

July 1, 2008

## Introduction

Section 208.152.1(23) RSMo requires the MO HealthNet Division to provide the General Assembly a four-year plan by July 1, 2008, to achieve parity with Medicare reimbursement rates and third-party payer average dental reimbursement rates. The funding of the plan is subject to appropriation and the division is required to include the funding needed to complete the four-year plan in its annual budget request.

This plan fulfills the statutory requirement.

## Discussion

In this plan, we are providing the methodologies to bring parity to Medicare rates for seven MO HealthNet program areas (Ambulance, Audiology, Dental, Durable Medical Equipment, Optical, Physician and Rehabilitation Center Therapy). The table (right) shows where these programs will be in relation to Medicare rates when the increases approved in the 2009 Truly Agreed and Finally Passed (TAFP) budget are in place.

Some MO HealthNet programs were not included in this report. Please see the table (below) for a detailed explanation.

| MO HealthNet Average Reimbursement in SFY-2009* <br> as a Percentage of Medicare <br> Percentage of <br> Medicare |  |
| :--- | :---: |
|  | $45 \%$ |
| Ambulance | $65 \%$ |
| Audiology | $42 \%$ |
| Dental | $95 \%$ |
| Durable Medical Equipment | $55 \%$ |
| Optical | $65 \%$ |
| Physician | $25 \%$ |
| Rehabilitation Center Therapy |  |
| *Includes funding received in the SFY-2009 (TAFP) budget |  |

MO Health Net Program Areas Excluded from this Medicare Parity Plan

| MO HealthNet | Rationale |
| :--- | :--- |
| Comprehensive Day <br> Rehab | This program is unique to Missouri and valid Medicare comparisons are not available. |
| Federally Qualified <br> Health Center (FQHC) | Both Medicare and MO HealthNet reimburse FQHCs 100\% of cost based on <br> settlements through audited cost reports, per federal law. |
| Home Health | MO HealthNet reimburses on a per visit basis, while Medicare reimburses per episode <br> of diagnosis. Valid comparisons between the two reimbursement methodologies are <br> not possible. |
| Hospice | Rates are established annually by Medicare and authorized by Section 1814 (I)(1)(C)(ii) <br> of the Social Security Act. Since MO HealthNet's reimbursement mirrors Medicare <br> reimbursement, no adjustments are required. |


| MO Health Net Program Areas Excluded from this Medicare Parity Plan |  |
| :--- | :--- |
| MO HealthNet | $\quad$ Rationale |
| Hospitals | MO Health reimburses hospitals using a rate per day. Medicare reimburses hospitals <br> through Diagnostic Related Groups (DRGs). Through the DRG system, Medicare has <br> established set amounts to pay hospitals for each diagnosis. The reimbursement <br> methodologies used by MO HealthNet and Medicare are so different, no comparability <br> is possible. |
| Non-Emergency <br> Medical Transportation <br> (NEMT) | Medicare does not cover NEMT. MO HealthNet NEMT capitated rates are paid for <br> each participant based on a contractual arrangement. Reimbursement rates must be <br> actuarially sound. |
| Nursing Facilities | Most nursing facility beds in Missouri are paid through the MO HealthNet program <br> using a rate per day based on individual cost reports. Comparability to Medicare is not <br> possible because Medicare only pays for nursing facility care in very limited <br> circumstances and then for only a very limited time in limited amounts. |
| Pharmacy | MO HealthNet reimburses at lower of Wholesale Acquisition Cost (WAC) plus 10\%; the <br> Federal Upper Limit (FUL), the Missouri Maximum Acquisition Cost (MAC) or billed <br> charge. Medicare Part D is based on capitated rates and comparability to MO <br> HealthNet is not possible. |
| Rural Health Center <br> (RHC) | Both Medicare and MO HealthNet reimburse RHCs 100\% of cost based on settlements <br> through audited cost reports, per federal law. |
| State Institutions | The reimbursement methodology for state institutions is similar to that of the MO <br> HealthNet Hospital program. |
| School-Based Therapy | Services are provided for children in a school-based setting. Medicare does not <br> reimburse for these types of services. |

## Comparison to MO HealthNet When Medicare or Dental Rates Were Available

- For Dental rates, we used the 2007 National Dental Advisory Service Fee Report (Wasserman, 2007). Target rates were at the $50^{\text {th }}$ percentile, meaning half of dentists charge more and half charge less than the target rate.
- All other Medicare data was derived from the Provider Reimbursement Rate Study (submitted to the General Assembly in December 2007), which contains state fiscal year 2007 paid claims from the Medicaid Management Information System (MMIS).
- If the Medicare rates were unavailable from the MMIS, we relied on rates from Pinnacle Business Solutions, Inc., the Centers for Medicare and Medicaid Services' (CMS) contracted intermediary for the state of Missouri.
- All MO HealthNet rates were based on the current rate structure, which includes rate adjustments authorized in the state fiscal year 2009 (TAFP) budget.


## Rate Proxies for Procedure Codes With No Medicare Comparison

- In some cases, Medicare does not cover a MO HealthNet procedure so comparisons were not possible. In these instances, we used two proxies for the Medicare benchmark: 1) an average of rates from other states with similar Medicaid reimbursement methodology; and, 2) the Consumer Price Index (CPI).

1) To establish an appropriate Medicare benchmark, we chose three neighboring states (Arkansas, lowa and Oklahoma) with Medicaid reimbursement methodologies similar to Missouri. These states were also selected because their Medicaid reimbursement approximated Medicare rates (Arkansas at 82\%, lowa at $94 \%$ and Oklahoma at $100 \%$ in 2007). Finally, a sampling of codes revealed Medicare rates in these states were within $20 \%$ of Missouri's Medicare rates. The states' rates required two adjustments before comparing to MO HealthNet's rates:

- Adjustment of the state's Medicaid rate to the state's Medicare rate, then,
- Adjustment to Missouri's Medicare rates. (See example, upper right.)

2) CPI is a measure of the average change in prices of goods and services purchased over time by households. Where a Medicare or a state proxy was not available, we applied the annual medical care CPI, which was 3.9 for all urban consumers in the Midwest in March 2007 (Bureau of Labor Statistics, 2008), to the MO HealthNet current rate. Only $0.5 \%$ of the cost to reach parity was calculated using the CPI methodology.

## Reduction of Procedure Codes Paid in Excess of Medicare

- The statute requires parity with Medicare rates. Since Medicare is

| Example of Application of |
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| 3.9 Medical CPI as Proxy |
| for Medicare Rate |


| At risk assessment for |
| :--- |
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| FY09 | \$8.00

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FY13 the statutory standard, we assumed the intent was to safeguard taxpayers by reducing any rates exceeding Medicare. Cost savings were calculated for procedure codes with rates in excess of Medicare. These savings were distributed over the life of this plan.

## Calculations

- To assess the current MO HealthNet rate status in relation to the Medicare standard, we compared the 2009 MO HealthNet rate to the Medicare rate, state proxy rate or CPI target rate. Then, we multiplied the difference by the number of units paid in state fiscal year 2007 for each procedure code. This provided the cost to bring parity to the MO HealthNet fee for service program rates. This final calculation included all fee for service and managed care costs.
- We allocated the cost to each program area and age category and distributed the costs evenly over fiscal years 2010, 2011, 2012 and 2013. (See Appendix for details on each program area.)
- The following table captures the projected cost over the life of this plan.

*The Missouri Vaccines for Children (VFC) Program reimburses MO HealthNet for the administration fee of the immunization. Missouri is allowed to pay up to $\$ 15.07$ per antigen in each administration. Currently, Missouri pays $\$ 5.00$ per antigen in each administration. The cost for the vaccine itself is paid by the Centers for Disease Control (CDC). The difference between the current reimbursement and the highest possible was distributed over four years to fulfill the intent of the rate plan. These costs are shown as part of the Physician program.


## Conclusion

Based on our work, we project bringing Medicare parity to MO HealthNet reimbursement will cost $\$ 106.8$ million in General Revenue (GR), or $\$ 284.9$ million in total, over the life of this plan. The following table summarizes these costs by fund source and MO HealthNet program area.

\begin{tabular}{|c|c|c|c|c|}
\hline \multicolumn{5}{|c|}{Raising MO HealthNet Rates to Medicare Levels Over Life of a Four-Year Plan} <br>
\hline \& \% of Medicare Achieved \& General Revenue \& Federal Funds \& Total Funds <br>
\hline \& Entire Plan Cost \& \$106.8 mil \& \$178.1 mil \& \$284.9 mil <br>
\hline \& Annual Cost \& \$26.7 mil/year \& \$44.6 mil/year \& \$71.3 mil/year <br>
\hline 2010 Ambulance \& 57\% \& \multirow{4}{*}{\$3.1/year} \& \multirow{4}{*}{\$5.0/year} \& \multirow{4}{*}{\$8.1/year} <br>
\hline 2011 Ambulance \& 72\% \& \& \& <br>
\hline 2012 Ambulance \& 86\% \& \& \& <br>
\hline 2013 Ambulance \& 100\% \& \& \& <br>
\hline \& Subtotal Cost \& \$12.1 mil \& \$19.8 mil \& \$31.9 mil <br>
\hline 2010 Audiology \& 74\% \& \multirow{4}{*}{Less than $\$ 0.1$ mil/year} \& \multirow{4}{*}{\$0.1 mil/year} \& \multirow{4}{*}{\$0.1 mil/year} <br>
\hline 2011 Audiology \& 83\% \& \& \& <br>
\hline 2012 Audiology \& 91\% \& \& \& <br>
\hline 2013 Audiology \& 100\% \& \& \& <br>
\hline \& Subtotal Cost \& \$0.2 mil \& \$0.3 mil \& \$0.5 mil <br>
\hline 2010 Dental \& 57\% \& \multirow{4}{*}{\$5.5 mil/year} \& \multirow{4}{*}{\$9.7 mil/year} \& \multirow{4}{*}{\$15.2 mil/year} <br>
\hline 2011 Dental \& 71\% \& \& \& <br>
\hline 2012 Dental \& 86\% \& \& \& <br>
\hline 2013 Dental \& 100\% \& \& \& <br>
\hline \& Subtotal Cost \& \$21.9 mil \& \$38.6 mil \& \$60.5 mil <br>
\hline 2010 Durable Medical Equipment \& 96\% \& \multirow{4}{*}{\$0.4 mil/year} \& \multirow[b]{5}{*}{$\$ 0.6 \mathrm{mil} / \mathrm{year}$

$\$ 2.4 \mathrm{mil}$} \& \multirow{4}{*}{\$1.0 mil/year} <br>
\hline 2011 Durable Medical Equipment \& 97\% \& \& \& <br>
\hline 2012 Durable Medical Equipment \& 99\% \& \& \& <br>
\hline 2013 Durable Medical \& 100\% \& \& \& <br>
\hline \& Subtotal Cost \& \$1.4 mil \& \& \$3.8 mil <br>
\hline 2010 Optical \& 66\% \& \multirow{4}{*}{\$1.0 milyear} \& \multirow{4}{*}{\$1.5 mil/year} \& \multirow{4}{*}{\$2.5 mil/year} <br>
\hline 2011 Optical \& 77\% \& \& \& <br>
\hline 2012 Optical \& 89\% \& \& \& <br>
\hline 2013 Optical \& 100\% \& \& \& <br>
\hline \& Subtotal Cost \& \$3.8 mil \& \$6.1 mil \& \$9.9 mil <br>
\hline
\end{tabular}

| Raising MO HealthNet Rates to Medicare Levels Over Life of a Four-Year Plan |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | \% of Medicare Achieved | General Revenue | Federal Funds | Total Funds |
| 2010 Physician | 75\% |  |  |  |
| 2011 Physician | 84\% | \$16.7 mil/year | \$27.5 mil/year | \$44.2 mil/year |
| 2012 Physician | 92\% |  |  |  |
| 2013 Physician | 100\% |  |  |  |
|  | Subtotal Cost | \$66.8 mil | \$109.9 mil | \$176.7 mil |
| 2010 Rehab Treatment Center | 44\% |  |  |  |
| 2011 Rehab Treatment Center | 63\% | \$0.1 mil/year | \$0.3 mi//year | \$0.4 mil/year |
| 2012 Rehab Treatment Center | 82\% |  |  |  |
| 2013 Rehab Treatment Center | 100\% |  |  |  |
|  | Subtotal Cost | \$0.6 mil | \$1.0 mil | \$1.6 mil |

Disclaimers: For these reasons, caution should be used when using this information for budget projections.

- Cost estimates were based on rates, participant counts and utilization patterns in fiscal year 2007. No attempt has been made to project changes in participant counts or utilization patterns in future years.
- Medicare rates are not static and may increase or decrease; therefore, the comparisons in this plan may only be viewed as a point-in-time comparison. If Medicare rates are decreased, Missouri's Medicaid rates could exceed the Medicare rate.


## References

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## Appendix

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| әseyound－כ！pzusold 8 כ！̣очдо әseỹ．nd łuәud！！nbョ <br>  <br>  әseyכınd－sə！！ddns | sбu！̣ィes $\ddagger$ soう <br> sбu！̣ィes 1 SOO <br> sбu！̣ィes 1 SOO <br> sбuıues 1500 <br> sбu！̣ィеS $\ddagger$ soう <br> иәлр！！ЧЈ |
| 1500 1ełol |  |
|  | 1503 |
|  | 1503 |
| əseyound－se！！ddns | 1503 |
|  | słjnp ${ }^{\text {d }}$ |
|  | 1500 |
|  | 1503 |
| әseyound－sə！！ddns | 1503 |
|  | иәлр！！บ |


| エII＇tLZ\＄ | ZヵE＇08I\＄ | 691＇ع6\＄ | Z92＇t60＇s |  | \％LIT |
| :---: | :---: | :---: | :---: | :---: | :---: |
| （عโ9｀0t\＆\＄） | （LZع＇zIz\＄） | （982＇8ZT\＄） | S86＇tてZ |  | \％8ZT |
| （ tOG ＇ $2 \$$ ） | （0ヶt＇โ\＄） | （ $\dagger 90 \times 1$ ） | $6 \varepsilon$ | I | \％6ST |
| （¢ع0＇86\＄） | （ $\downarrow$ Lع＇9S\＄） | （โ99＇七ヵ\＄） | 9عL＇8t | $\dagger \tau$ | \％カをโ |
| （Z0ع＇乙\＄） | （七てع＇โ\＄） | （8L6\＄） | てZL | 乙 | \％0Z乙 |
| （टT\＄） | （8\＄） | （ $\dagger$ ） | 9 | $\tau$ | \％91T |
| （9く\＄） | （6t\＄） | （L乙\＄） | I | $\tau$ | \％LZT |
| （920‘「\＄） | （ع69\＄） | （ع8८\＄） | IT | $\tau$ | \％6ST |
| （LS9＇62て\＄） | （096＇$\llcorner\downarrow \tau$ ） | （ 269 ＇t8\＄） | S\＆ع＇દLT | 6 | \％ってT |
| （โ¢6＇9\＄） | （6Lロ＇も\＄） | （てんロ＇て\＄） | ¢ ¢ ¢ $冖$ | 6 | \％てZて |
| カてL＇ゅt9\＄ | 699＇z68\＄ | Sco＇zzz\＄ | LLZ＇698＇t |  | \％ 78 |
| £ऽ¢\＄ | ع0z\＄ | OST\＄ | $8 \tau$ | 9 | \％99 |
| 8E9＇Lt\＄ | ャ6と＇Lて\＄ | カャて＇0て\＄ | 8カナ゙くカ9 | IT | \％ 78 |
| L8L\＄ | \＆ऽt\＄ | †¢८\＄ | て6ち「9T | $\varepsilon$ | \％96 |
| 9عL＇$¢ \$$ | LOt＇て\＄ | 6乙と＇โ\＄ | てぃ¢ | てT | \％6L |
| OSI＇LヵE\＄ | LS9＇とてZ\＄ | と67＇とてI\＄ | عLL＇6ZL＇乙 | LT | \％ع8 |
| 090＇SIZ\＄ | SSS＇8EI\＄ | SOS＇9 ${ }^{\text {S }}$ | カOて＇9くガし | 乙\＆ | \％LL |
| 1セłO1 | ［еләрә」 | צవ | səગ！ィıวS ！o st！un | səроэ ！o」əqunN | dno＾פ uos！̣eduoう jo \％se łəNपџеән OW |


Four－Year Plan to Reach Reimbursement Parity






（ $\varepsilon \not \perp 0$ 乙）



 Equipment Purchase Enteral \& Parenteral Therapy - Purchase
Enteral \& Parenteral Therapy - Rental Supplies - Purchase Supplies - Purchase
Enteral \& Parenteral Therapy - Purchase
Equipment Purchase
Equipment Rental
Orthotic \& Prosthetic - Purchase


| Kxodd әreis uilm Kilued yoeay ol hsoo pero fon |  |
| :---: | :---: |
| sбu！леs ןұоュ |  |
|  әseyэ．． | sbuines $\downarrow$ soo sbuines $\ddagger$ soo |
| әseujund－sellddns |  |
|  әseyound łuәud！n！${ }^{\text {and }}$ | sбuines 1 soo sбuı！es $\ddagger$ soう |
|  | sбuınes tsoo |
|  | sбuınes isoo |
| әseyound－sellddns | sбuınes 7 soo |
|  | иәィр！чว |
| 180518101 |  |
|  | 1500 |
|  | 1SOO |
| әseyound－sol！ddns | 1500 |
|  | stinpy |
| aseyound－mpulsoud 8 ग！lourno | 1SOO |
|  | 1500 |
| әseyond－so！！ddns | 1500 |
|  | иәлр！чบ |


| 8SL＇ELZ\＄ | てぃع＇08T\＄ | 692＇E6\＄ | 292＇t60＇s |  | \％90т |
| :---: | :---: | :---: | :---: | :---: | :---: |
| （عt9＇0t\＆\＄） | （Lzع＇zız\＄） | （98て＇82t\＄） | S86＇tてz |  | \％60t |
| （ tOG ＇z\＄） | （0ヶt＇「\＄） | （ $\mathrm{t90}$＇1\＄） | $6 \varepsilon$ | $\tau$ | \％0ZT |
| （ co＇$^{\text {＇86\＄）}}$ | （tLع＇9¢\＄） | （ $\tau 99$＇七七\＄） | 9\＆L＇8t | $\downarrow \tau$ | \％ttI |
| （z0ع＇乙\＄） | （ヵてع＇т\＄） | （8L6\＄） | ZZL | z | \％0tt |
| （2T\＄） | （8\＄） | （ $\dagger$ \＄） | 9 | $\tau$ | \％SOT |
| （9८\＄） | （6ヶ\＄） | （L2\＄） | $\tau$ | I | \％LOT |
| （9LO＇T\＄） | （ع69\＄） | （ع8८\＄） | IT | $\tau$ | \％OZT |
| （LS9＇6zて\＄） | （096＇くもโ\＄） | （ 269 ＇t8\＄） | ¢ $\varepsilon$ ¢＇દ＜ | 6 | \％80т |
| （t¢6＇9\＄） | （6んカ＇$\downarrow$ ） | （てくも＇て\＄） | ¢ET＇乙 | 6 | \％LヵT |
| TLE＇もT9\＄ | 699＇z68\＄ | sso＇zzz\＄ | LLZ＇698＇t |  | \％¢6 |
|  | ع0z\＄ | OST\＄ | 8T | 9 | \％68 |
| 8ع9＇くセ\＄ | ャ6と＇Lて\＄ | カャで0て\＄ | 8カガくカ9 | IT | \％G6 |
| L8L\＄ | £St\＄ | เ¢६\＄ | て6ヶ＇9T | $\varepsilon$ | \％66 |
| 9عL＇と\＄ | LOカ＇て\＄ | 62ع＇t\＄ | てぃ¢ | ZT | \％と6 |
| OST「しも¢\＄ | LS9＇とてZ\＄ | と6さ＇とてT\＄ | \＆LL＇6ZL＇乙 | LI | \％ 66 |
| 090＇SIZ\＄ | GSS＇88T\＄ | S0S＇9L\＄ |  | て¢ | \％て6 |
|  | ןедәрә」 | yo | səə！＾＾əS | səpoつ ¢0 | dnoıs uos！̣edmoう ło \％se łәNчџеән OW |
| （ $\varepsilon$ ı 乙 乙） |  |  |  |  |  |
| ueld леә入－puoses：：乙TOZ 人̇S |  |  |  |  |  |




[^1]





| $880{ }^{\prime} 606^{\prime} 65$ | S69＇z80＇9\＄ | عદغ＇9z8＇$\varepsilon$ S | L9t＇LLt＇zs | 86L＇0zs＇Ts | 699＇996s | \％00 | 96z＇LLt＇zs | 969＇0zs＇Ts | 669＇996s | \％68 | boz＇LL＇zs | Et9＇0zs＇Ts | T99＇956s | \％LL | 290＇LL＇＇zs | 899＇0zs＇ts | tos＇9s6s | \％99 | K！lued yoezy of leto＋tan |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| （t9s＇8\＄） Z6S＇LT6＇6\＄ | （Z60＇G\＄） <br> L8L＇L80＇9\＄ | （ $\left\llcorner\downarrow \downarrow^{\prime} £ \$\right)$ 908＇688＇ $8 \$$ |  | （ $\left.\varepsilon<z^{\prime} \tau \$\right)$ <br> TLO＇zzs＇T\＄ | （898\＄） <br> LEs＇LS6\＄ | \％00т <br> \％00t |  | （ $\left.\varepsilon \angle z^{\prime} \tau \$\right)$ <br> 696＇tZS＇T\＄ | （898\＄） <br> L9t＇L56\＄ | $\begin{aligned} & \text { \% } 0 \text { ot } \\ & \% 68 \end{aligned}$ |  | （ $\varepsilon\left\llcorner z^{\prime} \tau \$\right)$ <br> 9T6＇tZS＇T\＄ | （898\＄） <br> 6てt＇LG6\＄ | \％60 <br> \％LL |  | （ $\left.\varepsilon \angle z^{\prime} \tau \$\right)$ <br> โ8＇ tzG ＇ts | （898\＄） <br> ZLE＇LS6\＄ | $\begin{aligned} & \% \varepsilon \tau \tau \\ & \% 99 \end{aligned}$ |  <br>  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | $1 \mathrm{ll} \mathrm{l}^{1}$ |
| 09T＇tT\＄ | Ts8＇8\＄ | 608＇s | OSL＇$¢$ S | ztz＇z\＄ | 88S＇Ts | \％00t | 8LS＇E\＄ | ort＇z\＄ | 89t＇Ts | \％96 | ＜8＇$¢$ \＄ | Ls0＇zs | $0 \varepsilon \chi^{\prime}$＇Ts | \％ 86 | Ste＇$¢$ | ZL6＇T\＄ | $\varepsilon$ ع $\varepsilon^{\prime}$＇\＄ | \％68 |  |
| 9L0＇t18＇zs | 268＇9tL＇Ts | 78t＇t90＇ts | 692＇z0Ls | عzL＇9Et\＄ | 9t0＇992s | \％00t | 692＇z02\＄ | عzL＇9Et\＄ | 9t0＇992s | \％T6 | 692＇z02s | عzL＇9Et\＄ | 900＇992\＄ | \％8 | 692＇z02s | عzL＇98t\＄ | 9t0＇992s | \％ 2 |  Kxodd әlets 6ulsn |
| 26L＇ 880 ＇$\angle \$$ （ $\mathrm{tg} \mathrm{g}^{\prime} 8 \$$ ） $99 \varepsilon ' 260$＇ $1 \$$ | てst＇Lてと＇t <br> （ 260 ＇§\＄） <br> カャS＇zعと＇เ\＄ | 0tع＇9sц＇z\＄ <br> （ $\angle\left\llcorner\iota^{\prime}\right.$＇\＄） <br> ZI8＇6SL＇Z\＄ | 8t6＇0LL＇T\＄ （โtt＇て\＄） <br> 680＇عLL＇T\＄ | ع98＇180＇t\＄ <br> （ $\left.\varepsilon \angle Z^{\prime} \tau \$\right)$ <br> 9عז＇ع80＇т\＄ | S80＇689\＄ <br> （898\＄） <br> عG6＇689\＄ | \％00t <br> \％00т <br> \％00t |  | （ $\varepsilon \angle Z ' T \$)$ <br> 9とて＇と80＇т\＄ | S80＇689\＄ （898\＄） <br> ع66＇689\＄ | \％ 28 <br> \％OOT <br> $\%<8$ |  | （ $\left.\varepsilon \angle 乙^{\prime} \tau \$\right)$ <br> 9とT＇ 880 ＇t\＄ | （898\＄） <br> عS6＇689\＄ | \％GL <br> \％60t <br> \％SL |  |  | S80‘689\＄ （898\＄） <br> عG6＇689\＄ | \％29 <br> \％$\varepsilon$ II <br> \％z9 |  <br>  <br>  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | sәłey әxeग̣paw 6u！sn |
| ${ }^{12701}$ эs |  | әпиәләу ןеләиәэ O1 | ${ }^{12701}$ |  | әпиәлау ןеәиәэ 거 | !!ew 〕o \% | ${ }^{18701}$ | ןеәәрә」 <br> ZTOZ | ənuəィәy ןщәиәэ 서S | $\begin{aligned} & \text { IRes } \\ & \text {-Ipaw } \\ & \text { jo } \% \end{aligned}$ | ${ }^{18101}$ | ןехәрд」 <br> ItOZ | $\begin{aligned} & \hline \text { апиәләу } \\ & \text { релаиәэ } \end{aligned}$ $\lambda \leq \mathrm{S}$ | $\begin{aligned} & \text { ares } \\ & \text {-!paw } \\ & \text { jo } \% \end{aligned}$ | ${ }^{12101}$ | реләрョ <br> 0 OTO | әпиәлау ренаиаэ s | $\begin{aligned} & \substack{\text {-upo } \\ j \\ \hline 10 \%} \end{aligned}$ | dnors uos！neduos |



[^2]
ueld reә人－puojes：：TLOZ 人」S
ןeэ！！do
Four－Year Plan to Reach Reimbursement Parity

| $\begin{aligned} & \mathrm{G6z'} \angle \Delta \nabla^{\prime} z \$ \\ & \left(\tau \downarrow \tau^{\prime} z \$\right) \end{aligned}$ |  | $\begin{aligned} & \text { 66S'9G6\$ } \\ & \text { (898\$) } \end{aligned}$ | $\begin{aligned} & \text { LoZ'†ゅ乙 } \\ & 9 \angle 8 \end{aligned}$ |  | $\begin{aligned} & \text { \%68 } \\ & \text { \% } 50 \tau \end{aligned}$ |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 696＇tzs＇โ | L9ぢくS6 | ¢ ¢＇$^{\text {ct¢ }}$ |  | \％68 | 1sos letol |  |
| 8LS＇E\＄ | OIT＇z\＄ | 89t＇t\＄ | 6T1「โ |  | \％96 |  |  |
| عદと＇ટ\＄ | でを＇て\＄ | 166\＄ | 8Z9 | t | \％96 | suə7／səmeג | sılnp |
| S8ャ\＄ | 6LZ\＄ | 902\＄ | $8 \mathrm{8} \varepsilon$ | ¢ | \％96 | səınpəэoıd／swex | $\begin{array}{r} \text { sұınp } \\ \text { иəıр!!ч } \end{array}$ |
| 09 ${ }^{\text {\＄}}$ | 68t\＄ | LくZ\＄ | $\varepsilon \dagger 乙$ | $\varepsilon$ | \％96 | saınpəoord／surex |  |
|  |  |  |  |  |  | әseәлכul Idכ Ч！！M səpoว |  |
| 69L＇z0＜\＄ | عZL＇9¢t\＄ | 970＇992\＄ | tSs＇8s |  | \％T6 |  |  |
| I8L＇tદz\＄ | 乙8て＇とદI\＄ | 66t＇86\＄ | て\＆て＇6乙 | $L$ | \％06 | sampəoord／surex | $\begin{array}{r} \text { sұınp } \\ \text { uәр!!чว } \end{array}$ |
| 886＇0＜ \＄$^{\text {d }}$ | エヤナ＇と0¢\＄ | L $\mathrm{SG}^{\prime}$ L9T\＄ | てZと＇6て | 9 | \％Z6 | səınpəэoıd／surex |  |
|  |  |  |  |  |  | uos！̣edmos Kxord әłets uliM sapos |  |
| 8t6＇0LL＇t\＄ | ع98＇t80＇t\＄ | S80＇689\＄ | 8zs＇t8T |  | \％＜8 |  |  |
| （七七T＇z\＄） | （عLて＇ı\＄） | （898\＄） | 928 |  | \％ち0 |  |  |
| （9TS＇т\＄） | （ $2<8 \$$ ） | （ $\dagger$ カ9\＄） | ETL | 0ع | \％SOT | sбuınes łsoう suə7／səure」 | sınp |
| （695\＄） | （ $298 \$$ ） | （z0z\＄） | ¢St | LI | \％ $80 \tau$ | sбuı̣еS ısoう suәך／səmeג」 | иәир！ |
| （ธ๕\＄） | （8T\＄） | （عا\＄） | 9 | T | \％LOT |  | Słnp ${ }_{\text {¢ }}$ |
| （cz\＄） | （9T\＄） | （6\＄） | 乙 | โ | \％LOT |  | иәри！บ |
| 680＇عLL＇土\＄ | 9とT＇ 880 ＇t\＄ | ES6＇689\＄ | ZS9＇\＆8T |  | \％＜8 | 1sos rełol |  |
| Oとて＇もてく\＄ | 00ち「9Tも\＄ | 0عL＇LOE\＄ | 00ガStT | LIT | \％68 | suə7／səure」 | sınp |
| 966＇9tく\＄ | ع9Z＇t8t\＄ | てعL＇G92\＄ | 9L9＇IS | I6 | \％S8 | suə7／Səur．」 | иәıр！ |
| TヤO＇tعT\＄ | $\varepsilon \varsigma \varepsilon ' ¢ \angle \$$ | 889＇S¢\＄ | 6で「0さ | 9 S | \％ヤ8 | sampeoord／surex | sınp |
| とて6＇0くT\＄ | OZT「OIT\＄ | ع08＇09\＄ | くけで9 | で | \％ヤ8 | səınpəoodd／swex | นәир！บ |
| 1ełO1 | реләрә」 | yo | әэ！лıаS Łо słıun | sәрој $\ddagger 0$ dəqunN | dnoıg uos！ıedmoj ！o \％se ұәлчəణән OW | uos！ıedmoう әлеэ！рәW प！！ |  |
| ueld леә人 ןeэ！！do | u！ |  |  |  |  |  |  |




| 0ع8＇L0ع＇0ヵ\＄ |  |  | で0 ${ }^{\text {cobtiot }}$ |  | \％92 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| （962＇St8＇โ\＄） |  | （ $299 \times 1 / 2 \$$ ） | 099＇86T |  | \％0ヵโ | s6uines ןełol |
| 0\＄ | 0\＄ | 0\＄ |  |  |  |  |
| （6Lع\＄） | （0乙て\＄） | （6ST\＄） | SZL | $\varepsilon$ | \％عOT | Kıе！pod sбu！nes iso |
| （てヤセ\＄） | （Ls ${ }^{\text {c }}$ ） | （98T\＄） | てT | โ | \％ZてT | ә！！Mp！w әsınn s¢u！nes lso |
| （98と‘91を\＄） | （T0T＇ャ8T\＄） | （Gદて＇乙દโ\＄） | TZO「9T | t02 | \％6ST |  |
| （โદโ「0Zて\＄） | （でし「8てT\＄） | （6T0＇Z6\＄） | カレでし | 00T | \％でT | Kıabıns sбuınes isoo |
| （tعદ＇ટT\＄） | （92L｀${ }^{\text {d }}$ ） | （GST＇S\＄） | L08＇0T | $\angle 乙$ | \％カIT |  |
| 0\＄ | 0\＄ | 0\＄ |  |  |  | e！səulsəu＊sбu！nes lsoう |
| （9S9＇t09\＄） | （L68＇LSE\＄） | （6SL＇乙Sて\＄） | St8＇t6 | ヤ＜t | \％でて | sイex－X sб́ulィеs isoう słjnpy |
| 0\＄ | 0\＄ | 0\＄ |  |  |  |  |
| （G6t\＄） | （6Tع\＄） | （9＜t\＄） | 292 | $\varepsilon$ | \％力tT | Kıе！pod sбuines tsoう |
| （乙ヤて\＄） | （SGT\＄） | （ $28 \$$ ） | St | 乙 | \％0TT |  |
| （668＇S62\＄） | （889｀06T\＄） | （t9z＇sot\＄） | てZでとて | $98 \tau$ | \％ZZT |  |
| （乙ヶ8＇とて\＄） | （098＇st\＄） | （28t＇8\＄） | T6T「乙 | St | \％91T | Kıбıns sбuınes isoo |
| （9Gて＇$\llcorner \$$ ） | （ $七 \angle 9^{\prime} \downarrow$ ） | （ 289 ＇$¢ \$$ ） | 188＇乙 | 61 | \％8tt | qe7 sб́u！ィes ısoכ |
| 0\＄ | 0\＄ | 0\＄ |  |  |  | e！səulsəu＊sbu！nes tso |
| （L8て＇દદદ\＄） | （GZL＇けtて\＄） | （Z9G｀8LT\＄） | SLI＇0t | Lع | \％8ヵT |  |
| 9てT「くII＇zt\＄ | ع\＆ャ＇S80＇9z\＄ | ع69＇tع0＇9T\＄ | Z88＇676＇6 |  | \％$\nabla$ L | 1soう ！ełol |
| TEL＇OTS\＄ | L89＇ع62\＄ | カナ0＇くIて\＄ | TSE＇It | $6 \tau$ | \％09 | 1s！6opoujksd lsoj |
| S88＇9SI\＄ | SGO＇ع6\＄ | 0ع8＇と9\＄ | くロナ゙てZ | 692 | \％$\dagger$ L | Kıе！pod 1so |
| LL6＇G9\＄ | 七ยて＇6¢\＄ | とャ8＇9て\＄ | 9TS＇6 | 92 | \％9L | 2！！Mp！w əsın |
| で9＇8SL＇OT\＄ | 968＇t8ع＇9\＄ | 9ヵでLLE＇カ\＄ | 9てL＇もLE＇し |  | \％ $2 L$ |  |
| Tع6＇SLT＇9\＄ | 90て＇ع99＇ع\＄ | SZL＇ZIS＇Z\＄ | ع\＆L＇9ST | นЪ8＇$\varepsilon$ | \％$\downarrow$ L | Mabins lso |
| ع9と＇6LT\＄ | 888＇901\＄ | G ¢6＇Z 2 \＄$^{\text {d }}$ | 89G＇LZて | 8LE | \％98 | qe7 lso |
| 6GZ＇L09\＄ | 06工「098\＄ | 690＇しって\＄ | LTO＇†てと＇† | T09 | \％ZL | e！səulsaut isoj |
| 七L8＇と68＇โ\＄ | 8عと＇とてT＇T\＄ | 98ऽ＇0L ${ }^{\text {d }}$ | 699＇GS¢ | TLて＇โ | \％LL | sイen－X lsoo |
|  |  |  |  |  |  | słınp ${ }^{\text {d }}$ |
| 09才＇686＇と\＄ | 8L0＇0LS＇Z\＄ | 280＇6エナ＇T\＄ | T86＇tャT | てZ | \％09 | 1s！bopoujksd lsoj |
| 乙ZL＇S8\＄ | 6Zて＇sc\＄ | ع6ヤ＇0と\＄ | カナナ「¢ | くもT | \％$\dagger$ L | Kıe！pod lso |
| S89＇E9\＄ | てع0＇し七\＄ | \＆S9＇てZ\＄ | TZL＇E | TE | \％LL |  |
| 8Gて＇GZガてT\＄ | てZt＇S00＇8\＄ | 9と8＇6エナ＇レ\＄ | 206＇Z68 | TもG | \％SL | səo！nıS ןеכ！paw isoo |
| Z06＇0¢s＇と\＄ | 86L＇L8て＇Z\＄ | ャ0T＇と9で＇t\＄ | 06T＇89 | てZガて | \％9L | Kı大ins lsoo |
| 088＇90T\＄ | 6Z8＇89\＄ | T00＇8८\＄ | ャZO＇t9T | $60 \varepsilon$ | \％Z6 | qe7 liso |
| 七8t＇9T9\＄ | Z6T＇L6E\＄ | て6て＇6Iて\＄ | TZと＇86L＇土 | $\dagger$ ¢ $\dagger$ | \％ZL | e！səulsəu＊isoj |
| とてt＇0と6\＄ | 6St＇66S\＄ | †96＇0と\＆\＄ | ZLL＇ZLT | TIL | \％LL | sイed－X isoo |
|  |  |  |  |  |  | иәлр！！บ |
| 12701 | ןеגәрә」 | ¢ | әэ！ฺィวS ןo st！un | sәроう ！o ıəqunN | dnox，uos！̣eduo º \％se łəNчłјеән OW | uos！ıedmoう әлеэ！paW पІ！M səpoว |
| （ $\varepsilon 10 \mathrm{~T}$ ） |  |  |  |  |  |  |
|  |  |  |  |  |  |  |


| 6TE＇G8T＇t\＄ | LI8＇89 ${ }^{\text {S }}$ | Z0G‘9Zt\＄ | カナI「zot |  | \％62 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| （ $七$ L6＇tz\＄） | （ $\tau 78$＇¢น\＄） | （عદI＇8\＄） | LTS＇T |  | \％LST | s6uines ןełol |
| 0\＄ |  |  |  |  |  | Kıе！pod sбuines $\ddagger$ soう |
| 0\＄ |  |  |  |  |  |  |
| （Lعโ\＄） | （18\＄） | （9¢\＄） | $\varepsilon \varepsilon$ | $\varepsilon$ | \％\＆8โ |  |
| （678＇¢\＄） | （ธんナ＇$¢ \$$ ） | （8LE＇て\＄） | してZ | S | \％LET | Kıəбıns sбu！nes $\ddagger$ Soכ |
| （8\＄） | （ $\dagger$ \＄） | （ $\dagger$ \＄） | โ | I | \％09T | qe7 sбuunes $\ddagger$ soכ |
| （¢IZ\＄） | （8ZT\＄） | （28\＄） | 6 | โ | \％もTT |  słŋnpy |
| 0\＄ | 0\＄ | 0\＄ |  |  |  | Kıe！pod s6uines 1 soo |
| 0\＄ | 0\＄ | 0\＄ |  |  |  |  |
| （Stع＇てT\＄） | （ $\dagger$ ¢6＇く\＄） | （ $\tau 6 \varepsilon^{\prime} \downarrow \$$ ） | 96T＇ธ | 乙 | \％86T |  |
| （七6と＇と\＄） | （98匚＇乙\＄） | （80て＇T\＄） | ZS | 乙 | \％OST | Kıəбıns s6uines iso |
| 0\＄ | 0\＄ | 0\＄ |  |  |  | qe7 sbuunes lso |
| （92\＄） | （LT\＄） | （6\＄） | G | I | \％9ST |  |
| ع6て＇LOZ＇t\＄ | 8S9＇zLL\＄ | SE9＇tEt\＄ | L29＇00T |  | \％8L |  |
| $8 \mathrm{\nabla}$ \＄ | 62\＄ | 6T\＄ | 8 | I | \％LS | Kıe！pod lsoo |
| Sع8\＄ | 96t\＄ | $6 \varepsilon \subset \$$ | StT | $L$ | \％69 | ว！！Mp！w əsınn ısoכ |
| 七9L＇09\＄ | 8S0＇98\＄ | 90L＇ゅて\＄ | ZOS＇tI | 92 | \％t9 |  |
| 七ع์＇นт\＄ | 9ZL＇9\＄ | 809＇t\＄ | 000＇ธ | 8 | \％09 | Kıbins tsoj |
| 0عと＇8て\＄ | โT8＇91\＄ | 6TS＇tI\＄ | カ97＇$\varepsilon$ | t | \％6S | qe7 lsoj |
| SOT\＄ | Z9\＄ | $\varepsilon \triangleright \$$ | O\＆ | 乙 | \％乙を | sイed－X lsoo |
|  |  |  |  |  |  | słınp $\forall$ |
| LOt\＄ | 292\＄ | StT\＄ | $\varepsilon \varepsilon$ | 乙 | \％ 29 | Kıferod lsoo |
| 8LT＇T\＄ | 8S $\angle \$$ | OZセ\＄ | L6 | ZT | \％9L |  |
| TLV＇TLO＇T\＄ | てTع＇069\＄ | 6SI＇t8\＆\＄ | 七て0｀¢8 | \＆9 | \％08 |  |
| 928＇0T\＄ | SL6＇9\＄ | TS8＇¢\＄ | て\＆ャ | S | \％09 | Kıabins lsoj |
| 186＇七て\＄ | โ9でヤโ\＄ | 0マ8＇く\＄ | 06T＇ธ | t | \％8S | qe7 lsoj |
| $\downarrow$ ¢\＄ | 8\＄ | 9\＄ | 乙 | I | \％TE | sイed－X lsoj |
|  |  |  |  |  |  | иəıр！！บ |
| 「10¢ | ｜еләрә」 | צை | әэ！̣ләS ๖o st！un | $\begin{aligned} & \text { səpoう !o } \\ & \text { ıəquinN } \end{aligned}$ | dnox uos！⿰亻 \％se łәNчłјен OW |  |
| （ ¢ ¢ \％乙） |  |  |  |  |  |  |
|  |  |  |  |  |  |  |




| Codes with Medicare Comparison |  | MO HealthNet as \% of Comparison Group | Number of Codes | Units of Service | GR | Federal | Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Children |  |  |  |  |  |  |  |
| Cost | X-rays | 85\% | 711 | 172,772 | \$330,964 | \$599,459 | \$930,423 |
| Cost | Anesthesia | 81\% | 454 | 1,798,321 | \$219,292 | \$397,192 | \$616,484 |
| Cost | Lab | 94\% | 309 | 161,024 | \$38,001 | \$68,829 | \$106,830 |
| Cost | Surgery | 84\% | 2,422 | 58,190 | \$1,263,104 | \$2,287,798 | \$3,550,902 |
| Cost | Medical Services | 83\% | 541 | 892,902 | \$4,419,836 | \$8,005,422 | \$12,425,258 |
| Cost | Nurse Midwife | 85\% | 31 | 3,721 | \$22,653 | \$41,032 | \$63,685 |
| Cost | Podiatry | 83\% | 147 | 5,444 | \$30,493 | \$55,229 | \$85,722 |
| Cost | Psychologist | 72\% | 22 | 144,981 | \$1,419,082 | \$2,570,078 | \$3,989,160 |
| Adults |  |  |  |  |  |  |  |
| Cost | X-rays | 85\% | 1,271 | 555,669 | \$770,536 | \$1,123,338 | \$1,893,874 |
| Cost | Anesthesia | 81\% | 601 | 4,324,017 | \$247,069 | \$360,190 | \$607,259 |
| Cost | Lab | 91\% | 378 | 227,568 | \$72,975 | \$106,388 | \$179,363 |
| Cost | Surgery | 83\% | 3,841 | 156,733 | \$2,512,725 | \$3,663,206 | \$6,175,931 |
| Cost | Medical Services | 82\% | 643 | 1,374,726 | \$4,377,246 | \$6,381,396 | \$10,758,642 |
| Cost | Nurse Midwife | 84\% | 26 | 9,516 | \$26,843 | \$39,134 | \$65,977 |
| Cost | Podiatry | 83\% | 269 | 22,447 | \$63,830 | \$93,055 | \$156,885 |
| Cost | Psychologist | 76\% | 19 | 41,351 | \$217,044 | \$293,687 | \$510,731 |
|  | Total Cost | 83\% |  | 9,949,382 | \$16,031,693 | \$26,085,433 | \$42,117,126 |
| Children |  |  |  |  |  |  |  |
| Cost Savings | X-rays | 132\% | 337 | 40,175 | $(\$ 118,562)$ | (\$214,725) | (\$333,287) |
| Cost Savings | Anesthesia |  |  |  | \$0 | \$0 | \$0 |
| Cost Savings | Lab | 112\% | 19 | 2,881 | $(\$ 2,582)$ | $(\$ 4,674)$ | $(\$ 7,256)$ |
| Cost Savings | Surgery | 111\% | 45 | 2,191 | $(\$ 8,482)$ | $(\$ 15,360)$ | $(\$ 23,842)$ |
| Cost Savings | Medical Services | 115\% | 136 | 23,422 | $(\$ 105,261)$ | (\$190,638) | $(\$ 295,899)$ |
| Cost Savings | Nurse Midwife | 107\% | 2 | 45 | (\$87) | (\$155) | (\$242) |
| Cost Savings | Podiatry | 110\% | 3 | 262 | (\$176) | (\$319) | (\$495) |
| Cost Savings | Psychologist |  |  |  | \$0 | \$0 | \$0 |
| Adults |  |  |  |  |  |  |  |
| Cost Savings | X-rays | 128\% | 174 | 94,845 | (\$252,759) | (\$351,897) | (\$604,656) |
| Cost Savings | Anesthesia |  |  |  | \$0 | \$0 | \$0 |
| Cost Savings | Lab | 109\% | 27 | 10,807 | $(\$ 5,155)$ | (\$7,176) | $(\$ 12,331)$ |
| Cost Savings | Surgery | 128\% | 100 | 7,274 | $(\$ 92,019)$ | $(\$ 128,112)$ | $(\$ 220,131)$ |
| Cost Savings | Medical Services | 139\% | 204 | 16,021 | $(\$ 132,235)$ | (\$184,101) | $(\$ 316,336)$ |
| Cost Savings | Nurse Midwife | 115\% | 1 | 12 | (\$185) | (\$257) | (\$442) |
| Cost Savings | Podiatry | 102\% | 3 | 725 | (\$159) | (\$220) | (\$379) |
| Cost Savings | Psychologist |  |  |  | \$0 | \$0 | \$0 |
|  | Total Cost Savings | 127\% |  | 198,660 | $(717,662)$ | (1,097,634) | $(1,815,296)$ |
|  | Net Total Cost | 84\% |  | 10,148,042 | \$15,314,031 | \$24,987,799 | \$40,301,830 |




| 6TE＇S8I＇t\＄ | LL8＇89 S $^{\text {S }}$ | ZOS＇9Zt\＄ | カカて「zot |  | \％98 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| （ $\dagger$ L6＇ıL\＄） | （ $778^{\prime}$ ¢ $\tau \$$ ） | （عદᄃ＇8\＄） | LIS＇L |  | \％ヵ¢ | s6uınes ןełol |
| 0\＄ | 0\＄ | 0\＄ |  |  |  |  |
| 0\＄ | 0\＄ | 0\＄ |  |  |  |  |
| （Lعโ\＄） | （18\＄） | （9¢\＄） | $\varepsilon \varepsilon$ | $\varepsilon$ | \％¢ST |  |
| （6ヶ8＇¢\＄） | （ธんナ＇と\＄） | （8LE＇て\＄） | むて乙 | ¢ | \％乌̧T | Kıбıns sбuınes 1 So |
| （8\＄） | （ $\dagger$ ） | （ $\dagger$ ） | โ | I | \％0ヵて | qeר sбuınes $\ddagger$ soכ |
| （¢tz\＄） | （82t\＄） | （ $28 \$$ ） | 6 | T | \％60T | skeג－X sб́ulィеs łsoう słjnp $\forall$ |
| 0\＄ | 0\＄ | 0\＄ |  |  |  | Kıе！̣od sбu！ |
| 0\＄ | 0\＄ | 0\＄ |  |  |  |  |
| （¢ヶを＇で\＄） |  | （ $\tau 6 \varepsilon^{\prime} \downarrow$ ） | 96T「โ | 乙 | \％¢9T |  |
| （ $七 6 \varepsilon^{\prime}$＇¢\＄） | （98て＇て\＄） | （80て＇ı\＄） | ZS | 乙 | \％\＆とโ | Kıəбıns sбuı̣е |
| 0\＄ | 0\＄ | 0\＄ |  |  |  | qe7 sбu！ィes ısoכ |
| （9Z\＄） | （LT\＄） | （6\＄） | ¢ | $\tau$ | \％L $2 \tau$ | sイеג－X sб́u！ィеs łsoう иәдр！！ว |
| ع6て＇L0て＇t\＄ | 8S9＇ZLL\＄ | SE9＇t¢t\＄ | LZ9＊00才 |  | \％S8 | 1503 1ełol |
| $8 \downarrow$ \＄ | 62\＄ | 6T\＄ | 8 | T | \％TL | Kıe！pod ısoう |
| ¢ $88 \$$ | 96t\＄ | 6عદ\＄ | StT | $L$ | \％6L |  |
| 791＇09\＄ | 8¢0＇98\＄ | 90L＇ヤて\＄ | ZOS＇tI | 92 | \％92 |  |
| ャعと＇亡โ\＄ | 9ZL＇9\＄ | 809＇t\＄ | 000＇โ | 8 | \％$\varepsilon 2$ | Kəઠıns 1so |
| 0عと＇8て\＄ | โT8＇9โ\＄ | 6TS＇TI\＄ | ャ97＇$\varepsilon$ |  | \％$\llcorner 2$ | qeר lso |
| SOT\＄ | 29\＄ | $\varepsilon \dagger \$$ | $0 \varepsilon$ | 乙 | \％$\dagger$ G | sked－X lsoכ |
|  |  |  |  |  |  | słınp ${ }^{\text {r }}$ |
| LOカ\＄ | 292\＄ | StI\＄ | $\varepsilon \varepsilon$ | 乙 | \％TL | Kıe！pod ısoj |
| 8LI＇T\＄ | 8S $<$ \＄ | OZカ\＄ | L6 | てT | \％ 78 | ә！！Mp！w әsinn lisoo |
| Tくけ＇TLO＇T\＄ | てTE＇069\＄ | 6ST＇I8\＆\＄ | ૪てО＇६8 | $\varepsilon 9$ | \％ 28 | səo！nıs ןеכ！paw lsoo |
| 928＇0T\＄ | SL6＇9\＄ | TS8＇$¢$ \＄ | てとャ | G | \％ $\mathcal{L}$ | Kıabins lsoj |
| T86＇tて\＄ | โ9でゅt\＄ | 0マ8＇く\＄ | 06T＇ป | $t$ | \％ZL | qe7 ısoכ |
| $\dagger$ ¢\＄ | 8\＄ | 9\＄ | 乙 | I | \％$\dagger$ G | sked－X 1so |
|  |  |  |  |  |  | иәрр！！บ |
| 10701 | ןеләрә」 | ¢ | әэ！ฺлаS јо s！！un | səpoう ！o •əqun $N$ | dnox uos！̣edmoう ！o \％se ұәлчұеән Ow | uos！ıedmoj Kxord әłels पł！M sapoう |
|  |  |  |  |  |  |  |
| ueld леә入－puoэəs： TLOZ 人̇S |  |  |  |  |  |  |
|  |  |  |  |  |  |  |



[^3]| 0ع8＇โ0ع＇0ヵ\＄ | 66L＇L86＇tz\＄ | โع0＇t $\tau$＇${ }^{\prime}$ ST\＄ | で0＇8ちT「0し |  | \％Z6 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| （962＇st8＇г） | （ $七$ ¢9＇く60＇t） | （ 299 ＇LLL） | 099＇86 |  | \％EIL |  |
| 0\＄ | 0\＄ | 0\＄ |  |  |  |  |
| （6Lع\＄） | （0乙て\＄） | （6ST\＄） | SZL | $\varepsilon$ | \％TOT | sбu！̣еs ısoכ |
| （てヤヤ\＄） | （LGZ\＄） | （98T\＄） | てT | T | \％LOT | sరీu！nes ısoo |
| （9عと‘9tを\＄） | （T0T＇セ8T\＄） | （sعて＇乙દโ\＄） | TZO「91 | t02 | \％OZT | sб6u！nes ısoo |
| （七\＆โ「0乙て\＄） | （てIT「8てT\＄） | （6T0＇Z6\＄） | カレでし | 00t | \％ちt | sбu！̣еs ısoכ |
| （โعと＇乙T\＄） | （9LT＇く\＄） | （GST＇s\＄） | L08＇0T | LZ | \％SOT | sбu！̣еs ısoכ |
| 0\＄ | 0\＄ | 0\＄ |  |  |  | sбీu！nes ısoo |
| （9¢9＇ャ09\＄） | （L68＇TGE\＄） | （6SL＇ZSZ\＄） | St8＇t6 | $\dagger \angle \tau$ | \％カしT | sбuịnes isoう sł！npy |
| 0\＄ | 0\＄ | 0\＄ |  |  |  | s6ulınes 1500 |
| （G6ヵ\＄） | （6TE\＄） | （9＜T\＄） | 292 | $\varepsilon$ | \％SOT | sбu！̣еs ısoכ |
| （てヤて\＄） | （SST\＄） | （ $28 \$$ ） | St | 乙 | \％EOT | sбీu！nes ısoכ |
| （668＇S62\＄） | （889＇06T\＄） | （t9Z＇S0T\＄） | てZガとて | $9 \varepsilon \tau$ | \％LOT | sరీu！nes ısoo |
| （乙ヶ8＇とて\＄） | （098＇st\＄） | （ $28 \mathrm{~S}^{\prime} 8 \$$ ） | T6T「て | St | \％SOT | sбu！ィеs ısoכ |
| （9Gて＇$\llcorner \$$ ） | （ $\dagger \angle 99^{\prime} \downarrow$ ） | （ 289 ＇ $2 \$$ ） | 188＇乙 | 61 | \％90ヶ | sбu！̣еs ısoכ |
| 0\＄ | 0\＄ | 0\＄ |  |  |  | sб6u！nes 1500 |
| （L8Z＇દとદ\＄） | （ $¢$ LL＇けtて\＄） | （Z99｀8TI\＄） | SLT「0t | Lع | \％9tヶ | sбuines isoう иадр！！う |
| 9てT＇くII＇zt\＄ | عとь＇¢80＇9z\＄ | ع69＇tE0＇9T\＄ | Z88＇676＇6 |  | \％L6 |  |
| TEL＇0TS\＄ | L89＇E6て\＄ | カナO「くで\＄ | T¢ع＇しヵ | $6 \tau$ | \％88 | 1soう |
| S88＇9SI\＄ | SSO＇ع6\＄ | 0ع8＇と9\＄ | くカナ＇てて | 692 | \％T6 | 1s0 |
| LL6＇S9\＄ | 七¢T＇6\＆\＄ | とャ8،9て\＄ | 9TS＇6 | 92 | \％て6 | ıSOO |
| で9＇8SL「0T\＄ | 968＇t88＇9\＄ | $9 \downarrow て ゙ \angle L \varepsilon^{\prime} \downarrow$ \＄ | 9ZL＇†LE＇ป | とャ9 | \％T6 | 1503 |
| Tع6＇SLT＇9\＄ | 90て＇と99＇\＆\＄ | GZL＇てTS＇Z\＄ | \＆とし＇9ST | นヤ8＇$\varepsilon$ | \％T6 | 1so |
| ع9と＇6LT\＄ | 888＇901\＄ | SL6＇ZL\＄ | 89G＇LZZ | 8LE | \％S6 | 1503 |
| 692＇L09\＄ | 06I＇09を\＄ | 690＇ムヵて\＄ | LTO＇†てと＇カ | 109 | \％T6 | 1so |
| ヤL8＇E68＇T\＄ | 8عと＇とてT＇T\＄ | 98， 0 L 2 \＄ | 699＇S¢S | TLZ＇L | \％て6 | 1s03 |
|  |  |  |  |  |  | słпnp |
| 097＇686＇ع\＄ | 8L0＇02s＇Z\＄ | 280＇6じ＇t\＄ | โ86＇カワT | 乙て | \％98 | 1s03 |
| ZZL＇S8\＄ | 6Zて＇sc\＄ | と6ヶ＇0¢\＄ | カセt＇s | くもT | \％T6 | 1s03 |
| S89＇E9\＄ | てعO＇tぃ\＄ | \＆¢9＇zて\＄ | TZL＇غ | TE | \％て6 | 1503 |
| 8Gて＇乌てカ＇てT\＄ | てZけ＇S00＇8\＄ | 9と8＇6しゃ＇เ\＄ | Z06＇Z68 | Tbs | \％て6 | 1s0 |
| Z06＇0Gs＇と\＄ | 86L＇L8て＇Z\＄ | ャ0T＇E9て＇T\＄ | 06T＇89 | てZげて | \％て6 | 1s03 |
| 0ع8＇90т\＄ | 628＇89\＄ | T00＇88\＄ | 七Z0＇t9］ | $60 \varepsilon$ | \％ 26 | 1so |
| 七8t＇9T9\＄ | 26I＇L6E\＄ | て6で6Iて\＄ | してع＇86L＇七 | $\dagger$ ¢ $\dagger$ | \％T6 | 1s03 |
| とで「0と6\＄ | 6St＇66S\＄ | t96＇0とを\＄ | ZLL＇ZLT | ITL | \％て6 | 1500 |
|  |  |  |  |  |  | иәィр！！ч |
| 19101 | ןеגәрә」 | צפ | әэ！ฺләS јо s！！un | sәроう „о dəquinN | uos！̣eduoう ！o әлчłеән OW |  |

[^4]| 6TE＇s8T＇t\＄ | LT8＇8GL\＄ | ZOS＇9Zヤ\＄ | カカでてOL |  | \％E6 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| （ $\dagger$ L6＇tz\＄） | （ $\left.\tau \succ 8^{\prime} \subset \tau \$\right)$ | （عદI＇8\＄） | LIS＇L |  | \％LII | s6uınes ןełol |  |
| 0\＄ | 0\＄ | 0\＄ |  |  |  | Kıеıpod | sбu！＾es $\ddagger$ soo |
| 0\＄ | 0\＄ | 0\＄ |  |  |  |  | sбu！̣＾es ısoう |
| （LET\＄） | （18\＄） | （95\＄） | عє | $\varepsilon$ | \％8ZT |  | sбu！̣＾es ısoう |
| （678＇¢\＄） | （ธんナ＇を\＄） | （8LE＇て\＄） | して乙 | S | \％てLT | Kıəらıns | sбuınes 1 So |
| （8\＄） | （ $\dagger$ ） | （ $\dagger$ ） | I | I | \％0てT | qe7 | s6uı̣es iso |
| （¢IZ\＄） | （82T\＄） | （28\＄） | 6 | I | \％¢OT | s<ed-X | sбuines $\ddagger$ soう słןnpy |
| 0\＄ | 0\＄ | 0\＄ |  |  |  | Kıп！pod | s6ิu！＾es $\ddagger$ ¢oう |
| 0\＄ | 0\＄ | 0\＄ |  |  |  | ә！！ıp！w əsinn | sбuınes 1 So |
| （Gtを＇てT\＄） | （ $七 ¢ 6{ }^{\prime}$ ¢\＄） | （ $\tau 6 \varepsilon^{\prime} \downarrow \$$ ） | 96T＇ธ | 乙 | \％\＆とน | səэ！ィぇəs ןеכ！pəw | sбuınes 1 so |
| （七6と＇と\＄） | （98T＇乙\＄） | （80て＇1\＄） | ZS | 乙 | \％ 2 LT | Kıəらıns | sбuınes 1 So |
| 0\＄ | 0\＄ | 0\＄ |  |  |  | qe7 | sбuınes 1 So |
| （92\＄） | （LT\＄） | （6\＄） | G | โ | \％8ヶt | sKed－X | sбuines $\ddagger$ soう иәрр！чว |
| ع6Z＇LOZ＇L\＄ | 8G9＇ZLL\＄ | SE9＇t¢t\＄ | LZ9＇00才 |  | \％Z6 |  |  |
| 8 t \＄ | 62\＄ | 6T\＄ | 8 | I | \％98 | Kıשıpod | 1soう |
| Sع8\＄ | 96t\＄ | $6 \varepsilon \varepsilon \$$ | StT | $L$ | \％06 | ә！！mp！w әs．nn | 1so |
| t9L＇09\＄ | 8¢0＇98\＄ | 90L＇七て\＄ | ZOS＇tI | 92 | \％88 | səэ！ィ⿺วs ןеכ！pəw | 1so |
| เ¢ع＇นธ\＄ | 9ZL＇9\＄ | 809＇t\＄ | 000＇โ | 8 | \％98 | Kıəıns | 1so |
| 0عと＇8८\＄ | โT899\％ | 6Ts＇tI\＄ | †97＇$\varepsilon$ | t | \％98 | q® | ıso |
| SOT\＄ | 乙9\＄ | $\varepsilon ゅ \$$ | 0¢ | 乙 | \％LL | sfed－X | Słjnp ${ }^{\text {1SOO }}$ |
|  |  |  |  |  |  |  |  |
| LOt\＄ | 292\＄ | StI\＄ | $\varepsilon \varepsilon$ | 乙 | \％98 | Kıשıpod | 1so |
| 8LT＇T\＄ | 8S $\angle$ \＄ | OZヤ\＄ | L6 | ZT | \％Z6 | ә！！Mp！w $\operatorname{\partial sın} \mathrm{N}$ | 1so |
| Tニナ＇TLO＇t\＄ | てTع＇069\＄ | 69工＇t88\＄ | ャてО＇¢8 | $\varepsilon 9$ | \％と6 | səэ！ィ⿺辶s ןеכ！pəw | 1so |
| 978＇0T\＄ | SL6＇9\＄ | TS8＇と\＄ | て¢ち | ¢ | \％ 28 | Kıəбıns | ıso |
| T86＇นて\＄ | โ9でゅt\＄ | 0Z8＇く\＄ | 06T＇ธ | t | \％98 | q® | ıso |
| †T\＄ | 8\＄ | 9\＄ | 乙 | $\tau$ | \％LL | sイed－X | иәıр！！${ }^{\text {150才 }}$ |
|  |  |  |  |  |  |  |  |
|  | ןеגәр | צ9 |  |  | uos!!eduoう ңо <br> әNપłןёH OW | uos！redmoう Kxord әłels पl！M sapoう |  |

[^5]














Four-Year Plan to Reach Reimbursement Parity

| 6TE＇S8I＇t\＄ | LT8＇89 ${ }^{\text {S }}$ | ZOS＇9Zt\＄ | カカでてOT |  | \％00t |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| （ $\dagger$ L6＇tz\＄） | （โち8＇عโ\＄） | （ع£โ＇8\＄） | LTs＇t |  | \％00T | s6u！̣леs ןełol |
| 0\＄ | 0\＄ | 0\＄ |  |  |  | Kıе！pod sбuines $\ddagger$ soう |
| 0\＄ | 0\＄ | 0\＄ |  |  |  |  |
| （LET\＄） | （18\＄） | （99\＄） | £ | $\varepsilon$ | \％00t |  |
| （678＇¢\＄） | （TLナ＇$¢ \$$ ） | （8LE＇Z\＄） | IZ乙 | S | \％00T | Kıbins s6uines iso |
| （8\＄） | （ $七$ \＄） | （ $\dagger$ ） | I | $\tau$ | \％00T | qe7 sбu！ıes $\ddagger$ ¢оכ |
| （¢IZ\＄） | （8ZT\＄） | （28\＄） | 6 | I | \％00т |  słŋnpy |
| 0\＄ | 0\＄ | 0\＄ |  |  |  | Kıе！pod sбuines $\ddagger$ soう |
| 0\＄ | 0\＄ | 0\＄ |  |  |  |  |
| （Gเع＇乙I\＄） | （ $\dagger$ S6＇L\＄） | （ $\tau 6 \varepsilon^{\prime} \downarrow \$$ ） | 96T＇ธ | 乙 | \％00T |  |
| （ $七 6 \varepsilon^{\prime}$ ¢\＄） | （98工＇乙\＄） | （80て＇โ\＄） | ZG | 乙 | \％00T | Kıbins s6uınes iso |
| 0\＄ | 0\＄ | 0\＄ |  |  | \％00T | qe7 sbuunes $\ddagger$ soう |
| （92\＄） | （ $2 T \$$ ） | （6\＄） | S | I | \％00T | $\begin{aligned} & \text { sאeג-X sбu!^es isoう } \\ & \text { uәдр!!чכ } \end{aligned}$ |
| ع6て＇＜0て＇t\＄ | 8S9＇zLL\＄ | SE9＇tEts | LZ9＇00才 |  | \％00T |  |
| 8 b \＄ | 62\＄ | 6T\＄ | 8 | โ | \％00t | Kıeipod ısoo |
| ¢ $¢ 8 \$$ | 96ヵ\＄ | $6 \varepsilon$ ¢\＄ | StT | $L$ | \％00T | ə！！Mp！w əsınn lisoo |
| 79L＇09\＄ | 8G0،9E\＄ | 90L＇†て\＄ | Z0S＇tI | 92 | \％00T |  |
| 七¢ع＇นI\＄ | 9ZL＇9\＄ | 809＇t\＄ | 000＇โ | 8 | \％00t | Kıəбıns ısoj |
| 0عと＇8て\＄ | โT8＇91\＄ | 6TS＇IT\＄ | 797＇$\varepsilon$ | † | \％00T | qe7 lso |
| SOT\＄ | 29\＄ | をも\＄ | 0¢ | 乙 | \％00T | sked－X ISOJ |
|  |  |  |  |  |  | stinp $\forall$ |
| LOt\＄ | 292\＄ | StT\＄ | $\varepsilon \varepsilon$ | $\tau$ | \％00t | Kıfepod lso |
| 8LT＇T\＄ | 8S $\angle \$$ | OZカ\＄ | L6 | てT | \％00T | ə！！Mp！w כsınn lisoo |
| TLD＇TLO＇T\＄ | てTE＇069\＄ | 6ST＇I8\＆\＄ | †てO＇६8 | $\varepsilon 9$ | \％00t |  |
| 9Z8＇01\＄ | GL6＇9\＄ | TS8＇$¢ \$$ | て\＆t | G | \％00T | Kıəbins tsoj |
| T86＇t乙\＄ | โ9でヤt\＄ | 0Z8＇く\＄ | 06T＇ป | t | \％00t | qe7 1soo |
| $\dagger$ T\＄ | 8\＄ | 9\＄ | 乙 | I | \％00T | SKEX－X 150כ |
|  |  |  |  |  |  | иәлр！！чว |
| 1 PlO | Геләрә」 | ¢వ | әэ！̣ләड э0 s！！un | $\begin{aligned} & \hline \text { səpoう ¥o } \\ & \text { ıəqunn } \end{aligned}$ |  \％se łәNपұеән OW | uos！uedmoう Kxodd पḷM səpoう |
| （ $\varepsilon$ 〕0 乙） |  |  |  |  |  |  |
| ueid леә入－цдлno」：عт0乙 人̇S |  |  |  |  |  |  |
|  |  |  |  |  |  | mi／asas TVIDOS |





[^6]K!!ле

| 6S6‘968\＄ | LtL＇ssz\＄ | 8Iて＇しゃし\＄ | 9z8＇02 |  | \％Z8 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 0\＄ | 0\＄ | 0\＄ | 0 |  |  | s6uines ןełol |
| 6S6＇968\＄ | LtL＇sGZ\＄ | 8Iて＇しもT\＄ | 978‘0Z |  |  | 1503 ¢！ |
| 9 ${ }^{\text {S }}$ | $\varepsilon \not \subset \$$ | $\varepsilon$ ¢\＄ | てT | 乙 | \％6L |  |
| ع88، $968 \$$ | 869＇ş ${ }^{\text {¢ }}$ | ¢8でしゅโ\＄ | ャI8‘0て | OZ | \％Z8 |  |
| ¢セヤO」 | ןеләрә」 | צפ | $\begin{array}{r} \text { st!u } \\ \text { fo ләq } \end{array}$ | $\begin{gathered} \text { səpoう } \\ \text { fo ләqunN } \end{gathered}$ | dnox uos！̣edmoj to \％se ұәлчұеән OW |  |






[^0]:    

[^1]:    

[^2]:    

[^3]:    ueld леәл-puoэəs: :ITOZ 入ヨS
    ие!э!sКчd
    Four-Year Plan to Reach Reimbursement Parity

[^4]:    
    
    
    ue！ग！sКपd
    ue!ગ!sКपd
    

[^5]:    （ $£$ „ 0 ）
    

[^6]:    

