

# Eliminating Health Disparities Through Z Codes

National Rural Health Center
Madeline Wilson, MSN, RN, CLSSBB
Indiana Hospital Association
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#### IHA Work on Social Drivers of Health



#### **Social Determinants of Health**



Social Determinants of Health
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ப் Healthy People 2030





Health Care Access and Quality

Social and Community Context

Neighborhood and Built Environment

#### **Our Foundation**





- Healthy People 2030 features many objectives related to SDOH.
- Tracking Data to Improve Health Collaborative efforts at the federal, state, and local levels can help address health disparities.
- Healthy People offers a platform for collaboration; priority alignment, including alignment of federal strategies; and information sharing around disease prevention and health promotion priorities for the Nation.



## 2022 CMS Quality Conference



#### **Advance Health Equity**



Address disparities, structural racism, and injustices that underlie our health system, both within and across settings, to eliminate gaps and ensure equitable access and care for all.

- Develop standardized approach to collection of patient reported data
- Develop standardized approach to stratification for appropriate measures
- Leverage quality and value-based programs to publicly report and incentivize closing equity gaps
- Support equity through performance metrics, regulations, oversight through survey and conditions of participation, and Quality Improvement assistance



#### **Background and Methods**

- Standardized tracking of social determinants of health (SDOH) elements is critical to ensuring the attainment of the highest level of health possible for all people with Medicare
  - One tool available to capture SDOH are Z codes
    - Z codes are ICD-10-CM codes used to identify broader contextual factors that strongly influence health status
      and contact with health services, with codes Z55-Z65 having a particular focus on hazardous social and
      environmental conditions
    - 2019 Medicare fee-for-service (FFS) claims and enrollment data\* were used to produce:
  - Descriptive statistics for Z code utilization
    - Overall and by claims, place of service, and provider types
  - Sociodemographic, clinical, and geographic characteristics statistics for people with Medicare who are continuously enrolled



Meagan Khau, MHA | meagan.khau@cms.hhs.gov

Office of Minority Health | Centers for Medicare & Medicaid Services



## Our Process

# How Do We Identify Social Drivers of Health





- ■Z codes are a set of ICD-10-CM codes used to report social, economic, and environmental determinants known to affect health and health-related outcomes.
- Z codes comprehensively identify non-medical factors affecting health and track progress toward addressing them
- ■ICD-10-CM categories Z55-Z65 are a more specialized group of codes to identify social determinants of health.

#### **ICD-10-CM SDOH Categories**





- Z55 Problems related to education and literacy
- Z56 Problems related to employment and unemployment
- Z57 Occupational exposure to risk factors
- Z58-- Problems related to employment and unemployment
- Z59 Problems related to housing and economic circumstances
- Z60 Problems related to social environment
- Z62 Problems related to upbringing
- Z63 Other problems related to primary support group, including family circumstances
- Z64 Problems related to certain psychosocial circumstances
- Z65 Problems related to other psychosocial circumstances

## ICD-10 Z Code Updates for 2023



- Beginning Oct. 1, 2022, updates to Z code Z59.8 have taken effect for the fiscal year 2023. Although there is no change to Z59.8, or "other problems related to housing and economic circumstances," additional codes have been established to allow for greater specificity.
- For example, three new codes depict scenarios that may limit a patient's ability to schedule, attend and/or pay for their appointments:
  - Transportation insecurity (Z59.82) describes issues of inaccessible, inadequate, unaffordable, unsafe and unreliable transportation.
  - Financial insecurity (Z59.86) includes bankruptcy, burdensome debt and economic strain.
  - The inability to obtain adequate childcare, clothing, utilities and basic needs is covered in material hardship (Z59.87).

#### IHA Work on Social Determinants of Health



#### Small Rural Hospital Improvement Grant Program

- \*Funded 2019-2023
- \*14 hospitals participating in the Special Innovations Project (SIP) to build processes to capture social determinants of health through Z codes

#### Safety PIN C

- \*Funded 2021-2024
- \*Goal is 100% participations of Indiana birthing hospitals to integrate health equity framework by implementation of Social Determinants of Health screening, systemized coding, data analysis, and report visualization followed by action using the PETAL framework to connect women and infants to resources prior to crisis.



#### Indiana Healthy Opportunities for Everyone Program (I-HOPE)

- \*Funded 2021-2024
- \*National initiative to address COVID-19 health disparities among populations at high-risk and underserved, including racial and ethnic minority populations and rural communities.

#### Hospital Quality Improvement Collaborative (HQIC)

- \*Funded 2020-2024
- \*A CMS funded project to partner with hospitals across the country in rural, critical access, and urban setting that provide care for vulnerable populations.

# The Journey







# SHIP Special Innovation Project (SIP)





# Small Rural Hospital Improvement Grant Program-Special Innovation Project







- 14 Rural/Critical Access Hospitals participating in the SHIP program
- 4-year program starting in 2019 and ending in 2023
- First targeted work around social determinant or social drivers, of health with our hospitals

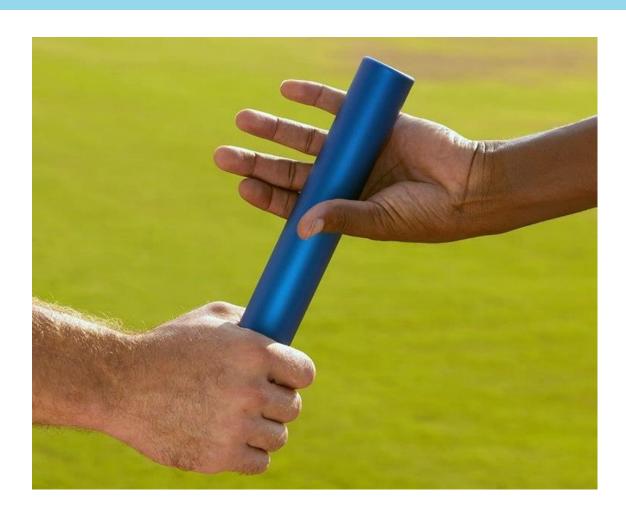
# **Starting Line**





## Team Building





- Hospital Leadership
- Clinical Staff
- Coders
- IT Team
- Social Workers, Navigators
- Providers
- Community Wellness Liaisons

#### Plan, Do, Study, Act





#### **PLAN**

- Hospitals conducted CHNA's
- Choose focus area
- Established workgroup
- Attended multiple education sessions on SDOH screening and Z codes



#### DO

- Z code database was built from hospital claims data
- Used example from CMS Medicare study
- Began increased education to coders to capture Z codes



#### 3. Find inspiration and practical tools

- » Explore critical public health topics relevant to your work
- » Learn about successful programs. policies, and interventions
- » Look for evidence-based resources and tools your community, state, or organization can use



#### ( 4. Monitor national progress — and use our data as a benchmark

- » Check for updates on progress toward achieving national objectives
- » Use our data to inform your policy and program planning
- » See how your progress compares to national data

#### **STUDY**

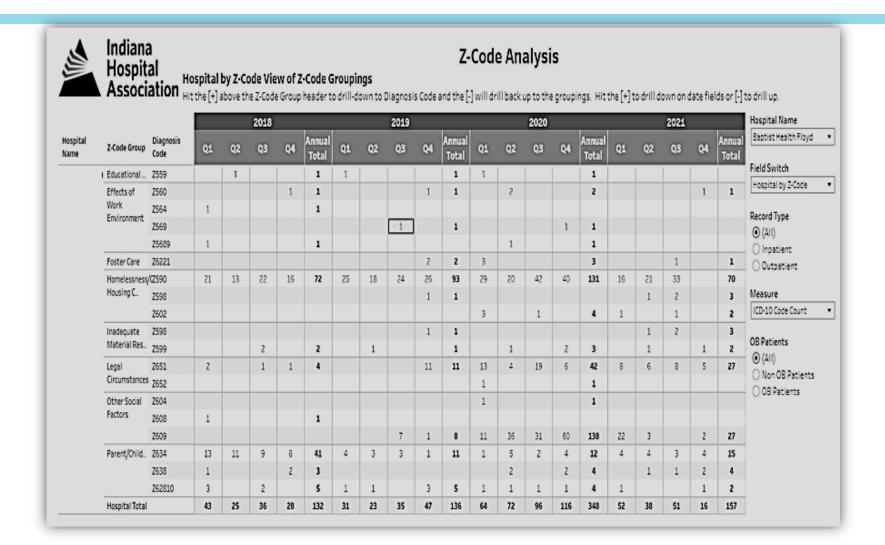
- Teams participated in training sessions from various organizations, such as Find Help (formerly Aunt Bertha), and IN 211
- Training on changes in coding requirements
- All-hospital group sessions to discuss successes and failures
- Individual one-on-one meetings to review data and process flows

#### **ACT**

- Introduction to additional community resources for patient referral
- CHW engagement to identified resource shortage
- **Enhancements to EMRs**
- Staff into position to do social screenings
- Coding workflow process changes

#### **Baseline Data**







# **SIP Hospital Progress**



Z Code Tracking Count	Baseline	SIP YR 1	SIP YR 2*	SIP YR 3*	SIP YR 4
Hospital	2018	2019	2020	2021	2022 (3Qs)
A	86	104	232	498	410
В	9	5	6	10	11
С	31	39	191	186	345
D	5	20	19	27	9
E	106	121	104	95	75
F	85	77	40	67	300
G	3	4	5	47	278
Н	50	30	25	43	43
I	75	55	44	99	137
J	10	8	10	5	2
K	53	50	25	19	17
L	14	12	18	49	52
M	4	13	23	48	19
N	8	35	27	15	33
Total	539	583	769	1208	1731
%improvement Year to Year		8%	32%	57%	43%
#Z Codes All Hospitals in Indiana	44,094	51,973	48,683	55,361	37,116
-					*3Qs data
%improvement Year to Year		8%	32%	57%	37

Notables From Baseline to 2021=114% improvement							
Total Number of Claims for SIP Hospitals							
	2018	2019	2020	2021			
INPT	16505	15829	14365	15536			
OUPT	334983	342752	290905	328680			
TOTAL	351488	358581	305270	344216			
OUPT Claims=ED, OP OR, OP Hospital Services							

#### What We Need to Get to The Finish Line



#### **Support to Finish the Race:**

- Housing
- Food Insecurity
- Transportation
- Community Wellness
- Maximizing Reimbursement
- Coding
- Motivational Interviewing Skills





Safety PIN –
Protecting Indiana's Newborns
(PIN)



#### Governor Holcomb's Call to Action



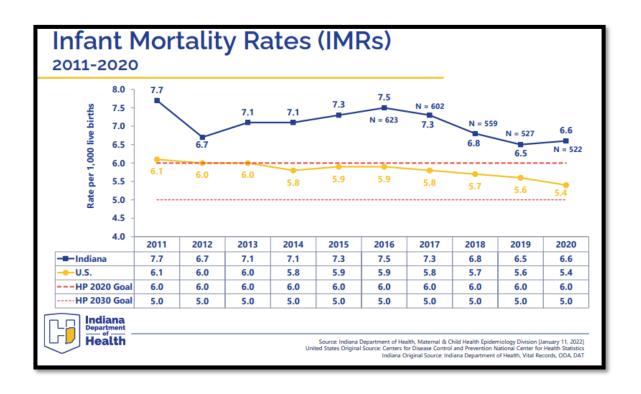


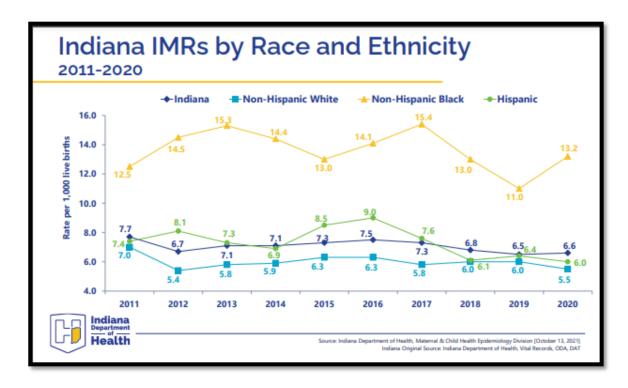
2018 State of the State Address "The Next Steps to the Next Level" Eric Holcomb, Governor of Indiana Delivered January 9, 2018

"Our infant mortality rate is a direct lens into the overall health of Hoosiers . . . So tonight, I'm setting a goal to become the best state in the Midwest for infant mortality rates by 2024."

## The Why Behind Our Priority

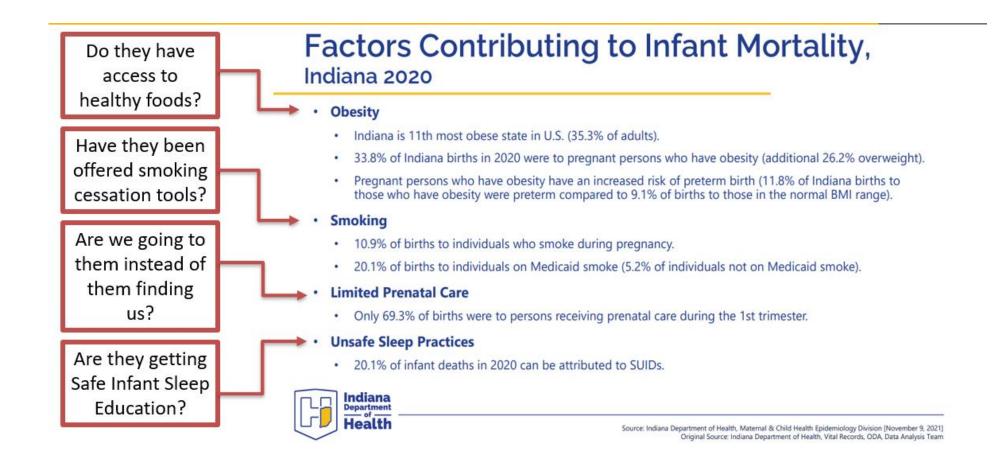






#### Indiana's Statistics





# Safety PIN 2021-2024 Closing the Disparities Gap



Closing the gap in disparities by integrating a health equity framework in the care hospitals provide as an integral part of developing a highly reliable maternal and infant healthcare system in Indiana.

Why – Year after year, the Indiana Infant Mortality
Disparities Fact Sheets produced by the IDOH Maternal
Child Health Division shows the unacceptable and
substantial difference in infant mortality rates by race
and ethnicity, both in causes of infant death as well as in
birth outcome indicators.

How – Implementation of Social Determinants of Health screening, systemized coding, data analysis and report visualization followed by action using the PETAL framework to connect women and infants to resources prior to crisis.

What – The project goal is for 100% of Indiana birthing hospitals to integrate the above health equity framework into the care they provide by December 31, 2024.

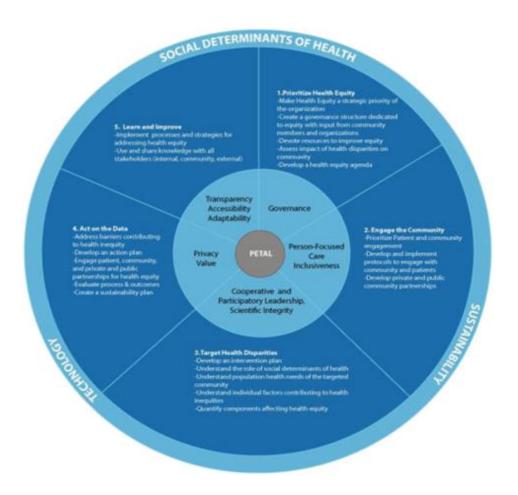


## Safety PIN-PETAL Framework



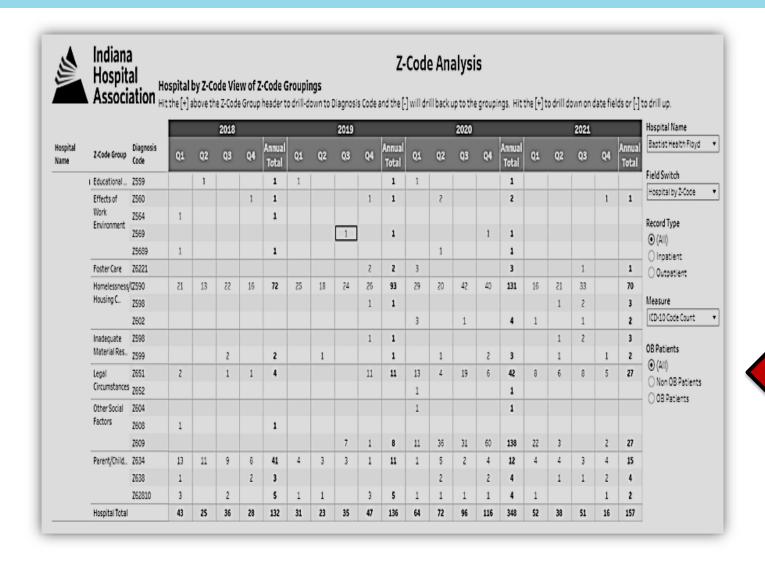


- The PETAL Framework is built upon the Learning Health System principles (Brooks, 2017).
- Uses a targeted approach that raises awareness, increases the knowledge of causes and effective interventions, and provides actionable ways to reduce health care disparities and improve equity through community engagement, data and analytics.
- The core components of the framework include:
  - Prioritize health equity
  - Engage the community
  - Target health disparities
  - Act on the data
  - Learn and improve
- Additional elements that cut across all core components include supportive technology, social determinants of health and sustainability



#### **Baseline Data**







#### Figure 5: OB Diagnoses Coding with ICD-10

Ooo-Oo8. Pregnancy with abortive outcome

Oog, Supervision of high-risk pregnancy

**O10-O16.** Edema, proteinuria, and hypertensive disorders in pregnancy, childbirth, and the puerperium

**O20–O29**, Other maternal disorders predominantly related to pregnancy

**O30–O48**, Maternal care related to the fetus and amniotic cavity and possible delivery problems

**O60–O77**, Complications of labor and delivery

O80-O82. Encounter for delivery

**085–092**, Complications predominantly related to the puerperium

**094-095, 096, 098-09A**, Other obstetricconditions, not elsewhere classified

**A34.** Obstetrical tetanus

# REaL Data Capture



Indiana Hospital Association Hittle	Z-Code Analysis  lospital by Z-Code View of Z-Code Groupings  it the [+] above the Z-Code Group header to drill-down to Diagnosis Code and the [-] will drill back up to the groupings. Hit the [+] to drill down on date fields or [-] to drill to drill the [-] to drill down on date fields or [-] to drill the [-] to drill down on date fields or [-] to dril						
<b>Race</b> click to filter		Age Group click to filter			<b>Sex</b> click to filter		
African American/Black	4,613	13-17	28,199		Female	18,757	
American Indian/Alaska Native	91	18-34	64,150		Male	9,438	
Asian	148	35-44	37,082		Unknown	4	
Declined	96	45-54	32,273			1	
Multiracial/Two or More Races	230	55-64	27,079				
Native Hawaiian/Other Pacific Islander	85	65-74	11,397				
Unavailable/Unknown	3,178	75+	9,761				
White	19,758	<13	18,454				
		Unknown	3				

<sup>\*</sup>Data retrieved from IHA DataLink

# The Journey



**April 1, 2021**Grant cycle begins

June 29, 2021

Population
Health and Social
Determinants of
Health data
virtual event

Q4 2021

100% of birthing hospitals have received education and training on the PETAL framework by Dec. 31.

Q2-Q4 2022

Evaluate process gaps & develop QI plan using PDCA cycle January 26, 2023

All hospital call: Analyzing baseline data for IP efforts February 2023

Assess current state of SDOH screening & Z code capture and work one-on-one with sites

Safety PIN "C" Social Determinants of Health (SDoH) in the maternal-infant population

June 3, 2021

IHA kicks off with informational webinar to birthing hospitals. Call to action

Q3 2021

Launch PETAL quality improvement framework

Q1 2022

Create Multidisciplinary Teams **December 31, 2022** 

100% of birthing hospitals will have deployed a screening process

- Prioritize health equity
- Engage the community
- Target health disparities
- Act on the data
- Learn and Improve

# **Improvements**

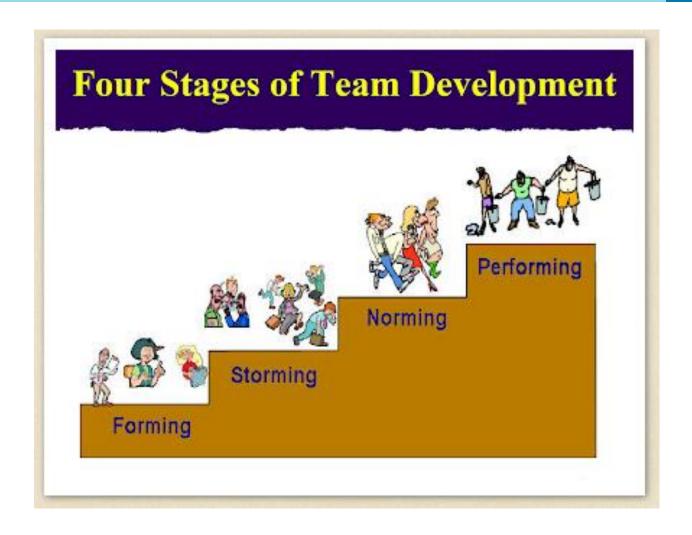


Patients	2018	2019	2020	2021	2022
Z-Code Group	Annual Total (3Q)				
Occupational exposure to risk-factors	3	2	1	1	2
Other problems related to primary support group including family circumstar	114	130	116	146	183
Other problems related to upbringing	151	154	189	182	154
Problems related to certain psychosocial circumstances	87	44	44	80	61
Problems related to education and literacy	3	1	0	6	8
Problems related to employment and unemployment	49	70	117	178	386
Problems related to housing and economic circumstances	265	224	216	214	587
Problems related to other psychosocial circumstances	55	62	47	93	103
Problems related to social environment	35	31	34	125	206
Yearly Total	762	718	764	1025	1690
Total Births	78454	77934	75123	74916	70004 (est)
	0.97%	0.92%	1.01%	1.37%	

<sup>\*</sup>Data obtained from IHA internal data dashboard- All Payor

## **Hospital Progress Report**







# Indiana Healthy Opportunities for People Everywhere (I-HOPE)



# Indiana Healthy Opportunities for People

## Everywhere (I-HOPE)







#### **COPD**

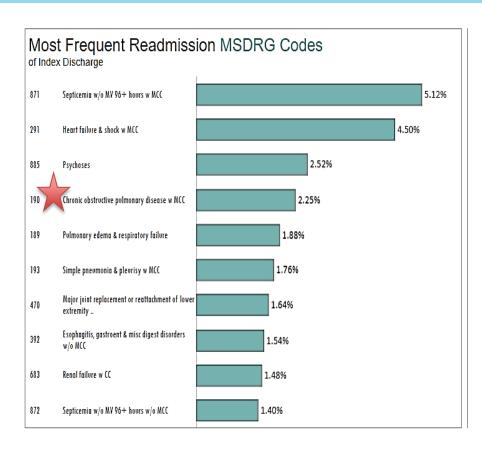
- Admit with COVID-19
- Readmissions
- Mortality

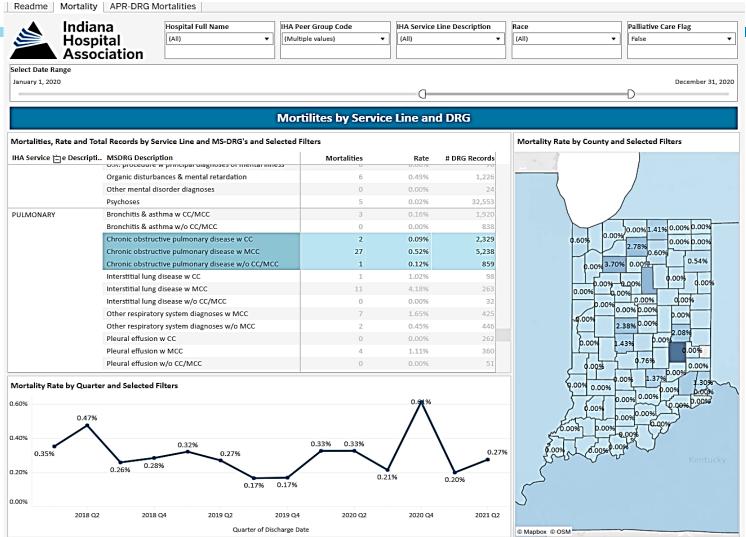


Goal: Increase/improve data collection and reporting for populations experiencing a disproportionate burden of COVID-19 infection, severe illness, and death to guide the response to the COVID-19 pandemic.

#### Indiana COPD Readmissions







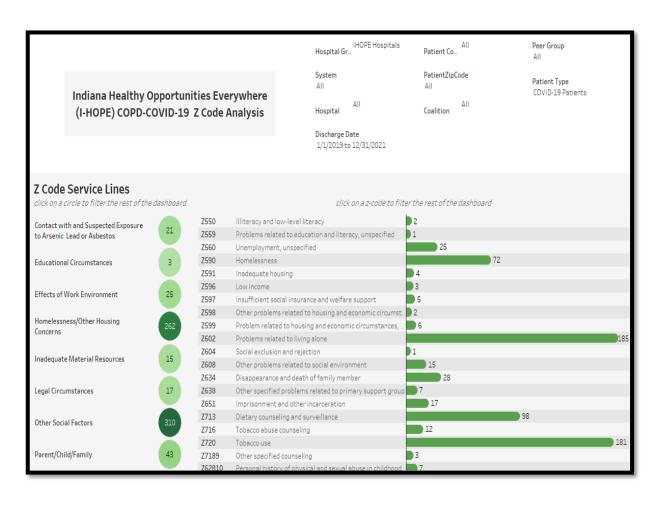
# **I-HOPE**

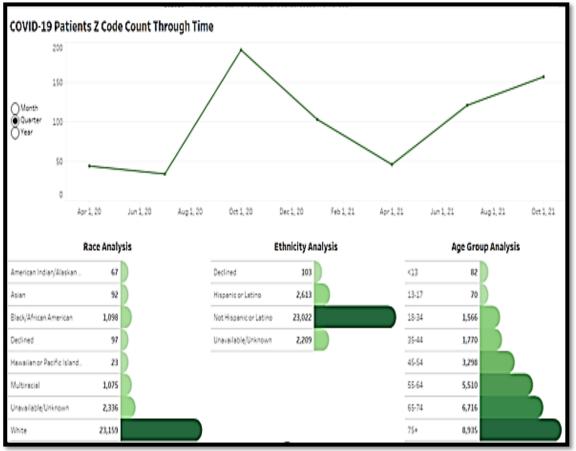


I-HOPE ReadMe I-HOPE COPD & COVID I-HO	PE Readmis	sions I-HOPE Z Codes			
Indiana Healthy Opportunities Everywhere (I-HOPE) COPD-COVID-19 Z Code Analysis			Hospital Group	Patient County	Peer Group
			IHOPE Hospitals	▼ (AII)	▼ (Multiple values) ▼
			System	Patient Zip Code	
			(Multiple values)	▼ (AII)	Patient Type
			(Multiple values)	(All)	▼ COPD Patients ▼
		Hospital	Coalition		
<b>1,801</b> z-codes  from selected filters			(AII)	▼ (AII)	▼
			Discharge Date		D6/30/2022
			1,1,2023 G		5 9,50,2522
Z Code Service Lines					Sort By Volume ▼
click on a circle to filter the rest of the dashboard			click on a z-code to filt	ter the rest of the dashboard	
	Z602	Problems related to living alone			681
Occupational exposure to risk factors 50	Z560	Unemployment, unspecified			
Other problems related to primary	Z62810	Personal history of physic	cal and sexual abuse in childhood	141	
support group, including family	Z634	Disappearance and death of family member 131			
circumstances	Z638	Other specified problems	related to primary support group	114	
Problems related to education and	Z599	Problem related to housing	ng and economic circumstances,	94	
literacy	Z651	Imprisonment and other incarceration 46			
	Z596	Low income 42			
Problems related to employment and unemployment 172	Z598	Other problems related to	housing and economic circumst	36	
unemployment	Z608	Other problems related to	o social environment	34	
Problems related to housing and	Z630	Problems in relationship	with spouse or partner	27	
economic circumstances	Z597	Insufficient social insurar	nce and welfare support	25	
Problems related to other	Z639	Problem related to prima	ry support group, unspecified	23	
psychosocial circumstances 78	Z635	Disruption of family by se	paration and divorce	22	
psychosocial circumstances	Z653	Problems related to other	r legal circumstances	22	
Problems related to social 743		Personal history of psych	ological abuse in childhood	20	
		Inadequate housing		19	
	Z609	Problem related to social	environment, unspecified	17	
Problems related to upbringing 172	Z574	Occupational exposure to	toxic agents in agriculture	<b>1</b> 6	
	7575	Occupational evonsure to	tovic agents in other industries	16	
	73/3 - 1/// (1/// (1// (1// (1// (1// (1// (				

## Z-Code Analysis







#### Resources







- COPD Educator Course
- Asthma Educator
- Freedom From Smoking Facilitator









# Hospital Quality Improvement Collaborative (HQIC)

#### HQIC





- DATA COLLECTION: Hospital uses a patient self-reporting methodology to collect demographic data from the patient and/or caregiver Example of guidance: METRIC 6 GUIDANCE
  - a. Forming: Hospital is not currently collecting REaL data or is staff reported
  - b. Storming: Hospital is capturing self reported REaL data and
  - Norming: Collecting self reported data for 95% of patients and has multiple verification points beyond registration
  - d. Performing: Hospital collects additional data, such as SOGI, SSDOH, Disability Status
- DATA COLLECTION TRAINING: Hospital provides workforce training regarding the collection of si
  reported patient demographic data <u>METRIC 7 GUIDANCE</u>
  - a. Forming: Training in the collection of REaL data is not provided to staff
  - b. Storming: Workforce training in the collection self reported REAL data is provided
  - Norming: Workforce training is evaluated annually for effectiveness; staff can demonstrate
    in collecting self reported REaL data. Patient Family Advisors are informing training progra
  - Performing: Advanced Workforce receives training in the collection of self reported data rel
    disability status or social determinants of health (or other data points, the hospital selects).
- DATA VALIDATION: Hospital verifies the accuracy and completeness of patient self-reported demographic data METRIC 8 GUIDANCE
  - Forming: Hospital does not yet have a process to evaluate the accuracy and completeness data to local demographic community data.
  - Storming: Hospital evaluates data for accuracy (matches community demographics) and c (percent complete)
  - c. Norming: Hospital addresses system level processes that interfere with collection of Real d
  - Performing: Hospital evaluates for accuracy and completeness of additional data (SOGI, di social determinants of health or or data points selected.)
- DATA STRATIFICATION: Hospital stratifies patient safety, quality and/or outcome measures using patient demographic data METRIC 9 GUIDANCE
  - Forming: Hospital does not yet stratify one HQIC quality improvement topic by REaL
  - Storming: Hospital stratifies at least one HQIC improvement topic by REaL
  - c. Norming: Hospital stratifies more than one HQIC improvement topic by REaL
  - Performing: Hospital stratifies more than one HQIC improvement topic by REaL and other data (SOGI, disability status, social determinants of health or or data points selected.)
  - e.
- COMMUNICATE FINDINGS: Hospital uses a reporting mechanism (e.g., equity dashboard) to communicate outcomes for various patient populations <u>METRIC 10 GUIDANCE</u>
  - Forming: Hospital does not yet have a reporting mechanism (equity dashboard) to commu
    population outcomes to senior leadership, medical leadership and the board.
  - Storming: Hospital uses a reporting mechanism (equity dashboard) to communicate popul



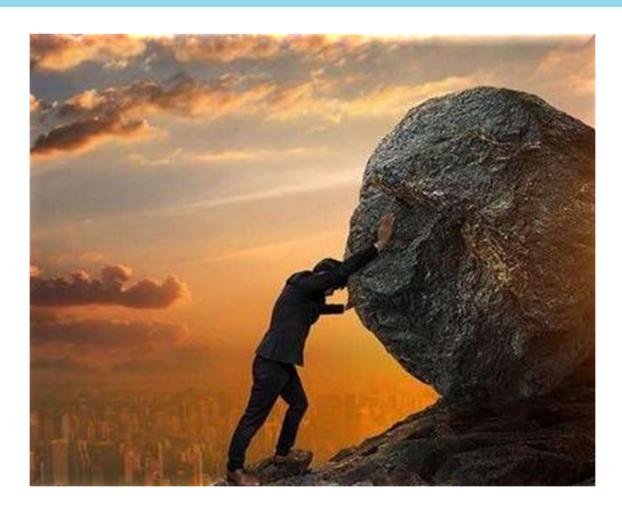




- outcomes to senior leadership, medical leadership and the board.
- Norming: Hospital communicates population outcomes across the organization.
- Performing: Hospital communicates population outcomes externally to patients and families and community members.
- ADDRESS & RESOLVE GAPS IN CARE: Hospital implements interventions to resolve differences in patient outcomes <u>METRIC 11 GUIDANCE</u>
  - Forming: Hospital does not yet have engage multi disciplinary teams to develop and test solutions to identified disparities.
  - Storming: Hospital engages multi disciplinary teams, including patient family advisors, to develop and test solutions to identified disparities.
  - Norming: Hospital implements interventions to resolve identified disparities and educates staff regarding findings
  - Performing: Hospital has a process for continuously monitoring and adjusting interventions as needed to sustain improvement in outcomes.
- ORGANIZATIONAL INFRASTRUCTURE & CULTURE: Hospital has organizational culture and infrastructure to support the delivery of care that is equitable for all patient populations <u>METRIC 12</u> <u>GUIDANCE</u>
  - Forming: Hospital does not yet have a standardized process to train its workforce in culturally sensitive and linguistically appropriate care.
  - Storming: Hospital has a standardized process to train its workforce in culturally sensitive and linguistically appropriate care
  - c. Norming: Hospital has a person or department that has leadership responsibility and accountability for health equity efforts who engages with patient family advisory councils and community partners to create strategy and action plans to promote equity in outcomes.
  - Performing: Hospital demonstrates a commitment to ensure equitable care for all persons through
    policies, protocols, strategic plans and in its mission, vision and values

#### **Obstacles in Data Collection**





- Lack of definitions for SDOH terms
- Unfamiliarity with social needs
- Providers and coders
- Perceived priority/lack of incentives
- Number of codes that can be captured
- Operational processes
- EHR-based screening tool
- Standard documenting process
- Coding processes
- Lack of clarity about who can screen and document
- Productivity challenges

#### Indiana's Z Code Utilization



Patients	2018	2019	2020	2021	2022
Z-Code Group	Annual Total (3Q)				
Occupational exposure to risk-factors	537	530	502	365	312
Other problems related to primary support group including family circumstar	5695	8049	6706	8575	8611
Other problems related to upbringing	10002	10633	9538	8891	6482
Problems related to certain psychosocial circumstances	307	265	229	391	292
Problems related to education and literacy	1296	1828	955	1030	990
Problems related to employment and unemployment	3774	4695	5848	7765	7410
Problems related to housing and economic circumstances	15469	17682	18924	20763	18898
Problems related to other psychosocial circumstances	1923	2379	2485	5239	4768
Problems related to social environment	1486	1934	1845	4505	4358
Yearly Total	40489	47995	47032	57524	52121
Total Claims	6,694,854	6,914,042	5,964,135	6,658,232	
	0.60%	0.69%	0.79%	0.86%	

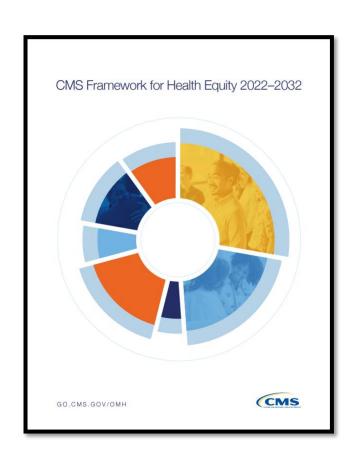
<sup>\*</sup>Data obtained from IHA internal data dashboard- All Payor



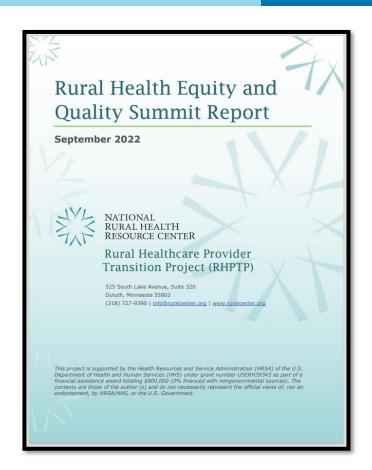
# Next Steps

#### **Foundations**





**CMS Framework for Health Equity Priorities** 



Rural Health Equity & Quality Summit Report

# Why?





**Remington Report** 



Fact sheet

#### FY 2023 Hospital Inpatient Prospective Payment System (IPPS) and Long Term Care Hospitals (LTCH PPS) Final Rule — CMS-1771-F Maternal Health

Aug 01, 2022 | Hospitals

hare (







#### A Commitment to Improving Maternal Health in the U.S.

The Biden-Harris Administration is committed to achieving a government-wide vision that addresses the maternal health crisis in the U.S., including by reducing maternal mortality and morbidity and advancing maternity care quality, safety, and equity. As a part of this commitment, the White House held the first-ever federal "Maternal Health Day of Action" on December 7, 2021, at which time Vice President Kamala Harris issued a national call to action to Reduce Maternal Mortality and Morbidity. In addition, the U.S. Department of Health and Human Services (HHS) — through the Centers for Medicare & Medicaid Services (CMS) — announced critical steps to improve maternal health by supporting the delivery of equitable, high-quality care for all pregnant and postpartum patients. The White House also issued presidential proclamations on April 8 and April 13 in recognition of Black Maternal Health Week, which occurred the week of April 11 in 2022.

Specifically, CMS shared intentions to pursue rulemaking for the establishment of a

**IPPS** 



#### TJC Standard Update for 2023





# As of Jan. 1, accreditation programs for primary care clinics, behavioral health centers, critical access facilities and hospitals will include new mandates for their leaders. New standards include:

- •Designating a leader or leaders to direct activities to reduce healthcare disparities within an organization.
- •Assessing patients' health-related social needs and providing information about community resources and support services.
- •Identifying healthcare disparities in the patient population by stratifying quality and safety data using socio-demographic characteristics.
- •Developing a written action plan that describes how the organization will address at least one of the healthcare disparities identified in its patient population.
- •Taking action when the goals in its plan to reduce health disparities are not achieved or sustained.

https://www.jointcommission.org/-/media/tjc/documents/standards/r3-reports/r3 disparities july2022-6-20-2022.pdf

#### What About Reimbursement?





#### **Fax Alert**

Important Information "You Need to Know!"



2022 Pay for Performance Primary Care Providers Care Coordination Codes and Quality Incentive Program

We've updated our 2022 Care Management and Quality Incentive Program starting Jan. 1, 2022. The program was designed with the goal of helping your patients, who are UnitedHealthcare Community Plan members, become more engaged with their preventive health care.

What's new for 2022?



Humana program to reimburse providers for identifying social determinants like homelessness, food insecurity

Published March 5, 2020

By Hailey Mensik











Humana isn't the first payer to try this approach.

CMS has also aimed to expand value-based programs that reward health care providers for the quality of care they provide, especially in the MA program.

#### Z Code Submission:



Primary care providers have a new opportunity to earn incentives for the submission of Social Determinant of Health (SDoH) ICD-10 Z codes (Z55-Z65 and Z75) based on the results of SDoH assessments. Providers who submit SDoH-related Z codes for 5% of their seen members will earn a \$0.50 pmpm payment while providers who submit these codes for 10% of their seen members will earn a \$1.00 pmpm payment. Membership for the pmpm payment will be based on the provider's entire assigned membership for the year. Z code incentives will be paid annually at the time of quality incentive payments.

https://www.healthcaredive.com/news/h umana-program-to-reimburse-providersfor-identifying-social-determinantsl/573557/

https://lakelandcare.com/sites/lakelandcare.com/files/attachments/2022%20P4P%20notice%20%282%29.pdf

#### **Contact Information**





#### Madeline Wilson MSN, RN, CLSSBB

Quality & Patient Safety Advisor &
Health Equity Lead
317-974-1407
mwilson@IHAconnect.org