

Washington State Value-Based Payment Practice Transformation Academy Phase 2 Curriculum Overview for Discussion

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Introduction

The Washington State Value-Based Payment Practice Transformation Academy (the Academy) is designed to increase participating organizations' capacity to engage in value-based payment arrangements (VBPs). The National Council for Behavioral Health will provide a faculty of national experts in healthcare finance, quality improvement, and VBPs to help organizations shift from pure volume-based payment to payments more closely associated with healthcare outcomes. By incentivizing quality over quantity, value-based care advances the triple aim of providing better care for individuals, improving population health management strategies, and reducing healthcare costs.

Overview

The Academy is designed to: (1) cultivate internal champions to plan for and enact the steps necessary to succeed in VBPs; and (2) provide comprehensive technical assistance to build organizational capacity to adopt VBPs in Washington State. Participating organizations will gain a better understanding of VBP models in behavioral health, quality improvement, data collection, and alignment of clinical delivery and payment systems, to successfully implement VBP approaches.

Through a combination of in-person meetings, practice coaching calls, and technical assistance webinars, the Academy will foster the fundamental principles organizations need to demonstrate change across departments. Because of their participation, organizations will experience measurable outcomes, including:

- A comprehensive quality improvement and project management strategy;
- Cultivation of buy-in amongst internal stakeholders;
- Development of a committee structure to operationalize transformation;
- Creation of a concrete workplan that prioritizes organizational transformation efforts;
- Articulation of compelling value propositions through the utilization of quality, utilization and financial data.

The Academy is designed to help participating organizations meet the Healthier Washington goal of having 90% of state payments tied to value by 2021. The Academy will focus on the Healthier Washington Transformation Domain 1 target areas, Financial Sustainability through Value-Based Payment and will reinforce use of project metrics and population health data within Domain 2, Care Delivery Redesign.

Using didactic content, coaching, tangible resources/tools, and peer sharing, Phase 1 focused on building a foundation of VBP readiness. Participating organizations improved their VBP literacy as

well as their understanding of organizational readiness assessments, population health management, and continuous quality improvement. Participants have identified areas of need and begin to hone in on target areas for their stretch project to be prepared for quick action in Phase 2.

Phase 2: Stretch Project Implementation

During Phase 2, the Academy will support participants as they develop a stretch project that focuses on implementing a practice transformation action plan. Participants will select a project that aligns with Healthier Washington and DSRIP to drive progress around Washington State's common measure set for healthcare quality. Participants will pick a stretch project that targets one of the five Healthier Washington Medicaid Transformation project domains:

- Project 2A: Bi-Directional Integration of Care and Primary Care Transformation (Required)
- Project 2B: Community-Based Care Coordination (Required)
- Project 2C: Transitional Care (Optional)
- Project 2D: Diversion Interventions (Optional)
- Project 3A: Addressing the Opioid Use Public Health Crisis (Required)

Technical Assistance -

- **In-person Kickoff Meeting #2 (all-day)**
 - Goal: Participants will leave the in-person meeting with an understanding of protocols needed to reach ideal state for VBP readiness.
 - Attendees: Project lead and representative from executive leadership
 - Introduction
 - Connecting it all together (recap and looking forward):
 - WA State VBP Readiness Overview
 - Mapping Protocols
 - Recognize the importance of risk stratification to identify high-risk patients and prevent future unnecessary services and the importance of care transition improvement
 - Understand steps to mapping care pathways
 - Identify the protocols needed to implement stretch project and VBP readiness
 - Stretch project breakout sessions: risk stratification and care transition
 - Mapping out protocols associated with risk stratification or transitions of care
 - Using workplans to monitor progress
 - Identifying barriers associated with implementing protocols
 - Stretch project report outs with the entire group

- Each group shares stretch project description, reviews protocols and associated steps/workplan
- Discussion after each presentation to:
 - Share what protocols will need to be implemented
 - Share what barriers organizations face
 - Overcome challenges
 - Share resources
- **Webinar #5: Building Capacity for Quality Improvement (1 hour)**
 - Rapid cycle change and PDSA cycles
 - Incorporating lean philosophy into policy and protocols
 - Using data for supervision
 - Understanding quality and risk
- **Webinar #6: Articulating Your Value Proposition (1 hour)**
 - Understanding the purpose of a value proposition
 - Crafting your value proposition based on customer segments
 - Effectively communicating your value proposition: best practices in data visualization
- **Webinar #7: Understanding What Payers Want: The Health Plan Perspective on VBP**
 - Apple Health MCO representatives' perspective on VBP and community behavioral health providers
 - Examples of alternative payment models, quality incentives, and pay for performance
- **Webinar #8: Managed Care Contracting (1 hour)**
 - Types of VBP contracting arrangements
 - Levels of risk/perspectives
 - Considerations around governance and distribution
 - Bringing your value proposition to the negotiation table
- **Webinar #9: Wrap-up/Celebrating Success (1.5 hours)**
 - Review of Where We've Come From/Progress on VTA
 - Opportunity for participants to engage with state partners/ask questions
 - Report out
 - Value proposition
 - Accomplishments

- **Tools/Resources:**

- Logic Model and Workplan templates
- Risk stratification tool
- Costing Tool
- Value-Based Payment Planning Guide
- Value Transformation Assessment tool

Coaching: Faculty coaches will engage the practice transformation lead and his/her team to evaluate progress toward stretch goals. Faculty coaches will identify and celebrate small successes toward the goals and help the team to problem-solve barriers in the implementation process.