

Public and Population Health Task Force

Status Report to the Board of Trustees

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Submitted by: The Public and Population Health Task Force

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Navigant's role in supporting the Public and Population Health Task Force

The New York State Podiatric Medical Association (NYSPMA) contracted with Navigant to support the Public and Population Health Task Force (Task Force) in preparing the NYSPMA membership for upcoming changes in New York State's healthcare delivery system. Navigant is conducting the following key activities:

Redesign efforts aim to improve **health outcomes**, control **costs** and improve **administrative efficiencies**.

Figure 1. Key Activities



Findings from Activities 1 and 2 will inform and support Activities 3 and 4.

High-Level Project Timeline

The following is a high-level project timeline.



Research Status

Navigant is conducting research and analysis on key issues and changes to the New York and broader national healthcare landscape to drive NYSPMA's policy agenda. Research and analysis will support legislative discussions along with the development of the following:

- *White Paper*: Will include actionable recommendations for increasing NYSPMA's role in New York's healthcare transformation
- *Member Education*: Targeted communication to support member education (e.g., public policy affecting podiatrists including alternative payment models, use of Delivery System Reform Incentive Program (DSRIP), and value-based payments [VBP])

The following is a high-level overview of current research findings.

Transformation in New York

New York State is undergoing a multiyear Medicaid reform effort. The Medicaid Redesign Team, established by Governor Andrew Cuomo in 2011, developed a plan for redesign, which the State is currently implementing. A key component of transformation efforts is the transition from fee-for-service (FFS) payments to VBP. The State has developed a roadmap that shifts 80-90 percent of Medicaid managed care payments (in dollars) to providers from FFS payments to VBP by 2020. Providers are able to participate in VBP through initiatives currently underway through multiple avenues, including:

- *Delivery System Reform Incentive Program (DSRIP)*: Mechanism for the State to reinvest \$8 billion dollars for delivery and payment reform by implementing projects focusing on system transformation, clinical improvement and population health improvement
- *State Health Innovation Plan (SHIP)*: Roadmap for advancing the primary care model that integrates care with all parts of the health care system, including behavioral health and community-based providers and aligns payment with this care model

- *New York State Prevention Agenda (Prevention Agenda)*: Outline of five key areas for state and local action to improve health outcomes and to reduce health disparities for racial, ethnic, disability, and low socioeconomic groups:
 - Prevent Chronic Diseases Action Plan
 - Promote a Healthy and Safe Environment
 - Promote Health Women, Infants and Children
 - Promote Mental Health and Prevent Substance Abuse
 - Prevent HIV, Sexually Transmitted Diseases, Vaccine-Preventable disease and Healthcare-Associated Infections

Navigant will continue researching the specific initiatives included within each of these plans to identify opportunities for alignment with NYSPMA goals. We will support these efforts with research identifying relevant activities in other states and support for NYSPMA goals. For example:

- Podiatry activities in other states
 - *Arizona*: In the 2016 Legislative session, the Arizona Legislature passed HB 2704 to add podiatry services performed by podiatrist who is licensed and ordered by a primary care physician or primary care practitioner as a covered benefit for all Medicaid members, effective August 6, 2016.¹
 - *Texas*: The legislature permitted physicians and non-physicians to jointly own professional associations in Texas. In support of this change, the legislature cited the proposition that business partnerships between physicians and physician assistants provide benefits to patients, the community, physicians and physician assistants themselves, and that such partnerships are a key to the shortage of physicians and physician assistants in underserved geographical regions of Texas.²
- Opportunities to align NYSPMA goals with New York State population health goals
 - Podiatry has a position in the integrated care model and is an important component in transitioning from a reactive healthcare system to a proactive system, which provides support to patients in managing and improving their health.
 - Podiatry plays a key role in prevention and effective management of chronic disease, improving quality of life and increasing mobility.
 - *Diabetic Foot*: Foot ulcers occur in up to 25% of patients with diabetes and precedes more than 8 in 10 non-traumatic amputations. Successful management

¹ "AHCCCS Benefit Changes." Benefit Changes, Arizona Health Care Cost Containment System, 2016. Web. 22 Dec. 2016. <<https://www.azahcccs.gov/Resources/Legislation/sessions/BenefitChanges.html>>.

² Texas House Research Organization, "Bill Analysis" 2011. Web. 10 Jan. 2017. <<http://www.lrl.state.tx.us/scanned/hroBillAnalyses/82-0/HB2098.PDF>>

of foot ulcers involves recognition and correction of the underlying etiology as well as appropriate wound care and prevention of recurrence. Podiatrists are essential components of an integrated care team. With this collaboration, health care systems can work towards the reduction of the unnecessarily high number of diabetes-related amputations in the US.³

- *Mobility*: A 2011 randomized, prospective controlled trial studied 305 elderly individuals with disabling foot pain who also had an increased risk of falls receiving podiatric interventions resulted in a reduction of falls by 36 percent over a 12-month period.⁴

Communication planning

Navigant is working with the Task Force to develop a Communications Plan. The plan will include recommendations for NYSPMA to effectively communicate with target audiences regarding relevant changes to the New York healthcare system, opportunities for podiatrists to engage with “supergroups, and for NYSPMA to advocate for inclusion of podiatric services in population health initiatives, contribute to healthcare policy to the benefit of the public.

The communication plan will:

- Identify opportunities to educate and inform the target audiences with communications that are timely, credible, relevant, informative, and accessible.
- Serve as a catalyst for two-way communication that identifies potential opportunities for and barriers to NYSPMA’s success.

Communications materials will address the following:

- Podiatrists can develop a mutually beneficial relationship with the State, as other provider groups have done.
- Ongoing State policy reforms will significantly impact podiatrists; similarly, proposed reforms such as VBP require a strong primary care infrastructure and collusion between provider groups, including podiatrists, to maximize success.
- Podiatric services, if used more frequently by a greater population, provides significant opportunities for improvements public health in line with the SHIP and the Prevention Agenda.

Navigant is currently working with the Task Force to define key audiences for NYSPMA’s messaging and how key messages and delivery mechanisms may vary by audience. To date, we have identified the following audiences:

³ Sumpio et al: The role of interdisciplinary team approach in the management of the diabetic foot. *New England Journal of Medicine*, 2010;51:1504-6.

⁴ Spink MJ et al: Effectiveness of a multifaceted podiatry intervention to prevent falls in community dwelling older people with disabling foot pain: randomized controlled trial. *BMJ* 2011; 342:d3411.

- Podiatrists/Members
- New York State Government and Department of Health
- Payers and Providers
- General Public/Patients

Introduction to Navigant

Navigant Consulting, Inc. (NYSE: NCI) is a specialized, global professional services firm that helps clients take control of their future. Navigant's professionals apply deep industry knowledge, substantive technical expertise and an enterprising approach to help clients build, manage, and protect their business interests.

Our team of more than 600 healthcare professionals includes public policy experts who have formerly served as Federal and State government hospital, physician practice, life sciences, health plan and healthcare operations professionals; finance executives; healthcare analysts; and clinical professionals.

We are thought leaders who support clients in designing, developing and implementing solutions that create high-performing healthcare organizations.