

# OUR FOCUS

We make a DIFFERENCE and HELP people in need.



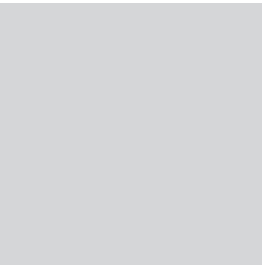
2017 ANNUAL REPORT

# OUR Mission

We are making Maryland healthier by connecting residents to insurance and care, educating the community about healthier living, and advocating a more equitable health care system.

# OUR Core Values

	<b>SUPERIOR QUALITY AND SERVICE</b> We go above and beyond to deliver our best. We respect each client as we respond to their individual needs.	
<b>HELPING OTHERS</b> At our core, we are driven to serve and help people in need.		<b>COLLABORATION MAKES US BETTER</b> We go above and beyond to deliver our best. We respect each client as we respond to their individual needs.
	<b>UNWAVERING COMMITMENT</b> At our core, we are driven to serve and help people in need	
<b>UNIFIED DIVERSITY</b> We embrace and leverage our differences to inclusively care for each other and ourselves so that we can positively impact our community.		



# OUR FOCUS

## CEO MESSAGE

HealthCare Access Maryland will look back at 2017 as the year that we continued to evolve and grow under new leadership. Our newly created strategic plan continued to guide our work and move us forward on a path of establishing our core values framework. These five core values, developed in partnership with our steering committee with input from all staff, represents:

1. Helping Others
2. Superior Quality and Services
3. Collaboration Makes Us Better
4. Unwavering Commitment
5. Unified Diversity

Celebrating 20 years of HealthCare Access Maryland. Acknowledging partners whether current or new that have joined us in our mission to making Maryland healthier. We would not be successful in our mission without our statewide partners.

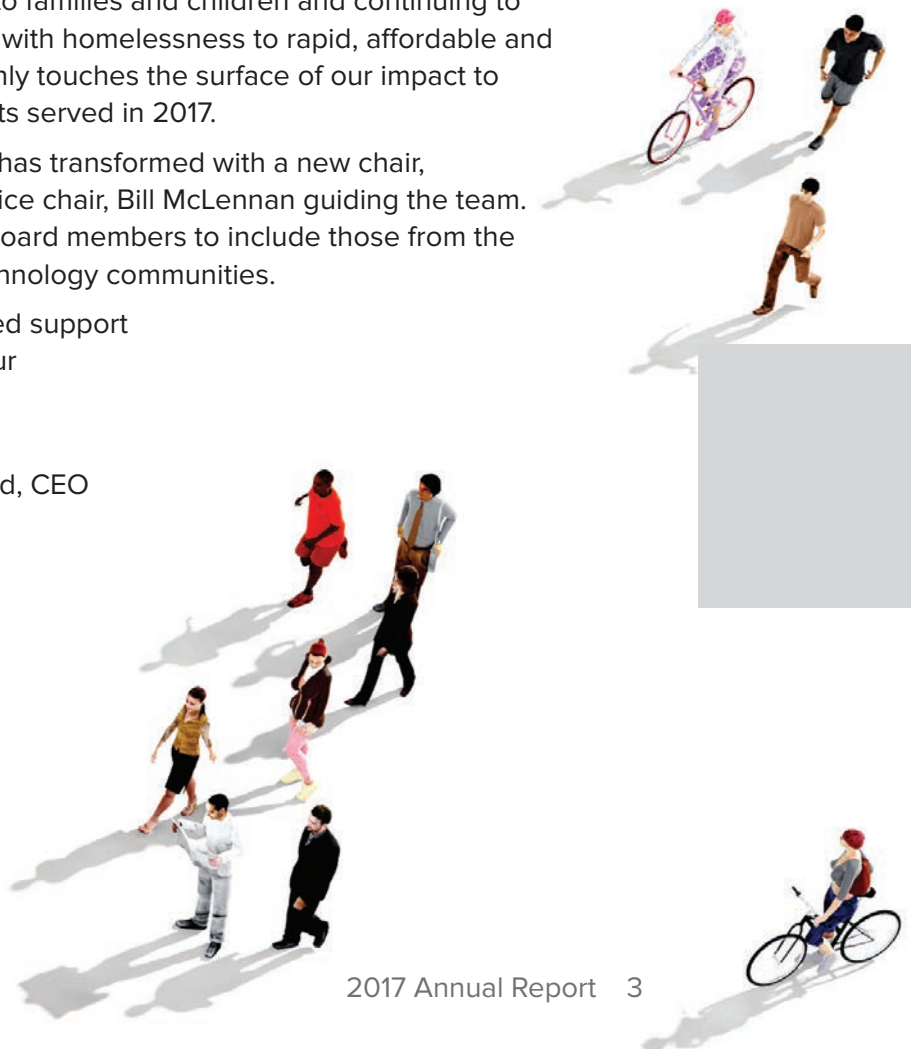
Over the past year, HCAM has seen measurable impact in reducing the usage by high utilizers of the hospital emergency departments, increased health insurance coverage to families and children and continuing to connect individuals dealing with homelessness to rapid, affordable and sustainable housing. This only touches the surface of our impact to Maryland's 145,000 residents served in 2017.

HCAM's Board of Directors has transformed with a new chair, Tammi Fleming, Ph.D. and vice chair, Bill McLennan guiding the team. HCAM also expanded our board members to include those from the business/corporate and technology communities.

Thank you for your continued support and helping HCAM move our mission forward.

**Traci Kodeck, MPH**

HealthCare Access Maryland, CEO





# The **Care Coordination** Program

*Reaching Out, Improving Lives*

The Care Coordination Program is the Baltimore City Administrative Care Coordination Unit, serving as the resource for all HealthChoice (Medicaid) recipients and Medicaid providers in the region. HCAM-CCP serves as the lead for centralized intake for B'More for Healthy Babies (BHB), a network of maternal and child health services. Their work includes referrals to evidence-based home visitation and intensive case management.

The team serves as a “safety net” for Medicaid clients such as those lost to care and non-compliant with treatment recommendations as well as pregnant women, newborns and children, and adults with disabilities.



## OUR IMPACT...

**9,267** clients were referred to the Care Coordination Program for outreach services.

**4,396** home visits were completed.

**21,821** telephone calls were made coordinating care for our clients.

**904** MA recipients experiencing a barrier to accessing MA covered benefits received Ombudsman complaint resolution assistance.

The Care Coordination Program receives referrals from Managed Care Organizations, Care Managers Providers, Community Partners and Clients themselves needing to be connected to critical preventative health services and/or specialty care, local resources and long term case management and home visiting.

## SAFE SLEEP PROGRAM

**An innovative, preventative health initiative**

Tragically, Baltimore City leads the nation in staggering infant mortality rates related to unsafe sleep practices. That's why the HCAM-CCP worked collaboratively with BHB to develop a Safe Sleep initiative. This innovative program provides outreach and education to families, regarding the importance of safe sleeping practices, educating them about infant safety and family





planning, and providing assistance to pregnant/postpartum clients. In FY17 we protected the lives of 324 infants in the city, providing them with portable cribs.

**Our goal of 200 cribs was exceeded by 62 percent.**

### Collaboration makes us better

HCAM-CCP fosters collaborative relationships with over 150 local health and government agencies in Baltimore City, including:

- Baltimore City Health Department
- Homeless Services
- Department of Social Services
- Family League of Baltimore
- Behavioral Health System Baltimore
- Birthing Hospitals in Baltimore City
- Federally Qualified Health Centers (FQHCs)
- HealthChoice Managed Care Organizations



### Unified diversity drives success

CCP's staff is as diverse as the population of clients we serve. Registered nurses, licensed social worker, community ombudsman, pregnancy engagement specialists and care coordination associates are all an integral part of our staff.

**267** individuals with a Chronic Disease linked to MCO Case Management.

**749** high-risk pregnant women and children were linked to long-term home visiting services.

**2,514** non-compliant, lost to care clients received services and community resources assistance.

**595** families referred to WIC

**3,476** pregnant women and **1,214** newborns were outreached.

**328** individuals referred to Medical Assistance Transportation.

Our diversity allows us to identify barriers that prevent clients from accessing benefits and covered services. Our work supports **earlier access to prenatal care** and **improved birth outcomes, greater access to substance abuse and mental health services, compliance with vaccinations and immunizations, a reduction in emergency room visits and increase use of primary care services. Our diversity as a team enables HCAM to better understand and serve our clients.**

### COLLABORATION works:

Whether we are working with an internal department to expedite resources or working collectively in a group with colleagues, we produce better results with teamwork.





## The **Connector** Program

*Healthy connections that change lives*

HCAM is pleased to have received a grant from MHBE to serve as the Connector Entity for the Midwest Region for FY18. To ensure a seamless transition, we have hired navigators and managers with experience serving Howard, Carroll and Frederick Counties. We look forward to continuing the excellent service and strong partnerships started by Healthy Howard in the Midwest Region.



**OUR  
IMPACT...**

**15,020**  
medical  
assistance  
enrollments.

### *We make a difference –Our success stories*

#### **Amy and Bobby**


Helping people is what we do best. When Amy and her husband Bobby needed help getting coverage for their family, HCAM's Connector Program stepped up to the plate.

Amy was a full-time student and Bobby worked for a small nonprofit that was unable to provide health insurance coverage. With the help of our navigator, their baby Georgie qualified for Medicaid and was able to get all of her immunizations, screenings and well visits. When she had a late-night health scare, Amy and Bobby didn't worry that a trip to the emergency room would throw them into debt. They were able to access preventive care and screenings and address health issues before they turned into a crisis situation.

Amy completed her graduate degree and is working full-time. All three are now on a Qualified Health Plan through the Maryland Health Benefit Exchange and receiving subsidies to keep their premiums affordable. They are grateful to HCAM for providing high quality enrollment assistance, which allowed them to easily get the coverage they needed to care for their family.

## Helen

Helen came to HCAM for help after experiencing difficulties applying for health insurance coverage. With the help of Paris, our navigator, the application was completed quickly and easily. It was such a wonderful experience that every year since, no matter where Paris is stationed, Helen goes the extra mile to seek her out. Thanks to Paris's attention to detail, Helen has never owed additional money when reconciling her tax credits.



**80+**  
presentations  
and outreach  
events reaching  
more than  
**14,000**  
individuals.

**4,603**  
Qualified Health  
Plan enrollments.

**22,342**  
phone calls  
received.



## *We go the distance – Helping legislators and their constituents*

HCAM frequently gets requests from legislators for help with constituents' health insurance needs. Our navigators, training, quality assurance (TQA) specialists work tirelessly to ensure that every case is handled expeditiously and efficiently.





## Eligibility Unit

*Hard work and dedication result in success*

FY17 was another successful year for HCAM's Eligibility Unit. Our leadership is working diligently to improve the customer service walk in experience for clients applying for health coverage.

Working under the direction of the Maryland Department of Health, the Eligibility Unit assisted thousands of Maryland residents with enrolling in health insurance coverage (Medicaid) and other needed services.

### Exceeding Expectations and Productivity for Positive Outcomes

In FY 17, 99% of the eligibility measures were met or exceeded target numbers. These measures include Maryland Children's Health Program coverage for a child, newborns, redeterminations, pregnant women, Medical Assistance for Families coverage for adults and children and undocumented pregnant women MAF adult, MAF families and MAF redetermination, number of walk-ins, and customer satisfaction surveys.

In addition, Eligibility senior leadership developed an effective internal operating structure for the team to ensure a fully integrated process. Workers have daily required work functions to improve productivity and bring about resolution.

### What else do we do to achieve our goals?

- Staff attends refresher training related to MHC and continues to receive job aids and materials from Maryland Health Benefit Exchange.
- DHMH reports are distributed to the staff for resolution.
- The HCAM Eligibility Department works with the Department of Public Safety and Corrections (DPSCS) to assist individuals in obtaining health insurance. These individuals are post-release and are eligible for Medicaid and other community benefit resources.



## OUR IMPACT...

Numbers Processed

**13,550** VCL issue related to Maryland Health Connection.

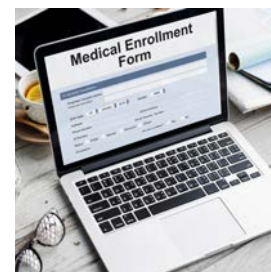
**3,903** issues related to Maryland Department of Health (MDH).

**2,988** requests for Medicaid to be manually activated due to technical issues.

**586** requests for Retroactive Medicaid coverage.

**336** internal audits.

**204** referrals from Department of Public Safety and Corrections (DPSCS).



## 2017 Milestones

- **207 referrals** were received from various parole and probation sites for assistance with health insurance enrollment.
- An average of **400-500 consumer documents** were uploaded weekly to the MHC system to resolve verification documentation requirements.
- **Working closely with the Connector Entity**, clients deemed ineligible for Medicaid were referred to HCAM Connector staff and given information regarding Qualified Health Plans. Eligibility and Connector leadership met monthly to discuss issues and brainstorm new (mutually beneficial) ideas.
- **Open Enrollment for FY17 was operationally successful.** Both Eligibility and the HCAM Connector teams developed a structured working process for consumers and staff. Staff accurately assisted a high volume of consumers from November 2016 through January 2017 during open enrollment.
- HCAM received **209 Medicaid appeals cases**. Working in conjunction with third party entities, our appeals **representatives resolved 40% of the cases prior to the appeals** hearing date.

With the tremendous efforts put forth by HCAM Eligibility representatives, we had another impactful year. Our highly skilled staff remains prepared to assist consumers with Medicaid or additional resource information. Our quest to provide excellent service remains a primary goal.

Volume  
of Cases

**11,533**

children  
(all categories).

**1,308**

pregnant and  
Post-Partum  
Women (all  
categories).

**7,457**

Maryland and  
Families (MAF)  
child and adult  
processing.





## Behavioral Health Outreach Programs

### *Reaching Out, Removing Barriers*

A collaborative effort with Behavioral Health System Baltimore and Baltimore Crisis Response, the Crisis, Information & Referral line provides 24/7 access to behavioral health crisis services, treatment referrals and behavioral health resource and information.

### **Baltimore Buprenorphine Initiative**

In collaboration with Behavioral Health System Baltimore and medication-assisted treatment facilities, the Baltimore Buprenorphine Initiative (BBI) supports individuals in recovery by embedding care coordinators in medication-assisted treatment programs.

The initiative addresses social determinants of health and removes barriers for clients accessing treatment. HCAM Care coordinators help those in recovery continue to receive life-saving medication and fully engage in society.

### **Homeless Services**

Our Homeless Street Outreach team services the most vulnerable Baltimore City residents. Our outreach team maintains a street presence, with extra coverage during extreme weather and city emergencies that impact the unsheltered homeless population. Our goal for each client is safe, permanent and sustainable housing.

In FY17, HCAM tripled the number of clients we served, despite a dramatic city-wide reduction in HUD funding for outreach staff. We were awarded the Journey Home outreach expansion grant, which means we will be able to expand our street outreach capabilities in the new fiscal year.





## Rapid Rehousing

Our Rapid Rehousing program helps homeless single adults move to permanent housing and provides assistance with funding and case management. This is possible as a result of collaborations with over 25 agencies and organizations. A new grant award for the next fiscal year is needed and will allow HCAM to greatly expand this life changing program, more than tripling our ability to reach those in need.

## Recovery Care Services

### State Care Coordination

Recovery Care Services (RCS) provides access to services and resources that assist clients in addressing the barriers to treatment for substance use disorders. It is available to residents of Anne Arundel County, Baltimore City, and Baltimore County. Our Care Coordinators connect with clients receiving state-funded residential substance use treatment. Our goal is to ensure the client gets connected to the next level of care and has the housing and resources that promote stability.

### Maryland RecoveryNet

Once a client reaches the next level of care they become eligible for Maryland RecoveryNet (MDRN) funding to support recovery housing, primary and dental care, transportation and other resources to help clients continue on their road to recovery.

### Women & Children's Supportive Housing Project

Recovery Care Services provides program coordination and intensive case management services to the Baltimore City Women & Children's Supportive Housing Project. This 12-month program targets women who are in, or have completed treatment for a substance use disorder and have custody of at least one child.

## OUR IMPACT...

### State Care Coordination

**3,830**  
clients served.

Over **50**  
treatment  
provider  
collaborations.

### Maryland RecoveryNet

Nearly  
**\$250,000**  
in billable  
services, most  
of which went  
directly to client.

Over **1,500**  
clients served.

### Women & Children's Supportive Housing Project

Over **50**  
women were  
served.

### Crisis, Information & Referral Line

**4,000**  
calls received.

**944**  
behavioral  
health intake  
appts. made.

### Baltimore Buprenorphine Initiatives

**833** clients  
served.

Over **200**  
connected to  
Buprenorphine  
certified physicians.

### Homeless Services

**331**  
new client  
enrollments.

Nearly **800**  
referrals made.

### Rapid Rehousing

**105** households  
assisted.

**90%**  
remained housed  
after 90 days.



## MATCH Program

*Making All The Children Healthy*

MATCH helps ALL children placed in foster care receive the medical, dental, and behavioral health care they need for healthy development.

We collaborate with the Baltimore City Department of Social Services, foster families and providers throughout the state of Maryland. Our team of registered nurses, licensed social workers, care coordinators, Medicaid specialists, and dedicated administrative support personnel serve our clients with unwavering commitment to ensure there are no barriers to health care.



### OUR IMPACT...

**988** children entering foster care received access to medical assistance within 3 days of entering foster care and a medical exam within 5 days.

**745** children between the ages of newborn and 5 years old had their early childhood and developmental needs addressed.

**742** school-aged children between the ages of 6 and 17 received annual well child exams and biannual dental exams.

### MATCH also helped...

**629** youth with behavioral health diagnosis such as ADHD, depression or trauma.

**355** young adults ages 18 and over preparing to exit the foster care system.

**304** children with complex medical diagnoses, such as sickle cell anemia, and kidney disease.

**85** teen parents in foster care and parenting at least 1 child.

**40** pregnant teens throughout their pregnancy and post-partum period.



## Population Health

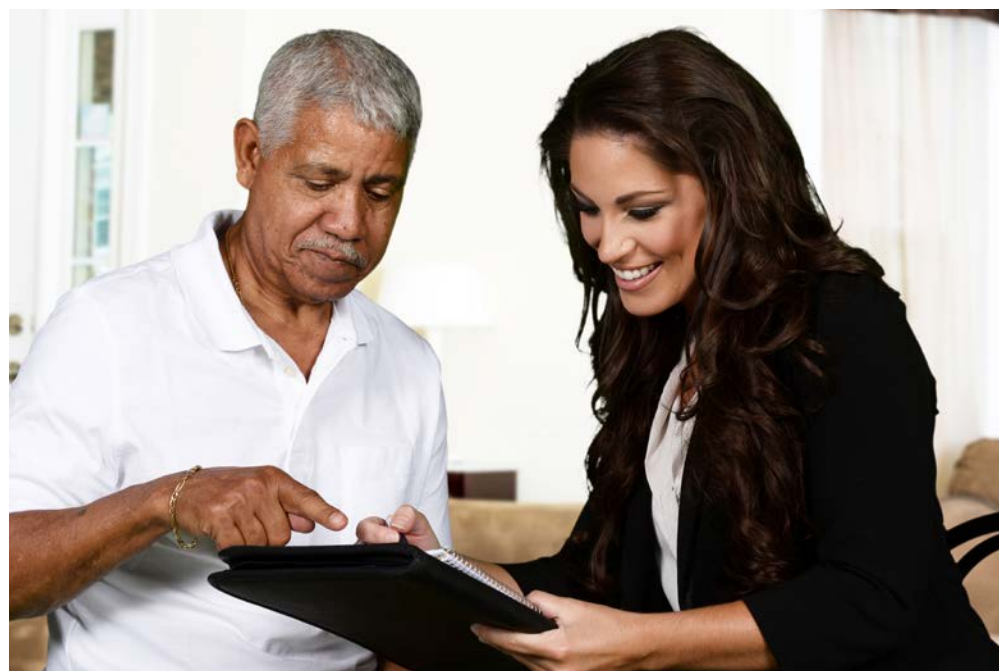
### *Working Together to Serve Vulnerable Populations*

The Population Health team provides comprehensive care coordination services and support to patients making unnecessary emergency room visits and excessive 911 calls or who have unnecessary hospital stays due to the lack of medical education and understanding or social barriers.

The Population Health Department consists of programs such as Operation Care, Health link-St. Agnes, West Baltimore Collaborative (WBC) and Access Health-Sinai.

Launched in July 2017, The West Baltimore Collaborative is a new and innovative approach to supporting our consumers. It is a collaboration between HCAM, St. Agnes, Bon Secours, University of Maryland Medical Center (UMMC) and University of MD-Midtown.

WBC serves complex, vulnerable and high need Medicare patients. It is anticipated that the comprehensive care coordination will reduce 30-day readmission rates, emergency room visits and unscheduled acute care visits.



#### OUR IMPACT...

Over  
**1,000**  
clients  
served.

Completed  
**50+**  
health  
insurance  
applications

Providing  
almost  
**1,500**  
service  
contracts

Commended by the  
Baltimore City Fire  
Dept. for reducing  
call volume, resulting  
in cost savings.



# Human Resources Update

*July 2016-June 2017*

HealthCare Access Maryland (HCAM) Human Resources Department continued to focus on enhancing and improving our compliance, benefits, employee relations, and recruitment of top talent. This includes focusing on our external customers by providing strong customer service skills while ensuring we are focused on our internal people, our team.

## Compliance

- Continuing to improve and monitor the onboarding process for new employee orientation. HCAM successfully on boarded 53 new employees during FY 17.
- Conducted a FLSA review to ensure that all employees were properly classified (exempt/non-exempt).

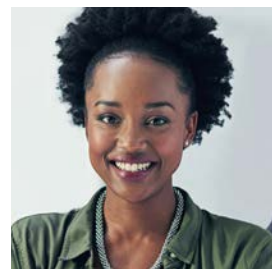
## Benefits

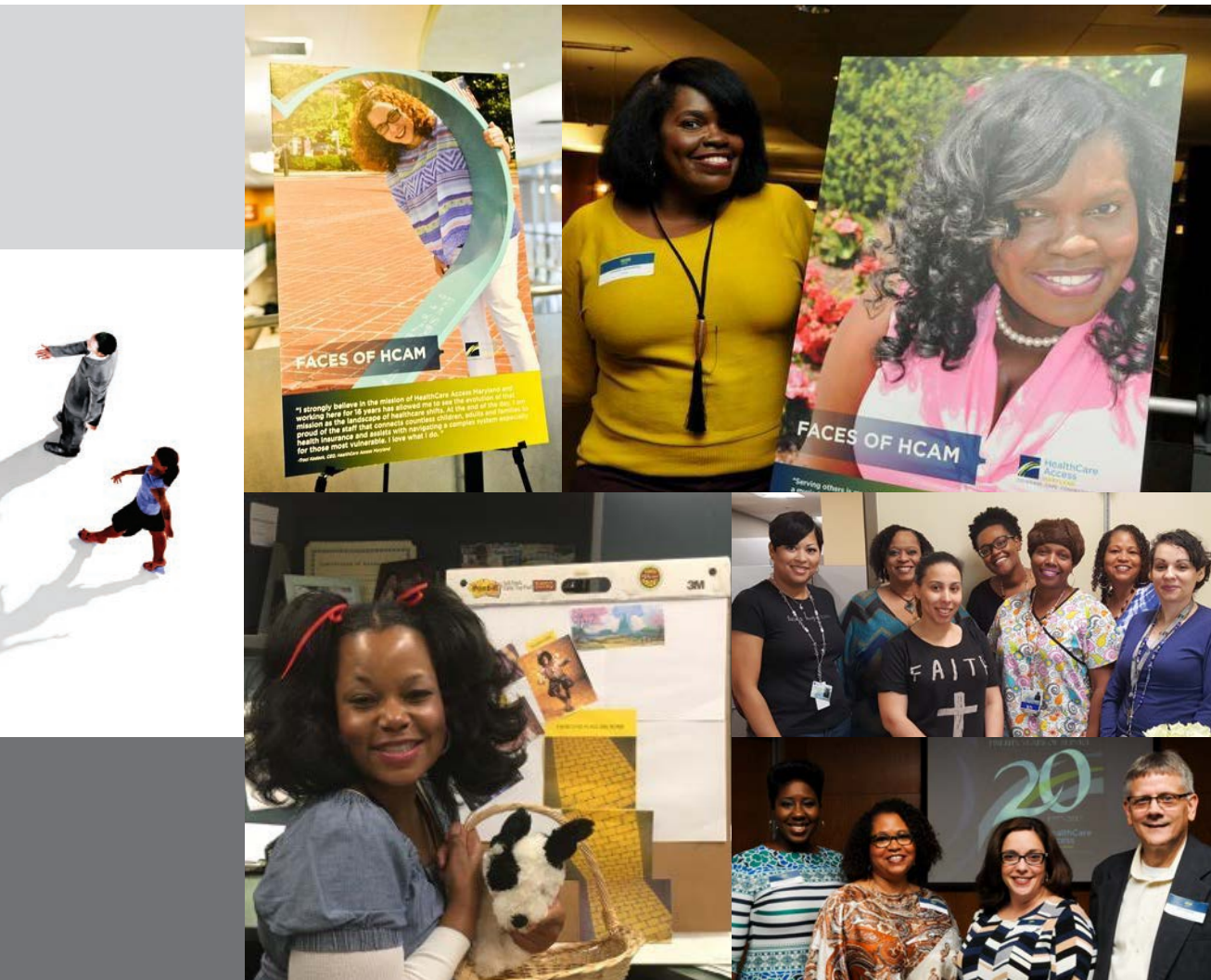
HCAM continued to work with our new benefits brokers for health insurance, *TriBridge Partners*, to ensure a smooth transition to our health care benefits starting July 1<sup>st</sup> 2017. We facilitated the following items to ensure staff were educated about their benefits:

- Internal HCAM Benefits Fair including the following topics to ensure understanding of complex transition of benefits with a high cost deductible, EAP services, Vision Services, Dental, PrePaid Legal Services and a new AFLAC representative. Staff as able to speak directly with the vendors and carriers to address specific family needs.
- HR leadership attended all programmatic staff meetings, to discuss the transition to a high deductible plan and the cost that was being offset by HCAM with no increase to the team member.
- Preventive Health Screening PTO increased to 8 hours per year.

## Employee Relations

- Recruited three new bilingual navigators for the Midwestern Connector program.
- Completed Customer Satisfaction Survey for all team members to determine improvements in morale, benefits feedback and overall satisfaction with employee relations within HCAM.





## Future Focus

- Implementation of employee relations management training to develop HCAM Leadership on ways to identify preventative and proactive employee relations strategies to effectively manage employee day-to-day issues, grievances and complaints.
- New employee recognition awards to coincide with HCAM Core Values Statement.
- Development of HCAM's Diversity and Inclusion Program.
- Improve the overall recruitment strategy for hard to fill positions.
- Review current policies and develop new policies that meet the business and operational needs of HCAM.







**HealthCare Access Maryland** would like to thank all of its funders and donors who supported our programs and services during the fiscal year of 2017. We look forward to your continued support and collaboration.

- Anne Arundel County Department of Health
- Annie E. Casey Foundation
- Audacious Inquiry
- Baltimore City Department of Social Services
- Baltimore City Fire Department
- Baltimore City Health Department
- Baltimore City Mayor's Office of Human Services
- Baltimore County Department of Health
- Bates and Garcia, ESQ
- Behavioral Health System Baltimore
- Department of Health and Mental Hygiene (*currently known as MDH*)
- France Merrick Foundation
- Harry and Jeannette Weinberg Foundation
- HR Strategy Group
- The Kreiger Fund
- London Eligibility
- Maryland Community Health Resource Commission
- Maryland Department of Health and Mental Hygiene: Behavioral Health Administration
- Maryland Department of Human Resources
- Maryland Health Benefit Exchange
- Mary Catherine Bunting Family Foundation
- Mercy Medical Center
- Mosaic Group, Inc
- Northwest Hospital/LifeBridge Health
- Priority One Staffing
- St. Agnes Hospital
- Stulman Foundation
- The Hatcher Group
- TriBridge Partners
- U.S. Department of Housing and Urban Development





## Board of Directors

### Officers

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*Senior Associate*  
The Annie E Casey Foundation

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**William (Bill) McLennan,**  
*Executive Director*  
Paul's Place, Inc.

#### Board Secretary

**Wendy M. Merrick**  
*Admin Director*  
Substance Abuse and  
HIV Services  
Total Health Care, Inc.

#### Board Treasurer

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*Senior Business Banking*  
*Relationship Manager*  
M&T Bank

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for Health Literacy & School of Public Health,  
University of Maryland

**Edo Banach, Esq., Partner**  
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**Melissa L. DeLong, M.D., MPH, Medical Director**  
Evergreen Healthcare

**Leslie Graham, MSHA, President/CEO**  
Primary Care Coalition of Montgomery Co.

**Cara V. James, Ph.D.**  
*Director, Office of Minority Health*  
Centers for Medicare & Medicaid Services

**Raegan McDonald-Mosley, MD, MPH, FACOG**  
*Medical Director*  
Planned Parenthood of Maryland

**Dawn O'Neill (Leana Wen, M.D.)**  
*Deputy Commissioner for Population Health*  
*& Disease Prevention*  
Baltimore City Health Department

**Sarah Polk, M.D., ScM, Assistant Professor**  
Johns Hopkins University Department of Pediatrics  
Center for Child and Community Health Research  
Bayview Medical Center

**George Jay Unick, MSW, Ph.D. (Jay)**  
*Associate Professor*  
University of Maryland

**Joseph M. Wiley, M.D., FAAP**  
Medical Director of Population Health LifeBridge



# Balance Sheet

as of June 30, 2017 (Audited)

## ASSETS

### Current Assets

Cash	\$361,146
Total accounts receivable	1,138,605
Prepaid expenses	112,734
Total Current Assets	<u>\$1,612,485</u>

### Fixed Assets

Furniture	\$458,673
Equipment	255,733
Software	336,509
Leasehold improvements	58,076
Accumulated depreciation	(672,604)
Total Fixed Assets	<u>\$436,387</u>

### Total Assets

\$2,048,872

## LIABILITIES

### Current Liabilities

Accounts payable	\$15,965
Accrued salaries and expenses	844,756
Due to grantor	26,769
Line of credit	200,000
Deferred rent	42,842
Deferred revenue	352,574
Total Current Liabilities	<u>\$1,482,906</u>

## FUND BALANCE

Temporarily restricted net assets	\$162,863
Unrestricted net assets	403,103
Total Fund Balance	\$565,966

### Total Liability and Fund Balance

\$2,048,872

## HEALTHCARE ACCESS MARYLAND

Statement of Revenues and Expenditures  
For the Twelve Months Ending June 30, 2017

## REVENUE

Grants	\$13,553,269
Program revenue - FFS	665,051
In Kind Rent	88,527
Contributions	154,084
Miscellaneous	25,485
Total Revenue	<u>\$14,486,416</u>

## EXPENSES

Program Services	\$12,653,158
Administrative Expenses	1,668,475

### Total Expenses

\$14,321,633

### Income (Loss)

\$164,783

### Overhead ratio

12%



# HealthCare Access MARYLAND

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**410-649-0512**

**[HCAMaryland.org](http://HCAMaryland.org)**

