

Bay Area Transformation Partnership Application for HSCRC Transformation Implementation Program

Letters of Support

1. Board of Trustees, Anne Arundel Health System, Edward Gosselin, Chair
2. Board of Directors, University of Maryland Baltimore Washington Medical Center, R. Kent Schwab, Chairman
3. Baltimore Washington Emergency Physicians, Joel Klein, MD, FACEP, President
4. Anne Arundel Medical Center, Chief Medical Information Officer, David Mooradian, MD, MBA, FACEP
5. Medical Director of Anne Arundel Medical Center Division of Primary Care, A. Stephen Hansman, MD
6. University of Maryland Community Medical Group, Bahador Momeni, MD, MBA, Medical Director, Anne Arundel Region
7. Maryland Inpatient Care Services, Post-Acute Care, Hung Davis, MD, Co-Founder and CEO
8. Joint Patient & Family Advisory Councils of AAMC and UM BWMC, Jeanne Morris, RN, PFAC Coordinator, AAMC, and Danielle Wilson, MSN, RN, Director of Service Excellence, UM BWMC
9. The Coordinating Center, Carol Marsiglia, Sr. VP Strategic Initiatives and Partnerships
10. Anne Arundel County, Steven R. Schuh, County Executive
11. Anne Arundel County Department of Aging & Disabilities, Pamela A. Jordan, Director
12. Anne Arundel County Mental Health Agency, Inc., Adrienne Mickler, Executive Director
13. Anne Arundel County Department of Health, Jinlene Chan, MD, MPH, Health Officer
14. Office of Human Relations and Minority Affairs, Anne Arundel County, Yevloa S. Peters, Special Assistant to the County Executive
15. Anne Arundel County Partnership for Children, Youth and Families, Pamela M. Brown, PhD, Executive Director



2001 Medical Parkway
Annapolis, Md. 21401
443-481-1000
TDD: 443-481-1235
askAAMC.org

December 18, 2015

Mr. Steve Ports, Director
Center for Engagement and Alignment
Maryland Health Services Cost Review Commission
4160 Patterson Avenue
Baltimore, MD 21215

Dear Mr. Ports,

As Chair of the Anne Arundel Health System Board of Trustees, I am writing to convey my enthusiastic support for the joint proposal of Anne Arundel Medical Center (AAMC) and University of Maryland Baltimore Washington Medical Center (UM BWMC), the Bay Area Transformation Partnership (BATP).

Speaking as a leader, a county resident, and a consumer of health care, I am delighted that both of our county hospitals are working together on this collaborative effort to improve care. Maryland's hospitals must transform care in order to meet the demands of the All Payer Model: improve care experience, control cost, and promote population health. These two institutions have admirably risen to the occasion. Remarkably, they are doing so together.

BATP's early focus will be identifying and addressing the region's high-utilizing Medicare and aged Dual-Eligible patients who need help navigating the health system. These complex individuals require a team of professionals to address their medical and non-medical needs at home and in the community. No hospital can do that alone, and AAMC and UM BWMC have together designed a portfolio of services provided by a team of health care professionals encompassing behavioral health, primary care, specialty care, EMS services, nursing homes, social workers, and care managers to support complex patients across diverse health settings. And rather than duplicate resources or complicate care, BATP has carefully "connected the dots" of existing infrastructure so that each patient's care team members are visible, accessible, and accountable across the health system.

BATP principals are designing and testing new CRISP capabilities that create efficiency and reduce waste and potential harm. For example, Care Alerts and Care Plans will be shared across health systems and care settings, keeping our most vulnerable patients safe. Serving as the state's laboratory, BATP will refine these and other information-sharing and communication modalities that will be propagated statewide in the future.

Even as its scope is far-reaching, BATP is patient-centered in its approach. Patients and their caregivers have long been asking the medical field to: 1) "Help us navigate the health system" and 2) "Make it easier for our doctors to communicate with one another". BATP answers both of those needs while empowering patients and families to become better self-managers of their chronic conditions. By engaging patients and applying thoughtful and individually tailored external supports, BATP will make possible improved health outcomes for individuals and populations.

I am proud of AAMC's work with UM BWMC and the surrounding health care community. A team effort, BATP embodies AAMC's vision of "Living Healthier Together" as it builds an integrated community of practice designed to increase the efficiency of care, improve the care experience for individuals, and promote the health of our regional population.

Sincerely,

A handwritten signature in black ink, appearing to read "Edward Gosselin".

Edward Gosselin, Chair
Board of Trustees, Anne Arundel Health System

December 21, 2015

Steve Ports
Director, Center for Engagement and Alignment
Maryland Health Services Cost Review Commission
4160 Patterson Avenue
Baltimore, MD 21215

Re: Letter of Support for Regional Partnerships for Health System Transformation Grant

Dear Mr. Ports and the Regional Partnerships for Health System Transformation Grant Review Committee:

On behalf of the University of Maryland Baltimore Washington Medical Center (UM BWMC) Board of Directors, I write this letter of support for the *Bay Area Transformation Partnership*, a joint funding proposal between Anne Arundel Medical Center (AAMC) and UM BWMC to implement a multifaceted new health care delivery model which will standardize the identification of high-risk individuals, integrate data and workflows to support care coordination, increase access to behavioral health care services, expand outpatient care management services and create opportunities for population health support across different health care providers and care settings.

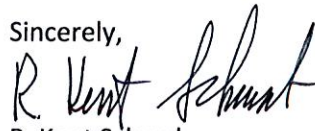
The UM BWMC Board of Directors enthusiastically supports this proposal because it demonstrates a commitment from both hospitals in Anne Arundel County to work collaboratively to address the medical and social needs of our region's most vulnerable patients. B ATP's early focus will be identifying and addressing the region's high-utilizing Medicare and aged Dual-Eligible patients. These patients require a coordinated team of professionals to address their medical and non-medical needs. The B ATP portfolio of projects supports these patients across diverse settings, including the hospitals, skilled nursing facilities, patient homes and the community. The B ATP plan was informed by a recent community health needs assessment, review of health care utilization data and input from health care providers in diverse specialties (e.g. emergency medicine, hospitalists, primary care, behavioral health, post-acute care), inpatient and outpatient care managers, information technology staff, and the Patient and Family Advisory Councils at both hospitals. It is designed to be responsive to the needs of health care providers, care managers and patients and their families. The B ATP plan "connects the dots" of existing resources and builds the necessary infrastructure (e.g. working with CRISP to develop mechanisms to create and share care alerts and plans) to further improve patient care, reduce unnecessary utilization and decrease costs. B ATP projects were designed to be scalable and propagated state-wide. The B ATP demonstrates a patient-centered approach to enhancing patient care, reducing clinical inefficiencies and costs, preventing avoidable hospital utilization and improving population health. The B ATP will ultimately help patients receive the right high-quality, efficient care at the right place and at the right time.

The B ATP portfolio of projects supports UM BWMC's mission of providing the highest quality of health care services to the communities we serve. UM BWMC recognized that health care services go beyond clinical care to supportive services designed to improve health. The B ATP enhances and expands existing successful programs, such as UM BWMC's ED Case Management and skilled nursing facility readmission reduction programs. The B ATP also includes significant collaboration with diverse partners to address the non-medical

factors that can affect health outcomes. UM BWMC is excited about the opportunity to further strengthen our working relationships with health care providers, government agencies, the Healthy Anne Arundel Coalition, both hospitals Patient and Family Advisory Councils and others. Most importantly, we look forward to the profoundly positive impact the B ATP portfolio of projects will have on the health and well-being of the patients and communities we serve.

I am truly pleased to join with the Anne Arundel Medical Center Board of Trustees in supporting the B ATP. The proposed model is an innovative approach to improving health care delivery, enhancing patient care and care coordination, promoting population health and lowering costs in support of Maryland's All-Payers Model. On behalf of the UM BWMC Board of Directors, I strongly support the *Bay Area Transformation Partnership* implementation grant application and thank you for considering this worthwhile proposal for funding.

Sincerely,

A handwritten signature in black ink that reads "R. Kent Schwab". The signature is written in a cursive style with a large, looped initial "R".

R. Kent Schwab

Chairman, Board of Directors



December 14, 2015

Grant Review Committee
Regional Partnerships for Health System Transformation
Maryland Health Services Cost Review Commission /
Maryland Department of Health and Mental Hygiene

RE: Support for the Bay Area Transformation Partnership grant application

Dear sir or madam,

Baltimore Washington Emergency Physicians Inc. (BWEP) enthusiastically supports the application of the Bay Area Transformation Partnership (BATP) between Anne Arundel Medical Center (AAMC) and the University of Maryland Baltimore Washington Medical Center (UM BWMC). This project aims to standardize and integrate data and workflows to support care coordination, increase access to behavioral health care services, expand outpatient care management services and create opportunities for population health support across different health care providers and care settings. **Very few goals are more important to our regions emergency departments, and hence this project has our full support.**

BWEP believes the BATP strategies will enhance patient care, improve population health and lower total health care cost consistent with Maryland's vision for health system transformation. The BATP plan includes:

1. Working with CRISP to create and share care alerts and care plans for vulnerable patients.
2. Integrating behavioral and physical health care services and providing additional supports to ambulatory care practices.
3. Streamlining and facilitating communication between providers of care, including promoting the use of CRISP tools and resources.
4. Integrating health and social resources and increasing access to outpatient care management services to address the needs of vulnerable, chronically ill individuals.
- 5.

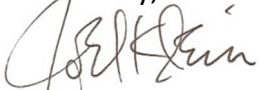
All of these strategies are designed to improve patient care and decrease potentially avoidable hospital utilization including Emergency Department visits and hospitalizations. In doing so, not

only will resources be conserved statewide, but the resources allocated to caring for patients who do present to the emergency department will be put to far more appropriate use.

BWEP is very familiar with the operational, hospital and IT stakeholders who have drafted the proposal. We have a high degree of confidence in their ability to execute the plan as described and to adapt appropriately to unforeseen challenges. Their planning process have been inclusive and realistic. The practical impact of the BATP proposals would be highly tangible in the day-to-day work of our emergency department. Being able to share care alerts on our most vulnerable and complex patients will make it far more likely that we will avoid unnecessary testing, provide more consistent responses to patients' presentations, and better connect patients with their longitudinal sources of care.

I would welcome any opportunity to provide additional feedback on behalf of BWEP.

Sincerely,

A handwritten signature in black ink, appearing to read "Joel Klein".

Joel Klein MD FACEP
President

Baltimore Washington Emergency Physicians, Inc.

December 21, 2015

Steve Ports
Director, Center for Engagement and Alignment
Maryland Health Services Cost Review Commission
4160 Patterson Avenue
Baltimore, MD 21215

Dear Mr. Ports,

As the Chief Medical Information Officer (CMIO) of Anne Arundel Medical Center (AAMC) and as a practicing emergency medicine physician in Maryland for the past 15 years, I strongly support The Bay Area Transformation Partnership (BATP).

BATP is the product of a partnership between AAMC and the University of Maryland Baltimore Washington Medical Center (UM BWMC). It is based on the understanding that Maryland hospitals must meet the tests of the All Payer Model, but cannot do so without physician alignment. BATP has been careful to investigate the critical communication barriers that physicians face when caring for our most complex and vulnerable patients. Through this investigation, BATP has designed and incorporated high quality interventions, such as Care Alerts, Care Plans, Secure Texting, practice-based Quality Coordinators, the Behavioral Health Navigator Program, and the Clinically Integrated Network. Because BATP has had (and will continue to have) rich input from the physician community, I anticipate rapid adoption and promotion of the interventions by physicians with tremendous benefit to our patient community.

As CMIO and a practicing physician, I am proud that AAMC and UM BWMC have come together via BATP to refine these solutions that will be used to enhance our statewide CRISP capabilities.

Sincerely,



David Mooradian, MD, MBA, FACEP
Chief Medical Information Officer
Anne Arundel Medical Center

December 21, 2015

Steve Ports
Director, Center for Engagement and Alignment
Maryland Health Services Cost Review Commission
4160 Patterson Avenue
Baltimore, MD 21215

Dear Mr. Ports,

As Medical Director of Anne Arundel Medical Center (AAMC's) Division of Primary Care and as a practicing primary care physician, I am pleased to support The Bay Area Transformation Partnership (BATP).

Our Division of Primary Care includes 15 traditional primary care practices as well as 2 community health clinics. All operate under the Patient-Centered Medical Home model, are supported by an integrated EMR platform (Epic), and are part of AAMC's Medicare Shared Savings Program Accountable Care Organization (ACO). Typically, our primary care physicians are responsible for panels of 2,000 patients, and several hundred of those are complex patients burdened with at least two chronic conditions.

BATP interventions and programs will enhance the care experience for clinicians and patients alike, and will improve health outcomes. Practice-based Quality Coordinators will help our physicians identify and address complex patients experiencing gaps in care. The One-Call Care Management system will rapidly and efficiently connect patients with the help they need to address obstacles to care, without duplicating or complicating efforts. Expanding community-based care management (using The Coordinating Center, a care management vendor), such that rising-risk patients can be referred at the practice level, will decrease the likelihood that these patients become tomorrow's high-utilizers of our hospitals. The Behavioral Health Navigator Program and the piloting of embedded behavioral health specialists in primary care will intensify our efforts to improve somatic health by integrating treatment of mental illness and substance misuse in a patient-centered manner.

As a practicing physician, I am pleased that BATP interventions improve clinician-to-clinician communication, particularly as we provide care to mutual, complex patients. Care Alerts, Care Plans, and Secure Texting will streamline communication while complementing, not disrupting, our existing workflows. These mechanisms allow community-based and hospital-based physicians to coordinate care and decrease hospitalizations. AAMC's clinically integrated network, the Collaborative Care Network (another BATP initiative) will ensure the adoption of these

mechanisms by physicians, promoting our success in meeting the tests of the All Payer Model and sharing in savings through the ACO and other programs.

Physician alignment is a key ingredient to Maryland's success in meeting the tests of the All Payer Model, not only in Phase 1 but especially as we prepare for Phase 2. BATP's programs and interventions included physicians in the planning phase, and BATP solutions incorporate physicians' proposed remedies, some of them already tested and proven (e.g. Care Alerts, community-based care management). I am an enthusiastic supporter of BATP and I appreciate your careful consideration of its merit.

Sincerely,

A handwritten signature in cursive script that reads "A. Stephen Hansman".

A. Stephen Hansman, MD
Medical Director
Anne Arundel Medical Group
Division of Primary Care
Anne Arundel Medical Center



Re: Letter of Support for Regional Partnerships for
Health System Transformation Grant

Dear Regional Partnerships for Health System Transformation Grant Review Committee:

On behalf of University of Maryland Community Medical Group (UM CMG), I am pleased to submit this letter of support for the *Bay Area Transformation Partnership*, a joint application between Anne Arundel Medical Center (AAMC) and UM BWMC to implement a multifaceted new health care delivery model which will standardize the identification of high-risk individuals, integrate data and workflows to support care coordination, increase access to behavioral health care services, expand outpatient care management services and create opportunities for population health support across different health care providers and care settings.

I believe this plan will enhance patient care, improve population health and lower total health care cost consistent with Maryland's vision for health system transformation and the "Triple Aim" of health care. The BATP plan includes:

1. Working with CRISP to create and share care alerts and care plans for vulnerable patients.
2. Integrating behavioral and physical health care services and providing additional supports to ambulatory care practices.
3. Streamlining and facilitating communication between providers of care, including promoting the use of CRISP tools and resources.
4. Integrating health and social resources and increasing access to outpatient care management services to address the needs of vulnerable, chronically ill individuals.

All of these strategies are designed to improve patient care and decrease potentially avoidable hospital utilization including Emergency Department visits and hospitalizations.

UM CMG shares the BATP vision for population health and health system transformation. I believe that the proposed model is an innovative approach to improving health care delivery, enhancing patient care and care coordination, promoting population health and lowering costs in support of Maryland's All-Payers Model. I strongly support the *Bay Area Transformation Partnership* implementation grant application and thank you for considering this worthwhile proposal for funding.

Sincerely,

A handwritten signature in blue ink, appearing to read "Bahador Momeni", is written over the printed name.

Bahador Momeni, MD, MBA
Medical Director, Anne Arundel Region
University of Maryland Community Medical Group

December 18, 2015

Mr. Steve Ports

Director, Center for Engagement and Alignment

Maryland Health Services Cost Review Commission

4160 Patterson Avenue

Baltimore, MD 21215

Dear Mr. Ports,

As a physician, a post-acute provider and a clinician experienced in the care of vulnerable and complex individuals, I am writing to support the regional transformation implementation proposal put forth jointly by Anne Arundel Medical Center (AAMC) and University of Maryland Baltimore Washington Medical Center (UM BWMC): the Bay Area Transformation Partnership (BATP).

I am co-founder of Maryland Inpatient Care Specialists (MDICS) and I oversee our company's work in the post-acute arena. MDICS has a large footprint in the skilled nursing facilities of Maryland, staffing 40 facilities with "SNFists".

As a former hospitalist I have watched firsthand the evolving differentiation of the hospitalists and SNFist roles and have noted increased specialization of individuals who care for the chronically ill in facilities in either a subacute or long term capacity. Whereas the differentiation of our role is critical to managing these increasingly complex patients, the integration of the SNFist role with that of hospitalists, ED physicians, specialists, and primary care physicians is just as important.

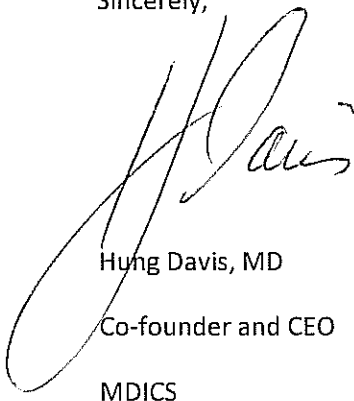
As Maryland prepares for Phase 2 of the All Payer Model, clinicians who care for the most vulnerable and complex individuals need to develop new workflows and mechanisms to communicate easily with one another to improve quality of care and create efficiencies that can reduce cost.

BATP provides the proving ground for 3 new mechanisms that enhance rapid information-sharing among clinicians. Because these mechanisms were developed by clinicians for clinicians, I am confident that their adoption by clinicians will be prompt and enthusiastic. Plainly speaking, Care Alerts, Care Plans and secure texting improve the care experience for patients and clinicians alike by streamlining decision-making and ensuring safe and efficient hand offs between care settings.

It is critical that we supply the clinicians who make pivotal care decisions with tools that allow them to avoid duplicative or wasteful testing or treatment or admissions to the hospital that may prove potentially harmful. Particularly in the ED, where clinicians are faced with an array of patients unknown to them, it is critical that they can access "need to know now" information effortlessly, and then communicate with the receiving clinician in the community, just as effortlessly.

BATP has many subprojects involving primary care and chronic disease supports. I have been to a BATP focus group regarding Care Alerts and a separate meeting to discuss secure texting. I see mechanisms like these planned of BATP as important features that will improve care across settings and reduce potentially avoidable utilization, all while improving the care experience for patients and clinicians alike.

Sincerely,



Hung Davis, MD
Co-founder and CEO
MDICS

December, 17, 2015

Mr. Steve Ports
Director, Center for Engagement and Alignment
Maryland Health Services Cost Review Commission
4160 Patterson Avenue
Baltimore, MD 21215

Dear Mr. Ports,

As coordinators of the Patient and Family Advisory Councils (PFACs) of Anne Arundel Medical Center (AAMC) and University of Maryland Baltimore Washington Medical Center (UM BWMC), we are writing to express our enthusiastic support of the Bay Area Transformation Partnership (BATP).

At a joint meeting of AAMC and UM BWMC PFAC representatives this October, AAMC and UM BWMC leadership described BATP and their collaborative plan to transform care for our regional population. In particular, representative PFAC members from both hospitals learned about Care Alerts, Care Plans, and the work that BATP plans to do with area skilled nursing facilities.

Patient and family advisors were asked at the meeting to react to the planned interventions and also to offer their advice. They were quite vocal at the meeting and were united in two distinct "asks" of BATP, which were heard by AAMC and UM BWMC leadership:

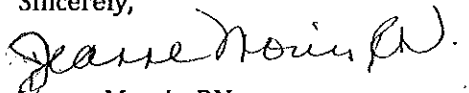
- 1) "We want help navigating the health system."
- 2) "We want our doctors to communicate with one another."

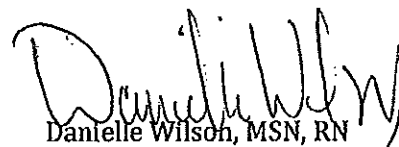
Representative AAMC and UM BWMC PFAC members at the meeting recognized the value of Care Alerts, and when asked to describe the feature in their own words, did so as follows: "A Care Alert is like an electronic MedicAlert bracelet that follows me across the health system and keeps me safe." They were appreciative of the efforts to improve care at skilled nursing facilities and expressed great enthusiasm when reacting to the concept of care coordination and navigation across care settings.

Joint meetings with patient and family advisors from both hospitals and BATP leadership as well as joint PFAC representation at BATP's Advisory Council are planned if BATP is funded.

As PFAC coordinators, we enthusiastically support our health systems' collaborative care coordination efforts that will improve the health of our regional population.

Sincerely,


Jeanne Morris, RN
Coordinator,
Patient and Family-Centered Care
AAMC


Danielle Wilson, MSN, RN
Director,
Service Excellence
UM BWMC



THE COORDINATING CENTER
INSPIRED SOLUTIONS

December 14, 2015

Health Services Cost Review Committee
4160 Patterson Ave.
Baltimore, MD 21215

Grant Review Committee:

The Coordinating Center applauds the *Bay Area Transformation Partnership (BATP)* for its extraordinary efforts to facilitate communication among hospital and non-hospital entities over the past year. Sincere and tireless efforts from the leaders of the hospital systems demonstrated openness of the team to devise meaningful improvements in systems and strategies that will contribute to improved health for residents of their community.

The Coordinating Center strongly supports a joint application between Anne Arundel Medical Center (AAMC) and Baltimore Washington Medical Center (BWMC) to implement a multifaceted new health care delivery model which will standardize the identification of high-risk individuals, integrate data and workflows to support care coordination, increase access to behavioral health care services, expand outpatient care management services and create opportunities for population health support across different health care providers and care settings.

This plan will enhance patient care, improve population health and lower total health care cost consistent with Maryland's vision for health system transformation and the "Triple Aim" of health care. These strategies are designed to improve patient care and decrease potentially avoidable hospital utilization including Emergency Department visits and hospitalizations.

The BATP plan includes:

1. Working with CRISP to create and share care alerts and care plans for vulnerable patients.
2. Integrating behavioral and physical health care services and providing additional supports to ambulatory care practices.
3. Streamlining and facilitating communication between providers of care, including promoting the use of CRISP tools and resources.
4. Integrating health and social resources and increasing access to outpatient care management services to address the needs of vulnerable, chronically ill individuals.

The Coordinating Center has provided community based care coordination for a subset of residents in Anne Arundel County through its work with Maryland Medicaid, CMS and with other healthcare funders. The Center has a current contract with AAMC to provide community based care coordination for a subset of people who have demonstrated frequent hospital encounters at the facility. The hospital leaders and staff work closely with our staff to identify additional resources, modify cumbersome processes and mitigate barriers encountered by people living in their community and using hospital services. This award will contribute to enhanced services, improved communication and expanded reach that will directly benefit the community and contribute to the state's goal to reduce cost and improve health outcomes.

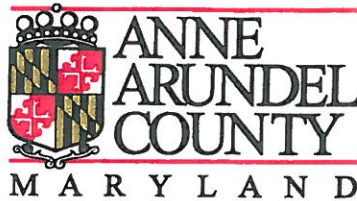
The Coordinating Center shares and strongly supports the *BATP* vision for population health and health system transformation. This approach is innovative, will improve health care delivery, enhance current patient care and expand care coordination to ultimately lower costs and promote population health. I strongly support the *Bay Area Transformation Partnership* implementation grant application and thank you for considering this worthwhile proposal for funding.

Sincerely,

A handwritten signature in cursive script, appearing to read "Carol Marsiglia".

Carol Marsiglia MS, RN, CEM
Sr. VP, Strategic Initiatives and Partnerships

STEVEN R. SCHUH
County Executive



P.O. Box 2700 | Annapolis, Maryland 21404
(410) 222-1821 | countyexecutive@aacounty.org | www.aacounty.org

December 14, 2015

Steve Ports, Director
Center for Engagement and Alignment
Maryland Health Services Cost Review Commission
4160 Patterson Avenue
Baltimore, MD 21215

Re: Letter of Support for Regional Partnerships for Health System Transformation Grant

Dear Director Ports and the Grant Review Committee:

I am writing this letter in support of the *Bay Area Transformation Partnership* (BATP), a joint application between Anne Arundel Medical Center (AAMC) and University of Maryland Baltimore Washington Medical Center (BWMC). This partnership will implement a multifaceted, new health care delivery model that will achieve the following:

- standardize the identification of high-risk individuals
- integrate data and workflows to support care coordination
- increase access to behavioral health care services
- expand outpatient care management services and
- create opportunities for population health support across different health care providers and care settings.

I believe that the proposed model will result in improved health care delivery, enhanced patient care and care coordination, improved population health and reduced costs for Maryland's all-payer system.

Thank you for your consideration of this proposal for funding.

Sincerely,

A handwritten signature in blue ink, appearing to read "S. Schuh", written over a horizontal line.

Steven R. Schuh
County Executive



Department of Aging and Disabilities

Pamela A. Jordan

2666 Riva Road, Suite 400

Annapolis, Maryland 21401

410-222-4464

<http://www.aacounty.org/Aging>

County Executive Steven R. Schuh

Steve Ports, Director
Center for Engagement and Alignment
Maryland Health Services Cost Review Commission
4160 Patterson Avenue
Baltimore, MD 21215

Re: Letter of Support for Regional Partnerships for Health System Transformation Grant

Dear Regional Partnerships for Health System Transformation Grant Review Committee:

On behalf of the Anne Arundel County Department of Aging and Disabilities (DoAD), I am pleased to submit this letter of support for the Bay Area Transformation Partnership, a joint application between Anne Arundel Medical Center (AAMC) and University of Maryland Baltimore-Washington Medical Center (UM BWMC) to implement a multifaceted new health care delivery model which will standardize the identification of high-risk individuals, integrate data and workflows to support care coordination, increase access to behavioral health care services, expand outpatient care management services and create opportunities for population health support across different health care providers and care settings.

I believe this plan will enhance patient care, improve population health and lower total health care cost consistent with Maryland's vision for health system transformation and the "Triple Aim" of health care. The BATP plan includes:

1. Working with CRISP to create and share care alerts and care plans for vulnerable patients.
2. Integrating behavioral and physical health care services and providing additional supports to ambulatory care practices.
3. Streamlining and facilitating communication between providers of care, including promoting the use of CRISP tools and resources.
4. Integrating health and social resources and increasing access to outpatient care management services to address the needs of vulnerable, chronically ill individuals.

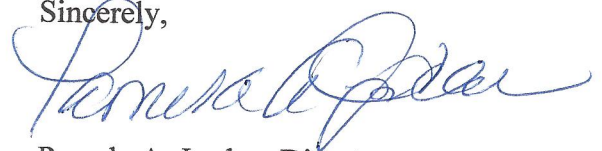
All of these strategies are designed to improve patient care and decrease potentially avoidable hospital utilization including Emergency Department visits and hospitalizations.

The partnership between AAMC, UM BWMC and DoAD will decrease the reliance of vulnerable adults on emergency systems through the assessment and implementation of social and community supports, proactively addressing key determinants of health through sustainable

person-centered plans. This partnership provides a holistic triage of both clinical and community supports that are integral to prevent re-entry into emergency systems of care.

My organization shares the BATH vision for population health and health system transformation. I believe that the proposed model is an innovative approach to improving health care delivery, enhancing patient care and care coordination, promoting population health and lowering costs in support of Maryland's All-Payers Model. I strongly support the Bay Area Transformation Partnership implementation grant application and thank you for considering this worthwhile proposal for funding.

Sincerely,

A handwritten signature in blue ink, appearing to read "Pamela A. Jordan". The signature is fluid and cursive, with a large initial "P" and "J".

Pamela A. Jordan, Director

Anne Arundel County Mental Health Agency, Inc

PO Box 6675, MS 3230
1 Truman Parkway, Suite 101
Annapolis, MD 21401

Adrienne Mickler, CPA, MS, Executive Director
Frank Sullivan, LCSW-C, Executive Director, Emeritus

*Sponsor of Anne Arundel County's
information website: www.networkofcare.org*

Web Site: www.aamentalhealth.org
Email: mhaaac@aol.com
Phone: 410-222-7858
Fax: 410-222-7881

December 15, 2015

Re: Letter of Support for Regional Partnerships for Health System Transformation Grant

Dear Regional Partnerships for Health System Transformation Grant Review Committee:

On behalf of Anne Arundel County Mental Health Agency, Inc., I am submitting this letter of support for the Bay Area Transformation Partnership, a joint application between Anne Arundel Medical Center (AAMC) and UM BWMC to implement a multifaceted new health care delivery model which will standardize the identification of high-risk individuals, integrate data and workflows to support care coordination, increase access to behavioral health care services, expand outpatient care management services and create opportunities for population health support across different health care providers and care settings.

This plan will enhance patient care, improve population health and lower total health care cost consistent with Maryland's vision for health system transformation and the "Triple Aim" of health care. The BATP plan includes:

1. Working with CRISP to create and share care alerts and care plans for vulnerable patients.
2. Integrating behavioral and physical health care services and providing additional supports to ambulatory care practices.
3. Streamlining and facilitating communication between providers of care, including promoting the use of CRISP tools and resources.
4. Integrating health and social resources and increasing access to outpatient care management services to address the needs of vulnerable, chronically ill individuals.

All of these strategies are designed to improve patient care and decrease potentially avoidable hospital utilization including Emergency Department visits and hospitalizations.

Anne Arundel County Mental Health Agency, Inc., continues to work with AAMC/UM BWMC, to enhance the well-being and health of our residents. We anticipate that this proposal will encourage even greater collaboration through our Crisis Response System and our extensive provider network.

Board of Directors

Lynn Krause; Chairman; Janet Owens, Board Emeritus; Timothy Altomare; Pam Brown; Jinlene Chan; Rodney Davis; Ron Elfenbein; Michael Irwin; Phillip Livingstone; Michael Maher; Phyllis Marshall; Rosalie Mallonee; Sheryl Menendez; Kathy Miller, Yevola Peters, Livia Pazourek; Sheryl Sparer

Page 2

The proposed model is an innovative approach to improving health care delivery, enhancing patient care and care coordination, promoting population health and potentially lowering costs in support of Maryland's All-Payers Model. I strongly support the Bay Area Transformation Partnership implementation grant application.

Thank you for considering this worthwhile proposal for funding.

Sincerely,



Adrienne Mickler
Executive Director

AM:LF/jm

Board of Directors

Lynn Krause; Chairman; Janet Owens, Board Emeritus; Timothy Altomare; Pam Brown; Jinlene Chan; Rodney Davis;
Ron Efenbein; Michael Irwin; Phillip Livingstone; Michael Maher; Phyllis Marshall; Rosalie Mallonee; Sheryl Menendez;
Kathy Miller, Yevola Peters, Livia Pazourek; Sheryl Sparer



Department of Health
J. Howard Beard Health Services Building
3 Harry S. Truman Parkway
Annapolis, Maryland 21401
Phone: 410-222-7375 Fax: 410-222-4436
Maryland Relay (TTY): 1-800-735-2258
www.aahealth.org

Jinlene Chan, M.D., M.P.H.
Health Officer

December 16, 2015

Mr. Steve Ports
Director, Center for Engagement and Alignment
Maryland Health Services Cost Review Commission
4160 Patterson Avenue
Baltimore, MD 21215

Re: Letter of Support for Regional Partnerships for Health System Transformation Grant

Dear Mr. Ports:

On behalf of the Anne Arundel County Department of Health, I am pleased to submit this letter of support for the *Bay Area Transformation Partnership*, a joint application between Anne Arundel Medical Center (AAMC) and UM BWMC to implement a multifaceted new health care delivery model which will standardize the identification of high-risk individuals, integrate data and workflows to support care coordination, increase access to behavioral health care services, expand outpatient care management services and create opportunities for population health support across different health care providers and care settings.

I believe this plan will enhance patient care, improve population health and lower total health care cost consistent with Maryland's vision for health system transformation and the "Triple Aim" of health care. The BATP plan includes:

1. Working with CRISP to create and share care alerts and care plans for vulnerable patients.
2. Integrating behavioral and physical health care services and providing additional supports to ambulatory care practices.
3. Streamlining and facilitating communication between providers of care, including promoting the use of CRISP tools and resources.
4. Integrating health and social resources and increasing access to outpatient care management services to address the needs of vulnerable, chronically ill individuals.

All of these strategies are designed to improve patient care and decrease potentially avoidable hospital utilization including Emergency Department visits and hospitalizations.

The Department of Health along with both AAMC and UM BWMC serve as the leadership of the Healthy Anne Arundel Coalition, a diverse group of organizations that are dedicated to improving the health and wellness of County residents. This proposal supports one of the main

Page Two
Mr. Steve Ports
December 16, 2015

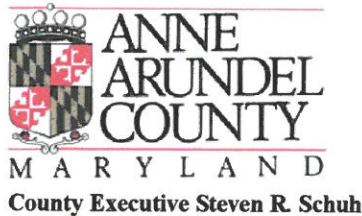
priority areas identified by the Coalition, addressing co-occurring disorders through the integration of additional behavioral health services into primary care settings. In addition, it will provide needed supports for people who have serious chronic medical conditions to improve their overall health and wellness.

The Department of Health shares the B ATP vision for improved population health and health system transformation and commits to supporting the work of the B ATP. I believe that the proposed model will promote population health and lower health care costs improve health care delivery through enhancing patient care and care coordination, in support of Maryland's All-Payers Model. I strongly support the *Bay Area Transformation Partnership* implementation grant application and thank you for considering this proposal for funding.

Sincerely,



Jinlene Chan, M.D., M.P.H.
Health Officer



Office of Human Relations & Minority Affairs
44 Calvert Street, Suite 330
Annapolis, MD 21401
Phone: 410-222-1220 Fax: 410-222-1198

December 15, 2015

Dear Regional Partnerships for Health System Transformation Grant Review Committee:

As Chair of the Community Engagement Sub-Committee of the Healthy Anne Arundel Coalition, I am pleased to submit this letter of support for the grant application of the *Bay Area Transformation Partnership* (BATP). We support this collaboration between Anne Arundel Medical Center (AAMC) and the University of Maryland Baltimore Washington Medical Center (UMBWMC) to implement a multifaceted new health care delivery model which will standardize the identification of high-risk individuals, integrate data and workflows to support care coordination, increase access to behavioral health care services, expand outpatient care management services and create opportunities for population health support across different health care providers and care settings.

It is expected that this plan will enhance patient care, improve population health and lower total health care cost consistent with Maryland's vision for health system transformation and the "Triple Aim" of health care. The proposed strategies were designed to improve patient care and decrease potentially avoidable hospital utilization including Emergency Department visits and hospitalizations.

AAMC and UM BWMC have partnered with the County's Health Department to provide leadership to our Healthy Anne Arundel Coalition. Our Community Engagement Sub-Committee, consisting of county-wide representation of various community and faith-based organizations, stands ready to help promote the strategies identified to be implemented in this grant. We share *Bay Area Transformation Partnership's* vision for population health and health system transformation. We believe that the proposed model is an innovative approach to improving health care delivery, enhancing patient care and care coordination, promoting population health and lowering costs in support of Maryland's All-Payers Model. We strongly support the *Bay Area Transformation Partnership* implementation grant application and thank you for considering this worthwhile proposal for funding.

Sincerely,

A handwritten signature in cursive script that reads "Yevola S. Peters".

Yevola S. Peters
Special Assistant to the County Executive
for Human Relations and Minority Affairs



December 16, 2015

Re: Letter of Support for Regional Partnerships for Health System Transformation Grant

Dear Regional Partnerships for Health System Transformation Grant Review Committee:

On behalf of the Anne Arundel County Partnership for Children, Youth and Families (The Partnership) I am pleased to submit this letter of support for the *Bay Area Transformation Partnership*, a joint application between Anne Arundel Medical Center (AAMC) and UM BWMC to implement a multifaceted new health care delivery model which will standardize the identification of high-risk individuals, integrate data and workflows to support care coordination, increase access to behavioral health care services, expand outpatient care management services and create opportunities for population health support across different health care providers and care settings.

This plan will enhance patient care, improve population health and lower total health care cost consistent with Maryland's vision for health system transformation and the "Triple Aim" of health care. The BATP plan includes:

1. Working with CRISP to create and share care alerts and care plans for vulnerable patients.
2. Integrating behavioral and physical health care services and providing additional supports to ambulatory care practices.
3. Streamlining and facilitating communication between providers of care, including promoting the use of CRISP tools and resources.
4. Integrating health and social resources and increasing access to outpatient care management services to address the needs of vulnerable, chronically ill individuals.

All of these strategies are designed to improve patient care and decrease potentially avoidable hospital utilization including Emergency Department visits and hospitalizations.

The Partnership, as a member of the Healthy Anne Arundel Coalition, has worked closely with both hospitals to integrate local community resources within the continuum of care for the county. We act as the neutral convener of all child serving agencies. In that role we will emphasize collaboration and partnership among the contributing agencies to help ensure the project.

Anne Arundel Co. Partnership for Children, Youth & Families

Pamela M. Brown, Ph.D., Executive Director

1 Harry S. Truman Parkway, Suite 103 ♦ Annapolis, MD 21401 ♦ Ph: 410-222-7423 ♦ Fax: 410-222-7674

www.aacounty.org/Partnership/index.cfm



The Partnership shares the BATP vision for population health and health system transformation. I believe that the proposed model is an innovative approach to improving health care delivery, enhancing patient care and care coordination, promoting population health and lowering costs in support of Maryland's All-Payers Model. I strongly support the *Bay Area Transformation Partnership* implementation grant application and thank you for considering this worthwhile proposal for funding.

Sincerely,

Pamela M. Brown, Ph.D.
Executive Director