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**AARP Ohio**  
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## Support for State Innovation Model Test Grant

July 7, 2014

The Honorable John Kasich  
Ohio Statehouse  
Columbus, OH 43215

Dear Governor Kasich,

On behalf of our 1.7 million members in Ohio, AARP is pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application. As a member of your Advisory Council on Health Care payment innovation, we participated in the development of and support Ohio's State Health Innovation Plan (SHIP) that was developed through the SIM design grant.

AARP has long supported the efforts of federal and state government to initiate, test, and evaluate payment approaches that create incentives for providers to be more efficient and effective and that reward good outcomes. As such, we support the Centers for Medicare and Medicaid Services' State Innovation Model Initiative. Already, this initiative has encouraged several states to implement new, creative plans of action and we hope that other states, like Ohio, will follow suit and build innovative models of payment and health delivery system to improve the health and well-being of state residents.

The goals of Ohio's proposal, which are to better unify a currently fragmented payment system, improve overall care for individuals, and encourage providers to improve patient health outcomes, are consistent with AARP's goal to ensure every Ohioan has access to quality health care that is delivered in an efficient, patient-centered manner. For many consumers, health care is uncoordinated, quality is uneven and the cost of care increasingly unaffordable and difficult to access. Undoubtedly, consumers stand to benefit if innovative approaches and other reforms are found to improve the quality and affordability of care.

We are confident that a Model Test award will help Ohio advance important objectives for payment innovation. AARP Ohio looks forward to continuing to work closely with the State of Ohio and other stakeholders to leverage the experience of the state and implement a new model that can improve care while reducing costs by changing how we pay.

Sincerely,

Wm. P. Sundermeyer  
Associate State Director  
AARP Ohio

Robert G. Romasco, President  
Addison Barry Rand, Chief Executive Officer



**Nitin Bhargava**  
**President – Ohio & Kentucky Markets**  
7400 West Campus Road  
New Albany, OH 43054  
Phone: 614-933-7028  
Fax: 860-907-3586  
Email: BhargavaN@aetna.com

July 10, 2014

Mr. Gabriel Nah, Grants Management Specialist  
Office of Acquisition and Grants Management  
Centers of Medicare and Medicaid Services  
U.S. Department of Health and Human Services  
Mailstop #7700 Bethesda  
5600 Fishers Lane  
Rockville, MD 20857

**Support for Ohio's State Innovation Model Testing Grant**

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Testing application.

Aetna has been part of the core team that developed Ohio's State Health Innovation Plan through the Model 1 Design grant since its inception in 2012. We have also served on the Governor's Advisory Council for Health Care Payment Innovation.

But Aetna's involvement goes beyond Board-level and participatory teams. Aetna is committed to driving quality and change in the health care system in Ohio which in turn supports the Health Transformation agenda. We are expanding our business across the state, have entered into new collaborations with providers in the Cincinnati and Columbus areas that help deliver affordable, quality care for Ohioans and will be offering a range of health benefit options on the Ohio Healthcare Marketplace in 2015 under the Aetna brand.

Over the past 15 months, Aetna has been actively engaged with the State to develop our State Health Innovation Plan (SHIP). It's our goal to design a process that will lead to full-scale implementation and testing of a new multi-payer payment innovation model, and to begin moving towards implementation. We are pleased the State has chosen to focus its strategy on two specific models: (a) patient-centered medical homes and (b) episode-based payment. Since submitting the SHIP, we have continued to meet as a core team to begin defining and planning implementation for an initial set of episodes for reporting. We are committed to developing these models with the State and ultimately aim to voluntarily align our organization's payment activities with these initiatives.

Aetna is delighted to be part of the Governor's Advisory Council and the core team. We appreciate your consideration of Ohio's Model Test application and are pleased to add our support for an award that will allow Ohio to accelerate payment innovation priorities.

Sincerely,

**Nitin Bhargava**  
President – Ohio & Kentucky Markets



July 10, 2014

*William H. Considine*  
President

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

**Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah:

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application. As a member of the Ohio Governor's Advisory Council on Health Care payment innovation, we participated in the development of and support Ohio's State Health Innovation Plan (SHIP) that was developed through the SIM design grant.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations.

For our part, all Ohio Children's Hospital Association (OCHA) members, including Akron Children's, are currently engaged in the development of complementary payment reform strategies with the state and at the local/regional level. Recent CMMI grants to support and spread Pediatric Innovative Models in the Central, Southeast and Northeast Ohio regions will continue the evolution of paying and rewarding providers for outcomes and not just volume via contracts with payers.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector stakeholders in the development and implementation of this model.

Sincerely,

A handwritten signature in blue ink that reads "Bill Considine".

po



July 1, 2014

Gabriel Nah, Grants Management Specialist  
Office of Acquisition and Grants Management  
Centers of Medicare and Medicaid Services  
U.S. Department of Health and Human Services  
Mailstop #7700 Bethesda  
5600 Fishers Lane  
Rockville, MD 20857

Support for Ohio's State Innovation Model Testing Grant

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Testing application. We participated on the core team that developed Ohio's State Health Innovation Plan through the Model 1 Design grant, and also serve on the Governor's Advisory Council for Health Care Payment Innovation.

Over the past 15 months, we worked with the State to develop a State Health Innovation Plan (SHIP) and contributed input into the design of a process that is intended to lead to full-scale implementation and testing of new multi-payer payment innovation model. We are pleased the State has chosen to focus its strategy on two specific models: (a) patient-centered medical homes and (b) episode-based payment. Since submitting the SHIP, we have continued to participate in meetings with the core team to begin defining and planning implementation for the initiatives. We are committed to developing these models. Anthem has a value-based patient-centered medical home model in place across all our states and we're pleased that the State and other payers are planning the same. Anthem also has a strong interest in implementing episode bundle incentives across our organization.

Our organization is delighted to be part of the Governor's Advisory Council and the core team. We appreciate your consideration of Ohio's Model Test application and are pleased to add our support for an award that will allow Ohio to accelerate payment innovation priorities.

Sincerely,

A handwritten signature in black ink that reads "Erin Hoyle".

Ohio Plan President  
Anthem Blue Cross and Blue Shield



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Columbus, OH 43235  
614-781-9556  
[www.aohc.net](http://www.aohc.net)  
[aohc\\_1@aohc.net](mailto:aohc_1@aohc.net)

July 9, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

Dear Mr. Nah,

On behalf of the Board of Directors of the Association of Ohio Health Commissioners, I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application. AOHC represents the 124 local health districts across the state of Ohio.

The SIM Round 2 Test builds on current initiatives of payment reform and alignment and rests upon a foundation of population health. Ohio's local public health districts look forward to being critical partners with the Governor's Office of Health Transformation and other local partners in improving the health of Ohio's citizens through this opportunity.

Specifically, we know that local public health can provide the expertise and workforce to address the health priorities identified in this grant in the following ways, and more:

1. Enhancing the ongoing collaboration with local partners to leverage efforts in tobacco cessation and prevention.
2. Providing the qualified and experienced public health nursing workforce to make home visits to high risk mothers and babies to provide early intervention and care coordination to improve birth outcomes.
3. Providing the care coordination and care management expertise across the various high risk populations targeted in this grant.
4. Partnering with PCMH practices to provide community based services and population level strategies to improve health outcomes.
5. Utilizing longstanding expertise in community health assessment, planning and epidemiological data analysis to align community partners around health priorities.

We are confident that a Model Test award will help Ohio advance national objectives for population health outcomes and payment innovation. We greatly appreciate your favorable consideration of Ohio's application.

Sincerely,

President



July 10, 2014

Gabriel Nah  
Grants Management Specialist  
Office of Acquisition and Grants Management  
Centers for Medicare and Medicaid Services  
U.S. Department of Health and Human Services  
Mailstop # 7700 Bethesda  
5600 Fishers Lane  
Rockville, MD 20857  
Dear Ms. Nah,

I am writing to offer Aultman Health Foundation's support of the State of Ohio application to the Centers for Medicare and Medicaid Innovation SIM Model 2 Testing Grant. CMMI approval will help Ohio build on the progress achieved in the SIM Model 1 Design Grant. Under the leadership of Governor Kasich and his Office of Health Transformation team, Aultman believes CMMI approval will allow Ohio to commit our efforts to meet the Model 2 Test outcomes of improving population health, transforming the health delivery system and lowering per capita health care costs.

Over the past 30 years, Aultman has succeeded in delivering health care value for our community. We have been widely recognized for providing high quality health services at lower costs, and sharing these savings with our community through AultCare, our comprehensive health plan offering comprehensive commercial, Medicare, and now ACA health marketplace products. Through our unique vertically integrated structure, Aultman is committed to combining these payment and delivery innovations with our population health, clinical integrated network, and care coordination strategies. Aultman looks forward to a future opportunity to fully participate and support CMMI and Ohio's payment and delivery innovation efforts.

We are also proud of our relationship with CMS-CMMI, particularly as a BCPI Model 2 partner for Bundled Payment for Stroke Care and through our sponsorship of our region's leading 4.5 Star Medicare Advantage plan, Primetime Health Plan.

Aultman stands ready to assist these worthy health innovation efforts at the state and federal level.

Sincerely,

A handwritten signature in black ink, appearing to read "Edward J. Roth III".

Edward J. Roth III  
President and CEO  
Aultman Health Foundation

Cc: The Honorable John Kasich, Governor of Ohio  
Greg Moody, Director of the Governor's Office of Health Transformation



July 3, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

▪ S. David Wakulchik, M.D.  
Allopathic Program Director

FACULTY

Mariquita Belen, M.D.	Katherine C. Sheridan, M.D.
Robert P. Brophy, M.D.	Kerry Tedesco, D.O.
Lonnie Hammond, Ph.D.	Keith B. Werstler, M.D.
Roger Musa, M.D.	Teresa L. Wurst, M.D.

## Support for Ohio's State Innovation Model Test Grant

Dear Mr. Nah,

On behalf of Aultman Family Medicine, located in Stark County Ohio, I am pleased to support Ohio's State Innovation Model (SIM) Test Grant application to accelerate transformation in Ohio's health care delivery and payment systems.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employees, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

In anticipation of these transformative changes, Aultman Family Medicine has:

- Fully adopted and meaningfully used an electronic health record system
- Embarked upon Level 3 recognition for Patient-Centered Medical Homes by NCQA for several of our practice sites, with the goal of achieving recognition for all sites
- Participated as a partner with Better Health *Greater Cleveland*, a RWJF Aligning Forces for Quality market, with commitment to contribute our data on chronic disease management to *Better Health's* twice yearly public reports and to actively participate in its bi-annual Learning Collaborative Summits

We at Aultman Family Medicine are very interested in adopting value based purchasing or bundled payments for meeting quality of care metrics to reward our practice for providing high quality care to our patient population while controlling the costs of the health care that we provide. Better Health *Greater Cleveland* has provided leadership in the areas of payment reform and we would be very supportive of their efforts to generate proposals in this area in the future.

### Family Medicine Residency Program

- 2600 Seventh Street S.W. / Canton, OH 44710
- PHONE: (330) 363-6250 / FAX: (330) 580-5509 / [www.aultman.org](http://www.aultman.org)
- <http://aultmanfamilymedicine.com>



We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,

A handwritten signature in black ink, appearing to read "S. David Wakulchik".

S. David Wakulchik MD  
Program Director  
Aultman Family Medicine  
Professor of Family Medicine  
Northeast Ohio Medical University  
Canton, Ohio 44710

July 11, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### **Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

Through our work developing and maintaining healthcare quality measures for the Agency for Healthcare Research and Quality for over 10 years and support of the Centers for Medicare and Medicaid Services on their Measure and Instrument Development and Support contract, Battelle also is supporting achievement of this "triple aim" of improving care, quality, and cost effectiveness. Battelle continues to work with federal government and commercial healthcare clients who are striving to make progress along one or more of those three aims. Given Battelle's interest and engagement in efforts to implement and evaluate new payment and delivery models, we fully support the Ohio SIM team's objectives to align multi-payer payments to advance new models such as patient centered medical homes and comprehensive primary care.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Battelle looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by developing improved processes to pay for healthcare services.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. Parikh', with a stylized flourish at the end.

Sudip Parikh  
Vice President and General Manager  
Health and Analytics  
Battelle Memorial Institute



An Alliance for Improved Health Care

A project of Better Health Greater Cleveland, the Robert Wood Johnson Foundation's *Aligning Forces for Quality* initiative and other funders.



**Randall D. Cebul, MD, FACP**  
Director and Professor of Medicine and Epidemiology and Biostatistics

E-mail: [rdc@case.edu](mailto:rdc@case.edu)  
Phone: 216-778-3902  
Fax: 216-778-3945

July 12, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### Support for Ohio's State Innovation Model Test Grant

Dear Mr. Nah,

On behalf of Better Health *Greater Cleveland*, a Robert Wood Johnson Foundation-supported regional market of RWJF's *Aligning Forces for Quality* initiative, I am pleased to support Ohio's State Innovation Model (SIM) Testing application to accelerate transformation in Ohio's health care delivery and payment systems. I am quite familiar with the proposal's ambitious goals and the strategies of Ohio's Office of Health Transformation, having served as a member of the OHT Design Teams for both the PCMH and the Episodes-based Payment Model over the past nine months. I also have had the honor of serving as the elected director of the Payment Reform Working Group of Ohio's Patient-Centered Primary Care Collaborative during this time, and on OPCPC's Coordinating Council, whose purpose is to educate our primary care peers on the need for accelerating transformation of our delivery system and the necessity for value-based payment reform.

Better Health *Greater Cleveland* is one of 16 RWJF-supported regional health improvement collaboratives (RHICs) and one of over 40 RHICs nationwide who compose the Network for Regional Health Improvement (NRHI) and are committed to promoting transparency and transformation in both health care delivery and approaches to payment. Collectively, these RHICs affect the care of over 120 million Americans and have the potential to catalyze effective changes nationwide. Relevant to Ohio's SIM Testing grant, *Better Health* contributes to and learns on NRHI's Board of Directors and collaborates extensively with RHIC leadership in Cincinnati and Columbus to accelerate transformation in the state.

*Better Health's* vision is "to help Northeast Ohio become a healthier place to live and a better place to do business", highlighting the complementary goals of improved care, improved health, and lower *per capita* health care costs. Our *mission* is "to create a safe space for health care competitors to collaborate", fostering shared learning across disparate health care organizations and community agencies in twice yearly day-long Learning Collaboratives and other educational programs.

Since *Better Health's* founding in 2007, we have used electronic medical records to measure and twice yearly publicly report practice-level achievement and improvement in the care and outcomes of patients with chronic medical conditions ([www.betterhealthcleveland.org/data](http://www.betterhealthcleveland.org/data)).



**Center for Health Care Research and Policy**  
MetroHealth Medical Center • Rammelkamp Research & Education Building, R221  
2500 MetroHealth Drive • Cleveland, Ohio 44109-1998  
Phone: 216-778-3901 • Fax: 216-778-3945 • [www.chrp.org](http://www.chrp.org)



Our early success in documenting quality improvements using EMRs was reported in the *New England Journal of Medicine* (*N Engl J Med.* 2011; 365:825-33) and widely heralded in health policy circles. In the past three years, we have sponsored projects that include a multi-payer initiative to improve care and outcomes of “super-utilizers” and a multi-purchaser PCMH initiative to improve the care delivered by providers serving a majority of the purchasers’ employees. Key members of our growing multi-stakeholder partnership, many of whom have supported this proposal, are listed on the attachment to this letter.

*Better Health’s* achievements to date create opportunities to support Ohio’s SIM proposal in several ways, highlighted briefly below:

1. Trusted leader, data aggregator and reporter. Since 2007, *Better Health’s* clinical members – all committed to or currently publicly reporting – have grown from 350 to over 700 primary care physicians who report their care for over 140,000 patients in over 70 primary care practices and 12 member hospitals. Our membership’s geographic footprint, initially focused on the state’s largest county, now spans six counties and over 2 million people throughout Northeast Ohio.
2. Convener of multiple stakeholders. Twice yearly day-long Learning Collaboratives attract approximately 200 providers, staff, and population health advocates to disseminate best practices identified in our data; these events are supplemented by monthly webinars on topics of special interest to our membership.
3. Clinical practice improvement coaches. Five specialized staff provide on-site coaching services to member primary care practices that include:
  - Training and application for PCMH recognition. Since 2008, *Better Health* has supported virtually all recognized PCMH practices in Northeast Ohio.
  - Workflow redesign and EHR meaningful use and population management.
  - Quality improvement training for patient care and population management.
  - Tools for improving condition-specific quality metrics and patient experience.
4. Design and support payment and delivery system reform projects. Public and private purchaser-driven PCMH with quality incentives and shared savings; multi-payer support to improve outcomes and reduce avoidable hospitalizations among “super-utilizers”; state-wide grantee to disseminate “Choosing Wisely” campaign messages.

I am confident that a Ohio’s SIM Test award will help the state advance national objectives for delivery system and payment innovation, and appreciate your favorable consideration of Ohio’s application. *Better Health Greater Cleveland* looks forward to working with the State of Ohio, our regional health improvement collaboratives state-wide, and other government and private sector payers to improve care while reducing costs.

Sincerely,



Randall D. Cebul, MD, Director  
 Center for Health Care Research and Policy  
 President, *Better Health Greater Cleveland*  
 Professor of Medicine, Epidemiology and Biostatistics  
 Case Western Reserve University at  
 MetroHealth Medical Center

## FOUNDING MEMBERS

Health Action Council Ohio  
The Centers for Community Solutions  
The MetroHealth System,  
Robert Wood Johnson Foundation Grantee

## HOSPITAL MEMBERS

Cleveland Clinic  
Main Campus  
Euclid Hospital  
Fairview Hospital  
Hillcrest Hospital  
Lakewood Hospital  
Lutheran Hospital  
Marymount Hospital  
South Pointe Hospital  
  
Lake Health System  
  
Louis Stokes VA Medical Center,  
Wade Park Campus  
  
MetroHealth Medical Center  
St. Vincent Charity Medical Center

## EMPLOYERS AND HEALTH PLAN PARTNERS

Health Action Council Ohio  
HealthSpan  
Lake County School Consortium  
Lubrizon  
Medical Mutual of Ohio  
Progressive Insurance Corp.  
UnitedHealthcare

## PRIMARY CARE MEMBERS

Aultman Physician Center Family Medicine  
Aultman Physician Center Internal Medicine  
Care Alliance Health Center  
Cleveland Clinic  
Main Campus  
Family Health Centers  
Fairview Family Practice  
Stephanie Tubbs Jones Health Center  
  
Dunlap Family Physicians  
HealthSpan  
Lake County Free Clinic  
Lake Health System  
Louis Stokes VA Medical Center,  
Wade Park Campus  
MetroHealth  
Main Campus  
Center for Community Health  
Senior Health and Wellness Center  
Neighborhood Family Practice  
North Coast Health Ministry  
Northeast Ohio Neighborhood Health Services  
(NEON)  
St. Vincent Charity Medical Group  
UHCMC Douglas Moore Health Center  
Weinberger and Vizio LLC.  
  
**FOUNDATION PARTNERS**  
ABIM Foundation  
The Cleveland Foundation  
Mt. Sinai Health Care Foundation  
Robert Wood Johnson Foundation  
Saint Luke's Foundation of Cleveland

## ORGANIZATIONAL PARTNERS

Academy of Medicine  
of Cleveland & Northern Ohio  
American Diabetes Association  
American Heart Association  
Buckeye Community Health Plan  
CWRU Practice-Based  
Research Network  
CWRU Clinical Translational  
Science Collaborative  
Center for Health Care Strategies  
Cleveland Department  
of Public Health  
Cuyahoga Community College  
Cuyahoga County Board of Health  
Cuyahoga County Health Alliance  
CHAP-Cuyahoga Health  
Access Partnership  
Diabetes Partnership of Cleveland  
Health Improvement  
Partnership Cuyahoga  
Health Policy Institute of Ohio  
Healthy Cleveland  
Hospice of the Western Reserve  
Lake to River Health Care Coalition  
Montefiore  
Ohio Department of Health  
Ohio Department of Medicaid  
OneCommunity  
Ohio Patient Centered  
Primary Care Collaborative  
University Settlement  
Visiting Nurses Association of Ohio  
West Side Catholic Center

## OUR VISION

Better Health's vision is to make Northeast Ohio a healthier place to live and a better place to do business.

## OUR MISSION

We create a safe space for collaboration and competition to come together, bringing data and insights from all, to drive better health for all.



[betterhealthcleveland.org](http://betterhealthcleveland.org) | 216.778.8024

## Better Health Greater Cleveland BOARD OF DIRECTORS

### Randall D. Cebul, MD, President

Director, CWRU Center for Health Care Research & Policy at MetroHealth,  
Professor of Medicine, Epidemiology and Biostatistics

### Patty Starr, Secretary-Treasurer

Executive Director  
Health Action Council Ohio

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Senior Public Policy  
and External Affairs Adviser  
Cleveland Clinic

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Executive Director  
West Side Catholic Center

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Vice President & General Counsel  
AssuraMed

### Vanessa J. Evans

Partner  
Bright Side, Inc.

### Christopher J. Hebert, MD

Medical Director for Quality, Patient Safety,  
Informatics & Research  
HealthSpan

### Kevin S. Lauterjung

Principal, Community Energy Advisors, LLC

### Jean Polster, RN, MS

Executive Director  
Neighborhood Family Practice

### JB Silvers, PhD

Professor of Healthcare Finance  
CWRU

### Jim Weisman

Vice President  
BioEnterprise

### Theodore E. Wymyslo, MD

Immediate Past Director  
Ohio Department of Health



June 25, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

## Support for Ohio's State Innovation Model Test Grant

Dear Mr. Nah,

Bob Evans Farms is pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application. As a member of the Ohio Governor's Advisory Council on Health Care payment innovation, we participated in the development of and support Ohio's State Health Innovation Plan (SHIP) that was developed through the SIM design grant.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

Bob Evans Farms has implemented a private exchange program for our associates. We continue to innovate to provide affordable health care. Partnering with the state on innovations such as this model test will accelerate everyone's learning and success.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,

Joe Eulberg  
EVP, Human Resources



THE BOB EVANS FAMILY OF BRANDS



June 30, 2014

Gabriel Nah, Grants Management Specialist  
Office of Acquisition and Grants Management  
Centers of Medicare and Medicaid Services  
U.S. Department of Health and Human Services  
Mailstop #7700 Bethesda  
5600 Fishers Lane  
Rockville, MD 20857

**Support for Ohio's State Innovation Model Testing Grant**

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Testing application. We participated on the core team that developed Ohio's State Health Innovation Plan through the Model 1 Design grant, and also serve on the Governor's Advisory Council for Health Care Payment Innovation.

Over the past 15 months, we worked with the State to develop our State Health Innovation Plan (SHIP) to design a process that will lead to full-scale implementation and testing of new multi-payer payment innovation model, and to begin moving towards implementation. We are pleased the State has chosen to focus its strategy on two specific models: (a) patient-centered medical homes and (b) episode-based payment. Since submitting the SHIP, we have continued to meet as a core team to begin defining and planning implementation for an initial set of episodes for reporting. We are committed to developing these models with the State and ultimately aim to voluntarily align our organization's payment activities with these initiatives.

Our organization is delighted to be part of the Governor's Advisory Council and the core team. We appreciate your consideration of Ohio's Model Test application and are pleased to add our support for an award that will allow Ohio to accelerate payment innovation priorities.

Sincerely,



Steve White  
President and CEO



Cardinal Health  
Community Relations  
7000 Cardinal Place  
Dublin, OH 43017  
614.757.7481 tel  
614.652.9601 fax

cardinalhealth.com

July 2, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

**Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

As the business behind healthcare, Cardinal Health helps pharmacies, hospitals and ambulatory care sites focus on patient care while reducing costs, improving efficiency and quality, and increasing profitability. We are also very committed to communities where our employees live and work, especially in Ohio, our corporate headquarters. The Cardinal Health Foundation has invested more than \$16 million over the past 6 years through public-private partnerships that help improve care, reduce costs and increase efficiency through small grants to the support of large-scale networks and professional development. We focus on achieving measureable improvement and excellent patient outcomes.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely

A handwritten signature in cursive script that reads "Dianne Radigan".

Dianne Radigan  
VP, Community Relations



# Care Alliance

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## Health Center

### Board of Directors

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### Executive Team

Francis Agram-Gyemng, MBA,  
MPH, FACHE  
Chief Executive Officer

Nicole Harris, DDS, MPH  
Dental Director

Kate Fox Nagel, MPH  
Chief Administrative Officer

Bruce Noll, MBA, CPA  
Chief Finance Officer

Daniel Meigs, MD  
Medical Director

Benjamin Yeboah, RN, MSN  
Chief Clinical Officer

July 1, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### **Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

As Chief Executive Officer of Care Alliance Health Center it is my pleasure to provide this letter of support for Ohio's State Innovation Model (SIM) Test Grant application to accelerate transformation in Ohio's health care delivery and payment systems.

Care Alliance is a Federally Qualified Health Center that specializes in providing medical, dental and supportive care to individuals and families living in extreme poverty and specifically to those experiencing homelessness or living in or near public housing. The mission of Care Alliance is to provide high-quality, comprehensive medical and dental care, patient advocacy and related services to people who need them most, regardless of their ability to pay. We are unwavering in our commitment to provide care to those in need and have identified valuable partners to accomplish this goal.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employees, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

In anticipation of these transformative changes, Care Alliance has:

- Used federal stimulus funds in 2010-11 to adopt and meaningfully use the Epic electronic health record system for clinical decision support and cross-organizational health information exchange within our Epic neighborhood;

Re: Support for Ohio's State Innovation Model Test Grant

- Received Level 3 recognition for Patient-Centered Medical Homes by NCQA for all of our practice sites;
- Participated since 2007 as a founding partner in Better Health *Greater* Cleveland, a RWJF Aligning Forces for Quality market, contributing our data on chronic disease management to *Better Health's* twice yearly public reports and actively participating in its bi-annual Learning Collaborative Summits;
- Participated in Ohio's 1115 Medicaid Waiver program, MetroHealth *Care Plus* in 2013-14, documenting better care at lower costs for newly covered patients in northeast Ohio.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,

A handwritten signature in blue ink, appearing to read "Francis Afram-Gyening", with a long horizontal flourish extending to the right.

Francis Afram-Gyening, FACHE  
Chief Executive Officer



June 27, 2014

Gabriel Nah, Grants Management Specialist  
Office of Acquisition and Grants Management  
Centers of Medicare and Medicaid Services  
U.S. Department of Health and Human Services  
Mailstop #7700 Bethesda  
5600 Fishers Lane  
Rockville, MD 20857

**Support for Ohio's State Innovation Model Testing Grant**

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Testing application. We participated on the core team that developed Ohio's State Health Innovation Plan through the Model 1 Design grant, and also serve on the Governor's Advisory Council for Health Care Payment Innovation.

Over the past 15 months, we worked with the State to develop our State Health Innovation Plan (SHIP) to design a process that will lead to full-scale implementation and testing of new multi-payer payment innovation model, and to begin moving towards implementation. We are pleased the State has chosen to focus its strategy on two specific models: (a) patient-centered medical homes and (b) episode-based payment. Since submitting the SHIP, we have continued to meet as a core team to begin defining and planning implementation for an initial set of episodes for reporting. We are committed to developing these models with the State and ultimately aim to voluntarily align our organization's payment activities with these initiatives.

Our organization is delighted to be part of the Governor's Advisory Council and the core team. We appreciate your consideration of Ohio's Model Test application and are pleased to add our support for an award that will allow Ohio to accelerate payment innovation priorities.

Sincerely,

Pamela B. Morris  
President & CEO



615 Elsinore Place  
Cincinnati, Ohio  
45202

P 513.639.2800  
F 513.639.2700

July 2, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

**Re: Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

On behalf of Catholic Health Partners (CHP), I am writing to you in support of the State of Ohio's application for State Innovation Model (SIM) test assistance.

At CHP, we share Governor John Kasich's vision of transformation to provide quality and affordable healthcare throughout our state. We also share a common view that among the state's highest priorities are providing sustained employment opportunities and providing avenues to better manage the health of our communities and our workforce. I am deeply committed to this endeavor and, with more than 30,000 of our own associates, we are making strides to maintain our standing as Ohio's fourth largest employer, and largest provider of safety net services.

As a member of the Ohio Governor's Advisory Council on Health Care payment innovation, peer discussions have been held among the provider, payer, employer and consumer communities. Most importantly, we participated in the development of and support Ohio's State Health Innovation Plan that was developed through the SIM design grant.

By way of background, Ohio continues to be on the leading edge of innovation -- Aligning Forces for Quality, Comprehensive Primary Care Initiative and Accountable Care Organizations are a few examples of this work. However, a Model Test award will advance a more consistent approach to payment innovation across the state. At CHP, we have embraced the ACO model through Mercy Health Select including providers in 5 Ohio communities. As a participant in this Medicare Shared Savings Program, as well as in the Bundled Payments for Care Improvement initiative at Mercy St. Vincent Medical Center in Toledo, we are building a statewide network of better care that I believe will augment the State of Ohio's plan to attain higher quality at a greater value.

Please give your utmost consideration to the State of Ohio's application. By doing so, public and private sector partners will have a substantive opportunity to address how care is paid for, a premise that I believe is the only path toward true healthcare transformation in our country.



You may contact me at anytime at [mdconnelly@health-partners.org](mailto:mdconnelly@health-partners.org) should you have any questions regarding our support of this application. Again, thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Michael D. Connelly". The signature is written in a cursive style with a large, prominent initial "M".

Michael D. Connelly  
President and CEO  
Catholic Health Partners



## COPC Administration

570 Polaris Parkway, Suite 250  
Westerville, OH 43082  
Office: 614-326-2672  
Fax: 614-326-2685  
[www.copcp.com](http://www.copcp.com)

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

June 30, 2014

### Support for Ohio's State Innovation Model Test Grant

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application. As a member of the Ohio Governor's Advisory Council on Health Care payment innovation, Central Ohio Primary Care Physicians participated in the development of and support Ohio's State Health Innovation Plan (SHIP) that was developed through the SIM design grant.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

Central Ohio Primary Care Physicians is an independent, physician owned and led Primary Care Corporation with 270 physicians working in 48 NCQA certified Patient Centered Medical Homes in Central Ohio.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,

A handwritten signature in black ink that reads 'J. William Wulf, MD'.

J. William Wulf, MD

CEO, Central Ohio Primary Care Physicians



David L. Bronson MD, MACP, FRCP (Edin)  
Senior Public Policy and External Affairs Advisor  
Professor of Medicine, Lerner College of Medicine  
Case Western Reserve University

July 10, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### **Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

I am writing to you today to lend my strong support for Ohio's State Innovation Model (SIM) Testing application to accelerate transformation in Ohio's health care delivery and payment systems. As a member of the Governor's Advisory Committee to his Office of Health Transformation, past President of the American College of Physicians, member of The Joint Commission Board of Commissioners, health system executive, and as a general internist providing patient-centered care in an integrated delivery system during this time of tumultuous change, I have gained broad knowledge of the State's proposed system. I also recognize the forces leading to suboptimal integration of care between large tertiary care hospitals and the primary caregiver, whether it is the patient's family, doctor's office, or post-acute care rehabilitative setting. Ohio's SIM Testing proposal attempts to address each of these problems using an ambitious approach to transform both the delivery system and parallel incentives to provide value-based care across the payer spectrum.

As a staff member at the Cleveland Clinic, I understand that Cleveland Clinic shares the State of Ohio's objectives of providing cost-effective, value-based care that controls chronic disease, reduces unnecessary use of resources and ensures the long terms financial viability of the health care safety net that serves Ohio's most vulnerable citizens. We understand and agree that the Medicaid system, because of its public funding and its diverse care population, must make every effort both to control costs and to standardize approaches across the nation wherever possible. The goals of the State of Ohio's SIM application mirror in many ways, the efforts we have had underway for several years inside our own health system.

As a leader in the region's *Better Health Greater Cleveland* initiative, I have seen how important comprehensive care coordination, outcomes data collection and patient engagement can be in ensuring control of chronic disease, and increase in overall wellness for patients. I am confident that a SIM Testing award will help Ohio advance national objectives for delivery system and payment innovation, and teach providers and payors to work collaboratively to advance delivery system reform. I urge your favorable consideration of Ohio's application. CCHS looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we deliver and pay for health care.

Sincerely,



David L. Bronson, MD, MACP

DB/wd

July 10, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### **Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

On behalf of Dr. Cosgrove and The Cleveland Clinic, I would like to thank the State of Ohio Office of Health Transformation for including the Cleveland Clinic in its process as it transforms its healthcare delivery and payment models. We would like to lend our support to the State's efforts in developing its State Innovation Model (SIM) Testing application.

The Cleveland Clinic shares the State of Ohio's objectives of providing cost-effective, value-based care that controls chronic disease, reduces unnecessary use of resources and ensures the long terms financial viability of the health care safety net that serves Ohio's most vulnerable citizens. We understand and agree that the Medicaid system, because of its public funding and its diverse care population, must make every effort both to control costs and to standardize approaches across the nation wherever possible. The goals of the State of Ohio's SIM application mirror in many ways, the efforts we have had underway for several years inside our own health system.

The Cleveland Clinic has made an enormous investment in its Value-Based Purchasing programs and in the Cleveland Clinic Integrated Care Model. The Integrated Care Model is personalized, patient-focused, and continuous. It integrates primary and specialty care, and gets patients the right care, at the right time, and in the right place. We have developed more than 100 evidence-based clinical protocols we call Care Paths. These protocols will eventually cover every possible patient condition. We have embedded RN care coordinators with the primary physician team. They serve as quarterbacks, educators, and facilitators. They identify patient risk factors to control chronic disease, promote wellness, and lower costs. The Cleveland Clinic also has one of the few functioning CMMI Bundled Payment pilots in the nation. Given the high degree of parallel objectives we share with the State of Ohio, we are keenly dedicated to partnering with the Office of Medicaid and the Office of Health Transformation to make the SIM program successful.

The State of Ohio has pursued its health transformation efforts with admirable diligence and careful consideration and we have been grateful to work with the State as it has defined its delivery and payment models. We look forward to continued cooperation and collaboration as the State moves forward with this process and want to strongly encourage favorable consideration of the State of Ohio's application to this important program.

Sincerely,

A handwritten signature in black ink that reads "Kristen D.W. Morris". The signature is written in a cursive, flowing style.

Kristen D.W. Morris  
Chief Government and Community Relations Officer

July 10, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857



### Support for Ohio's State Innovation Model Test Grant

Dear Mr. Nah:

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

The Health Collaborative, HealthBridge, and the Greater Cincinnati Health Council are part of a **regional health improvement collaborative** (RHIC) that seeks to address shared health care challenges and develop innovative solutions to address those challenges. Our Greater Cincinnati regional collaborative also includes other leading health care organizations, providers, plans, patients, policy makers and other stakeholders – we work together to support regional efforts to **accelerate health care transformation and achieving the Three Part Aim of better care, better health and lower costs**. We aim for our region to set the standard in America for how health care should be delivered and financed.

We believe the SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway. Additionally, Southwest Ohio has been a nationally-recognized innovator in implementing new payment models proposed in Ohio's State Health Innovation Plan, including Patient Centered Medical Home (PCMH) and the Comprehensive Primary Care (CPC) Initiative. Ohio has demonstrated alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

Our three organizations have led key health improvement initiatives in Southwest Ohio including PCMH, CPC, Community Based Care Transitions, Aligning Forces for Quality, Beacon Community, Regional Extension Center, and our public reporting initiative, YourHealthMatters. We view SIM as the next logical step to scale and spread Southwest Ohio's effective interventions to the rest of Ohio.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to achieve better care, better health and lower costs.

Sincerely,

A handwritten signature in black ink, appearing to read 'Craig A. Brammer', is centered on the page.

Craig A. Brammer  
CEO





## Columbus Neighborhood Health Center, Inc.

1800 Watermark Drive, Suite 420  
Columbus, Ohio 43215-1060  
Phone: 614-645-5500 Fax: 614-645-5517

July 3, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### Support for Ohio's State Innovation Model Test Grant

Dear Mr. Nah:

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

Columbus Neighborhood Health Center, Inc. (CNHC) is a Federally Qualified Health Center recognized by the National Council on Quality Assurance as a Level 3 Patient Centered Medical Home. As such, CNHC recognizes the importance of high quality health care and sees the importance of developing payment systems that support the resources needed to provide this care. CNHC strongly supports the movement toward a value based payment system and away from current volume based system. The models that will be developed through SIM will support this value based approach.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,

Thomas J. Horan  
Chief Executive Officer



This health center is a Health Center Program grantee under 42 U.S.C. 254b,  
and a deemed Public Health Service employee under 42 U.S.C. 233(g)-(n).

July 8, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

**Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah:

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

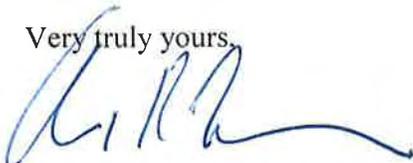
The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

The Columbus Partnership is a non-profit, membership-based CEO organization representing more than 50 of Columbus' leading businesses and institutions and more than 25 percent of the regional workforce. As Central Ohio's largest employers, our member companies are also among the largest purchasers of health insurance. Rising healthcare costs continue to be a significant challenge for employers and impede their ability to reinvest resources into growing the business or hiring additional employees.

The State of Ohio's proposal for a SIM grant will help align healthcare payments with quality outcomes, focus on preventive services by emphasizing patient centered medical homes, and apply the same metrics for government and private payers. We believe these approaches will help position Ohio as a national leader in healthcare payment reform and will help address rising healthcare costs facing Ohio employers.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and we appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Very truly yours,



Alex R. Fischer  
President and CEO

ARF/tt

July 8, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

Dear Mr. Nah,

On behalf of Columbus Public Health, I am pleased to submit a letter of strong support for Ohio's State Innovation Model (SIM) Test Grant application.

The SIM Round Two Model Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

Columbus Public Health (CPH) serves the 15<sup>th</sup> largest city in the nation and is committed to protecting health and improving lives. A CPH priority is to assure access to quality primary care for the 1.2 million residents in our community. CPH has supported our local public-private partnership, the Healthcare Collaborative of Greater Columbus, in the shared learning of numerous stakeholders in the importance of high quality and high value health care services and in leading the advancement of patient centered medical homes in our central Ohio region. Further, CPH financially supports an eight-site Federally Qualified Health Center which is firmly committed to the patient centered medical home model. Additionally, this grant's focus on perinatal services will likely enhance the important work our community has undertaken to reduce infant mortality. Two strong recommendations are to 1) improve preconception health with a specific strategy to align patient medical home payments to support desired outcomes, and 2) to ensure the highest quality standards for perinatal care in our community.

We are confident that a Model Test Award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Yours in good health,



Teresa C Long MD MPH  
Health Commissioner



July 11, 2014

Gabriel Nah  
Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application. As a member of the Ohio Governor's Advisory Council on Health Care payment innovation, we participated in the development of and support Ohio's State Health Innovation Plan (SHIP) that was developed through the SIM design grant.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

As an organization that represents and supports the state's smallest businesses, our members have the least control over the health care costs that are passed along to them. Changing the way in which payment happens and putting more pressure on quality and efficiency are key for the small business community to see long term improvement in the cost of care.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,

A handwritten signature in black ink that reads "Steve Millard". The signature is written in a cursive style.

Steve Millard  
President & Executive Director

1240 Huron Rd. E, Suite 200  
Cleveland, Ohio 44115-1717

p: (216) 592-2222 | (866) 553-5427

[www.cose.org](http://www.cose.org)

# CUYAHOGA COUNTY

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# BOARD OF HEALTH

YOUR TRUSTED SOURCE FOR PUBLIC HEALTH INFORMATION

July 3, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

**RE: Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah:

On behalf of the Cuyahoga County Board of Health (CCBH), I am pleased to support Ohio's State Innovation Model (SIM) Test Grant application to accelerate transformation in Ohio's health care delivery and payment systems.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already under way, and the state has already begun to implement the payment models defined in the State Health Improvement Plan (SHIP), beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employees, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through further integration of clinical care with public health initiatives, and by improving access to high quality, culturally and linguistically appropriate care to reduce disparities.

In anticipation of these transformative changes, CCBH has:

- Facilitated the development of a Health Improvement Plan for Cuyahoga County through a Consortium of over 50 organizations and community members committed to improving health equity and focusing on four population health strategic priorities aligned with the SHIP: 1) Improving management of chronic disease 2) integrating clinical care and public health 3) eliminating racism as a social determinant of health 4) healthy eating and active living.

5550 Venture Drive ♦ Parma, Ohio 44130

Direct: 216-201-2000 ♦ Fax: 216-676-1311 ♦ TTY: 216-676-1313 ♦ [www.ccbh.net](http://www.ccbh.net)

Terrence M. Allan, R.S., M.P.H. Health Commissioner

- Participated as a partner with Better Health *Greater* Cleveland, a RWJF Aligning Forces for Quality market, serving on the Leadership Team and participating in its bi-annual Learning Collaborative Summits
- Engaged Better Health *Greater* Cleveland to serve as an Anchor organization in the Health Improvement Plan implementation for Cuyahoga County, coordinating the chronic disease management strategic priority.

CCBH recognizes the imperative of payment reform, and the need to refocus efforts on quality and health outcome measures, driven by data and innovation. The clinical systems engaged in this work recognize the importance of connecting with public health, given the strong association between the social determinants of health and overall health status. Evidence based interventions focused on health eating, active living and tobacco prevention that reach low income, minority populations with lower educational attainment are a major component of the Health Improvement Plan for Cuyahoga County. These efforts are designed as primary prevention opportunities to decrease the downstream costs to the healthcare system for treatment of diabetes and tobacco-related chronic diseases.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,



Terry Allan, RS, MPH  
Health Commissioner

5550 Venture Drive ♦ Parma, Ohio 44130

Direct: 216-201-2000 ♦ Fax: 216-676-1311 ♦ TTY: 216-676-1313 ♦ [www.ccbh.net](http://www.ccbh.net)

Terrence M. Allan, R.S., M.P.H. Health Commissioner



**Dunlap Family  
Physicians, Inc.**

A MEMBER OF AULTMAN MEDICAL GROUP

July 2, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### **Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

On behalf of Dunlap Family Physicians, located in Orrville, Ohio, I am pleased to support Ohio's State Innovation Model (SIM) Test Grant application to accelerate transformation in Ohio's health care delivery and payment systems.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employees, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

In anticipation of these transformative changes, Dunlap Family Physicians has:

- Fully adopted and meaningfully used an electronic health record system
- Embarked upon Level 3 recognition for Patient-Centered Medical Homes by NCQA for our 3 practice sites, with the goal of achieving recognition for all sites
- Participated as a partner with Better Health *Greater* Cleveland, a RWJF Aligning Forces for Quality market, with commitment to contribute our data on chronic disease management to *Better Health's* twice yearly public reports and to actively participate in its bi-annual Learning Collaborative Summits

Only through changes like the aforementioned can we really make an impact on our patient's health and our financial stability.

830 S. Main Street / Orrville, Ohio 44667

Orrville Office: 330-684-2015 • Dalton Office: 330-684-5480 • Apple Creek Office: 330-684-5470

[www.OrrvillePCP.com/DFP](http://www.OrrvillePCP.com/DFP)

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. Mahoney', with a long, sweeping horizontal flourish extending to the right.

Marilyn M. Mahoney, Practice Manager



GE Aviation

One Neumann Way, MD C14  
Cincinnati, Ohio 45215  
USA

Craig F. Osterhues  
GE Aviation  
Manager, Health Services

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application. As a member of the Ohio Governor's Advisory Council on Health Care payment innovation, we participated in the development of and support Ohio's State Health Innovation Plan (SHIP) that was developed through the SIM design grant.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, through the Comprehensive Primary Care (CPC) Initiative, as well as an initial set of episodes. Notably, through CPC, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

GE Aviation has supported many initiatives in Southwest Ohio aimed at delivering Better Health, Better Care and Lower Costs, including CPC, Patient-Centered Medical Homes, Beacon and the Regional Extension Center initiatives. We view Ohio's SIM as a logical next step to scale and spread Southwest Ohio's effective interventions and infrastructure to the rest of Ohio.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Regards,

A handwritten signature in black ink, appearing to read 'Craig F. Osterhues', written over a faint circular stamp.

Craig F. Osterhues

July 10, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

Member Hospitals

Access Hospital

Atrium Medical Center

The Children's Medical  
Center of Dayton

Dayton Rehabilitation  
Institute

Dayton Veterans Affairs  
Medical Center

Fort Hamilton Hospital

Good Samaritan Hospital

Grandview Medical Center

Grand Lake Health System

Greene Memorial Hospital

Kettering Behavioral  
Medicine Center

Kettering Medical Center

Kindred Hospital Dayton

LifeCare Hospitals  
of Dayton

Mercy Memorial Hospital

Miami Valley Hospital

Miami Valley Hospital South

Indu and Raj Soin  
Medical Center

Springfield Regional  
Medical Center

Southview Medical Center

Sycamore Medical Center

Upper Valley  
Medical Center

Wayne HealthCare

Wilson Memorial Hospital

Wright Patterson  
Medical Center

**Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah:

The Greater Dayton Area Hospital Association (GDAHA) is pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway. Additionally, Southwest Ohio has been a nationally-recognized innovator in implementing new payment models proposed in Ohio's State Health Innovation Plan, including Patient Centered Medical Home (PCMH) and the Comprehensive Primary Care (CPC) Initiative. Ohio has demonstrated alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

GDAHA and its member hospitals have been a strong supporter of regional health improvement initiatives in Southwest Ohio including PCMH, CPC and Meaningful Use. Our organization views SIM as the next logical step to scale and spread Southwest Ohio's effective interventions across Ohio.

We are confident that a Model Test award will help Ohio advance national objectives for improving health and health care, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to achieve better care, better outcomes and lower costs.

Please feel free to contact me if you have any questions or need any additional information.

Sincerely,



Bryan J. Bucklew  
President & CEO



PREVENT. PROMOTE. PROTECT.

*Timothy I. Ingram  
Health Commissioner*

*250 William Howard Taft Road, 2nd Floor  
Cincinnati, OH 45219*

*Phone 513.946.7800  
Fax 513.946.7890*

*hamiltoncountyhealth.org*

July 14, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### **Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway. Additionally, Southwest Ohio has been a nationally-recognized innovator in implementing new payment models proposed in Ohio's State Health Innovation Plan, including Patient Centered Medical Home (PCMH) and the Comprehensive Primary Care (CPC) Initiative. Ohio has demonstrated alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

Hamilton County Public Health has been a key supporter of several health improvement initiatives in Southwest Ohio including Putting Prevention to Work, Aligning Forces for Quality, Beacon Community, Regional Extension Center and *YourHealthMatters*. We view SIM as the next logical step to scale and spread Southwest Ohio's effective interventions across Ohio and to ensure a robust health care system that can support population health improvement. Public Health Departments are a key player in assuring better health occurs within the SIM process.

We are confident that a Model Test award will help Ohio advance national objectives for improving health and health care, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to achieve better care, better outcomes and lower costs.

Sincerely,

A handwritten signature in black ink that reads "Timothy I. Ingram".

Tim Ingram,  
Health Commissioner



July 2, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### Support for Ohio's State Innovation Model Test Grant

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve improved health, better care, and cost savings through improvement.

Health Action Council (HAC), a nonprofit organization founded in 1983, serves as the voice of Ohio employers on healthcare issues and works to enhance human and economic health through thought leadership, innovative services and collaboration. Comprised of more than 100 of the state's most prominent employers and representing nearly 2 million covered lives, HAC provides value to members by facilitating common projects to improve the quality and moderate the cost of health care members purchase for their employees, dependents and retirees. Through its subsidiary charity, the Health Quality Forum (HQF), HAC collaborates with other stakeholders -- health plans, physicians, hospitals, and the pharmaceutical industry -- to improve the quality and efficiency of care in the community, resulting in enhanced population health in which businesses can thrive.

On behalf of the Board of Health Action Council and Health Quality Forum, I am pleased to partner with Better Health Greater Cleveland (BHGC), of which HAC was a founding member in 2007. Their vision- to make Northeast Ohio a healthier place to live and a better place to do business is a mission that HAC and its members heartily endorse. A current focus of BHGC is to spread patient-centered care to deliver greater value and better health outcomes. We are actively engaged with Better Health in a Primary Care Push Payment Reform initiative with three of our large, self insured employers and an independent health system in Lake County which promotes the use of HIT and achieving PCMH recognition, and employer funded care coordination. We plan to share best practices from this endeavor with our employer members to promote similar value based purchasing/payment initiatives in the future.

We believe that the highly respected organizations- The Health Collaborative, The Healthcare Collaborative of Columbus and Better Health Greater Cleveland will effectively work together to accomplish the goals for Ohio and we look forward to supporting these efforts.



We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and others to improve care while reducing costs by changing how we pay.

Sincerely,

A handwritten signature in black ink, appearing to read "Patty Starr", enclosed within a thin black rectangular border.

Patty Starr  
Executive Director



health policy institute  
of ohio

37 West Broad Street, Suite 350, Columbus, OH 43215-4198  
phone: 614.224.4950 • fax: 614.224.2205 • www.healthpolicyohio.org

#### Board of Directors

**Christopher Goff, Chair**  
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Chief Medical Officer,  
CareSource

**Teleangé Thomas**  
Program Officer, Health  
Sisters of Charity Foundation of  
Cleveland

**Shiloh Turner**  
Vice President for Community  
Investment, Greater Cincinnati  
Foundation

**Michelle Vander Stouw**  
Principal, OnPointe

July 10, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

Re: Support for Ohio's State Innovation Model Test Grant

Dear Mr. Nah,

The Health Policy Institute of Ohio is pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application. The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform by strengthening the link between primary care, community-based prevention, and other population-based strategies that address social determinants of health and factors outside the health care system.

The Governor's Office of Health Transformation has several payment reform initiatives underway, and the state has begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

The Health Policy Institute of Ohio (HPIO) is a nonprofit organization that provides the independent, nonpartisan information and analysis needed to create sound health policy. HPIO focuses on the strategic policy priorities of access, prevention and payment. As part of this work, HPIO is developing a Health Value Dashboard that tracks metrics reflecting the many factors impacting population health outcomes and health care costs, including healthcare system performance, public health system performance, access to health care, social and economic environment and physical environment. HPIO is interested in leveraging the Health Value Dashboard as a measure of statewide success of SIM activities and improving Ohio's population health.

We are confident that a Model Test award will enable Ohio to advance national objectives for payment innovation and improved population health and appreciate your favorable consideration of Ohio's application. HPIO looks forward to working with the State of Ohio and other government and private sector payers to improve care and population health outcomes while reducing costs by investing in prevention and changing how we pay for medical care.

I can be reached at [arohlingmcgee@hpio.net](mailto:arohlingmcgee@hpio.net) or (614) 224-4950 ext. 305.

Sincerely,

Amy Rohling McGee  
President



July 1, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

**Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

The Healthcare Collaborative of Greater Columbus is a public-private, regional healthcare improvement collaborative. The implementation of Ohio's SIM Testing grant will benefit our region by aligning public-private value-based payment innovations to catalyze healthcare delivery transformation.

If awarded, our regional healthcare improvement collaborative is committed to leveraging our trusted community and statewide relationships to assist with implementing Ohio's State Innovation Model Test Grant. Our trusted role has been demonstrated by effective relationships with hospitals, health plans, employers, providers and other stakeholders. Our relationships are such that infrastructure that has been developed with federal and private funds can be leveraged and shared (e.g., practice transformation expertise, health information exchange capabilities, data aggregation and analysis).

The Healthcare Collaborative of Greater Columbus is also collaborating with Better Health Greater Cleveland and the Health Collaborative of Greater Cincinnati to catalyze statewide programs for payment and practice transformation through:

- Combined leadership in the Ohio Patient Centered Primary Care Council.
- Joint participation in Choosing Wisely/Consumer Reports to reduce the use of low value services.
- Collective national recognition with representation on the Board of Directors of the national Network for Regional Health Improvement.

Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely

A handwritten signature in blue ink, appearing to read "Jeffrey M. Biehl".

Jeffrey M. Biehl  
President



1001 Lakeside Ave, Suite 1200  
Cleveland, OH 44114

Christopher Hebert, MD, MS  
Medical Director of Quality, Patient Safety,  
Informatics, and Research  
cjhebert@healthspan.org  
Tel: (216) 479-5322  
Fax: (216)623-8776

July 2, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### **Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

On behalf of HealthSpan, I am pleased to support Ohio's State Innovation Model (SIM) Test Grant application to accelerate transformation in Ohio's health care delivery and payment systems.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employees, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

In anticipation of these transformative changes, HealthSpan has:

- Fully adopted and meaningfully used the EPIC electronic health record system
- Received Level 3 recognition for Patient-Centered Medical Homes by NCQA for our practice sites
- Participated as a partner with Better Health *Greater* Cleveland, a RWJF Aligning Forces for Quality market, and contributed our data on chronic disease management to *Better Health's* twice yearly public reports and actively participated in its bi-annual Learning Collaborative Summits;
- Shared its evidence- based, hypertension best practice intervention to reduce high blood pressure in African Americans with the *Better Health* Collaborative for dissemination amongst its multiple stakeholder groups – an intervention that was published in JAMA , and has received national attention from the Robert Wood Johnson Foundation.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our

organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,

A handwritten signature in black ink, appearing to read 'C. Hebert', with a large, sweeping flourish at the end.

Christopher J. Hebert MD MS  
Medical Director of Quality, Patient Safety, Informatics, and Research  
HealthSpan Physicians  
BHGC Board of Directors



54 South State Street, #302  
Painesville, OH, 44077  
Tel. (440) 352-8686  
(800) 559-0058  
Fax (440) 352-8107  
www.lakefreeclinic.org

July 2, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

**Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

On behalf of Lake County Free Clinic, I am pleased to support Ohio's State Innovation Model (SIM) Test Grant application to accelerate transformation in Ohio's health care delivery and payment systems.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employees, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

In anticipation of these transformative changes, Lake County Free Clinic has:

- o Fully adopted and meaningfully used an electronic health record system
- o Embarked upon Level 3 recognition for Patient-Centered Medical Homes by NCQA for several of our practice sites, with the goal of achieving recognition for all sites
- o Participated as a partner with Better Health *Greater* Cleveland, a RWJF Aligning Forces for Quality market, with commitment to contribute our data on chronic disease management to *Better Health's* twice yearly public reports and to actively participate in its bi-annual Learning Collaborative Summits

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,

Johanna Henz  
Executive Director

*Lake County Free Clinic exists to address the unmet healthcare needs of the residents of our community through the provision of quality medical and dental care.*





7590 Auburn Road  
Concord Township, OH 44077  
440-375-8100  
440-354-2400  
440-953-9600  
lakehealth.org

July 2, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### **Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah:

On behalf of Lake Health System (LHS), located in Lake County Ohio, I am pleased to support Ohio's State Innovation Model (SIM) Test Grant application to accelerate transformation in Ohio's health care delivery and payment systems.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employees, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

In anticipation of these transformative changes, LHS has:

- Fully adopted and meaningfully used the E-Clinical Works electronic health record system
- Received Level 2 and 3 recognition for Patient-Centered Medical Homes by NCQA for several of our practice sites, with the goal of achieving recognition for all sites
- Participated since 2012 as a partner with Better Health *Greater* Cleveland, a RWJF Aligning Forces for Quality market, with commitment to contribute our data on chronic disease management to *Better Health's* twice yearly public reports and to actively participate in its bi-annual Learning Collaborative Summits;
- Actively participating in a value based purchasing PCMH / Care Coordination initiative with Health Action Council and Better Health *Greater* Cleveland whereby, 3 of Northeast Ohio's large self-insured employers are funding the initiative to better manage their employee population health and lower the total cost of care per employee. The employers include two private and one public sector organization: Progressive Insurance, Lubrizol and the Lake County School Consortium.

We are confident that a Model Test Award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,



Michael E. Kittoe  
Sr. Vice President / Chief Financial Officer



July 10, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

Dear Mr. Nah,

On behalf of LeadingAge Ohio, I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

LeadingAge Ohio is the state association of not-for-profit providers of senior services including skilled nursing care, assisted living, independent living, home and community-based services and hospice care. Our members are committed to achieving high quality outcomes for our residents through providing the right care in the right place at the right time producing great results and controlling costs.

As one of the states involved in the dual eligible project through CMS, we have assembled over 100 LeadingAge Ohio campuses in a managed care network to not only negotiate contracts with the insurers involved in the project, but to develop an outcome-based group of providers. All 100 campuses are collecting data on specific HEDIS measures focused on certain outcomes that can produce better care and control costs. We developed this data collection outcome system in preparation for payment reform initiatives such as the SIM Round 2 Test. We are working to educate our long term care providers of the value of collecting outcome data, determining who their health care partners are in their communities and developing a system of care focused on care coordination through provider integration. The SIM Round 2 Test will help us move to the next level in this transformation of care through innovative payment reform.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,

Steven R. Wermuth, MPA  
Interim President & CEO

The signature is a handwritten cursive script in black ink, reading "Steven R. Wermuth".

LEGAL AID SOCIETY OF  
SOUTHWEST OHIO, LLC

AN AFFILIATE OF THE LEGAL AID SOCIETY OF GREATER CINCINNATI

June 25, 2014

DONALD P. KLEKAMP  
COMMUNITY LAW  
CENTER BUILDING

215 East Ninth Street  
Suite 500  
Cincinnati, Ohio  
45202

Telephone  
(513) 241-9400  
(800) 582-2682

Facsimile  
(513) 241-0047

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

*Re: Support for Ohio's State Innovation Model Test Grant*

Dear Mr. Nah,

I write in support of Ohio's State Innovation Model (SIM) Test Grant application.

I have served as a member of Governor Kasich's Advisory Council on Health Care Payment Innovation since its inception. Previously I chaired a Payment Reform Task Force for the Strickland Administration. Legal Aid Society of Southwest Ohio is quite committed to the reform of health care reimbursement that will result in greater quality and lower cost. Toward that end we strongly supported the development of Ohio's State Health Innovation Plan (SHIP), which was developed through the SIM design grant.

The SIM Round 2 Test would be timely to support payment reform initiatives already underway in Ohio, due to the extraordinary leadership of the Governor's Office of Health Transformation (OHT). OHT is implementing payment models set out and defined in the SHIP, beginning with a limited and targeted set of specific episodes. In addition, OHT has achieved agreement and alignment on both quality and payment priorities among multiple payers that serve Medicaid, state employee, and commercial populations. All authoritative sources agree that multi-payer approaches provide the greatest opportunities to achieve higher quality and lower cost.

It may seem odd that a legal services program is involved in this endeavor. As noted above, we are deeply committed to changes in health care policy and delivery structure that will better serve the health care needs of our low-income clientele. To achieve such improvements in ways that benefit much larger populations as well only increases the importance of this work for us. It is for this reason that we have been involved in governmental activities to achieve payment reform over the last 6 years.

We are confident, along with many others, that a Model Test award would help Ohio not only to achieve these benefits for its own populace, but also to advance your national objectives.

LEGAL SERVICES IN

Brown County  
Butler County  
Clermont County  
Clinton County  
Hamilton County  
Highland County  
Warren County



June 25, 2014  
Page Two

We hope for your favorable consideration of Ohio's application, and look forward to continuing to work with OHT and others to improve care while reducing costs.

Sincerely,

A handwritten signature in cursive script that reads "Col Owens". The signature is written in black ink and is positioned to the right of the typed name.

Col Owens  
Senior Attorney  
Legal Aid Society of Southwest Ohio, LLC

CO/tcs



## MEDICAL MUTUAL OF OHIO®

Rick Chiricosta  
Chairman,  
President & CEO  
(216) 687-6223  
Rick.Chiricosta@MedMutual.com

2060 East Ninth Street  
Cleveland, Ohio 44115-1355

MedMutual.com

July 2, 2014

Mr. Gabriel Nah, Grants Management Specialist  
Office of Acquisition and Grants Management  
Centers of Medicare and Medicaid Services  
U.S. Department of Health and Human Services  
Mailstop #7700 Bethesda  
5600 Fishers Lane  
Rockville, MD 20857

**RE: SUPPORT FOR OHIO'S STATE INNOVATION MODEL TESTING GRANT**

Dear Mr. Nah:

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Testing Grant application. Medical Mutual has participated on the core team that developed Ohio's State Health Innovation Plan through the Model 1 Design grant, and we also have served on the Governor's Advisory Council for Health Care Payment Innovation.

Over the past 15 months, we have worked with the State to develop its State Health Innovation Plan (SHIP) that will design a process to support full-scale implementation and testing of new multi-payer payment innovation models. We are pleased the State has chosen to focus its strategy on two specific models: (a) patient-centered medical home expansion and (b) episode-based or "bundled" payments. Since submitting the SHIP, we have continued to meet as a core team to begin defining and planning implementation for an initial set of episodes for reporting. We are committed to developing these models with the State as they align with our organization's payment strategies to improve the cost and quality of health care for our members.

Our organization is delighted to be part of the Governor's Advisory Council and the core design team. We appreciate your consideration of Ohio's Design Grant application and are pleased to add our support for an award that will allow Ohio to accelerate payment innovation priorities throughout the state.

Sincerely,

Rick Chiricosta



**Akram Boutros, MD, FACHE**  
President and Chief Executive Officer

Clinical Professor of Medicine

July 9, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### **Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

On behalf of The MetroHealth System, an integrated health care delivery system and the largest provider to Ohioans insured by Medicaid, I enthusiastically support Ohio's State Innovation Model (SIM) Testing application to accelerate transformation in Ohio's health care delivery and payment systems.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in delivery system and payment reform. These successes include Ohio's 1115 Medicaid waiver, called MetroHealth *Care Plus*, in which we enrolled over 28,000 uninsured residents of Cuyahoga County in a collaboration between Ohio Medicaid and three safety net systems during 2013. Anchored by the community-facing facilities of The MetroHealth System, *Care Plus* demonstrated rapid improvement in nationally endorsed quality metrics at a cost that was 25% lower than the "budget neutrality" estimates of CMS actuaries. Thanks to state leadership for choosing to expand Medicaid under ACA, virtually all of these patients now have transitioned to Medicaid coverage and care in patient-centered medical homes. The Governor's Office of Health Transformation also has several payment reform initiatives underway, and the state has begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employees, and commercial populations. Alignment on this scale creates unparalleled opportunities to achieve better care, better health, and lower *per capita* costs throughout Ohio.

The MetroHealth System (MHS) has a longstanding track record of innovation and forward-looking leadership that has prepared us for these opportunities. Selected examples include:

- In 1994, we established the Center for Health Care Research and Policy, a multidisciplinary program whose accomplishments range from award-winning publications on market failures in the health insurance industry to the formation and leadership of Better Health *Greater Cleveland*, a regional health improvement collaborative in Northeast Ohio.
- In 1999, we became the first public hospital system to adopt the Epic EMR System, this year becoming one of the first public hospitals nationwide to achieve HIMSS Stage 7 recognition for highest level of ambulatory EMR use;
- In 2007, MHS became the host grantee of the Robert Wood Johnson Foundation's Aligning Forces for Quality program in Northeast Ohio. With its home in the Center for Health Care Research and Policy, Better Health *Greater Cleveland* has led the nation in using EMRs for public reporting and improvement on ambulatory quality standards, including patients who are uninsured as well as those insured by Medicare, Medicaid, and commercial payers.
- In 2009, MetroHealth capitalized on being both the provider and payer for its uninsured and invested in nurse care coordinators and patient-centered medical homes for the uninsured. This led to recognition of 14 of its ambulatory sites as Level 3 PCMH by NCQA and preparedness for the Waiver program (above) and rapid expansion in Medicaid enrollment.
- This January, MetroHealth was awarded a Medicare Shared Savings Program ACO, enabling us to further document our commitment to delivering highest quality coordinated care at affordable costs to our patients covered by Medicare.

We are confident that a Model Test award will help Ohio advance national objectives for delivery system and payment innovation, and appreciate your favorable consideration of Ohio's application. MetroHealth looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we deliver and pay for health care.

Sincerely,



Akram Boutros, MD, FACHE



July 7, 2014

Gabriel Nah, Grants Management Specialist  
Office of Acquisition and Grants Management  
Centers of Medicare and Medicaid Services  
U.S. Department of Health and Human Services  
Mailstop #7700 Bethesda  
5600 Fishers Lane  
Rockville, MD 20857

Support for Ohio's State Innovation Model Testing Grant

Dear Mr. Nah,

On behalf of Molina Healthcare of Ohio, I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Testing application. We participated on the core team that developed Ohio's State Health Innovation Plan through the Model 1 Design grant, and also serve on the Governor's Advisory Council for Health Care Payment Innovation.

Molina Healthcare provides quality services to mothers, children, families, seniors and individuals with special health care needs through Ohio Medicaid, Medicare and the Health Insurance Marketplace. Starting in June 2014, Molina Healthcare also began providing services for members who are eligible for both Medicaid and Medicare. Molina Healthcare is the second largest Medicaid managed care plan in the state, with over 260,000 members as of March, 2014.

Over the past 15 months, we have worked with the State to develop the State Health Innovation Plan (SHIP) to design a process that will lead to full-scale implementation and testing of new multi-payer payment innovation models, and to begin moving towards implementation. We are pleased the State has chosen to focus its strategy on two specific models: (a) patient-centered medical homes and (b) episode-based payment. Since submitting the SHIP, we have continued to meet as a core team to begin defining and planning implementation for an initial set of episodes for reporting. We are committed to developing these models with the State and ultimately aim to voluntarily align our payment activities with these initiatives.

Molina Healthcare of Ohio is delighted to be part of the Governor's Advisory Council and the core team. We appreciate your consideration of Ohio's Model Test application and are pleased to add our support for an award that will allow Ohio to accelerate payment innovation priorities.

Sincerely,

  
Amy Clubbs  
Plan President



MOUNT CARMEL

6150 East Broad Street • Columbus, Ohio 43213-1574  
mountcarmelhealth.com

July 8, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

Dear Mr. Nah,

I am writing to express my support for the State of Ohio's State Innovation Model (SIM) Test Grant application.

Mount Carmel Health System strongly supports ways to identify and implement innovative reforms that reward high-quality patient care while reducing costs. Mount Carmel, through our physician-hospital organization, Mount Carmel Health Partners, was the first health system in central Ohio to develop a commercial accountable care organization (ACO). In addition, our health system has owned and operated a Medicare Advantage plan, MediGold, for more than 15 years. MediGold excels in managing the health of tens of thousands of Ohio seniors.

We have been encouraged by the opportunity to engage with The Governor's Office of Health Transformation and work with the State of Ohio to leverage our successes in these area and other areas. The SIM Round 2 Test will help continue this conversation and build upon reform underway in Ohio.

Mount Carmel would appreciate your favorable consideration of Ohio's application so that we can help advance innovations in our state. We look forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs in our state.

Sincerely,

Claus von Zychlin  
President and CEO  
Mount Carmel Health System

July 8, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

**RE: Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

The National Alliance on Mental Illness of Ohio (NAMI Ohio) is pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

NAMI Ohio is confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. We look forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,



Terry Russell  
Executive Director



Text **NAMIOHIO** to **80100**  
to donate \$10 to support  
education and advocacy

Tel: 614/224-2700 • Fax: 614/224-5400 • Helpline: 800-686-2646  
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**PURITAS**  
14037A Puritas Avenue  
Cleveland, Ohio 44135  
216-928-1950

[www.nfpmedcenter.org](http://www.nfpmedcenter.org)

July 1, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### **Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

On behalf of Neighborhood Family Practice (NFP), a Federally Qualified Health Center in Cleveland, Ohio, I am pleased to support Ohio's State Innovation Model (SIM) Test Grant application to accelerate transformation in Ohio's health care delivery and payment systems.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employees, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

In anticipation of these transformative changes, NFP has:

- Fully adopted and meaningfully used the Epic electronic health record system since 2010, supported by OCHIN, including cross-organizational health information exchange;
- Received recognition for Patient-Centered Medical Homes by NCQA and Joint Commission for all of our practice sites, one of the first FQHCs nationwide to obtain this recognition under the 2011 standards;
- Participated since 2007 as a founding partner in Better Health *Greater Cleveland*, a RWJF Aligning Forces for Quality market, contributing our data on chronic disease management to *Better Health's* twice yearly public reports and actively participating in its bi-annual Learning Collaborative Summits;
- Participated in Ohio's 1115 Medicaid Waiver program, *MetroHealth Care Plus*, in 2013-14, documenting better care at lower costs for newly covered patients in northeast Ohio.

Our community health center has worked to transform care within the medical home model and use our data to continuously improve. NFP recognizes that the needs of patients require a team approach, not reimbursed under our current model of payment. We are eager to participate in approaches that improve quality while lowering cost. We will enthusiastically participate in initiatives with BHGC that support these goals.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,

A handwritten signature in black ink that reads "Jean Polster". The signature is written in a cursive, flowing style.

Jean Polster, RN, MS  
President and Chief Executive Officer



# OHIO ACADEMY OF FAMILY PHYSICIANS

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Melanie Raffoul, MD, Xenia

*Students*

Terrence McGrath, Cincinnati

Joseph Zell, Logan

July 3, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

Dear Mr. Nah,

On behalf of the 4,600 family physician, family medicine resident and medical student members of the Ohio Academy of Family Physicians (OAFP), I write to support Ohio's State Innovation Model (SIM) Test Grant application.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun implementation of payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations.

As an organization, we are acutely aware of the need to move away from a fee-for-service reimbursement model to a payment model that rewards value rather than volume. Investing in primary care by emphasizing health care service value is imperative if we are to achieve the triple aim objective. The OAFP and its member physicians have worked closely with the Governor's Office of Health Transformation on this work (focused on episodic payment for care and statewide spread of the patient-centered medical home model).

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. The OAFP looks forward to continued success in collaborating with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,

Ann M. Spicer  
Executive Vice President



July 10, 2014

Gabriel Nah, Grants Management Specialist  
Office of Acquisition and Grants Management  
Centers of Medicare and Medicaid Services  
U.S. Department of Health and Human Services  
Mailstop #7700 Bethesda  
5600 Fishers Lane  
Rockville, MD 20857

**Support for Ohio's State Innovation Model Testing Grant**

Dear Mr. Nah,

On behalf of the Ohio Association of Health Plans (OAHP), I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Testing application. Many OAHP member plans participated on the core team that developed Ohio's State Health Innovation Plan through the Model 1 Design grant, and also served on the Governor's Advisory Council for Health Care Payment Innovation.

OAHP is the state trade association representing the state's health insurers that serve customers that obtain coverage from carriers in the traditional commercial market, Medicaid, Medicare Advantage, the MyCare Ohio program and the Ohio Health Insurance Marketplace.

OAHP member plans are leaders in the area of payment innovation and have been actively partnering with providers in new and different ways to positively impact the delivery of health care and the associated costs for that coverage. More than ever, Ohio's plans are laser focused on providing affordable and quality health care products for all Ohioans and that means partnering with quality providers in ways that impact that health care and health insurance coverage costs for all Ohioans – whether direct or indirect purchasers of health insurance.

OAHP member plans believe that the state's SIM grant work is consistent with the goals and missions of the OAHP member plans in this regard and request that CMS consider investing in Ohio to further this critically important effort.



We appreciate the opportunity to provide expertise and thought leadership in support of this very important work.

Sincerely,

*Miranda C. Motter*

Miranda Motter  
President and CEO  
OAHP

cc: Director Greg Moody, Office of Health Transformation  
Director John McCarthy, Ohio Department of Medicaid



**Bureau of Workers'  
Compensation**

30W. Spring St.  
Columbus, OH 43215-2256

Governor **John R. Kasich**  
Administrator/CEO **Stephen Buehrer**

[www.bwc.ohio.gov](http://www.bwc.ohio.gov)  
1-800-644-6292

July 8, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

**Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah:

On behalf of the Ohio Bureau of Workers' Compensation, I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application. Ohio is seeking funding support to implement two payment innovation models: patient-centered medical homes and episode-based payments. Both payment innovation models will greatly assist to improve overall health system performance and shift attention to sources of value in health care delivery.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the State Health Innovation Plan submitted during the SIM design phase. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

Further, the Bureau of Workers' Compensation (BWC) is currently working with the Governor's Office of Health Transformation toward modernizing BWC's health care delivery system through adoption of a more holistic and coordinated approach to caring for injured workers. Broadening the patient-centered medical home model across the state will support these efforts. BWC is also contemplating movement toward a value-based payment system for workplace injuries, such as the episode-based model, which will lead to less fragmentation and higher-quality care for Ohio's injured workers.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our department looks forward to working on the Governor's team with other government and private sector partners to improve care while reducing costs by changing how we pay.

Sincerely,

Stephen Buehrer  
Administrator/CEO



## Ohio Children's Hospital Association

Saving, protecting and enhancing children's lives

July 10, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### Re: Support for Ohio's State Innovation Model Test Grant

Dear Mr. Nah,

The Ohio Children's Hospital Association (OCHA) is pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application. This SIM grant is well-timed for Ohio to build upon recent successes in payment reform. The Governor's Office of Health Transformation has made progress on several payment reform initiatives already underway, including a multi-payer integrated care delivery system for Medicare-Medicaid enrollees, health homes for Ohioans with mental illness, and a 10 percent set-aside within the Ohio Medicaid nursing home per diem that links payment to person-centered outcomes. In addition, OCHA is successfully working with Ohio Medicaid to determine quality incentives and payments.

OCHA members are currently engaged in the development of complementary payment reform strategies with the state and at the local/regional level. Recent CMMI grants to support and spread Pediatric Innovative Models in the Central, Southeast and Northeast Ohio regions will continue the evolution of paying and rewarding providers for outcomes and not just volume via contracts with payers.

From the paying-for-outcomes perspective, Ohio children's hospitals have already demonstrated a successful track record of achieving substantial, life-saving results to improve outcomes and avert costs through several patient safety initiatives. We are national leaders in quality of care, saving thousands of lives and saving Ohio taxpayers millions of dollars. In fact, through our Children's Hospitals' Solutions for Patient Safety (SPS) work, we have not only achieved significant reductions in serious safety events at Ohio children's hospitals, but we have emerged as the national leader in pediatric patient safety, leading a network of 80+ children's hospitals from 33 states, achieving harm-reduction objectives and creating cultures of safety at these institutions across the country. The national work we are spearheading is partially funded through a contract from the Centers for Medicare & Medicaid Services *Partnership for Patients*.

We look forward to continuing our conversations with the state regarding the development and implementation of PCMHs and episode-based payment models, and we appreciate your favorable consideration of Ohio's test grant application. Our children's hospital membership and the association looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs.

Sincerely,

Nick Lashutka  
President, Ohio Children's Hospital Association





## COMMISSION ON MINORITY HEALTH

**John R. Kasich**  
GOVERNOR

**Gregory L. Hall, MD**  
CHAIRPERSON

77 South High Street, 18th Floor, Columbus, Ohio 43215

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Email: [minhealth@ocmh.state.oh.us](mailto:minhealth@ocmh.state.oh.us)

July 1, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### Support for Ohio's State Innovation Model Test Grant

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement. Further, this effort presents a unique opportunity for Ohio to strategically align efforts to reduce racial and ethnic health disparities and improve health outcomes.

The Ohio Commission on Minority Health was the first freestanding state agency in the nation to develop a concerted approach to address minority health disparities. The Commission has participated in the SIM PCMH Workgroup and the SIM Episodes Workgroup.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care and reduce health disparities while reducing costs by establishing performance expectations and changing how we pay.

Sincerely,

Angela C. Dawson, M.S., MRC, LPC  
Executive Director



c/o UHCAN Ohio, 307 S. Fifth Street, G-3, Columbus, OH 43215  
(614) 456-0060, ext. 222

July 10, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

**Re: Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application, on behalf of Ohio Consumers for Health Coverage.

The SIM Round 2 Test will enable Ohio to build on recent advances in payment and delivery reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP. Ohio has begun aligning quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations, creating a real opportunity to achieve better health, better care, and cost savings through improvement.

Progress on payment and delivery reform is very important to our coalition, Ohio Consumers for Health Coverage, which unites organizations representing diverse consumer constituencies to build the consumer voice in health reform. Our members represent tens of thousands of Ohioans, diverse in age, gender, race, ethnicity, incomes, educational level, health status, insurance type, faith and geography. We look forward to providing ongoing input into the SIM Round 2 Test on behalf of Ohio's consumers and ensuring multi-level consumer engagement, especially in the Patient Centered Medical Home model.

We believe that a Model Test award will help Ohio advance national objectives for payment innovation and hope that Ohio's application receives favorable consideration. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve patient experience and health outcomes while reducing costs by changing how we pay for care.

Sincerely,

Cathy J. Levine, co-chair  
Ohio Consumers for Health Coverage

July 14, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

Dear Mr. Nah,

On behalf of the Ohio Council of Medical School Deans, I am writing in support of Ohio's efforts to secure additional federal funding through the State Innovation Model (SIM) Test Grant Initiative.

The SIM Round 2 Test is well-timed for Ohio to build on recent progress in payment reform. Ohio has already begun to develop a state-wide network of patient-centered medical homes, implement innovative payment for episodes of care, and achieved alignment on quality and payment priorities across multiple payers.

It is critical that changes in payment continue to support the unique contributions of our academic health science centers and teaching hospitals. We remain key providers of medical services especially for at-risk populations, innovators in health care, and most often the sole resource for highly specialized services. We remain interested in assuring all Ohioans have access to the full scope of clinical services—from primary to quaternary care.

The Council looks forward to working with the State of Ohio and assuring high value and comprehensive care for all citizens.

Sincerely,



Jeffrey L. Susman, M.D.  
Chair, Ohio Council of Medical School Deans

July 8, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

**Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

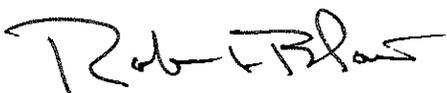
On behalf of the Ohio Department of Administrative Services, I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application. Ohio is seeking funding support to implement two specific payment innovation models: patient-centered medical homes and episode-based payments. Both payment innovation models will greatly assist to improve overall health system performance and shift attention to sources of value in health care delivery.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the State Health Innovation Plan submitted during the SIM design phase. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

As the agency that administers the state employee health plan, covering approximately 115,000 lives, the Department of Administrative Services is fully supportive of both patient-centered medical homes and episode-based payments. To further the efforts of payment innovation, we will incorporate the SIM models, starting with episode reporting, into the next round of contract agreements for the state employee plan.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our department looks forward to working on the Governor's team with other government and private sector partners to improve care while reducing costs by changing how we pay.

Sincerely,



Robert Blair  
Director



John Kasich, Governor

Bonnie K. Burman, Sc.D., Director

July 10, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

**Re: Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

On behalf of the Ohio Department of Aging (ODA), I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application. Ohio is seeking funding support to implement two specific payment innovation models: patient-centered medical homes (PCMH) and episode-based payments. Both payment innovation models will greatly assist to improve overall health system performance and shift attention to sources of value in health care delivery.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the State Health Innovation Plan submitted during the SIM design phase. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

One of the greatest challenges in geriatrics is the provision of optimal care for older adults with multiple chronic conditions. The PCMH model offers or coordinates many of the services required for patients with complex needs. For the past six years ODA leadership and staff have been at the table with our sister agencies and local partners supporting the expansion of the PCMH model in Ohio, including serving on the Ohio Patient-Centered Primary Care Collaborative, Patient Engagement Learning Center and various SIM workgroups. ODA is also working with local aging and public health partners to connect evidence-based programs such as the Chronic Disease and Diabetes Self- Management Programs (called Healthy U in Ohio) and A Matter of Balance, a program designed to manage falls and increase activity levels, to PCMH practices across the state.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. ODA looks forward to working on the Governor's team with other government and private sector partners to improve care while reducing costs by changing how we pay.

Sincerely,



Bonnie K. Burman, Sc.D.

Director

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[www.aging.ohio.gov](http://www.aging.ohio.gov)

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Department of  
Developmental Disabilities

Office of the Director

John R. Kasich, Governor  
John L. Martin, Director

July 9, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

**Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

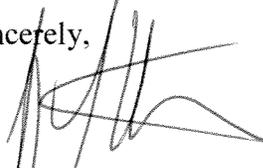
On behalf of the Ohio Department of Developmental Disabilities (DODD), I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application. Ohio is seeking funding support to implement two specific payment innovation models: patient-centered medical homes and episode-based payments. Both payment innovation models will greatly assist to improve overall health system performance and shift attention to sources of value in health care delivery.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the State Health Innovation Plan submitted during the SIM design phase. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

While these payment innovation models may have limited, immediate application to the developmental disabilities system, we see a strong correlation to some reform models currently taking shape in the DD system. We expect the principles put in place with this project to help shape and guide the DD system moving forward and ultimately help improve health outcomes for individuals with disabilities.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our department looks forward to working on the Governor's team with other government and private sector partners to improve care while reducing costs by changing how we pay.

Sincerely,

  
John L. Martin,  
Director

30 E. Broad Street  
12th Floor  
Columbus, Ohio 43215

(800) 617-6733 (Phone)  
(614) 644-5013 (Fax)  
[dodd.ohio.gov](http://dodd.ohio.gov)

*The State of Ohio is an Equal Opportunity Employer and Provider of Services*



# OHIO DEPARTMENT OF HEALTH

246 North High Street  
Columbus, Ohio 43215

614/466-3543  
www.odh.ohio.gov

John R. Kasich / Governor

July 8, 2014

Gabriel Nah, Grants Management Specialist  
Office of Acquisition and Grants Management  
Centers of Medicare and Medicaid Services  
U.S. Department of Health and Human Services  
Mailstop #7700 Bethesda  
5600 Fishers Lane  
Rockville, MD 20857

Dear Mr. Nah,

The Ohio Department of Health (ODH) is pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Testing application and to be a partner with the Governor's Office of Health Transformation (OHT) in these efforts to improve health care for all Ohioans. ODH fills a key role in the SIM Patient-Centered Medical Homes (PCMH) workgroup and has also participated in the SIM Episode design efforts. For over a year, ODH has worked with OHT and several other sister State agencies, as well as many other stakeholders, on the SIM model design grant and to develop our State Health Innovation Plan (SHIP).

One of the four ODH strategic priorities is to expand Patient-Centered Medical Homes across Ohio and we are pleased that there is support amongst the SIM stakeholders to include PCMH expansion as a strategy for Ohio's SIM Testing application. ODH led the PCMH Education Pilot Project, which involved practice transformation of 43 pilot practices in four areas of the state that were not already experiencing significant PCMH activity. Additionally, the PCMH Education Pilot Project involved working with a PCMH Education Advisory Group on the development of a PCMH interprofessional curriculum, promoting PCMH curriculum implementation through meetings with health profession educators, and working with the Ohio Board of Regents to initiate primary care scholarships for medical and advanced practice nursing students. ODH also served as a catalyst for the formation of the Ohio Patient-Centered Primary Care Collaborative and continues to provide staff support to this organization. These activities, as well as activities coordinated by regional collaboratives and health systems, provide Ohio with the experience necessary to implement a large-scale expansion of the PCMH Model in Ohio.

ODH supports the strong population health focus in the SIM Testing grant. The remaining three strategic priorities for ODH (i.e., decrease infant mortality, reduce obesity, curb tobacco use) fit well with the proposed work, as does the recently released chronic disease plan for Ohio. The chronic disease plan, *Ohio's Plan to Prevent and Reduce Chronic Disease: 2014-2018*, is a five-year, priority-driven guide to prevent and reduce chronic disease in Ohio. It includes cross-cutting objectives to impact the policies, systems and environments influential to chronic disease outcomes and health behavior change.

ODH is pleased to continue to work with OHT, other State agencies, and numerous partners in the work of improving health care in Ohio.

Sincerely,

A handwritten signature in black ink that reads "Lance D. Himes". The signature is written in a cursive style with a large initial "L".

Lance D. Himes  
Interim Director, Ohio Department of Health

# Ohio

## Department of Medicaid

John R. Kasich, Governor  
John B. McCarthy, Director

July 8, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

Dear Mr. Nah:

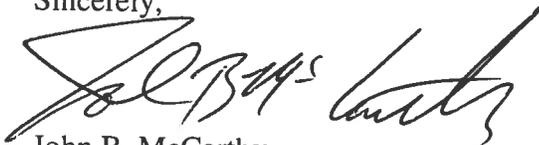
On behalf of the Ohio Department of Medicaid (ODM), I am pleased to submit this letter in support of Ohio's application for a State Innovation Model (SIM) test grant. Through this effort, the State of Ohio is seeking funding to implement two innovative payment models – patient-centered medical homes and episode-based payments. As the State Medicaid Director, I believe that both of these models hold significant promise and will assist in our state's ongoing efforts to bolster health system performance while placing a renewed emphasis on value of care.

For nearly four years, ODM has worked closely with the Governor's Office of Ohio Health Transformation to develop a number of payment reform initiatives – several of which are already underway. In fact, Ohio has already started implementation of the payment models defined in the State Health Innovation Plan submitted during the SIM design phase.

With a network of more than 83,000 active providers, ODM is in constant search for new, transparent ways to ensure greater accuracy in payment. The episode-based payment model has great potential to better understand billing practices of providers across our state. Additionally, it allows a new opportunity for Ohio Medicaid to work alongside its provider communities and managed care plans to develop best practices that will benefit our state program in the years to come.

For these reasons, I am asking for your favorable consideration of Ohio's SIM application. A Model Test grant award will be of great help to Ohio as it works to advance its work in payment innovation. Our department remains committed to working alongside the Governor's Office of Ohio Health Transformation, as well as other public and private partners, to improve overall care delivery and payment practices.

Sincerely,



John B. McCarthy  
Director

50 W. Town Street, Suite 400  
Columbus, Ohio 43215  
medicaid.ohio.gov

An Equal Opportunity Employer and Service Provider



July 10, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### **Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

On behalf of the Ohio Department of Mental Health and Addiction Services (OhioMHAS), I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application. Ohio is seeking funding support to implement two specific payment innovation models: patient-centered medical homes and episode-based payments. Both payment innovation models will greatly assist to improve overall health system performance and shift attention to sources of value in health care delivery.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the State Health Innovation Plan submitted during the SIM design phase. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

OhioMHAS has additional projects underway that directly and indirectly intersect and support Ohio's SIM activities. Two examples are:

- 1) Health Homes for Ohioans with Severe and Persistent Mental Illness (SPMI) – In collaboration with Ohio Medicaid, OhioMHAS recently expanded the SPMI Health Homes into an additional seven Ohio counties for a total coverage area of eleven Ohio counties. The core tenet of Ohio's design is to develop and support local systems of care that increase the coordination and access to care between primary and behavioral healthcare in order to achieve better overall health,

better health outcomes and lowering of the healthcare cost curve for Ohioans with SPMI. Ohio is planning to move SPMI health home payments into a risk adjusted methodology; whereby participating providers will receive an adjusted payment (increase or decrease) based upon the health chronicity of the patients they serve.

- 2) System of Care Statewide Expansion for Youth and Young Adults in Transition – OhioMHAS, in partnership with state and local constituents, is moving to create a statewide system of care framework that can annually address the needs of nearly 90,000 Ohio adolescents with serious emotional disturbance or serious mental illness. One of the core deliverables of this initiative is a multi-system (multi-payor) financing plan. Under the guidance of Governor Kasich’s Office of Health Transformation (OHT), OhioMHAS is actively working with other state agencies on data matching to identify the high cost/multi-systemic children/adolescents. This information will be critical to service and funding redesign under this initiative.

Both of these examples include the SIM aims of quality (outcomes) and payment reform. I am confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio’s application. OhioMHAS looks forward to working on the Governor’s team with other government and private sector partners to improve care while reducing costs by changing how we pay.

Sincerely,

A handwritten signature in black ink, appearing to read "Tracy J. Plouck". The signature is fluid and cursive, with a prominent loop at the end.

Tracy J. Plouck  
Director

July 10, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### **Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

As Ohio's leading organization representing rehabilitation centers, we at the Ohio Health Care Association are particularly interested in the payment reform model for total joint replacement.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,



Peter Van Runkle  
Executive Director



July 10, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

## **Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

On behalf of the Ohio Health Information Partnership, I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

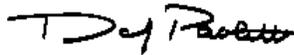
This payment reform dovetails perfectly with Ohio's emergence as a national leader in Health Information Technology (HIT) for its rapid adoption of electronic health records and the creation of a successful statewide health information exchange (HIE) for physicians, hospitals and others involved in patient care. Initially funded by HITECH Act grants through the Office of the National Coordinator for Health Information Technology under the direction of the U.S. Department of Health and Human Services, the Ohio Health Information Partnership is a nonprofit organization that has assisted more than 6,000 primary care physicians in the adoption of electronic health records with close to 5,000 reaching federal requirements for meaningful use, making it the largest single Regional Extension Center and the highest total for Medicare and Medicaid payments in the nation.

In addition, as the state-designated entity for HIE, The Partnership created CliniSync, which has 141 Ohio hospitals connecting to the network with 51 now "live." To date, 2,628 physicians have contracted with CliniSync and 1,507 are receiving patient health information from hospitals. Projected estimates indicate that this HIE alone will cover 87 percent of Ohio's 11.5

million citizens. The Partnership is currently working with health plans to enable them to be an active participant in the HIE, so the ability for the Ohio medical community to connect with one another, share patient information, and involve health plans bodes well for payment innovation. As well, CliniSync now is a member of the national eHealth Exchange, which will allow for the sharing of patient health information across the country.

The health information adoption across Ohio and the infrastructure that has been enabled by the HITECH funding, to coordinate care among providers, patients and payers should help ensure success with the State's plan. We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,

A handwritten signature in black ink, appearing to read "Dan Paoletti". The signature is stylized and cursive.

Dan Paoletti, CEO  
Ohio Health Information Partnership



July 11, 2014

Mr. Gabriel Nah  
Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

RE: Ohio's State Innovation Model Test Grant

Dear Mr. Nah:

The Ohio Hospital Association (OHA) is committed to partnering with the State of Ohio and other stakeholders to develop innovative payment programs that maximize the value of health care provided in Ohio. To that end, Ohio's hospitals are already pursuing a broad range of creative payment reform initiatives with public and private payers across the state.

Ohio's State Innovation Model (SIM) Test Grant Application is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has made payment reform a top priority and has convened stakeholders in furtherance of that goal, resulting in several payment reform initiatives that are already underway.

OHA's mission is *to collaborate with member hospitals and health systems to ensure a healthy Ohio*, and Ohio hospitals strive to provide the highest quality health care to patients in a cost-effective manner. Innovative payment reforms focused on quality and maximizing value are consistent with the aligned goals and mission of OHA and Ohio's hospitals.

OHA looks forward to our continued collaboration with hospitals, the State of Ohio, and government and private sector payers and stakeholders to ensure that the reform strategies developed and implemented under the SIM Test Grant and other payment reform initiatives best serve our state and its citizens while improving care and reducing costs.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mike Abrams', written over a white background.

Mike Abrams  
President and CEO

MA/sm

# Ohio Patient-Centered Primary Care Collaborative

## COORDINATING COUNCIL

July 3, 2014

### Co-Chairs

Jeff Biehl  
Richard Shonk, MD, PhD

Gabriel Nah, Grants Management Specialist  
Office of Acquisition and Grants Management  
Centers of Medicare and Medicaid Services  
U.S. Department of Health and Human Services  
Mailstop #7700 Bethesda  
5600 Fishers Lane  
Rockville, MD 20857

## MEMBERS

### Representing Providers

Ken Bertka, MD  
Richard Snow, DO, MPH

### Representing Patients

Jeff Biehl  
Cathy Levine

### Representing Insurers

Barry Malinowski, MD  
Craig Thiele, MD

### Representing Employers

Craig Osterhues  
Stephanie Loucka

### Representing CPCI

Richard Shonk, MD, PhD

### Payment Reform Chair

Randall Cebul, MD

### Patient Engagement Chair

Angela C. Dawson

### Metrics Chair

J. William Wulf, MD

### HIT Chair

Dan Paoletti

### Communications & Education Chair

Kate Mahler

### Executive Director

Amy Bashforth

Dear Mr. Nah,

The Ohio Patient Centered Primary Care Collaborative (OPCPCC) is delighted to support Ohio's State Innovations Model (SIM) Testing application. OPCPCC is a coalition of over 770 members representing primary care providers, health professionals and partners from the medical neighborhood, insurers, employers, consumer advocates, state and local government officials, and public health professionals. We have joined together to create a more effective and efficient model of health care delivery in Ohio - the Patient-Centered Medical Home (PCMH).

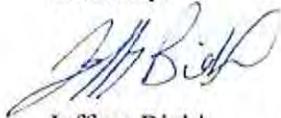
Numerous members of OPCPCC, including members of the OPCPCC Coordinating Council, have participated in the SIM design grant process and ongoing SIM efforts through the work of the Governor's Advisory Council for Health Care Payment Innovation, SIM Core Team, SIM PCMH Workgroup, and SIM Episodes Workgroup. We are pleased the State has chosen to strengthen Ohio's primary care system through the expansion of the PCMH model and are interested in working with other stakeholders to ensure that the PCMH and Episode models work well together for Ohio.

The OPCPCC membership is committed to supporting and catalyzing PCMH efforts statewide. OPCPCC serves in a number of ways to promote and support PCMH transformation in Ohio. OPCPCC produces weekly updates and quarterly newsletters for our membership with educational opportunities, resources, and news regarding PCMH transformation in Ohio and the nation. OPCPCC holds an annual fall conference. The theme for this year's conference on November 7 will be PCMH as a path to population health. The keynote speaker, Peter Anderson, MD, will begin the day with a presentation entitled "Robust medical homes will be the rebirth of American medicine." The November 2013 conference included an update on Ohio's SIM Model Design process. Additionally, OPCPCC Learning Centers work in focused areas to support PCMH transformation in Ohio. For example, the OPCPCC

Patient Engagement Learning Center recently completed a PCMH Patient Engagement Toolbox, which is a compilation of numerous patient engagement tools and resources to support primary care practices and patients. The OPCPCC Health Information Technology Learning Center conducted a survey to determine the baseline of electronic health information communications and exchange among Ohio PCMH practices. The OPCPCC Communications and Education Learning Center is currently developing PCMH content for a consumer website and will convene a consumer focus group to refine the content in August.

The OPCPCC Coordinating Council is committed to developing the statewide PCMH and Episode models with the State and will work with our membership to support these efforts. We appreciate your consideration of Ohio's Model Test application and are pleased to add our support for an award that will allow Ohio to accelerate health care service delivery, payment, and population health innovation priorities.

Sincerely,



Jeffrey Biehl  
Co-Chair OPCPCC



Richard Shonk, MD  
Co-Chair OPCPCC



## Ohio Public Employees Retirement System

---

July 8, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### Support for Ohio's State Innovation Model Test Grant

Dear Mr. Nah,

The Ohio Public Employees Retirement System is pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee/retiree, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvements in how care is delivered and paid.

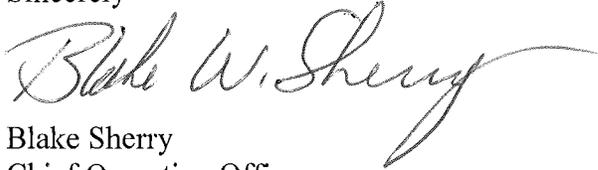
OPERS currently serves more than 1,000,000 members including active employees, retirees, and beneficiaries. Approximately 227,000 retirees and their eligible dependents are enrolled in the OPERS Health Care Program at present. Our ability to favorably influence how care is delivered and paid for in Ohio via the SIM is critically important to our being able to offer quality health care at an affordable price into the future.

Over the past five years, OPERS has actively collaborated with regional partners, fellow purchasers, and government entities on several projects and initiatives including supporting the uptake and growth of patient-centered medical homes, participating in primary care reporting efforts, helping raise awareness of Ohio's SIM innovation plan with purchaser colleagues, promoting health literacy, shifting from fee for service to value-based provider contracting, measuring health care quality and adopting program strategies to ultimately improve the care provided to OPERS' Health Care Program participants and others. OPERS is also a member of Catalyst for Payment Reform which has a primary goal of "20% of payments proven to improve value by 2020". OPERS is participating in and/or considering payment reform initiatives such as reference-based pricing, bundled payments, and value-

oriented payment systems as well as strategies that enhance value (quality + cost), reduce waste, improve transparency, and increase competition among providers (to reduce unwarranted price and quality variation).

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. OPERS looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely

A handwritten signature in cursive script that reads "Blake W. Sherry". The signature is written in black ink and is positioned above the printed name and title.

Blake Sherry  
Chief Operating Officer

cc: Marianne Steger, Director, Health Care



July 7, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

**Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application. As a member of the Ohio Governor's Advisory Council on Health Care payment innovation, we participated in the development of and support Ohio's State Health Innovation Plan (SHIP) that was developed through the SIM design grant.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

Representing 20,000 Ohio physicians, residents, medical students, and practice managers, the Ohio State Medical Association (OSMA) is committed to working with the state of Ohio and other stakeholders to implement reforms which improve our health systems of care and enhance the physician-patient relationship. As the state's largest physician organization, the OSMA has worked closely with the Governor's Office of Health Transformation on the aforementioned successes in payment reform. We stand ready to assist with the efforts outlined in the second round SIM Test Grant application.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,

Mary J. Wall, MD, JD  
President



June 27, 2014

180 East Broad Street  
Columbus, Ohio 43215

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

[ohiohealth.com](http://ohiohealth.com)

## Support for Ohio's State Innovation Model Test Grant

Dear Mr. Nah,

I am writing to you in support of Ohio's State Innovation Model (SIM) Test Grant application. As a member of the Ohio Governor's Advisory Council on Health Care Payment Innovation, OhioHealth participated in the development of the State Health Innovation Plan (SHIP). Configuring a vital and forward-thinking SHIP was made possible largely because of the SIM design grant.

Rollout of the SIM Round 2 Test is perfectly timed for Ohio to build on the positive advancements in the area of payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes.

Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to deliver the best care and still realize a cost savings. Put simply, Ohio has taken action.

OhioHealth remain confident that an additional Model Test award will help Ohio continue to advance national objectives for payment innovation. I appreciate your consideration of Ohio's application and look forward to a favorable review. Our organization stands committed to continuing our work with the State of Ohio and other government and private sector payers to deliver the highest quality healthcare at the lowest possible cost.

Sincerely,

A handwritten signature in black ink that reads "David P. Blom".

David P. Blom

President and Chief Executive Officer

### A FAITH-BASED, NOT-FOR-PROFIT HEALTHCARE SYSTEM

RIVERSIDE METHODIST HOSPITAL + GRANT MEDICAL CENTER + DOCTORS HOSPITAL + GRADY MEMORIAL HOSPITAL  
DUBLIN METHODIST HOSPITAL + DOCTORS HOSPITAL-NELSONVILLE + HARDIN MEMORIAL HOSPITAL + MARION GENERAL HOSPITAL  
WESTERVILLE MEDICAL CAMPUS + 20 HEALTH AND SURGERY CENTERS + URGENT CARE + PRIMARY AND SPECIALTY CARE  
WELLNESS + HOSPICE + HOME CARE + 22,000 PHYSICIANS, ASSOCIATES AND VOLUNTEERS



July 10, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### **Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

I am happy to support Ohio's SIM Test Grant application because of the substantive potential this opportunity has to transform health care in the state of Ohio. As Professor and Vice Chair of Research for the Department of Family Medicine at Ohio State University, I have been involved in studying the impact of health system changes such as payment reform in a number of projects. I am currently principal investigator of a study investigating the development and impact of the Accountable Care Organization model nationwide. In addition, as a member of the Department of Family Medicine, I have been witness to the transition of our primary care offices to the patient-centered medical home (PCMH) model of care. Following this transformation, contracts with major insurers were amended in recognition of the impact of this change on care delivery, outcomes, and costs.

Further, as Research Director for the Central Ohio Practice-Based Research Network (COPBRN), I am aware of the opportunities for practice transformation and payment reform in the state of Ohio. The mission of COPBRN is to foster, facilitate, and report collaborative, interdisciplinary research directed toward optimizing people's health. The COPBRN consists of 32 primary care sites serving diverse patient populations throughout central Ohio. It includes family medicine clinics of the Ohio State University Primary Care Network (PCN), general internal medicine clinics of the Ohio State University Specialty Care Network (SCN), Columbus Neighborhood Health Center (CNHC) clinics, and Nationwide Children's Hospital (NCH) Pediatric Primary Care Centers. The objectives of the Model Test award are consistent with the mission and goals of COPBRN, and I am happy to support this effort.



Wexner  
Medical  
Center

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,

A handwritten signature in black ink that reads "Ann Scheck McAlearney".

Ann Scheck McAlearney, Sc.D.  
The Ohio State University



July 7, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

**Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

As a large, self-insured employer in Ohio, The Ohio State University is eager to align with other area employers and payers to help influence payment and delivery system reform. Without these efforts, the cost of medical care will continue to escalate at rates which are unsustainable for employees and employers to maintain. However, we have seen progress in the ability to moderate medical cost increases in other areas of the country with significant utilization of patient-centered medical homes to provide comprehensive primary care and episode-based bundled payments that provide incentives for cost-efficient care delivery and quality outcomes, and we desire to see Ohio benefit from similar initiatives.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,

Pam Doseck  
Director, Benefits  
The Ohio State University

July 9, 2014

Gabriel Nah, Grants Management Specialist  
Office of Acquisition and Grants Management  
Centers of Medicare and Medicaid Services  
U.S. Department of Health and Human Services  
Mailstop #7700 Bethesda  
5600 Fishers Lane  
Rockville, MD 20857

Re: Support for Ohio's State Innovation Model Testing Grant

Dear Mr. Nah:

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Testing application. We participated on the core team that developed Ohio's State Health Innovation Plan through the Model 1 Design grant, and also serve on the Governor's Advisory Council for Health Care Payment Innovation.

Over the past 15 months, we worked with the State to develop our State Health Innovation Plan (SHIP) to design a process that will lead to full-scale implementation and testing of new multi-payer payment innovation model, and to begin moving towards implementation. We are pleased the State has chosen to focus its strategy on two specific models: (a) patient-centered medical homes and (b) episode-based payment. Since submitting the SHIP, we have continued to meet as a core team to begin defining and planning implementation for an initial set of episodes for reporting. We are committed to developing these models with the State and ultimately aim to voluntarily align our organization's payment activities with these initiatives.

Our organization is delighted to be part of the Governor's Advisory Council and the core team. We appreciate your consideration of Ohio's Model Test application and are pleased to add our support for an award that will allow Ohio to accelerate payment innovation priorities.

Sincerely,



Jeffrey W. Martin  
Vice President, Operations

JWM:DO:mpl



**6520 Acro Court  
Dayton, OH 45459**

July 11, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

Re: Support for Ohio's State Innovation Model Test Grant

Dear Mr. Nah:

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway. Additionally, Southwest Ohio has been a nationally-recognized innovator in implementing new payment models proposed in Ohio's State Health Innovation Plan, including Patient Centered Medical Home (PCMH) and the Comprehensive Primary Care (CPC) Initiative. Ohio has demonstrated alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

PriMed Physicians has been a key supporter of several leading health improvement initiatives in Southwest Ohio including PCMH, CPC, Aligning Forces for Quality and the public reporting initiative --Your Health Matters. As a practice, we have already proven our ability to improve quality of care and reduce cost. We believe that our results are reproducible. We view SIM as the next logical step to scale and spread Southwest Ohio's effective interventions to the rest of Ohio.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to continue working with the State of Ohio, CMS and other government and private sector payers to achieve the triple aim of better care, better outcomes and lower costs.

Sincerely,

A handwritten signature in black ink, appearing to read "Mark Couch", written in a cursive style.

Mark A. Couch M.D.  
Physician President  
PriMed Physicians  
Dayton, Ohio



July 7, 2014

Thomas M. Finn  
President-Global Health Care

The Procter & Gamble Company  
8700 Mason-Montgomery Road  
Mason, OH 45040-9462  
(513) 622-4335  
(513) 277-8945 efax  
finn.tm@pg.com  
www.pg.com

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

Re: Support for Ohio's State Innovation Model Test Grant

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application. As a member of the Ohio Governor's Advisory Council on Health Care payment innovation, we participated in the development of and support Ohio's State Health Innovation Plan (SHIP) that was developed through the SIM design grant.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

We have been working for several years with the Cincinnati Health Collaborative to pioneer health care delivery and payment innovation. We are pleased to have been a leader in the HHS CPCI and Beacon initiatives. We now look forward to working on a broader state and national level.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

We feel Ohio is especially well positioned to deliver on the SIM test grant goals. We hope you will share our point of view.

Sincerely,

Thomas M. Finn

TMF/ss

July 1, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

## **Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

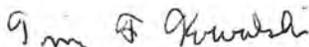
I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application on behalf of Progressive Casualty Insurance Company.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

Progressive is a fortune 500, self-insured organization, with over 50,000 covered lives headquartered in Northeast Ohio. We are extremely interested in supporting the transition from paying for treating incidents of disease, to moving towards paying for value and optimizing the vitality of our workforce. We are strong advocates for enhancing the adoption of the PCMH primary care model as evidenced by our corporate based onsite PCMH recognized primary care clinics. We are also supportive of the implementation of bundled payments for specific episodes of treatment. We have catalyzed a value-based, direct contract with Lake Health System in Northeast Ohio to optimize health care coordination, patient experience, and the transformation of their practices to PCMH. Through our membership in Health Action Council of Ohio, we are partnered with Better Health Greater Cleveland, The Healthcare Collaborative of Greater Columbus, and The Health Collaborative of Greater Cincinnati. We all wish to align our strategy and actions with these efforts by the State of Ohio.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,



Tim F Kowalski MD, FCCP, CPE  
Chief Medical Officer, Progressive Casualty Insurance Company  
President Health Quality Forum, Health Action Council of Ohio

**Randy Oostra, DM, FACHE** | President and Chief Executive Officer

Our Mission is to  
improve your health  
and well-being.

July 8, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

Re: Support for Ohio's State Innovation Model Test Grant

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application. As a member of Governor Kasich's Advisory Council on Health Care Payment Innovation, I participated in the development of and support Ohio's State Health Innovation Plan (SHIP) that was created through the SIM design grant. As a participant in this process, I am confident that award of this test grant will help Ohio to expand healthcare payment and service delivery innovation models that reward the value of healthcare services rather than the volume.

A SIM Round 2 test award will be well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and has begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. In addition, Ohio is achieving alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Further alignment and coordination through the test grant presents a substantial opportunity to achieve better care delivery and improved overall health for our residents.

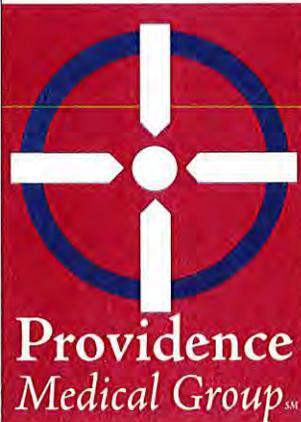
Through these initiatives, Ohio is making significant strides toward improving quality and reducing the total cost of care, outcomes ProMedica is achieving through its own payment innovation efforts. Specifically, ProMedica providers are participating in value-based programs with Medicare, Paramount Elite, Paramount HMO, Anthem Blue Cross, Blue Cross of Michigan, Aetna, and Medical Mutual of Ohio, in total covering more than 55,000 attributed patients. These accountable care and patient-centered medical home programs typically include incentives for improving care management and care processes, and shared savings for total cost of care reductions.

ProMedica is grateful to be a part of conversations in Ohio toward implementing innovative payment models that will deliver improved health outcomes and better patient experiences, and I am confident that a model test award will help Ohio advance national objectives for payment innovation. I appreciate your favorable consideration of Ohio's application, and look forward to working with the State of Ohio and other government and private sector payers toward improving care and reducing healthcare costs by changing how we pay for these services.

Sincerely,



Randy Oostra, DM, FACHE  
President and CEO



2912 Springboro West  
Suite 201  
Dayton, OH 45439

Phone 937.297.8999

Fax 937.298.9673

[www.provmedgroup.com](http://www.provmedgroup.com)

July 10, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

**RE: Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway. Additionally, Southwest Ohio has been a nationally-recognized innovator in implementing new payment models proposed in Ohio's State Health Innovation Plan, including Patient Centered Medical Home (PCMH) and the Comprehensive Primary Care (CPC) Initiative. Ohio has demonstrated alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

Providence Medical Group has been a key supporter of several leading health improvement initiatives in Southwest Ohio including PCMH, CPC, Aligning Forces for Quality, Beacon Community, Regional Extension Center, Putting Prevention to Work and our public reporting initiative, Your Health Matters. We view SIM as the next logical step to scale and spread Southwest Ohio's effective interventions to the rest of Ohio.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to achieve better care, better outcomes and lower costs.

Sincerely,

  
Susan Becker, COO  
Providence Medical Group

July 14, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### **Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway. Additionally, Southwest Ohio has been a nationally-recognized innovator in implementing new payment models proposed in Ohio's State Health Innovation Plan, including Patient Centered Medical Home (PCMH) and the Comprehensive Primary Care (CPC) Initiative. Ohio has demonstrated alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

TriHealth, one of the largest health systems in Southwest Ohio, has been a key supporter of several health improvement initiatives in Southwest Ohio including PCMH, CPC, Aligning Forces for Quality, Beacon Community, Regional Extension Center and our public reporting initiative, YourHealthMatters. We view SIM as the next logical step to scale and spread Southwest Ohio's effective interventions to the rest of Ohio.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to achieve better care, better outcomes and lower costs.

Sincerely,

  
John Prout



Robert C. Falkenberg CEO, Ohio  
9200 Worthington Road  
Westerville, OH 43082  
Tel: (614) 410-7459  
Fax: (612) 367-0497

July 7, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### **Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

I am pleased to submit a letter of support for Ohio's State Innovation Model (SIM) Test Grant application. As a member of the Ohio Governor's Advisory Council on Health Care payment innovation, we participated in the development of and support Ohio's State Health Innovation Plan (SHIP) that was developed through the SIM design grant.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employee, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we pay.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Rob Falkenberg', written over a light blue circular watermark.

Robert C. Falkenberg  
CEO, UnitedHealthcare of Ohio



William L. Annable, MD  
Chief Quality Officer  
Director, UH Quality Institute

11100 Euclid Avenue  
Cleveland, Ohio 44106  
216-983-5246 Phone  
216 844 3124 Fax

July 7, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

**RE: Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

On behalf of University Hospitals Case Medical Center, we enthusiastically support Ohio's State Innovation Model (SIM) Testing application to accelerate transformation in Ohio's health care delivery and payment systems. We are quite familiar with the delivery and payment models being proposed, as University Hospitals is a leader in northeast Ohio in the adoption of health delivery models that are accountable and driven by value-based incentives. We were the first in our region to be supported by CMMI for a Pediatric ACO (the "Pediatric Extension Team") and among the first supported as a Medicare Shared Savings Program ACO, emphasizing high quality, coordinated, value-driven care. UHHS also has established ACOs for our employees and for enrollees of two commercial payers. We recognize the forces leading to suboptimal integration of care between large tertiary care hospitals and the primary caregiver, whether it is the patient's family, doctor's office, or post-acute care rehabilitative setting. Ohio's SIM Testing proposal attempts to address each of these problems using an ambitious approach to transform both the delivery system and parallel incentives to provide value-based care across the payer spectrum.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in delivery system and payment reform. The Governor's Office of Health Transformation has several payment reform initiatives underway, and the state has begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employees, and commercial populations. Alignment on this scale creates unparalleled opportunities to achieve better care, better health, and lower *per capita* costs throughout Ohio.

University Hospitals is one of the nation's leading health care systems, providing high-quality, patient-centered medical care at locations throughout Northeast Ohio. The System consists of 8 wholly owned Community Medical Centers, 3 Joint Venture Hospitals, and 25 Major Outpatient Centers. The System's 1032-bed, tertiary medical center, University Hospitals, is an affiliate of Case Western Reserve University. More than 24,000 physicians and employees constitute University Hospitals and its partnership hospitals, ranking it Northeast Ohio's second largest private sector employer. UH performs more than 4.5 million outpatient procedures and nearly 121,500 inpatient discharges annually. University Hospitals' goal is to provide comprehensive primary and community-based care—the kind of healthcare people need most—as well as access to the highest quality specialty care when necessary. Committed to advanced care and advanced caring, University Hospitals offers the region's largest network of primary care physicians, outpatient centers and hospitals. The System also includes a network of specialty care physicians, skilled nursing, elder health, rehabilitation and home care services, managed care and insurance programs, occupational health & wellness, and the most comprehensive behavioral health services in the region.

*Better Health* is a treasured asset in the northeast Ohio community – valued by health care purchasers and payers in addition to providers and the public at large. Its work has brought together disparate and sometimes very competitive health care organizations to improve the care delivered and health of our region. University Hospitals is pleased to partner with *Better Health Greater Cleveland*, to contribute to their vision- to make Northeast Ohio a healthier place to live and a better place to do business. A current focus of *Better Health* is to spread patient-centered care to deliver greater value and better health outcomes. We are actively engaged with *Better Health* in their Transitions of Care and PCMH Primary Care initiatives in our Douglas Moore Internal Medicine and Family Medicine Departments. We plan to share best practices from this endeavor within the University Hospitals health system with the intent of promoting similar value based initiatives in the future.

We are confident that a Model Test award will help Ohio advance national objectives for delivery system and payment innovation, and appreciate your favorable consideration of Ohio's application. University Hospitals look forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we deliver and pay for health care.

Sincerely,



William Annable, MD  
Chief Quality Officer and Director, Quality Institute  
University Hospitals Health System



**Drs. Weinberger & Vizy, L.L.C.**

*Your Family Physicians*

RICHARD F. WEINBERGER, M.D.  
BARBARA VIZY, M.D.

3690 ORANGE PLACE  
SUITE 230  
BEACHWOOD, OH 44122

MAIN LINE: (216) 765-1180  
FAX: (216) 765-1163  
REFERRAL LINE: (216) 556-2587  
PHARMACY LINE: (216) 556-2585  
BILLING QUESTIONS: (216) 765-8323

July 2, 2014

Gabriel Nah, Grants Management Specialist  
CMS Office of Acquisition and Grants Management  
U.S. Department of Health and Human Services  
5600 Fishers Lane, Mailstop #7700 Bethesda  
Rockville, MD 20857

### **Support for Ohio's State Innovation Model Test Grant**

Dear Mr. Nah,

On behalf of Drs Weinberger & Vizy, LLC, I am pleased to support Ohio's State Innovation Model (SIM) Test Grant application to accelerate transformation in Ohio's health care delivery and payment systems.

The SIM Round 2 Test is well-timed for Ohio to build on recent successes in payment reform. The Governor's Office of Health Transformation has several payment reform initiatives already underway, and the state has already begun to implement the payment models defined in the SHIP, beginning with an initial set of episodes. Notably, Ohio has achieved alignment on quality and payment priorities across multiple payers that cover Medicaid, state employees, and commercial populations. Alignment on this scale creates a real opportunity to achieve better health, better care, and cost savings through improvement.

In anticipation of these transformative changes, our practice has:

- Fully adopted and meaningfully used an electronic health record system
- Embarked upon Level 3 recognition for Patient-Centered Medical Homes by NCQA for our practice site
- Participated as a partner with Better Health *Greater* Cleveland, a RWJF Aligning Forces for Quality market, with commitment to contribute our data on chronic disease management to *Better Health's* twice yearly public reports and to actively participate in its bi-annual Learning Collaborative Summits
- Participated in the Medicare Shared Savings ACO as part of an independent physician ACO
- Participated in a collaborative with eight other private primary care practices in sharing quality data and working towards PCMH recognition

We feel that the changes that have occurred in many reimbursement models have enabled us to transform how we care for our patients. The realignment of incentives allows us to provide more comprehensive care management.

We are confident that a Model Test award will help Ohio advance national objectives for payment innovation, and appreciate your favorable consideration of Ohio's application. Our organization looks forward to working with the State of Ohio and other government and private sector payers to improve care while reducing costs by changing how we as health care providers are reimbursed and incentivized.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard F. Weinberger". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Richard F. Weinberger, MD