Board of Supervisors

COUNTY OF SAN MATEO

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(650) 363-4653
FAX: (650) 599-1027

May 5, 2015

Andy Slavitt, Administrator
Centers for Medicare & Medicaid Services (CMS)
Department of Health and Human Services
Room 445-G, Hubert H. Humphrey Building
200 Independence Avenue SW
Washington, D.C. 20201

Subject: California's Section 1115 Medicaid Waiver—SUPPORT

Dear Administrator Slavitt:

On behalf of the San Mateo County Board of Supervisors, I write in support of California's 2020 Waiver Renewal Proposal. As you know, more than 12 million low-income Californians and more than 111,000 San Mateo County residents rely on Medicaid (Medi-Cal) for their health coverage; however, coverage is only the first step. Significant payment and delivery system reform are also needed to advance patients' care experience; improve the health of populations; and reduce costs. For this reason, and for California to maintain the momentum that has helped lead the nation's Affordable Care Act implementation efforts, San Mateo County urges CMS to approve the renewal of the state's 1115 Medicaid Waiver.

In alignment with the San Mateo County Board of Supervisor's 2010 Vision of ensuring basic health and safety for all, realizing the potential of the county's diverse population, and serving as a responsive, effective and collaborative government, San Mateo County has assumed leadership for a wide range of health issues. These include areas in which the County has a mandated responsibility, as well as areas in which the County is best positioned to direct its considerable assets and expertise in addressing community health issues of concern. As part of the San Mateo County Health System, the San Mateo Medical Center (SMMC) serves the health care needs of all residents of San Mateo County, especially the low-income, with an emphasis on education and prevention. SMMC is a public hospital and clinic system fully accredited by The Joint Commission and its largest service is a network of outpatient clinics throughout the County, supported by long-term care facilities in San Mateo and an acute-care hospital that includes both medical and psychiatric inpatient and emergency services.

The current "Bridge to Reform" waiver has been critical to the state's early success with expanding coverage under the Affordable Care Act. As a result of the Low Income Health Program, San Mateo Medical Center enrolled 9,800 individuals in coverage, a patient-centered medical home, and fully 9,204 of these individuals transitioned to Medi-Cal on January 1, 2014. Today, San Mateo County has more than 31,000 individuals enrolled in Medi-Cal as a result of the Affordable Care Act.

The Bridge to Reform waiver also enabled the San Mateo County Health System and other public healthcare systems to lead the nation in delivery system transformation, through the country's first of its kind pay-for-performance incentive program, the Delivery System Reform Incentive Payment (DSRIP) program. The DSRIP launched San Mateo County Health System on an ambitious journey to transform its systems to be more integrated, cost effective and patient-centered.

Over the past 4 years, the DSRIP has been the promised catalyst for this transformation. SMMC has fully or partially met virtually all of its DSRIP Measures, and since its inception, SMMC has achieved the following:

- Press Ganey CG CAPHS scores on shared decision making have improved from 50.6% to 59.9%. Our scores related to "Helpful, Courteous, and Respectful Office Staff" have improved from 77% to 85.42%.
- 95% of eligible patients are assigned to a primary care team.
- Our primary clinic No Show rate has reduced from 14% to 12%.
- 99.99% of our medical home patients have their Race, Ethnicity and Language (REAL) registration data completed.
- 32% reduction in sepsis mortality.
- 37% reduction in our surgical site infection rate.
- 144% increase in central line insertion practice (CLIP) adherence.
- 100% reduction in the rate of central line associated blood stream infections (CLABSI) in both our acute and intensive care units.
- DY 9 achievement of 0 falls with injury for 12 consecutive months.

In addition, SMMC received the following accolades as a result of our DSRIP work:

- SMMC was named to The Joint Commission's 2013 List of Top Performers on Key Quality Measures; and
- The Integrated Behavioral and Physical Health Project that implemented primary care depression screening for diabetics and linkages to mental health resources received a 2014 CAPH Quality Leader Award Honorable Mention.

This next 1115 Medicaid waiver offers California an historic opportunity to again lead the nation in meeting the challenge and promise of health care reform, by testing payment and delivery system reforms that can help both the state and federal government achieve success. A renewed waiver is needed in 2015 in order to best leverage California's coverage expansion with significant payment reforms and delivery system improvements that will help patients utilize their coverage in cost-effective, patient-centered settings.

For these reasons, San Mateo County strongly supports California's proposal to renew the 1115 Medi-Cal waiver, especially:

1. **A Public Safety Net Transformation and Improvement Program that Rewards Continued Improvement, Health and Value**—The current DSRIP has helped the San Mateo County Health System lay a sturdy and stable groundwork for our delivery system improvement efforts. The next five years are critical to more fully transform our health care system so that we can provide everyone with timely access to high-quality, and effective care. The state's inclusion of a Public Safety Net Transformation and Improvement Program that will allow the County to continue its transformation to always provide the highest quality care with the best patient experience at the lowest possible cost in all areas of our integrated delivery system.

2. **Public Safety Net System Global Payment for the Remaining Uninsured**—The County strongly supports the state's proposed Public Safety Net System Global Payment for the Remaining Uninsured, which would reform uncompensated care payments to public health care systems, to support access to more cost effective care for the remaining uninsured. Such a pilot would create incentives for San Mateo County Health System to redirect funds to lower-cost and more patient-friendly outpatient and primary care settings, and utilize alternate modalities that make health care more convenient for the patient.

3. **Regional Integrated Whole Person Care Pilots**—Regional Integrated Whole Person Care pilots would provide comprehensive services to high-risk Medi-Cal beneficiaries, seeking to support each "whole person" through the integration of physical and behavioral health services, along with robust care coordination with social, housing, vocational training and other services that are critical to comprehensively addressing the needs and care of high-risk patients. It would allow for higher value use of limited resources; contain costs, and coordinate care beyond traditional health services.

4. **A Federal Investment that Supports California's 2020 vision**—The "Bridge to Reform" waiver positioned California to help lead the national efforts to prepare for and implement the Affordable Care Act. However, much more work is needed to build upon this foundation and ensure that the Affordable Care Act can be sustained for the long-term. The County believes that the innovative payment and delivery system reforms mentioned above will help us achieve our vision of becoming truly integrated, cost-effective models of care. Accomplishing this goal will require a renewed investment at the same level, and will allow California's Medi-Cal population the opportunity for improved health, not just coverage.

A renewed waiver with these elements will improve health care services – and as a result, the overall health – of the Medi-Cal and remaining uninsured populations in California, while continuing to support the success of the Affordable Care Act in California.

For these reasons, the County of San Mateo strongly supports the state's proposal for a renewed Section 1115 Waiver.

Sincerely,

Carole Groom

Carole Groom, President
Board of Supervisors

cc: San Mateo County Federal Delegation
San Mateo County Board of Supervisors
John L. Maltbie, County Manager
Jean Fraser, Health System
Dr. Susan Ehrlich, San Mateo County Medical Center