Washington State Practice Transformation Academy
Curriculum Overview for Discussion
September 1, 2017

Introduction
The Washington State Practice Transformation Academy (Academy) is a four-month program (with potential for a 5-8-month extension) 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 health care finance, quality improvement, and VBPs to help organizations shift from pure volume-based payment to payments more closely associated with health care 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. As a result 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 work plan that prioritizes organizational transformation efforts;
- (Phase 2) Establishment 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.

Phase 1: Laying the Groundwork for VBPs

Using didactic content, coaching, tangible resources/tools, and peer sharing, Phase 1 will focus on building a foundation of VBP readiness. Participating organizations will improve their VBP literacy as well as improve their understanding of organizational readiness assessments, population health management, and continuous quality improvement. Participants will have identified areas of need and begin to hone in on target areas for their stretch project so they are prepped for quick action in Phase 2.

Technical Assistance –

- **Webinar #1: Orientation Webinar** (1.5 hours)
    - Overview of vision, goals, technical assistance and participation requirements
    - Faculty introductions
    - Academy Lead introductions
    - Introduction to VBPs in the context of Washington State
        - Value-Based Roadmap and levels within the APM framework
        - Apple Health VBP Fact Sheet
        - HCA's VBP Provider Survey and VBP MCO Survey
    - Timeline and meeting dates
    - Homework for in-person meeting
        - Coming with a prepared focus area aligned with Washington State ACH transformation project
        - Completion of the PAT and selection of 1-2 milestones to focus stretch project around

- **In-Person Meeting** (all-day)
    - Attendees: Project lead and representative from executive leadership
    - Deeper Dive: VBP Literacy and VBPs in the context of Washington State with state representatives
        - Making sense of the HCP-LAN APM Categories at the provider level
        - The link between Care Delivery Redesign projects and Value-Based Payment
    - Population Health Management and Risk Stratification
        - How does risk stratification improve patient health outcomes?
        - The importance of using risk stratification to identify high-risk patients and prevent future unnecessary service utilization
        - Identifying the infrastructure needed to implement risk stratification processes (including data selection, risk assessment, and care pathways)
    - Readiness Assessment and Root Cause Analysis
        - Review results of PAT assessments and key milestones that participants have identified as challenges
        - Analyzing the root causes of the challenges in your focus area
        - Identifying intervention strategies to address root causes

- o Intervention Design and Logic Framework
  - ▪ Developing your logical framework
  - ▪ Identifying your targeted outcome and process measures that will support how to track and monitor short-term progress towards long-term outcomes
- o Establishing Your Team
  - ▪ Establishing a VBP Steering Committee
- o **Goal**: Participants leave with foundational understanding of VBPs and the context of Washington State. Participants have gained insight into their barriers through root cause analysis and have a logic model to bring back to their larger team for discussion. Have the resources they need to go back and developing their VBP Steering Committee.

- **Webinar #2: Defining Your Stretch Project** (1 hour)
  - o Revisiting your logical framework
  - o Identifying a measurable, short-term stretch project
  - o Clarifying your stretch goal
  - o Defining your metrics and data collection processes
  - o **Goal**: Participants leave prepared to work with their steering committees on committing to a stretch goal and selecting metrics and data collection plan

- **Webinar #3: Communicating the Why** (1 hour)
  - o Developing a communication plan for value-based payment transformation
  - o Articulating the "Why" behind VBP and identified goals
  - o Leading staff and internal stakeholders toward change
  - o **Goal**: Participants are able to draft a clear message on VBPs for all levels of staff

- **Webinar #4: From Project Plan to Transformation Plan** (1 hour)
  - o Level setting – why project planning and monitoring is essential for practice transformation
  - o Phases of planning and defining the work
  - o Transformation planning: Tying this work back to the larger idea of a transformation plan and how the stretch project is a scalable approach to how you would tackle a full transformation plan
  - o **Goal**: Participants leave with a clear idea of the high-level activities they need to complete their stretch project and are prepared to come to Phase 2 kick off meeting for detailed planning or to carry the project forward internally if Phase 2 is not funded

- **Tools/Resources:**
  - o Practice Assessment Tool (PAT), a product of the Center for Medicare and Medicaid Innovation for the Transforming Clinical Practice Initiative; will be used as designed
  - o Annotated PAT, a companion guide to the Practice Assessment Tool specifically for specialty behavioral health providers; will be customized for the Washington State context with input from Washington Council for Behavioral Health, Qualis, and/or other key stakeholders

- o VBP Planning Guide, a high-level work planning document to help organizations prioritize and set timelines for engaging in VBP readiness activities; will be customized for Washington State with input from Washington Council for Behavioral Health, Qualis, and/or other stakeholders
- o Risk Stratification Tool and Chronic Conditions Calculator and User Guide, which are Excel-based tools to help facilitate population health management approaches for clients with certain chronic behavioral health conditions; will be used as already developed

- **Coaching**: Faculty coaches will meet their practices at the kick-off meeting and work with them to define their logic model and stretch project in Phase 1 in preparation for stretch project implementation in Phase 2. In Phase 1, faculty coaches will hold two sets of cohort calls (in groups of approx. 5 organizations per cohort): one after webinar #2 and one after webinar #4. In Phase 2, each participating organization will engage in four individual coaching calls. Faculty coaches will collaborate with Hub community-based practice coaches to ensure synergy with other state practice transformation initiatives/activities.

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 health care quality. Participants will pick a stretch project that targets one of the four Domain 2 (Care Delivery Redesign) Healthier Washington projects:

- 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 Meeting #2** (all-day)
    - o Attendees: Project lead and representative from executive leadership
    - o Practice Transformation Plan
        - Level setting – looking at the end goal and reiterating how Academy stretch projects support organizations in building the skills they need for large-scale transformation
        - Facilitating a transformation plan with your steering committee
    - o Project Planning: Planning your stretch project
        - Revisiting your logic model
        - Phases of planning activity – breaking down the activities, sequencing, duration and resources needed
        - Using workplans to monitor progress

- o Stretch project report outs with the entire group
    - Each group shares stretch project description, VBP steering committee members, metrics, and anticipated barriers
    - Discussion after each presentation to:
        - Refine stretch project to be feasible and actionable
        - Overcome challenges
        - Share resources

- **Webinar #5: Building Capacity for Quality Improvement** (1 hour)
    - o Rapid cycle change and PDSA cycles
    - o Incorporating lean philosophy into policy and protocols

- **Webinar #6: Contracting** (1 hour)
    - o Types of VBP contracting arrangements
    - o Levels of risk
    - o Considerations around governance and distribution

- **Webinar #7:** Articulating Your Value Proposition (1 hour)
    - o How do operational efficiencies translate into increased margins?
    - o Transparency with front line staff
    - o Looking to the future: costing

- **Webinar #8** (1.5 hours)**:** Celebrating Success/Using Incremental Change to Drive Organizational Change

- **Tools/Resources:**
    - o Logic Model and Workplan templates
    - o Root Cause Analysis Fishbone example

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