

**To:** Sandra Heffernm Effective Healthcare Design, for the Project Management Committee

**From:** Scott Leitz

**Re:** Initial List, Historical Scan, Alaska Healthcare Transformation Project

**Date:** November 5, 2018

The NORC team is pleased to submit an initial list of health reform experiments in Alaska, for the historical scan statement of work on the Alaska Healthcare Transformation Project. Exhibit A below presents the list of experiments. We look forward to the Project Management Committee’s feedback on this list, especially to note any reform experiments we may have inadvertently excluded and for guidance on which health reform experiments should be the subject for in-depth research and analysis. In addition, we would appreciate clarifications or corrections PMC is able to offer based on first-hand knowledge of the experiments listed, since incomplete information was available online for some initiatives (such as the Alaska Patient Centered Medical Home Initiative).

**How our team compiled this list:** NORC and ISER have developed an initial list of 30 health reform experiments in Alaska that were active between 2008 and 2018. This list was developed based on a review of the list of reports and studies developed under the meta-analysis task; a review of the Alaska Department of Health and Social Services, Alaska Health Care Commission, CMS Innovation Center, and Rural Health Information Hub web pages; a search of the Anchorage Daily Journal; and a Google search.

**Inclusion/exclusion criteria for the list:** We defined a “health reform experiment” as the implementation of a new health care program, project, or model, or a substantial change to an existing health care policy or program, with the goal of improving the patient or provider experience of care, improving the health of populations, and/or reducing the per capita costs of health care. Additionally, we restricted our search to initiatives targeted at one or more of the five focus areas identified by PMC: primary care, coordinated care, payment reform, data analytics, and social determinants of health. We focused on initiatives that began in 2008 or later, although we did include a few significant reforms initiated before 2008. The attached table lists the name of each health reform experiment, the years in which it was active, the focus topic area(s), and the region(s) in which it took place.

**Gaps analysis:** The initial list includes a wide variety of health reform projects: Medicaid reforms, workforce initiatives, integrated care models, alternative payment models, behavioral health reforms, and

community-based prevention programs. Some are local initiatives, others are state-led, and others are federal demonstration programs in which Alaska or Alaska-based organizations participated. The reforms are distributed fairly evenly across the selected time period. While many of the reforms identified were either statewide or implemented in Anchorage, we also identified initiatives in the Gulf Coast region, the Matanuska-Susitna Borough, Southeast region, Southwest region, Fairbanks, and the Norton Sound region. We identified reforms focused on all five of the topic areas, although we found fewer reforms focused on data analytics.

*Exhibit A: Health Reform Experiments in Alaska*

<b>Name of Reform Experiment</b>	<b>Years</b>	<b>Topic(s) of Focus</b>	<b>Region</b>
Nuka System of Care (Southcentral Foundation) <sup>1</sup>	1999 - Present	Primary care, coordinated care, social determinants of health	Anchorage, Matanuska-Susitna Valley, Rural Anchorage Service Unit
Alaska Wellness Warriors Initiative <sup>2</sup>	2004-Present	Social determinants of health	Statewide
Prince of Wales Health Network <sup>3</sup>	2008-Present	Primary care, coordinated care, social determinants of health	Prince of Wales Island
Alaska Women’s Recovery Project <sup>4</sup>	2008-Present	Social determinants of health	Anchorage
Targeted Rural Underserved Track (TRUST) Program <sup>5,6</sup>	2008-Present	Primary care	Statewide
Colorectal Cancer (CRC) Screening Patient Navigator Demonstration Project (Alaska Native Tribal Health Consortium) <sup>7</sup>	2009-2010	Primary care	Not specified
Alaska Health Care Commission <sup>8,9</sup>	2009-2015	Primary care, payment reform, social determinants of health	Statewide
Kodiak Area Native Association electronic clinical reminders <sup>10</sup>	2009-2011	Primary care	Kodiak
Alaska Health Workforce Coalition <sup>11</sup>	2010-Present	Primary care	Statewide
FQHC Advanced Primary Care Practice Demonstration <sup>12</sup>	2011-2014	Primary care, coordinated care	Anchorage

<b>Name of Reform Experiment</b>	<b>Years</b>	<b>Topic(s) of Focus</b>	<b>Region</b>
Patient Centered Medical Home Pilot Program (3 clinics) <sup>13</sup>	2011-2014 <sup>i</sup>	Primary care, coordinated care	Wrangell, Talkeetna, Bethel
Ukudigatunal Wellness Center - Implementation of the IHS Improving Patient Care Collaborative <sup>14</sup>	2011-2012	Primary care, coordinated care	Aleutian Islands
Housing First <sup>15</sup>	2011-Present	Social determinants of health	Anchorage, Fairbanks
Complex Behavior Collaborative <sup>16,17</sup>	2012-Present	Coordinated care	Statewide
Health Care Innovation Awards: Peacehealth Ketchikan Medical Center <sup>18</sup>	2012-2015	Primary care, coordinated care	Ketchikan and Craig
Strong Start for Mothers and Newborns Initiative – Birth Center Approach <sup>19</sup>	2012-2016	Coordinated care	Anchorage, Juneau, and Wasila
Alaska Medicaid Coordinated Care Initiative <sup>20,21</sup>	2014-Present	Coordinated care, data analysis	Statewide
Alaska Patient Centered Medical Home Initiative <sup>22,23</sup>	2014-Present	Primary care, coordinated care	Statewide
Bundled Payments for Care Improvement: Model 2 and 3 (The Alaska Hospitalist Group/Liberty Health Partners) <sup>24,25</sup>	2014-Present	Coordinate care, payment reform	Anchorage
Medicaid expansion <sup>26</sup>	2015-Present	Payment reform	Statewide
Transforming Clinical Practice Initiative <sup>27,28,29</sup>	2015-2019	Payment reform, data analysis	Statewide

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<sup>i</sup> Based on the available information online, the team was unable to confirm the end date of the PCMH pilot program.



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Name of Reform Experiment	Years	Topic(s) of Focus	Region
Healthy Alaska Medicaid Redesign (SB 74) <sup>30</sup> <ul style="list-style-type: none"> <li>Coordinated Care Demonstration Projects (in RFP/award phase)<sup>31</sup></li> <li>Behavioral health system reform (see 1115 submission, below)</li> <li>Quality &amp; cost-effectiveness targets<sup>32</sup></li> </ul>	2016-Present	Payment reform, coordinated care, data analysis	Statewide
Alaska Reinsurance Program (1332 waiver approved in 2017) <sup>33</sup>	2016-Present	Payment reform	Statewide
Alaska Early Childhood Comprehensive Systems Impact Project <sup>34</sup>	2016-2021	Coordinated care, social determinants of health	Norton Sound Region, Matanuska-Susitna Borough, Kodiak Island
Million Hearts: Cardiovascular Disease Risk Reduction Model <sup>35</sup>	2017-2022	Primary care, data analysis	Anchorage
6/18 Initiative (CDC) <sup>36</sup>	2017-Present	Coordinated care, social determinants of health	Statewide
Alaska Primary Care Association Apprenticeship programs <sup>37,38</sup>	2017-Present	Primary care	Statewide
Bundled Payments for Care Improvement Advanced <sup>39</sup>	2018-2023	Coordinate care, payment reform	Anchorage
Medicaid Section 1115 Behavioral Health Demonstration Application (pending) <sup>40</sup>	2018-Pending approval	Primary care, coordinate care, data analysis, social determinants of health	Statewide

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- 1 Robert Onders, James Spillane, Brigg Reilley & Jessica Leston. 2014. Use of Electronic Clinical Reminders to Increase Preventive Screenings in a Primary Care Setting: Blueprint from a Successful Process in Kodiak, Alaska. *Journal of Primary Care & Community Health* vol 5(1): 50-54.
  - 2 [http://dhss.alaska.gov/HealthyAlaska/Documents/redesign/MCD\\_Quality\\_Cost\\_Target\\_Report.pdf](http://dhss.alaska.gov/HealthyAlaska/Documents/redesign/MCD_Quality_Cost_Target_Report.pdf)
  - 3 <https://www.ruralhealthinfo.org/project-examples/636>
  - 4 <https://www.southcentralfoundation.com/services/behavioral-health/awrp/>
  - 5 <http://dhss.alaska.gov/dhcs/Pages/amcci/default.aspx>  
[https://www.ncbi.nlm.nih.gov/pubmed/?term=The+WWAMI+Targeted+Rural+Underserved+Track+\(TRUST\)+Program%3A+An+Innovative+Response+to+Rural+Physician+Workforce+Shortages](https://www.ncbi.nlm.nih.gov/pubmed/?term=The+WWAMI+Targeted+Rural+Underserved+Track+(TRUST)+Program%3A+An+Innovative+Response+to+Rural+Physician+Workforce+Shortages)
  - 6 <https://www.ruralhealthinfo.org/project-examples/780>
  - 7 Diana Redwood, Ellen Provost, David Perdue, Donald Haverkamp, and David Espey. March 2012. The last frontier: innovative efforts to reduce colorectal cancer disparities among the remote Alaska Native population. *Gastrointest Endosc.* 75(3): 474-480.
  - 8 <http://dhss.alaska.gov/ahcc/Pages/default.aspx>
  - 9 <http://dhss.alaska.gov/ahcc/Documents/2014Annual%20ReportFINAL.pdf>
  - 10 Robert Onders, James Spillane, Brigg Reilley & Jessica Leston. 2014. Use of Electronic Clinical Reminders to Increase Preventive Screenings in a Primary Care Setting: Blueprint from a Successful Process in Kodiak, Alaska. *Journal of Primary Care & Community Health* vol 5(1): 50-54.
  - 11 <https://www.ruralhealthinfo.org/project-examples/723>
  - 12 <https://innovation.cms.gov/initiatives/FQHCs/>
  - 13 <https://www.pcpcc.org/initiatives/alaska>
  - 14 Annette Cecile Siemens. 2016. Improving Patient Care Delivery in a Small Alaska Native Health Care Organization. Walden University: Walden Dissertations and Doctoral Studies Collection.
  - 15 <https://alaskamentalthetrust.org/wp-content/uploads/2018/05/EvaluatingHousingFirstProgramsInAlaska-May2017.pdf>
  - 16 [http://dhss.alaska.gov/dph/HealthPlanning/Documents/publications/assets/09-2010\\_Alaska\\_Behavior\\_Management\\_Collaborative\\_report.pdf](http://dhss.alaska.gov/dph/HealthPlanning/Documents/publications/assets/09-2010_Alaska_Behavior_Management_Collaborative_report.pdf)
  - 17 <http://dhss.alaska.gov/dbh/Pages/ComplexBehavior/Default.aspx>
  - 18 <https://innovation.cms.gov/initiatives/Health-Care-Innovation-Awards/Alaska.html>
  - 19 <https://innovation.cms.gov/initiatives/Strong-Start/>
  - 20 <http://dhss.alaska.gov/dhcs/Pages/amcci/default.aspx>
  - 21 [http://dhss.alaska.gov/HealthyAlaska/Documents/redesign/FY-2017\\_Annual\\_Medicaid\\_Reform\\_Report\\_1-23-18.pdf](http://dhss.alaska.gov/HealthyAlaska/Documents/redesign/FY-2017_Annual_Medicaid_Reform_Report_1-23-18.pdf)
  - 22 <https://www.pcpcc.org/initiatives/alaska>
  - 23 <https://www.pcpcc.org/initiative/alaska-patient-centered-medical-home-initiative-ak-pcmh-i>
  - 24 <https://innovation.cms.gov/initiatives/BPCI-Model-3/index.html>
  - 25 <https://innovation.cms.gov/initiatives/BPCI-Model-2/index.html>
  - 26 <https://www.healthinsurance.org/alaska-medicaid/>
  - 27 <https://waportal.org/directory/peacehealth-practice-transformation-network>
  - 28 <https://depts.washington.edu/uwmedptn/tools-resources/tepi/>
  - 29 <https://innovation.cms.gov/initiatives/Transforming-Clinical-Practices/>
  - 30 [http://dhss.alaska.gov/HealthyAlaska/Pages/Redesign/Redesign\\_news.aspx](http://dhss.alaska.gov/HealthyAlaska/Pages/Redesign/Redesign_news.aspx)
  - 31 [http://dhss.alaska.gov/HealthyAlaska/Documents/redesign/FY-2017\\_Annual\\_Medicaid\\_Reform\\_Report\\_1-23-18.pdf](http://dhss.alaska.gov/HealthyAlaska/Documents/redesign/FY-2017_Annual_Medicaid_Reform_Report_1-23-18.pdf)

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- <sup>32</sup> [http://dhss.alaska.gov/HealthyAlaska/Documents/redesign/MCD\\_Quality\\_Cost\\_Target\\_Report.pdf](http://dhss.alaska.gov/HealthyAlaska/Documents/redesign/MCD_Quality_Cost_Target_Report.pdf)
- <sup>33</sup> <https://gov.alaska.gov/newsroom/2018/02/federal-government-to-distribute-58-million-to-alaska-reinsurance-program-in-2018/>
- <sup>34</sup> <http://dhss.alaska.gov/dph/wcfh/Pages/eccs/plan.aspx>
- <sup>35</sup> <https://innovation.cms.gov/initiatives/Million-Hearts-CVDRM>
- <sup>36</sup> <https://www.618resources.ches.org/618-initiative-in-action/>
- <sup>37</sup> <https://www.adn.com/business-economy/2017/02/04/new-apprenticeship-programs-aim-to-train-alaska-workers-amid-a-tough-job-market/>
- <sup>38</sup> <https://www.alaskapca.org/apprenticeship>
- <sup>39</sup> <https://innovation.cms.gov/initiatives/BPCI-Advanced/>
- <sup>40</sup> <https://www.medicaid.gov/Medicaid-CHIP-Program-Information/By-Topics/Waivers/1115/downloads/ak/behavioral-health/ak-behavioral-health-demo-pa.pdf>