



15 YEARS

STITCHING THE  
THREADS OF TIME

2021 ANNUAL REPORT OF  
THE STEERING COMMITTEE  
TO THE BOARD OF DIRECTORS

# A MESSAGE FROM THE EXECUTIVE DIRECTOR:

The concept of “time” has changed through the years of my life. In my childhood and adolescence, time was in abundance, moving at a pace far too slow for my ambitions. Time was a measurement of minutes, hours and days which accumulated between events that I looked forward to. Ten minutes until recess, 3 hours until I visit my grandmother or 5 days until my birthday were standards of measurement from which I evaluated my world.

Somewhere in my 20’s time started to move faster and my concept of time also evolved from incremental measurements of units to the benchmarks of life such as my college graduation, first job and the birth of my children. The next major milestone I await is retirement.

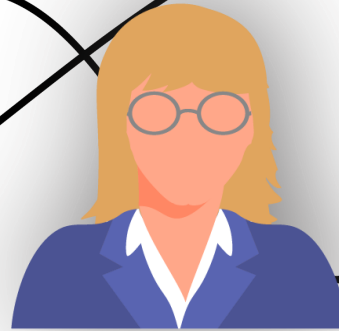
Reflecting on the 15<sup>th</sup> year anniversary of TMCA, I am confronted by the notion that my measure of time has yet again transformed. My measures of time in the life of the organization are based upon accomplishment. To sound cliché, it seems like only yesterday that we signed our first agreement with the Department of Public Welfare to manage the Behavioral Health Services for Medicaid recipients in Franklin and Fulton Counties.

Detailed in this year’s reports are the measures of time significant to TMCA, whether in the growth of the Medicaid lives covered, scope of work undertaken, breadth of services delivered, quality improvements, surprising pandemics or the strengthening of TMCA’s financial position while decreasing the cost of service delivery per Medicaid individual, we make the attempt to allow you, the reader, to measure our time in your community.

Thank you for your interest in TMCA and we look forward to serving Franklin and Fulton County in the next 15 years.



# MEET OUR STAFF: THE DESIGNERS



**MELISSA REISINGER**  
Executive Director



**GEN HARPER**  
Quality & Compliance Director



**CHRISTY BRIGGS**  
Finance Director



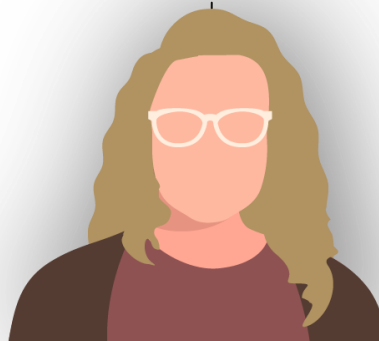
**CATYA BOOKHAMER**  
Planning & Development Director



**THOMAS HIPPENSTIEL**  
Data Engineer



**BRAD COCCAGNA**  
Quality Specialist



**JESSICA ALLEN**  
Office Manager



**ERIC PIRRONE**  
Data Analyst



# MEET OUR GUIDANCE:

## ***STEERING COMMITTEE:***

Stacie Horvath  
Franklin County Human Services  
Administration

Julia Dovey, Vice Chair  
Fulton County Human Services Administrator

Stacey Brookens  
Franklin/Fulton MH/IDD/EI Department

Christy Unger  
Franklin/Fulton Drug & Alcohol Program

Sheldon Schwartz, Chair  
Franklin County Community Member

Teresa Beckner  
Franklin County Fiscal Department

David Keller  
Franklin County Commissioner

Christine McQuade  
Fulton County Services for Children

Paula Shives  
Fulton County Commissioner

## ***BOARD OF DIRECTORS:***

Franklin County-  
John Flannery, Chair  
David Keller, Treasurer  
Robert Ziobrowski, Secretary

Fulton County-  
Randy Bunch, Vice-Chair  
Stuart Ulsh, Board Member

# DEMOGRAPHICS: THE FABRIC

## HIGH IMPACT HISTORICAL EVENTS

*Each of these key dates correlate with a change of Medicaid members in the graph to the right.*

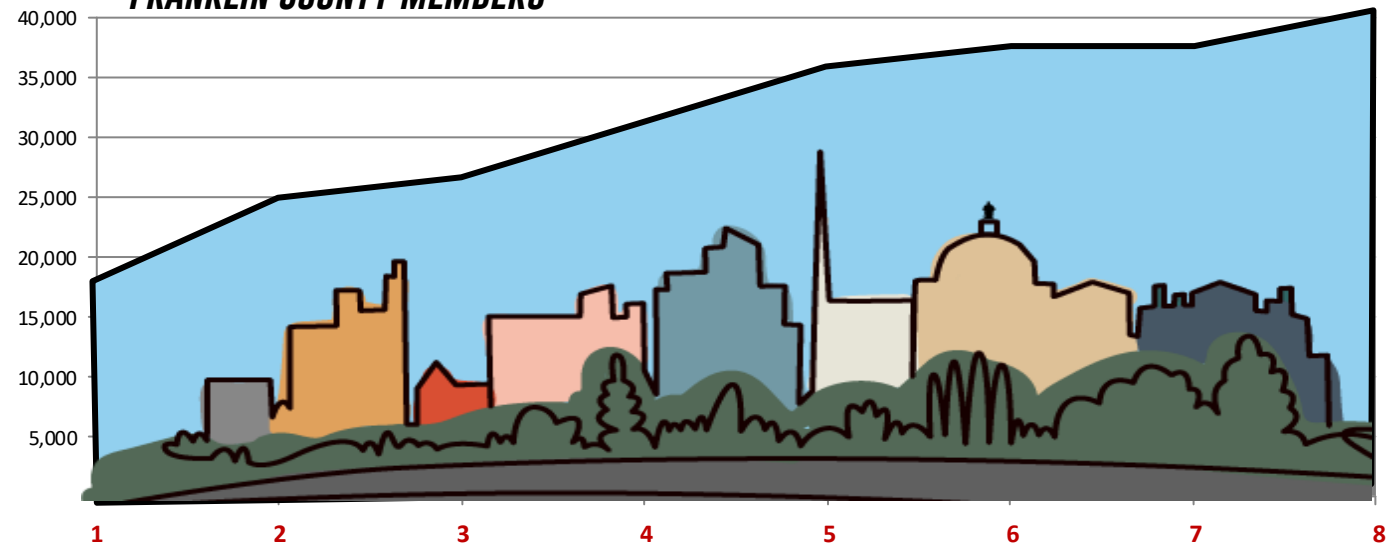
1. July 2007—HealthChoices go-live date.
2. July 2012—PH 95 Expansion: Medicaid loophole for children with a severe behavioral health disability.
3. January 2014—Healthy PA: Affordable Care Act (ACA) limited MA expansion private health insurance market.
4. October 2014—Expedited Plus-Plus Pilot: Expedited MA coverage for individuals being released from jail to a substance use treatment facility.
5. September 2015—HealthChoices Expansion: ACA reversal of Healthy PA to include MA eligibility for individuals at or above 138% of federal poverty level.
6. January 2020—Dual Eligible (Medicaid and Medicare) Managed Care begins.
7. March 2020—Public Health Emergency declared: Covid-19, eligibility and re-determination requirements waived.
8. January 2021—Present Day

**2021 FRANKLIN**  
**MEMBERS—35,693**  
**CONSUMERS—6,638**

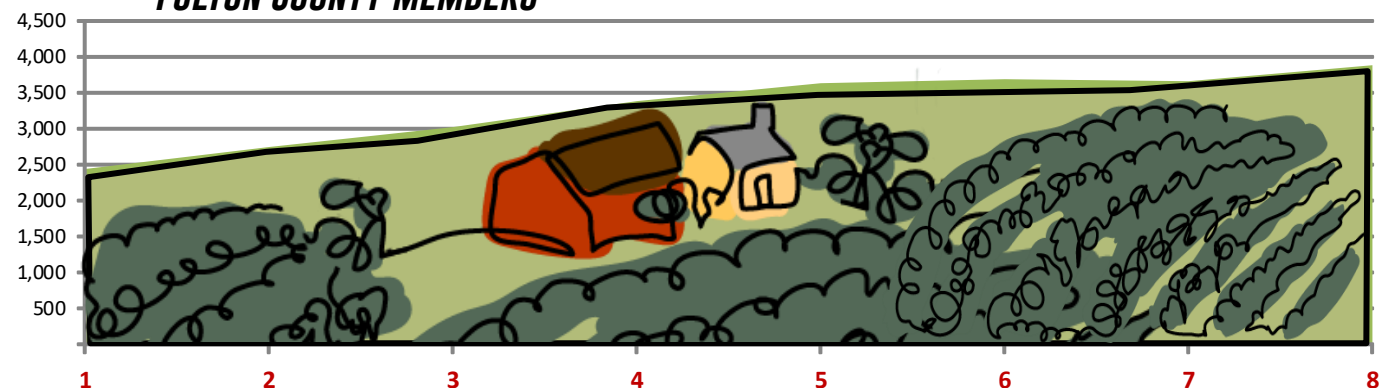
**2021 FULTON**  
**MEMBERS—3,855**  
**CONSUMERS—660**

**PENETRATION: 18.44%**

## FRANKLIN COUNTY MEMBERS



## FULTON COUNTY MEMBERS



# FINANCIAL OUTLOOK: OUR SEWING KIT

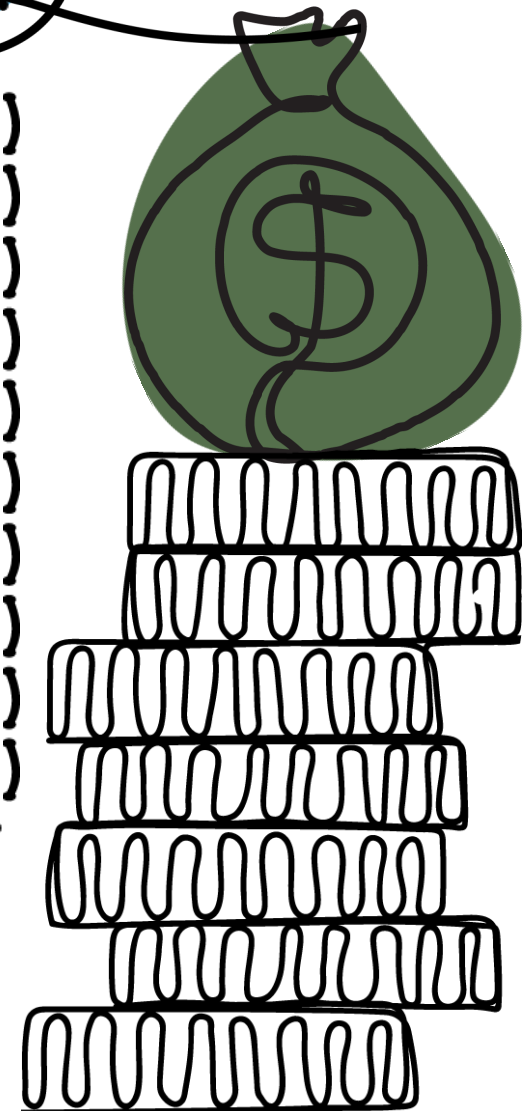
**AMOUNT OF MEDICAID FUNDS  
ADMINISTERED TO RESIDENTS OF  
FRANKLIN/FULTON COUNTIES  
OVER THE 15 YEARS:  
\$473,472,272**

	<b>NET CAPITATION</b>	<b>MEDICAL CLAIMS</b>	<b>RISK INSTRUMENTS EQUITY &amp; INSOLVENCY</b>	<b>RISK &amp; CONTINGENCY BALANCE</b>	<b>REINVESTMENT BALANCE</b>	<b>CLAIM COST OF EACH INDIVIDUAL ENROLLED</b>
FY 07/08	\$17,949,428	\$13,441,790	\$0	\$0		\$82.58
FY 08/09	\$20,707,769	\$15,148,818	\$0	\$479,996		\$82.56
FY 09/10	\$21,117,904	\$15,685,107	\$0	\$0		\$74.98
FY 10/11	\$21,731,714	\$16,809,352	\$2,746,877	\$0		\$76.83
FY 11/12	\$22,397,581	\$19,730,369	\$3,672,709	\$106,621	\$104,500	\$86.91
FY 12/13	\$21,971,548	\$20,691,277	\$3,970,204	\$19,798	(\$0)	\$92.56
FY 13/14	\$24,951,315	\$18,738,942	\$3,700,478	\$0	(\$0)	\$79.99
FY 14/15	\$22,771,378	\$18,403,736	\$4,766,205	\$445,011	(\$0)	\$72.17
FY 15/16	\$26,395,368	\$21,593,017	\$4,647,276	\$708,717	\$496,871	\$68.92
FY 16/17	\$27,699,917	\$22,672,413	\$4,467,487	\$805,759	\$1,219,043	\$67.73
FY 17/18	\$28,519,877	\$24,425,126	\$5,057,444	\$892,582	\$2,217,680	\$71.47
FY 18/19	\$28,199,994	\$23,783,846	\$5,194,584	\$796,755	\$1,869,648	\$71.15
FY 19/20*	\$48,582,779	\$40,532,383	\$5,957,704	\$1,610,536	\$1,677,340	\$79.42
CY 2021	\$40,475,700	\$33,320,553**	\$5,967,875	\$1,600,365	\$1,495,746	\$69.70

\*18-month period      Equity—5% of Annual Net Capitation - Restricted Account      Insolvency—60 Day Avg. Paid Claims - Restricted Account  
 \*\* 2021 estimated pending audit completion      Risk & Contingency—Up to 90 Day Avg. Paid Claims Inclusive of Insolvency Reserves

The organization has experienced one year of medical expenses over the Medicaid allocation for agreement. The loss occurred in 2012/2013; however, TMCA had set aside contingency reserves to cover the medical expense overage of 1.35 million. The one year loss, over the life of the agreement, accounts for less than .4% of total funds administered.

Through effective program management TMCA has been able to reinvest into the Human Services System or reserve for medical expense contingency reserves, \$10,757,252. TMCA has experienced one year, 2017/2018, of exceeding allowable DHS Agreement claims savings (3%) in the amount of \$37,485.00. Upon request, the Commonwealth approved these funds to be deposited to contingency reserves.





# QUALITY IMPROVEMENT: TAILORING OUR PROGRAM

## QUALITY INITIATIVES OF DHS AGREEMENT:

### PIP's – Performance Improvement Projects

- 2009 – 2011 – Improve Access – Youth Receiving Substance Abuse Services
- 2009 – 2014 - Follow-up After Hospitalization for Mental Illness (7 & 30 Day)
- 2014-2019 – Successful Transitioning to Ambulatory Care
- 2020- Current – Prevention, Early Detection, Treatment and Recovery (PEDTAR) for Substance Use Disorders

### P4P's – Pay for Performance

- 2015 – Current - Integrated Care Plan (ICP) 12 Performance Measures of Outcomes for Physical and Behavioral Health Coordination.

QUALITY MEASURES		
Measurement	2009	2021
Denial of Services	251	9
Complaints of Services	23	13
Quality of Care Concerns	121	24
Service Exceptions (# of services not offered within 60 miles of recipients home)	6	6
Overall satisfaction- Adult	4.1	4.3
Overall satisfaction– Family of Children/Adolescents	4.2	4.3



**TMCA RANKED #1 AMONGST 25  
PA PRIMARY BEHAVIORAL  
HEALTHCHOICES CONTRACTORS IN  
2019 QUALITY PERFORMANCE  
MEASURES!**

## VALUE BASED PURCHASING—LINKING PAYMENTS TO IMPROVED PERFORMANCE:

2018—3 Value Based Purchasing Initiatives	
12 Providers Included	16%
2019—4 Value Based Purchasing Initiatives	
13 Providers Included	26%
2020—4 Value Based Purchasing Initiatives	
13 Providers Included	26%
2021—4 Value Based Purchasing Initiatives	
36 Providers Included	29%

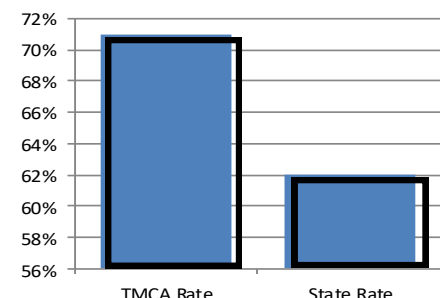
% of Medical Expenses Captured in  
Value based Purchasing Initiatives

## INDIVIDUALS RECEIVING FOLLOW-UP AFTER PSYCHIATRIC HOSPITALIZATION:

MY 2020 Within 7 Days:



MY 2020 Within 30 Days:



# ORGANIZATIONAL EVOLUTION '06-'11:

## THE PATTERN TO OUR FUTURE

- Contracted Employment Agreement for Executive Director of Managed Care Program.
- Prepared and successfully completed the readiness assessment to hold the Dept. of Public Welfare HealthChoices Agreement.

- Contracted Employment Agreement for Finance Director of TMCA.

- Finance Director and Children's Specialist positions added to Franklin County Staffing Agreement.
- TMCA acceptance of offer to renew Behavioral HealthChoices Agreement for additional 2 years.

2006

2007

2008

2009

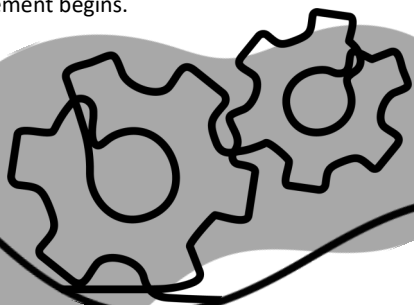
2010

2011

- Tuscarora Managed Care Alliance created through an Intergovernmental Agreement between Franklin and Fulton Counties.
- Contract with Significa, licensed insurer on behalf of Community Behavioral Health Network of PA (CBHNP) for Behavioral Health Managed Care Organization Services.
- Department of Public Welfare Behavioral HealthChoices Master Agreement begins.

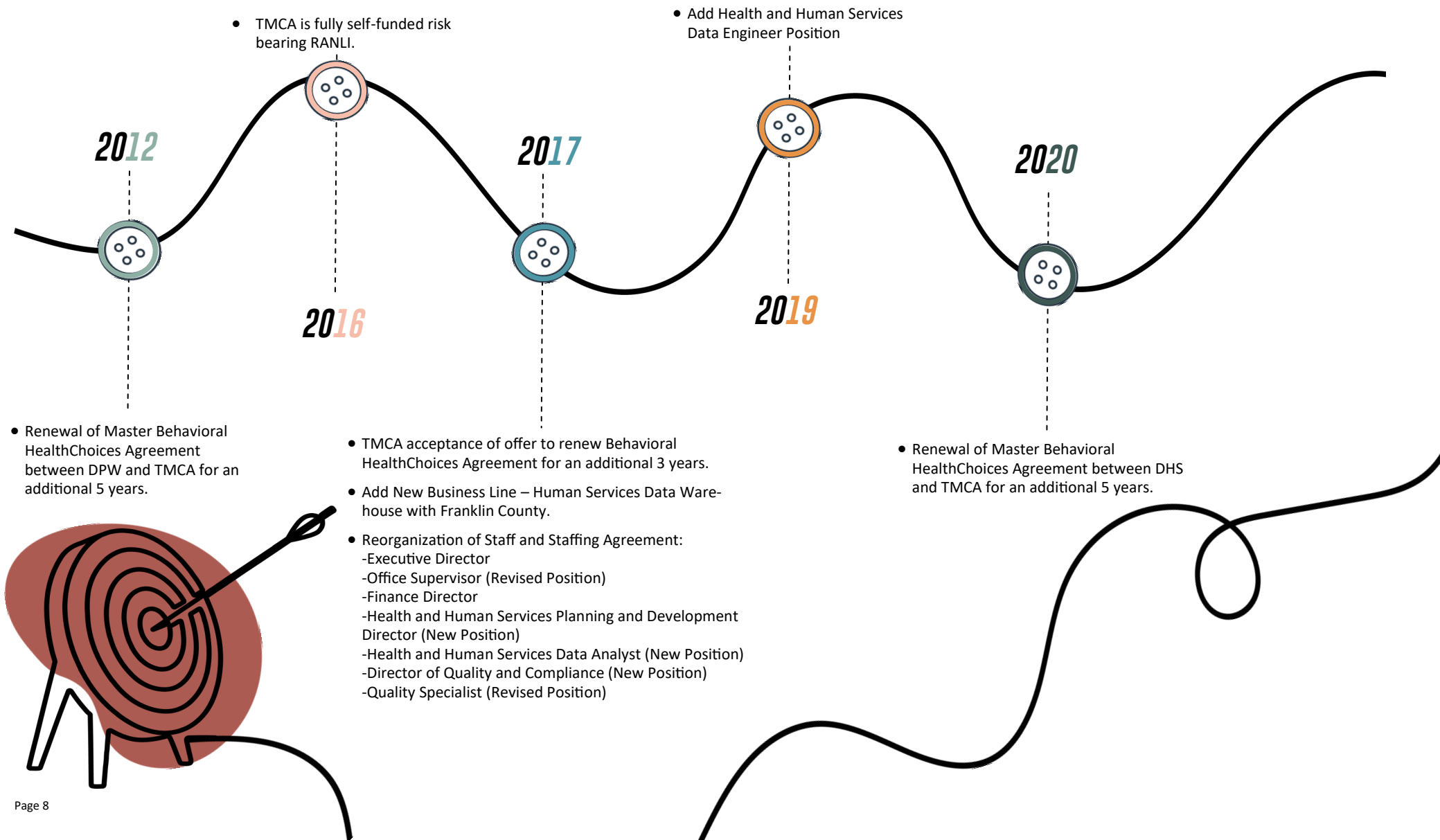
- Staffing Agreement developed between Franklin County & TMCA for employees.
- Novation of Significa Agreement to CBHNP, Inc. Risk Assuming Non Licensed Insurer (RANLI).

- Full time Administrative Assistant II position added to Staffing Agreement.
- Ownership change of subcontracted BHMCO from CBHNP, Inc. to PerformCare, a subsidiary of AmeriHealth Mercy Health Plan.
- TMCA finances risk instruments to become RANLI PPO in PA.

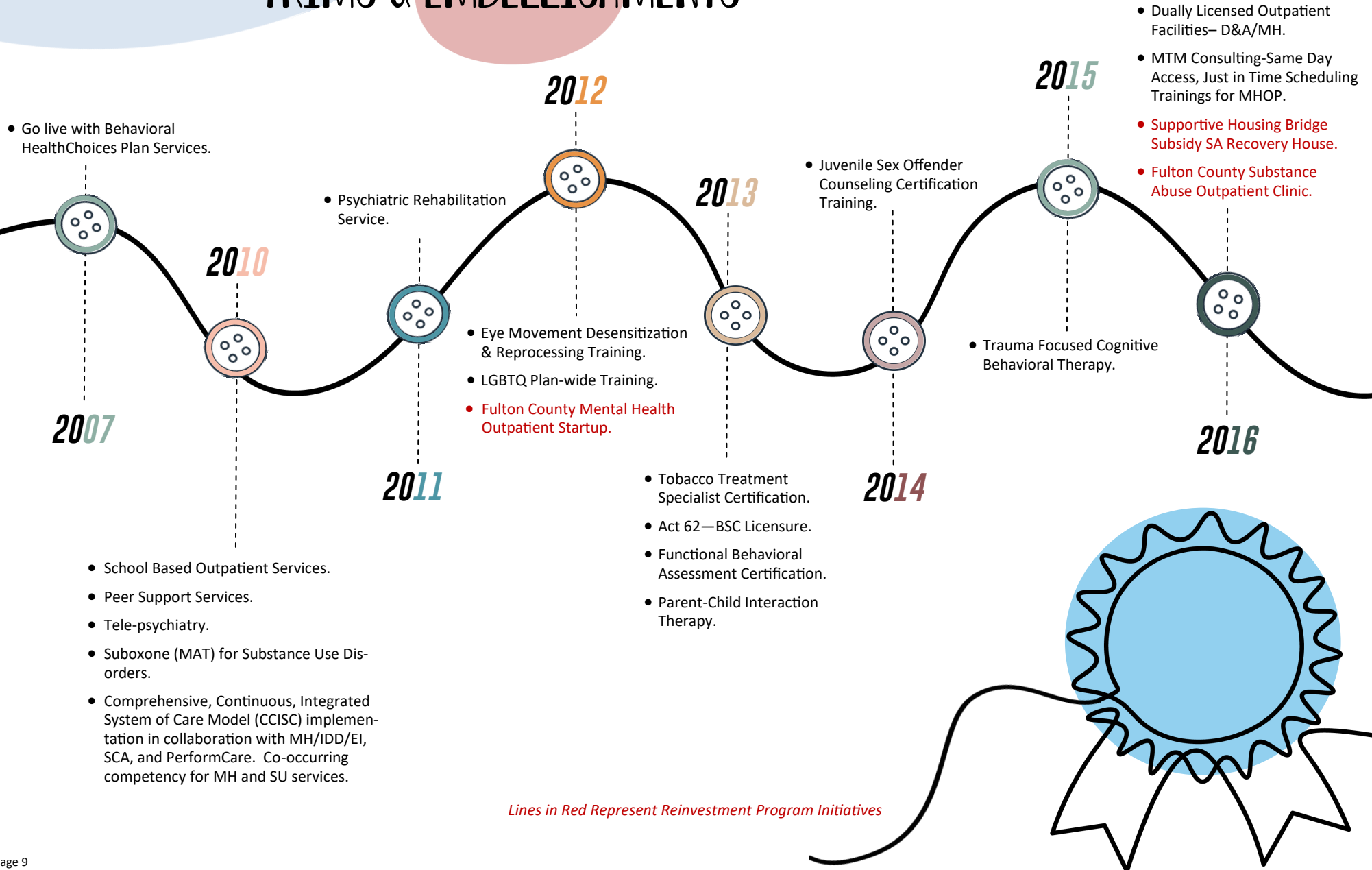




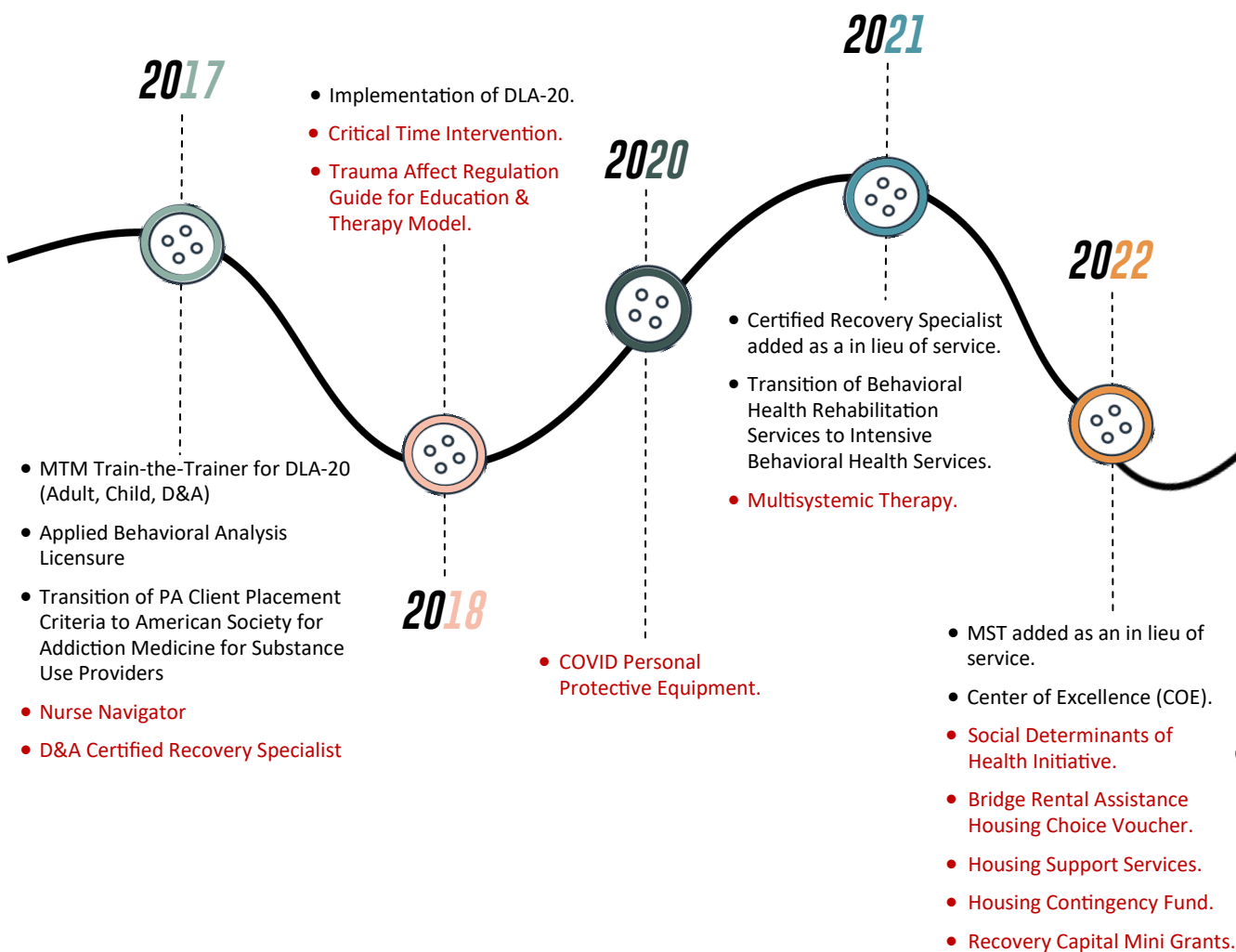
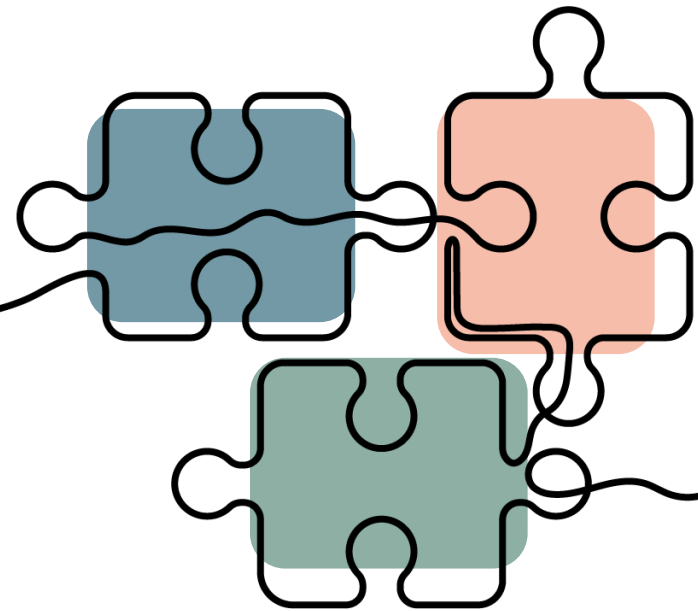
# ORGANIZATIONAL EVOLUTION '12-'21: THE PATTERN TO OUR FUTURE



# IMPROVEMENTS & ADDITIONS '07-'16: TRIMS & EMBELLISHMENTS



# IMPROVEMENTS & ADDITIONS '17-'22: TRIMS & EMBELLISHMENTS



## WHAT IS REINVESTMENT?

*Reinvestment is a financial incentive to reward sound financial management practices and allows for the use of funds to fill identified gaps, test new innovative treatment approaches, address social determinants of health and develop cost-effective alternatives.*