To: Shawn Bloom, Chief Executive Officer

Peter Fitzgerald, Executive Vice-President of Policy & Strategy

From: Sam Kunjukunju, Director of Project Management

Date: October 31, 2017

Re: Large and Multi-Sponsored PACE Organization Roundtable Minutes

The National PACE Association hosted a session with Large and Multi-Sponsored PACE organizations at the 2017 annual conference in Boston, MA. During the session, the following organizations participated in a roundtable discussion:

- AltaMed Senior BuenaCare;
- CenterLight Health Care;
- Cone Health;
- Harbor Health Services; and
- Trinity PACE.

Throughout the conversation, several key themes arose with regard to operating several PACE organizations and large PACE organizations, where large organizations were defined by a census above 900 participants:

- o **Operational Differences:** There are significant operational differences to account for when considering small and large PACE organizations. The complexity involved in managing several different centers by one PACE organization is quite different for large organizations. The systems that are in place when dealing with one center are not sufficient when a single organization manages several different centers.
- o **Model Variations:** The use of a BIPA 902 waiver for community-based primary care physicians supported enrollment growth for PACE organizations such as CenterLight, but managing the growth is not an easy task. It is challenging to manage the massive network of community-based primary care physicians and specialists among all the different centers for one large program.
- o **Political Differences:** In circumstances where an entity sponsors several PACE organizations in various states across the country, political considerations are important. Some states are more favorable to PACE than others. For instance, PACE organizations in Alabama have to contend with the state for its survival year after year. PACE organizations in Pennsylvania don't necessarily have the same experience, so managing and staying informed on the various political environments is vital.
- o **Advantages:** There are opportunities for standardization among several programs under a single sponsor. For example, a group of PACE organizations could use the same electronic health record system, data collection tools, and back office support systems. However, standardizing back office support is something that could be furthered among all participating programs.

- o **Growth Opportunities:** There are a handful of Federally Qualified Health Center (FQHC) sponsored PACE organizations around the country. A significant proportion of the Massachusetts PACE programs are FQHCs and there over 1,000 FQHCs around the nation. Connecting with the National Association of Community Health Centers and the FQHC sponsored PACE organizations could help expand PACE.

Additionally, attendees discussed the following areas, where NPA could provide members more support:

- **Data:** The current data benchmarking reports need to be timelier. Comparison information is important, but the data reported have a significant time lag.
- **Advocacy:** PACE organizations could use more support around advocacy at the state level.
- **Management:** It is critical to provide management and leadership training for PACE leaders to be able to grow and thrive. Training around change management in PACE would also benefit the PACE community.
- **Model Practices:** Increasing resources around developing and sharing model practices would be helpful for PACE organizations. A key to PACE is satisfying participants, and the more we know how to address this need, the better PACE organizations will grow.
- **Day Center Managers:** Day Center Managers are important to PACE and for building capacity. Developing resources to support new day center managers in PACE would go a long way to help PACE organizations.

At the conclusion of the session, Shawn shared some brief information about the PACE 2.0 project that NPA recently launched around improving the scale and spread of PACE. Secondly, NPA is considering developing an affinity group for programs committed to growth and will be continuing the conversation to discuss ways to better support PACE growth.