

— 2019 —

OneCare Vermont Annual Report



OneCare Vermont

A LETTER FROM

CEO

Vicki Loner



Dear Readers,

I'm excited to share OneCare Vermont's 2019 annual report. Our state is at a pivotal point in health care, and by working together, we've established a pathway toward real health care reform. Vermont has grappled with the issues of rising health care costs and an increasingly aging, rural population that is dealing with barriers to health care access and management of chronic conditions. But we are taking steady steps toward stabilizing costs and improving health. Vermont is on a clear path to stability and now, more than ever, it is the right time to continue to work together to achieve these critically important goals.

By building a health care system that allows providers to focus on value over volume, we're creating a foundation for accountable, high-quality care that will positively impact the health of Vermonters.

Pioneering a new model takes real commitment – commitment that requires effort and takes time. The concept of health care reform isn't new. But the all-payer ACO model, signed into existence by the state of Vermont, the Green Mountain Care Board, and the Centers for Medicare and Medicaid Services, is a unique approach that is specifically tailored to Vermont.

I want point out the extraordinary leadership of those health care organizations that have partnered with OneCare in commitment to Vermont's efforts. Health care reform happens system-wide, and our job is to move forward, year over year. We must all work together across organizational lines to strengthen our new system – one that pays for wellness, not illness; one that improves health for all Vermonters.

That's why OneCare works with independent primary care, hospitals, mental health agencies, eldercare, insurance companies, and state and federal governments to reach our shared goals and create this lasting change.

We know we are making progress because our network is growing (page 5). We pool our resources to pay providers when Vermonters go to the doctor for check-ups, and when their health improves (page 6). We build relationships and share information that will help our providers care for community members. Because care delivery innovation is core to our work,

OneCare's Innovation Fund granted over \$1 million in 2019 to support seven programs that improve health care this year (pages 9-10). We invest in population health strategies and prevention to benefit communities across Vermont (pages 12 and 14).

To all of our health care workers and partners, thank you for the vital contributions you make each day to

keep Vermonters healthy. I am deeply proud of the hard work we are all doing to join providers and communities together to improve the health of Vermonters, and to build a sustainable system that will improve the quality of health care and last for years to come.

I invite you to read more about our work on the following pages.

With gratitude,
Vicki Loner, RN, CEO

About OneCare Vermont

OneCare Vermont is a provider-led Accountable Care Organization (ACO), which works to improve the health of Vermonters and lower health care costs, and as of 2019, is in year two of a five year model. OneCare partners with health insurance companies, hospitals, independent medical practices, and community collaborators to offer programs that pay for positive outcomes and health care activities. OneCare gives doctors and other providers access to data, resources, and tools to improve patient health. Health care providers who participate in OneCare pool resources and expertise to help Vermonters become healthier and stay healthier, and focus on improving access to primary care, reducing deaths from suicide and drug overdose, and managing chronic illnesses. By sharing information and working together, providers can do even more to deliver the best care to patients.

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OVERSIGHT AND GOVERNANCE

ACO OVERSIGHT

OneCare Vermont is regulated by the Green Mountain Care Board. The Green Mountain Care Board was given the authority to develop rules and standards to regulate Accountable Care Organizations (ACOs) through Vermont's Act 113 in 2016.

- Regulatory oversight role
- Certifies ACOs
- Reviews and approves ACO budgets
- Monitors and oversees activities of ACOs

To learn more about Green Mountain Care Board's regulation of Accountable Care Organizations, visit <https://gmcboard.vermont.gov/content/2019-aco-oversight>.

ONECARE BOARD OF MANAGERS

OneCare is governed by a board of managers that makes key financial and operational decisions. Our board is made up of providers from throughout the state and continuum of care, as well as consumers. In addition, our board requires a "supermajority" vote to decide key issues.

Our Board of Managers is structured as a Representative Board to ensure voices of all provider types are present. As such, the Board includes representatives from the entire continuum of health care providers, including Federally Qualified Health Centers (FQHCs), Independent doctors, Critical Access Hospitals, and Community Agencies. Board members are from geographically diverse areas and represent many of the health care organizations in the OneCare provider network.

2019 BOARD MEMBERS: This list represents a historical snapshot from December 2019 and does not reflect changes made since then. See www.onecarevt.org/leadership for an up-to-date list.

Daniel Bennett, President and CEO, Gifford Health Care; <i>Critical Access Hospital</i>	Joseph Haddock, MD; Thomas Chittenden Health Center; <i>Independent Practice</i>	Stephen Leffler, MD, Interim President & COO, University of Vermont Medical Center; <i>Founding Members</i>
Jill Berry-Bowen, CEO, Northwestern Medical Center; <i>Prospective Payment System Hospital</i>	Tomasz Jankowski, President and CEO, Northeast Kingdom Human Services; <i>Designated and Specialized Services</i>	Sierra Lowell; <i>Vermont Medicaid Beneficiary</i>
John Brumsted, MD, President and CEO, University of Vermont Health Network; <i>Founding Members</i>	Todd Keating, Executive Vice President and CFO, University of Vermont Health Network; <i>Founding Members</i>	Pamela Parsons, Executive Director, Northern Tier Center for Health (NOTCH); <i>Federally Qualified Health Center</i>
Michael Costa, CEO, Northern Counties Health Care; <i>Federally Qualified Health Center</i>	Coleen Condon Kohaut, Owner and Administrator, Franklin County Rehab Center; <i>Skilled Nursing Facility</i>	Joseph Perras, MD, CEO and CMO, Mt. Ascutney Hospital and Health Center; <i>Founding Members</i>
Betsy Davis, MPH; <i>Medicare Beneficiary</i>	Sally Kraft, MD, MPH, Vice President of Population Health, Dartmouth-Hitchcock Health; <i>Founding Members</i>	Judy Peterson, RN, President and CEO, UVM Health Network Home Health & Hospice; <i>Home Health & Hospice</i>
Thomas Dee, President and CEO, Southwestern Vermont Health Care; <i>At-Large</i>	Stephen LeBlanc, Executive Vice President, Strategy & Network Relations, Dartmouth-Hitchcock; <i>Founding Members</i>	Toby Sadkin, MD, Primary Care Health Partners – Vermont; <i>Independent Practice</i>
Steve Gordon, President and CEO, Brattleboro Memorial Hospital; <i>At-Large</i>		John Sayles, CEO, Vermont Foodbank; <i>Commercial Beneficiary</i>

2019 ONECARE COMMITTEES

OneCare's Board of Managers uses committees to process topics and make recommendations. Committees focus on core health care delivery and payment reform subjects and work deeply in each area. OneCare committees include the following:

- Population Health Strategy Committee
- Finance Committee
- Patient and Family Advisory Committee
- Clinical and Quality Advisory Committee
- Pediatric Subcommittee
- Laboratory Subcommittee

What We Do

Our Priorities

1. Improve Health Care for Vermonters

Health care providers in OneCare coordinate across organizations and share resources and data. They focus on connecting patients to primary care, coordinating care for patients, and managing chronic illness. The goal is to help Vermonters become healthier — not just care for them when they are sick.

2. Support Patient Health Care Choices

You, your doctor, and your insurance company work together to ensure you receive the health care you need. Your health benefits and coverage stay the same, and OneCare does not limit health care providers or number of visits.

3. Work to Stabilize Health Care Costs

Health care costs are too high. Vermont is leading an effort to change the way health care is paid for or incentivized: value over volume. OneCare works with insurance companies to reward providers for wellness, not illness. Instead of paying for each test and procedure, OneCare pays doctors a flat amount to care for patients. Over time, these changes should lower health care costs for Vermont.

4. Use Data to Improve Health

OneCare gives doctors data, resources, and tools to improve patient health. By sharing information and working together, providers can do even more to give the best care to Vermonters.

Led by Providers

Hospitals, doctors, health partners, social service partners, and other providers collaborate together for better health outcomes. OneCare partners with these providers, and then providers care for patients directly. Providers choose to work in independent practices or in hospitals, and those organizations choose to work with OneCare. By being part of OneCare, providers can:

- Create a consistent patient experience through high-quality care across settings
- Invest in population health
- See how health outcomes are changing in their communities
- Work together to be accountable for cost and quality of care
- Get incentives for better health outcomes
- Benefit from stable payments to care for patients, especially during uncertain times
- Receive health education
- Share data, resources, and best practices
- Reduce administrative burden



The AIM of ACOs

ACOs are designed to impact these four areas in order to achieve high value health care delivery.



Enhancing the Patient Experience



Stabilizing Health Care Costs



Improving the Health of Vermonters



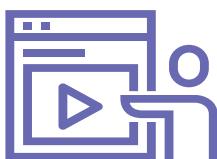
Supporting Health Care Providers

Quick Facts

161

Total number of organizations in the ACO
in the ACO

complete list on page 15



136

Educational Events Offered

more on page 11

Four Payer Programs in the ACO

Medicare, Medicaid,
BCBSVT QHP, and
UVMMC Self-Funded

600%

increase in number of patients* engaged in care coordination

Learn how care coordination works on pages 7-8.

*nearly 4,000 high/very high risk patients

OneCare's Operating Expenses=

1.7%

Total Cost of Care:

In 2019, OneCare operated within a narrow margin while maintaining accountability for \$913 million of health care costs.

OneCare's total operating budget was \$15.1 million, which is **1.7% of the \$913 million** total cost of care. For details, see page 14.

Two Independent Financial Audits

In 2019, PricewaterhouseCoopers audited OneCare's financials for both 2017 and 2018. OneCare was given a clean audit for both years.



expanded to three new hospitals and 12 new towns in 2019

more on page 12

Ranked 3rd in the country for utilization of the Skilled Nursing Facility waiver

This waiver helps OneCare-attributed Medicare beneficiaries get the care they need more quickly.

For details, turn to page 10.

Results

Shared Savings

The goal of the Vermont All-Payer ACO Model is to move the health care delivery system from volume-based to value-based payments. Providers are eligible to receive savings for meeting performance goals. If shared savings are earned, 100% of the savings are reinvested in OneCare network participants.

Medicare: \$11.3M

\$8M of the \$11.3M in shared savings earned were used to continue funding the Patient Centered Medical Home, Community Health Team, and SASH population health management payments.

BCBSVT: Upside Risk Only

For 2019, OneCare participated in the BCBSVT program as upside risk only. The ACO did not receive shared savings or losses.

Medicaid: Pending

Shared savings results for Medicaid are still in settlement. As soon as the results are finalized, they will be posted on our website at:

www.onecarevt.org/aco-results.

Quality Measures

Quality measures help OneCare assess health care processes, outcomes, and patient perceptions linked to high-quality health care delivery. OneCare is accountable for both the quality and cost of health care and is committed to supporting providers as they work to reach quality targets. In-depth details and results are available on our results page: www.onecarevt.org/aco-results.

Medicaid: 95%

For the Vermont Medicaid Next Generation program, OneCare received a score of 95%, earning 19 of 20 available points in 2019.



BCBSVT: 81%

For the BCBS Qualified Health Plan, OneCare received a score of 81%, earning 14.5 of 18 available points in 2019.



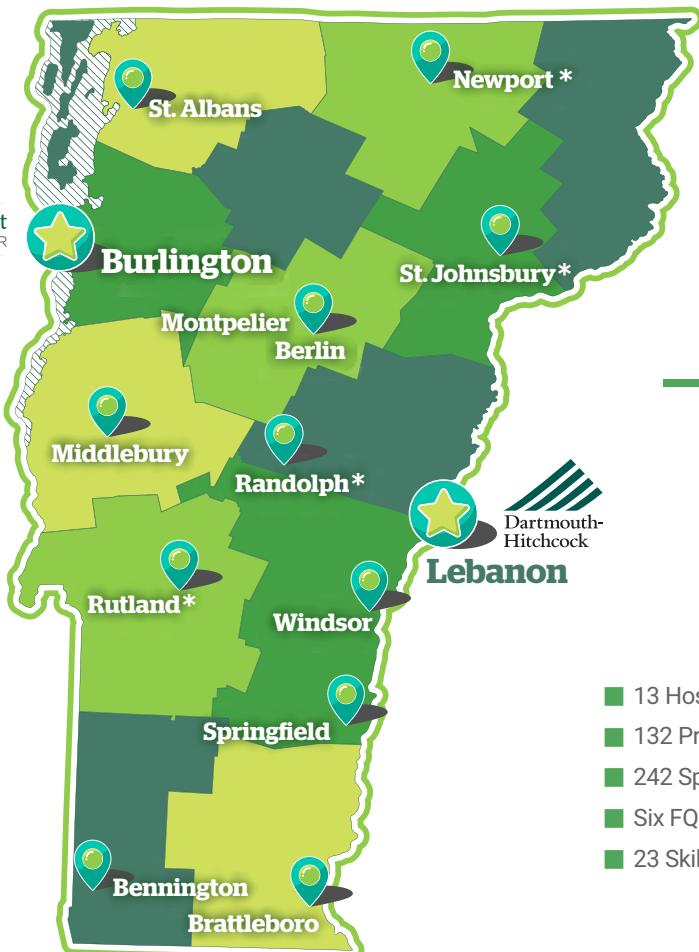
Medicare: 91.88%

For Medicare, OneCare received a score of 91.88%, earning 36.75 out of 40 available points in 2019.



2019 Network Map and Participants

THE
University of Vermont
MEDICAL CENTER



* Vermont Medicaid Next Generation only

Participating Organizations

For a full list, please turn to page 15.

Provider participation in OneCare is voluntary. Participants in OneCare are part of provider-led change that enables new partnerships and collaboration without losing autonomy.

— By the Numbers —

**~172,000
Vermonters**

are cumulatively covered by payers in OneCare programs. ~527,000 Vermonters are considered eligible to be in the denominator.

- 13 Hospitals
- 132 Primary Care Practices
- 242 Specialty Care Practices
- Six FQHCs
- 23 Skilled Nursing Facilities
- Nine Home Health Agencies
- Nine Designated Agencies for Mental Health and Substance Use
- Five Area Agencies on Aging

— Payers —

**Medicaid
Medicare
Commercial
Self-Insured**

Our Growth Across Communities

2017: Year Zero



- + Burlington
- + Berlin
- + Middlebury
- + St. Albans

2018: Year One



- Burlington
- Berlin
- Middlebury
- St. Albans
- + Brattleboro
- + Springfield
- + Lebanon
- + Bennington
- + Windsor
- + Newport

2019: Year Two



- Burlington
- Berlin
- Middlebury
- St. Albans
- Brattleboro
- Springfield
- Lebanon
- Bennington
- Windsor
- Newport
- + Rutland
- + Randolph
- + St. Johnsbury

Progress and Accomplishments

Health care values become apparent when elements of the system work together through an ACO. Some of these values include:



Enhance Care Coordination

OneCare is breaking down silos in care, enabling coordination, building care teams, and bringing providers together in new ways. Our care coordination model is nationally recognized as an innovative way to support vulnerable Vermonters in meeting health care goals. It's a team-based approach connecting patients to their care teams. In 2019, we saw a sixfold increase in Vermonters supported by care coordination.

~4,200

Vulnerable Vermonters actively made progress
in their goals to manage chronic issues through care coordination

Prioritize Primary Care

Keeping people healthy and well and containing costs is part of the agreement Vermont signed with the federal government. Increasing access to primary care is central to this effort in the ACO model. Managing chronic disease and receiving preventive care reduces expensive and often unnecessary emergency department visits and hospitalizations.

Increased Patient Satisfaction

The 2018 CAHPS Patient Experience survey reported an increase in Medicare & Medicaid patients who were satisfied with access to primary care services.

90% Medicaid

70% Commercial

82.5% Medicare

Percentage of attributed lives per payer group who had a visit with a primary care provider in 2018



Data Informed Care

OneCare and provider partners collaborate to give Vermonters access to the same quality of care and care experience no matter where they receive it. We provide caregivers with a stable funding stream for population health investments and support them with data and education so our family, friends, and fellow Vermonters, no matter where they live, get better care.

95% of care managed patients were engaged in primary care across all payers

~8,000
Cumulative uses by providers of OneCare's tools and reports in 2019 to support their patient care



Smarter Care

OneCare providers—from a wide variety of care settings, including primary care, home care, mental services, social services, etc—are able to work together more efficiently through an ACO. A statewide communication tool that OneCare developed ensures providers have access to the same information to provide the best care for patients, driving more consistent and high-quality care.

10% Reduction in Emergency Department Visits

for Medicare patients who were care managed for at least six months by end of 2019



Value-Based Payments

OneCare is changing how we pay health care providers. They get a set fixed payment per member per month instead of getting paid for each test or service. This establishes income stability and predictability, giving providers the freedom to focus on whatever their patient may need instead of the quantity of services billed.

Provides Income Stability

Value-based payments provide income stability to practices

Quality Measures Prevent Cost-Cutting

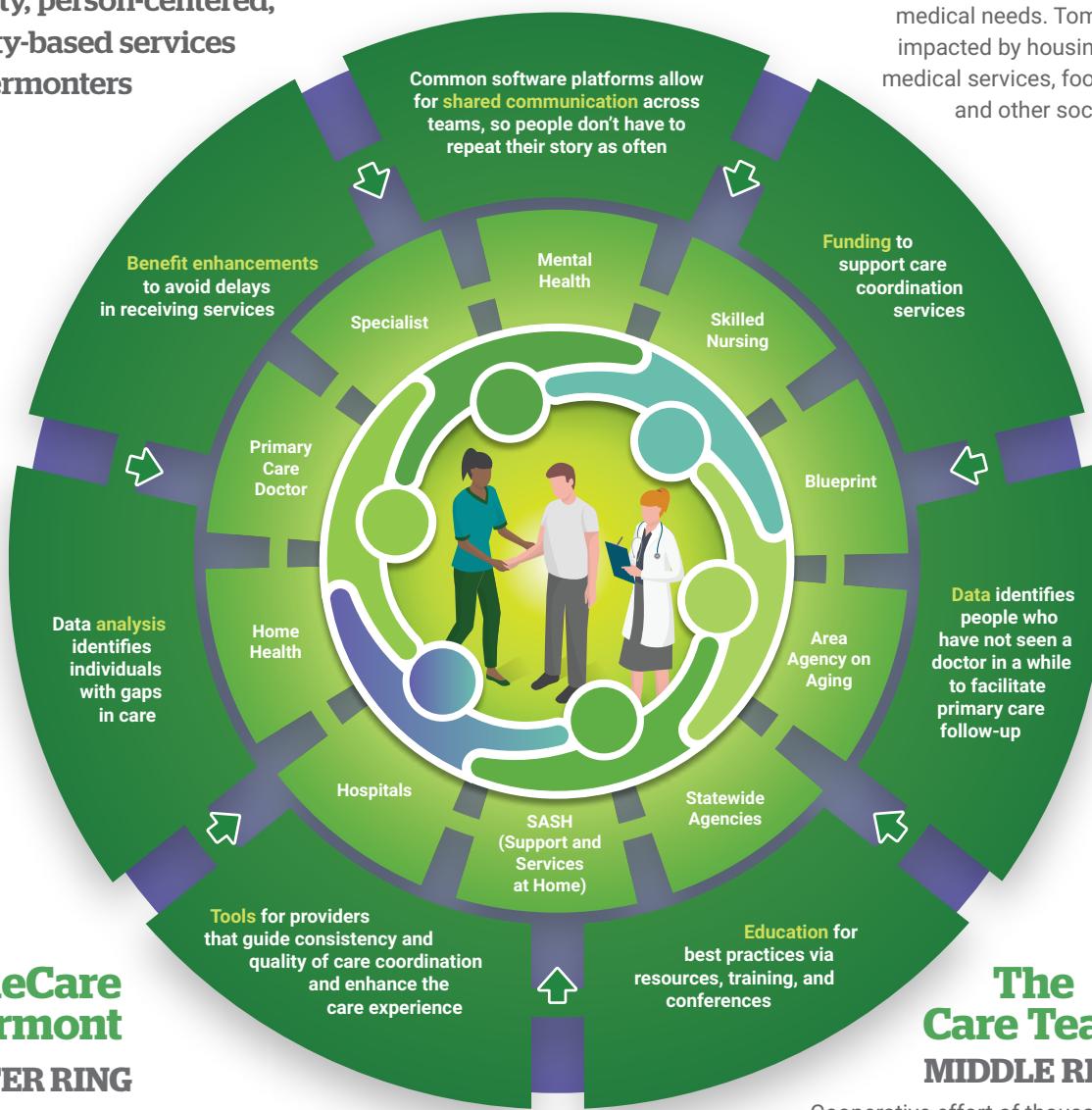
In this value-based payment system, providers are rewarded for providing high quality care by meeting quality measures designed to discourage cost-cutting.

How We Impact Vermonters

OneCare works to stabilize health care costs by helping providers identify Vermonters whose health may be at risk due to their health conditions. Providers can review this information and then reach out to people who could benefit from enhanced coordination of care. Providers work together to help these patients access resources and services that support their health goals. Here's a real example of how this care model works: [Tom's Story](#).

Tom's Care Model:

A system that provides high-quality, person-centered, community-based services to keep Vermonters healthy.



Vermonters AT THE CENTER

Tom is a Vermonter with complex, medical needs. Tom's health is also impacted by housing, availability of medical services, food, transportation, and other social issues.

Tom's Story:

- Tom is a Vermonter with complex, chronic medical needs. Tom was visiting the emergency room a lot for health needs that could have been managed through coordinated care.
- OneCare data analysis identified Tom as a high risk individual and shared this information with his health care providers. They asked Tom if he would like some additional support to help him manage his care. Tom agreed, and now his care coordination team includes a primary care doctor, a cardiologist, a counselor, and a social worker.
- The team reached out to Tom to set health goals and create a plan to help meet his needs. Care coordination makes sure all Tom's providers are talking to each other and looking at many things that impact Tom's health like housing, transportation, and access to healthy food. This cuts down on duplication of expensive tests and connects Tom with important services in his community.
- Tom's care team used OneCare's nationally recognized care coordination model. OneCare provides training for care teams throughout the state and tools to help providers talk to each other about Tom's health goals.



Tom's Results

After One Year of Care Coordination



**EMERGENCY
DEPARTMENT
—VISITS—
DECREASED**
from six to zero

**PRIMARY CARE
PHYSICIAN
—VISITS—
INCREASED**
from zero to five

**HEALTH CARE
—COSTS—
DECREASED**
by 60% from
\$63K to \$25K

Initiatives

ACO Innovation Fund Grant Program

This program, started by OneCare in 2019, grants competitive funding to organizations in the ACO community of providers and their partners with the goal of improving the quality, cost, and experience of health care for Vermonters.

The goal of the ACO Innovation Fund is to find and highlight projects that:

- Impact the medium, high, and/or very high risk populations in OneCare's Care Model.
- Are evidence-based or evidence-informed.
- Facilitate progress towards the goals of the Institute for Healthcare Improvement's Quadruple Aim.
- Have the potential to positively impact the ACO Total Cost of Care.
- Support transformation to a value-based health care delivery system.
- Promote partnerships and collaboration to develop and advance integrated systems of care.

2019 Innovation Fund Recipients:

Psychiatric Urgent Care for Kids (PUCK)

Area of Impact: Bennington Health Service Area (HSA)

Telemedicine and Home Health for ALS Patients

Area of Impact: Statewide

Community Embedded Well Child Care

"Building Strong Families Clinic"

Area of Impact: Burlington HSA

Child Psychiatric Consultation Clinic

Area of Impact: Burlington HSA; Statewide via telehealth

Ocular Telehealth in Primary Care

Area of Impact: Middlebury HSA

Wellness Plus Cardiac and Pulmonary Program

Area of Impact: Brattleboro HSA

TeleCare Connection: Hospital to Home Transitions

Area of Impact: Burlington HSA



2019 Innovation Fund Highlight: **Building Strong Families Clinic**

The Building Strong Families (BSF) Clinic provides services focusing on checkups, preventive health care, and monitoring developmental milestones for children ages one month to five years within immigrant families who are patients of the UVMMC Children's Primary Care Practice.

In addition to routine pediatric checkups, pediatric physicians Dr. Andrea Green, Dr. Stan Weinberger, and BSF staff use clinic time to provide education about child-rearing in a new country in a group learning setting. The clinic also provides interpreting services and connects families to community support resources and to other parents in their neighborhood. (continued on next page)

The clinic was developed by Dr. Green, who is the director of the University of Vermont Children's Hospital Pediatric New American Program. Other partners involved in the creation of the clinic included the Janet Munt Family Room's Executive Director Josh Miller and the Center for Behavioral Integration's Dr. Jody Kamon.

In addition to the ACO Innovation Fund grant, several other donations allowed the BSF team to renovate the space at 20 Allen Street near downtown Burlington. The clinic now has private exam rooms and a large main room for gatherings. Updates include new flooring and colorful furniture, and the addition of medical equipment and storage.

Through the Innovation Fund grant and dedication of the BSF clinic team, immigrant families and their children are able to spend more time with these health care providers. The grant also allows the clinic to structure their services to better support the needs and well-being of New American families.

For a more detailed version of this story, please visit:

<https://www.onecarevt.org/bsf-clinic>.



"With OneCare's support, we are striving to better meet the needs of our patients and families through a model of care that aims to create a community of parents who can learn from and support each other as they manage the challenges of raising children in a new country."

— Dr. Green, director of the Building Strong Families Clinic

Longitudinal Care

A successful pilot saved on average \$1,150 per member per month by providing in-home services. Results included fewer hospitalizations and emergency department visits, a reduction in unnecessary healthcare spending, and improved patient care.

The development and implementation of a Longitudinal Care Program (LCP) resulted in significant reductions in health care expenses and increases in patient quality of life. Traditional Medicare coverage limits benefits for home health services and restricts the ability of providers to help prevent future hospitalizations and ED visits. Through the LCP, visiting nurses and community health workers provide in-home services to Vermonters living with one or more chronic diseases, have had a recent hospitalization, and face

barriers to self-management such as anxiety or depression, and who do not otherwise qualify for home health services. These services are often accompanied by telemonitoring, allowing for remote nurse monitoring of patients at home. Reductions in hospitalizations and ED utilization were achieved through ongoing nurse case management and community health worker support. Based on this program's positive outcomes, OneCare will expand and pilot test this model in additional communities in 2020.

Medicare Three-Day Skilled Nursing Facility Waiver

In 2018, OneCare elected to offer the Three-Day Skilled Nursing Facility (SNF) Rule Waiver under its Medicare program.

This waiver allows a Medicare beneficiary who is attributed to OneCare to be admitted to a participating SNF (rated three stars and up) without the traditional fee-for-service Medicare qualifying three-day hospital stay. Under this waiver, patients can be admitted to a SNF from short-inpatient, observation, emergency department (ED), provider office, or the patient's home after a medical exam confirming a skilled nursing need, avoiding unnecessary and often costly inpatient stays and allowing patients to access their skilled nursing benefits sooner.



Clinical Education

2019 Clinical Education Events

February

- Interdisciplinary Grand Rounds: Pediatric ADHD

March

- Interdisciplinary Grand Rounds: Skilled Nursing Facility

May

- Interdisciplinary Grand Rounds: Sepsis
- Interdisciplinary Grand Rounds: Juuling and Vaping

June

- Interdisciplinary Grand Rounds: Implementing Transitional Care Management in Primary Care

July

- Noontime Knowledge: Update on Opioid Prescribing and Tapering Strategies

August

- Noontime Knowledge: Advance Care Planning - The Good, The Bad, and The Ugly

September

- Asthma and COPD Best Practices Conference
- Noontime Knowledge: Sepsis
- Interdisciplinary Grand Rounds: Lifestyle Medicine & Wellness

October

- Interdisciplinary Grand Rounds: Adolescent Health and Wellness Visits

November

- Noontime Knowledge: Human Trafficking

December

- Noontime Knowledge: Hepatitis C
- Interdisciplinary Grand Rounds: Congestive Heart Failure

Total Attendees: 729

Supporting Care Delivery Transformation

OneCare Vermont provides clinical education sessions available to health care providers and the general public. These online learning sessions center around relevant educational content provided by subject matter experts and leaders in the field to support clinical best practices and health care reform efforts. Continuing Medical Education (CME) and Continuing Education Unit (CEU) credits are available through partnership with the University of Vermont's Larner College of Medicine.

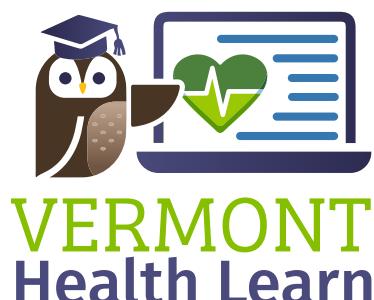
Learn more about OneCare educational events and training opportunities at <https://www.onecarevt.org/events>.

Asthma and COPD Best Practices Conference



Melissa Barron, RN, AE-C, Nurse Clinician at UVMPC Pediatric Pulmonary Medicine demonstrates inhaler usage.

In September 2019, OneCare and partners hosted a free, day-long conference to share best practices in the treatment of asthma and chronic obstructive pulmonary disease (COPD). Clinicians and community organizations from across the state were invited to attend. The conference focused on tangible, practical strategies for working with patients and their families to prevent and manage asthma and COPD. To access video recordings of the sessions, supporting materials, and presentations, visit <https://catalog.vthl.org>.



A Collaborative Online Learning System

Created by OneCare Vermont, the Vermont Department of Health, and Vermont Blueprint for Health within the Department of Vermont Health Access

Vermont Health Learn: A Collaborative Online Learning System

In partnership with state agencies, OneCare launched Vermont Health Learn, an online learning system, in 2019. Vermont Health Learn delivers education and virtual events to support the health and well-being of all Vermonters using a statewide e-learning platform. Vermont Health Learn courses are available to the public, state partners, and the OneCare network. OneCare worked with Department of Vermont Health Access, Vermont Department of Health, and Blueprint to select and implement the system. To find out more about Vermont Health Learn or to register for courses, visit <https://catalog.vthl.org>.

Prevention



Embracing Healthy Lifestyles

Research shows that up to 80% of our health is determined by social and environmental factors that occur outside the boundaries of a traditional health care setting.

As the primary prevention arm of OneCare Vermont, RiseVT works to address these factors, referred to as the social determinants of health, which include childhood experiences, housing, food access, environment, and workplace conditions. RiseVT utilizes an evidence-based model that engages all sectors of our communities to amplify existing efforts, implement behavior change interventions, improve infrastructure, and strengthen policy to support healthy lifestyles. Launched in 2018, by 2019 RiseVT program managers were stationed in nine of Vermont's 13 health service areas, serving 124,230 Vermonters.

With 44% of Vermonters considered healthy, disease prevention and health promotion are key strategies to maintain the health of this population and reduce their risk for developing a chronic disease and other illnesses. Disease prevention keeps people out of the hospital, reduces overall healthcare spending, and has the power to improve the quality of life for Vermonters. To learn more, visit www.risevt.org.

75 Projects

undertaken or implemented by
RiseVT program managers



Embedded in 9 Hospitals

36 Communities served by 16 program managers

\$238,818
in Amplify Grants Awarded

directly to Vermont communities for
health and wellness activities, and systems change



Launch of "Sweet Enough" -
a statewide campaign to reduce
sugary beverage consumption

Infographics on this page represent a snapshot of 2019 data.

DULCE

Developmental Understanding and Legal Collaboration for Everyone (DULCE) is an intervention model taking place within pediatric care offices to address health in infants ages zero to six months and to provide parental support.

- Local Parent Child Centers employ family specialists who are embedded in the pediatric practice. They:
 - Attend well-child visits from birth to six months.
 - Support healthy growth and development
 - Help navigate social services
 - Connect families to legal supports
- OneCare helped expand new DULCE sites in Sept. 2019, for a total of five pediatric practices using this model.
- The DULCE sites are working to expand the program and further integrate within pediatric practices. The physicians have found the program extremely helpful and have increased the value of their visits with families. Parents have also found success.



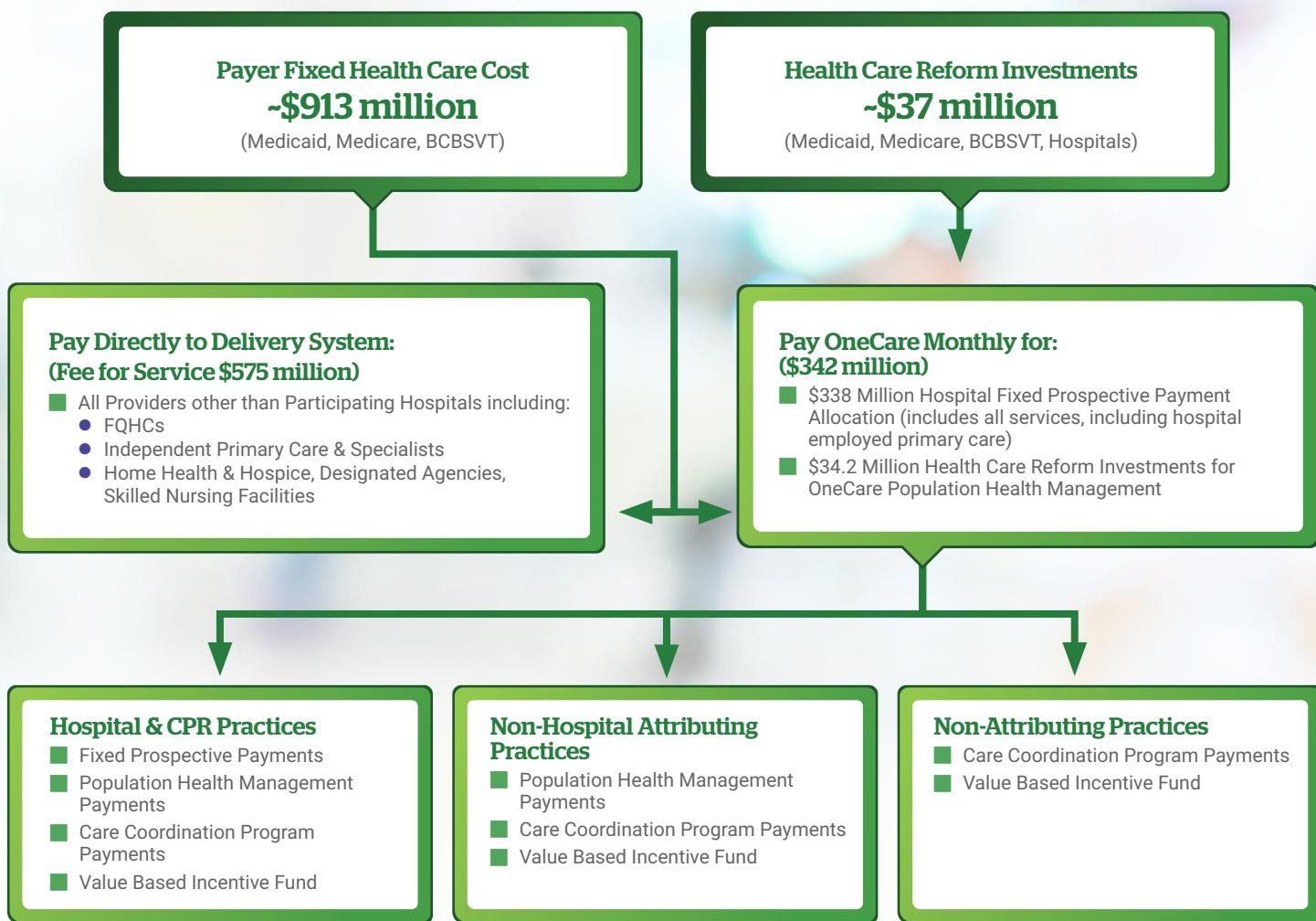
Finances

Total Accountability for Health Care

OneCare works to address costs for all health care spending for patients in the network. In 2019, OneCare was accountable for \$913 million of health care costs in Vermont. Here's the breakdown by insurance:

Breakdown by Insurance	Amount
Medicare	\$533 million
Medicaid	\$219 million
BCBSVT Qualified Health Plan	\$113 million
UVMMC Self-Funded	\$47 million
Total	\$913 million

2019 Financial Flow



Financial Quick Facts

OneCare's Operating Expenses=
1.7%
Total Cost of Care:

In 2019, OneCare operated within a narrow margin while maintaining accountability for \$913 million of health care costs. OneCare's total operating budget was \$15.1 million, which is **1.7% of the \$913 million** - the total cost of care. The table to the right breaks it down:



2019 Operating Expense By Function	Amount
Salaries & Fringe	\$8,108,431
Purchased Services	\$2,167,363
Contract & Maintenance	\$1,048,492
Lease & Rental	\$378,091
Utilities	\$41,715
Other Expenses	\$3,367,688
Total	\$15,111,780

\$338 million

paid to participating providers

In 2019, OneCare paid providers \$338 million in fixed payments, a 56% expansion over 2018.

Fixed Payments Results in Better Focus on Outcomes

OneCare administers fixed payments so that providers can focus on caring for patients and improving health outcomes.



Investing in Quality

- \$6.3 million in quality payments

OneCare paid \$6.3 million in quality payments to health care organizations in 2019. Health care organizations with high scores on standardized measures of quality earn quality dollars.

Investing in Prevention

\$34.2 million

OneCare makes investments to improve health and stabilize costs by managing population health. For details, see the 2019 Population Health Management Recipients table below.

2019 Population Health Management Recipients

OneCare continues to invest in a diverse portfolio of population health management strategies to support healthy individuals as well as those at risk or experiencing serious illness. This table shows population health management investments for 2019:

Provider Type	Amount	Programs
Primary Care Providers	\$20.4M	OneCare Per Member Per Month; Care Coordination Program; Value Based Incentive Fund; Comprehensive Payment Reform Program; Innovation Fund; Blueprint Programs
Specialty & Acute Care	\$2.2M	Specialist Program; Value Based Incentive Fund
Supports and Services at Home (SASH)	\$3.7M	Blueprint Programs
Designated Agencies / Mental Health	\$2.2M	Care Coordination Program; Value Based Incentive Fund; Specialist Program; Innovation Fund
Community Health Teams	\$2.2M	Blueprint Programs
Community Investments	\$1.0M	Primary Prevention; DULCE
Home Health Providers	\$1.8M	Care Coordination Program; Value Based Incentive Fund
Area Agency on Aging	\$497k	Care Coordination Program
Various	\$230k	Innovation Fund; Quality Enhancement Projects
Total	\$34.2M	Total funding opportunity; dependent on provider engagement and attribution

Participants

Bennington

- Anesthesiology Associates of Bennington
- Angela Wingate, MD
- Avery Wood, MD
- Bennington Health & Rehabilitation Center
- Bennington Project Independence
- David M Gorson, MD
- Eric S Seyferth, MD
- Families First in Southern Vermont
- Green Mountain Pediatrics
- Radiology Associates of Bennington
- Shaftsbury Medical Associates
- Shires Housing
- Southwestern Vermont Medical Center
- Sunrise Family Resource Center
- The Centers for Living and Rehabilitation Center
- Turning Point Club of Bennington
- United Counseling Service of Bennington County
- United Health Alliance
- William Sarchino, DPM

Berlin

- Andrew Minkin, MD
- Barre Gardens Nursing and Rehab
- Barre Housing Authority
- Behavioral Health Network of Vermont
- Berlin Health & Rehabilitation Center
- Brattleboro
- Brattleboro Area Adult Day Services
- Brattleboro Crossings
- Brattleboro Housing Authority
- Brattleboro Memorial Hospital
- Brattleboro Retreat
- Central Vermont Council on Aging
- Central Vermont Home Health and Hospice
- Central Vermont Medical Center
- Craig E Goldberg, DO
- David W Butsch, MD
- Downstreet Housing & Community Development
- Eric Asnis, MD

- Green Mountain Wellness Solutions
- State of Vermont Agency of Human Services
- Thompson House Rehabilitation and Nursing Center
- Upper Valley Services
- Vermont Medical Society
- Vermont State Housing Authority
- Vernon Advent Christian Home
- Washington County Family Center
- Washington County Mental Health Services
- Windham & Windsor Housing Trust
- Woodridge Nursing Home

Burlington

- Age Well
- Bayada Home Health Care
- Birchwood Operations
- Burlington Health and Rehabilitation Center
- Burlington Housing Authority
- Cathedral Square Corporation
- Champlain Center for Natural Medicine
- Champlain Community Services
- Champlain Housing Trust
- Christopher J Hebert, MD
- Community Health Centers of Burlington
- Connecticut Peer Review Organization
- Elderwood at Burlington
- Essex Pediatrics
- Evergreen Family Health Partners
- Eye Vermont
- Gene Moore, MD
- Green Mountain Internal Medicine
- Green Mountain Nursing and Rehabilitation Center
- Haig Physical Medicine
- Howard Center
- Lake Champlain Gynecologic Oncology
- Lakeside Pediatrics
- Matrix Health Systems
- Mountain View Natural Medicine
- Neurological Associates of VT
- NFI Vermont

- Northeastern Reproductive Medicine
- Paul Kenworthy, DMD
- Pediatric Medicine
- Planned Parenthood of Northern New England
- Primary Care Health Partners - Vermont
- Richmond Family Medicine
- Starr Farm Partnership
- The University of Vermont Health Network - Home Health & Hospice
- Thomas Chittenden Health Center
- University of Vermont Medical Center
- University of Vermont Nursing and Health Sciences Practice Group
- Vermont Gynecology
- Vermont Naturopathic Clinic
- Winooski Housing Authority

Lebanon

- Dartmouth-Hitchcock
- Dartmouth-Hitchcock Clinic
- DH Specialty Services
- Twin Pines Housing Trust
- Visiting Nurse Association and Hospice of Vermont and New Hampshire
- White River Family Practice

Middlebury

- Addison County Community Trust
- Addison County Home Health and Hospice
- Carl Petri, MD, FACS
- Counseling Service of Addison County
- Elderly Services
- Helen Porter Nursing Home
- Middlebury Family Health
- Natural Family Health
- Porter Hospital
- Pulmonary Internists
- Rainbow Pediatrics
- Tri Valley Transit
- Turning Point Center of Addison County
- Vermont SpineWorks and Rehabilitation

Morrisville

- Lamoille Family Center
- Lamoille Home Health Agency
- Lamoille Housing Partnership

Newport

- Bel-Aire Center
- North Country Hospital
- Northeast Kingdom Hematology Oncology
- Orleans Essex VNA & Hospice
- Union House Nursing Home

Randolph

- Clara Martin Center
- Gifford Health Care
- Gifford Medical Center
- Upper Valley Pediatrics

Rutland

- Community Health Centers of the Rutland Region
- Mountain View Center
- National Church Residences of Pittsford, VT
- National Church Residences of Rutland, VT
- Rutland Healthcare & Rehabilitation Center
- Rutland Housing Authority
- Rutland Mental Health Services
- Rutland Naturopathic
- Rutland Regional Medical Center
- Rutland SASH
- Southwestern Vermont Council on Aging
- The Pines at Rutland Center for Nursing and Rehabilitation
- VNA & Hospice of the Southwest Region

Springfield

- Health Care and Rehabilitation Services of Southeastern Vermont
- Housing Authority of the Town of Springfield
- Lincoln Street
- Senior Solutions
- Springfield Health & Rehabilitation Center
- Springfield Hospital
- Springfield Medical Care Systems

St Albans

- Champlain Imaging
- Clinical Colleagues
- Cold Hollow Family Practice
- Franklin County Home Health Agency
- Franklin County Rehab Center
- Mary Ann Yeatts-Peterson, MD
- Michael J Corrigan, MD
- Northwestern Counseling and Support Services
- Northwestern Medical Center
- Saint Albans Healthcare and Rehabilitation
- The Richford Health Center
- The Villa Rehab Center

St Johnsbury

- Northeastern Vermont Regional Hospital
- Northeast Kingdom Council on Aging
- Northeast Kingdom Human Services
- Northern Counties Health Care
- RuralEdge
- St Johnsbury Health and Rehabilitation Center

Townshend

- Valley Cares

Windsor

- Cedar Hill Health Care Corporation
- Mt Ascutney Hospital and Health Center

To access the most recent list of participants, visit: <https://www.onecarevt.org/participants>.