

The California Health Care  
Coverage Initiative:  
County Perspectives, Policy Options  
and Implications for the Future

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HEALTH MANAGEMENT ASSOCIATES

# Project Overview

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- Funded by CHCF to:
  - Conduct a qualitative assessment of lessons learned
  - Identify considerations for potential extension or expansion
- Methodology:
  - Interviews with current HCCI counties, selected non-HCCI counties, other stakeholders in late Spring 2009
  - HCCI counties reflected on implementation issues, described early results and impacts
  - All interviewees offered views on possible HCCI extension or expansion

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# Early Challenges and Successes

# Early Challenges

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- Slower-than-expected start-up
- DRA Medicaid citizenship/identity requirement extended to HCCI
- County officials remained supportive despite start-up challenges

# Early Successes

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- HCCI has:
  - Expanded coverage to medically-indigent adults
  - Driven innovation
  - Supported reform of local delivery systems

# Promising Results

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- MI adults *enrolled* in an *organized system of care* with:
  - a medical home
  - defined benefits
  - access to chronic care management services

# Promising Results

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- Improvements in system efficacy:
  - clinic operations
  - coordinated specialty referrals
  - information exchange
- Expanded network capacity (public-private)
- ***Key Outcome: Impact of reforms goes beyond target population***

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# **Key Elements and Recommendations for the Future**

# Eligibility and Enrollment

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- Considered crucial: Developing and implementing a formal enrollment process
  - Some counties developed own system
  - Some use One-e-App
- Recommendations:
  - Consider standardizing across counties
  - Streamline eligibility determination
  - Allow for single process regardless of payer
  - Address challenges with DRA requirement

# Organized Systems of Care: Findings

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- Focus on integrated care with emphasis on primary and preventive services centered on medical home
- Health IT was used as foundation of system redesign
- HCCI served as a catalyst to consolidate and spread earlier efforts to improve health system operations

# Organized Systems of Care: Recommendations

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- Preserve county flexibility within better defined framework of coverage expansion, delivery system reform
- Implement payment reforms to better support system redesign
- Provide support for HIT, consider standardizing
- Consider portability of coverage, regional strategies

# Network Enhancement

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- Focus on enhancing capacity and operation of local provider networks
- Specialty care challenging for all counties
- Some counties: locus of care shifted from hospitals to outpatient/community sites of care
- Recommendations:
  - Need for network governance models
  - Identify models that offer lower cost primary care and preventive services

# Sustainability: A Challenge

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- Care management strategies expected to prove cost-effective
- Some system reforms (e.g., HIT tools) likely to be retained
- On-going funding source necessary to sustain comprehensive coverage programs for MIAs
- Recommendations:
  - Need for sustainable, predictable funding strategy
  - Recognize county challenges regarding immigrant populations (who do not qualify for HCCI)
  - Create efficiencies across payers and administrative entities

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# Looking Forward

# Environment Has Changed

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- California's fiscal crisis has county implications
  - More MIAs
  - Increased need for federal funds
  - Concerns over county risk
- Federal health reform
  - "Coverage is easy, access is hard"
  - System reform key to success of universal coverage strategies
  - HCCI enrollees could become Medi-Cal eligible

# Strong County Support for HCCI

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- Current HCCI counties support HCCI extension and expansion
  - “We need more time to learn from current pilots.”
  - More people, conditions to cover
  - Lots of momentum to continue pilots
- Non-HCCI counties show significant interest in opportunity to reform MI systems

# Statewide Strategy

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- As current HCCI programs demonstrate effectiveness, there is an opportunity to broaden into statewide reform
- Particular interest in:
  - Medical home models
  - Implementation of chronic care management
  - Development of HIT

# Requirements for Success

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- County leadership is key
- Counties need the state to champion HCCI
- Performance goals and metrics should be identified at start-up
- Funding needs to be predictable and sustainable

# Final Thoughts

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- HCCI has fueled local commitment to innovations and improvements in county-based health systems
- ***System redesign*** to enroll individuals into organized, efficient systems of care that offer medical homes and chronic care management = ***key to sustainability over the long-term.***
- HCCI offers important lessons for Medi-Cal and (possibly) national health reform.