

## Submission Requirement 15

Offeror	Rank*
Magellan Complete Care of Arizona, Inc.	7
UnitedHealthcare Community Plan	2
Mercy Care	3
Banner - University Family Care Plan	6
Health Net Access, Inc.	1
Health Choice Arizona, Inc. (Steward Health Choice Arizona)	5
Care1st Health Plan Arizona, Inc.	4

\*If Offeror omits a submission, the requirement rank for that offeror for that submission will be an "X"

Facilitator	Signature	Date
Andrew Cohen		2/23/18

COMPONENT: PROGRAMMATIC – NARRATIVE SUBMISSION REQUIREMENT 15

OFFEROR'S NAME: Health Net Access, Inc.

NARRATIVE SUBMISSION REQUIREMENT 15	TOTAL RANKING
Explain the Offeror's approach to monitoring and controlling health care cost trends. Describe a situation in which the Offeror identified an unfavorable trend including the strategies and specific actions implemented to control expenditures.	1

**RATIONALE:**

Major Observations:

Offeror described a process for monitoring health cost trends on an ongoing basis that included routine reporting activities and identified accountable parties within the plan. Offeror discussed sharing of information and best practices with affiliated plans in other states. Offeror also discussed monitoring trends to measure the effectiveness of cost containment interventions.

Offeror's health cost monitoring activities involved representatives from functional areas other than Finance/Claims.

Offeror described an approach for ensuring quality of care that included monitoring performance against NCOA and other quality-related benchmarks.




Offeror mentioned use of value-based purchasing as part of its contracting strategy, although it did not describe clearly how value-based purchasing would be used to enhance quality while controlling costs.

Offeror described a broader contracting strategy that addressed both quality and cost containment.

Offeror discussed addressing social determinants of health as part of a larger cost and quality strategy.

Offeror provided an example of response to an unfavorable trend that described a root cause analysis, interventions to address, outcomes achieved, and steps taken to ensure appropriate utilization, access and quality of care.

Offeror described Six Sigma training and use of multiple Six Sigma projects as part of its broader cost containment strategy.

EVALUATION TEAM MEMBER		
NAME	SIGNATURE	DATE
Cynthia Layne		2/20/18
Samantha O'Neal		2/20/18
Shelli Silver		2/20/18

FACILITATOR		
NAME	SIGNATURE	DATE
Andrew Cohen		2/20/18

COMPONENT: PROGRAMMATIC – NARRATIVE SUBMISSION REQUIREMENT 15

OFFEROR'S NAME: United Healthcare Community Plan

NARRATIVE SUBMISSION REQUIREMENT 15	TOTAL RANKING
Explain the Offeror's approach to monitoring and controlling health care cost trends. Describe a situation in which the Offeror identified an unfavorable trend including the strategies and specific actions implemented to control expenditures.	2

RATIONALE:
<p><u>Major Observations:</u></p> <p>Offeror described a process for monitoring health cost trends on an ongoing basis that included routine reporting activities and identified accountable parties within the plan. Offeror also discussed monitoring trends to measure the effectiveness of cost containment interventions.</p> <p>Offeror discussed involvement of representatives from functional areas other than Finance/Claims in monitoring health cost trends, although offeror did not identify clearly all of the areas having a role in monitoring through participation in multi-disciplinary committees or other means.</p> <p>Offeror described an approach for ensuring quality of care that included Quality Management Committee review and use of member surveys to obtain feedback on proposed plan changes.</p> <p>Offeror described the use of value-based purchasing to enhance quality while controlling costs, including through contracting with Accountable Care Organizations.</p> <p>Offeror did not describe clearly a broader contracting strategy (beyond value-based purchasing) that addressed both quality and cost containment.</p> <p>Offeror discussed addressing social determinants of health as part of a larger cost and quality strategy.</p> <p>Offeror provided an example of response to an unfavorable trend that described a root cause analysis, interventions to address, outcomes achieved, and steps taken to ensure appropriate utilization, access and quality of care.</p>

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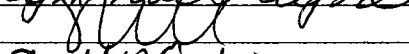
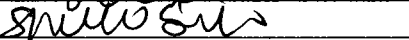
FACILITATOR		
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Andrew Cohen		2/20/18

COMPONENT: PROGRAMMATIC – NARRATIVE SUBMISSION REQUIREMENT 15

OFFEROR'S NAME: Mercy Care

NARRATIVE SUBMISSION REQUIREMENT 15	TOTAL RANKING
Explain the Offeror's approach to monitoring and controlling health care cost trends. Describe a situation in which the Offeror identified an unfavorable trend including the strategies and specific actions implemented to control expenditures.	3

RATIONALE:
<p><u>Major Observations:</u></p> <p>Offeror described a process for monitoring health cost trends on an ongoing basis that included routine reporting activities and identified accountable parties within the plan. Offeror also discussed monitoring trends to measure the effectiveness of cost containment interventions.</p> <p>Offeror discussed involvement of representatives from functional areas other than Finance/Claims in monitoring health cost trends, although offeror did not identify clearly all of the areas having a role in monitoring through participation in multi-disciplinary committees or other means.</p> <p>Offeror described an approach for ensuring quality of care that included a commitment to holistic care and improved outcomes.</p> <p>Offeror described the use of value-based purchasing in a comprehensive manner, including outlining goals in alignment with its Quality Management and Performance Improvement Program, and supporting providers in transition from fee-for-service reimbursement.</p> <p>Offeror did not describe clearly a broader contracting strategy (beyond value-based purchasing) that addressed both quality and cost containment.</p> <p>Offeror did not discuss clearly social determinants of health as part of a larger cost and quality strategy.</p> <p>Offeror provided an example of response to an unfavorable trend that described a root cause analysis, interventions to address, outcomes achieved, and steps taken to ensure appropriate utilization, access and quality of care.</p>

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Andrew Cohen		2/20/18

COMPONENT: PROGRAMMATIC – NARRATIVE SUBMISSION REQUIREMENT 15

OFFEROR'S NAME: Care1st Health Plan Arizona, Inc.

NARRATIVE SUBMISSION REQUIREMENT 15	TOTAL RANKING
Explain the Offeror's approach to monitoring and controlling health care cost trends. Describe a situation in which the Offeror identified an unfavorable trend including the strategies and specific actions implemented to control expenditures.	4

**RATIONALE:**

Major Observations:

Offeror described a process for monitoring health cost trends on an ongoing basis that included routine reporting activities and identified accountable parties within the plan.

Offeror discussed involvement of representatives from functional areas other than Finance/Claims in monitoring health cost trends.

Offeror discussed its commitment to ensuring quality of care and addressed this commitment through its cost containment examples.


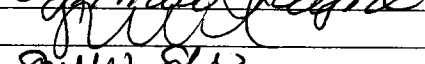

Offeror described the use of value-based purchasing and provided multiple examples of its strategy.

Offeror described a broader contracting strategy (beyond value-based purchasing) that addressed both quality and cost containment, including through use of quick pay discounts to strengthen the plan-provider relationship.

Offeror discussed addressing social determinants of health as part of a larger cost and quality strategy.

Offeror provided two examples of a response to an unfavorable trend that described a root cause analysis, interventions to address and outcomes achieved. One of the examples was for a population that AHCCCS requires contractors to target. The other example did not describe clearly the steps taken to ensure appropriate utilization, access and quality of care.



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**COMPONENT:** PROGRAMMATIC – NARRATIVE SUBMISSION REQUIREMENT 15

**OFFEROR'S NAME:** Health Choice Arizona, Inc. (Steward Health Choice Arizona)

NARRATIVE SUBMISSION REQUIREMENT 15	TOTAL RANKING
Explain the Offeror's approach to monitoring and controlling health care cost trends. Describe a situation in which the Offeror identified an unfavorable trend including the strategies and specific actions implemented to control expenditures.	5

**RATIONALE:**

Major Observations:

Offeror described a process for monitoring health cost trends on an ongoing basis that included routine reporting activities and identified accountable parties within the plan.

Offeror discussed involvement of representatives from functional areas other than Finance/Claims in monitoring health cost trends.


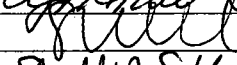
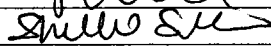
Offeror described an approach for ensuring quality of care that acknowledged the risk of underutilization by sub-capitated providers and included monitoring to identify underutilization if it occurs.

Offeror described the use of value-based purchasing at a relatively high level through delegation of risk.

Offeror did not describe clearly a broader contracting strategy (beyond value-based purchasing) that addressed both quality and cost containment.

Offeror did not discuss clearly social determinants of health as part of a larger cost and quality strategy.

Offeror provided three examples of a response to an unfavorable trend that described a root cause analysis, interventions to address and outcomes achieved. One of the examples was for a population that AHCCCS requires contractors to target. The second example relied primarily on another vendor to achieve the desired outcome. The third example did not achieve cost savings, although it did address a quality of care issue related to underutilization by a sub-capitated provider.

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COMPONENT: PROGRAMMATIC – NARRATIVE SUBMISSION REQUIREMENT 15

OFFEROR'S NAME: Banner – University Family Care Plan

NARRATIVE SUBMISSION REQUIREMENT 15	TOTAL RANKING
Explain the Offeror's approach to monitoring and controlling health care cost trends. Describe a situation in which the Offeror identified an unfavorable trend including the strategies and specific actions implemented to control expenditures.	6

**RATIONALE:**

Major Observations:

Offeror described a process for monitoring health cost trends that identified accountable parties but did not describe clearly the frequency of reporting activities or meetings. Offeror's description emphasized administrative cost containment.

Offeror discussed involvement of representatives from functional areas other than Finance/Claims in monitoring health cost trends.

Offeror discussed its relationship with HSAG on one initiative, but did not describe clearly its approach for ensuring quality of care.


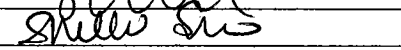

Offeror mentioned value-based purchasing but did not describe clearly how value-based purchasing would be used to enhance quality while controlling costs.

Offeror did not describe clearly a broader contracting strategy (beyond value-based purchasing) that addressed both quality and cost containment.

Offeror mentioned social determinants of health but did not discuss them clearly as part of a larger cost and quality strategy.

Offeror provided two examples of a response to an unfavorable trend. One example (outpatient) did not describe clearly the outcomes achieved or steps taken to ensure appropriate utilization, access and quality of care. The second example (inpatient) did describe a root cause analysis, interventions to address, outcomes achieved, and steps taken to ensure appropriate utilization, access and quality of care.

Offeror mentioned application of Six Sigma methodology as part of its broader cost containment strategy.

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COMPONENT: PROGRAMMATIC – NARRATIVE SUBMISSION REQUIREMENT 15

OFFEROR'S NAME: Magellan Complete Care of Arizona, Inc.

NARRATIVE SUBMISSION REQUIREMENT 15	TOTAL RANKING
Explain the Offeror's approach to monitoring and controlling health care cost trends. Describe a situation in which the Offeror identified an unfavorable trend including the strategies and specific actions implemented to control expenditures.	7

**RATIONALE:**

Major Observations:

Offeror described a process for monitoring health cost trends on an ongoing basis that included routine reporting activities and that identified accountable parties within the plan.

Offeror's health cost monitoring activities involved representatives from functional areas other than Finance/Claims.


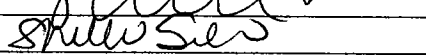
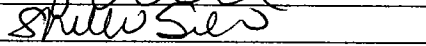
Offeror described an approach for ensuring quality of care that discussed employment of continuous quality improvement methods. However, offeror also stated it does not rely "solely" on strategies such as narrow networks, overly-restrictive utilization management or aggressive provider reimbursement rates. None of these strategies is consistent with ensuring quality, even if employed with other methods.

Offeror mentioned value-based purchasing but did not describe clearly how value-based purchasing would be used to enhance quality while controlling costs.

Offeror mentioned management of ancillary services and use of CQI to identify the need for changes in contracting. Offeror also presented an example from Florida but did not describe a broader contracting strategy (beyond value-based purchasing) that addressed both quality and cost containment.

Offeror discussed addressing social determinants of health as part of a larger cost and quality strategy.

Offeror provided a high-level example of response to an unfavorable trend but did not describe a root cause analysis process or provide a linkage between interventions and outcomes. Offeror also did not describe clearly steps taken to ensure appropriate utilization, access and quality of care.

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