

**HHC ACO INC.
ANNUAL SOLE MEMBER MEETING
FOR CALENDAR YEAR 2022**

March 30, 2023

At 1:00 p.m.

**50 Water Street
New York City**

AGENDA

CALL TO ORDER

OLD BUSINESS

1. Approve and adopt minutes of the HHC ACO Inc. (“ACO”) Membership meeting held on December 16, 2021 (Exhibit A)

NEW BUSINESS

2. RESOLUTION Authorizing that each of the following persons be elected, effective immediately, to serve as a Director of HHC ACO Inc. (“ACO”) Board of Directors in accordance with the laws of the State of New York, until such person’s successor is duly elected and qualified, subject to such person’s earlier death, resignation, removal, or termination of his or her employment with any entity that has executed an ACO Participation Agreement or ACO Agreement
3. REPORT by ACO Chief Executive Officer Matthew Siegler on the ACO’s Participant Change, PY 2021 Performance Results and Projected Recap, and PY 2022 Shared Savings Forecast
4. REPORT by ACO Chief Medical Officer David Stevens, M.D. on the ACO's PY 2021 Quality Performance Final Results, PY 2023 and Beyond Quality Measures, Reducing Avoidable Admissions: Driver Diagram, and CAHPS

ADJOURNMENT

EXHIBIT A

**NEW YORK CITY HEALTH AND HOSPITALS CORPORATION ACCOUNTABLE CARE
ORGANIZATION SOLE MEMBER ANNUAL MEETING**

A meeting of HHC ACO, Inc. Sole Member Annual Meeting of New York City Health and Hospitals Corporation was held via teleconference/videoconference on the 16th day of December, 2021, pursuant to a notice which was sent to all of the Directors of New York City Health and Hospitals Corporation and which was provided to the public by the Secretary. The following Directors participated via teleconference/videoconference:

Mr. José Pagán
Dr. Mitchell Katz
Dr. Shadi Chamany
Ms. Freda Wang - Join at 1:12
Ms. Sally Hernandez-Piñero
Dr. Vincent Calamia
Mr. Phillip Wadle
Mr. Scott French
Mr. Robert Nolan

Mr. Pagán, Chair of New York City Health + Hospitals Board, called the meeting to order at 1:09 p.m. Mr. Pagán chaired the meeting and Ms. Colicia Hercules, Corporate Secretary, kept the minutes thereof.

Mr. Pagán notified the Board and the public that Dr. Shadi Chamany would be representing Dr. Dave Chokshi, Scott French would be representing Steven Banks and Phillip Wadle would be representing Deputy Mayor Melanie Hartzog - all in a voting capacity during this meeting.

Mr. Pagán then turned the meeting over to Matthew Siegler, Chief Executive Officer of HHC ACO, Inc. to present the next items on the agenda.

Mr. Siegler provided an update of the ACO activities during the past year. He highlighted the performance results for performance year 2020 and quality performance metrics, performance year 2021 expenditure projections, challenges driven by post COVID patient acuity and ACO program design issues, drivers of ACO shared savings, and concerns from ACOs on risk adjustment and benchmark calculation.

ADOPTION OF MINUTES

The minutes of the meeting of the HHC ACO Sole Member meeting held on January 28, 2021, were presented to the Board. On motion made and duly seconded, the Board unanimously adopted the minutes

RESOLVED, that the minutes of the meeting of the HHC ACO Sole Member meeting held on January 28, 2021, copies of which have been presented to the Board, be and hereby are adopted.

Mr. Siegler read the resolution into the record:

Authorizing that each of the following persons be elected, effective immediately, to serve as a Director of HHC ACO Inc. (the "ACO") Board of Directors in accordance with the laws of the State of New York:

Name:	Group Represented:
Mitchell Katz, M.D.	NYC Health + Hospitals
Matthew Siegler, Esq.	NYC Health + Hospitals
John Ulberg, Jr. M.P.H.	NYC Health + Hospitals
Andrea Cohen, Esq.	NYC Health + Hospitals
Gary Kalkut, M.D.	NYC Health + Hospitals, NYU Physicians representative at Bellevue, Cumberland and Woodhull
Nicole Jordan-Martin, M.P.A.	NYC Health + Hospitals
Jasmin Moshirpur, M.D.	Mt. Sinai Elmhurst Faculty Practice
Richard Becker, M.D.	Physician Affiliate Group of New York, P.C.
Warren Seigel, M.D.	Coney Island Medical Practice Plan, P.C., Harlem Medical Associated, P.C. and Metropolitan Medical Practice Plan, P.C.
Daniel Napolitano, M.D.	Non-Affiliated Participants (Community Healthcare Network and University Physicians of Brooklyn)
Hyacinth Peart	Medicare Beneficiary

Upon motion made and duly seconded, the Board unanimously approved the resolution.

Dr. Stevens provided an update of the ACO clinical activities during the past year. He highlighted the highest priority patients, the ACO high-utilizer pathway care model, barriers breakdown, 24-hour

contacts, transportation needs, annual wellness visits, and the plan for 2022.

OLD BUSINESS/NEW BUSINESS - ADJOURNMENT

After discussion - hearing of no old business or new business to bring before the HHC ACO, Inc. Sole Member Annual Meeting, the meeting was adjourned at 1:53 P.M.



Colicia Hercules
Corporate Secretary

RESOLUTION

RESOLUTION OF NEW YORK CITY
HEALTH AND HOSPITALS CORPORATION (the “CORPORATION”)

Authorizing that each of the following persons be elected, effective immediately, to serve as a Director of HHC ACO Inc. (the “ACO”) Board of Directors in accordance with the laws of the State of New York, until such person’s successor is duly elected and qualified, subject to such person’s earlier death, resignation, removal, or termination of his or her employment with any entity that has executed an ACO Participation Agreement or ACO Agreement:

Mitchell Katz, M.D.;

Matthew Siegler, Esq.;

John Ulberg, Jr., M.P.H.;

Andrea Cohen, Esq.;

Nicole Jordan-Martin, M.P.A.;

Hyacinth Peart, a Medicare beneficiary Director;

A Director who shall be the Chief Executive Officer of Physician Affiliate Group of New York, P.C. (“PAGNY”);

A Director to be named by NYC Health + Hospitals to represent physicians employed by New York University Grossman School of Medicine and providing services in NYC Health + Hospitals facilities, as specified in a writing by NYC Health + Hospitals that is delivered to the Chairman of the ACO;

A Director to be named by the Icahn School of Medicine at Mount Sinai, doing business as Mt Sinai Elmhurst Faculty Practice (the “Elmhurst FPP”), as specified in a writing by the Elmhurst FPP that is delivered to the Chairman of the ACO;

A Director to be named pursuant to a designation by a majority in number of the Presidents of Coney Island Medical Practice Plan, P.C., Downtown Bronx Medical Associates, P.C., Harlem Medical Associates, P.C., and Metropolitan Medical Practice Plan, P.C. (the “PAGNY FPPs”), as specified in a writing by such majority that is delivered to the Chairman of the ACO; and

A Director to be named by Community Healthcare Network, Inc. (the “Non-Affiliate Participant”), as specified in a writing by such Non-Affiliate Participant that is delivered to the Chairman of the ACO.

WHEREAS, the ACO was established as a subsidiary to NYC Health + Hospitals, and the ACO’s By-Laws designate NYC Health + Hospitals as the Sole Member of the ACO; and

WHEREAS, the ACO's By-Laws state that Directors of the ACO shall be elected annually by the Member.

NOW, THEREFORE, BE IT

RESOLVED, that the Member hereby authorizes that each of the following persons be elected, effective immediately except as noted below, to serve as a Director of the ACO Board of Directors in accordance with the laws of the State of New York, until such person's successor is duly elected and qualified, subject to such person's earlier death, resignation, removal, or termination of his or her employment with any entity that has executed an ACO Participation Agreement or ACO Agreement:

Mitchell Katz, M.D.;

Matthew Siegler, Esq.;

John Ulberg, Jr., M.P.H.;

Andrea Cohen, Esq.;

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A Director to be named by Community Healthcare Network, Inc. (the "Non-Affiliate Participant"), as specified in a writing by such Non-Affiliate Participant that is delivered to the Chairman of the ACO.



NYC Health + Hospitals Accountable Care Organization

Annual Sole Member Meeting

March 30, 2023

Matthew Siegler,
CEO of HHC ACO Inc.

David Stevens, MD
CMO of HHC ACO Inc.



- Approve and Adopt Meeting Minutes
- HHC ACO Inc. Board of Directors
 - Resolution
- CEO Updates
 - Participant List Change
 - PY 2021 Performance Results and Projected Recap
 - PY 2022 Shared Savings Forecast
- CMO Updates
 - PY 2021 Quality Performance Final Results
 - PY 2023 and Beyond Quality Measures
 - Reducing Avoidable Admissions: Driver Diagram
 - CAHPS

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Matthew Siegler, Esq.	NYC Health + Hospitals
John Ulberg, Jr., M.P.H.	NYC Health + Hospitals
Andrea Cohen, Esq.	NYC Health + Hospitals
Gary Kalkut, M.D.	NYC Health + Hospitals, recommended by NYU to represent their employed physicians at Bellevue, Cumberland, and Woodhull
Nicole Jordan-Martin, M.P.A.	NYC Health + Hospitals
Jasmin Moshirpur, M.D.	Mt. Sinai Elmhurst Faculty Practice
Vacant	Physician Affiliate Group of New York, P.C.
Warren Seigel, M.D.	Coney Island Medical Practice Plan, P.C., Downtown Bronx Medical Associates P.C., Harlem Medical Associates, P.C., and Metropolitan Medical Practice Plan, P.C.
Daniel Napolitano, M.D.	Non-Affiliated Participants (Community Healthcare Network and University Physicians of Brooklyn)
Hyacinth Peart	Medicare Beneficiary

Participant List Change For PY 2023

University Physicians of Brooklyn (UPB) and SUNY Health Science Center of Brooklyn (SUNY), are no longer participating in HHC ACO Inc.

PY 2021 Performance Results and Projected Recap

- **PY 2021 Performance Results**
 - 9 Consecutive Years of Success

	PY 2021	Total (2013-2021)
Savings to Medicare (\$)	5,451,716	72,763,907
Earned Performance Payment (\$)	4,007,011	39,116,877

Performance from past contracts available in the Appendix

- **PY 2021 Projected Recap**

Per Beneficiary Expenditure	Forecasts (No Risk-adjustments, incomplete claims)				Final Result
	Q1	Q2	Q3	Q4	
Benchmark	\$11,784	\$12,889	\$13,082	\$13,210	\$14,045
Actual	\$11,974	\$12,723	\$13,164	\$13,342	\$13,381
Savings/Losses	-\$190	\$166	-\$82	-\$133	\$664
Minimum Savings/Losses	±\$363	±\$401	±\$411	±\$417	±443
Eligible to Earn Shared Savings	No	No	No	No	Yes

- Never projected to earn shared savings
- Risk-adjustments for our regional expenditure seem to be the main factor
 - Difficult to predict mid-year
 - Not included in the forecasts
- **2022 can follow a similar pattern**

Projections based on CMS data from 2022 indicate that the ACO will be able to earn shared savings and will not owe money to CMS

- Projected Savings/losses: **\$466** per beneficiary
- Projected Threshold to earn Shared Savings: **\$434** per beneficiary
- Continue to see increase in benchmark and actual expenditure
- CMS policy for Public Health Emergency (PHE) still in effect, the ACO will not owe CMS for any loss

Per Beneficiary Expenditure	2022 Q1*	2022 Q2	2022 Q3	2022 Q4
Benchmark	\$11,981	\$13,050	\$13,468	\$13,237
Actual	\$10,631	\$12,690	\$13,243	\$12,771
Savings/Losses	\$1,350	\$360	\$225	\$466
Minimum Savings/Losses	±\$381	±\$419	±\$437	±\$434
Eligible to Earn Shared Savings	Yes	No	No	Yes

*Q1 expenditure reduced due to the Omicron outbreak

Factors not controlled

- Risk adjustments
- Incomplete claims

- Earned all eligible sharing savings
 - Final score 79.54 (MSSP benchmark 61.69)
- **Strongest in Prevention and Chronic Disease measures**

Sample Measures	PY 2019 Score	PY 2020 Score	PY 2021 Score
DM: Hemoglobin A1c Poor Control (>9%)*	18	21	15
Hypertension Control	74	65	67
Depression Screening and Follow up Plan	88	83	80

* A lower rate corresponds to higher quality

- CAHPS performance similar to past years:

Sample Measure	PY 2019 Score	PY 2020 Score	PY 2021 Score
CAHPS: Patients' Rating of Provider (0-10)	90	Not Done	89

- **Need improvement in Readmissions and MCC Admissions:**

	PY 2021 Score
30-Day, All-Cause Unplanned Readmission Rate*	18%
All-Cause, Unplanned Admissions for Patients with Multiple Chronic Conditions*	45%

 Indicates performance did not meet the benchmark

Measures	Measure Type	Level of Concern
CAHPS: 10 Summary Questions	Survey	Yellow
DM: A1C <9% (All Payors)	Registry-based	Light Green
Depression: Screening and Follow up (All Payors)	Registry-based	Light Green
HTN: <140/90 (All Payors)	Registry-based	Light Green
Admissions: Multiple Chronic Conditions	Claims	Red
Readmissions: All Cause	Claims	Red

Reducing Avoidable Admissions: Driver Diagram

Objective

Key Populations

Drivers and Plans

Reduce
Avoidable
ED + IP
Admissions

CHF

Frail
Elderly

Historical
High-
Utilizer

Asthma

ESRD

Ambulatory Expected Practices (GDMT, Hotline, High Risk Roster, etc.)

- Work group to define standards, Gap analysis

Care Transitions - RN Protocol for CHF discharges

Engage all stakeholders - Inpatient, ED, Community Care, Palliative Care

Annual Wellness Visit - Continue to refine PC & geriatrics clinic workflows

Cognitive Screen/Mgmt - Guidelines approved, conduct training

Facility ACO/VBC Team - Expectations for managing high utilizers

Virtual ExpressCare - Strengthen Primary Care collaboration

Ambulatory Care: Increase controller use - New guidelines, PC training

ED: Increase controller prescribing - New Order Set, Asthma CHW referrals

Multi-disciplinary work group - Analyze current state: Discuss strategy

	Measure Name	Percentile Rank
Provider Driven	Care Coordination	30th
	How Well Your Doctors Communicate	30th
	Patients' Rating of Doctor	30th
	Stewardship of Patient Resources	30th
	Health Promotion and Education	70th
	Shared Decision Making	30th
	Health Status/Functional Status*	N/A
Access Related	Access to Specialists*	N/A
	Getting Timely Care, Appointments, and Information	30th
Practice Environment	Courteous and Helpful Office Staff	30th

Focus on Provider Driven measures:

- Facility & PCP Scorecards
- Share recommendations and trainings for PCPs

*Measure not counted toward final score



*Have a safe and
wonderful year!*



Appendix

	PY 2013	PY 2014	PY 2015	PY 2016	PY 2017	PY 2018
Assigned Beneficiaries	12,369	13,294	12,241	10,042	10,293	10,569
Total Savings (\$)	7,428,094	7,122,016	13,118,302	3,592,166	5,276,973	7,262,050
Quality Score (%)	100.00%	75.78%	94.16%	90.15%	84.40%	83.39%
Earned Performance Payment (\$)	3,639,766	2,644,605	6,052,364	1,586,859	2,182,360	2,967,275

	PY 2019 (Jan - Jun)	PY 2019 (Jul-Dec)	PY 2020	PY 2021	Total (2013-2021)
Assigned Beneficiaries	11,026	9,092	9,268	8,434	
Total Savings (\$)	3,343,801	4,456,171	15,712,618	5,451,716	72,763,907
Quality Score (%)	92.17%	92.17%	96.87%	79.54%	
Earned Performance Payment (\$)	1,540,960	3,080,377	11,415,300	4,007,011	39,116,877
	4,621,337				