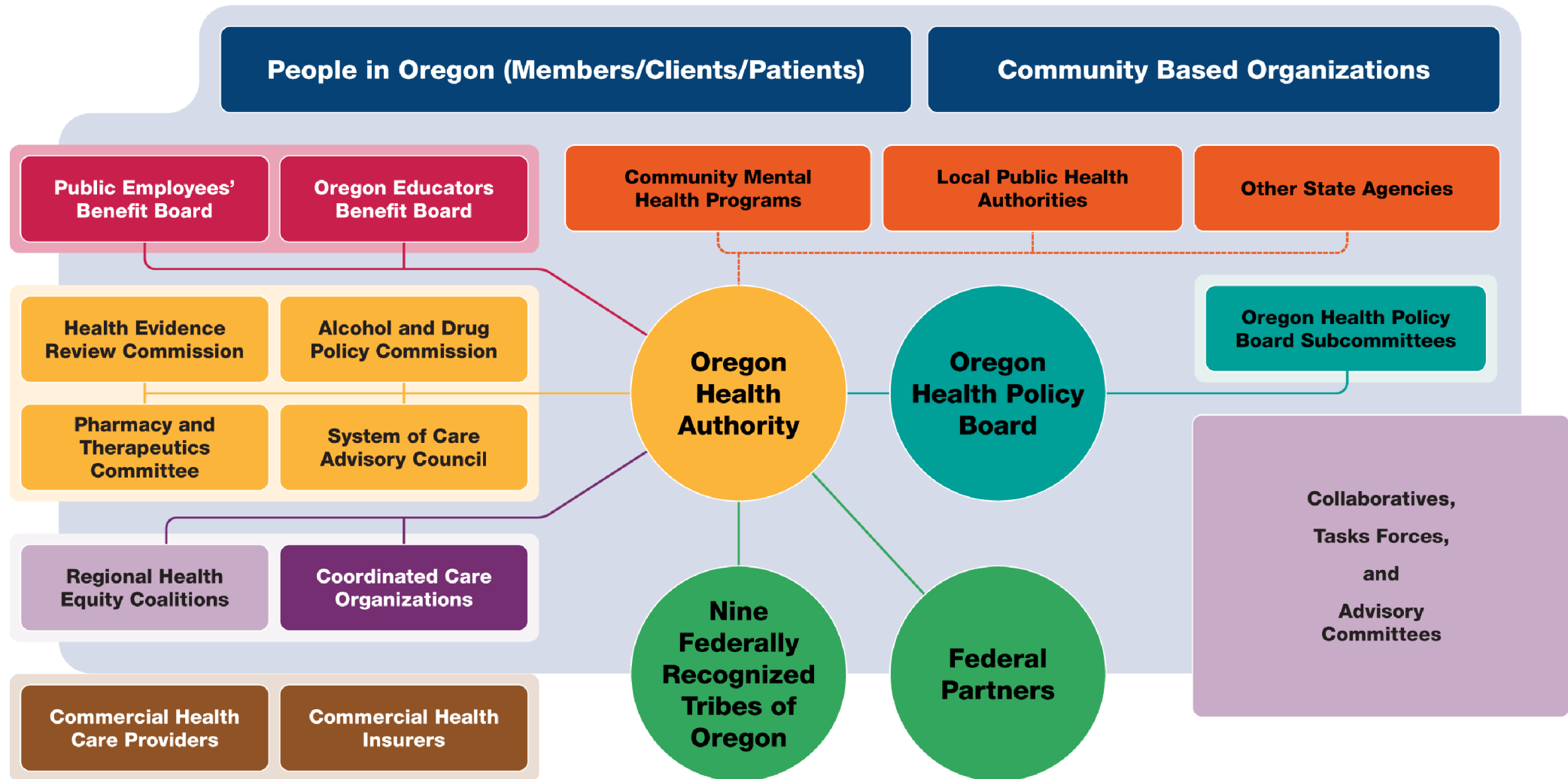


# HPA Organizational Structure

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# External Partnerships



# OHA's Strategic Plan



## Strategic Goal

Eliminate health inequities  
in Oregon by 2030

Transforming  
behavioral health

Strengthening  
access to  
affordable  
care for all

Fostering healthy  
families and  
environments

Achieving  
healthy Tribal  
communities

Building OHA's  
internal capacity  
and commitment  
to eliminate  
health inequities

# How HPA advances OHA's Strategic Plan

HPA is actively working towards all five of OHA's strategic goals. The goal most supported by HPA's work is:

**Strengthening access to affordable care for all.**

## Examples of HPA programs strengthening access to affordable care for all:



Health Care Cost Growth Target program



Health Care Market Oversight



Oregon Health Insurance Marketplace / State Based Marketplace



Public Employees' Benefit Board (PEBB) / Oregon Educators Benefit Board (OEBB)



Workforce development initiatives and incentives



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# Key Successes

# Focus on Access

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## Equity-Driven Data Analysis



Coverage



Affordability



Workforce





# Leveraging Data to Identify and Address Inequities

- HPA uses data to identify health inequities and populations that may benefit from more focused interventions.
- HPA integrates Oregon's REALD/SOGI\* data standards into reporting and data requirements to identify unfair barriers and unfair access to care.
- Through this kind of reporting and analysis, OHA is able to strengthen its services so all communities benefit.

\* Race, Ethnicity, Language, and Disability (REALD) and Sexual Orientation and Gender Identity (SOGI)

## Measuring progress



CCO performance metrics dashboard shows differences in outcomes and quality for OHP members by REALD.



Granular reporting provides insights into the diversity of Oregon's health care workforce.



New Medicaid demographic dashboard includes intersectional analyses of OHP member population.



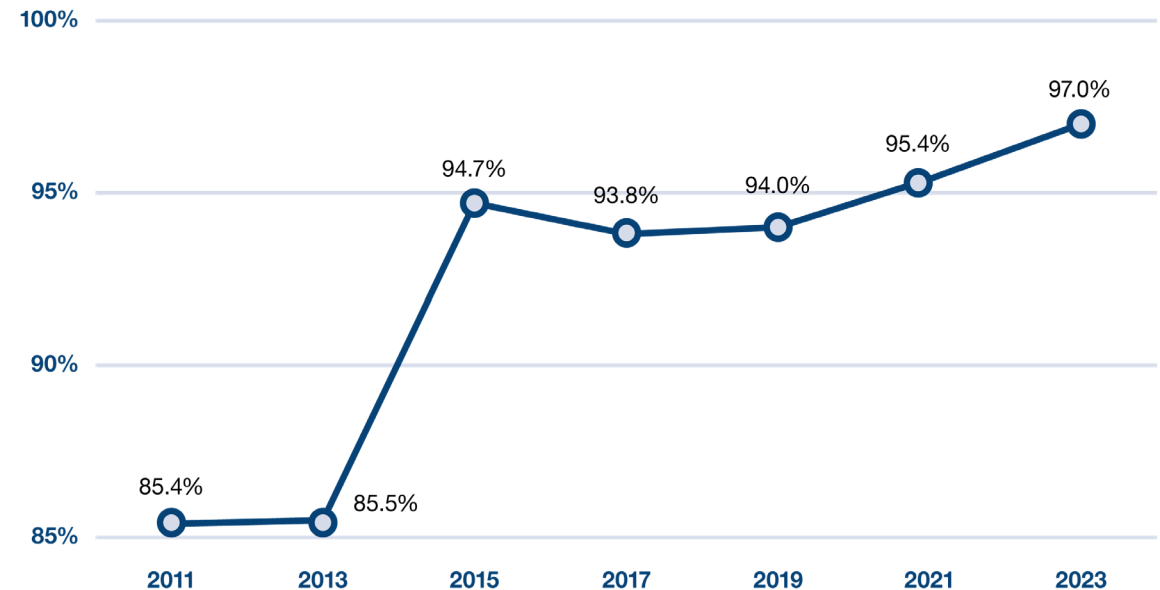
HPA's insurance and consumer experience surveys now collect granular REALD data.

**Strategic Plan Goal Area:** Building OHA's capacity and commitment to eliminate health inequities.

# Oregon Achieved Historic Health Insurance Coverage in 2023

- Medicaid expansion and the launch of the Marketplace under the ACA led to a jump in coverage in 2014. Oregon has been able to build on this increase.
- Through the Oregon Health Insurance Survey (OHIS), HPA identified that in 2023, 97% of Oregonians had health insurance coverage.
- Data analysis done by HPA also revealed populations that experienced gaps in insurance coverage. This led to policy development that addressed these gaps.

## Insurance Coverage in Oregon was 97% in 2023



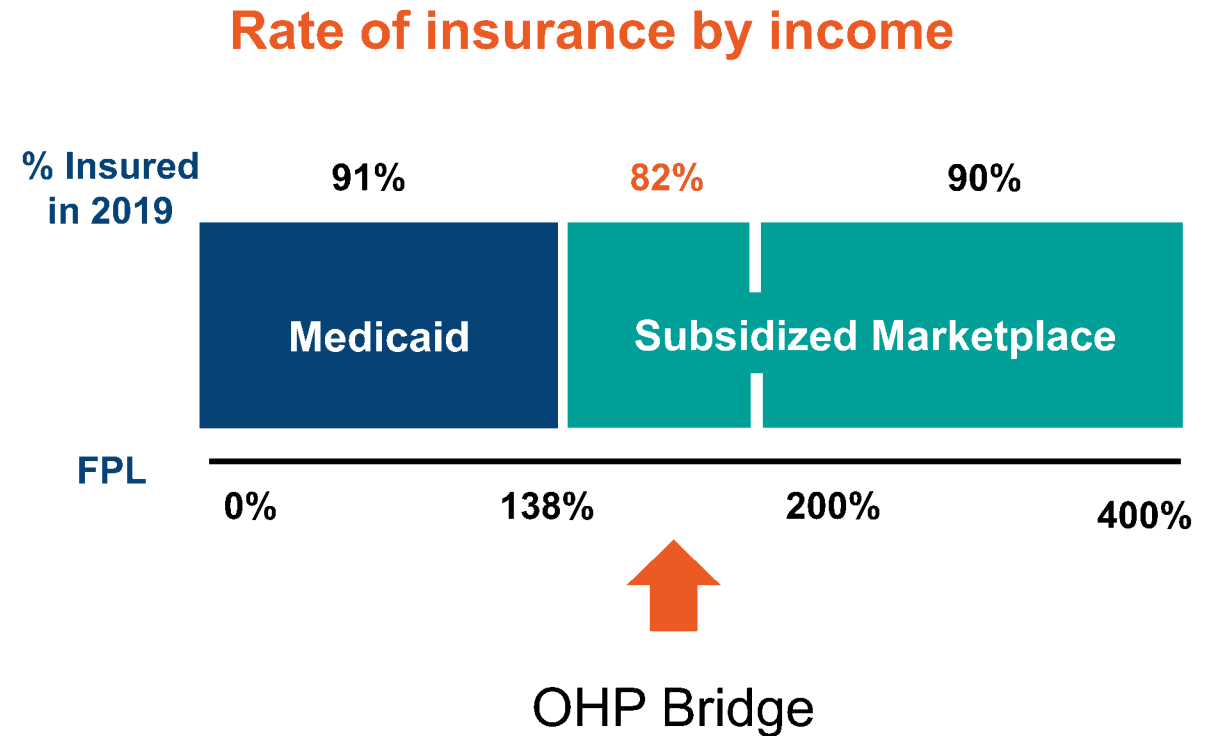
Source: Oregon Health Insurance Survey, 2011-2023, OHA

**Strategic Plan Goal Area:** Strengthening access to affordable care for all

# Coverage: Stabilizing Coverage for the Underinsured

HPA led policy development and implementation for OHP Bridge which:

- Provides coverage for adults in Oregon with incomes up to twice the federal poverty level (FPL).
- Helps minimize churn between OHP and the Marketplace, preventing coverage loss and interruption.
- As of December 2024, OHP Bridge has 28,000 individuals enrolled and is estimated to eventually cover 100,000.



**Strategic Plan Goal Areas:** Strengthening access to affordable care for all and achieving healthy Tribal communities

# Coverage: Improving Access to Private Insurance

## HPA administers the Oregon Health Insurance Marketplace.

The transition from a federal to a state-based marketplace (SBM):

- Expands opportunities for state-based programs
- Allows access to REALD/SOGI data
- Improves Marketplace and Oregon Eligibility system interoperability

## Measuring Progress



Launch the SBM on time and within budget.



Retain the overall coverage percentage of Marketplace-eligible Oregonians.



Improve the overall Marketplace website experience, consumer assistance center, and local assistance from Marketplace community partners and agents.



Establish operational capacity to support special enrollment periods to accommodate Oregon-specific circumstances.



Improve effectiveness and efficiency of enrollment, outreach, and messaging tactics.

**Strategic Plan Goal Areas:** Strengthening access to affordable care for all, fostering healthy families and environments, and achieving healthy Tribal communities

# Affordability: Cost Growth Target (CGT) and Health Care Market Oversight (HCMO) Contains Cost Hikes and Protects Consumers

## HPA's CGT program:

- Collects data, analyzes, and reports on cost growth and cost drivers
- Holds Oregon's health system accountable for meeting the cost growth target.

### Measuring progress



Per person health care costs grew 3.6% (2021-2022), just over the 3.4% target



Cost drivers: hospital outpatient services, behavioral health, and new payment models



19 (of 30) payers and 29 (of 52) provider organizations met the cost growth target for at least one market in 2022

## HPA's HCMO program:

- Promotes transparency so communities know when health care transactions are happening
- Ensures that health care consolidation in Oregon supports statewide goals related to health equity, lower costs, increased access, and better quality

### Measuring progress



HCMO has received more than 40 submissions since launching in 2022



HCMO reviewed transactions affecting 34 of Oregon's 36 counties



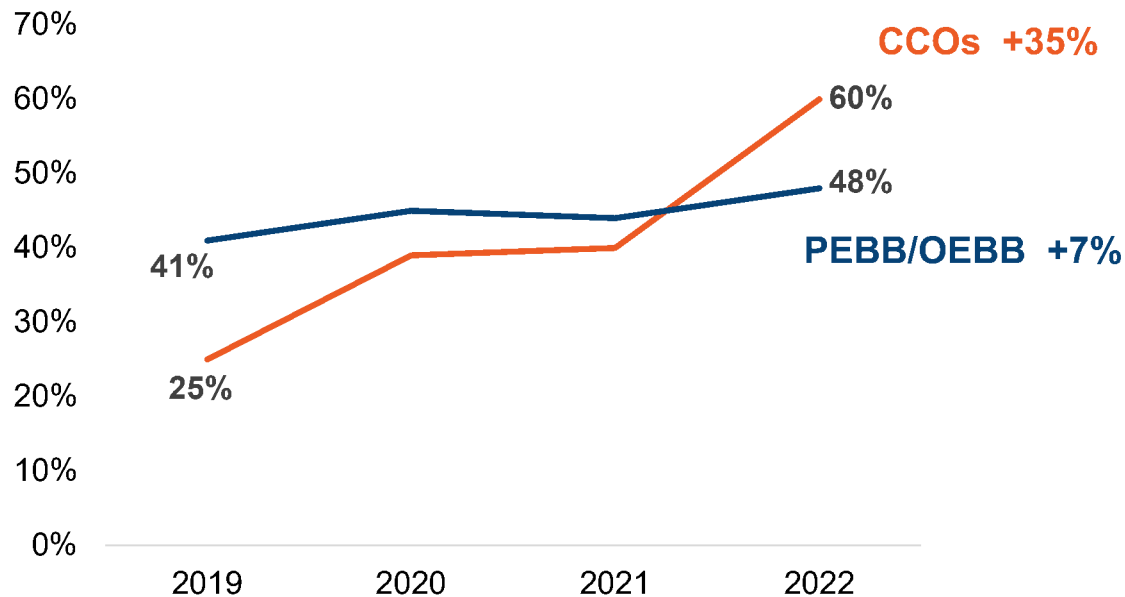
HCMO held 1 Community Review Board in '24 and is planning 2 in '25

**Strategic Plan Goal Area:** Strengthening access to affordable care for all

# Affordability: Incentives and Upstream Investments Improve Access and Lower Costs

HPA is leading strategies to accelerate adoption of Value-Based Payments (VBP):

Use of advanced VBP models has increased since 2019.



HPA reviews investments and provides technical assistance to SHARE and HRS programs used by CCO's to meet social needs and improve health equity:



**SHARE:** \$63M reinvested since program launch in 2021; \$37M invested in housing



**HRS:** \$122M spent in 2023; in general, spending has increased each year since CCOs launched

**Strategic Plan Goal Areas:** Fostering healthy families and environments, achieving healthy Tribal communities, transforming behavioral health, and strengthening access to affordable care for all

# Workforce: HPA Identifies and Closes Workforce Gaps

**HPA works to increase and diversify health care staffing to strengthen access to care by:**

- Assessing health care workforce needs.
- Incentivizing health care providers to improve retention and diversity.
- Incentivizing health care workforce education programs to address nurse educator shortages.
- Regulating temporary health care staffing rates.

## Measuring progress

Health Care Workforce Needs Assessment

Evaluation of the Effectiveness of Health Care Provider Incentive Programs

\$5M investment to provide grants to public nursing education program to address nursing educator shortages\*

Establish maximum rates that temporary staffing agencies can charge hospitals and facilities for certain personnel types.

\*Managed by Oregon Center for Nursing starting in 2026

**Strategic Plan Goal Area:** Strengthening access to affordable care for all



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# Budget Overview



# Major HPA Budget Drivers and Changes

- Health Equity
- Health Care Cost Containment
- Medicaid Redeterminations
- 1115 Waiver
- Behavioral Health Analytics
- REALD/SOGI data collection
- Transition to State-Based Marketplace

## Program changes occurring in the last three biennia



### Additions:

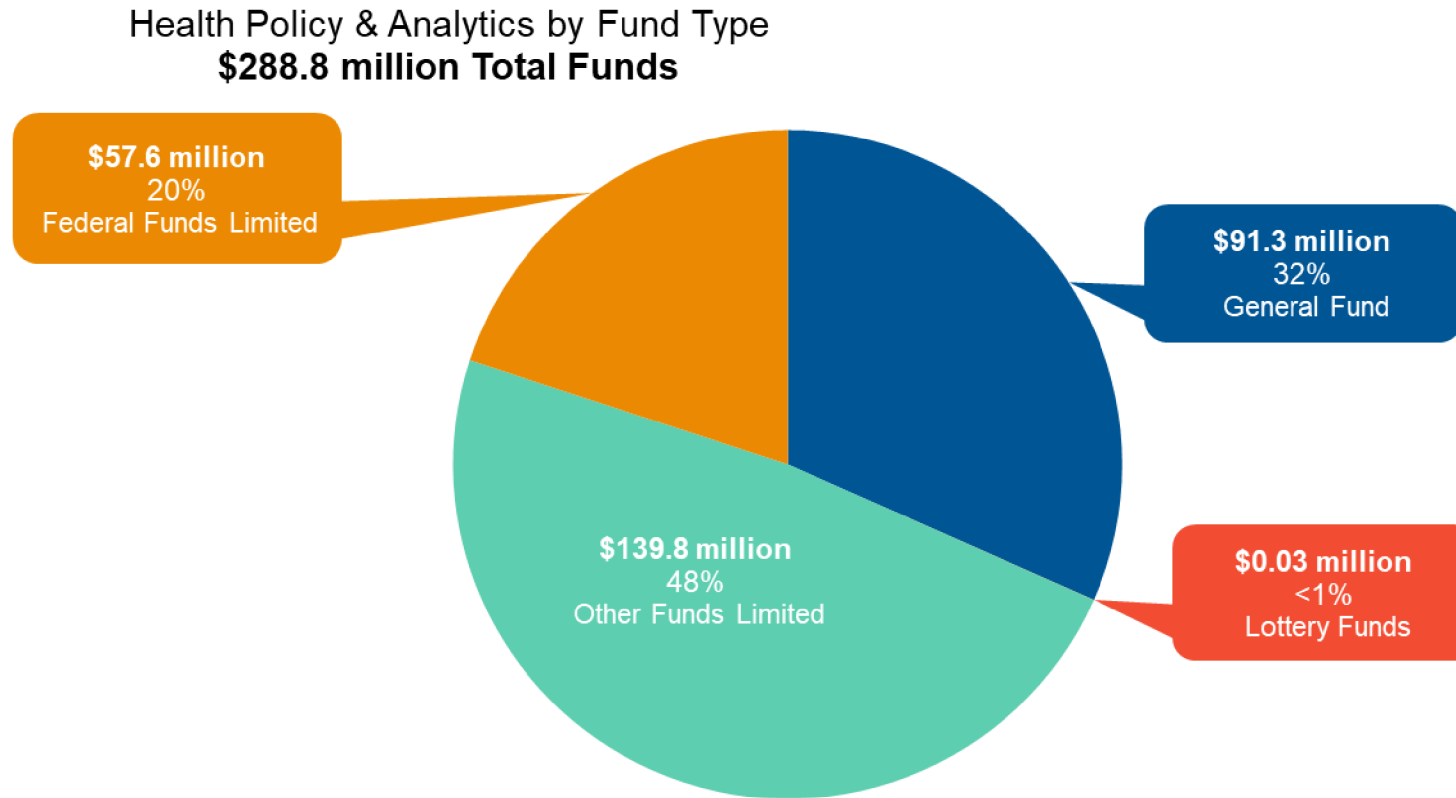
- 1115 Medicaid Waiver



### Reductions:

- Medicaid Redeterminations transitions out during 2023-25

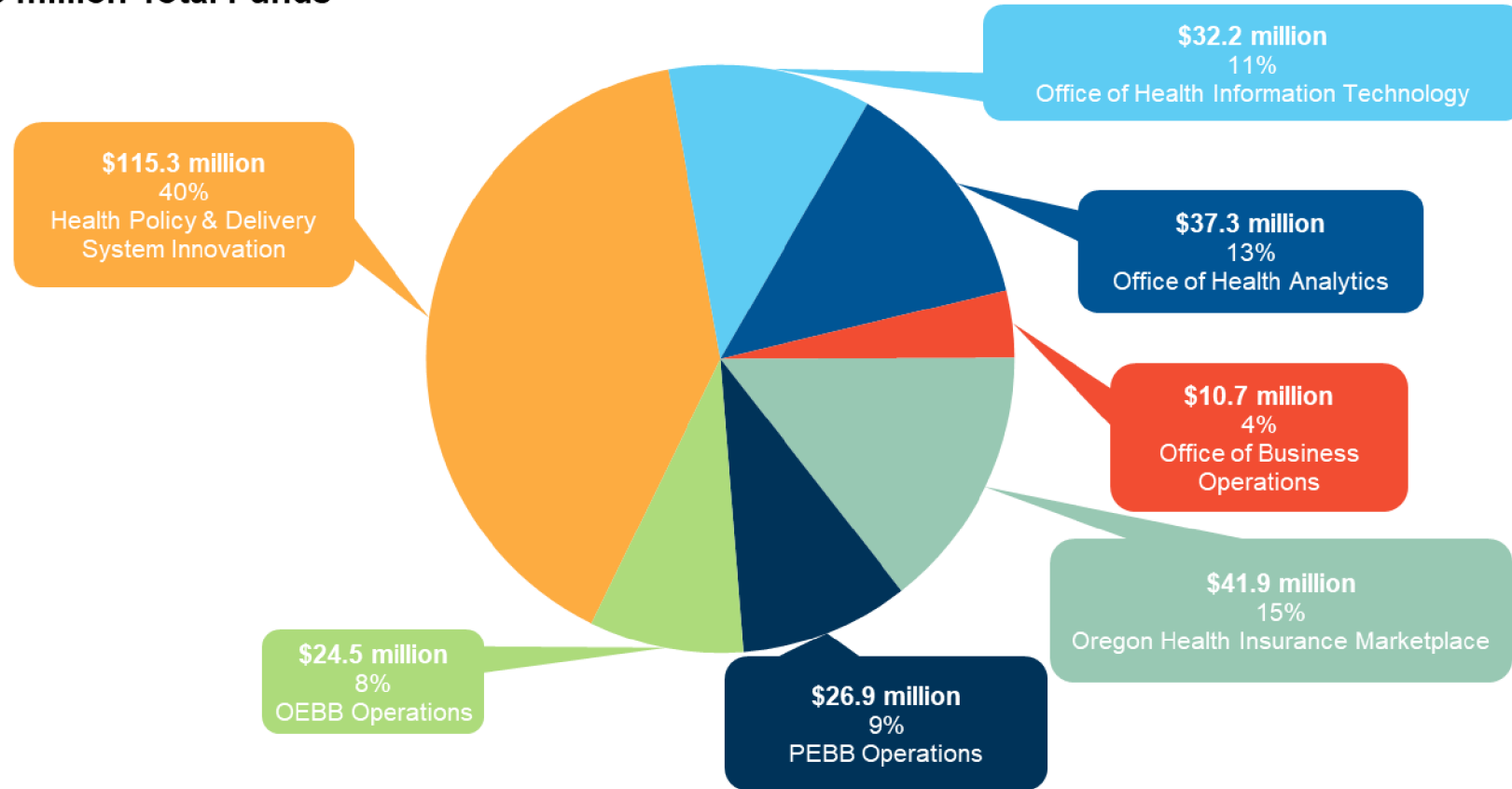
# 2025-27 Governor's Budget, by Fund Type



**Revenue Sources:** Grants, Federal Medicaid Reimbursement, Fees

# 2025-27 Governor's Budget, by Program Area

Health Policy & Analytics by Program  
\$288.8 million Total Funds



# 2025-27 HPA Focus Areas

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State-based  
Marketplace  
Implementation



Healthcare  
Workforce  
Incentives



Health Care Market  
Oversight



## Workforce

**Coverage**

1115 Waiver



Cost Growth Target  
Program



**Affordability**



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# Priority Investments

# POP #407 – Health Care Market Oversight (HCMO) Program Funding Support

## Challenge:

- The HCMO budget—including fees—do not support the costs of running the program. Not only was HCMO not adequately staffed initially, but the number of HCMO transactions and legal challenges have increased over time.

## Proposal:

- General Fund in the 2025-2027 biennium to cover HCMO program costs, including staff, DOJ costs, and community engagement efforts. The POP sufficiently funds ongoing work, including reviews of proposed health care transactions, required follow-up reviews for approved transactions, studying the impact of consolidation in Oregon, and more.

## Desired outcomes:

- Short-term: each transaction undergoing review supports Oregon's goals around access, cost, quality, and equity.
- Long-term: a health care system with competitive markets that support affordable prices and access to essential services. The program seeks to deter health care corporations from creating monopolies and anti-competitive markets.

	General Fund	Total Funds	Positions	FTE
POP #407	\$2,648,565	\$3,115,253	2	4.54

# POP #424 – State-Based Eligibility and Enrollment Platform Phase II

## Challenge:

- Senate Bill 972 (2003) authorized OHA to transition to a state-based marketplace, but only funded initial planning, partner engagement, and procurement. Additional funding limitation is needed to fully implement that technology solution and consumer assistance center, continue partner engagement, and move to operations and maintenance.

## Proposal and desired outcomes:

Other fund limitation for the design, development, and implementation phase which includes:

- Procurement of a technology and consumer assistance vendor
- Independent quality management services
- Staff and other expenses for expanded operations (ex. Community outreach and education, training, and IT security and privacy)
- Transition to maintenance and operations

	Other Funds	Total Funds	Positions	FTE
POP #424	\$23,590,131	\$23,590,131	9	6.75

# Thank you

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You can get this document in other languages, large print, braille or a format you prefer free of charge. Contact Matthew Green at [matthew.green@oha.oregon.gov](mailto:matthew.green@oha.oregon.gov) or 503-983-8257. We accept all relay calls.

Health Policy & Analytics Division



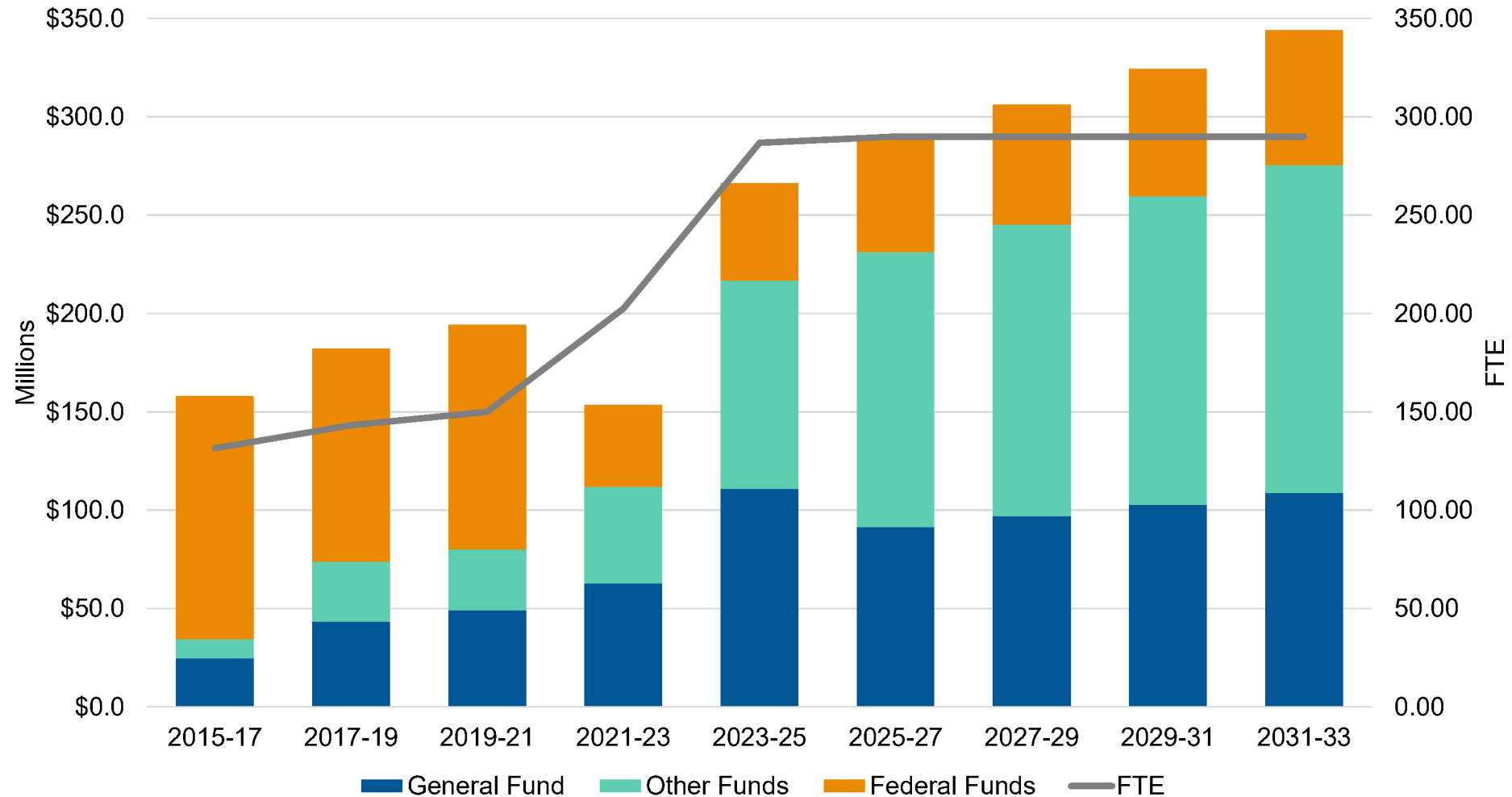




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# Appendix

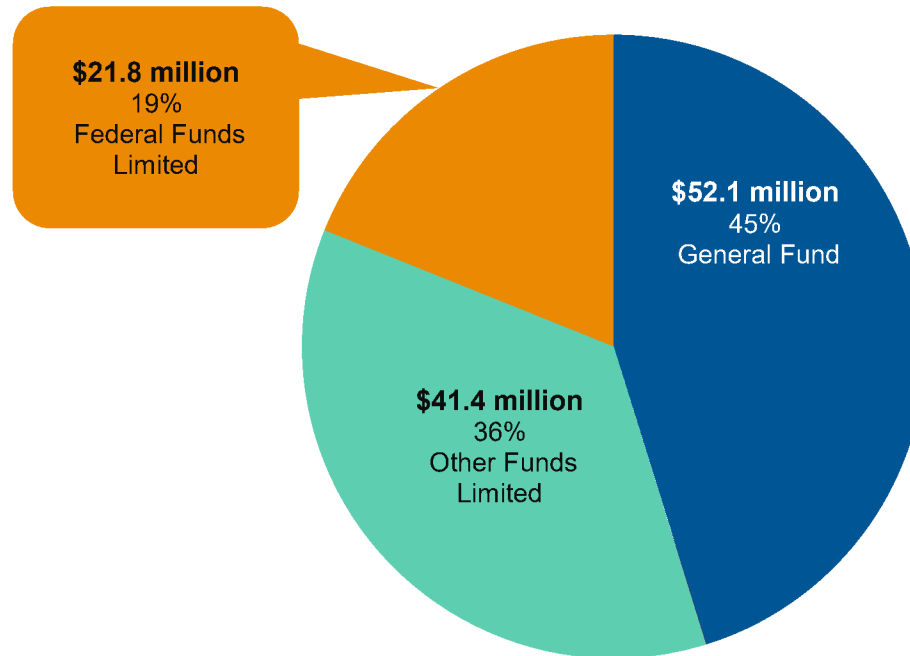
# Health Policy and Analytics Funding



# Health Policy & Delivery System Innovation, by Fund Type

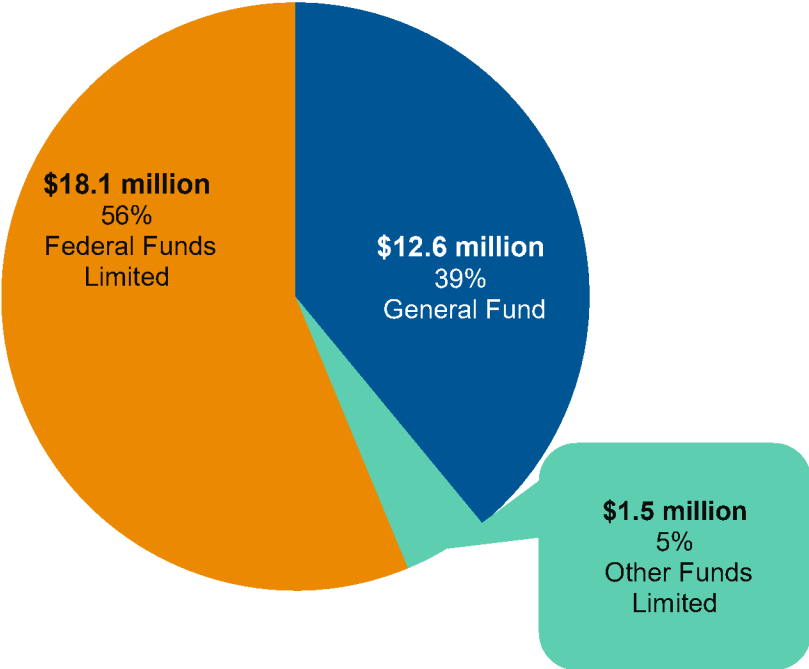
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Health Policy & Delivery System Innovation by Fund Type  
**\$115.3 million Total Funds**



# Office of Health Information Technology & Analytics Infrastructure, by Fund Type

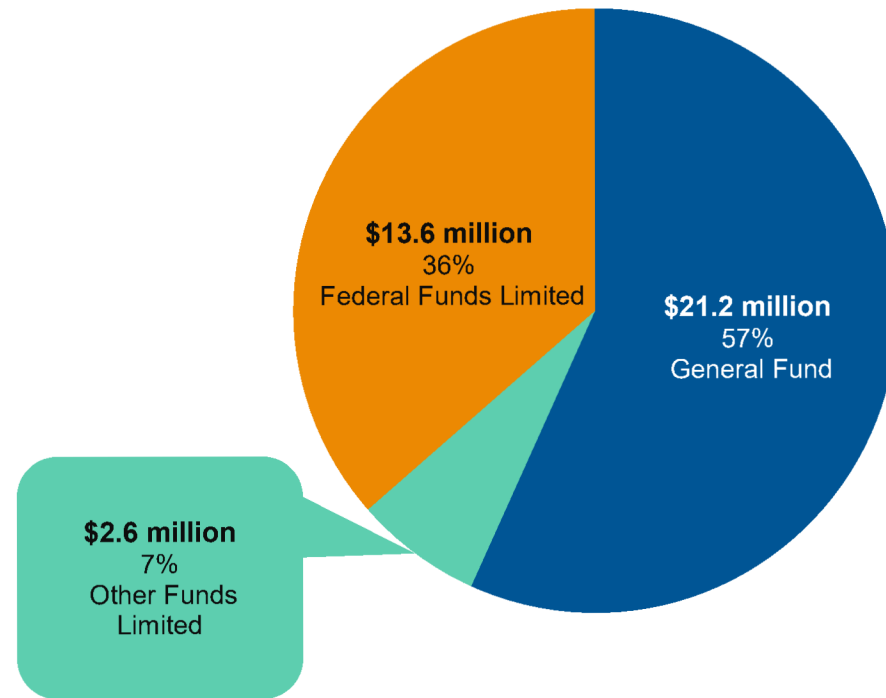
Office of Health Information Technology & Analytics Infrastructure by Fund Type  
\$32.2 million Total Funds



# Office of Health Analytics, by Fund Type

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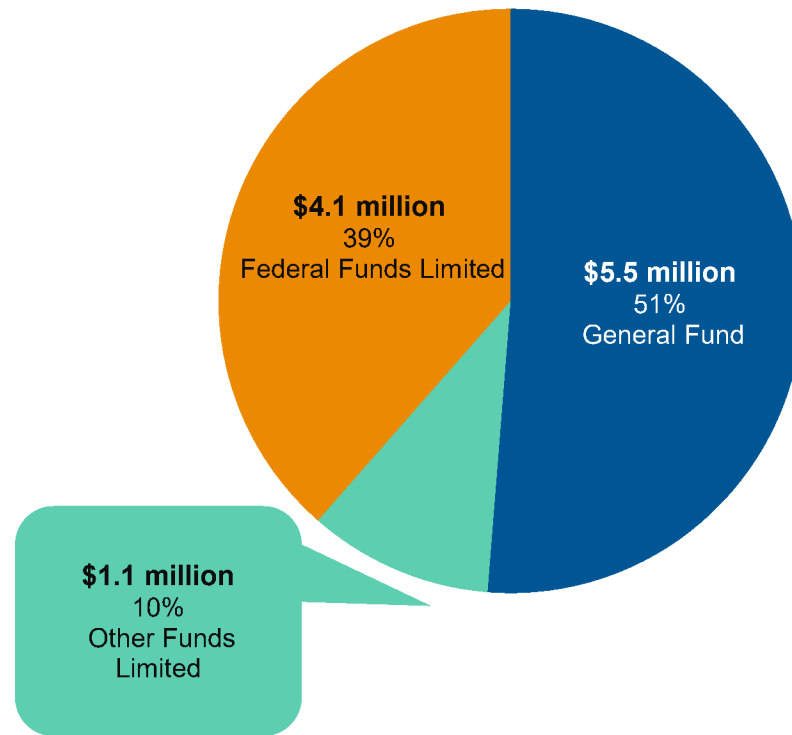
Office of Health Analytics by Fund Type  
**\$37.3 million Total Funds**



# Office of Business Operations, by Fund Type

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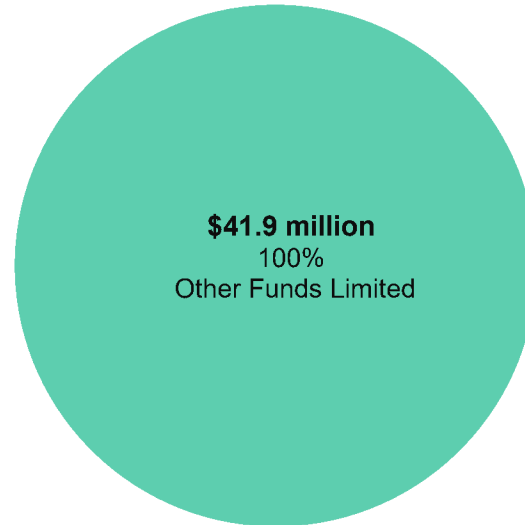
Office of Business Operations by Fund Type  
\$10.7 million Total Funds



# Oregon Health Insurance Marketplace, by Fund Type

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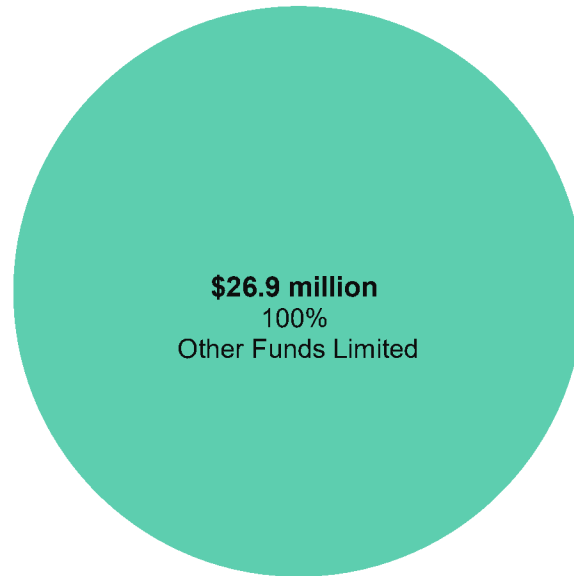
Oregon Health Insurance Marketplace by Fund Type  
**\$41.9 million Total Funds**



# PEBB Operations, by Fund Type

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PEBB Operations by Fund Type  
**\$26.9 million Total Funds**





# OEBB Operations, by Fund Type

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OEBB Operations by Fund Type  
**\$24.5 million Total Funds**

