

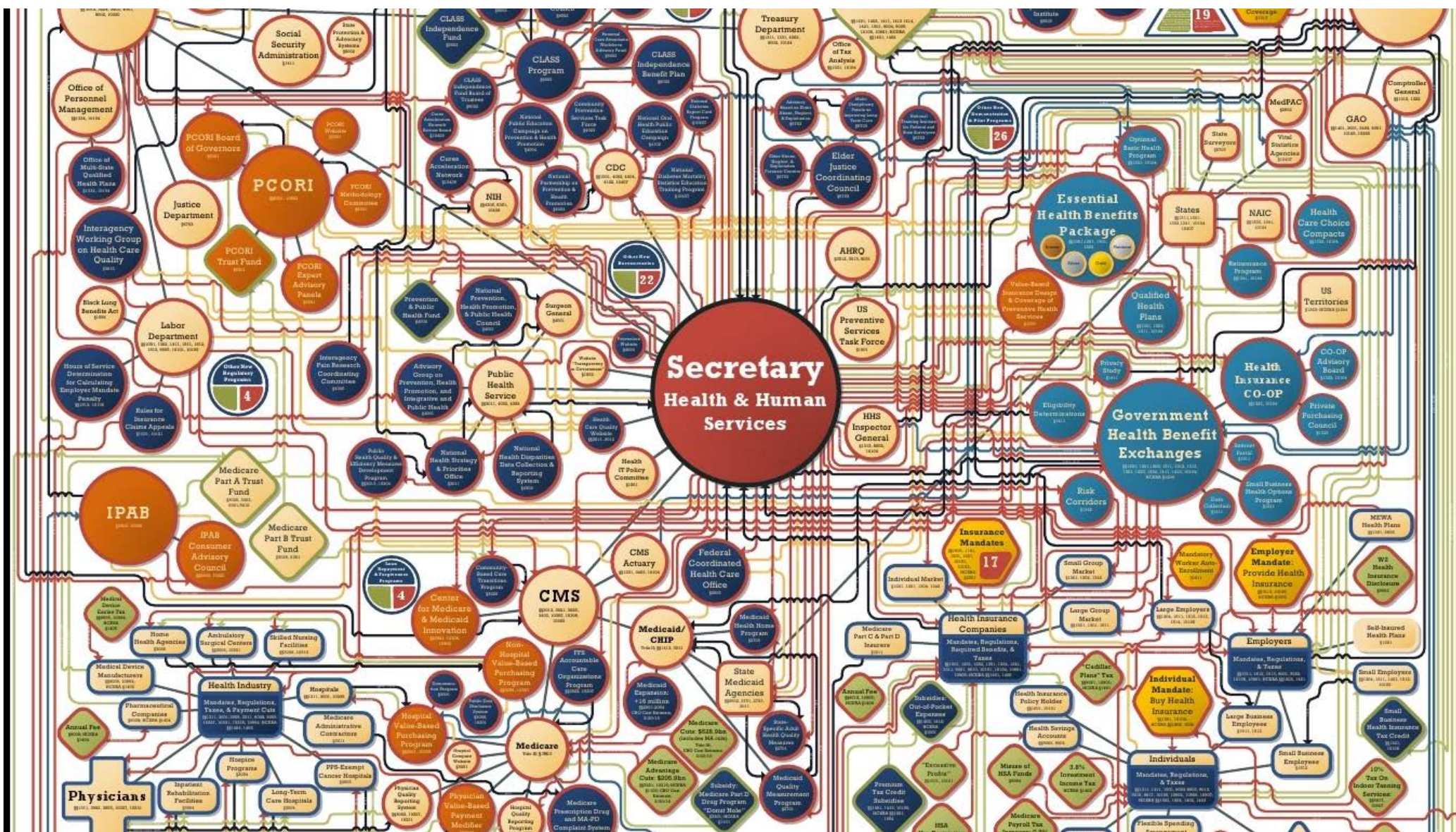


North Carolina Community Health Workers

The contextual and community experts on the continuum of health

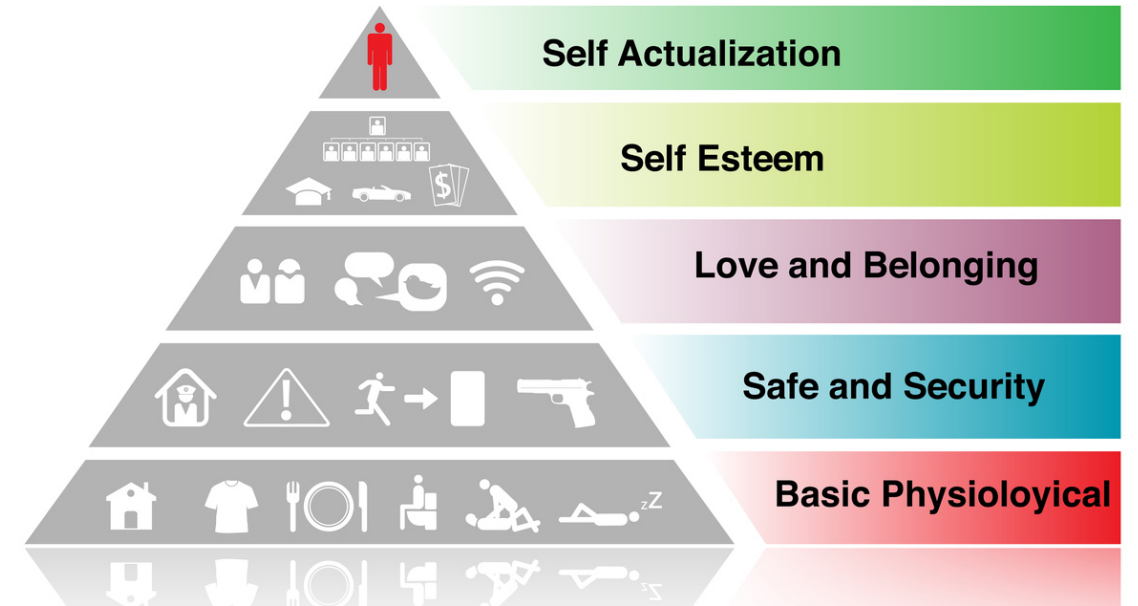
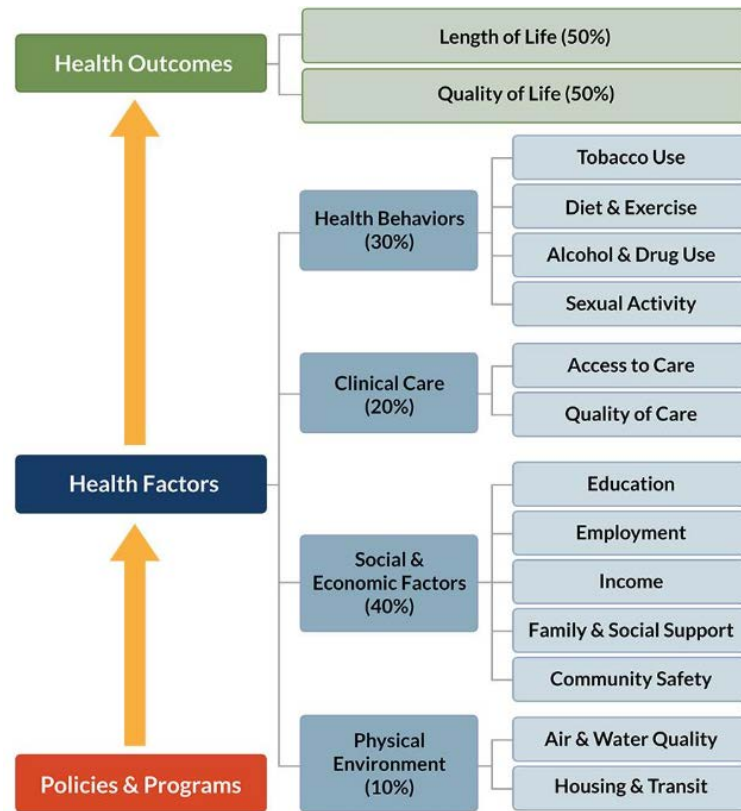
NCIOM Accountable Care Communities Taskforce Meeting

April 30, 2018



Improving the Health of Populations





Whole Person Health

Mission

Establish a sustainable infrastructure that acknowledges the value of CHWs, supports their professional identity and integrates their role in the healthcare team.

Goals

- ☐ Identify core competencies for NC CHWs
- ☐ Recommend model training curriculum
- ☐ Develop model certification process
- ☐ Develop model program credentialing process
- ☐ Devise strategies for reimbursement of services



AMERICAN PUBLIC HEALTH ASSOCIATION

For science. For action. For health.

A “frontline public health worker who is a **trusted member** of and/or has an **unusually close understanding of the community served**. This trusting relationship enables the CHW to serve as a liaison/link/intermediary between health/social services and the community to facilitate access to services and improve the quality and cultural competence of service delivery. A CHW also builds individual and community capacity by increasing health knowledge and self-sufficiency through a range of activities such as outreach, community education, informal counseling, social support and advocacy.

NC CHW Definition

I CARE
I AM A CHW

**I AM THE VOICE OF
THE COMMUNITY**
I AM A CHW

**I SUPPORT,
ADVOCATE AND
COORDINATE**
I AM A

**I AM A BARRIER
BUSTER**
I AM A

I AM DR
I AM



Why are CHWs distinctive and effective?

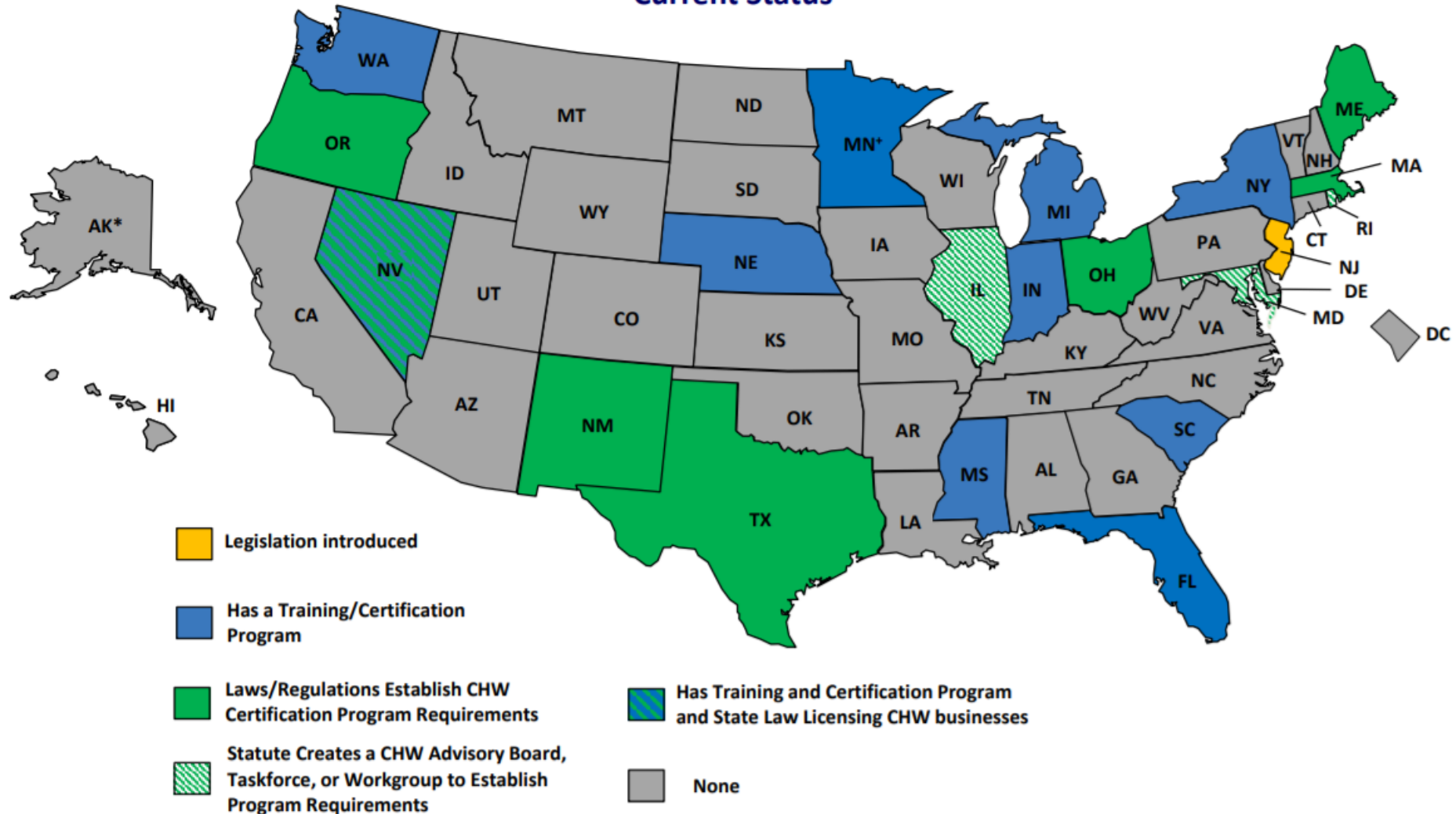
- ☐ Expertise is based on *shared life experience* and (usually) *cultural background* with population served
- ☐ Do not provide clinical care (e.g., diagnose or treat)
- ☐ Generally do not hold another clinical license
- ☐ Spend more time with people in home, community, and clinic
- ☐ Address social determinants of health
- ☐ Trusting relationships based on shared power and “Three C’s” of community: Connectedness, Credibility, Commitment
- ☐ Core values based in equality, justice, empathy





Community Health Workers (CHWs) Training/Certification Standards

Current Status



*AK does not have a state-run CHW training program, but statutorily provides community health aide grants for third-parties to train community health aides.

+MN also allows Medicaid payments for certified CHW services

Last updated: 1/17/2017

Nine
Competencies

Four
Roles

Standardized
Training



**COMMUNITY HEALTH WORKERS
IN NORTH CAROLINA:
CREATING AN INFRASTRUCTURE
FOR SUSTAINABILITY**

**Final Report and Stakeholder Recommendations of the
North Carolina Community Health Worker Initiative**

9 Core Competencies

**Communication
Skills**

**Interpersonal
Skills**

**Service
Coordination
Skills**

**Capacity
Building Skills**

Advocacy Skills

**Education and
Facilitation
Skills**

Outreach Skills

Knowledge Base

**Personal Skills
and
Development**

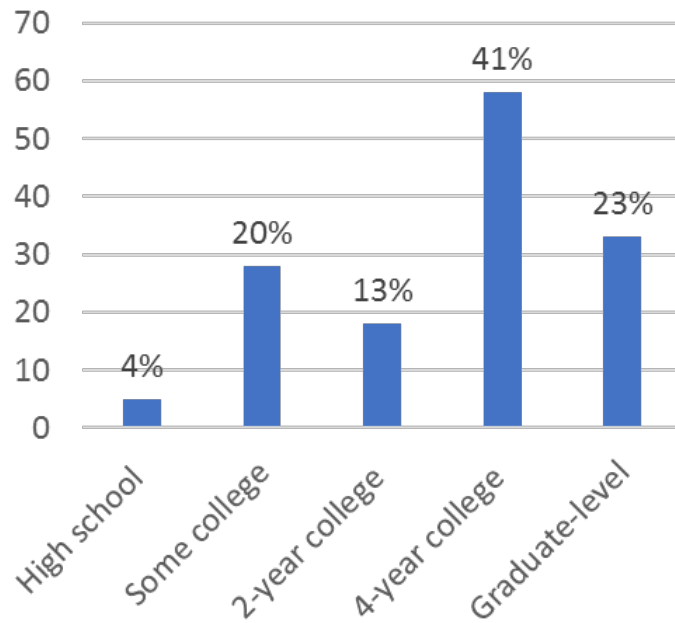


Cultural Liaisons
Health Navigators
Health and Wellness Promoters
Advocates

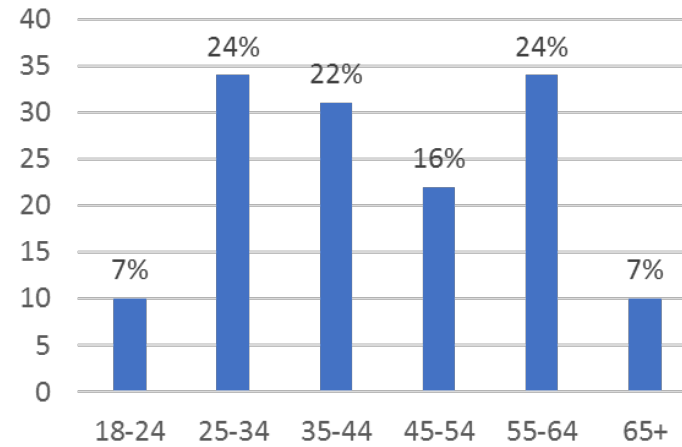
NC Community
Health Workers

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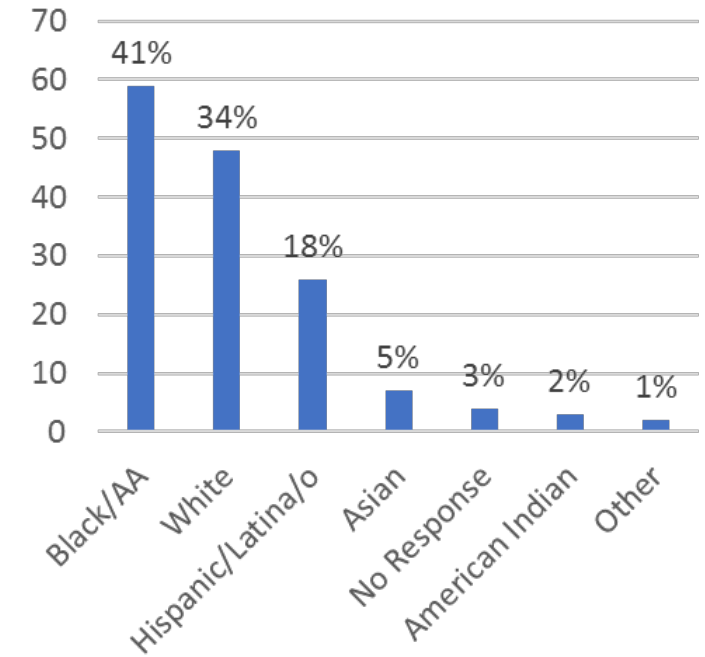
Education



Age

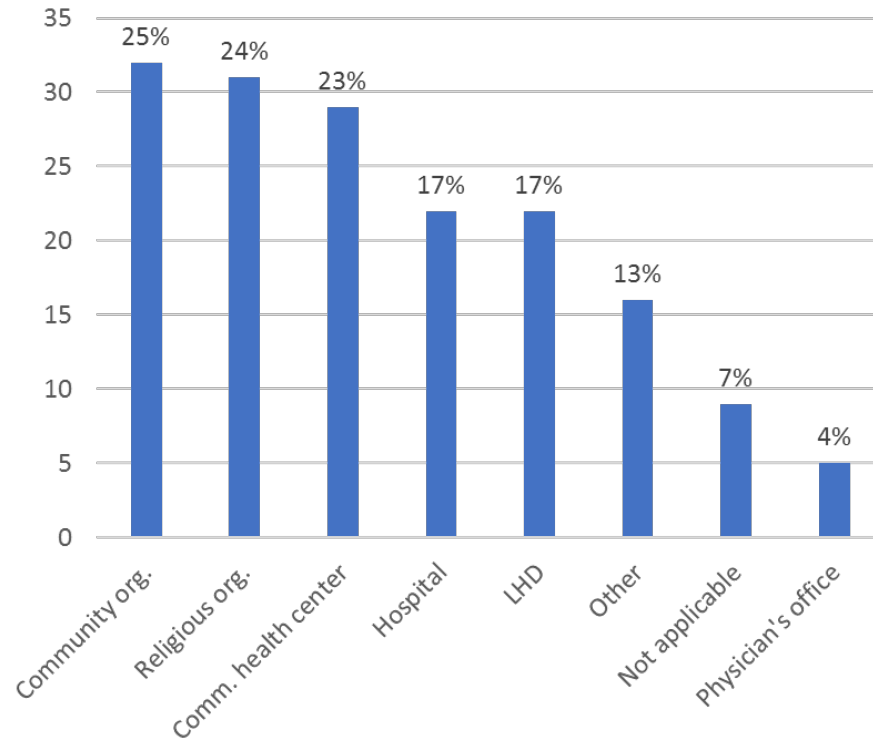


Race/Ethnicity

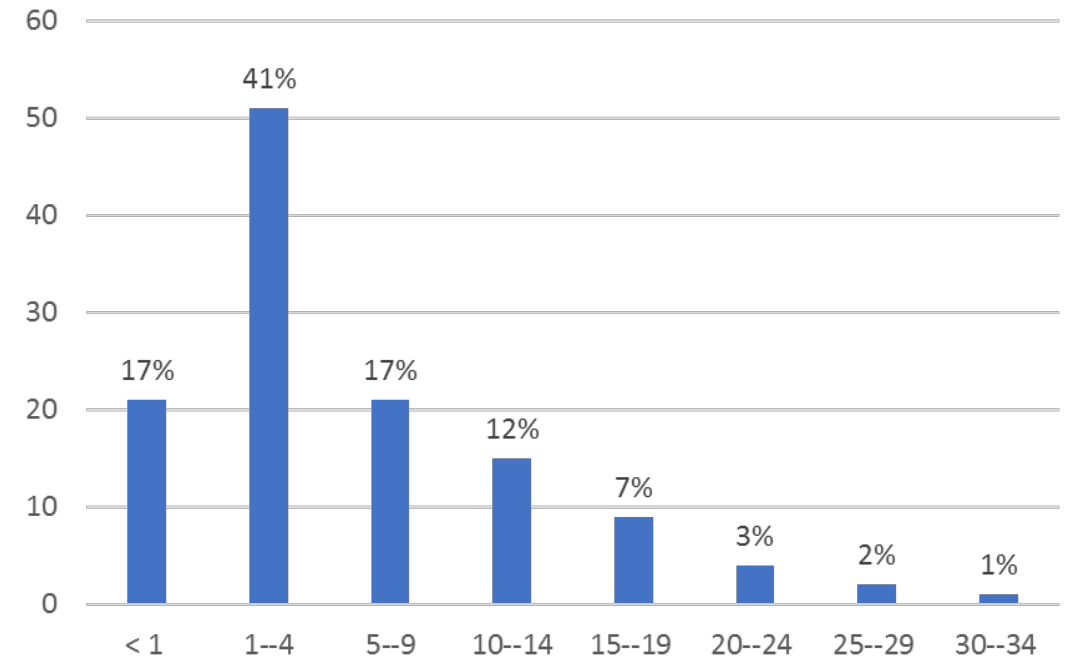


Findings: Demographics

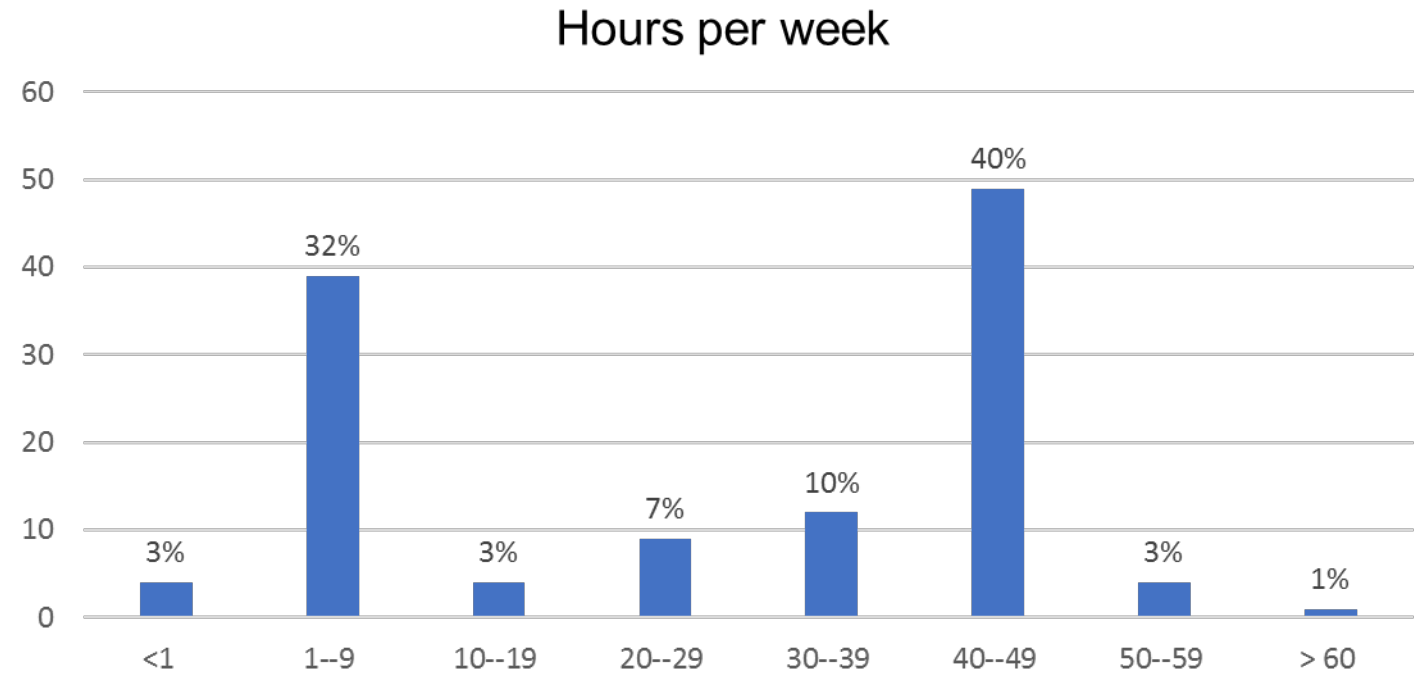
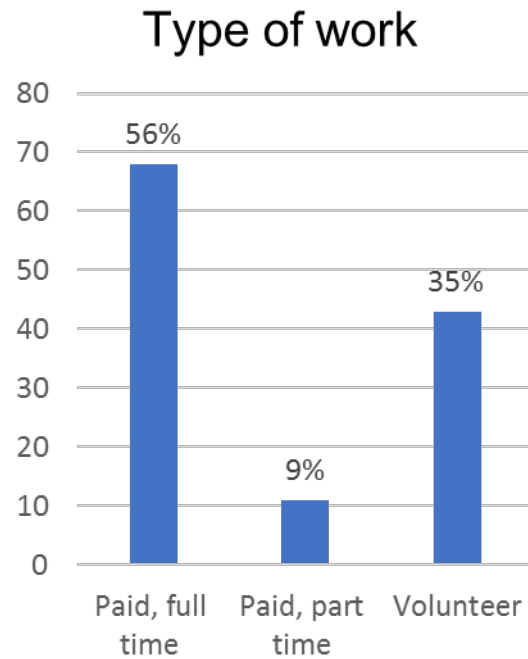
Organization type



Years working as CHW in US

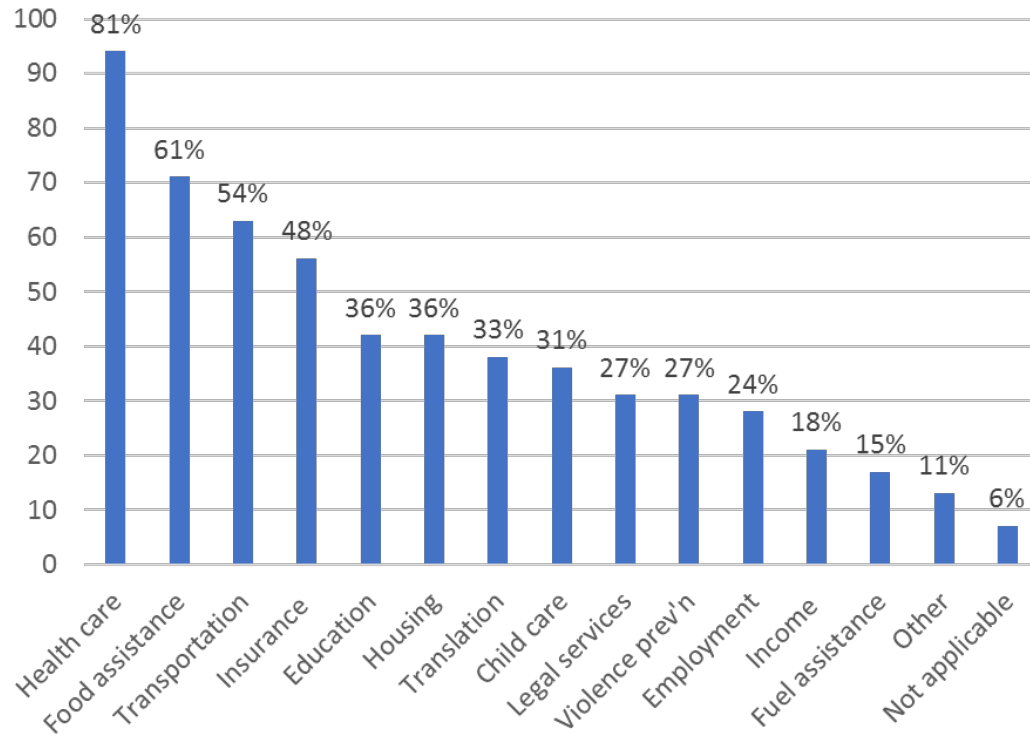


Findings: Employment

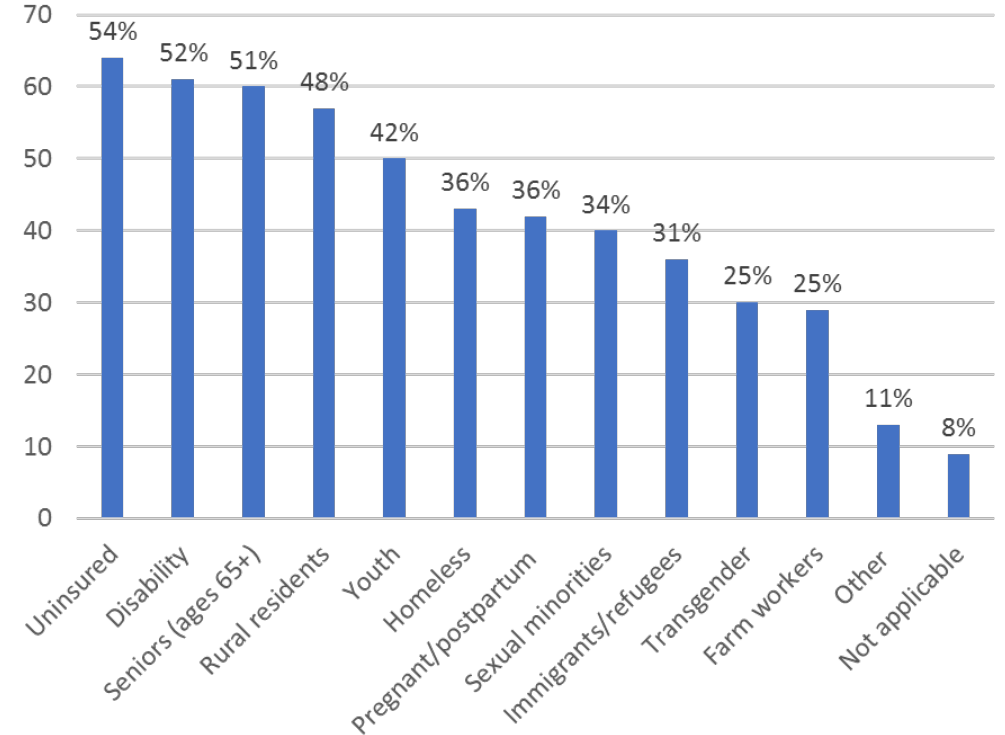


Findings Employment - Continued

Resource connections

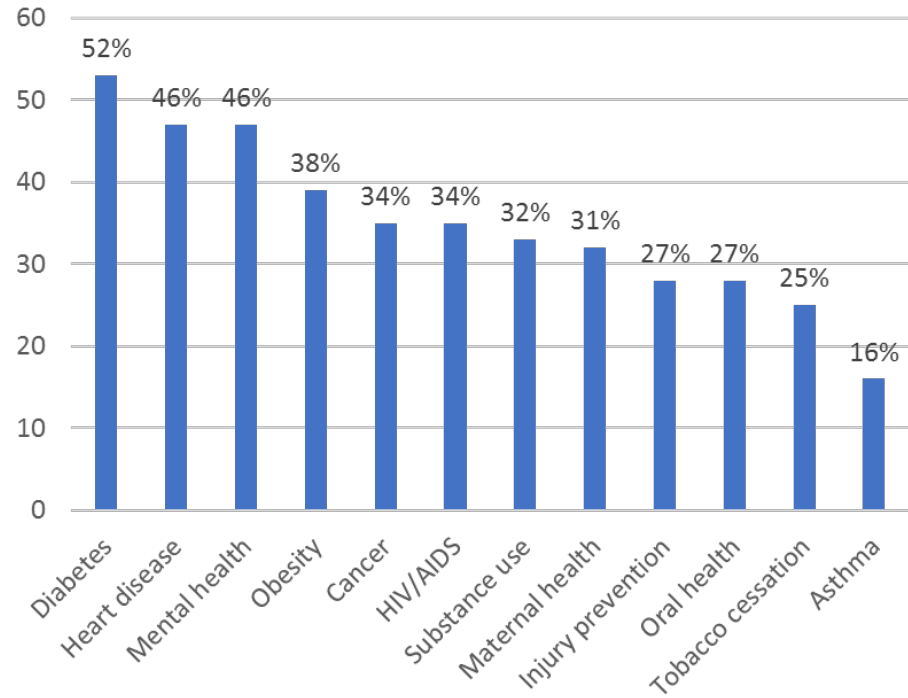


Work with specific populations

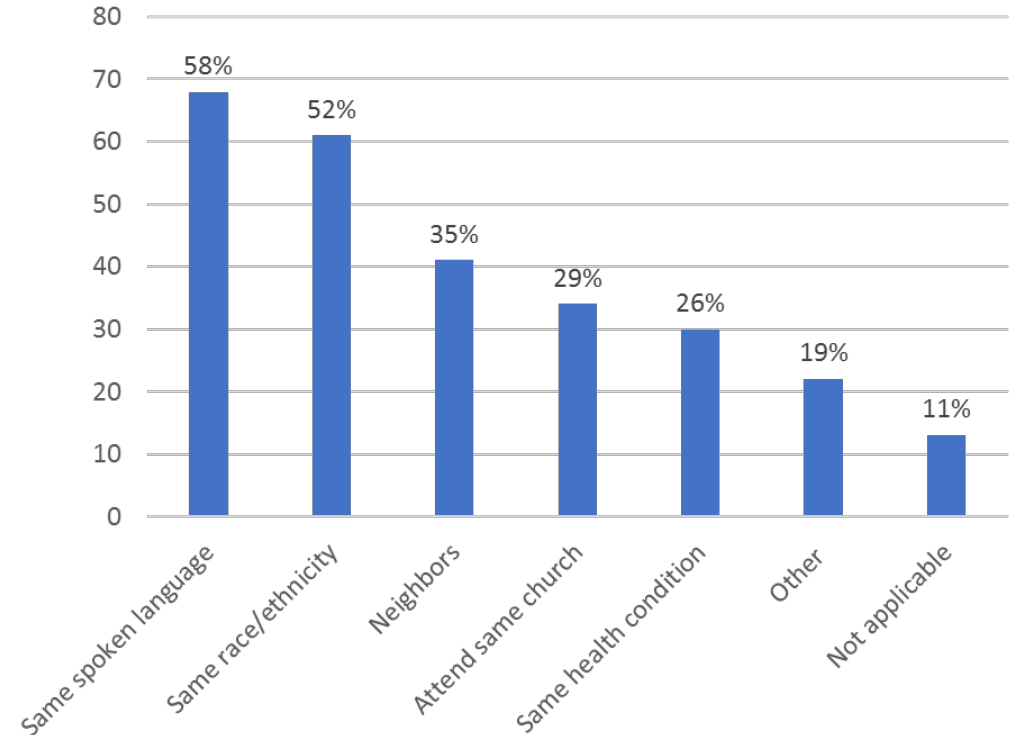


Findings: Roles and Responsibilities

Health issues



Relation to clients



Findings: Roles and Responsibilities

What is the N.C. context for CHW financing?

- ❑ Medicaid program and health reform, managed care
- ❑ State of CHW integration into health systems
- ❑ Stage of CHW infrastructure (training, credentialing, CHW definition & scope of practice, core competencies, etc.)
- ❑ Features of stakeholder networks, engagement, and leadership (state health department support, CHW association, coalitions, etc.)



Why is Medicaid important?

- ❑ Covers low-income populations served by CHWs
- ❑ Influences other payers & providers — legitimizes services, workforces
- ❑ Center for Medicare & Medicaid Services (CMS) is leading delivery and payment reform—provides demonstration funding, waiver flexibility



Payment Mechanisms: Strategies and Options

- ❑ Medicaid—policy level change and MMCOs
 - ❑ 1115 waivers (including Delivery System Reform Incentive Payment (D\$RIP, dual eligible)
 - ❑ State Plan Amendments
 - ❑ **Administrative payments**
- ❑ Internal financing by providers
- ❑ FQHC prospective payments



Payment Mechanisms (continued)

- ☐ Global or other alternative payments
- ☐ Bundled payments for episodic or encounter-based payments
- ☐ Supplemental enhanced payment for specific purposes (per member per month wrap-around services for target populations)



Favorable Medicaid Trends

- ❑ Waivers encouraged by new HHS Secretary
- ❑ D\$RIP Waivers growing in popularity—
(ACOs)
- ❑ State Plan Amendments
- ❑ Health Homes
- ❑ Other (MN, SD) defining CHWs as a class of providers (MN Medicaid reimburses CHW services)



Medicaid administrative payments

- States and providers already have
 - ❑ Flexibility to use Medicaid administrative payment
 - ❑ Very common for health plans to employ/pay for CHWs as administration expense
 - ❑ CMS open to treating CHWs as cost of quality improvement efforts
 - ❑ **Gold standard**=CHWs as part of total cost of care



Medicaid Managed Care Contracts

Example: New Mexico

- ❑ Contracts **now require** use of CHWs for care coordination
- ❑ Plan must describe role of CHWs in patient education and **list CHW services in benefits package**
- ❑ *KEY point:* CHW care coordination costs factored into cost of services



Michigan Medicaid MCO re-bid RFP (2015)

- ☐ **Requires** plan to offer CHWs or peer support specialists to members with significant BH and/or complex care needs
- ☐ Specifies a range of CHW services, including home visits, referrals, self care education, advocacy with providers
- ☐ Each plan must establish payment method for CHW services
- ☐ Requires at least 1 FTE CHW per 20,000 members



Medicaid Higher Level Policy tools: 1115 Waiver

- ☐ Demonstration programs approved by CMS to test new delivery and payment mechanisms
- ☐ Short-term but renewable (3-5 years)
- ☐ Commonly used by states to gain approval for system reforms to meet Triple Aim goals.



1115 Waiver example: Arkansas

- ❑ **Demonstration of “Community Connectors”** in home and community-based long term care
- ❑ Private foundation funding used for non-federal match
- ❑ Showed 3:1 net return in total cost of care
- ❑ State is expanding as part of regular Medicaid operations



1115 Waiver Example: Texas

- ❑ DSRIP grants financed delivery system reforms in **safety net systems** in exchange for sustained support for uncompensated care
- ❑ Created a **Community Care Collaborative as integrated system for low-income** in central TX
- ❑ **CHWs employed in over 300 local grants:** navigation for ER users, care coordination and care transfers, and chronic disease self-management support, “neighborhood engagement” in San Antonio.



- ❑ **1) CMS lists “Pathways to Health” model as a recommended model for care coordination**
- ❑ **2) Oregon** requires CHWs and similar workforces be included and paid as part of their Coordinated Care Organizations (**ACOs**)
- ❑ **3) Rhode Island Medicaid** is set to cover asthma home visiting model as a part of benefits package—often a CHW-led model
- ❑ **4) Health Homes** model in several states employ
- ❑ CHWs (Maine, Michigan, Missouri, New York)

CHW models expansion—
random examples



Support	Support standardized Core Competency Training
Recognize	Support and recognize NC CHW Network
Pilot	Pilot models to contribute to the evidence base and Return on Investment (ROI) on population health
Support	Support the establishment of a NC CHW Certification and Accreditation Board
Support	Support sustainable funding; living wage
Provide	Provide necessary tools for success (EHR access)
Develop	Develop protocols within care teams that recognize CHWs contribution
Provide	Provide addition specialized training

NC CHW Workforce Development





NC Carolina CHW Initiative

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