

APPENDIX C:

Interview Methodology

Avalere conducted interviews with key thought leaders, providers, and other stakeholders in order to inform the framework laid out in this paper. Interviewees were promised that no statements would be attributed to them and to protect identities, Avalere is not identifying the specific organizations or individuals that were interviewed. Instead, the following graphic describes the types of organizations that the interviewees represent (currently or formerly): current or former government officials, home health care and other health care providers, payers and groups such as health care associations.

Sample Questions from Interview Guide

Innovative Programs

1. Can you please tell us about your organization.
 - a. Patient volume
 - b. Ownership
 - c. Operating model
 - d. Payer mix (rough mix between Medicare, Medicaid, Commercial private pay)
2. Please describe the innovative programs or services your agency provides that are distinct from services provided under the Medicare home health benefit.
 - a. What was the impetus for developing these?
 - b. Please describe the following characteristics for your programs or services :
 - Partnerships with other providers?
 - What kinds of quality measures were you tracking?
 - How was the program funded?
3. How do you measure the success of your program? Specifically, what quality measures or outcomes do you measure?
4. What were the key enablers to success?
5. What were the key barriers to innovation and scaling new programs? Specifically for the following:
 - a. Technology
 - b. Workforce training
 - c. Funding stream
 - d. Regulatory barriers

Future of Home Health

5. As FFS Medicare increasingly shifts from a volume to value-based model, how do you anticipate that will impact your agency and some of your programs?
6. What is your perspective on the future of the Medicare home health benefit more generally?
 - a. How might the benefit need to evolve to align with broader changes in payment and delivery reform?
7. What is your perspective on home health agencies as the hub for emerging home-based delivery system, including being a resource for:
 - a. Bundled post-acute & transitional care system
 - b. Home-care efforts of ACOs, Medical Homes
 - c. Home-based primary care
 - d. What are some of the barriers to home health agencies serving in these roles?
8. To succeed under new payment and delivery reforms, to what extent will agencies need to be more integrated with other providers? What will integration look like in terms of:
 - a. Information transfer and communication between providers/care settings
 - b. Shared clinical staff
 - b. Financial arrangements
 - b. Focus on improving quality and outcomes
9. Assuming home health agencies become the hub in the emerging home-based delivery system, what do you anticipate in terms of quality & outcomes?
10. When envisioning the future of home health, how are patients identified for the programs and services offered distinct from the Medicare home health benefit? What are their clinical/functional needs?
11. How will staffing change, if at all, to enable agencies to provide home health in the future?
 - a. To what extent will agencies need an interdisciplinary team to provide care in the home for high-risk beneficiaries?
12. What must agencies begin doing to further provide high-value care?