

**HHC ACO INC.  
ANNUAL SOLE MEMBER MEETING  
FOR CALENDAR YEAR 2023**

**December 19, 2024**

**At 1:00 p.m.**

**50 Water Street**

**New York City**

**AGENDA**

**CALL TO ORDER**

**OLD BUSINESS**

1. Approve and adopt minutes of the HHC ACO Inc. (“ACO”) Membership meeting held on November 30, 2023 (Exhibit A)

**NEW BUSINESS**

2. RESOLUTION Authorizing that each of the following persons be elected, effective immediately, to serve as a Director of HHC ACO Inc. (“ACO”) Board of Directors in accordance with the laws of the State of New York, until such person’s successor is duly elected and qualified, subject to such person’s earlier death, resignation, removal, or termination of his or her employment with any entity that has executed an ACO Participation Agreement or ACO Agreement
3. REPORT by ACO Chief Executive Officer Matthew Siegler on the ACO’s PY 2023 Performance Results, PY 2024 Shared Savings Forecast, and Contract Renewal
4. REPORT by ACO Medical Director Anthony Okolo, M.D. on the ACO’s PY 2023 Quality Performance Final Results and on Reducing Avoidable Admissions: Driver Diagram

**ADJOURNMENT**

**EXHIBIT A**

**HHC ACO INC. ANNUAL SOLE MEMBER MEETING – NOVEMBER 30, 2023  
FOR CALENDAR YEAR 2023**

**As Reported by: José Pagán**

**Members Present:** Freda Wang, Dr. Mitchell Katz, Erin Kelly, Karen St. Hilaire, Dr. Vincent Calamia; Dr. William Fisher, Dr. Patricia Marthone, Sally Hernandez-Piñero, Barbara Lowe, Jackie Rowe-Adams

The 2023 Annual Sole Member Meeting of HHC ACO Inc., NYC Health + Hospitals' subsidiary not-for-profit Accountable Care Organization ("ACO"), convened on November 30, 2023 at 1:30 p.m. Mr. José Pagán, Chair of the NYC Health + Hospitals Board of Directors called the meeting to order to discuss historical program performance and governance matters.

Mr. Pagán noted that Erin Kelly is representing Deputy Mayor Anne Williams-Isom, Dr. William Fisher is representing Deepa Avula, and Karen St. Hilaire is representing Molly Wasow Park - all in a voting capacity.

Upon motion made and duly seconded the minutes of the March 30, 2023 Annual Sole Member Meeting was unanimously approved.

The Board considered the following resolution:

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

**Mitchell Katz, M.D.;**

**Matthew Siegler, Esq.;**

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

**Andrea Cohen, Esq.;**

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

**Hyacinth Peart, a Medicare beneficiary Director;**

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

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

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

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

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

The motion was duly made, seconded and unanimously approved by the Board.

## **INFORMATION ITEMS**

### CEO Update

Matthew Siegler, Chief Executive Officer of HHC ACO Inc., reported on the ACO's PY 2022 Performance Results, the PY 2023 Shared Savings Forecast, and on the contract renewal. Mr. Siegler provided an update of the ACO activities during the past year.

### CMO Update

Dr. David Stevens, Chief Medical Officer of HHC ACO Inc., reported on the PY 2022 Quality Performance Results, the Quality Scoring Methodology changes, and on CAHPS. Dr. Stevens also went over the ACO's plan for Reducing Avoidable Admissions by presenting a Driver Diagram.

## **FOLLOW-UP ITEMS:**

Dr. Pagán asked about the Board members selection on whether we can have a membership reflective of the goal of the ACO focus on social determinants, do we have a way of having more representatives from that area or does the ACO By-Laws predetermine the make-up of the Board with only one Medicare beneficiary? Maybe community organization or non-clinical voices.


Dr. Katz responded that the NYC Health + Hospitals Board of Directors plays some of those roles along with the Community Advisory Boards. Mr. Pagán clarified that we do not play a role in the day-to-day.

Mr. Siegler agreed to look into the possibilities and report back.

There was no further discussion

## **ADJOURNMENT**

There being no old business, nor new business, the meeting was adjourned at 2:00 pm.



Colicia Hercules  
Corporate Secretary

## **RESOLUTION**

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

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

**Mitchell Katz, M.D.;**

**Matthew Siegler, Esq.;**

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

**Andrea Cohen, Esq.;**

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

**Hyacinth Peart, a Medicare beneficiary Director;**

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

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

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

**A Director to be named by PAGNY, as specified in a writing by the PAGNY CEO that is delivered to the Chairman of the ACO; and**

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

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

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

**NOW, THEREFORE, BE IT**

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

Mitchell Katz, M.D.;

Matthew Siegler, Esq.;

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

Andrea Cohen, Esq.;

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

Hyacinth Peart, a Medicare beneficiary Director;

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

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

A Director to be named by PAGNY, as specified in a writing by the PAGNY CEO that is delivered to the Chairman of the ACO; and

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



# NYC Health + Hospitals Accountable Care Organization

Annual Sole Member Meeting  
December 19, 2024



Matthew Siegler,  
CEO of HHC ACO Inc.

Anthony Okolo, MD  
Medical Director of HHC ACO Inc.



- 
- Approve and Adopt Meeting Minutes
  - Introduction:
    - ACO Medical Director; Anthony Okolo, MD
    - ACO Chief Operating Officer; Megan Meagher
  - HHC ACO Inc. Board of Directors
    - Resolution
  - CEO Updates
    - PY 2023 Performance Results
    - PY 2024 Shared Savings Forecast
    - Contract Renewal
  - Medical Director Updates
    - PY 2023 Quality Performance Final Results
    - Reducing Avoidable Admissions: Driver Diagram



**Anthony Okolo, MD  
has been appointed as  
the Medical Director of  
the ACO**



**Megan Meagher has  
been appointed as the  
Chief Operating Officer  
of the ACO**

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

<b>NAME</b>	<b>GROUP REPRESENTED</b>
Mitchell Katz, M.D.	NYC Health + Hospitals
Matthew Siegler, Esq.	NYC Health + Hospitals
John Ulberg, Jr., M.P.H.	NYC Health + Hospitals
Andrea Cohen, Esq.	NYC Health + Hospitals
Gary Kalkut, M.D.	NYC Health + Hospitals, recommended by NYU to represent their physicians practicing at NYC Health + Hospitals
Nicole Jordan-Martin, M.P.A.	NYC Health + Hospitals
Joan Curcio, M.D.	Mt. Sinai Elmhurst Faculty Practice
Edward Chew, M.D.	Physician Affiliate Group of New York, P.C.
Warren Seigel, M.D.	Physician Affiliate Group of New York, P.C.
Daniel Napolitano, M.D.	Non-Affiliated Participants (Community Healthcare Network)
Hyacinth Peart	Medicare Beneficiary

# PY 2023 Performance Results 11 Consecutive Years of Success

## Performance Results for the Current Contract:

	PY 2019	PY 2020	PY 2021	PY 2022	PY 2023	Total (2019-2023)
Savings to Medicare (\$)	7,799,972	15,712,618	5,451,716	10,907,994	8,314,840	48,187,140
Quality Score (%)	92.17%	96.87%	79.54%*	74.65%*	80.92%*	-
Earned Performance Payment (\$)	4,621,337	11,415,300	4,007,011	8,017,376	<b>6,111,407</b>	34,172,431

### Total Savings and Earned Performance Payment (2013-2023):

- Total Savings to Medicare: \$91,986,741
- Total Earned Performance Payment: \$53,245,660

\* New ACO  
Quality Scoring  
Methodology

Projections based on CMS data from 2024 indicate that the ACO will be able to earn shared savings and will not owe money to CMS

- Projected Savings/losses: **\$1,415** per beneficiary
- Projected Threshold to earn Shared Savings: **\$592** per beneficiary

<b>Per Beneficiary Expenditure</b>	<b>2024 Q1</b>	<b>2024 Q2</b>	<b>2024 Q3</b>
Estimated Benchmark	\$15,071	\$15,466	\$15,924
Estimated Expenditure	\$12,021	\$14,344	\$14,509
Savings/Losses	\$3,050	\$1,122	\$1,415
Minimum Savings/Losses	±\$542	±\$567	±\$592
Eligible to Earn Shared Savings	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>

Factors not controlled

- Risk adjustments
- Incomplete claims

➤ **Current Contract**

- Enhanced Track
- 5.5 year agreement period: Jul. 1, 2019 to Dec. 31, 2024

➤ **Next Contract**

- Application cycle from May 2024 – December 2024
- Enhanced Track
- 5 year agreement period: Jan. 1, 2025 to Dec. 31, 2029
- There are 'exit strategies' both during the application cycle and within 5-year agreement period

Measure Name	H+H ACO 2022	H+H ACO 2023	All ACOs 2023 Average	Percentile Rank
CAHPS Survey (Composite=10 questions)	3.90	3.61	6.25	N/A
30-Day All-Cause Unplanned Readmission Rate*	16.9	16.1	15.5	30th
All-Cause Unplanned Admissions for Patients with MCCs*	31.3	-	-	N/A
Depression Screen + f/u	87.1	92.18	80.97	90th
Diabetes: Hemoglobin A1c Poor Control (> 9%)*	15.5	11.02	9.84	80th
HTN Control	72.8	70.29	77.80	70th
Breast Cancer Screening	72.8	78.26	80.36	70th

\* A lower rate corresponds to higher performance

Full Performance Breakdown Available in Appendix

Overall Quality Score 2022	Overall Quality Score 2023
74.65 (30 <sup>th</sup> Percentile)	80.92 (40 <sup>th</sup> Percentile)

# Reducing Avoidable Admissions: Driver Diagram

Objective

Key Populations

Plan

Reduce  
Avoidable  
ED + IP  
Admissions

CHF

**Ambulatory CHF Clinical Coordinator Workgroup**

- **EPIC Optimization** (CHF Compass Rose, note template, care episodes, secure chat, handoff order set)
- **Education Materials** (CHF Guidebook and Logbook)
- **Virtual Express Care CHF Hotline** (Live at Bellevue, expanding to Queens Q1 of 2025)
- **Weekly CHF Discharge Reports**: Live at Harlem, Jacobi, Queens, Kings

**System Partners** – TCM, VEC, Lifestyle Medicine, Cardiac Rehab, Q&S, DnA





# Reducing Avoidable Admissions: Driver Diagram

Objective

Key Populations

Plan

Reduce  
Avoidable  
ED + IP  
Admissions

Frail  
Elderly

**Annual Wellness Visit**

- Live at all Geriatric Practices and 3 HIV practices
- Live at Bellevue PC (ramping up to full implementation) with 2 more Adult PC sites to be trained
- Working with Amb Care and EITS to create Health Maintenance AWV tracker/reminder and improve geriatric screenings in Epic

# Reducing Avoidable Admissions: Driver Diagram

Objective

Key Populations

Plan

Reduce  
Avoidable  
ED + IP  
Admissions

Asthma

- Support facilities in QI for improving controller use
- Pre visit planning live at all 11 acute care sites
- Expansion to Gotham sites underway
- Worked with MC plans to update formularies & case studies
- Education campaign underway in ED

# Reducing Avoidable Admissions: Driver Diagram

Objective

Key Populations

Plan

Reduce  
Avoidable  
ED + IP  
Admissions

High-Utilizer

- Daily facility reports of high-utilizers continue to be sent out
- 2024 Performance on Standard Metrics:
  - 3-day follow up call- **57%**
  - 14-day provider appointment- **76%**
  - SDOH screening rates- **88%** (started tracking in Aug '24)
- Next steps – Align work with TCM team, continue to work with Amb Care Nursing Leadership on refining guidelines

# Reducing Avoidable Admissions: Driver Diagram

Objective

Key Populations

Plan

**Reduce  
Avoidable  
ED + IP  
Admissions**

**CKD**

- Established MOU with NKF for system care standards
- Creation of CKD care guidelines for Primary Care comanagement (Nephrology Council, AmCare, EConsult 2.0)
- Development of CKD order set in EPIC for automated support
- Collaboration with Pop Health on EPIC prompts for CKD Diagnosis

# Reducing Avoidable Admissions: Driver Diagram

Objective

Key Populations

Plan

Reduce  
Avoidable  
ED + IP  
Admissions

Alcohol Use  
Disorder

- Designing Oral Naltrexone pilot with select ED sites
- Program to help connect patients with care plan starting in the ED, with outpatient follow up



*Have a safe and wonderful year!*

*Happy Holidays*



# Appendix

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

	<b>PY 2019 (Jan - Jun)</b>	<b>PY 2019 (Jul-Dec)</b>	<b>PY 2020</b>	<b>PY 2021</b>	<b>PY 2022</b>	<b>PY 2023</b>	<b>Total (2013-2022)</b>
Assigned Beneficiaries	11,026	9,092	9,268	8,434	7,623	6,616	
Total Savings (\$)	3,343,801	4,456,171	15,712,618	5,451,716	10,907,994	8,314,840	<b>91,986,741</b>
Quality Score (%)	92.17%	92.17%	96.87%	79.54%	74.65%	80.92%	
Earned Performance Payment (\$)	1,540,960	3,080,377	11,415,300	4,007,011	8,017,376	<b>6,111,407</b>	<b>53,245,660</b>
	4,621,337						



# PY 2023 Quality Metric Performance

Measure Name	H+H ACO 2022	H+H ACO 2023	All ACOs 2023 Average	Percentile Rank
CAHPS Survey (Composite Score)	3.90	<b>3.61</b>	6.25	N/A
30-Day, All-Cause Unplanned Readmission Rate for MIPS Groups*	16.9%	<b>16.1%</b>	15.5%	30th
All-Cause Unplanned Admissions for Patients with MCCs*†	31.28	–	–	N/A
Falls Risk Screen	83.87	<b>86.35</b>	89.42	80th
Influenza Immunization	61.00	<b>67.92</b>	70.76	60th
Tobacco Screen + f/u	73.33	<b>83.33</b>	79.29	80th
Depression Screen + f/u	87.10	<b>92.18</b>	80.97	90th
Colorectal CA Screen	69.41	<b>77.20</b>	77.14	70th
Breast CA Screen	72.82	<b>78.26</b>	80.36	70th
Statin for CVD †	93.38	<b>95.20</b>	87.05	N/A
Diabetes: Hemoglobin A1c Poor Control (> 9%)*	15.51	<b>11.02</b>	9.84	80th
Depression Remission †	24.49	<b>31.82</b>	16.58	N/A
HTN control	72.79	<b>70.29</b>	77.80	70th

**Significant Improvement**  
**Significant Decline**  
**No Significant Change**

† Measured suppressed and not counted toward final score

\* A lower performance rate corresponds to higher quality

	ACO Overall Quality Score 2022	ACO Overall Quality Score 2023
Final Score	<b>74.65</b>	<b>80.92</b>
Minimum Percentile	30th (70.63)	30th (65.76)