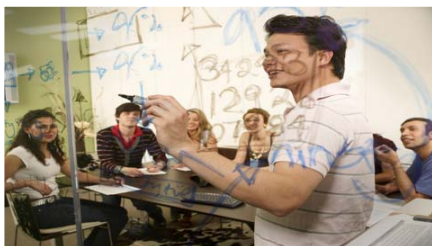




# Workforce Utilization in CMS's New Models of Payment and Care



Janet Heinrich, DrPH, RN  
Tim Day, MSPH

10<sup>th</sup> Annual AAMC Workforce Research Conference

# Center for Medicare and Medicaid Innovation (CMMI)

- Created by section 3021 of Affordable Care Act (ACA):
  - “to test innovative payment and service delivery models to reduce program expenditures ... while preserving or enhancing the quality of care furnished to individuals”
  - “the Secretary may, through rulemaking, expand (including implementation on a nationwide basis) the duration and the scope of a model...”

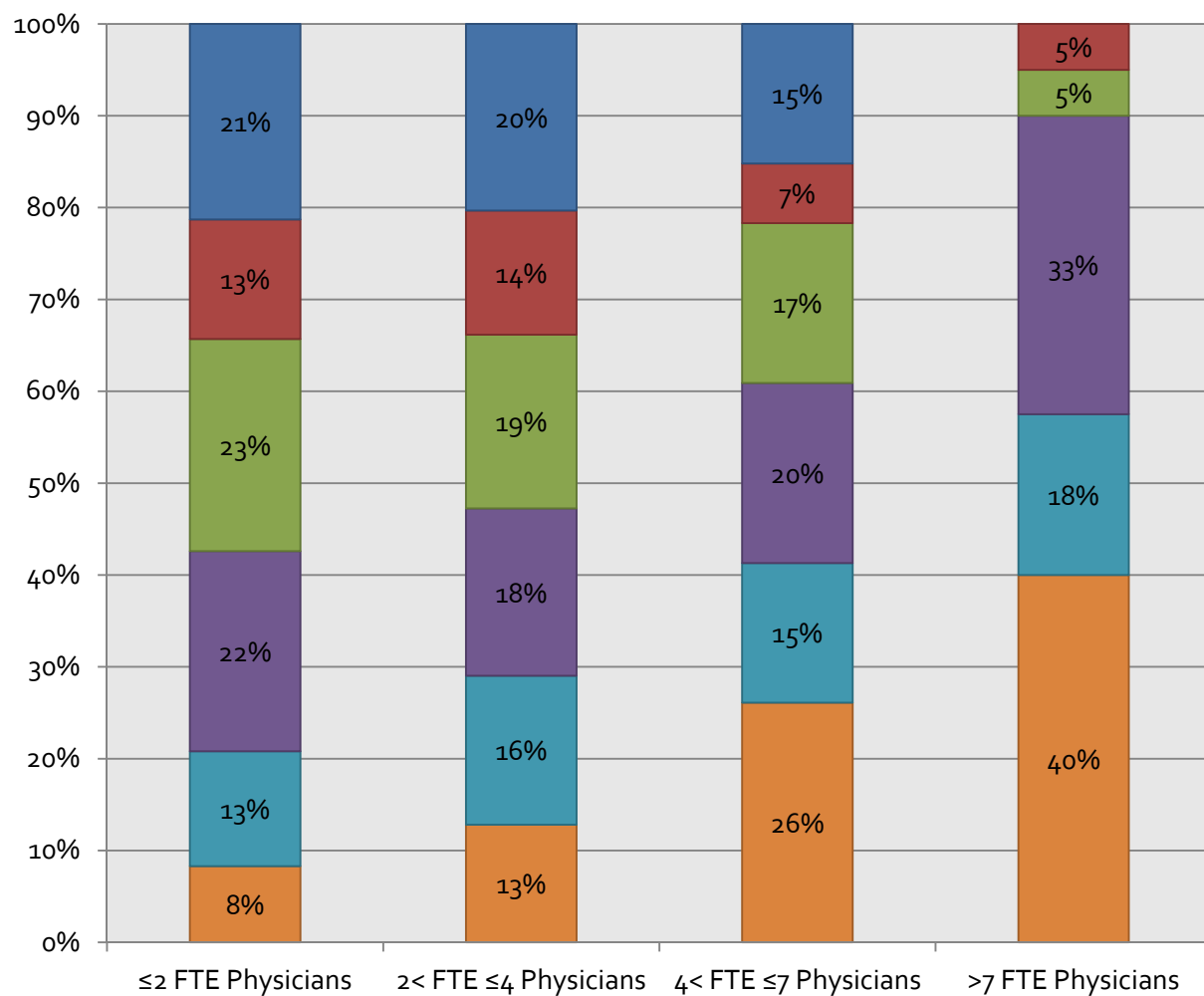
# CMMI Testing Models Across the U.S.



# Comprehensive Primary Care (CPC) Initiative

- Multi-payer model convened by CMS
- 7 selected geographic areas
- Testing:
  - Enhanced, non-visit based payment
  - Quarterly data feedback
  - Technical assistance for practice transformation
- 502 practice sites selected primarily based on EHR capabilities and proportion of revenue coming from participating payers

# CPC Staffing Mostly Traditional at Baseline



**Physician + at least 1 of the following:**

- Administrative Staff
- Medical Assistant

**Above + NP or PA**

**Above + LPN/LVN**

**Above + RN**

**Above +  
Care Coordinator/Manager**

**All Other Staff**

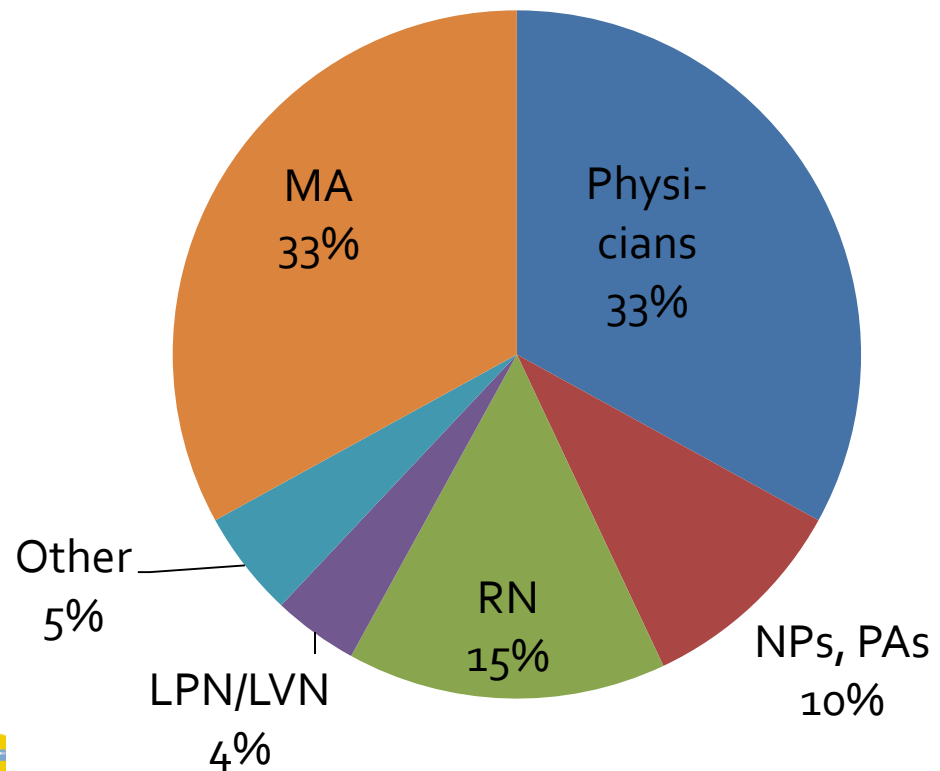
**At least 1 of the following:**

- Social Worker
- Pharmacist
- Health Educator
- Nutritionist
- Community Service Coordinator

# Care Management in CPC

- Practices hired 1100 care managers in first year
  - Reported having ~1000 at baseline
- “Dueling” care managers

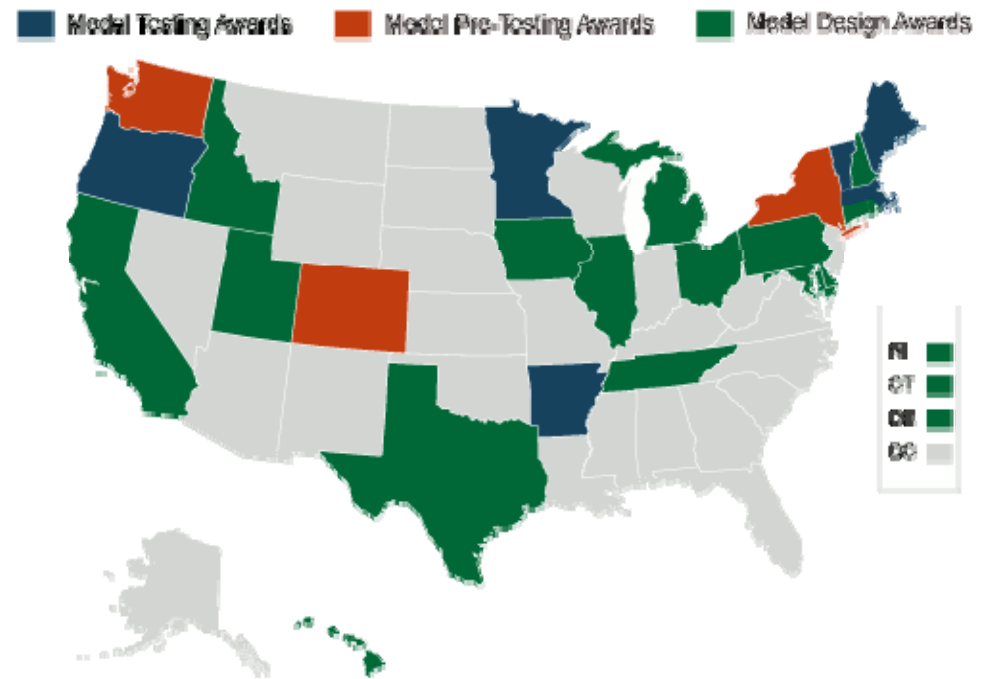
Personnel Conducting Care Management





# State Innovation Models (SIM)

- Partner with states to develop broad-based State Health Care Innovation Plans
- Plan, Design, Test and Support of new payment and service and delivery models
- Utilize the tools and policy levers available to states
- Engage a broad group of stakeholders in health system transformation



Source: Centers for Medicare &amp; Medicaid Services

# Workforce in SIM

- Several test states integrating new providers, especially to serve populations in remote areas
- Reviewing state health professions laws and scope of practices
- Looking at barriers for NPs and PAs as leader of and participant in primary care team
- Leveraging state licensure renewal process to identify shortages
- Interest in understanding future demand for physicians, especially in primary care shortage areas

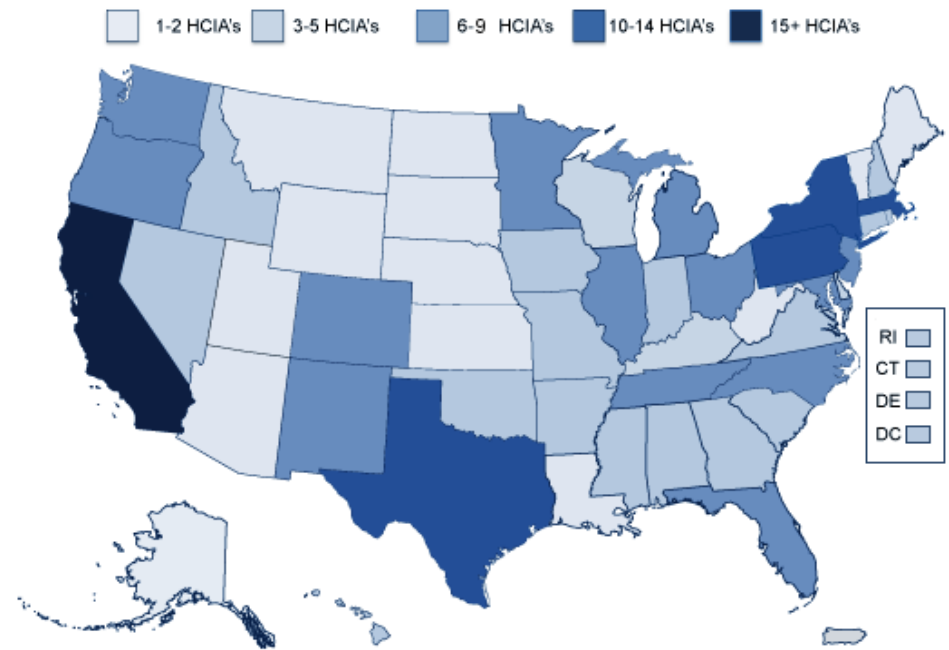


# Workforce in SIM

- Planned expansion of telehealth to reach rural and remote areas (ECHO)
- Expand HIE and electronic health record utilization
- Expand primary care physician training sites focused on PCMH model/team practice
- Focus on distribution of workforce

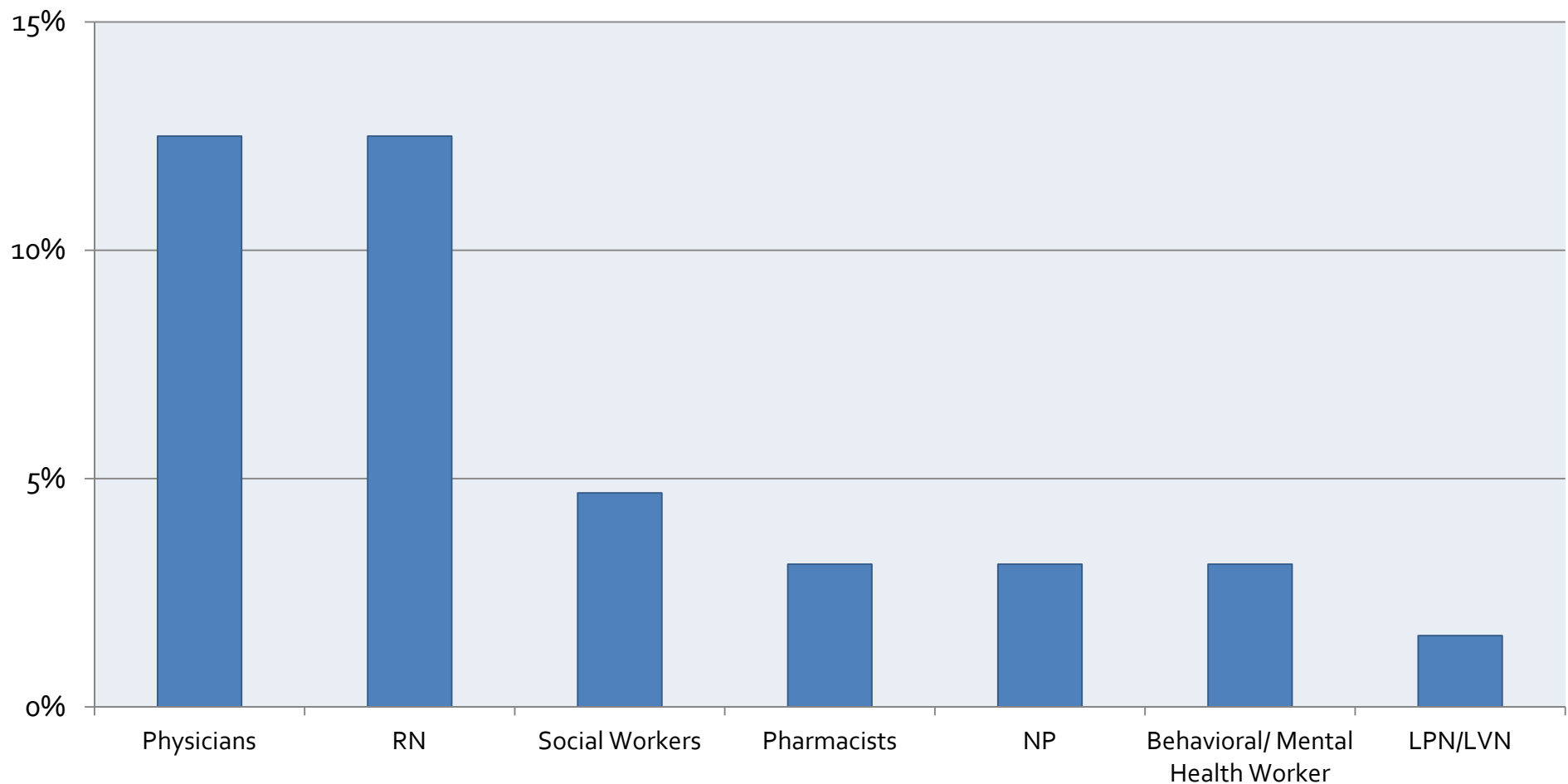
# Health Care Innovation Awards (HCIA)

- Awarded 108 projects to broad range of innovators
- Goal: Identify models that produce better care, better health, and reduced cost through improvement 3 year test period
- Awards range \$1m to \$30m
- Seeks to identify new models of workforce development and deployment and related training



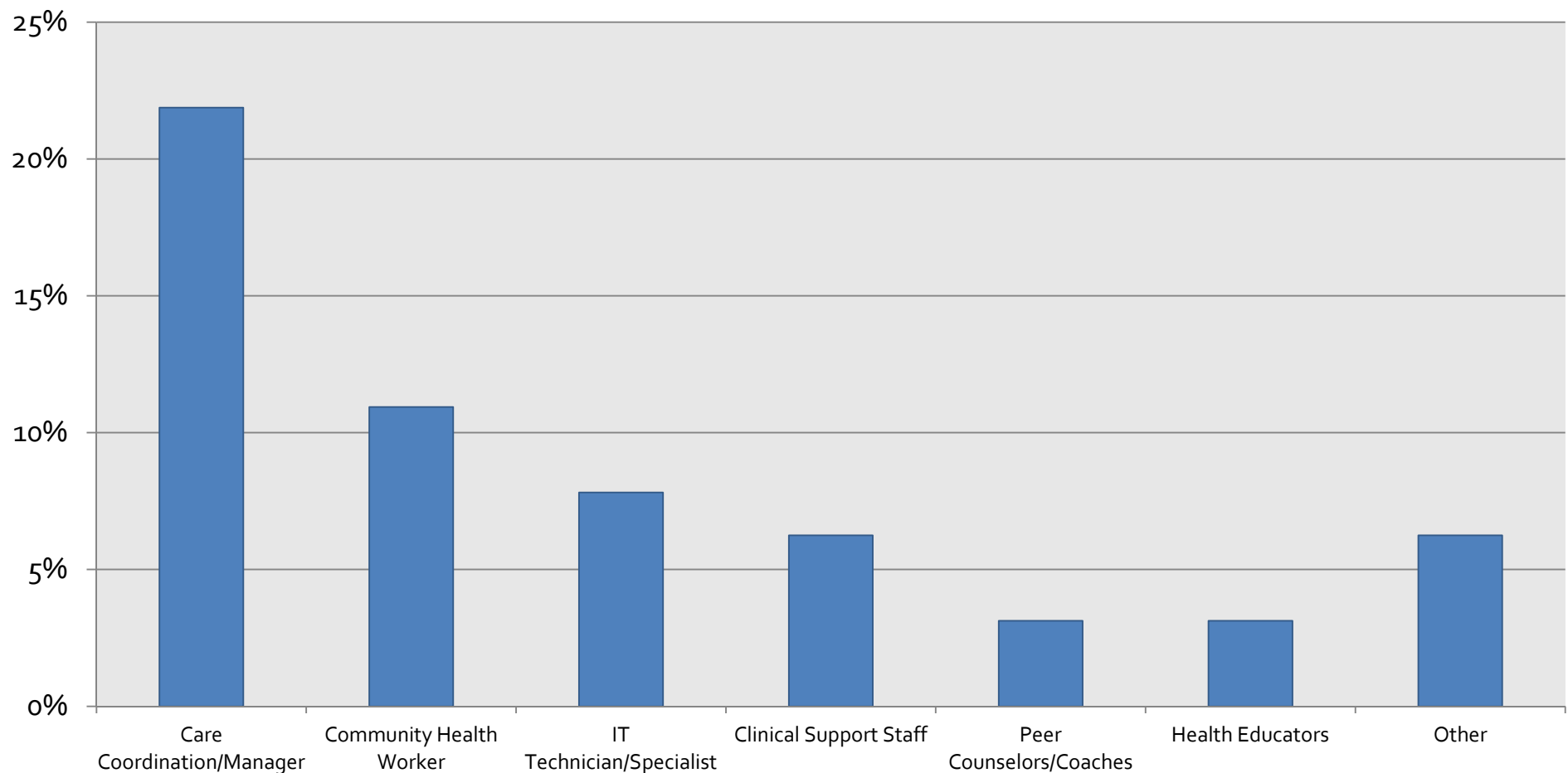
# Retraining and Redeploying Workforce to Date in HCIA

Proportion of Workforce Deployed under HCIA



# Training and Adding New Workforce to Date in HCIA

Proportion of Workforce Deployed under HCIA



# Elements Most Linked to Cost Outcomes

- Access and communication
- Referral tracking
- Care management
- Patient self-management support



# Conclusions

- Need more time to assess which models work and why, but...
  - Already learning lessons about healthcare workforce
- New payment and care models drive innovation in workforce



Thank You!

Questions?

[Janet.Heinrich@cms.hhs.gov](mailto:Janet.Heinrich@cms.hhs.gov)

