



From Payment Reform to System Transformation: Policy Levers for Primary Care

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② Mission & Vision

MISSION

The Primary Care Collaborative advances comprehensive primary care to improve health and health care for patients and their families by convening and uniting stakeholders around research, care delivery and payment models, and policies.

VISION

Shared Principles of Primary Care; 380 + signatories



Person and
Family-centered



Continuous



Comprehensive
and Equitable



Team-based
and
Collaborative



Coordinated
and
Integrated



Accessible



High-value

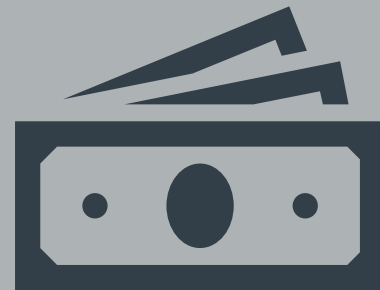
@ When Primary Care is Prioritized:



Children grow up healthier, families are engaged



Costly chronic conditions prevented and kept in check



Resources used more efficiently, effectively



Better Health *NOW*

A campaign of  pcc primary care collaborative

55 signatories

- Invest in What Works - Primary Care
- Pay for What We Want – Better, More Equitable Health
- Reduce economic and social barriers to better health.



Our Policy Priorities: Better Health – NOW's 3 Policy Planks



Whole-Person Primary Care

Champion whole-person primary care by supporting health promotion, behavioral health integration and multi-disciplinary teams.



Medicare

Expand access to high-quality, comprehensive primary care by **leveraging Medicare's influence** to change how and how much we pay for primary care.



Primary Care Safety Net

Protect the **primary care safety net** by ensuring state **Medicaid** programs strengthen primary care and **rural and underserved communities** are prioritized.

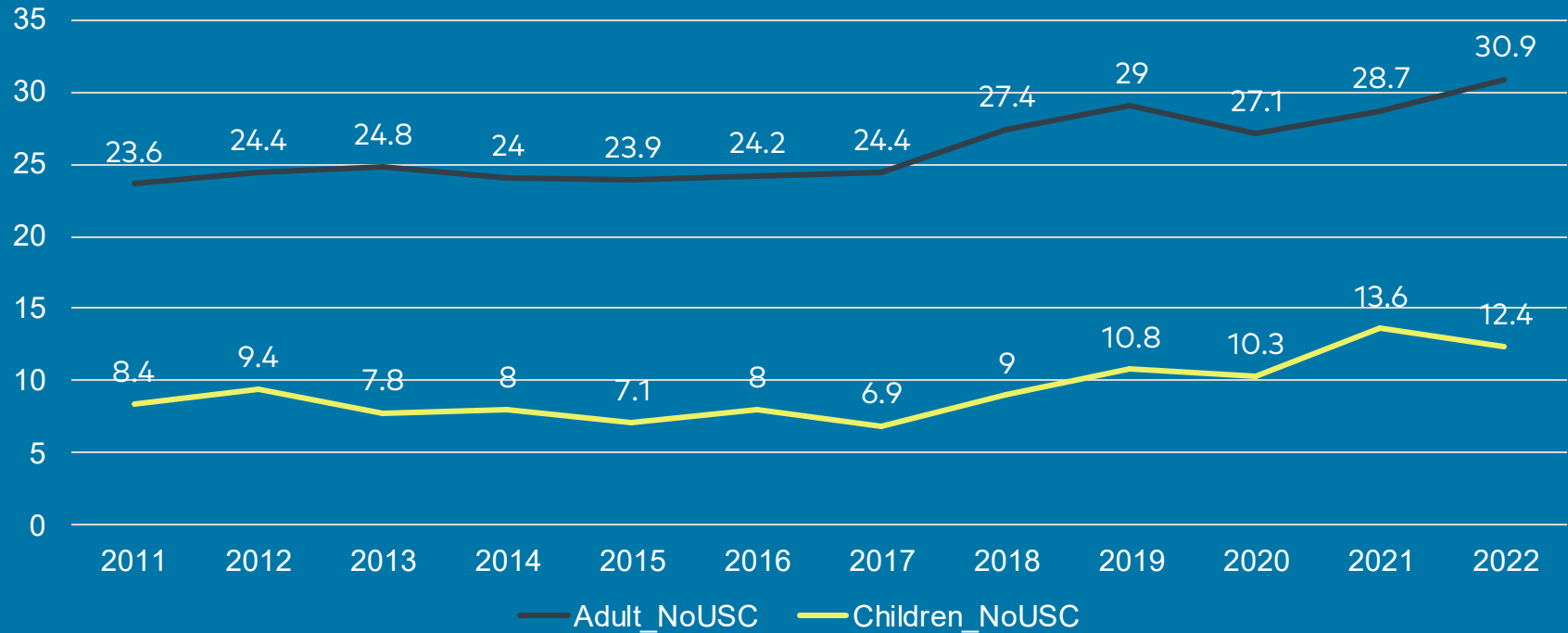
PCC Members: A Broad Coalition

- AARP
- Advocates for Community Health (ACH)
- Alzheimer's Association
- America's Agenda
- American Academy of Child & Adolescent Psychiatry (AACAP)
- American Academy of Family Physicians (AAFP)
- American Academy of Pediatrics (AAP)
- American Academy of Physician Associates (AAPA)
- American Association of Nurse Practitioners (AANP)
- American Board of Family Medicine Foundation (ABFM Foundation)
- American Board of Internal Medicine Foundation (ABIM Foundation)
- American College of Clinical Pharmacy (ACCP)
- American College of Lifestyle Medicine (ACLM)
- American College of Osteopathic Family Physicians (ACOFP)
- American College of Physicians (ACP)
- American Psychiatric Association Foundation (APAF)
- American Psychological Association (APA)
- Blue Cross Blue Shield of Michigan (BCBS-MI)
- Blue Shield of California (BCBS-CA)
- Brigham and Women's Hospital Primary Care Center of Excellence
- California Health Care Foundation
- CareQuest Institute for Oral Health
- Cigna
- Community Care of North Carolina (CCNC)
- Community Catalyst
- Complete Care Management Services
- Converging Health
- Cummins, Inc.
- CVS Health + Oak Street Health
- Elation Health
- Elevance Health (Formerly Anthem)
- evolvedMD
- Families USA
- Gateway Business Health Coalition
- HealthTeamWorks
- Humana
- Innovaccer
- Institute for Patient- and Family-Centered Care
- Jefferson Health
- Johns Hopkins Community Physicians, Inc.
- Mathematica Policy Research
- Meadows Mental Health Policy Institute
- Medicalincs
- Medis
- Mental Health America
- MGH Stoeckle Center for Primary Care Innovation
- Morehouse School of Medicine - National Center for Primary Care
- National Alliance of Healthcare Purchaser Coalitions (NAHPC)
- National Association of ACOs (NAACOS)
- National Association of Community Health Centers (NACHC)
- National Committee for Quality Assurance (NCQA)
- National Partnership for Women & Families (NPWF)
- Navina AI
- PCC Pediatric EHR Solutions
- Pediatric Innovation Center (Angel Kids Pediatrics)
- Premise Health
- Primary Care Development Corporation (PCDC)
- Rhode Island Primary Care Physicians Corporation
- Society of General Internal Medicine
- Society of General Internal Medicine (SGIM)
- Society of Teachers of Family Medicine (STFM)
- UCSF Center for Excellence in Primary Care
- UPMC Health Plan
- URAC



Trusted Clinical Relationships Are Declining

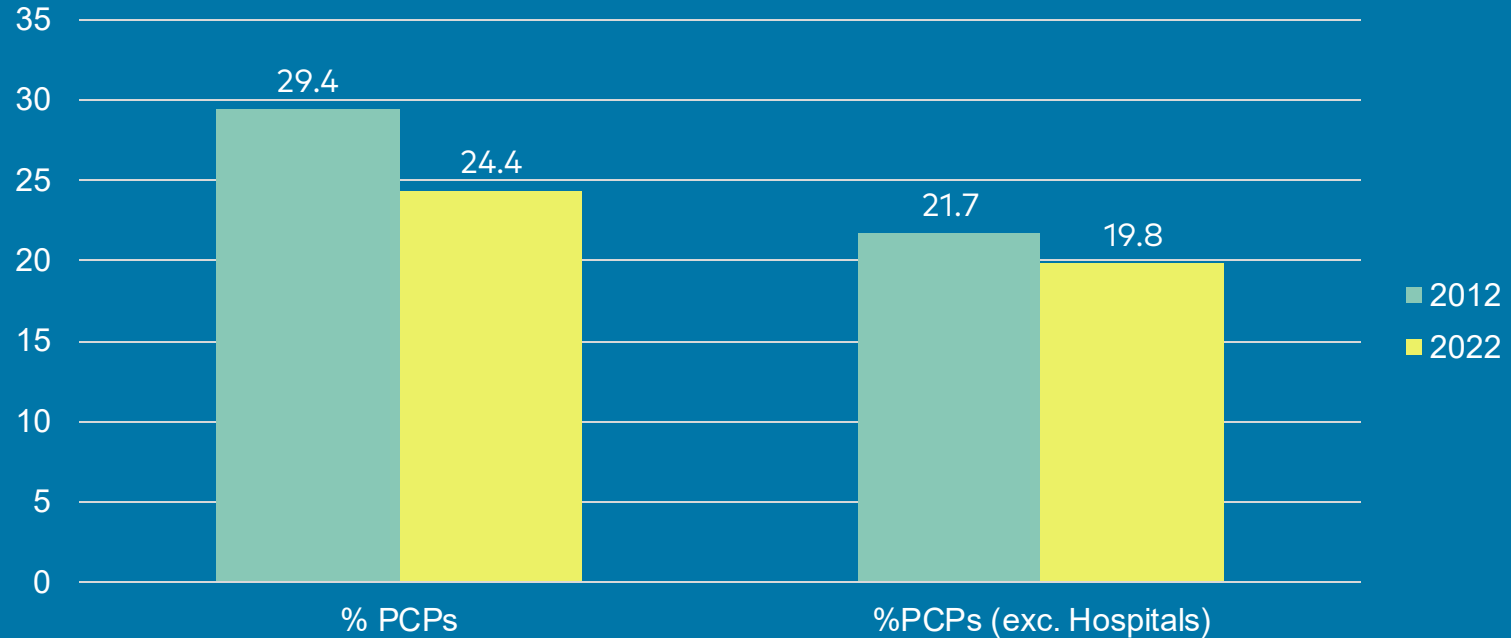
% of the US Population w/out Usual Source of Care





PCP Shortage Is Going to Get Worse

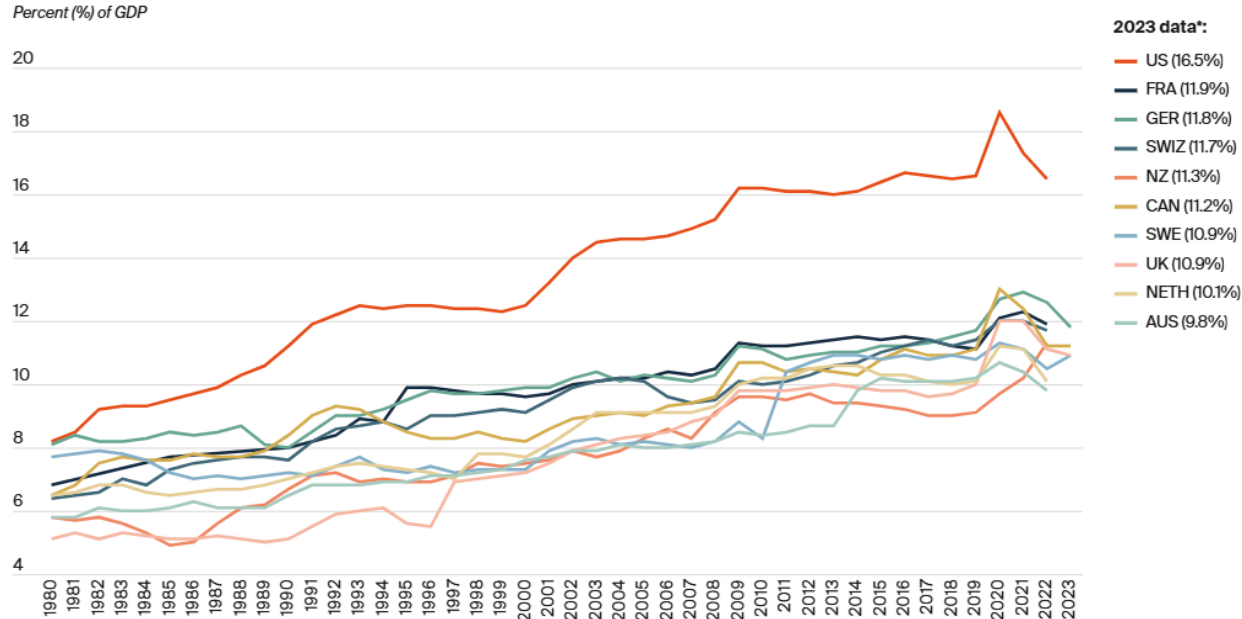
Percentage of Physicians Entering Primary Care





The U.S. Spends More on Health Care...

Health Care Spending as a Percentage of GDP, 1980–2023



Notes: GDP = gross domestic product. Current expenditures on health. Based on System of Health Accounts methodology, with some differences between country methodologies.
* Data for CAN, GER, SWE, and the UK from 2023; data for AUS, FRA, NETH, NZ, SWIZ, and the US from 2022.

Data: OECD Health Data, July 2024.

Source: David Blumenthal et al., *Mirror, Mirror 2024: A Portrait of the Failing U.S. Health System— Comparing Performance in 10 Nations* (Commonwealth Fund, Sept. 2024).
<https://doi.org/10.26099/ta0g-zp66>



...with Little Results to Show For It

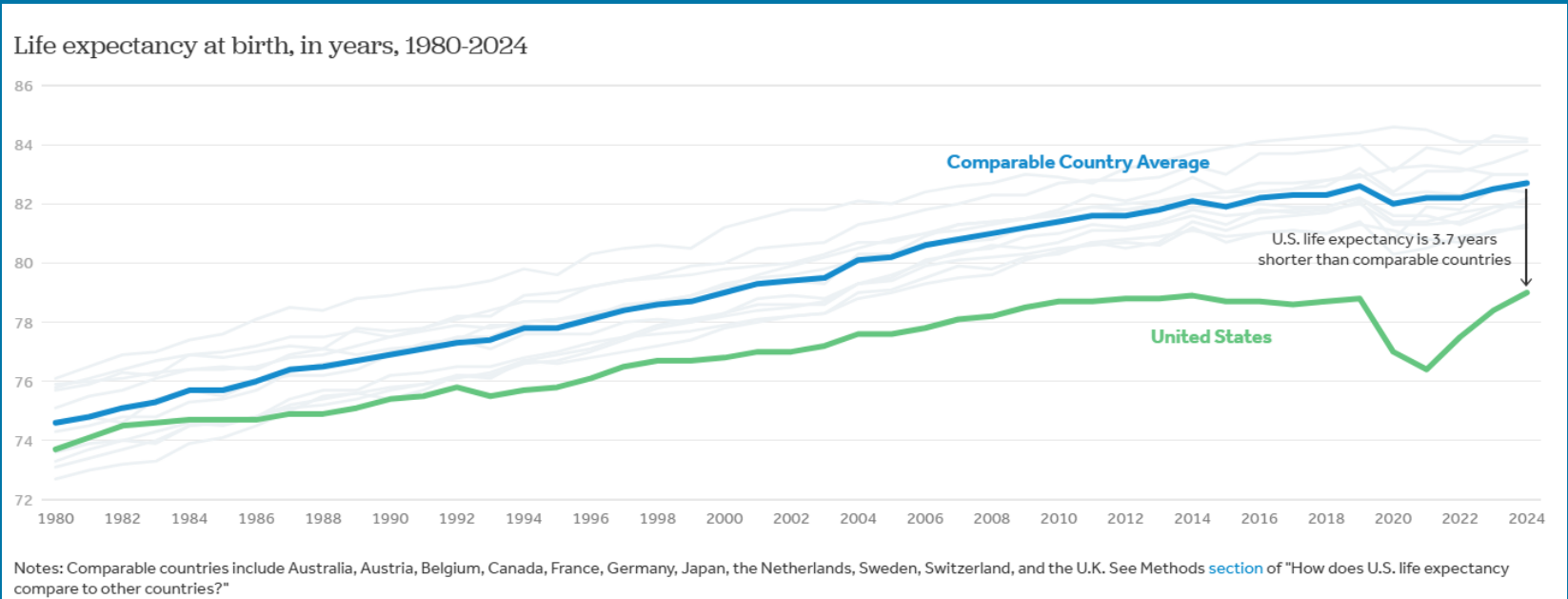


Data: Commonwealth Fund analysis.

Source: David Blumenthal et al, *Mirror, Mirror 2024: A Portrait of the Failing U.S. Health System – Comparing Performance in 10 Nations* (Commonwealth Fund, Sept. 2024). <https://doi.org/10.26099/ta0g-zp66>



U.S. Life Expectancy vs Similar Countries

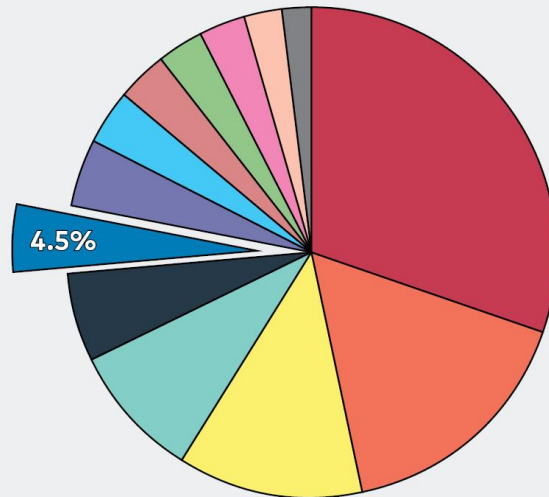


Source: KFF analysis of life expectancy data from the OECD and official health and statistics department websites.



We're Spending our Money in the Wrong Places

Health Spending (2023)



- Hospital Care - **30.5%**
- Other Physician/Clinical Services - **16.3%**
- Non-Medical Spending (Insurance, Admin, Investment) - **12.3%**
- Retail Prescription Drugs - **8.8%**
- Other Health, Residential & Personal Care Services - **6.0%**
- Primary Care - **4.5%**
- Nursing Facilities - **4.2%**
- Dental Services - **3.6%**
- Other Personal Health Services - **3.4%**
- Public Health - **3.2%**
- Home Health Care - **3.1%**
- Non-Durable Medical Products - **2.5%**
- Durable Medical Equipment - **1.6%**

Based on CMS National Health Expenditure Highlights and Milbank Primary Care Scorecard



The Value of Primary Care Investment

Source: Milbank Memorial Fund & Robert Graham Center, Investing in Primary Care: The Missing Strategy in America's Fight Against Chronic Disease (2026).

Figure 1. Adults with a Usual Source of Primary Care Are More Likely to Be Screened for Cardiovascular Risk Factors (2016–2022)

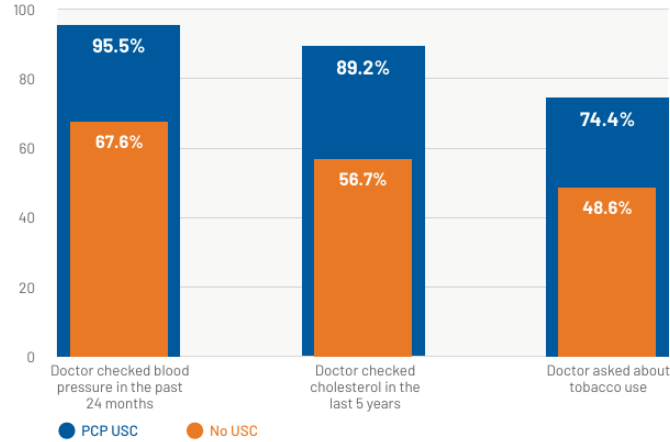


Figure 4. Adults with Chronic Disease Who Have a Usual Source of Primary Care Are Less Likely to Have an ED Visit or Hospitalizations (2016–2022)

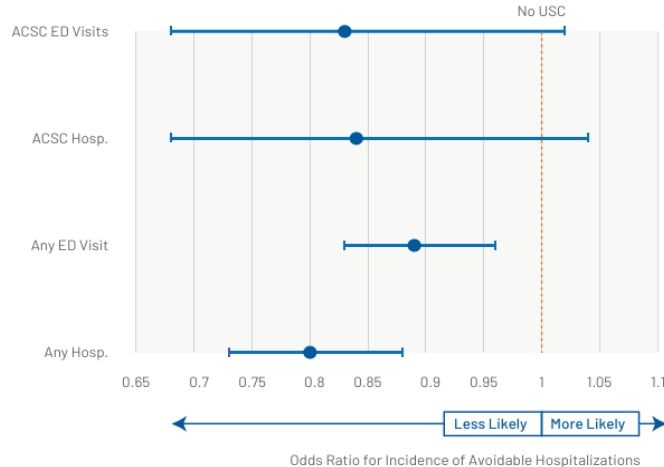


Figure 3. Children with a Usual Source of Primary Care Are More Likely to Receive Essential Preventive Screenings (2016–2022)

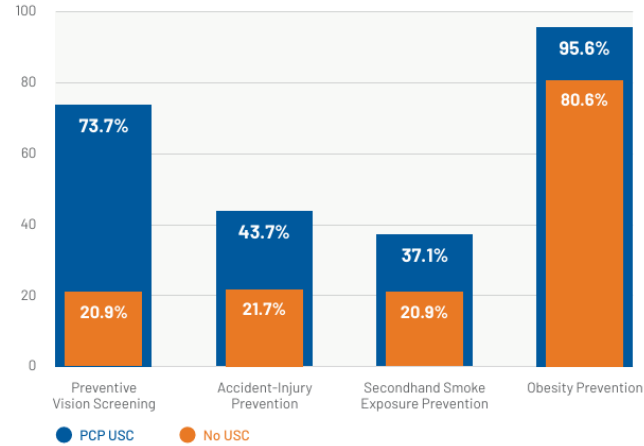
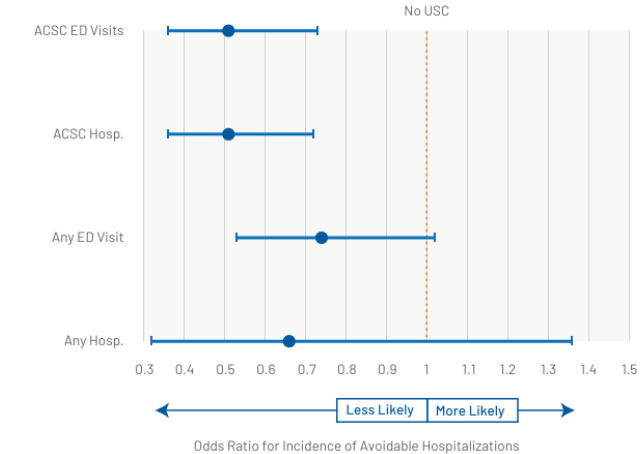


Figure 5. Children with Chronic Disease Who Have Usual Source of Care Are Less Likely to Have an ED Visit or Hospitalization (2016–2022)

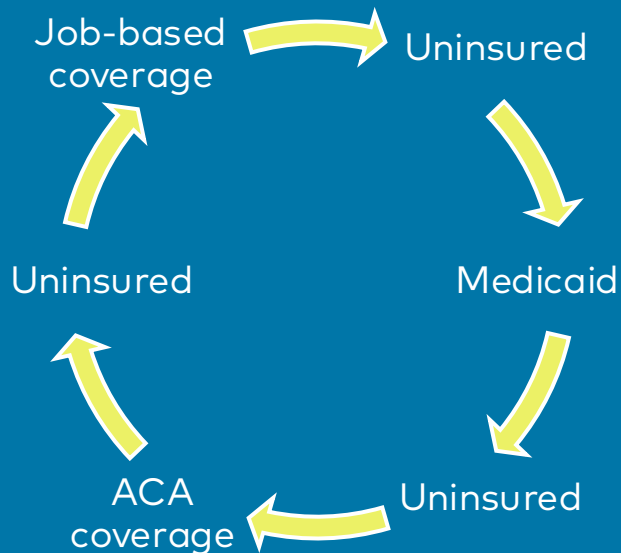




Rising challenges...

H.R. 1 forces difficult decisions on states, communities

Coverage loss and churn



Medicaid cuts creating tightening budgets...



- ...necessitate **strengthening of primary care** to shift health care away from a sick care system

👤 Partnerships are Key

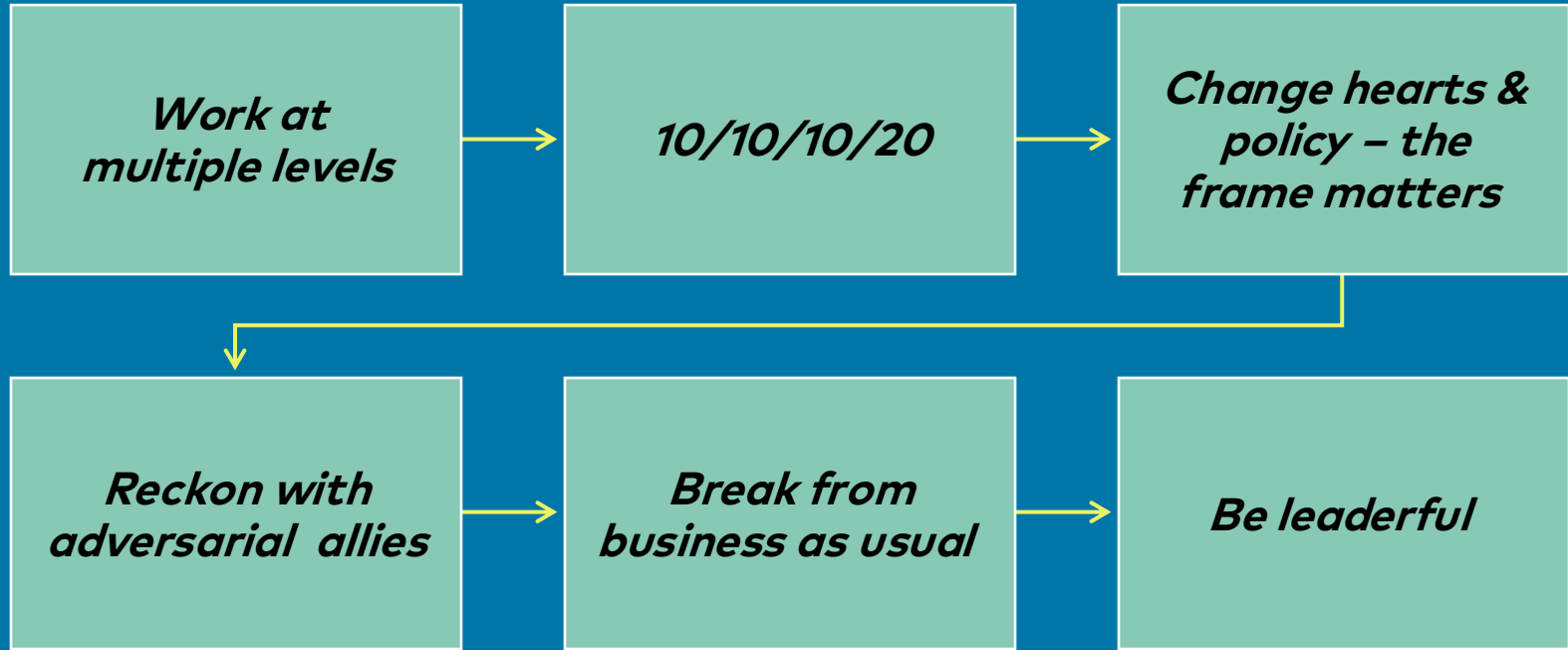


To Be Successful in
**Shifting Our System
to Health** and
Wellness, We **Need**
Grassroots
(Communities) +
Grass Tops



Successful Social Movements

How Change Happens, by Leslie Crutchfield



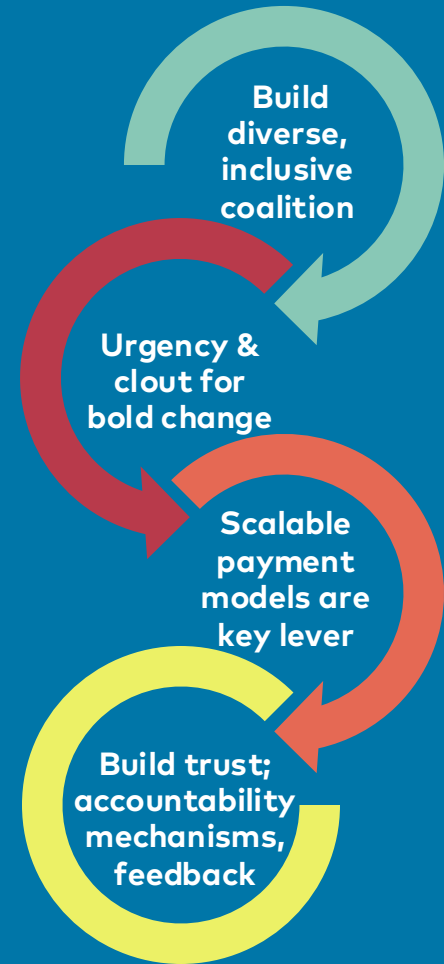


Importance of Communities/PC4AA

- Health care **affordability** = key issue for voters; primary care is a solution
- **Engaged communities provide a political base for policy change -- this is key!**
- Stories emerge from communities and **stories persuade**
- Policymakers seeking **innovative approaches**



PCC's Theory of Change





PCC progress at federal level

- Supported, defended Medicare efficiency adjustment to level up primary care in MFS
- Urged CMS to offer + expand APCM bundle to include BHI
- Primary care powered ACOs
- Hybrid payment path for PC-led ACOs (PC Flex)

27 Organizations, led by PCC and NAACOS, Urge CMS to Create Primary Care Hybrid Payment Option in MSSP

NEWS

Primary Care Community Urges Congress to Protect Efficiency Adjustment

PCC and 49 partners encourage lawmakers not to "delay, block or weaken" vital policy gains in the 2026 MPFS

2024 Evidence Report

PRIMARY CARE
The MVP of MSSP

An Evaluation of Primary Care in Medicare ACOs

Prepared by:

pcc primary care collaborative
Convening • Uniting • Transforming

ROBERT GRAHAM CENTER

simple healthcare



PCC's State Work

- Currently **22 states reporting PC spend** (CO, CT, DE, MA, MD ME, NC, NE, NH, NM MN, OR, RI, UT, VA, VT, WA, CA; Medicaid only: NJ, WV, OK, HI)
- In 2026, more legislation is moving in Hawaii, Maryland, Massachusetts, New York, Oklahoma & Vermont

8 states have set or are setting increased primary care spending without growing total cost of care

California

15% by 2034

Colorado

15% benchmark
by 2034

Connecticut

10% by 2025

Delaware

11.5% by 2025

Maryland

15% by 2034

Oregon

12% by 2023

Rhode Island

10% spend
by 2028

Washington

12%

👤 PCC + Communities Working Together

- Lift up community **stories + data** via PCC communication channels
- **Connect community leaders** with **federal decisionmakers** -- builds political will
- Engage with the PCC more broadly; **sign up** for monthly newsletters
- Join PCC's **State Safety Net Work Group**

Ⓒ Pivot the Safety Net to Prevention & Wellness



- Big tent **coalitions resist primary care cuts**
 - Community health matters to many stakeholders
- Unite for **community care solutions**
 - Pay for teams to deliver comprehensive care
 - Pay differently (not fee for service)
 - Support **CHCs, community aligned health plans**



Discussion

PCC's website: thepcc.org

PCC's social media: <https://thepcc.pub/m/social>

Email Ann: agreiner@thepcc.org

Ann's LinkedIn: [linkedin.com/in/ann-c-greiner-75436219](https://www.linkedin.com/in/ann-c-greiner-75436219)



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