

**Joint Medicaid Oversight Committee Testimony Presented by  
Mark Grippi, Market President, CEO, AmeriHealth Caritas Ohio  
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Chairman Romanchuk, Vice Chairman Patton, Ranking Member West and members of the Joint Medicaid Oversight Committee, my name is Mark Grippi, and I am the Market President and CEO of AmeriHealth Caritas Ohio, the newly selected Medicaid managed care organization for the Next Generation program. I would like to thank you all for the opportunity to testify today. It is my pleasure to address innovations that could improve the cost, growth, and delivery of Ohio's Medicaid program.

First, I would like to express AmeriHealth Caritas Ohio's excitement and gratitude to be one of the Next Generation managed care organizations. Although we have not yet began directly serving members, we have been working in communities throughout the state for nearly a decade to understand both the needs and barriers Ohioans face in their journey to wellness. From helping Ohio children lay a stronger foundation for their education by sponsoring the Ohio Governor's Imagination Library Program to asthma and tobacco use prevention programs at community rec centers, we have been and continue to be engaged in communities across the state. We look forward to launching this new line of business in Ohio, knowing that the AmeriHealth Caritas already has a strong history of working with state Medicaid programs across the country. Thanks to combined efforts of Ohio community investment and national expertise, AmeriHealth Caritas Ohio is committed to being a good partner with the Ohio Administration and fulfilling our charge to deliver the Next Generation of managed care.

**About AmeriHealth Caritas Family of Companies**

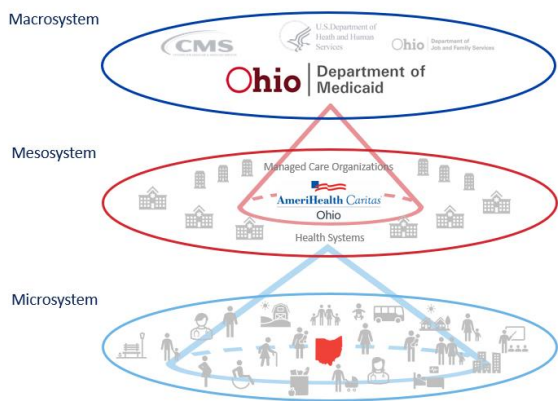
AmeriHealth Caritas Family of Companies started almost 40 years ago when the staff at the Sisters of Mercy hospital in West Philadelphia noticed that many of its Medicaid patients were using the emergency room for their primary care. By working with local providers, advocates, and civic leaders, AmeriHealth Caritas created outreach programs that improved health care access and education for our members. We now operate in 12 states and the District of Columbia, serve over 5 million members, and employ over 7,000 associates.

Our integrated healthcare approach started more than 20 years ago and coordinates services across the care continuum, investing in programming aimed at reducing disparities and addressing root causes of poverty. Each of our markets provides value-add benefits that address economic and social disparities and are designed to help our members find a pathway to prosperity and independence.

**Next Generation Model of Care**

AmeriHealth Caritas Family of Companies' commitment to address health disparities manifested in 2018 when we implemented a relationship-based, whole-person model of care strategy, called the Next Generation Model of Care. This is a strategy that fully integrates the social and clinical programs that produce a material difference in the outcome of our members' overall health. The model focuses on the social determinants of health and building strong partnerships within the communities we serve.

We believe that we were chosen for Ohio's Next Generation of managed care because this model is already engrained and fully implemented in everything that we do within our family of companies, making AmeriHealth Caritas Ohio naturally aligned with ODM's mission. We recognize that there are no shortcuts to member care. We understand that healthcare is a system, and managed care has a specific, but important place within that system. As ODM explains in its alignment framework to improve population outcomes, state and federal organizations operate at the macro level. They set priorities, direct resources, regulate, and finance programs. The microsystems are made of our members, our



communities, and our individual providers across Ohio. In the middle, you find us, the managed care organizations and the large health systems. We are tasked with fostering a system of evidence-based care, creating systems and processes that impact people in the communities, those receiving the Medicaid benefit, and those delivering the benefit. This is a significant restructuring of the siloed system where traditional Medicaid programs focused only on the direct delivery of care through provider partnerships and care management. However, AmeriHealth Caritas shifted that focus years ago, making the member the center of every program we create.

AmeriHealth Caritas’ focus on societal conditions and the social determinants of health begins even before someone becomes a member of one of our plans. We acknowledge that medical care is responsible for only 10 to 20 percent of health outcomes, but the remaining 80 to 90 percent of costs are rooted in social determinants.<sup>1</sup> These factors include access to healthy food, proper care, safe housing, and community supports. That is why AmeriHealth Caritas uses data and analytics to identify, down to the block level in a community, where gaps exist in essential resources. We also work with providers to evaluate our members’ critical needs that indicate a gap in access to basic resources that prevent them from living their best life. Within every community we serve, we are advancing whole person care and population health so we can get to the heart of what our members need to achieve levels of well-being that are not only prerequisites for good health, but also for self-sufficiency. However, to do this, we must work beyond the delivery of healthcare services.

**Beyond Healthcare**

When we move beyond viewing health as delivery of healthcare services by providers, the macro, meso, and microsystems in Ohio will be working together to help our members achieve a pathway to wellness and resilience. As a managed care organization, we are only one part of the health delivery and promotion system. A system needs to be in place to coordinate healthcare providers, communities, and resources to yield better health as well as improved social outcomes. Based on the last decade of learning in Ohio, we also know that solutions *for* the community will need to come *from* the community.

Getting beyond the healthcare services model means AmeriHealth Caritas Ohio is implementing value-based programs with providers that focus on at-risk population streams. Rather than point to arbitrary metrics that may only show improved volume of care, AmeriHealth Caritas value-based payments are structured around our population health strategy, which can more clearly demonstrate the increase in health outcomes and decrease in healthcare costs.

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**AmeriHealth Caritas Programs Go Above and Beyond Clinical Care**

**Transportation:** Rides to and from health care appointments are made possible through partnerships with local transportation services, up to 60no-cost rides.

**Housing stabilization:** Assistance is available to help members navigate the housing system in order to secure affordable housing through federal, state, and local programs, and we can also arrange modifications to existing housing to meet members' health needs.

**Emergency food:** We help members with qualifying health needs access nutritious meals through partnerships with programs such as Mom’s Meals.

**Education and employment:** Programs such as Mission GED® and Pathways to Work help members on their journey to self-sufficiency by preparing them for jobs and career opportunities.

**Support from trusted sources:** Peer-to-peer project in MI netted savings of \$12.40 per member per month.

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<sup>1</sup> Sanne Magnan, "Social Determinants of Health 101 for Health Care: Five Plus Five," NAM Perspectives, Discussion Paper, National Academy of Medicine, Washington, D.C., 2017, <https://nam.edu/social-determinants-of-health-101-for-health-care-five-plus-five/>.

By reaching beyond the expected medical outcomes, AmeriHealth Caritas Ohio will make coordinated community investments that will create a peer model that will guide and support members to achieve coordinated efforts from the medical community and member community to create pathways for members to find their way out of poverty to reach the American Dream.

AmeriHealth's innovation is the commitment to going beyond the Next Generation programs to gather feedback from trusted and familiar social circles from a member's community to create solutions for a member's community by the member community.

There are dedicated people across all layers of the system working to reduce healthcare costs and improve the lives of Ohioans. However, these efforts are rarely done in coordination.

AmeriHealth Caritas is proud to be a part of the Next Generation, where managed care organizations get to be the connectors, the coordinators, the glue between the pieces. We give communities the resources and support to choose their solutions. Working with the Ohio Department of Medicaid and our legislative partners, we know that we can create a *system of care* that works together in unison.

The managed care organizations have an opportunity to get members more involved within their healthcare to reach their full potential and giving them skills to graduate from the program. We can coordinate the data, the provider networks, and the community partnerships to ensure that a great program in one corner of the state is available to the other corner if the community chooses to implement it. Most importantly, when the system works, it allows members to support other members, sharing experiences and successes, paying forward healthy habits and foundations that follow Ohioans as they graduate from managed care programs.

Thank you for the opportunity to testify today. We look forward to identifying best practices, connecting resources, and empowering communities so that Ohio's efforts finally have a collective impact. AmeriHealth Caritas Ohio stands committed to helping all Ohioans go beyond healthcare and reach their American Dream. I welcome any questions that you may have.

