



MARYLAND COMMISSION ON PUBLIC HEALTH

September 5, 2024 | 2:00 – 5:00 PM EDT
Prince George's County Department of Health (Hybrid) | 1801 McCormick Dr, Upper
Marlboro, MD 20774

Meeting Minutes

Attendees:

1. Meena Brewster
2. Jean Drummond
3. Oluwatosin Olateju
4. Boris Lushniak
5. Frances Phillips
6. Heather Bagnall
7. Michelle Spencer
8. Maura Rossman
9. Allen Twigg
10. Nilesh Kalyanaraman

I. Call to Order

- a. 2:05 PM
- b. Quorum met

II. Adoption of the Agenda

- a. Meena motion to approve
- b. Fran seconded
- c. Approved

III. August Minutes Review and Approval

- a. Fran approved
- b. Meena & Olateju seconded
- c. Approved

IV. Presentation

A. Maryland Primary Care Program (MDPCP)

Chad Perman, Executive Director, MDPCP Management Office

- a. Overview of MDPCP
 - i. MDPCP is the largest Medicare advanced primary care program in the nation. MDPCP is in the 6th year of operation and covers every Maryland county and serves approximately 4 million Marylanders.
 - ii. Approximately \$200M annually in Federal dollars is sent directly to primary care practices for patient care.



MARYLAND COMMISSION ON PUBLIC HEALTH

- iii. Foundation to any new Health Care Model agreement with federal government
- b. MDPCP Impacts on Utilization and Costs
 - i. Reduced acute utilization per 1,000 beneficiaries, 2019-2023:.*
 - 1. Reduced Avoidable hospital utilization (PQIs) by 25%.
 - 2. Reduced Emergency Department (ED) utilization by 17%.
 - 3. Reduced Inpatient Hospitalization (IP) utilization by 13%.
 - 4. On all measures, MDPCP per K rates are lower than the equivalent non participating population.
 - ii. Lower growth in Costs Per Beneficiary Per Month, 2019-2023:.*
 - 1. Lower average annual cost growth rate compared to equivalent non-participating population. (2.77% vs. 3.48%)
- c. Key Areas of Public Health Overlap
 - 1. Developed key tools for Public Health Infrastructure - Respiratory Disease Response for PCPs
 - a. Higher COVID-19 vaccination rates in all study months (Dec 2020 - March 2022)
 - b. 12.4% higher rate of COVID-19 vaccine boosters
 - c. 7.6% lower rate of overall COVID-19 cases
 - d. 12% lower inpatient admission rate attributed to COVID-19
 - e. 27% lower death rate attributed to COVID-19
 - 2. Health Equity Supports
 - a. Specifically highlighted was one of the MDPCP's main levers for practices to address health equity, the Health Equity Advancement Resource and Transformation (HEART) payment
 - b. HEART payment is an innovative payment for primary care, and it provides additional funds to practices to support beneficiaries who have high medical complexity and live in an area of high social deprivation.
 - c. The idea is to identify this group of individuals who have both complex medical and social needs, and



MARYLAND COMMISSION ON PUBLIC HEALTH

provide funds to practices to directly address these needs

- d. Since its inception in 2022, HEART has allowed practices to accomplish really effective partnerships, linkages, and provision of support for their patients around social needs. You can see some examples on the slide here, and these are just 3 of many examples of what practices have been able to do with this payment:
 - e. Partnership with a local farm co-op to deliver packages with fresh produce for beneficiaries with food insecurity
 - f. Purchasing stair rails for a patient who had a fall and could no longer walk up their stairs, leading to increased mobility and independence in their home
3. Population Health Data for Primary Care
4. Behavioral Health Integration in MDPCP
 - a. Reached milestone of over 1,000,000 MDPCP beneficiaries screened for risky alcohol use and illicit substance use through Screening and Brief Intervention and Referral to Treatment (SBIRT)
 - b. 338 practices implemented SBIRT
 - c. 100% of practices report integrating behavioral health services
 - d. Medications for opioid use disorder (MOUD) implementation began in 2024
 - e. Hot Spots -
 - f. High MOUD Treatment Need and Low Prescriber Availability: Montgomery, Prince George's, Anne Arundel, Frederick, Washington, and Baltimore counties.
 - g. Moderate MOUD Treatment Need and Minimal Prescriber Availability: Kent, Queen Anne's, Dorchester, Charles, and Worcester counties.
- d. WHAT NEXT
 - Future State - Advancing Primary Care and Public Health Integration



MARYLAND COMMISSION ON PUBLIC HEALTH

- States Advancing All-Payer Health Equity Approaches and Development (AHEAD) Model; Press Release)
 - Seeking stakeholder input through TACs
 - MDPCP continues and AHEAD may allow us to extend program well into the future
 - 2024 will be jointly focused on exploring the future of the program, as well as continuing the current program in alignment with 2024 priorities
- a. Q&A
- i. Jean - Can you explain in greater detail the inclusion of medicaid by 2025
 - 1. Answer: the details are still be developed but it will be in 2 phases
 - 2. Health equity comment about next steps: Answer: Health equity work stream description would be useful; more to come
 - ii. Meena - potential for expansion of behavioral health integration. eg the various behavioral health issues. SUD, Alcohol.
Answer: We are open to expansion and yes, alcohol is included
 - iii. Fran
 - 1. sharing personal experience of encounters with primary care providers engagement with patients demonstrating use of recommended screening/surveillance prompts; is there training that goes on to improve skills of providers with respect to provider patients engagement.
 - 2. How is PCP working around addressing reach
Answer: (Need to bring Clinical Transformation Organizations/ MCOs // Hospital Pop Health Leads together)
 - 3. What strategy is underway to increase primary care capacity in the state
Answer: We came up with Equip Primary to address workforce and reach.
 - iv. Roselie Bright
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MARYLAND COMMISSION ON PUBLIC HEALTH

1. with respects to the MDPCP work on respiratory health, Suggests provider talk to patients about cleaning their air
- v. Maura Rossman
 1. are there efforts to deliver care at the home. eg. patients with contagious disease that would be high risk comin into health clinics that is most times crowded
Answer: use of telemedicine; use of Visiting Nurses program: what about growing the work force. Some has that as their business model
Answer: Considering applying to CMS for some innovations; Workforce training programs need to be reviewed to see how to add to the needed workforce
- vi. Boris
 1. Knowing that most times the PCP spend more time treating diseases than prevention, what should the CoPH be looking at with respect to addressing those issues
 2. Answer: Integration of multidisciplinary profession into the model long term so that they will know what is in it for them.
- vii. Meenna
 1. What are we doing with GME, AHAB, which is a pipeline that addresses workforce issues
- viii. DVK and Matt Levy asked about CTOs:
CTO – Data management and analysis - how can/can the role CTOs play be partnered with public health? How can we look at CTOs to help with sustainability for public health? Consider funding streams

V. Commission Updates

- a. Commission Timeline
 - i. Timeline is living document
 - ii. Cadence and activity staying the same (not slowing down), using additional time to build out assessment
- b. 2025 Meeting Dates
 - i. January 23
 - ii. February 20



MARYLAND COMMISSION ON PUBLIC HEALTH

- iii. March 13
 - iv. April 03
 - v. May 01
 - vi. June 05
 - vii. July 10
 - viii. August 21
 - ix. September 11
 - c. Assessment Update
 - i. Regularly meeting with Assessment Team (biweekly) to coordinate
 - ii. Continuing to refine questions and respond to feedback from Commissioners and workgroups
 - iii. Managing scope vs. timeline
 - iv. Fidelity to the statute and goals
 - v. Focus areas of Commission
 - vi. Feasibility
 - d. Final Interim Report
 - i. Template and instructions under development
 - ii. Current timeline:
 - iii. Oct. 21 - Workgroup report drafts due to Coordinators/Staff
 - iv. Nov. 7 - Discuss and adopt report; staff will make modifications based on feedback (or see note below)
 - v. Dec. 1 - Submit Final Interim Report on or before this date
Decision Point
 - Do we schedule another meeting (virtual) in November to continue discussion of FIR?
 - Meena moved a motion to schedule another meeting in November after Nov 7, 2024 meeting
 - Fran seconded the motion
 - The commissioner approved
 - e. Site Visitation
 - i. Oct 28, 2024: Baltimore city, MD (North central)
 - f. Assessment
 - i. Framework
 - 1. Surveys: organizational and individual staff
 - 2. Key informant and stakeholder interviews
 - 3. Focus groups
 - 4. Site visits
 - ii. University of Maryland, Morgan State University, and CDC Foundation working together to deliver on assessment scope of work
 - iii. Convening assessment steering group to refine details
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MARYLAND COMMISSION ON PUBLIC HEALTH

- iv. Dushanka Kleinman, UMD emeritus professor, providing technical advising to Commission
- g. Commission roster
 - i. Sen. Kelly departed Senate, Senate President's Office will appoint new member
 - ii. Waiting on Governor's office to fill urban local health officer position

VI. Deep Dive: Governance & Organizational Capabilities

Fran Phillips, RN and Barbara Brookmyer, MD, MPH, Co-chairs

Focus:

- a. The governance and organizational capabilities of Maryland's governmental public health system
 - i. Outline a broad scope of inquiry reflecting key aspects of our public health (PH) ecosystem:
 - 1. Maryland's unique model of shared state and local PH governance
 - 2. MDH, a State superagency combining public health, behavioral health and Medicaid
 - 3. CRISP, our sophisticated, accessible Health Information Exchange responsive to public health interests
 - 4. HSCRC which regulates hospital rates with the explicit goal of advancing health equity and health outcomes
 - ii. Identify key topics of inquiry to be explored in order to describe the nature of PH governance and organizational capabilities
 - iii. Evaluate data derived from the CoPH Assessment, Commission and Workgroup meetings, site visits and listening sessions to describe Maryland's PH governance and capabilities
 - iv. Develop recommendations for the next steps necessary to improve PH governance and organizational capabilities
- b. Membership
 - i. Barbara Brookmyer, MD, MPH
 - ii. Fran Phillips, RN, MHA
 - iii. Meena Brewster, MD, MPH
 - iv. Angela Cochran, MS
 - v. Erica Drohan, CFA
 - vi. Marie Flake, MPH
 - vii. Joan Gelrud, MSN, CPHQ
 - viii. Isis Gomes, MPA
 - ix. Kathleen Hoke, JD
 - x. Nilesh Kalyanaraman, MD
 - xi. Maria Maguire, MD, MPP



MARYLAND COMMISSION ON PUBLIC HEALTH

- xii. Matthew McConaughey, MPH
 - xiii. Maura Rossman, MD
 - xiv. Julie Cady-Reh, MS, MBA (until 3/24)
 - xv. Michelle Spencer, MS
 - xvi. Wendy Wolff, MPH
 - Support Staff:
 - xvii. Sarah Kolk, MPH (until 7/24)
 - xviii. Hawi Bekele Bengessa, BA
 - xix. Shane Hatchett, MS
 - c. Activities
 - i. 9 meetings (1/8, 2/5, 2/26, 3/25, 4/22, 6/4, 6/24, 7/22, 8/26)
 - ii. Attendance at Commission meetings, site visits and listening sessions
 - iii. Outreach to other state agencies to speak to workgroup or inform the process
 - d. Experts Consulted
 - i. Jon Kromm, HSCRC Executive Director
 - ii. Mary Bearden, Sr. Counsel at Office of the Attorney General
 - iii. Indiana Department of Health staff
 - iv. Speakers at Commission meetings
 - v. Participants at Site Visits and Listening Sessions
 - e. Resources Examined
 - i. Network for Public Health Law
 - ii. Public Health Accreditation Board
 - iii. National Academy for State Health Policy
 - iv. Bipartisan Policy Center
 - v. Centers for Disease Control and Prevention (CDC)
 - vi. Peer states: Washington, Colorado, Tennessee, Indiana
 - vii. Peer reviewed literature
 - f. Health Equity and Cross-cutting Themes
 - i. Do Maryland's public health leaders have sufficient ongoing education, organizational support and accountability expectations to detect and act on prevailing cultural biases?
 - ii. Do local boards of health, typically local county commissions /county councils make governance decisions representing the PH needs of all residents, including vulnerable local populations?
 - iii. Is health equity enhanced in those states, unlike Maryland, which have a State board of health?
 - iv. How is the role of the Commission on Health Equity evolving related to governance and organizational capabilities?
 - g. Cross-cutting Themes
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MARYLAND COMMISSION ON PUBLIC HEALTH

- i. To be further explored - how prevailing governance structures and practices impact specific areas such as:
 - 1. Infant and maternal mortality
 - 2. Preparedness
 - 3. Overdoses
 - 4. COVID-19
- h. Initial Topics of Inquiry
 - i. Topic #2: Leadership Training and Professional Development
 - 1. Is ongoing high quality leadership training available for senior PH officials?
 - 2. Can the orientation and onboarding of newly appointed PH leaders be improved?
 - 3. Are there established opportunities and resources for cross-jurisdictional exchange of evidence-based or promising practices?
 - 4. What role does Leadership Development and Professional Development play in personnel (organizational) stability and organizational competence at the state and local level?
 - ii. Topic #3: Legal Considerations on Shared Governance
 - 1. Given Maryland's unique approach to shared governance, are there statutory or administrative ways to improve clear and consistent bilateral understanding regarding the authorities and responsibilities of the State and local health departments (LHDs)?
 - 2. Is there clarity and consistency in determining what office provides legal representation to LHDs, since they administer State statute, State regulation, local ordinances, and state/local procurement?
 - 3. What is the status of the agreement between the Maryland Department of the Environment (MDE) and LHDs regarding authorities, scope, policy support and technical assistance obligations under various regulations (OSDS COMAR 26.04.02, Water Supply COMAR 26.04.03, Well COMAR 26.04.04, Shared facilities COMAR 26.04.05, public bathing beaches COMAR 26.08.09)?
 - 4. Should amendments to State statute be considered to strengthen or modify emergency enforcement measures authorized under the Public Safety Act?
 - iii. Topic #4: Policy Development and Implementation
 - 1. Are state and local PH leaders given opportunities to effectively and appropriately contribute to State policy development and implementation?



MARYLAND COMMISSION ON PUBLIC HEALTH

2. Are state and local PH leaders represented in the shaping and implementation of State environmental policy?
 3. Do local PH leaders provide input to Medicaid and Behavioral Health Administration on policy matters directly impacting local public health?
 4. Are there changes needed to the role and resources of the Maryland Association of County Health Officials (MACHO) to effectively represent and support local PH interests ?
- iv. Topic #5: Accountability and Performance Management
1. Are current performance management systems for senior PH officials based on explicit and appropriate goals and metrics?
 2. Are the goals and performance measures for state and local PH leaders and agencies synched with State health improvement goals?
 3. Are local boards of health trained and supported in discharging their oversight responsibility to assess local PH leadership and agency performance?
 4. How well do annual performance reviews of individual leaders and PHAB or other assessments of PH agencies capture relevant data and facilitate growth and quality improvement?
 5. How might public health accreditation be used as a tool to address accountability and performance management?
- v. Topic #6: Local Boards of Health
1. Are the minimal State requirements for local boards of health sufficient to provide effective governance to LHDs?
 2. What inferences regarding local board composition can be derived from the experience of the two jurisdictions which have adopted ordinances specifying a board composition different from the local governing body?
 3. Are state and local boards of health particularly useful? Unlike some states, Maryland has no State board of health. Likewise, there is no City board of health in Baltimore City, which does not participate in the State's shared PH governance model.
- vi. Topic #7: Academic Partners
1. How might Maryland's highly regarded academic institutions which excel in public health expertise become consistently engaged consultants to state and local PH leaders and boards of health?



MARYLAND COMMISSION ON PUBLIC HEALTH

2. How could the development of an Academic Health Department relationship enhance organizational competencies?
- vii. Continued Exploration
1. Are there possible changes to PH governance that could facilitate more effective partnerships:
 2. Between LHDs and MDE as previously noted?
 3. Between LHDs and MDH's Behavioral Health Administration including clarifying the authority and responsibility of 'local behavioral health authorities.'
 4. What responsibility and authority do LHDs possess with regard to quality concerns within acute or institutional care facilities?
 5. As hospital-based population health units proliferate in Maryland's evolving hospital regulatory environment, are there legislative or administrative measures that could incent collaboration with PH, promote efficiencies and avoid duplication?
- viii. Input Requested
1. We look forward to ongoing engagement with each Workgroup.
 2. We are hoping for robust interview participation by key informants and look forward to analyzing the quantitative and qualitative findings of the Assessment.
- ix. Focus Next 3-6 Months
1. Continue monthly meetings with invited speakers and...
 2. Adapt our work to input received from other Workgroups and actively comment on Deep Dives presented by other Workgroups
 3. Consider the role of governance and organizational capabilities with respect to effectively responding to the cross-cutting themes (preparedness, COVID-19, maternal and infant mortality, overdoses)
 4. Closely review findings of the assessments for direction regarding governance issues
- x. Questions?
- Boris:
1. We can recreate the governance or organizational capabilities system and or structure, how can we restructure
- Answer: We can support them and or do statutory cleanup
- Roselie:
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1. Most times LHD have a different opinion from the state or federal, how is that addressed? who is the authority
Answer: This is what we are looking to getting clarified on using the question the comm and pub engagement asked on who is the authority

Matthew Levy

1. Lack of uniformity within the department and the complexity and understanding of who is working for who etc
Answer: Is what the training is to address

VII. Announcement

- a. Next CoPh general meeting: Oct 3, 2024
- b. Baltimore city site visitation/public listening session: Oct 28, 2024
- c. Interim report due: Oct 21, 2024

VIII. Adjournment

- a. Meena motion to adjourn
- b. Jean seconded
- c. Approved
- d. Adjourned 5:00 PM