

CONNECTING FOR BETTER CARE



2021 Annual Report



A Message from Value Network

Although 2021 continued to be a challenging year globally, statewide, and locally, the Value Network (VN) leaders, Partners, and staff collectively united to navigate the obstacles presented by the pandemic. VN staff participated in, and led many collaborative efforts in alignment with our mission to improve the quality, cost effectiveness, and overall patient care in Western New York.

Highlights of 2021 include the successful earning and distribution of substantial Value-Based Payment (VBP) contract profits, securing a second VBP contract, and acquiring several new grant opportunities.

Additionally, VN participated in strategic workgroups focused on brainstorming best practices and strategies to assist high-risk utilizers of the emergency department in Erie County. We continued our Network's efforts to improve Social Determinants of Health, increase access to behavioral health services, and reduce transportation barriers to care. The Network also participated in regional and statewide efforts to improve workforce issues and combat the opiate crisis.

VN was able to successfully implement and lead our own workgroups, trainings, and strategies focused on clinical best practice sharing, quality improvement efforts, and building robust data analytics platforms.

As American author Louisa May Alcott once said, "Unity is strength...when there is teamwork and collaboration, wonderful things can be achieved." I hope you enjoy the VN 2021 Annual Report. We look forward to continued collaboration, success, and to a prosperous and successful 2022.

Sincerely,

Andrea J. Wanat
Chief Operating Officer
Value Network

Value Network Team

Jeff Bowen
Director of Data Analytics and Infrastructure

Shelby Connors
Corporate Project Specialist

LaTonya Diggs
Director of Clinical Practice Transformation and Performance

Megan Dumpleton
Network Manager

Nikki DiRamio
Communications Coordinator/
Project Assistant

Matthew Fioravanti
Data Engineer

Erica Kreutzer
Population Health Manager



Words from our Board President

Over the past year, Value Network grew the Network both in size and scope, while continuing to build the infrastructure and tools necessary for future success in improved outcomes, enhanced patient experience, and decreased overall healthcare costs.

Our pilot contract initiatives clearly indicate the impact of an integrated and aligned service system that is informed by timely, relevant data. Our focus includes support and stabilization of the conditions and circumstances that lead to chronic health problems and high healthcare costs.

In addition to initial success on contracts, Value Network has played a key role in convening Partners in regional projects and planning.

Value Network continues to drive positive benefits to Partner agencies and to the health care community through training, collaboration, and development of data and tools. Most importantly, VN is changing the conversation about how we can improve the care and overall health and well-being of all we serve.

On behalf of the Value Network founding members and board of directors, we thank the team at Value Network for your vision and dedication, and we thank our Partners for their continued engagement and commitment to our mission.

Sincerely,

Anne Constantino

Anne D. Constantino
Board President
President/CEO of Horizon Corporations



Bruce Nisbet
Board Vice President
President/CEO of Spectrum Health and Human Services



Elizabeth Woike-Ganga
Board Secretary
President/CEO of BestSelf Behavioral Health



Elizabeth Mauro
Board Treasurer
CEO of Endeavor Health Services

Advisory Board

Anne Constantino
President/CEO, Horizon Corporations

Elizabeth Woike-Ganga
President/CEO, BestSelf Behavioral Health

Bruce Nisbet
President/CEO, Spectrum Health and Human Services

Elizabeth Mauro
CEO, Endeavor Health Services

Andy Davis
COO, Erie County Medical Center

Ann Battaglia
CEO, Healthy Community Alliance, Inc.

Barry Steichman
CFO, Catholic Medical Partners

Bobbie Hangen
Executive Director, SNAPCAP

Chris Syracuse
Executive Director/Vice President, Living Opportunities of DePaul

Cindy Voelker
Associate CEO, Spectrum Health & Human Services

Joe DiStasio
Chief Financial Officer, BestSelf Behavioral Health

Kristy D'Angelo
COO, Behavioral Health & Preventative Services at Gateway-Longview

Michael Osborne
Vice President of Finance, Catholic Health System

Michelle Curto
Vice President, Administrative Operations of Horizon Health Services

Nancy Singh
CEO, Restoration Society

Raymond Ganoe
President/CEO, Evergreen Health Services

Scott Morton
COO, Endeavor Health Services

Stuart Harper
CEO and Executive Director, Buffalo City Mission

Sheila Kee
Executive Vice President & COO, Niagara Falls Memorial Medical Center

Valerie Nowak
CEO, Harmonia Collaborative Care

William Penman
Executive Director, Allegany Council on Alcoholism and Substance Abuse, Inc.

VALUE NETWORK BY THE NUMBERS

Value Network strives to provide value to all our Network Partners. In 2021, VN received three lucrative grants in which funds were dispersed to our Network and Affiliate Partners. VN also distributed earnings from our successful 2020 value-based payment contract, and offered a generous number of training opportunities across the collaborative.



CONTRACTS

2

VALUE-BASED CONTRACTS

- Highmark Blue Cross Blue Shield of WNY
- Monroe Plan for Medical Care (serving Molina Healthcare patients)

13

PARTNERS PARTICIPATED

\$278,800

TOTAL CONTRACT FUNDS DISTRIBUTED TO PARTNERS



GRANTS

3

AWARDED

24

PARTNERS PARTICIPATED

- 15 Network Partners
- 9 Affiliate Partners

\$3.5 MILLION

TOTAL GRANT FUNDS AWARDED



TRAININGS

15

OFFERED

25

PARTNERS PARTICIPATED

- 21 Network Partners
- 4 Affiliate Partners

215

INDIVIDUALS PARTICIPATED

\$14,285

TOTAL FUNDS INVESTED TO PROVIDE QUALITY TRAININGS

We Are Fortunate to Have a Diverse Set of Partners

Together, we are leaders in the behavioral healthcare field and beyond. As a Network, our reach is vast and serves patients along the full continuum of care.

2021 Network Partners



2021 Affiliate Partners

Buffalo City Mission	Every Person Influences Children (EPIC)	Native American Community Services of Erie & Niagara Counties, Inc.	SNAPCAP IPA
Buffalo Psychiatric Center	Greater Buffalo United Independent Practice Association	Niagara Falls Memorial Medical Center	The Prevention Council of Erie County
Catholic Charities of Buffalo	HEALTHeLINK RHIO	Northpointe Council, Inc.	The Primary Care IPA
Catholic Medical Partners IPA CIPA Western NY	Healthy Community Alliance	Oak Orchard Health	The Resource Center
Cazenovia Recovery Systems, Inc.	Jewish Family Services of Western New York	Oishei Healthy Kids Health Home	UB MD Physicians' Group
Conifer Park	Kaleida Health & Children's Psychiatry Clinic	Person Centered Services	West Side Community Services
Council On Addiction Recovery Services, Inc. (CAREs)	Margaret Stutzman Addiction Treatment Center	Population Health Collaborative	WNY United Against Drugs & Alcohol Abuse, Inc.
Crisis Services	Mental Health Advocates of WNY	PreventionFocus, Inc.	
Envision Wellness WNY Behavioral Health		Prevention Works	
Erie County Medical Center		Save the Michaels of the World	

2021 Accomplishments

The VN team continues to enhance and develop our business model and strategies. Through the utilization of data and predictive analytics, our aim is to improve the health of our clients, implement best practice guidelines, and reduce the total cost of care spending. These positive outcomes can be achieved by addressing social determinants of health and removing barriers to care.

Contract Updates

Highmark

Over the past two years, nine eligible Value Network Partners participated in a value-based contract focusing on Highmark Blue Cross Blue Shield commercial and Medicare patients. The 2020 metric results were favorable with substantial earnings disseminated directly to participating Partners in mid-2021. The earnings were based on their success with seven quality and two utilization metrics aimed at reducing emergency room and inpatient hospital usage. In addition, a select group of these patients were included in a High-Risk Management pilot project in 2021, and initial data is showing promising results.

Monroe/Molina

In 2021, Value Network secured our second VBP contract with Monroe Medical Plan to assist with their Molina Health Plan Medicaid patients. Fourteen VN Partners participated in the contract focusing on five outcome metrics. Additionally, a pilot project included four of our Partners and focused on high-risk patients with co-morbid physical and behavioral health conditions. Initial data is showing positive results and significant total cost of care savings.

State Opioid Response (SOR) Grant

Value Network successfully convened the Network to plan and submit a comprehensive proposal for the state-funded State Opioid Response (SOR) grant. VN Partners received \$3.1 million to implement strategies focusing on connectivity to bring prevention, treatment, and recovery programs together throughout the region. Eight Network Partners and seven Affiliate Partners received funding and are coming together to address opiate and stimulant abuse, and to create a healthier WNY community.

Integrated Data Aiding in Better Treatment

VN has made great strides in our pursuit to integrate physical health and behavioral health care data. Through a partnership with HEALTHeLINK, VN can now provide information to our Partners including patients' primary care physician and date of last wellness visit, chronic health diagnoses, and information about lab results. VN has incorporated this new data into Partner dashboards, providing a comprehensive view of patients' physical and behavioral health. With this integrated information, behavioral health providers can work comprehensively to treat the "whole person."

Implementation of First Clinical Best Practice Guideline

VN implemented our first Clinical Best Practice Guideline to focus on Transitions of Care. As an IPA, VN continues to provide its members with resources and standard expectations for meeting quality outcomes. VN has developed methodologies and strategies for Partners to measure standards of care, reduce medical costs and hospitalizations, and demonstrate a coordinated service delivery. VN will continue to support our Partners in achieving this best practice standard, and is working on implementing additional standards in 2022.

Improving Outcomes for Medically High-Risk Patients

Over the last year, the Clinical Integration and Quality Oversight team developed a structured approach to managing medically high-risk populations, and demonstrated the IPA's collective ability to deliver successful outcomes for a designated cohort of patients. VN's High-Risk Management Pilot with two local managed care organizations (MCOs) allowed the Network to focus on individuals with complex chronic behavioral health and physical health conditions. During 2021, Partners strategized and implemented processes to manage quality, track and monitor specific physical health metrics, and close gaps in care for identified patients. Preliminary results demonstrate a positive impact on patients' health outcomes and savings on their total cost of care.

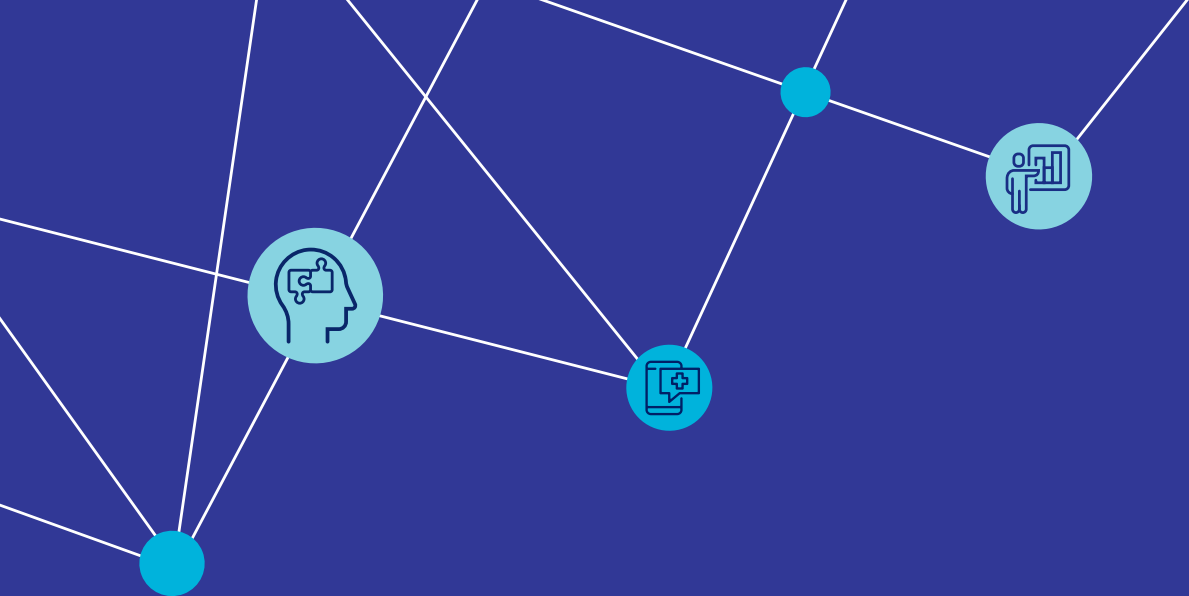
Addressing Social Determinants of Health to Improve Health Outcomes

Throughout 2021, the VN team conducted an extensive review of various electronic social care platforms in search of a tool to assist in identifying local resources; tracking referrals; gathering and extracting social care data; and enhancing communication and coordination across the continuum of care. Eleven VN Partners are participating in a six-month pilot program to integrate the selected platform, VN Community Connector (powered by findhelp), into their workflows. The purpose of this pilot is to develop best practices and guidelines to support the future Network-wide rollout. In 2022, VN will work to expand access and usage of the platform throughout the region. We will create and maintain a robust network of up-to-date resources, and connect clients to the care they need within the community.

Looking ahead to 2022

In 2022, Value Network is focusing on expanding communication and connectivity across the system of care in Western New York. We are continuing to negotiate VBP contracts with managed care organizations and work with Primary Care IPAs on downstream VBP contracts. The VN team is also eager to expand our reach to additional Partners through the Value Network Community Connector Social Determinants of Health platform. The expansion of grants and training opportunities remain a priority benefit to our Partners as well.





Our Mission at Value Network is Simple

Design and implement a health service delivery system that improves the quality, cost effectiveness, and overall experience of care in Western New York.

Our Values

Value Network operates according to a number of key values. These values are foundational to everything that we do.

- Accountability
- Adapting proactively
- Delivering reliably
- Diversity
- Engaging for impact
- Excellence
- Hope/belief in recovery
- Making decisions with speed and conviction
- Respect
- Self-determination
- Strength
- Transparency
- Truth/Integrity



Partnership and
Innovation for Healthcare

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