(Continued from page 51)

intramuscular antineoplastics, other agents might have more favorable pharmacy benefit approval processes. The patient's insurance status should be an important future consideration. Out-of-pocket costs vary greatly by primary payer, secondary insurance status and coverage, retail pharmacy coverage, and whether deductibles or out-of-pocket caps have been met. We observed wide variability in copayments. In addition, though ideal from a clinical safety profile, many eligible patients (38%) chose not to participate. Interestingly, as reflected in the patient testimonials, our urban location might have precluded some patients from participating given the small size of many New York City apartments, where personal space is prized. A larger catchment area where patients faced more time constraints and financial toxicity to a face-to-face encounter may have benefited the pilot.

Conclusion

As oncologic therapeutics evolve from intravenous to oral and subcutaneous formulations (eg, immunotherapies) the need for untethered oncology care will broaden. Patients prefer subcutaneous therapies, and these formulations reduce resource utilization and improve tolerability and health-related quality-of-life outcomes. We found high patient satisfaction with home administration, but regulatory barriers impaired our ability to realize these benefits and deliver on the goals of the National Cancer Plan.

Bobby Daly, MD, MBA, is medical oncologist clinical lead, Connected Care, Memorial Sloan Kettering Cancer Center, New York, New York. Jennie Huang is senior project manager, Hospital Operations Solutions, Memorial Sloan Kettering Cancer Center, New York, New York. Jane Maiorano, MHA, is associate director, Memorial Sloan Kettering Cancer Center, New York, New York. Melissa Lee-Teh, PharmD, is director of Pharmacy, Chemotherapy Practice, and Investigational Drug Service, Memorial Sloan Kettering Cancer Center, New York, New York. Cheryl Gilroy, MS, RN, is nurse leader, Memorial Sloan Kettering Cancer Center, New York, New York. Elaine Duck, MS, MA, RN, is director, Value Based Payment Strategies and Analytics, Memorial Sloan Kettering Cancer Center, New York, New York. Jill Ackerman, MBA, is director, Hospital Operations Solutions, Memorial Sloan Kettering Cancer Center, New York, New York. Elizabeth Rodriguez, DNP, RN, is director of Nursing, Memorial Sloan Kettering Cancer Center, New York, New York. Jennifer Tota is vice president, Outpatient Operations, Memorial Sloan Kettering Cancer Center, New York, New York. Diane Reidy-Lagunes, MD, is vice chair, Regional Care Network, Memorial Sloan Kettering Cancer Center, New York, New York.

Funding:

This work was supported in part by a National Institutes of Health / National Cancer Institute Cancer Center Support Grant (P30 CA008748). Dr. Daly was supported in part by a grant from the Emerson Collective.

References

- 1. Luo J, Rizvi H, Preeshagul IR, et al. COVID-19 in patients with lung cancer. Ann Oncol. 2020;31(10):1386-1396. doi:10.1016/j.annonc.2020.06.007
- 2. American Society of Clinical Oncology Position Statement Home Infusion of Anticancer Therapy. American Society of Clinical Oncology. Accessed March 6, 2024. https://old-prod.asco.org/sites/new-www.asco.org/files/content-files/advocacy-and-policy/documents/2020_Home-Infusion-Position-Statement.pdf
- 3. Laughlin AI, Begley MT, Delaney T, et al. Accelerating the delivery of cancer care at home during the Covid-19 pandemic. NEJM Catalyst. 2020;1(4). doi:10.1056/CAT.20.0258
- 4. Mulvey TM, Jacobson JO. COVID-19 and cancer care: ensuring safety while transforming care delivery. J Clin Oncol. 2020;38(28):3248-3251. doi:10.1200/JCO.20.01474
- 5. Measuring your net promoter score. Net Promoter System. Bain & Company. Accessed March 6, 2024. https://www.netpromotersystem.com/about/measuring-your-net-promoter-score
- 6. Daly B, Lauria TS, Holland JC, et al. Oncology patients' perspectives on remote patient monitoring for COVID-19. JCO Oncol Pract. 2021;17(9):e1278-e1285. doi:10.1200/OP.21.00269
- 7. National Cancer Plan. National Cancer Institute. Published April 3, 2023. Accessed March 6, 2024. https://nationalcancerplan.cancer.gov/national-cancer-plan.pdf
- 8. Genentech's subcutaneous formulation of Tecentriq demonstrates positive phase III results. Genentech. Press release. Published August 1, 2022. Accessed March 6, 2024. https://www.gene.com/media/press-releases/14963/2022-08-01/genentechs-subcutaneous-formulation-of-t



The Centers for Medicare & Medicaid Services Will Pay for Patient Navigation—Now What?



By Mandi L. Pratt-Chapman, PhD, MA, OPN-CG; Gabrielle Rocque, MD; Julie McMahon, MPH; Manali Patel, MD, MPH, MS, FASCO; Taneal Carter, MS, MPA; Nancy Pena, OPN-CG, CMI, BS; Poorna Kushalnagar, PhD; Lexi Boyd, BSN, RN; Reesa J. Sherin, MSN, RN; Jessica Quiring, BS, CN-BA, OPN-CG, CDP; Zarek Mena, OPN-CG; Linda Burhansstipanov, MSPH, DrPH; Don S. Dizon, MD; Clara Lambert, CPH, BBA, OPN-CG; Samuel Cykert, MD; and Julie E. Bauman, MD, MPH

The Centers for Medicare & Medicaid Services Will Pay for Patient Navigation—Now What?

In Brief

Following decades of research demonstrating the efficacy of patient navigation on clinical and patient-reported outcomes, the Centers for Medicare & Medicaid Services (CMS) issued a final rule that pays for patient navigation and navigation-related services effective January 1, 2024. This article reviews the new codes to reimburse for principal illness navigation (PIN) services, social determinants of health (SDOH) assessment, community health integration, and PIN-Peer Support (PIN-PS). A description of the codes, how to use them, who can perform services, and next steps for the field are reviewed.

he evidence is overwhelming that patient navigation improves access to care and health outcomes for patients with cancer. Following decades of research demonstrating the efficacy of patient navigation on clinical and patient-reported outcomes,¹⁻⁴ on November 2, 2023, CMS issued a final rule announcing a change to Medicare payments effective January 1, 2024,⁵ Published on November 16, 2023, the calendar year (CY) 2024 payment policies under the Medicare Physician Fee Schedule (MPFS)⁵ allow for payment for PIN services under Medicare Part B that were provided by auxiliary health care staff working under a qualifying billing practitioner to help those affected by cancer and other serious illnesses.

Under the new rule, health care support staff, such as community health workers, patient navigators, and peer navigators, can now be reimbursed for their time supporting patients with "serious, highrisk disease" 5 that is expected to last at least 3 months and require

ongoing monitoring of a treatment plan. Examples of qualifying conditions include but are not limited to cancer, congestive heart failure, dementia, HIV/AIDS, severe mental illness, and substance use disorder.

What Are the New Billable Services?

CMS created new codes to reimburse for support services to assist patients with health-related social barriers that interfere with treatment adherence for cancer and other serious illnesses. The rule includes several types of reimbursement under the supervision of a qualifying billing practitioner. These include:

- SDOH risk assessment
- Community health integration (CHI) service coordination responsive to SDOH assessment
- PIN services to help patients complete a treatment plan for a serious condition expected to last at least 3 months
- PIN-PS that aligns with rigorous training, primarily for behavioral health support, such as peer-led mental health and substance use programs under the Substance Abuse and Mental Health Services Administration.^{6,7}

Services that are necessary to help improve adherence to treatment plans that are typically provided by oncology patient navigators and community health workers are now reimbursable as PIN services. The rule provides a number of examples of qualifying activities, including provision and facilitation of: 58

- Person-centered assessments, which involve assessing how SDOH might affect a person's health care adherence and outcomes
- Patient-driven goals of care
- Care planning
- Care coordination
- Communication, including in-system navigation and coordination of community-based care
- Health education
- Coaching and mentoring to support patient self-advocacy
- Collection of health outcomes data.

Who Can Provide Services?

CMS uses various codes for billing, including *Current Procedural Terminology (CPT)* codes for medical procedures and services and G codes for functional limitation reporting. The new G codes for PIN may be used by anyone performing these services, provided they are appropriately trained. However, CMS does not endorse any specific organization, certification process, or credential, deferring to state-based credentialing requirements where they exist.⁵

The rule defines patient navigation, "[i]n the context of healthcare," as "individualized help to the patient (and caregiver, if applicable) to identify appropriate practitioners and providers for care needs and support, and access necessary care timely...and includes identifying or referring to appropriate supportive services." 5-p-361 While advance care planning, chronic care management, behavioral health, psychiatric care, transitional care, and home health and hospice supervision were already reimbursable services, the new codes effective January 1, 2024, are specifically for patient navigation services not previously covered.

These codes can be used by any staff performing eligible services (SDOH assessment, CHI, PIN, PIN-PS), including nurses or social workers as well as oncology patient navigators who are based in clinic or in community settings, community health workers, and other auxiliary personnel. The codes do not specify any particular role or profession. Recognizing that social needs have a major influence on access to and completion of cancer care, the new rule provides 2 new G codes for CHI services that can be performed by appropriately trained personnel, including community health workers and navigators, to assess and address patient SDOH affecting a practitioner's ability to diagnose or treat a major illness. An initial CHI assessment by the billing practitioner (Goo23) is required before nonclinical auxiliary staff performing follow-up CHI services can use code Goo24 as "incident to" billing under the practitioner who performed the initial assessment.

How Do I Bill for Navigation Services?

To bill for PIN services, the person being navigated must have a health condition that the practitioner expects to require management for at least 3 months. PIN services can be performed by a patient navigator, community health worker, or other auxiliary staff member working on a health care team or under an agreement with a health care practice if there is a supervising practitioner. Besides physicians, clinicians that qualify as supervising practitioners vary based on state scope of practice laws for advanced practice registered nurses (APRNs) and physician assistants (PAs).910 In addition to PIN services, codes for CHI services, PIN-PS, and SDOH assessment are also new (Table 1).

Documentation for CHI, PIN, and SDOH risk assessment must include time spent providing services, documentation of patient consent (which can be verbal), description of services performed, and inclusion of associated *International Classification of Diseases*, 10th Revision (ICD-10) codes; ICD-10, Clinical Modification Z codes (ie,

reasons for encounters); and G codes. The initiating visit can be an office visit or an annual wellness visit.⁵

Importantly, patient consent is required for CHI and PIN services, as there is cost-sharing associated with all Medicare billing. Standard cost-sharing for Medicare is 20% after the deductible has been met. Medicare Advantage beneficiaries are responsible for coinsurance after the deductible has been met. Consent may be obtained by auxiliary personnel, including a navigator, nurse, or social worker. Only 1 practitioner a month may bill. If this provider changes, another consent must occur.⁵

CMS requires institutions to document credentialing first based on existing individual state requirements. CMS also requires documentation of sufficient knowledge for practice, which state requirements would not necessarily demonstrate.

It is important to note that these new CPT codes do *not* replace *CPT* codes for chronic care management (99437, 99439, 99490, 99491), complex chronic care management (99487, 99489), and principal care management (99424-99427).^{5.11}These codes also do not replace health behavior assessment and intervention services that can be provided by clinical social workers and other trained mental health professionals (96156, 96158, 96159, 96164, 96159, 06167, 96168).

In addition to the new CHI, PIN, PIN-PS, and SDOH codes, the 2024 MPFS rule also includes *CPT* codes for group behavior training (96202, 96203), caregiver training to facilitate in-home and community-based supports (97550, 97551), and group caregiver training (975552).⁵ In addition, while G0511 previously could be used for general care management from federally qualified health centers, remote patient monitoring is also acceptable as of January 1, 2024.¹²

Finally, the 2024 MPFS rule delayed any permanent decision about virtual supervision (telehealth) established under the Consolidated Appropriations Act of 2023, extending approval for telehealth services through December 31, 2024.¹³

How Much is Reimbursement?

CY 2024 rates for select codes are included in Table 1. The American Society of Clinical Oncology (ASCO) also publishes a reimbursement breakdown by for various services. ¹² Given that these rates will change each CY, we refer readers to the ASCO annual updates for guidance on future reimbursement rates. ¹¹

Navigator Credentialing

Credentialing can be confusing. Regardless of the auxiliary health personnel title or professional role, CMS requires institutions to document credentialing first based on existing individual state requirements. 14.15

For example, New Mexico has existing state requirements for community health worker training and practice with oversight from the New Mexico Department of Health, Office of Community Health Workers. 16.17 Community health worker certification costs about \$100 and requires either: 1) completion of a specific training provided by the New Mexico Department of Health or from an approved Department of Health training partner along with field experience, or 2) 2000 hours of experience in the last 2 years plus 2 letters of reference. Although CMS does not require field experience, the State (Continued on page 58)

TABLE 1. PATIENT NAVIGATION-RELATED G CODES AND 2024 MEDICARE RATES FOR SELECT SERVICES

Code	How to Use	2024 Rate ¹²	Minimum Time to Bill	Training Required
G0136	Risk assessment is based on a practitioner's reason to believe there are unmet SDOH needs; it is not intended for routine screening for patients at every visit or for every patient. It typically is not administered in advance of the visit. If conducted during an annual wellness visit, cost-sharing does not apply. If conducted at a visit for any other reason, cost-sharing applies. CMS does not require a particular tool but cites the CMS Accountable Health Communities Tool and Protocol for Responding to and Assessing Patients' Assets, Risks and Experiences (PRAPARE) as appropriate tools. This code is permanently added to telehealth visits as well.	\$18.67	5-15 minutes not more than every 6 months per practitioner per beneficiary	State-based requirements OR documentation of key competency domains
G0019	CHI staff make an initial visit with assessment by a clinical health worker under the direction of a billing practitioner to document and address SDOH needs that significantly limit the ability to complete diagnosis or treatment of the chronic health condition. Examples of CHI services include personcentered care planning, health system navigation, referral and coordination to community-based resources, care coordination, and patient self-advocacy promotion.	\$78.92	60 minutes (once monthly)	State-based requirements OR documentation of key competency domains
G0022	CHI staff address SDOH needs that are significantly limiting the ability to complete diagnosis or treatment of the chronic health condition after an initial assessment under supervision of a billing practitioner.	\$49.45	Additional 30-minute increments (unlimited)	State-based requirements OR documentation of key competency domains
G0023	Initial person-centered assessment for PIN services; staff should assess SDOH, facilitate patient-driven goal setting, and establish an action plan for tailored support. Such support can include coordination of community-based services and care transitions, health education, patient self-advocacy skill coaching, active navigation of the health care system, facilitation of behavior change, provision of social and emotional support, mentorship, and inspiration to help patients meet treatment goals.	\$78.92	First 60 minutes per calendar month (once monthly)	State-based requirements OR documentation of key competency domains
G0024	PIN services after the initial assessment is billed using Goo23. Note that "incident to" billing can used for services provided by navigators working within the cancer care setting and for navigation conducted external to the cancer care setting with appropriate agreements with trained staff at community-based organizations. Clear integration of community-based services with the supervising practitioner are required for billing.	\$49.45	Additional 30-minute increments per calendar month (unlimited)	State-based requirements OR documentation of key competency domains
G0140	PIN services by peers are intended for mental and substance abuse support based on training from SAMHSA.	\$78.92	First 60 minutes per calendar month (once monthly)	SAMHSA standards ⁶
G0146	PIN services by peers are intended for mental and substance abuse support based on training from SAMHSA.	\$49.45	Additional 30-minute increments per calendar month (unlimited)	SAMHSA standards ⁶

CHI, community health integration; CMS, Centers for Medicare & Medicaid Services; PIN, principal illness navigation; SAMHSA, Substance Abuse and Mental Health Services Administration; SDOH, social determinants of health.

(Continued from page 56)

of New Mexico Community Health Worker Certification does require field experience within the structure of approved training programs. University- and community college-based, approved trainings have required practicums or clinical agency components.^{16,17}

It is unclear whether navigators seeking to be newly credentialed in New Mexico would need field hours in addition to training if that training is obtained outside of the approved list of New Mexico Department of Health, Office of Community Health Workers, programs. Certification regulations for community health workers imply that navigators seeking to be credentialed in New Mexico must look to satisfy the state's requirement and have some field-based experience. While a patient navigator completing the community health worker certification in New Mexico would be satisfying the minimum requirement credentialing, CMS also requires documentation of sufficient knowledge for practice, which state requirements would not necessarily demonstrate.

Effective, consistent navigation services elevate the reputation of a cancer program or practice and can potentially save institutions money. Navigation is optimal when its delivery is cost-effective, time-efficient, and compassionate.

In another example from the state of California, Medi-Cal covers community health worker services to help control and prevent chronic, infectious, mental health, perinatal, sexual, reproductive, and other conditions with a written recommendation from a supervising practitioner.20 California requires community health workers to share lived experience with the population being served and complete an approved curriculum that comes with a certificate of completion. Community health workers may practice for a maximum of 18 months under a supervising practitioner without a certificate of training if the community health worker can demonstrate appropriate skills and document 2000 hours of work, including paid or volunteer roles, within the previous 3 years. All community health workers must complete 6 hours of continued education training annually.20 Unlike many other states, California also specifies that "health navigators, health coaches, community outreach workers, recovery specialists, and family support workers" fall under the same credentialing requirements as do community health workers.²¹

In states that do not specifically include "navigators" within the definition of community health workers for payment credentialing, it is currently unclear whether navigators with a more focused scope of practice are required to fulfill state-specific community health worker requirements.²² We do know, however, that obtaining community health worker credentialing based on state requirements and documenting training in appropriate competencies for the oncology

navigator role should be sufficient. Specific competencies that must be met include "patient and family communication, interpersonal and relationship-building, patient and family capacity building, service coordination and systems navigation, patient advocacy, facilitation, individual and community assessment, professionalism and ethical conduct, and the development of an appropriate knowledge base, including specific certification or training on the serious, highrisk condition/illness/disease addressed in the initiating visit." ^{5-p-389} Cancer programs and practices can comply with the rule by documenting that navigators have successfully completed training that meets these competencies (Table 2).

The GW Oncology Patient Navigation Training: The Fundamentals (Principal Investigator: Pratt-Chapman) was created and maintained with support from the Centers for Disease Control and Prevention (CDC) (cooperative agreements #NU38DP004972, #5NU58DP006461, and #NU58DP007539 and has been available since 2015 at bitly/PNTraining. Other excellent state-based or national trainings—with or without a fee—also meet CMS training requirements.²¹ Additionally, the Gallaudet University Center for Deaf Health Equity has a patient navigation curriculum for speakers of American Sign Language adapted from the GW Cancer Center Oncology Patient Navigator Training: The Fundamentals. This curriculum is currently in use for a clinical trial, but it is not yet publicly accessible.

Training to Provide Affirming Care to Priority Populations

CMS acknowledges that navigation is most effective when focused on populations that have the greatest need for support. In addition to navigation basics, CMS requires that navigators have content-specific knowledge relevant to the type of navigation services they will perform. In the ACCURE Trial.²³ for example, navigators also had critical racial health equity training. Myriad of health equity resources are available, including from the CDC's funded National Networks.²⁴ In addition to having a strong foundation of cancer patient navigation knowledge, a deep understanding of the community being served is critical to effectively navigating patients and families. See Table 3 for training resources on priority populations.

Training is not the only way to demonstrate appropriate expertise for a navigator's knowledge for practice. In 2008, the National Consortium of Breast Centers began providing certification for certain types of breast cancer navigation. In 2020, the Academy of Oncology Nurse & Patient Navigators (AONN+) inaugurated the Oncology Patient Navigator-Certified Generalist (OPN-CG) credential. Both credentials are helpful to document appropriate knowledge for practice in serving a specific patient population. Supplemental knowledge resources specific to cancer basics are offered from the National Cancer Institute (cancer.gov), the American Society of Clinical Oncology (cancer.net), and the American Cancer Society (cancer.org). For licensed clinical professionals, the authors anticipate that social work licensure and nurse licensure should be sufficient documentation of training given the heightened rigor of these credentials. We will collectively benefit from lessons learned and shared across navigating roles as institutions begin to pilot and roll out billing for PIN services.

Beyond Training: Navigator Professional Development, Program Implementation, and Evaluation

Training is the start, not the end, of strong navigation. Expertise in navigation requires ongoing personal and professional development

from navigators eager to learn and seek out reliable information such as core competencies for community health workers²⁵ and oncology patient navigators,¹⁸ as well as the Oncology Navigation Standards of Professional Practice.¹⁹ Navigators should understand (*Continued on page 61*)

Training	Scope	Costs	How to Access	Considerations
Academy of Oncology Nurse and Patient Navigators (AONN+) – OPN-CG certification	National certification that requires successful completion of an exam- ination and a number of years of experience.	\$150	Online at aonnffl.org/renew	Currently on hold, but still valid to document appropriate training for those with the credential. Requires renewal after 3 years
American Cancer Society Leadership in Oncology Navigation (LION)	National training and certification.	\$495	Online at cancer.org/health-care-professionals/resources-for-professionals/patient-navigator-training.html	Cost associated. Requires renewal every 3 years. Approximately 10 hours.
GW Cancer Center Oncology Patient Navigator Training: The Fundamentals	National training for those supporting patients of all cancer types. Certificate provided. Prepares learners for AONN+ OPN-CG certification.	Free	Online at bit.ly/PNTraining	Funded by the Centers for Disease Control and Prevention, this training aims to level set navigator knowleds. Institutions should provide supplemental context-specific and cancer-specific training tailored to the specific duties of the navigator following this foundational training. 10 hours of core requirements plus supplemental reading (estimated 17 hours total).
Patient Navigation and Community Health Worker Training	A full curriculum for patient navigators, care coordinators, and community health workers.	Varies	Sign up at Patientnavigatortraining. org (course is hybrid: in-person and online)	Requests for financial aid considered on a case-by-case basis. May not cover all required competencies for CMS billing with level 1 training only. Hours vary based on level and degree of tailoring.
Susan G. Komen Patient Navigation Training Program	National training for those affected by all cancers with additional breast cancer focused content.	Free	Online at komen.org/ about-komen/our-impact/ breast-cancer/navigation- nation-training-program	Originally adapted from GW Cancer Center Oncology Patient Navigator Training: The Fundamenta with additional unique content developed by Komen. Features virtual ongoing educa- tional events and peer networking. 10 hours of core requirements plus special topics.

CMS, Centers for Medicare & Medicaid Services; GW, George Washington; OPN-CG, oncology patient navigator-certified generalist.

TABLE 3. TRAINING FOR SPECIFIC PATIENT POPULATIONS									
Focused Content	Resources	Type of Resource	Scope	Additional Information					
State-based requirements	ASTHO overview of state requirements	Online brief	Review of state requirements for community health worker credentialing as of June 2022.	Accessible at astho.org/topic/ brief/state-approaches-to-com- munity-health-worker-certification					
Breast cancer patients	National Consortium of Breast Centers	Certification	Credential to affirm core knowledge for breast cancer for navigation.	Cost associated. Accessible at navigatorcertifications.org					
	Susan G. Komen	Online training	Training aligned with CMS requirements plus additional breast cancer-specific lessons.	Free, self-paced, online. Accessible at komen.org/about-komen/our-impact/breast-cancer/navigation-nation-training-program					
Black, Latino, LGBTQI people	GW Cancer Center Together, Equitable, Accessible, Meaningful (TEAM) Training	Online training	Training to assist health care teams in identifying and implementing changes to advance health equity in Black, Latino, Latina, Latinx, and LGBTQI populations.	Free, self-paced, online Accessible at bit.ly/GWCCTEAMtraining					
People who use American Sign Language (eg, those who are deaf, deaf-blind, or hard of hearing)	Gallaudet University Center for Deaf Health Equity	Online training	Training specifically focused on health disparities of people who are deaf, deafblind, or hard of hearing.	In development; will be made available for continuing education.					
Elderly persons from 13 diverse ethnic backgrounds	Stanford Internet-Based Successful Aging (iSAGE)	Online training	Training to improve quality of life and care for older persons of diverse backgrounds.	Free, but limited capacity. Includes community of practice with secure interaction forum and dialogue. Accessible at geriatrics.stanford.edu/about.html					
LGBTQI persons	National LGBT Cancer Network Welcoming Spaces Training	Online training	Training to elevate cultural humility to serve LGBTQI populations.	Free, self-paced, online. Accessible at <u>cancer-network</u> , org/welcoming-spaces					
Native American and Alaska Native persons	Native American Cancer Research Corporation	Virtual and in-person training	Education to address cultural and political issues that impact navigation across the cancer continuum for Indigenous populations.	Cost associated. Competency-based modules; include personal skills assessment. Ranges from 80-200 hours based on number of modules and tailoring. Accessible at natamcancer.org/ Patient-Navigator-Training					

ASTHO, Association of State and Territorial Health Officials; CMS, Centers for Medicare & Medicaid Services; GW, George Washington; LGBTQI, lesbian, gay, bisexual, transgender, queer/questioning (one's sexual or gender identity), and intersex.

(Continued from page 59)

the complexities of the health sequelae and social conditions faced by their patients. Effective navigators have strong relationship- and team-building skills, assess community resources to ensure responsiveness and credibility of services, and consistently deliver navigation services to build trust with patients, caregivers, and clinicians. Effective, consistent navigation services elevate the reputation of a cancer program or practice and can potentially save institutions money. Navigation is optimal when its delivery is cost-effective, time-efficient, and compassionate. Professional development, continuing education, and mentorship are critical to supporting the health and growth of the patient navigation workforce. Finally, the scope of navigator practice should be appropriate to licensure, training, and experience.²⁵⁻²⁷

Successful navigation programs require strategic integration of key stakeholders and information technology (IT) support. Focused implementation of risk-stratified patient navigation responsive to specific patient populations and care contexts—as well as IT support to chart, track, and evaluate navigation—is key for optimal program impact.²⁸⁻³² Successful planning before implementation includes these 4 key steps:

- Convening IT and administrative leaders to build new G codes into the electronic health record (EHR)
- Tracking navigation activities either within or outside of the EHR
- Optimizing patient demographic data to stratify outcomes
- Piloting the billing of new codes prior to full implementation.

Early engagement of key stakeholders will improve the incorporation of patient navigation data, streamlining workflows and enhancing reporting capabilities. Recommended key stakeholders to engage include billing specialists, the compliance team, data analysts, and informatics specialists. A practical guide published by the Association of Community Cancer Centers (ACCC) that was cited by CMS in the 2024 MPFS rule provides guidance on refining the focus, models, and workflows of a navigation program.³⁰

A critical part of patient navigation implementation is outcomes tracking. In the ACCURE Trial, which eliminated health outcome disparities between White and Black patients with breast and lung cancer, the navigation intervention was matched with rapid data reporting through clinical quality dashboards that allowed practitioners to see disparities in real time.²⁴ The GW Patient Navigation Barriers and Outcomes Tool (PN-BOT) is a free resource for case management and data tracking.²⁷ While this tool is limited to 1 user and is not integrated into EHRs, the software can be adapted to customize an EHR, and EHR vendors may have examples of templates that have worked to document navigation in various settings. Investments in commercial software and/or tailored EHR fields that support case management and data tracking may help navigators be most efficient and accurate with documentation critical for billing.

Next Steps for the Field

First, future research should include analyses of which states include navigators under the community health worker terminology for purposes of payment credentialing as well as the degree to which state-level requirements for community health worker credentialing fit with oncology patient navigators' scope of practice. Studies on implementing the payment codes—including barriers, facilitators, and lessons learned—will also be valuable.

Second, the workforce of community health workers and navigators cannot be sustained without skills-based pay that reflects the experience, knowledge, and expertise of those performing navigation services. Additionally, skills-based pay is essential to avoid the common paradox of an inequitably paid community health worker or health navigator who struggles to pay for basic life expenses while helping patients access much-needed resources. It also should be emphasized that the degree to which current reimbursement rates are sufficient to cover the salary and programmatic costs of providing community health worker and patient navigation services is yet to be determined. More research is needed to optimize appropriate reimbursement rates for patient support that optimally advances health equity based on patient need, navigator training and experience, and costs of providing services.

Third, while these new codes are an important step forward for navigation sustainability, cost-sharing is a real and serious limitation for patients. Based on current CMS policy, patients will need to consent to PIN services, since there will be a 20% cost-share. There is a real risk that those individuals most in need of services could decline assistance due to inability to pay. Additionally, cost-sharing will likely come as a surprise to patients who previously received navigation services free of charge. The field will benefit from research describing reasons for and extent of patient nonconsent for services and the amounts patients pay due to cost sharing. Advocacy to close the cost-share gap as well as proactive philanthropy to cover costs for needy patients should be pursued and lessons learned should be shared with the field.

Fourth, feasibility of effective caseload management that supports the health of patients and the navigation workforce should be further studied to ensure appropriate expectations. ³³⁻³⁶ Appropriate caseload management can be achieved using an acuity-based case weight system. ³² This system provides for equitable distribution of community health worker and patient navigator caseloads considering the navigator's time allocation based on individual patient needs, severity of illness, and social determinants. Smaller caseloads are needed for more complex navigation—such as support for patients who have been historically excluded, marginalized, stigmatized, and/or traumatized. These individuals are more likely to have significant and numerous barriers to care, necessitating more time and resources from the auxiliary health professional to find culturally, economically-, legally-, and socially-affirming supports.

Fifth, ongoing training, support, mentorship, and counseling for navigation roles on the front line of care should be prioritized, and best practices to accommodate navigators with disabilities should be shared and implemented. As the navigation workforce continues to professionalize, ongoing training and education should support deepening the proficiency of navigators beyond the baseline required by CMS.²⁷ Institutions should also seek to model supports that allow navigators to actualize their own optimal health while assisting those in need.

Finally, while payment for patient navigation is a thoughtful and laudable start to support much-needed and health-related social needs support to people affected by cancer and other serious illnesses, future research on barriers and facilitators to implementation of the new G codes for SDOH, CHI, PIN, and PIN-PS will be needed to share lessons learned for cancer programs and practices in the years to come.

Mandi L. Pratt-Chapman, PhD, MA, OPN-CG, is associate center director for Community Outreach, Engagement and Equity; associate professor of Medicine; and associate professor of prevention and community health at the George Washington University Cancer Center in Washington, DC. Gabrielle Rocque, MD, is assistant professor of Medicine in the divisions of hematology/oncology and of gerontology, geriatrics, and palliative care at the University of Alabama at Birmingham. Julie McMahon, MPH, is director of patient navigation at Susan G. Komen in Washington, DC. Manali Patel, MD, MPH, MS, FASCO, is associate professor of Medicine at Stanford University and a staff thoracic oncologist at the Veterans Affairs Palo Alto Health Care System in Palo Alto, California. Taneal Carter, MS, MPA, is project manager of cancer care equity at the National Comprehensive Cancer Network in Plymouth Meeting, Pennsylvania. Nancy Pena, OPN-CG, CMI, BS, is lead patient navigator at Dana Farber Cancer Institute and director and founder of Navegación de Pacientes Internacional, Inc., Boston, Massachusetts. Poorna Kushalnagar, PhD, is a strategic research officer/chief research officer at the Center for Deaf Health Equity at Gallaudet University in Washington, DC. Lexi Boyd, BSN, RN, is on staff at the George Washington University Cancer Center. Reesa J. Sherin, MSN, RN, is director of clinical strategy at the Association of Cancer Care Centers in Rockville, Maryland. Jessica Quiring, BS, CN-BA, OPN-CG, CDP, is a patient navigation advisor and independent certified oncology navigator in Albuquerque, New Mexico. Zarek Mena, OPN-CG, is a patient navigation advisor and independent certified oncology navigator in Norwalk, Connecticut. Linda Burhansstipanov, MSPH, DrPH, is founder of Native American Cancer Initiatives in Pine, Colorado. Don S. Dizon, MD, is director of the pelvic malignancies program at the Lifespan Cancer Institute and professor of Medicine and Surgery at Legorreta Cancer Center at Brown University in Providence, Rhode Island. Clara Lambert, CPH, BBA, OPN-CG, is director of financial navigation at TailorMed in New York, New York. Samuel Cykert, MD, is professor of Medicine and co-chair of the UNC-Lineberger Cancer Center at the University of North Carolina, Chapel Hill, in North Carolina. Julie E. Bauman, MD, MPH, is director of the George Washington University Cancer Center in Washington, DC.

References

- 1. Chan RJ, Milch VE, Crawford-Williams F, et al. Patient navigation across the cancer care continuum: an overview of systematic reviews and emerging literature. *CA Cancer J Clin.* 2023;73(6):565–589. doi:10.3322/caac.21788
- 2. Rocque GB, Pisu M, Jackson BE, et al. Patient Care Connect Group. Resource use and Medicare costs during lay navigation for geriatric patients with cancer. *JAMA Oncol.* 2017;3(6):817-825. doi:10.1001/jamaoncol.2016.6307
- 3. Patel MI, Kapphahn K, Wood E, et al. Effect of a community health worker-led intervention among low-income and minoritized patients with cancer: a randomized clinical trial. *J Clin Oncol.* 2024;42(5):518-528. doi:10.1200/JCO.23.00309
- 4. Kline RM, Rocque GB, Rohan EA, et al. Patient navigation in cancer: the business case to support clinical needs. *J Oncol Navig Surviv.* 2019;15(11):585-591. doi:10.1200/JOP19.00230
- 5. Centers for Medicare & Medicaid Services. Medicare and Medicaid programs: calendar year 2024 payment policies under the physician fee schedule and other changes to part B payment and coverage policies; Medicare shared savings program requirements; Medicare Advantage; Medicare and Medicaid provider and supplier enrollment policies; and basic health program. Federal Register. November 16, 2023. Accessed February 13, 2024. https://www.federalregister.gov/public-inspection/2023-24184/medicare-andmedicaid-programs-calendar-year-2024-paymentpolicies-under-the-physician-fee-schedule
- 6. SAMHSA's national model standards for peer support certification. Substance Abuse and Mental Health Services Administration. Updated April 24, 2023. Accessed February 13, 2024. samhsa.gov/about-us/who-we-are/offices-centers/or/model-standards
- 7. Comparative analysis of state requirements for peer support specialist training and certification in the United States. Peer Recovery Center of Excellence. January 31, 2022. Accessed February 13, 2024. peerrecoverynow.org/wp-content/uploads/Comparative-Analysis_Jan.31.2022-003.pdf
- 8. Pratt-Chapman ML. What does a patient navigator do? Patient navigation core competencies, training, and certification. *Oncol Issues* 2016;31(1):54-60. doi:10.1080/10463356.2016.11884305
- 9. Wiesen K. Nurse practitioner scope of practice by state 2024. NursingProcess. org. Accessed February 13, 2024. nursingprocess.org/nurse-practitioner-scope-of-practice-by-state.html
- 10. Practitioner: physician assistants. NCSL Scope of Practice Policy. Accessed February 13, 2024. https://scopeofpracticepolicy.org/practitioners/ physician-assistants/
- 11. Care management services and proposed social determinants of health codes: a comparison. American Society of Clinical Oncology. November 2023. Accessed February 13, 2024. https://old-prod.asco.org/sites/new-www.asco.org/files/content-files/practice-patients/documents/Care-Management-SDOH-CHI-PIN-Comparison.pdf
- 12. Calendar year (CY) 2024 Medicare physician fee schedule final rule.

 Press release. Centers for Medicare & Medicaid Services. November 2, 2023.

 Accessed February 13, 2024. https://www.cms.gov/newsroom/press-releases/calendar-year-cy-2024-medicare-physician-fee-schedule-final-rule
- 13. CY 2024 Medicare physician payment schedule and quality payment program (QPP) final rule summary. American Medical Association. October 2023. Accessed February 13, 2024. https://www.ama-assn.org/system/files/ama-summary-2024-mfs-proposed-rule.pdf
- 14. State approaches to community health worker certification. Association of State and Territorial Health Officials. June 14, 2022. Accessed February 13, 2024. https://www.astho.org/topic/brief/state-approaches-to-community-health-worker-certification
- 15. Financing community health workers through Medicaid. Association of State and Territorial Health Officials. March 23, 2021. Accessed February 13, 2024. https://www.astho.org/communications/blog/financing-community-health-workers-through-medicaid
- 16. New Mexico Community Health Workers Act. NM Code R. § 7.29.5.10. (2015). New Mexico Legislature. https://www.nmlegis.gov/sessions/14%20Regular/final/SB0058.pdf

- 17. Community health workers: trainings. New Mexico Department of Health. Accessed February 23, 2024. https://www.nmhealth.org/about/phd/pchb/ochw/train/
- 18. Pratt-Chapman ML, Willis A, Masselink L. Core competencies for oncology patient navigators. *J Oncol Navig Surviv.* 2015;6(2):16-21. https://www.jons-online.com/issues/2015/april-2015-vol-6-no-2/1320-core-competencies-for-oncology-patient-navigators
- 19. Franklin E, Burke S, Dean M, Johnston D, Nevidjon B, Simms Booth L. Oncology navigation standards of professional practice. *J Oncol Navig Surviv*. 2022;13(3). https://www.jons-online.com/issues/2022/march-2022-vol-13-no-3/4399-oncology-navigation-standards-of-professional-practice
- 20. Medi-Cal coverage of community health worker (CHW) services is effective. Medic-Cal. July 1, 2022. Updated August 19, 2022. Accessed February 13, 2024. https://mcweb.apps.prd.cammis.medi-cal.ca.gov/news/31781_01
- 21. Advancing California's community health worker & promoter workforce in Medi-Cal. Section 1. Introduction. Background on CHW/Ps in California. California Health Care Foundation. October 2021. Accessed February 13, 2024. https://www.chcf.org/resource-center/advancing-californias-community-health-worker-promotor-workforce-medi-cal/introduction/background-on-chw-ps-in-california/
- 22. Pratt-Chapman ML, McMahon J, Pena N, et al. CMS payment for principal illness navigation: how do I credential my navigators? *J Oncol Navig Surviv.*February 16, 2024. Accessed February 23, 2024. https://www.jons-online.com/issue-archive/online-first/5030-cms-payment-for-principal-illness-navigation-how-do-i-credential-my-navigators
- 23. Cykert S, Gentry E, Manning M, et al. Reducing racial disparities in cancer care using the ACCURE trial as a model learning guide. *J Oncol Navig Surviv*. January 18, 2022. Accessed February 13, 2024. https://jons-online.com/special-issues-and-supplements/2022/reducing-racial-disparities-in-cancer-care-using-the-accure-trial-as-a-model-learning-guide
- 24. Networking2Save: CDC's national network approach to preventing and controlling tobacco-related cancers in special populations.

 Centers for Disease Control and Prevention. Reviewed February 20, 2024. Accessed February 23, 2024. https://www.cdc.gov/tobacco/state-andcommunity/tobacco-control/coop-agreement/index.html
- 25. Community health worker core competencies resource guide. CHW Training. Accessed February 13, 2024. https://chwtraining.org/core-competencies-to-start-your-chw-program
- 26. Willis A, Reed E, Pratt-Chapman ML, et al.. Development of a framework for patient navigation: delineating roles across navigator types. *J Oncol Navig Surviv.* 2013;4(6):20-26. Accessed February 13, 2024. https://www.jons-online.com/issues/2013/december-2013-vol-4-no-6/1249-development-of-a-framework-for-patient-navigation-delineating-roles-across-navigator-types
- 27. Varanasi AP, Burhansstipanov L, Dorn C, et al. Patient navigation job roles by levels of experience: workforce development task group, National Navigation Roundtable. *Cancer.* Published online February 2, 2024. doi:10.1002/cncr.35147
- 28. GW Cancer Center. Patient navigation barriers and outcomes tool (PN-BOT). Cancer Control TAP. September 28, 2021. Accessed February 13, 2024. https://cancercontroltap.smhs.gwu.edu/news/patient-navigation-barriers-and-outcomes-tool-pn-bot
- 29. Astorino J, Pratt-Chapman ML, Schubel L, et al. Contextual factors relevant to implementing social risk factor screening and referrals in cancer survivorship: a qualitative study. *Preventing Chronic Disease: Public Health Research, Practice and Policy.* (In press.)
- 30. Cancer care patient navigation. A practical guide for community cancer centers. Association of Community Cancer Centers. 2009. Accessed February 13, 2024. https://www.accc-cancer.org/docs/projects/pdf/patient- navigation-guide.pdf
- 31. GW Cancer Center. Advancing the field of cancer patient navigation: a toolkit for comprehensive cancer control professionals. Cancer Control TAP. November 29, 2021. Accessed February 13, 2024. https://cancercontroltap.org/news/advancing-field-cancer-patient-navigation
- 32. Reducing cancer care inequities: leveraging technology to enhance patient navigation. Meeting 3: policy considerations at the intersection of technology

- and patient navigation. President's Cancer Panel. December 7, 2023. Accessed February 13, 2024. https://prescancerpanel.cancer.gov/reports/2023/inequities
- 33. Ferrant A. An acuity-based case weight system for equitable clinician case loads. *Home Health Nurse*. 2004;22(12):815-819. https://pubmed.ncbi.nlm.nih.gov/15597001
- 34. Lopez D, Pratt-Chapman ML, Rohan E, et al. Establishing effective patient navigation programs in oncology. *Support Care Cancer*. 2019;43:1985-1996. doi:10.1007/s00520-019-04739-8
- 35. Pratt-Chapman ML, Silber R, Tang J, Le PTD. Implementation factors for patient navigation program success and sustainability: a qualitative study. *Implement Sci Commun.* 2021;2(1):141. doi:10.1186/s43058-021-00248-0
- 36. Johnson D, Strusowski T. Defining the complexity of patients through an acuity tool: a scoping review. *J Oncol Navig Surviv.* 2022;13(4):155. https://www.jons-online.com/issues/2022/april-2022-vol-13-no-4/4495-defining-the-complexity-of-patients-through-an-acuity-tool-a-scoping-review

Acknowledgements

This editorial benefited from work presented by Doug Jacobs, MD; and Katie Garfield, JD; as well as guidance published by the American Medical Association and ASCO as cited in the references.

Additional Resources

GW School of Medicine & Health Sciences. <u>2021 Updates to the Oncology Patient Navigator Training.</u>

GW School of Medicine & Health Sciences. <u>Financial Navigation Lesson</u> for Oncology Patient Navigators.

GW School of Medicine & Health Sciences. <u>Patient Navigation Guide</u> (English and Spanish) and Companion Resources.

GW School of Medicine & Health Sciences. <u>Reducing Financial Toxicity:</u> <u>Tips for Patient Navigators</u>.

GW School of Medicine & Health Sciences. <u>Advancing the Field of Cancer Patient Navigation: A Toolkit for Comprehensive Cancer Control</u>
Professionals

GW School of Medicine & Health Sciences. <u>Patient Navigation Barriers</u> and <u>Outcomes Tool (PN-BOT)</u>.

GW School of Medicine & Health Sciences. Implementing the Commission on Cancer Standard 8.1 Addressing Barriers to Care.

Native American Cancer Initiatives. <u>NACI Care™.: A Patient Navigation</u>
<u>Data Entry. Tracking, and Evaluation Tool</u>.

National Comprehensive Cancer Network. Clinical Practice Guidelines in Oncology. Distress management, version 1.2024.

National Comprehensive Cancer Network. <u>Evidence-based Resources</u> for Patients and Navigators.

National Comprehensive Cancer Network. <u>Measuring and Addressing</u>
<u>Health Related Social Needs in Cancer: Working Group</u>
Recommendations.

fast facts

Community
Engagement
Recommendations
to Reduce Racial Disparities
in Access to Cancer Care

- Reflect community demographics in practice leadership
- Use culturally and linguistically appropriate wording
- Partner formally and equitably with community-based organizations
- Develop programs based on community health needs assessments

Source. National Comprehensive Cancer Network. Health Equity Report Card.

Do Providers Need More Honest Dialogue with Patients?

A City of Hope study of patients with advanced neuroendocrine tumors found that:

- Only 30% of patients say their top goal for treatment is living longer; 70% of patients selected other treatment goals as most important, including maintaining the ability to do daily activities, reducing or eliminating pain, or reducing or eliminating symptoms like fatigue.
- 67% of those surveyed agreed with the statement, "I would rather live a shorter life than lose my ability to take care of myself."
- Respondents felt that their providers were more singularly focused on extending overall survival, even if it impacted other outcomes; only 52% of patients perceived that they had the same treatment goals as their physician.

Source. Li D, Can-Lan S, Kim H, et al. Patient-defined goals and preferences among adults with advanced neuroendocrine tumors. JNCCN. 2022;20(12):1330. doi:10.6004/inccn.2022.7059



A survey of more than 3,000 American women found nearly half (45%) are forgoing preventive care services like check-ups, screenings, and vaccines; the inability to afford out-of-pocket costs is the most common reason women cite for skipping this critical care. Other survey findings include:

- 3 out of 4 women (76%) have received a cervical cancer screening at some point in their lifetime
- White women are more likely to have received a cervical cancer screening (81%) than Black women (65%), Asian women (66%), and Hispanic women (68%)
- Women who are insured (79%) are more likely to have received a screening than uninsured women (51%)
- 72% of women are likely to get a cervical cancer screening if it is recommended by their provider
- Only 34% are likely to get a cervical cancer screening if it is not covered by their insurance.

Source. Alliance for Women's Health and Prevention Poll conducted online from Nov. 18-Dec. 8, 2022 by Ipsos. womenshealthandprevention.org/wp-content/uploads/2023/01/AWHP-Ipsos-Survey_Topline-Results.pdf.



5 Negative Effects of Prior Authorizations

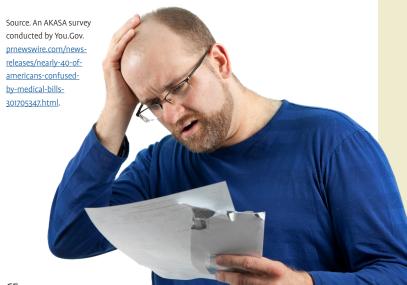


- 1. Delayed Care. More than 9 in 10 physicians (94%) reported that prior authorization delayed access to necessary care.
- 2. Bad Outcomes. Nearly nine in 10 physicians (89%) reported that prior authorization had a negative impact on patient clinical outcomes.
- 3. Disrupted Care. 4 in 5 physicians (80%) said patients abandoned treatment due to authorization struggles with health insurers.
- 4. Lost Workforce Productivity. More than half of physicians (58%) who cared for patients in the workforce reported that prior authorizations had impeded a patient's job performance.
- 5. Patient Harm. 1/3 of physicians (33%) reported that prior authorization led to a serious adverse event for a patient in their care, including hospitalization, permanent impairment, or death.

Source, American Medical Association, 2022 AMA Prior Authorization Physician Survey. ama-assn.org/system/files/prior-authorization-survey.pdf.

What Frustrates Patients the Most **About Medical Bills**

- Being able to understand what they're being billed for-29%
- Uncertainty if they can pay the bill-27%
- Not getting a bill until weeks after they received service—24%
- Uncertainty if the final bill will be consistent with the estimate of responsibility-20%



more online a accc-cancer.org

Guideline-Based Care Plans for Providers and Patients

ACCC, in partnership with the Center for Business Models in Healthcare, is making 4R Care Sequences® available at no cost to ACCC members. These guideline-based care plans are personalized for specific patient populations at each point in care, for example, at diagnosis and during transitions between treatments. The 1-page templates are available in hard copy or electronically.



Beyond the Brush: Navigating Dental Care in Head & Neck Cancer

While advancements in oral medicine are improving the treatment landscape for head and neck cancer, routine dental care and preventative oral cancer screenings can help identify head and neck cancers early. This CANCER BUZZ podcast explains the proactive role dentists can play in early identification of cancer—as well as the need for equitable access to dental care—and explores how a cross-disciplinary cancer care team and patient education work in tandem to better manage complications from head and neck treatment.



Multidisciplinary Approaches to Addressing the Needs of Patients with Gynecologic Cancers

This executive summary of ACCC's September Gynecologic Oncology Summit addresses issues like care equity, gynecologic cancer awareness, social drivers of health, workforce challenges, and patient advocacy. Explore discussions held during the summit regarding barriers in the management of gynecologic cancers and potential next steps to further improve treatment of this patient population.



Unite for HER's Vision for Equitable **Cancer Care**

This national nonprofit <u>organization</u> has spent the last 14 years enriching the health and well-being of those affected by breast and ovarian cancers. In this blog, learn how collaboration lies at the heart of its efforts. By forming strategic partnerships with hospitals, nonprofits, and advocacy groups, Unite for HER works collectively to ensure that underserved communities receive equitable access to integrative services, education, and support.