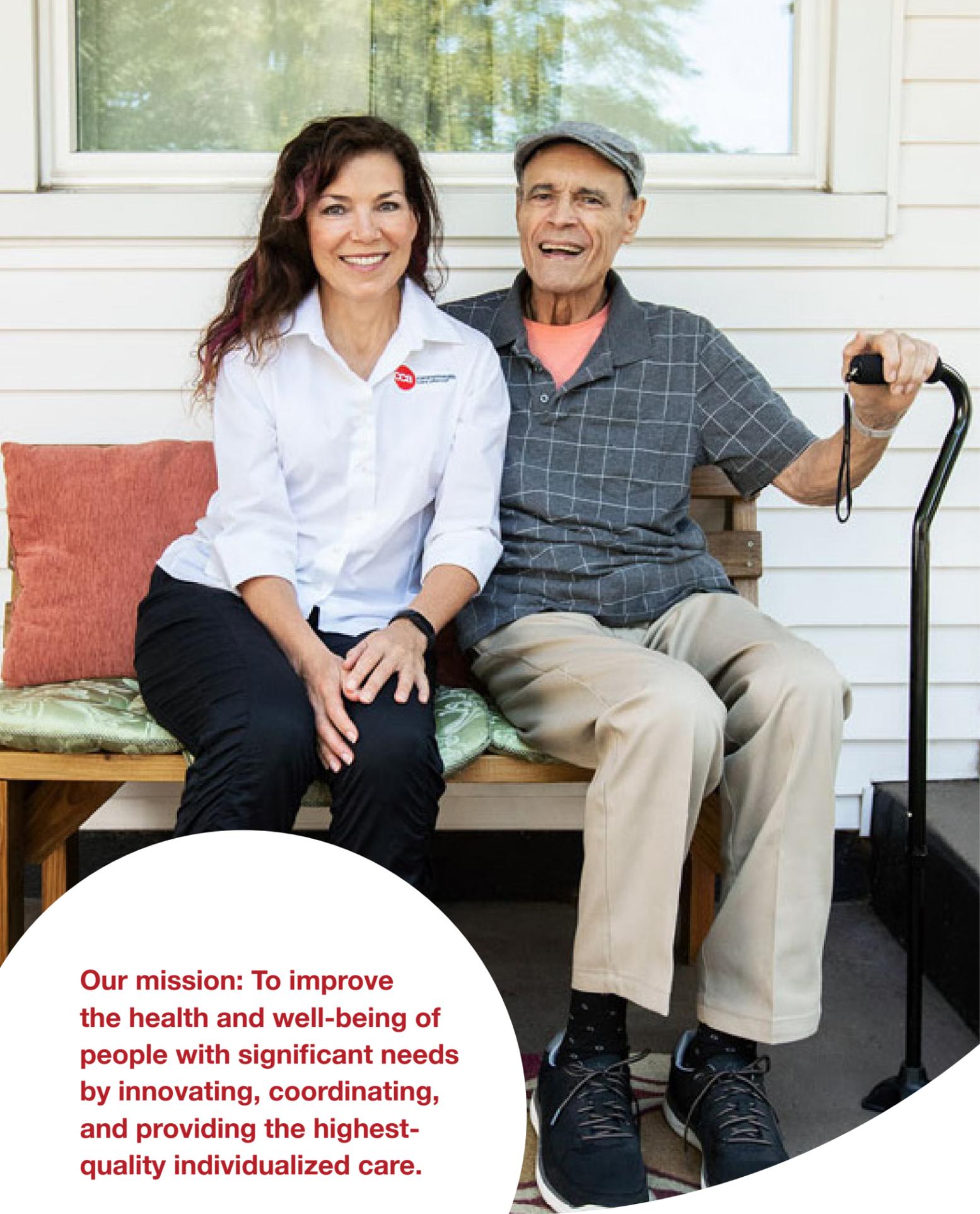


commonwealth  
care alliance®

*On a Mission*  
2019 ANNUAL REPORT





**Our mission: To improve the health and well-being of people with significant needs by innovating, coordinating, and providing the highest-quality individualized care.**

Since our very beginning—roughly 45 years ago!—CCA has been on a mission to improve the health and well-being of people with significant needs. Our mission is more than just words on paper; it's what we practice every day. What began with a handful of visionary Massachusetts healthcare pioneers is now a fully integrated care system setting the standard for complex care.

From the *New York Times Magazine* to *Forbes* to the *New England Cable Network*, CCA continues to garner significant national attention for our unique and proven approach to care that improves health and quality outcomes while decreasing overall costs of care. And, we are especially proud that, for the fourth consecutive year, our One Care plan was a top-rated Medicare-Medicaid Plan in the country.\*

We hope this Annual Report will help you discover more about how CCA's *uncommon care*® is improving the lives of individuals with complex health needs. Some highlights from 2019 include:

CCA health plans were among the fastest-growing brands of their kind, ending 2019 with nearly 34,000 members—up 13% from 2018 and 94% since 2015. The organization also continued to develop strong provider partnerships, positioning CCA for geographic health plan expansion in the year ahead.

Revenues grew to \$1.546 billion—a 23% increase over 2018—representing +101% growth since 2015. Over these past five years, CCA has made significant strategic investments, from our care management platform, to enterprise data management, to IT infrastructure and corporate initiatives—critical areas that empower our ability to grow and enhance the important work we do.

We also evaluated a series of strategic partnerships within and outside the Commonwealth to care for even more individuals with disabilities and chronic health needs. The Massachusetts Department of Public Health approved our application to expand our mobile integrated health solution (instED) statewide to serve our members and other individuals with complex needs.

With clinical and technological innovation ingrained in our mission, CCA also invested in LifePod, a remote patient monitoring device, and expanded a successful pilot to test its intuitive, proactive voice interface.

Of course, none of this would have been possible without our extraordinary workforce, which grew to 1,335 employees, an increase of nearly 10% from 2018. We are grateful for their dedication to making our mission a daily reality.

Sadly, we lament the passing of healthcare advocacy trailblazer, Robert Restuccia, a founding and long-standing director and former Chair of the CCA Board of Directors, as well as Sergio Goncalves, a CCA board member and Board Chair of our Commonwealth Community Care affiliate. These losses are felt deeply throughout the community and by all of us here at CCA.

We would also be remiss if we did not celebrate the enormous contributions of Board Chairman Thomas Lynch, who reached his 15-year term limit at the end of 2019. We are tremendously grateful for his commitment to our mission and valuable guidance in helping to make CCA the leader it is today.

We believe our great enterprise is well positioned to expand our capacity to improve the lives of people with significant health needs. The future will undoubtedly hold new challenges, but we can be confident that we will succeed ... because we're on a mission.



*Robert P. Gittens*

**Robert P. Gittens**  
Chairman of the Board



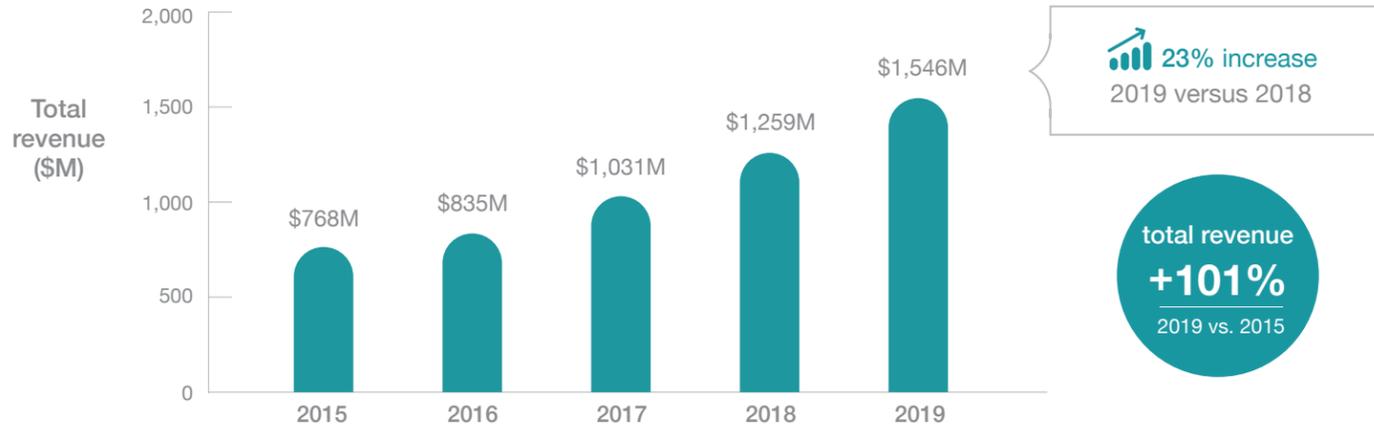
*Chris Palmieri*

**Christopher D. Palmieri**  
President and Chief Executive Officer

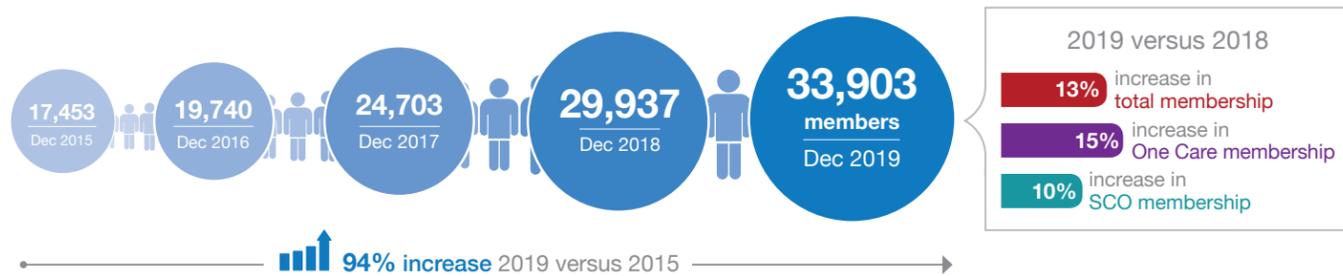
\* Based on the Center for Medicare & Medicaid Service (CMS) annual Consumer Assessment of Healthcare Providers and Systems (CAHPS) survey (2019)

# Enterprise Fast Facts

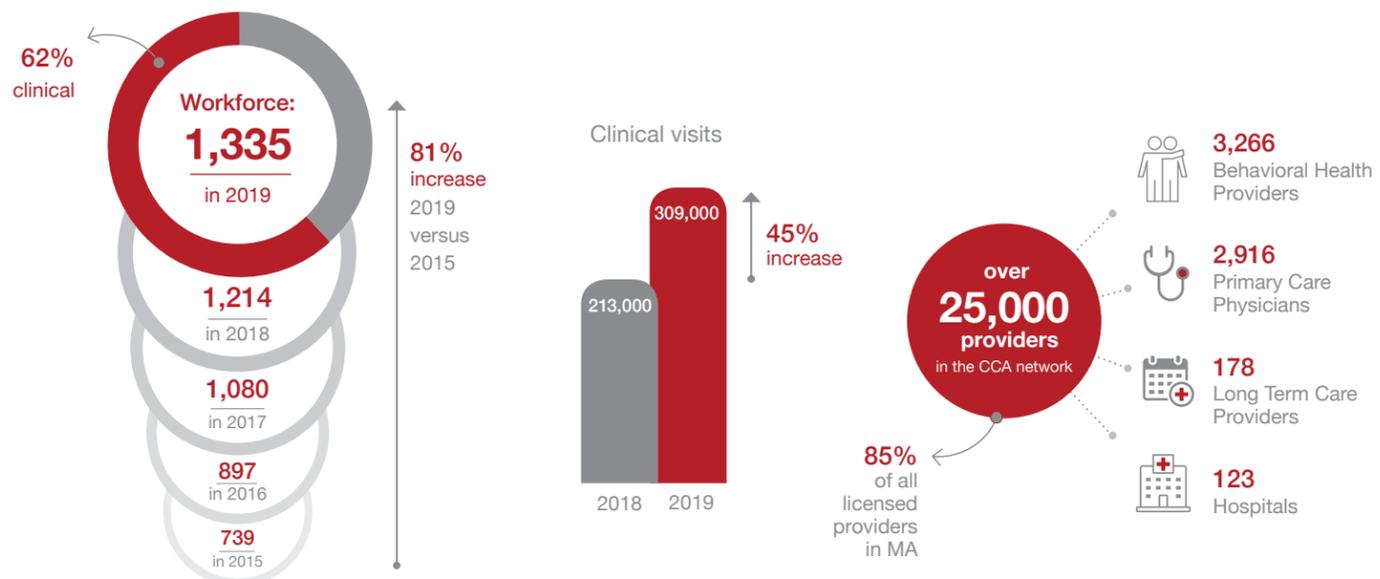
## Financial strength



## Membership growth



## Organizational advancement



Unique members/  
patients served  
in 2019

## Health Plans

### CCA ONE CARE

A Massachusetts demonstration Medicare-Medicaid Plan (MMP)

22,513\*

### CCA SENIOR CARE OPTIONS

HMO Special Needs Plan

11,390\*

## Care Delivery

### COMMONWEALTH COMMUNITY CARE

CCA's clinical affiliate, a specialized primary care practice with four locations: Boston, Lawrence, Springfield, and Metro/West Worcester

1,400

### CRISIS STABILIZATION UNITS

CCA's alternative to psychiatric hospitalization for members, with two locations: Carney Hospital in Dorchester and Marie's Place in Brighton

529

### COMPLEX TRANSITIONAL CARE

A one-of-a-kind, collaborative consult service to ensure smooth hospital discharges for our members

1,374

### PALLIATIVE CARE

Integrated approach to address the special ongoing needs of CCA members with serious or life-limiting illnesses

350

## Health Solutions

### instED

CCA's innovative and comprehensive mobile integrated health solution that responds to urgent care needs, providing high-intensity care in members' setting of choice

956

### AVANTUS HEALTH

Complex care coordination and delivery organization

306

## Innovation

### WINTER STREET VENTURES

CCA's healthcare investment affiliate that identifies, accelerates and brings to scale innovations

## Common Good

### CENTER TO ADVANCE CONSUMER PARTNERSHIP

Organization fostering authentic consumer partnership throughout the healthcare system

\*As of 12/1/2019

## **uncommon care<sup>®</sup>**

### **A focus on complex care for high-need individuals**

CCA's model of care is at the core of our mission. It grows out of a culture that values meaningful care partnerships, ensuring that every individual is treated as a whole person, and respecting each person's dignity, autonomy, voice and choice. And it is based on our deep understanding of what puts people at risk, together with our unmatched ability to find and engage hard-to-reach individuals.

#### **Community focus to ensure the most appropriate site of care**

- Address unmet social determinants of health (SDOH), behavioral health and medical needs
  - Integrate environmental and community supports
    - Coordinate long-term services and supports
- Provide acute care through community paramedicine program
  - Engage Crisis Stabilization Units



#### **Seamless integration of care coordination, care delivery and care partnership**

- Eliminate gaps in care by coordinating SDOH, transportation, Rx management and more
- Deliver comprehensive medical and behavioral health care
- Partner with members, providers and others across the continuum
  - Leverage embedded relationships with external providers
- Provide interdisciplinary team-based care and communication



#### **Innovation to address members' unmet needs**

- Invest in transformative technologies
- Advance predictive analytics for data-powered decision-making
  - Augment direct care with virtual care, telehealth, videoconferencing and remote patient monitoring
  - Foster a culture of continuous improvement



#### **Trusting partnerships, appropriate utilization, better outcomes**

- Reduction in gaps in care
- Decrease in ED visits, admissions and readmissions
- Reduced polypharmacy, improved medication adherence, routine review of safety and effectiveness
- Greater provider and member satisfaction
- Affordability and responsible stewardship of funds

## CCA One Care

### An integrated approach for those who need it most

A Massachusetts demonstration Medicare-Medicaid Plan (MMP) for individuals between 21 and 64 who are eligible for Medicare and MassHealth Standard or CommonHealth

2019 membership: 22,513\*

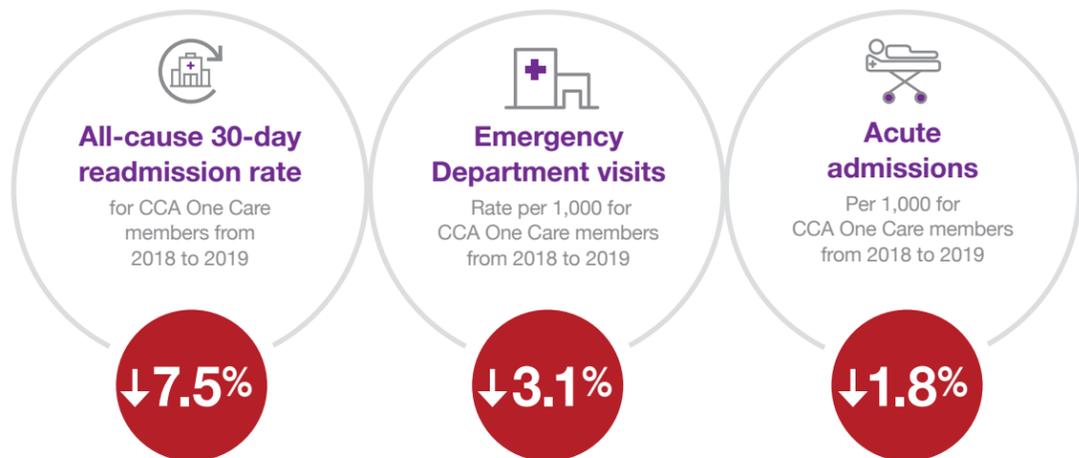
★ For a fourth consecutive year, CCA's One Care program was recognized as a top-rated Medicare-Medicaid Plan in the nation\*\*

### Growth and Achievements

Once again, in 2019 Commonwealth Care Alliance One Care was the fastest-growing plan of its kind in Massachusetts, based on net enrollment volume. CCA was also a leader nationally, with the second-highest net enrollment growth among all MMPs, making it the second-largest MMP demonstration plan in the country.\*\*\* In Massachusetts, CCA expanded our leadership in the west through an agreement with Valley Medical Group in Hampshire and Franklin Counties, enabling One Care access to their eligible patients in these two rural areas. Expanding in the south, we secured approval from Centers for Medicare and Medicaid Services and the Massachusetts Executive Office of Health and Human Services to fully enter Barnstable County with its first-ever One Care plan. Through our agreement with Cape Cod Health Care system, CCA will begin serving Barnstable's eligible residents in 2020.

### Clinical Results

CCA's *uncommon care*® model has demonstrated success in building care partnerships with hard-to-reach members and improving care for people with significant needs, while also lowering the long-term costs of care by reducing avoidable hospital readmissions and institutional care.



### Who are our members?

**75.6%**  
have a physical and/or behavioral health disability

**68.8%**  
have severe mental illness, such as schizophrenia, bipolar disorder or severe depression (excluding substance-use disorder)

**31.9%**  
have a substance-use disorder (excluding tobacco and nicotine)

**9.3%**  
have a major physical disability (such as paralysis, spinal cord injury, multiple sclerosis, muscular dystrophy, cerebral palsy, or ventilator dependency)

**7.6%**  
have been documented as homeless during their enrollment

**7x**  
the average cost of care required for One Care-eligible population averaged \$3,306 per month, seven times the average for MassHealth MCO patients in Massachusetts



One Care member Justin has been receiving care from CCA since 2014

\* As of 12/1/2019

\*\* Based on the 2016, 2017, 2018 and 2019 Medicare Advantage and Prescription Drug Plan CAHPS surveys conducted by the U.S. Centers for Medicare & Medicaid Services

\*\*\* CMS enrollment data reports (Monthly Enrollment by Contract) from 12/1/2018 and 12/1/2019:

<https://www.cms.gov/Research-Statistics-Data-and-Systems/Statistics-Trends-and-Reports/MCRAAdvPartDENrolData/Monthly-Enrollment-by-Contract>



Senior Care Options member Deborah has been receiving care from CCA since 2016

### Who are our members?

**72.0%**  
of CCA Senior Care Options members are nursing home certifiable, yet are able to live safely and independently at home with our care and support

**68.2%**  
have four or more chronic conditions

**60.7%**  
have a physical and/or behavioral health disability

**59.3%**  
primarily speak a language other than English

**53.9%**  
have diabetes

**10.4%**  
have a major physical disability (paralysis, spinal cord injury, multiple sclerosis, muscular dystrophy, cerebral palsy or ventilator dependency)

## CCA Senior Care Options

### Helping seniors with chronic health needs live safely at home

A HMO Special Needs Plan for people who are 65 and older and eligible for MassHealth Standard

2019 membership: 11,390\*

### Growth and Achievements

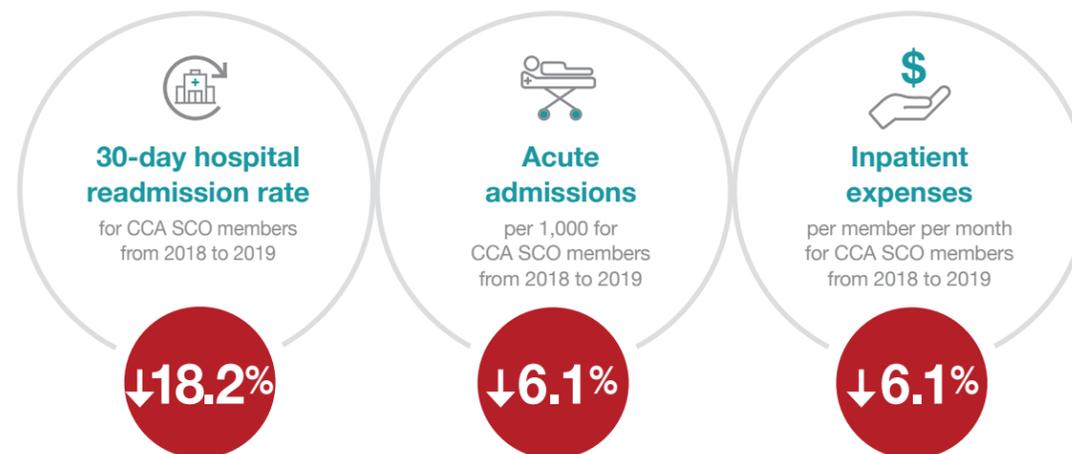
In 2019, Commonwealth Care Alliance Senior Care Options (SCO) was once again one of the fastest-growing brands of its kind, based on net enrollment volume. Outpacing SCO category growth, CCA grew market share and maintained its dominance in Western Massachusetts. We expanded our partnership with UMass Memorial Health System in Worcester that will enhance our SCO program in Central Massachusetts, adding approximately 200 primary care providers to our SCO network, an essential step for organizational growth in this key region. We also added a SCO contract to our existing South Shore Hospital arrangement, ensuring continued growth and expanded access for members in eastern Norfolk and Plymouth Counties.



### Clinical Results

By successfully engaging SCO members in our *uncommon care*® model, CCA SCO improves their quality of life while also reducing long-term costs attributed to hospital admissions and ambulatory care.

**90.1%** of SCO members who received CCA care and support for at least 9 years are still living in their home or community 



\* As of 12/1/2019

## Care Delivery

### COMMONWEALTH COMMUNITY CARE

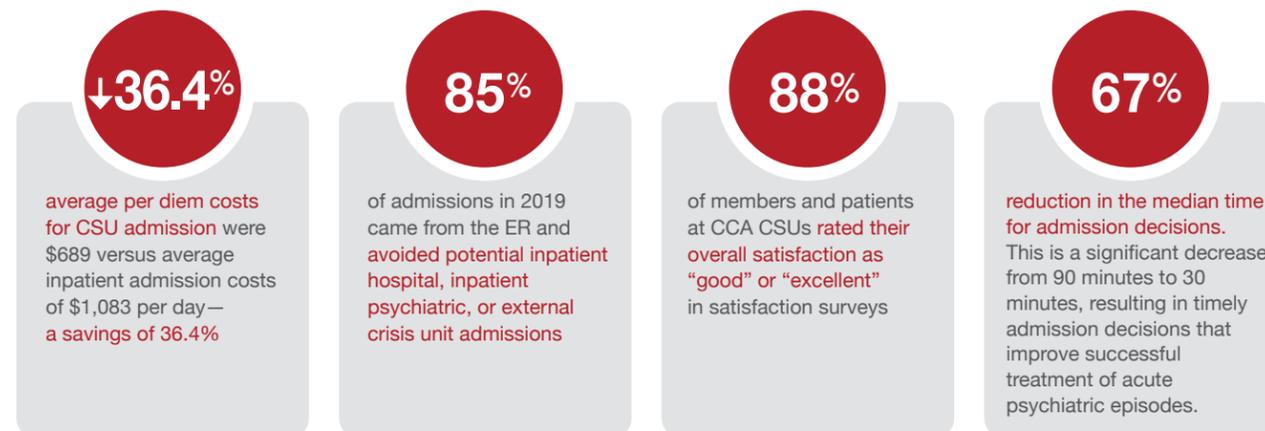
Commonwealth Community Care (CCC) is CCA's clinical affiliate—a specialized primary care practice providing comprehensive, disability- and geriatric-competent care to members requiring the highest levels of complex care for physical, behavioral and social determinants of health needs. Compared to individuals who are relatively healthy, the average CCC patient has a Hierarchical Condition Category and Risk Adjustment score 3.73 times higher. For this reason, many CCC patients are receiving primary care at home. CCC staff work out of four locations across Massachusetts and provided 24,983 face-to-face visits to 1,400 members and patients in 2019.



### CRISIS STABILIZATION UNITS (CSUs)

CCA members with behavioral health disorders need a therapeutic alternative to inpatient psychiatric admissions that keeps them in the community. CCA's two Crisis Stabilization Units—at Carney Hospital in Dorchester and Marie's Place in Brighton—are the only facilities of their kind in Massachusetts, focusing on patients' safety, recovery and return to the community. In 2019, these facilities had 1,202 admissions and served 529 members.

#### Results



### COMPLEX TRANSITIONAL CARE

When CCA's high-need members are admitted to a hospital for medical or surgical care, their complex needs require specialized attention—both in the hospital and when they transition back to the community. That is the purpose of CCA's Complex Transitional Care Program, formerly known as the Hospitalist Program. This one-of-a-kind, collaborative consult service integrates our members' social needs into medical decision-making, and coordinates with members' CCA care partners to ensure smooth hospital discharges. In 2019, the Complex Transitional Care program served 1,374 members and intervened on 3,068 hospital visits.\* Initial observations demonstrated that the members who were served by the program had reductions in ED visits, in transfer rates to inpatient and observation beds and in readmission rates.

#### Results

Initial analysis also indicates that **inpatient admissions from ED decreased by over 10%**

### PALLIATIVE CARE

The Palliative Care program was expanded in July 2019 to address the special ongoing needs of CCA members with serious or life-limiting illnesses as they progress from serious illness management to end-of-life care needs. Predictive analytics and artificial intelligence help identify members who may benefit from services offered by the Palliative Care program at an earlier stage of their serious illness. Through the program, these members, their families, caregivers and healthcare providers have access to a range of innovative, high-quality and individualized services that have helped members avoid unnecessary and unwanted inpatient admissions, emergency room visits and improved medication utilization. In 2019, the Palliative Care team, which consists of palliative care-certified physicians, advanced practitioners, nurses and social workers, engaged with over 350 members in over 2,000 encounters across the state.

#### Results

For end-of-life care, the program had a **5% reduction in unnecessary medical cost per member per month, resulting in approximately \$1.5M in savings**

## Health Solutions



With non-medical emergencies accounting for 35% of emergency department visits, CCA created instED to respond to patients' urgent care needs by providing high-intensity care outside the ED and in their setting of choice. In 2019, CCA received approval from the Massachusetts Department of Health to expand this innovative and comprehensive mobile integrated health solution statewide, serving not only our own members but also more than 300 participants in Upham's Corner Health Center's Program of All-inclusive Care for the Elderly. This year, instED paramedics completed 1,494 in-home visits in response to the urgent care needs of over 956 patients. This was double our instED visits from 2018.

### Results



Individuals with chronic and mental conditions account for 86% of the \$2.7 trillion in annual healthcare expenditures.\* Avantus Health, a national complex care coordination and delivery organization, leverages CCA's expertise to help risk-bearing entities improve their performance among these historically challenging populations. Avantus goes beyond conventional care management to deliver the only care model designed—and proven effective—for patients with complex medical, behavioral health and SDOH needs.

Our ongoing collaboration with Partners HealthCare continues to produce outstanding results. In 2019, it grew to include 306 of Partners' highest-risk patients and CCA's direct care and care coordination for these patients expanded into Western Massachusetts.

\*Partnership to Fight Chronic Disease. (n.d.). The growing crisis of chronic disease in the United States. Retrieved from [http://www.fightchronicdisease.org/sites/default/files/docs/GrowingCrisisofChronicDiseaseintheUSfactsheet\\_81009.pdf](http://www.fightchronicdisease.org/sites/default/files/docs/GrowingCrisisofChronicDiseaseintheUSfactsheet_81009.pdf)



Winter Street Ventures (WSV) is CCA's healthcare investment affiliate that identifies, accelerates and brings to scale innovations that advance CCA's core mission of improving the health and well-being of people with significant needs. Late in 2019, WSV announced the addition of Jonathan Gordon as Managing Director. His 20 years of experience in healthcare, startups and investing further elevates WSV investments and innovations.



In April 2019, WSV portfolio company Cityblock Health demonstrated valuable business advancement by raising substantial Series B financing. Cityblock aims to deliver better care to neighborhoods with poor access to health care services by partnering with community-based organizations, health plans, and other risk-bearing providers. Launched in 2017 by two former CCA colleagues, Cityblock now operates in four markets across the US and has contracts with five health insurers.



In 2019, CCA invested in LifePod and expanded a pilot to test LifePod's intuitive proactive voice interface. Members averaged nine interactions per day, demonstrating increased member engagement with care plans and a reduced need for phone calls and in-person visits. In addition, both CCA members and care partners reported high levels of satisfaction.



**She [LifePod] keeps me on track, on my meds, my blood sugar and now my weight.”**

CCA member and LifePod pilot care recipient Joan

## Consumer Centricity

### THE CONSUMER VOICE ADVISORY COUNCIL

The Consumer Voice Advisory Council was created by CCA's Board of Directors to ensure that the voice of our consumer is embedded into CCA's overarching governance structure in a meaningful way. The Council's goal is to incorporate the experiences of our members, patients and advocates into the design, operation and monitoring of the enterprise in furtherance of its mission to improve the health and well-being of people with significant needs. With members from local and national advisory groups, the Council is reflective of the populations that CCA so proudly serves.



### SUPPORT FROM THE ROBERT WOOD JOHNSON FOUNDATION

In late 2019, CCA was awarded a grant of \$1.77 million from the Robert Wood Johnson Foundation, nationally renowned for its passionate commitment to improving healthcare in America, especially for those most in need. The grant was awarded to support the work of CCA's Center to Advance Consumer Partnership through a 30-month Early Adopter Program that includes two beta test organizations beginning in 2020.



**CCA members actively participate as consumer partners, translating their lived experiences into insights that improve quality, reduce cost and improve care experience. Through the work of the CACP and the support of the Robert Wood Johnson Foundation, CCA has the opportunity to lead the paradigm shift of healthcare in this nation, collecting evidence that our approach not only reduces costs for the larger healthcare system, but also generates better outcomes for people with complex health needs.”**

Christopher D. Palmieri  
CCA President and Chief Executive Officer

### SOCIAL DETERMINANTS OF HEALTH

In 2019, social determinants of health continued to dominate the national conversation about improving the health of populations. Since the earliest days of our health plans, social determinants have been at the core of our nationally recognized care model, which puts the emphasis on addressing unmet social and behavioral health needs. Depending on each member's needs, care plans may be individualized to address behavioral health, food and housing security, accessing community resources, crisis support, transportation and more.



**22,385** members received CCA assistance with at least one social support in 2019

	SDOH Supports	CCA Members Impacted	Total Impact
	Transportation	<b>15,905</b> total number of distinct members who were provided rides	<b>1,026,289</b> total number of transportation trips provided to members
	Physical Environment	<b>6,209</b> members provided with home modifications or environmental controls	<b>65,917</b> total home modifications or environmental controls provided to members (including air conditioners)
	Food	<b>3,088</b> members helped by meal-delivery program	<b>731,250</b> medically and non-medically tailored meals
	Health Outreach	<b>4,860</b> members served through non-traditional supports	<b>47,907</b> non-traditional care services (includes peer support groups, acupuncture, massage therapy, and in-home behavioral health therapy)

## Leadership

### Leadership

**Christopher Palmieri**, President and Chief Executive Officer

**Alfred Enagbare, PhD**, Chief People Officer

**Lisa Fleming**, Chief Legal Officer

**Sarah Garrity**, Chief Marketing Officer

**Robert MacArthur, MD**, Chief Medical Officer

**Courtney Murphy**, Chief Operating Officer

**Mihir Shah**, Chief Financial Officer

### Board of Directors

**Robert Gittens**, Chair; Executive Director, Cambridge Family & Children's Service

**Carol Raphael**, Vice Chair; Special Advisor, Manatt, Phelps & Phillips, LLP

**Charles Carr**, Legislative Liaison, Disability Policy Consortium, and Principal, Charlie Carr Consulting

**Len Fishman**, Director, Gerontology Institute, McCormack Graduate School of Policy and Global Studies, UMass Boston

**Tejal Gandhi, MD MPH CPPS**, Chief Safety and Transformation Officer, Press Ganey Associates LLC

**Ira Gottlieb**, Senior Advisor, Mazars USA LLP, and Chief Restructuring Officer, United Medical Center

**Leslie Kirwan**, Dean for Administration and Finance, Faculty of Arts and Sciences, Harvard University

**David Klein, MBA**, Special Advisor to the Medical Center CEO, Professor of Public Health Sciences, Executive Professor of Health Care Management, University of Rochester

**Christopher Koller**, President, Milbank Memorial Fund

**Joseph Paduda**, Principal, Health Strategy Associates, LLC

**Christopher Palmieri**, President and Chief Executive Officer, Commonwealth Care Alliance

**J. Garrett Parker, Jr.**, Retired; Former Chief Financial Officer, Neighborhood Health Plan

**Nancy Turnbull**, Senior Associate Dean for Professional Education and Senior Lecturer on Health Policy, Harvard T. H. Chan School of Public Health

## Core Values

### Integrity

Honor our commitment to our mission and values, holding ourselves to the highest ethical standards of behavior.

### Dignity

Respect the inherent value and personal choices of all stakeholders, including patients, members, families, colleagues, providers, advocates and others.

### Compassion

Engage all stakeholders with empathy, caring and understanding.

### Excellence

Exceed expectations through teamwork and innovation to deliver best-in-class service to the people we care for and the customers and providers we work with.

### Stewardship

Manage people and resources responsibly to maximize our contribution to the health of our members, patients, customers and providers.

### Community

Advocate and support social change to promote a culture of collaboration, diversity and inclusiveness.

### Partnership

Collaborate actively with patients, members and providers to design and improve our care.

### Innovation

Invest in creative solutions that improve outcomes for patients, members and providers.





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[commonwealthcarealliance.org](http://commonwealthcarealliance.org)