

Washington Health Alliance Board of Directors
MINUTES March 22, 2022

Board members present (virtual/call in): Curt Bailey, Sue Birch, Merissa Clyde, Lloyd David, Jay Fathi, Sarah Greene, Christopher Kodama, Charlene Lind, Pam MacEwan, Larry McNutt, Steve Mullin, Megan Pedersen, Peter Rutherford, Carol Wilmes

Board members absent: Todd Hesse, Fred Jarrett, Greg Marchand, Lee Mills McGrath, Ketul Patel, Ron Sims, John Wagner, Jim Zimmerman

Staff present (virtual/call-in): Teresa Battels, Leslie Bennett, Sharon Eloranta, Denise Giambalvo, Nancy Giunto, Adria Moskowitz, Mark Pregler

Guests present (virtual/call-in): Jim Andrianos, Calculated Risk

Call to Order

Curt Bailey called the meeting to order at 2:33 p.m. Mr. Bailey asked for conflicts of interest. There were none.

Consent Calendar

Meeting Minutes:

- January 25, 2022 BOD Minutes
- February 10, 2022 EC Minutes
- March 3, 2022 EC Minutes

Committee Reports:

- January 13 Health Economics Committee
- Quality Improvement Committee addition of Jennifer Graves, Kaiser Permanente Washington

January ED Report

The Board unanimously approved the Consent Agenda as presented.

Approve Final Recommendations from the Governance Committee

Larry McNutt, chair of the Board's Governance Committee, presented the Board Member and Officer Slate recommendations from the Governance Committee.

The Governance Committee recommends the following action regarding these Board members whose service ends in 2021 for a two-year new term 4/1/2022-3/31/2024:

EC recommends term renewal for the following Board members:

- Merissa Clyde
- Jay Fathi
- Sarah Greene
- Fred Jarrett

- Charlene Lind
- Pam MacEwan
- Greg Marchand
- Lee Mills McGrath
- Megan Pedersen
- Ron Sims
- Carol Wilmes
- Jim Zimmerman

Other Board of Director Changes:

Lloyd David is retiring from The Polyclinic and is resigning his seat on the Board. The Governance Committee recommends an invitation to Imelda Dacones, MD, Optum Washington Market President, to fill a provider seat.

Christopher Kodama, MD requests resignation of his Board seat. The Governance Committee recommends an invitation to David Carlson, MD, Chief Physician Officer, Senior VP, Multicare HealthCare System, to fill a provider seat.

The Governance Committee recommends offering a purchaser seat to Kim Collier, Vice President, HR, Puget Sound Energy.

Todd Hesse is resigning his position at Kaiser Permanente Washington and his seat on the Board, leaving a Health Plan seat open.

There is still one open Purchaser seat available on the Board

Recommended Officer Slate and Term:

The Governance Committee recommends the following for the Executive Committee:

- Chair: Curt Bailey, August 1, 2021– March 31, 2023
- Vice Chair: John Wagner, 1 year
- Secretary: Megan Pedersen, 1 year
- Treasurer: Carol Wilmes, 1 year
- Immediate Past Chair: Jim Zimmerman, August 1, 2021– March 31, 2023

Other Governance Committee and EC Recommended Changes to the Governance Structure:

- Accept Pam MacEwan as Chair of the Pricing Committee replacing Larry McNutt.
- Combine the Governance and Expanded Governance Committees into a single committee and revise the charge to the Governance Committee to include responsibility for the organizations Diversity, Equity and Inclusion Action Plan.
- Appoint Sarah Greene, current member of the Expanded Governance Committee to the Governance Committee.

The Board unanimously approved the Board Slate, Board officers, the change of Chair for the Pricing Committee, and the restructuring of the Governance and Expanded Governance Committees.

Honoring Lloyd David, Todd Hesse and Christopher Kodama

We thank Lloyd David, Todd Hesse and Christopher Kodama for their service to the Alliance, the Board of Directors and all of Washington.

Review and Approve New Pricing Reports

Jim Andrianos from Calculated Risk provided the review of two new pricing reports:

- Total Cost of Care (TCoC) at the medical group and clinic level; and
- Addition of a pricing domain to the Quality Composite Score

Development of these reports has been driven by our committee structure and they have unanimous support from the Health Economics (HEC), Quality Improvement (QIC) and Pricing Committees. We are looking at parallel timelines for development and approval. The pacing for committee review is altered since the next Board of Directors meeting following March 22 is not until May 24. We are hoping to release these reports in the April timeframe.

The QIC and HEC worked in an iterative way to determine the methodology for each of these reports. The methodology proposed for the medical group report is essentially the same as the methodology for geographic TCoC work. The perspective shifts to Per Patient Per Month (PPPM) instead of Per Member Per Month (PMPM). The attribution methodology for this report follows the same process used for the Community Checkup report. Similarly, we will follow the same rules for reporting results as used in the Community Checkup including things like reporting on groups of four or more providers, requiring a minimum number of patients and the like. The level of analysis in the publicly available detail will comport with the Milliman HCG categories presented in the TCoC report at the geographic level.

The Board was asked to consider two specific questions when considering use cases for “all in” TCoC and medical group performance comparisons:

- Should high cost patients be included, excluded, or shown both ways?
- Should there be a minimum number of attributed patients for medical group reporting?

The Board approved the fully inclusive “all in” Total Cost of Care to include high cost patients and to provide a toggle for users to choose to select to include or exclude high-cost patients, with one absentia.

The Board approved medical group comparisons by default to exclude high-cost patients, but give a way to toggle between include and exclude, with one absentia.

The Board approved that for “all in” TCoC, in theory there should be no minimum, but in practice establish and utilize a privacy minimum to conform with HIPAA and protect patient confidentiality.

The Board approved the adoption of Minnesota's Community measurement's standard of at least 600 patients per group when reporting at the medical group or clinic levels.

Addition of a pricing domain to the Quality Composite Score:

The Board approved a 2022 Annual Plan that calls for the Alliance to "evaluate and possibly expand the Quality Composite Score to begin the move to value, including a fifth domain on cost." Mr. Andrianos presented a "mock-up" on the visual of the report. The weights are assigned and approved by an expert panel of volunteers from the Health Economics and the Quality Improvement Committees, including two actuaries. The panelists recommended to not expand the current quality composite score to include cost and made alternate proposals:

1. Display cost measure(s) separately but alongside quality scores and enable sorting.
2. Show a scatterplot of the quality composite score versus standardized cost performance.
3. Present a column to accommodate the sentiment that "healthcare value is quality divided by cost" and enable sorting.
4. Expect that there will be audiences wanting to combine quality and cost performance into a single score and offer some examples that do so.

The Board unanimously approved the expert panel recommendations Items 1 and 2 for a report release in April. Further, they asked to see a visual depiction of Item 3 prior to rendering a final decision.

Update on Executive Director Search

The Search Committee composed of Curt Bailey, John Wagner, Lloyd David, Greg Marchand, Megan Pedersen and Carol Wilmes with help from Adria Moskowitz and Nancy Giunto selected 3 finalists as Executive Recruiters to assist with the Executive Director search. The Committee made a final decision to engage Motus Recruiting and Staffing based out of Portland.

The next meeting with Motus will be a basic work planning session with Curt and Nancy. After this meeting the Search Committee will have more to share with the board on moving forward with the process. Emailed updates will be sent to the Board.

Final Announcement: There will be an Op Ed piece by Sarah Greene on Total Cost of Care in the Puget Sound Business Journal in the March 25th edition.

The meeting was adjourned at 4:16 pm.

Respectfully submitted by Adria Moskowitz

Curt Bailey, Chair