

Planning Your Stretch Project

Value-Based Payment Practice
Transformation Academy





Presenters



Kate Davidson, LCSW
Assistant Vice President, Practice
Improvement
National Council for Behavioral Health
KateD@TheNationalCouncil.org



Samantha Holcombe, MPH
Director, Practice Improvement
National Council for Behavioral Health
SamanthaH@TheNationalCouncil.org



Objectives

During this webinar we will discuss:

- Building your logical framework
- Clarifying your stretch goal
- Defining your metrics and data collection processes
- Planning your stretch project
- Implementing Rapid Cycle Change

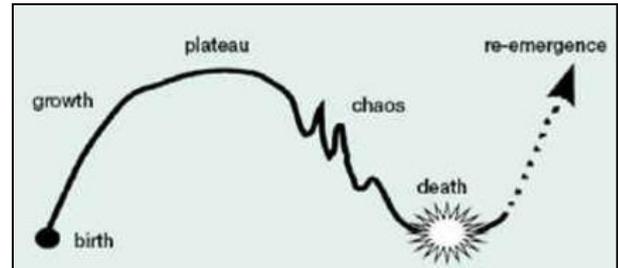
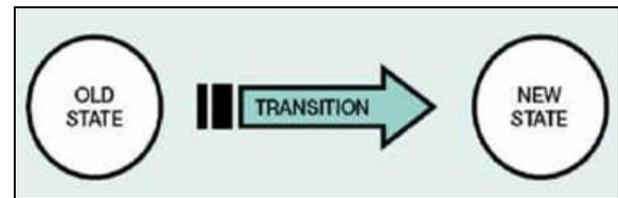
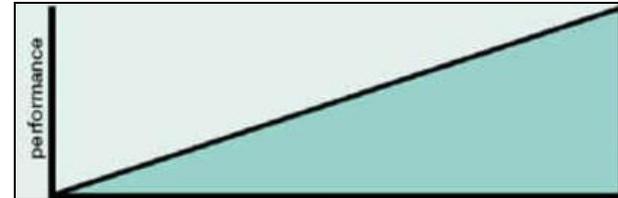


Stretch Projects

- Operationalize readiness for value-based payment
- Marry project management and quality improvement skills sets
- Tailored to your organization
- Leverage a team approach to transformational change
- Articulates a concrete goal
- Tangible outcomes

Types of Change

- Developmental
 - Improvement of what is
- Transitional
 - Movement towards well-defined new state
- Transformational
 - New state is largely unknown





Stretch Project Planning Guiding Questions

Consider the following questions:

1. What is your stretch goal?
2. Who will you include on your transformation team and why?
3. What metrics will you use to measure your effectiveness toward this stretch goal?
4. What are your anticipated barriers to meeting your stretch goal?

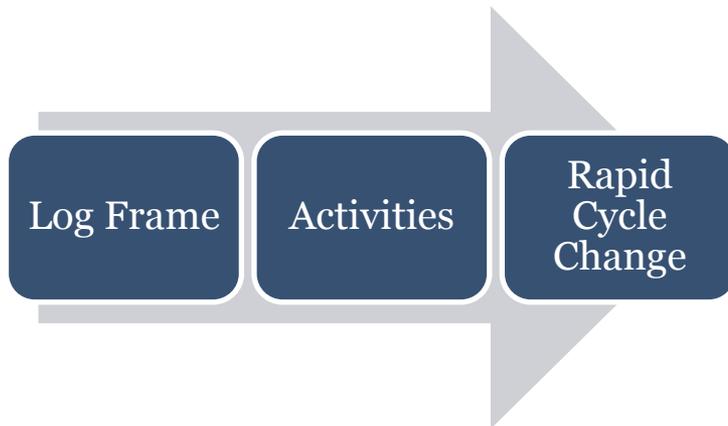


Proposed Stretch Projects

- Themes:
 - Establishing a risk stratification process
 - Establishing care pathways
 - Reducing avoidable utilization – ER/hospitalizations/readmissions
 - Improving screening/management of depression
- Defining your stretch project
 - What do you want to achieve (goal)
 - How are you going to achieve it (project activities)



Planning

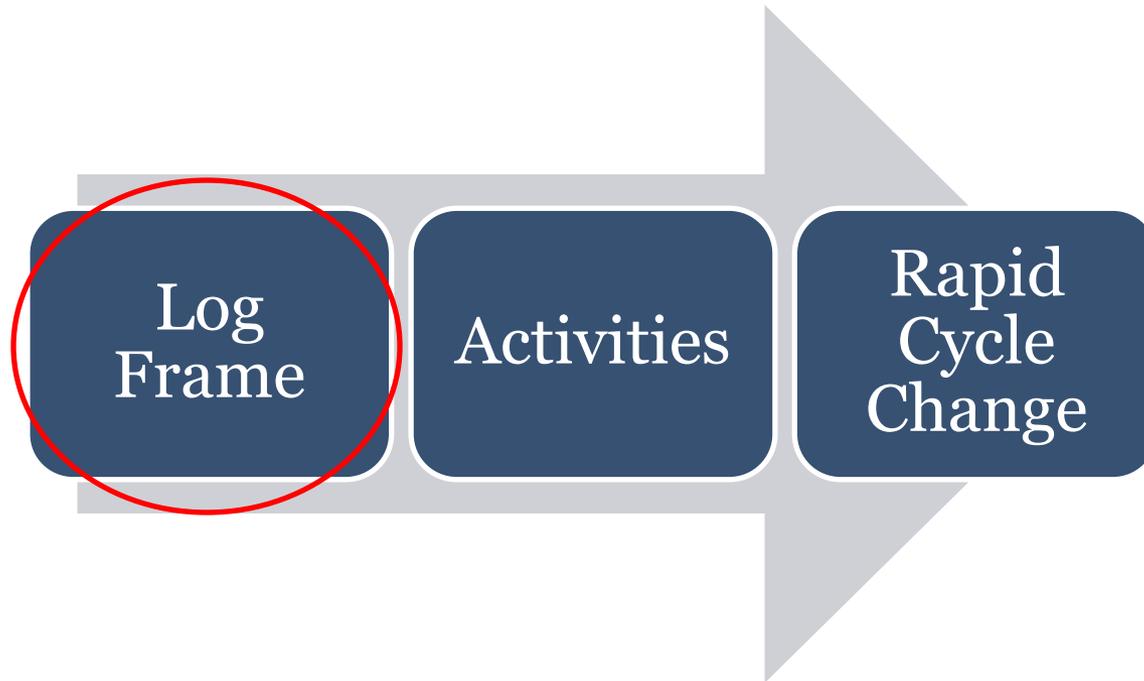


Cyclical process:

- Defining goals, objectives and metrics
- Developing activities that lead to results
- Monitoring and evaluating progress



Planning



Log Frame Process

Using a log frame (logic model) is one way to develop a clearer understanding of the goals and objectives of a project, with an emphasis on identifying measurable objectives, both short-term and long-term.

Narrative Summary	Indicators	Data Sources	Assumptions
Goal			
Objectives/Outcomes	Project Results		
Outputs			
Activities	Project Deliverables		

If the horizontal logic is followed AND assumptions hold true; Then the project will likely succeed.



Discussion: Log Frame Progress

- Have you revisited or shared your log frame with your team since the in-person meeting?
- How has your log frame changed?
- What challenges are you experiencing in developing your log frame?

Measuring Success



Defining Your Metrics

Narrative Summary	Indicators	Data Sources	Assumptions
Goal	Outcome Metrics		
Objectives/Outcomes			
Outputs	Process Metrics		
Activities			



Types of Metrics

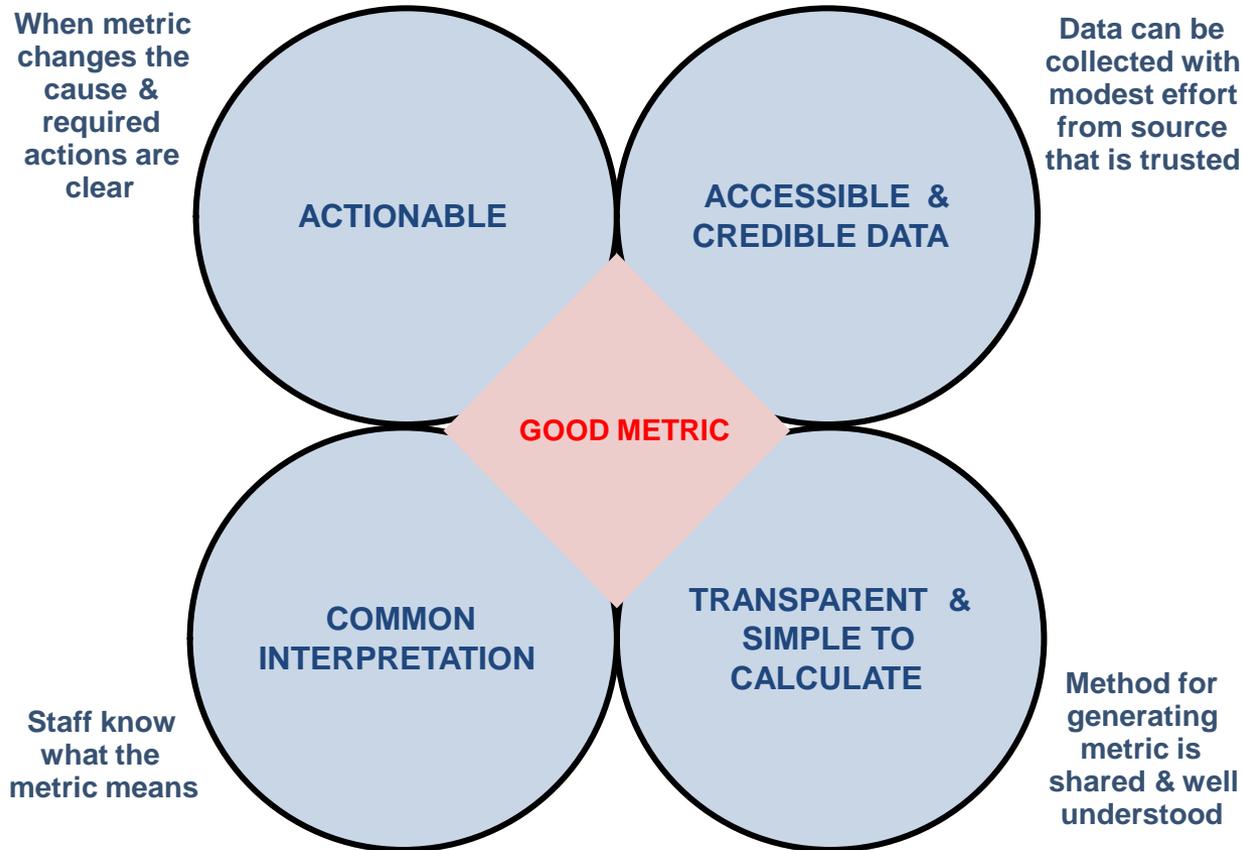
Process Measures explain how the system works. *The work you do directly controls the results of these metrics.*

- % of high-risk people who were referred to health home/care coordination
- % of high risk people who were seen in the last two weeks

Outcome Measures explain the effectiveness of the system. *They are a result of the work you do.*

- % of people who improved from 'high' risk to 'low' risk in 6 months

A metric accurately reflects work if....



If a tree fell in the forest and no one collected the data, it didn't make a sound.





Data Collection

- Start with the low hanging fruit
 - What data are you already collecting?
 - What data could you easily collect?
- Identify what other data you need to collect
 - What systems and processes might that change?
- Develop a comprehensive implementation plan
 - Establish processes and workflows
- Clearly communicate responsibilities and protocols

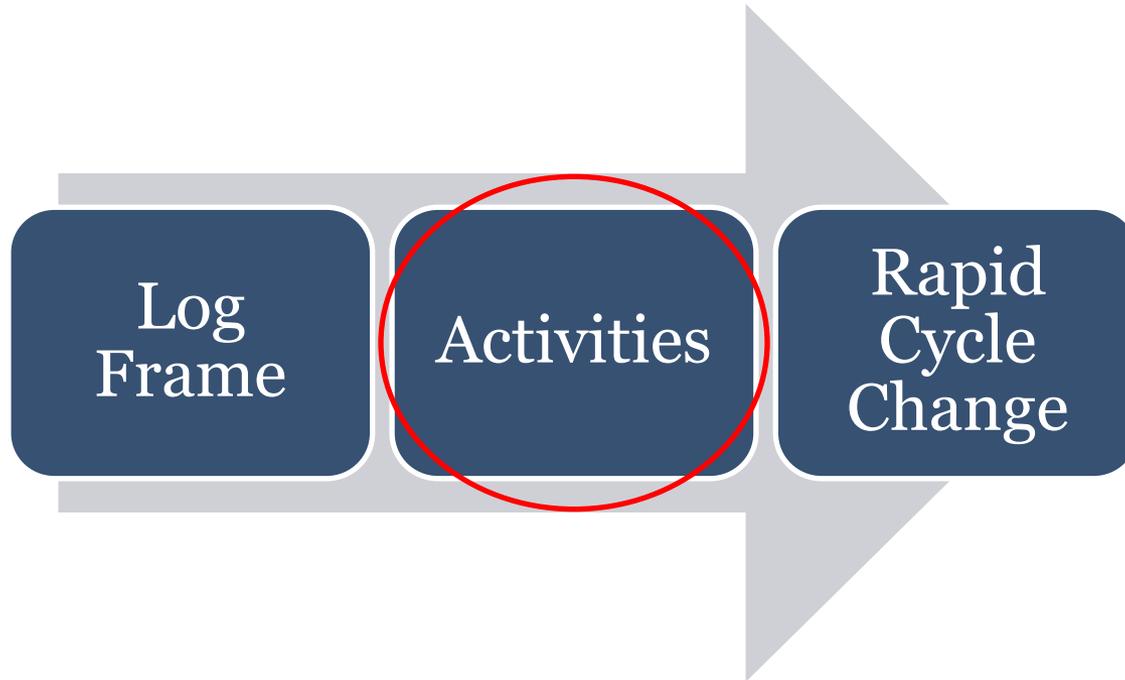


Discussion: Stretch Project Metrics

- What metrics are you planning on collecting?
- What are your potential challenges/barriers?
- What is your data collection process?
 - Who will pull the data?
 - How often?
 - How will it be shared?
 - Who is responsible for using it?
 - Does this change any current workflows?

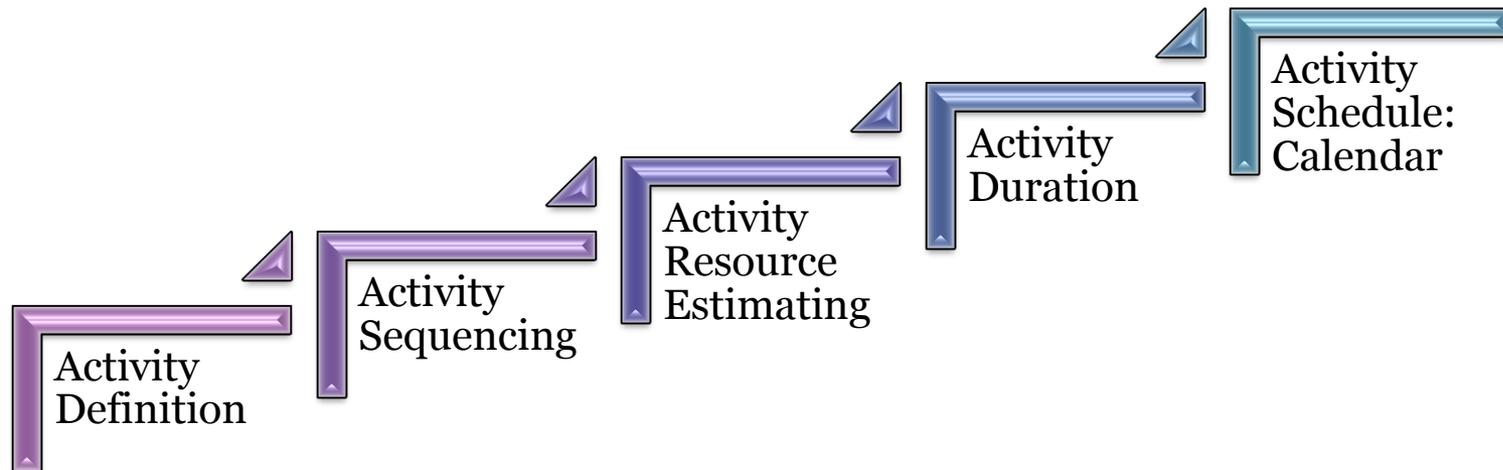


Planning





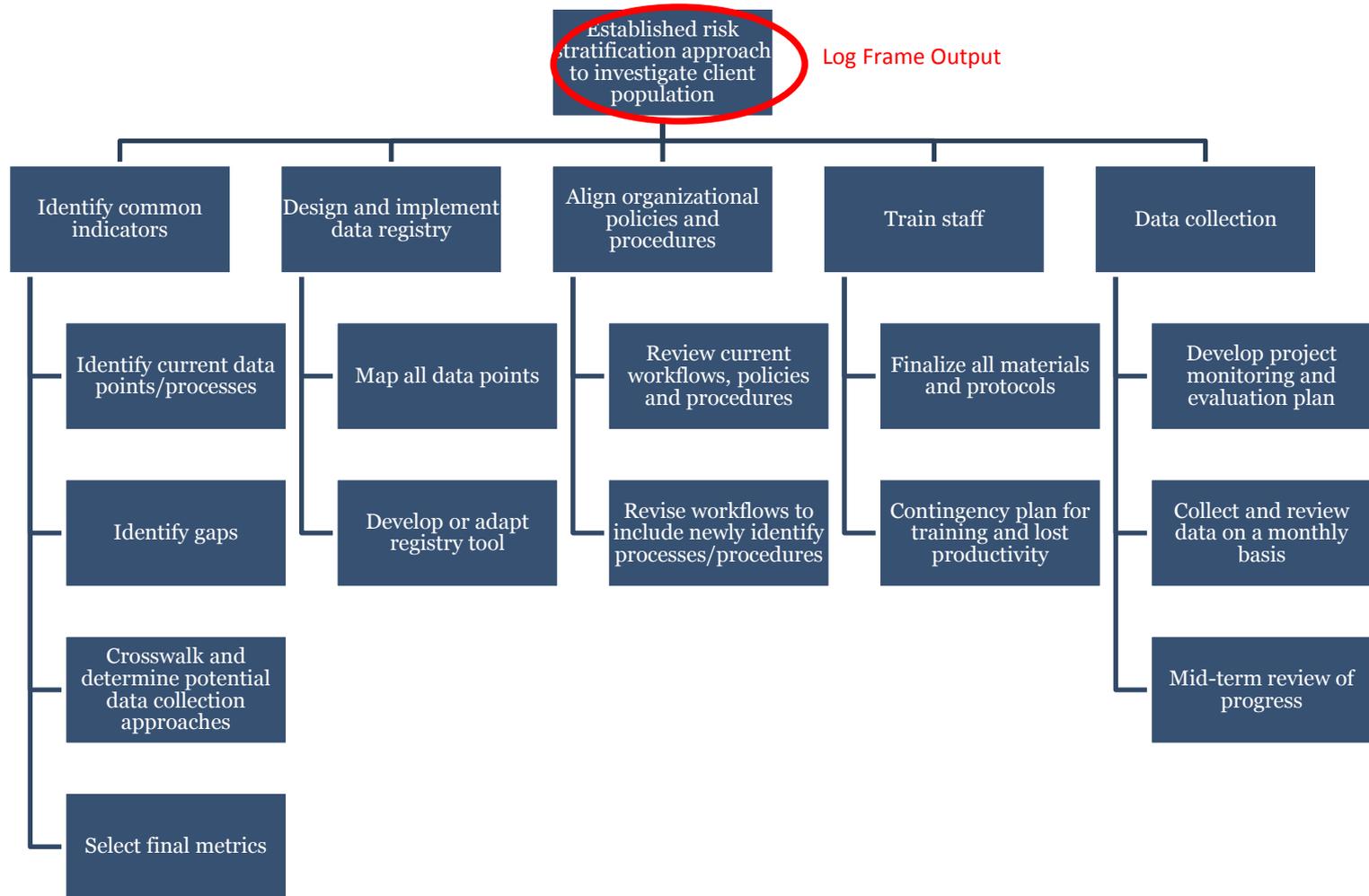
Overview of the Phases of Planning



Turning Your Framework into An Action Plan

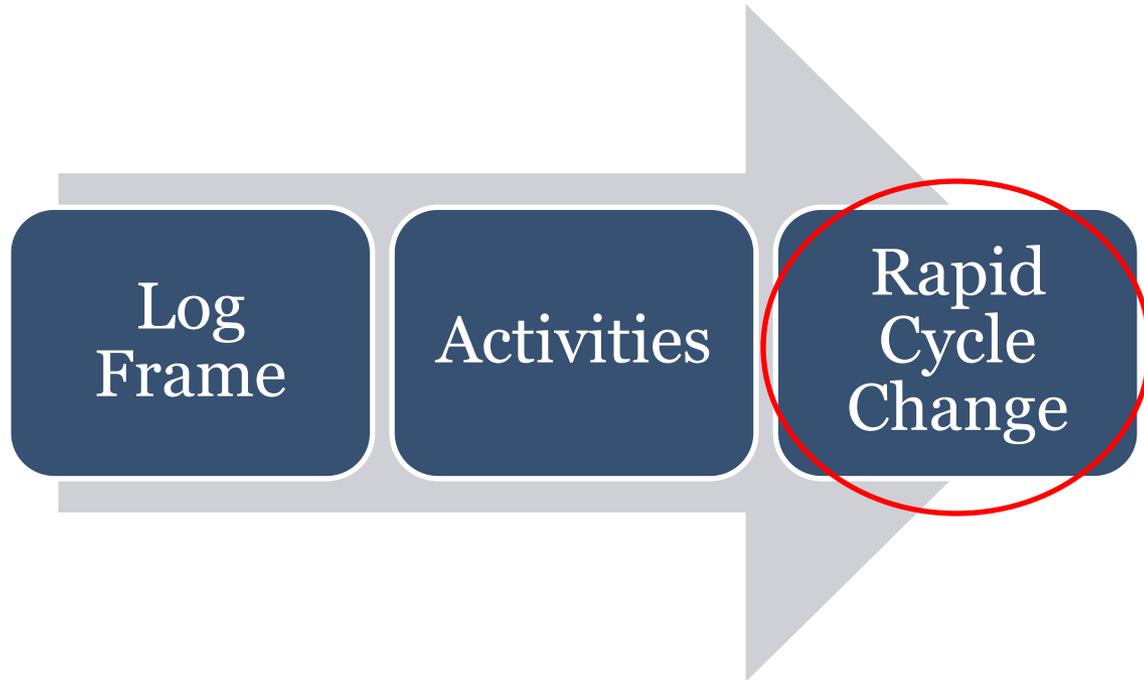
Narrative Summary	Indicators	Data Sources	Assumptions
<p>Goal</p> <p>Make the paradigm shift to population health management to improve patient outcomes</p>	<p>Reduced re-hospitalization rates</p>	<p>Medicaid data</p>	
<p>Objectives/Outcomes</p> <p>Improved care coordination</p>	<p>Percent of high risk clients receiving care coordination/ care management</p>	<p>EHR</p>	<p>Coordinated/manage d care will improve health outcomes</p>
<p>Outputs</p> <p>Established risk stratification approach to investigate client population</p>	<ol style="list-style-type: none"> Percent of clients with established care pathways Percent of high risk clients referred to care management 	<p>EHR</p>	<p>Care pathways will be followed and patients will be referred</p>
<p>Activities</p> <ol style="list-style-type: none"> Identify common indicators used to stratify risk Design and implement data registry Identify operational workflows to support risk stratification processes 	<ol style="list-style-type: none"> Indicators selected Data registry protocol in place Staff implementing workflows 	<p>Organizational protocols</p> <p>Monthly staff meetings</p>	<p>Staff are given the tools and resources to effectively implement this approach</p>

Stretch Project Example



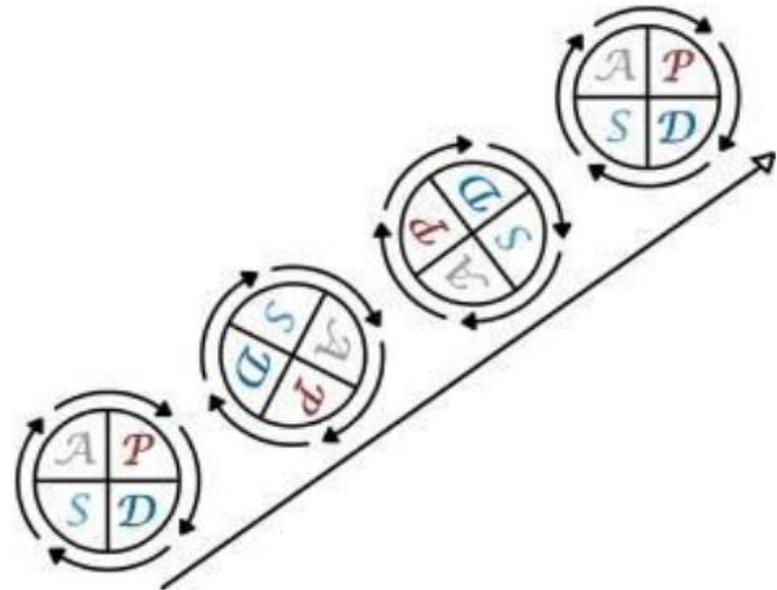


Planning



Rapid Cycle Change

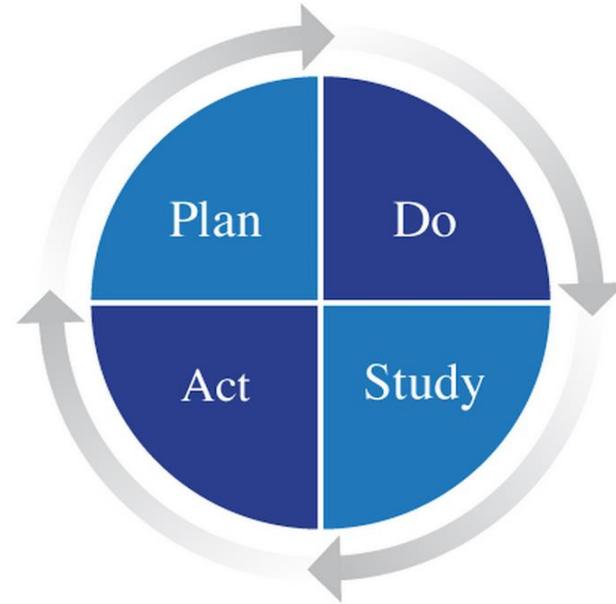
Rapid cycle change is a systematic problem-solving approach to understand client needs, restructure processes, and make the most efficient use of available resources.



Rapid Cycle Change

Four Steps:

- Leverage your transformation plan
- Develop and execute the practice transformation plan
- Rapid-cycle change: Use PDSA to drive population health management
- Sustain improvement through Continuous Quality Improvement (CQI)





Next Steps

- Continue to refine your log frame and metrics based on today's conversation
- Begin to draft your data collection plan
 - Who will pull the data?
 - How often?
 - How will it be shared?
 - Who is responsible for using it?
 - Does this change any current workflows?



Next Steps

Next Webinar: Friday, December 15th 11:30-12:30pm

- Come prepared to the next webinar prepared to share:
 - Two sentence elevator speech on what your stretch project is
 - One process level and one outcome level metric you will be tracking on, and your proposed data collection plan



Affinity Groups

	Participants	Date	Time
Group 1	CHSW, Compass, Greater Lakes, Multicare, Sound Mental	Thursday, November 30 th	12:30 – 1:30pm PT
Group 2	Valley Cities, Grant Integrated, Lourdes	Thursday, December 7 th	11:30 – 12:30pm PT
Group 3	Catholic Charities, Sea Mar, Catholic Community Services, Peninsula	Thursday, December 7 th	12:30 – 1:30pm PT
Group 4	Evergreen Recovery, Evergreen Treatment, Frontier, Yakima, DESC	Friday, December 8 th	12:30 – 1:30pm PT

Thank you!

Questions? Contact Joan Miller
JMiller@thewashingtoncouncil.org



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