

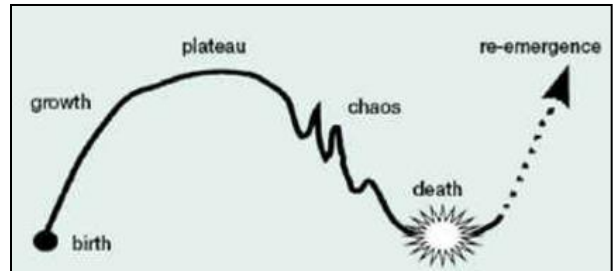
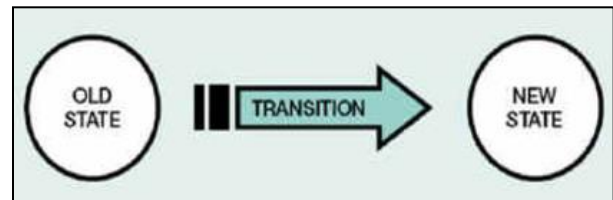
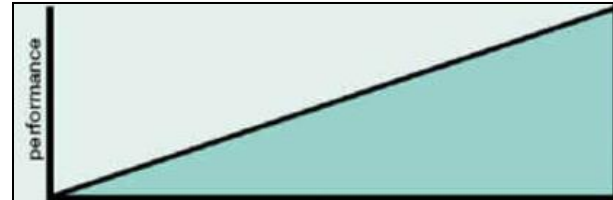
# From Project Plan to Transformation Plan

Value-Based Payment  
Practice Transformation Academy



# What is “Practice Transformation?”

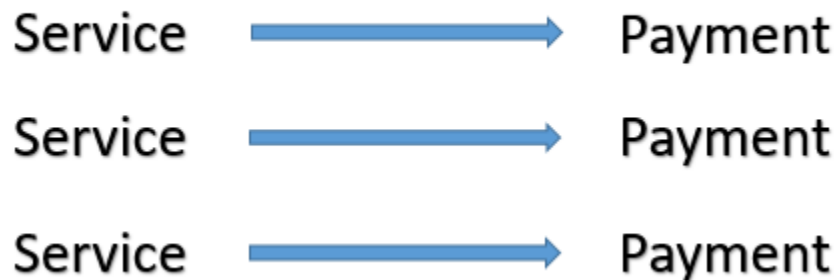
- Developmental
  - Improvement of what is
- Transitional
  - Movement towards well-defined new state
- Transformational
  - New state is largely unknown



# Transformation to Value-based Payments

From this...

## Incentive for Volume



To this...

## Incentive for Results





# VBP Readiness

## Patient and Family-Centered Care Design

- Patient & family engagement
- Team-based relationships
- Population management
- Practice as a community partner
- Coordinated care delivery
- Organized, evidence-based care
- Enhanced access

## Continuous, Data-Driven Quality Improvement

- Engaged and committed leadership
- Quality improvement strategy support a culture of quality and safety
- Transparent measurement and monitoring
- Optimal use of HIT

## Sustainable Business Operations

- Strategic use of practice revenue
- Staff vitality and joy in work
- Capability to analyze and document value
- Efficiency of operation



# Planning for Transformation

- Successful transformation requires having concrete goals and a plan for how you will achieve them.
- VBP Planning Guide
  - Framework for strategic plan
  - Identifying manageable objectives/tasks that build to long-term goal
  - Aligning priorities with state/federal timelines
  - Adapting for your organizational needs

# Project Planning for Transformation



# From Stretch Project to Transformation

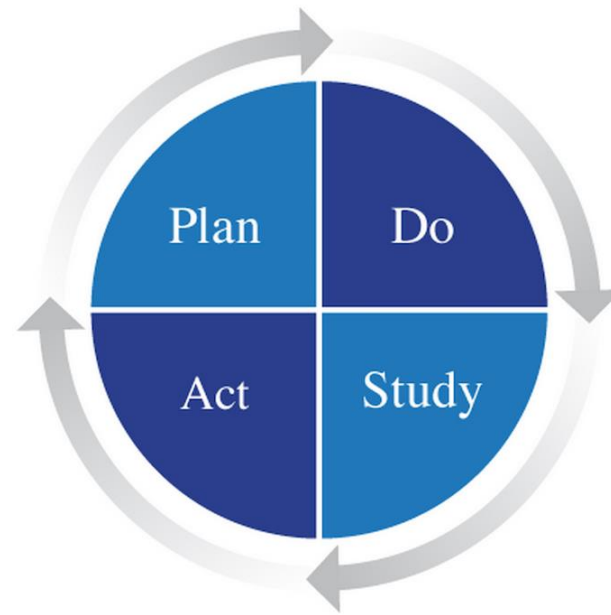
The first step in building momentum is to



# Rapid Cycle Change

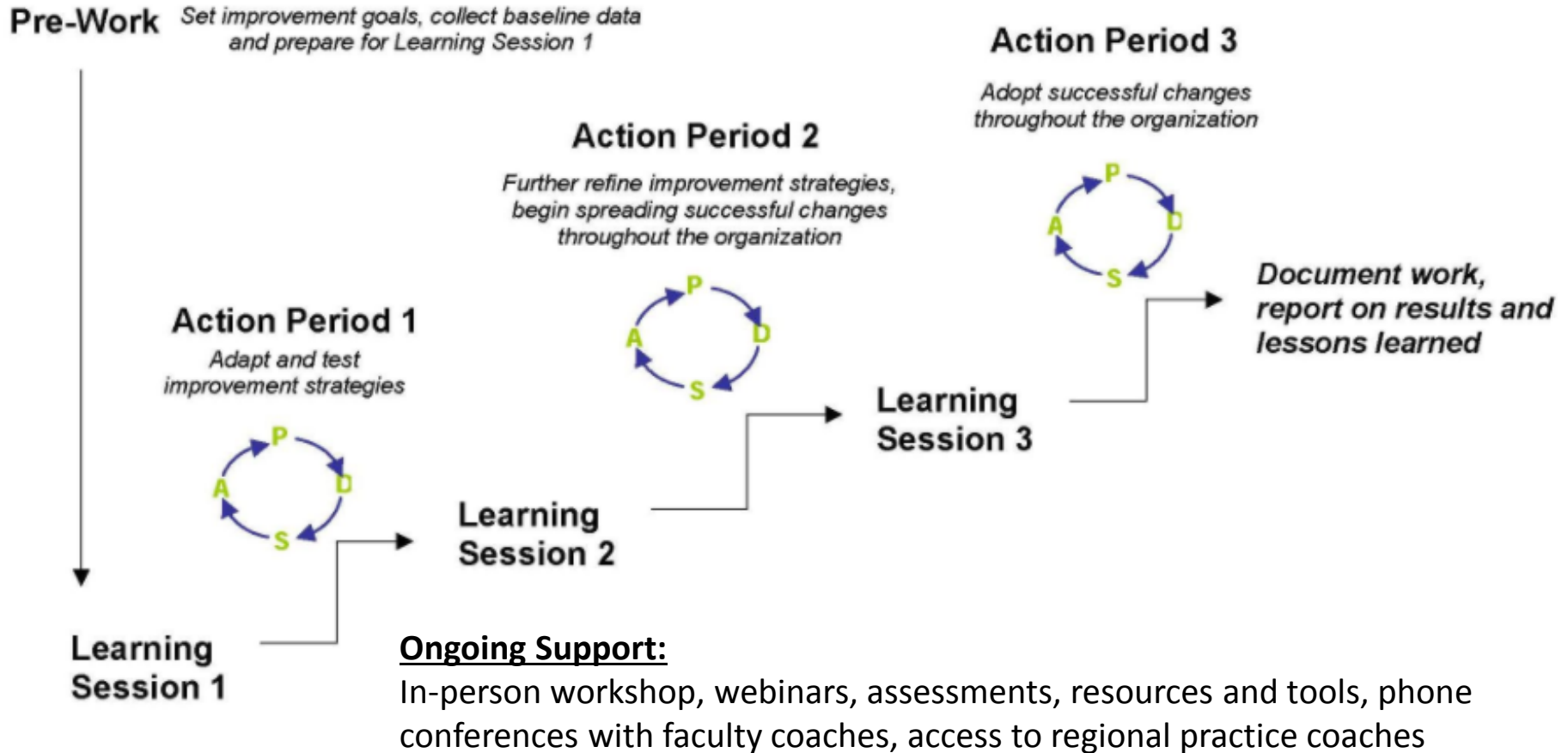
## Three Steps:

- Develop and execute the stretch project workplan
- Rapid-cycle change: Use PDSA to drive implementation
- Monitor and sustain improvement through Continuous Quality Improvement (CQI)





# IHI's Collaborative Model for Achieving Breakthrough Improvement



# Planning Your Stretch Project

# 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/managed 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"> <li>1. Percent of clients with established care pathways</li> <li>2. Percent of high risk clients referred to care management</li> </ol>	<p>EHR</p>	<p>Care pathways will be followed and patients will be referred</p>
<p>Activities</p> <ol style="list-style-type: none"> <li>1. Identify common indicators used to stratify risk</li> <li>2. Design and implement data registry</li> <li>3. Identify operational workflows to support risk stratification processes</li> </ol>	<ol style="list-style-type: none"> <li>1. Indicators selected</li> <li>2. Data registry protocol in place</li> <li>3. Staff implementing workflows</li> </ol>	<p>Organizational protocols</p> <p>Monthly staff meetings</p>	<p>Staff are given the tools and resources to effectively implement this approach</p>



# Targeted Projects

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





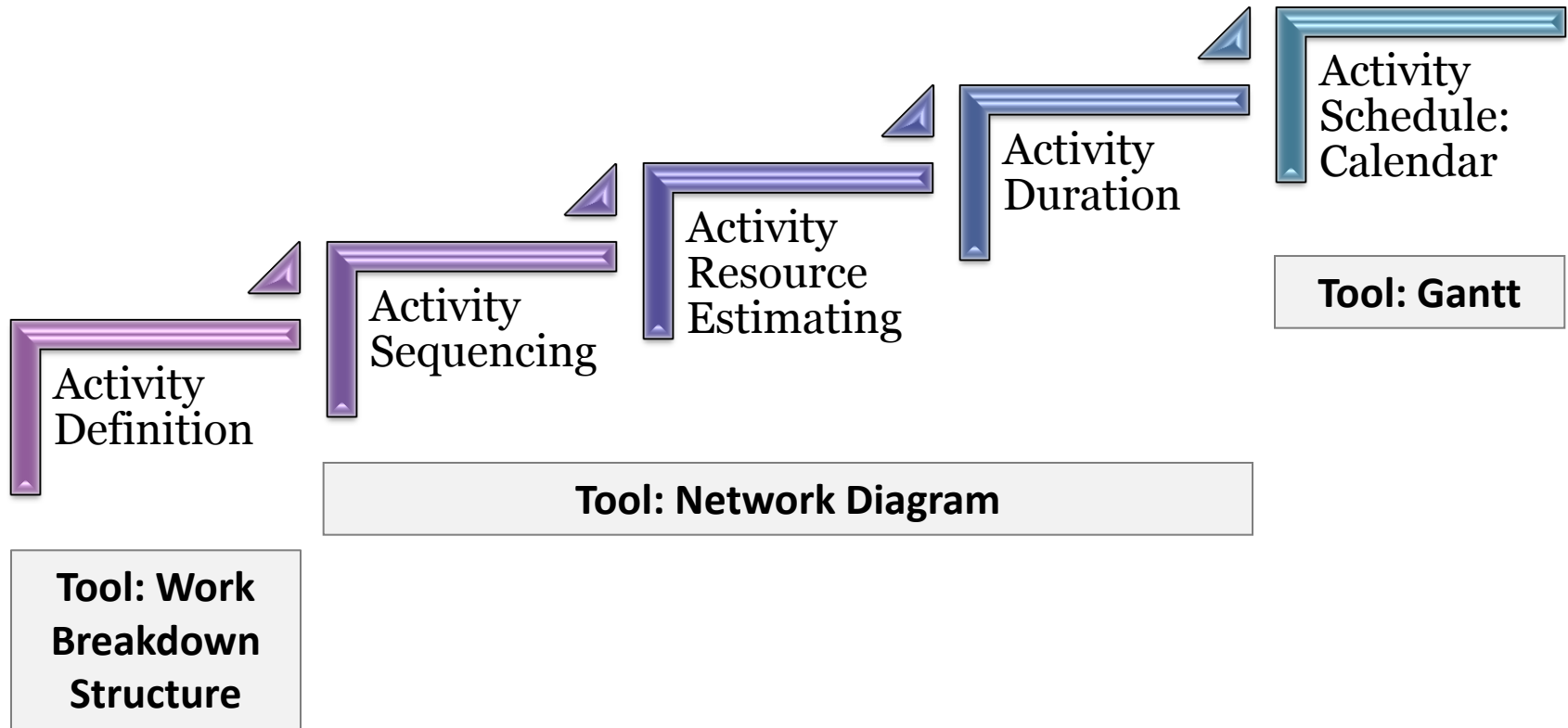
# Demonstration Toolkit Measures

- Follow-up After Discharge from Emergency Department for Alcohol or other Drug Dependence (2A)
- Follow-up After Discharge from Emergency Department for Mental Health (2A)
- Follow-up After Hospitalization for Mental Illness (2A)
- Inpatient Hospital Utilization (2A & 3A)
- Outpatient Emergency Department Visits per 1 000 Member Months (2A & 3A)
- Patients on High-Dose Chronic Opioid Therapy by Varying Thresholds (3A)
- Substance Use Disorder Treatment Penetration (Opioid) (3A)
- Patients with Concurrent Sedatives Prescriptions (3A)
- Percent Arrested
- Percent Homeless (Narrow Definition)

# Demonstration Toolkit Measures

- Child and Adolescents' Access to Primary Care Practitioners (2A)
- Chlamydia Screening in Women Ages 16 to 24
- Comprehensive Diabetes Care: Eye Exam (retinal) performed (2A)
- Comprehensive Diabetes Care: Hemoglobin A1c Testing (2A)
- Comprehensive Diabetes Care: Medical Attention for Nephropathy (2A)
- Contraceptive Care- Most & Moderately Effective Methods
- Contraceptive Care- Postpartum
- Dental Sealants for Children at Elevated Caries Risk, Periodontal Evaluation in Adults with Chronic Periodontitis
- Primary Care Prevention Intervention as Part of Well/Ill Child Care as Offered by Primary Care Medical Providers
- Statin Therapy for Patients with Cardiovascular Disease (Prescribed)
- Timeliness of Prenatal Care: Prenatal care in the first trimester of pregnancy
- Utilization of Dental Services by Medicaid Beneficiaries
- Well-Child Visits in the First 15 Months of Life

# Phases of Planning



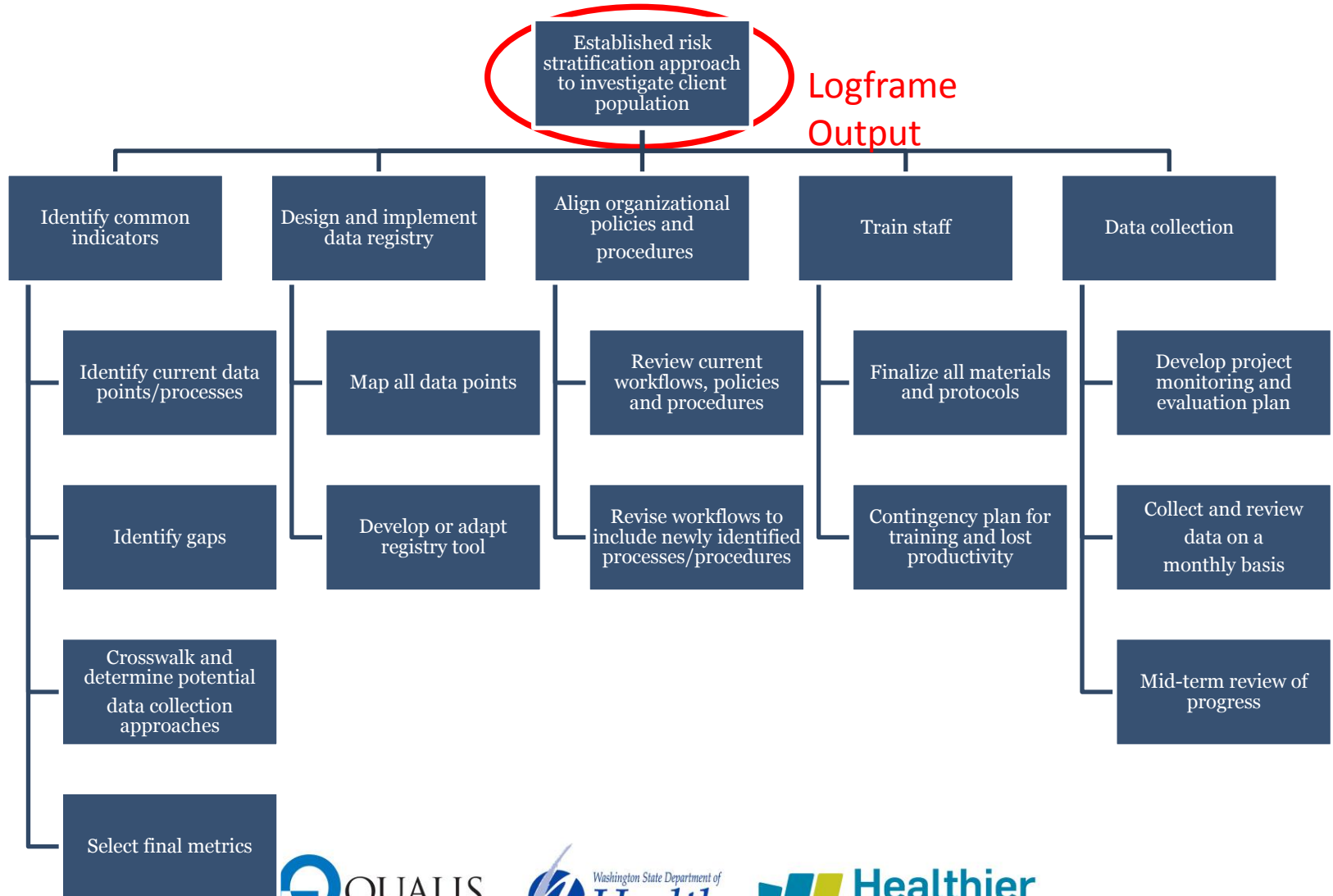


# Phase 1: Activity Definition

- In Phase 1 we are:
  - Identifying the key activities that need to happen for your stretch project
  - Breaking down these activities into tasks
- Once broken down, the tasks can be:
  - Clearly defined
  - Analyzed for dependencies and risks
  - Scheduled

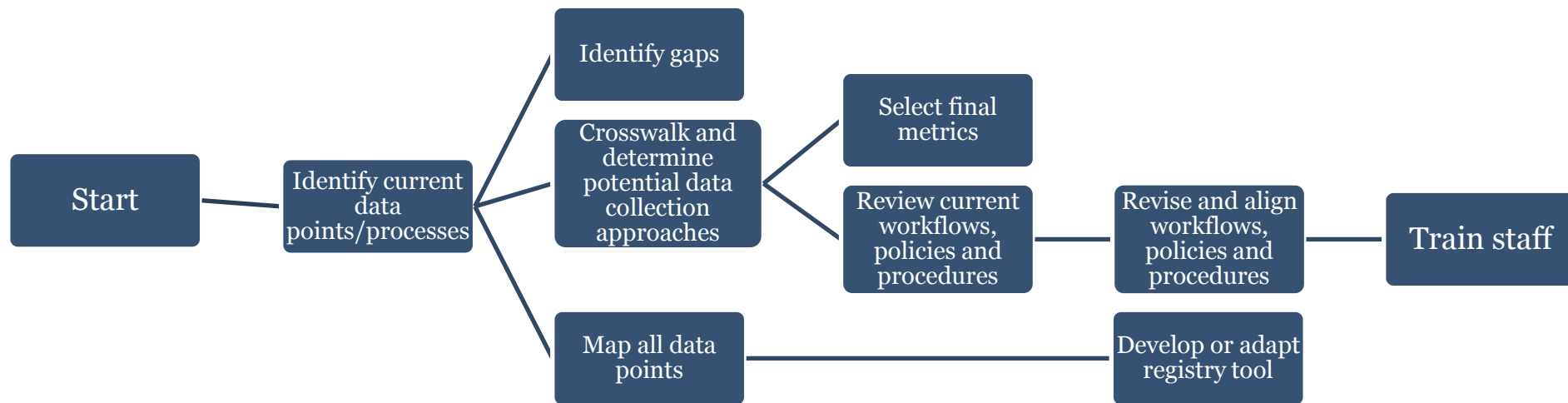


# Stretch Project Example

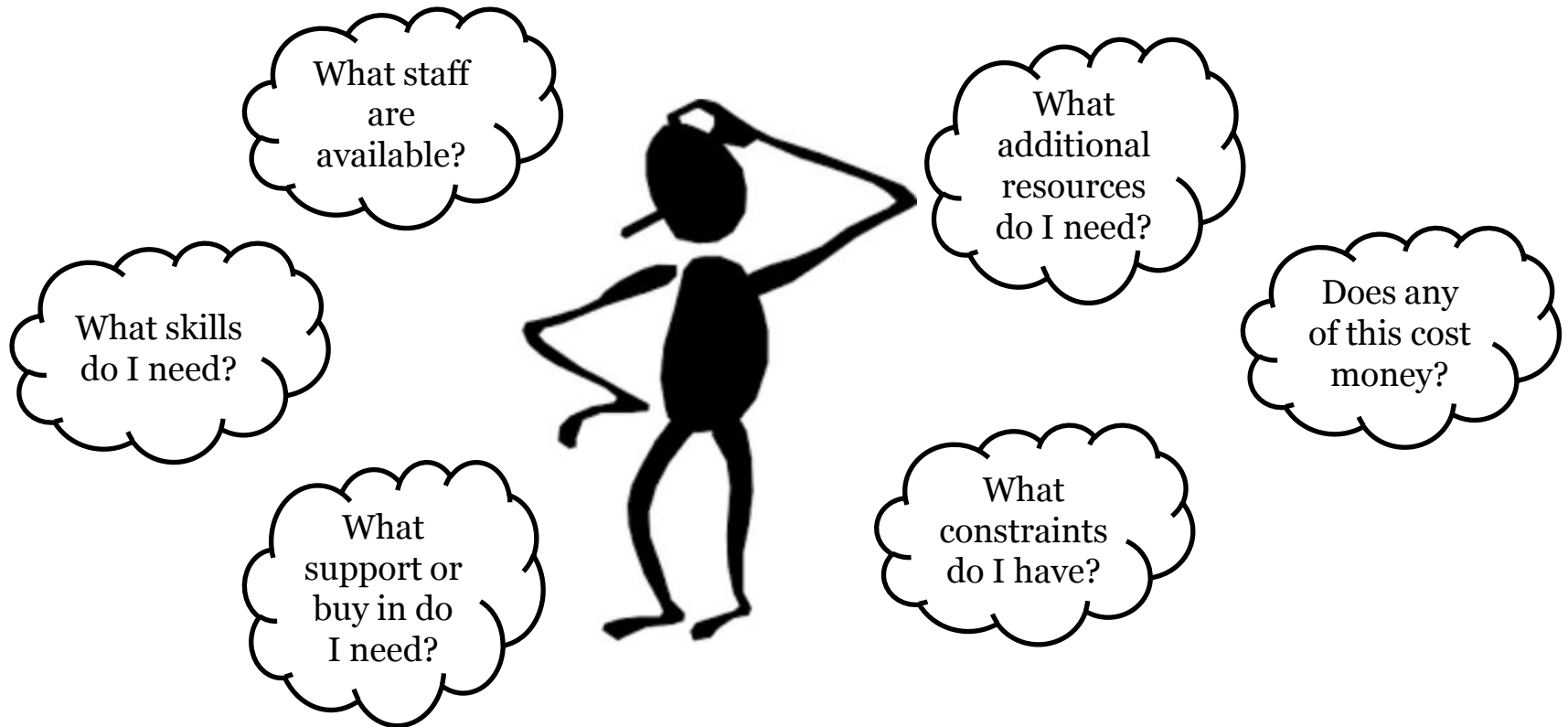


# Phase 2: Activity Sequencing

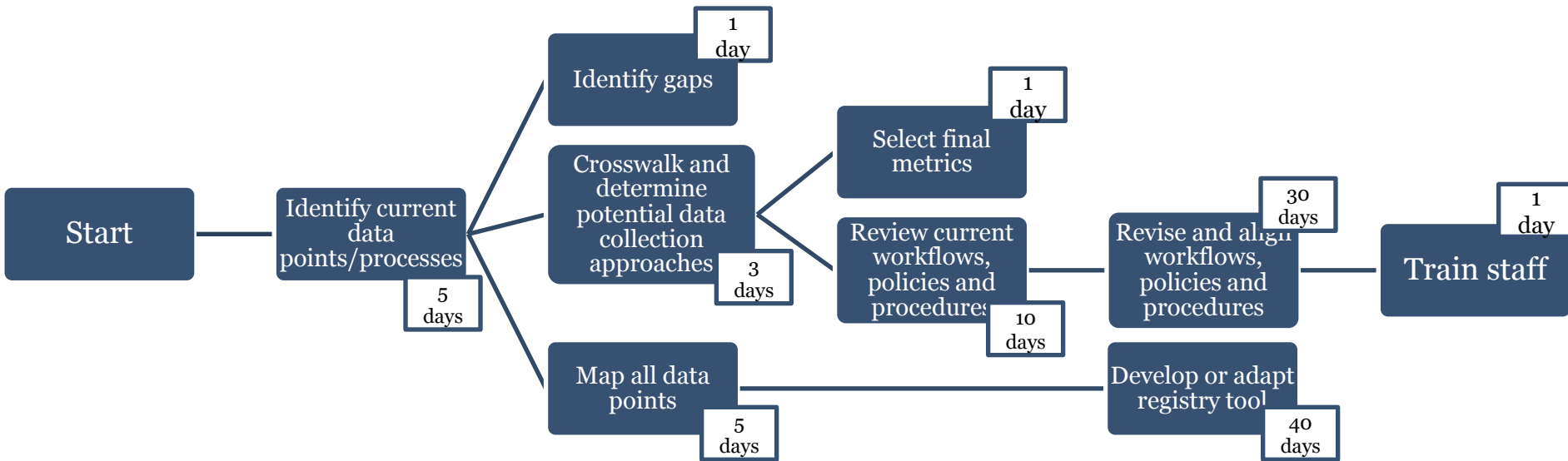
Mapping out the identified activities based on sequencing and dependencies



# Phase 3: Resource Estimation



# Phase 4: Activity Duration



# Phase 5: Activity Scheduling

Using the results of your other planning phases, you are able to build out your activity schedule/workplan to monitor and track on progress

Activity	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9	Wk 0	Wk 1	Wk 1	Wk 1
Identify common indicators													
Design and implement data registry													
Align organizational policies and procedures													
Staff training													
Data collection													



# Next Steps

## Phase 2:

- Exercise: Identify the key high-level activities for your stretch project
- Come prepared to plan!
- In-person meeting
  - Wednesday, February 28<sup>th</sup>
  - Radisson SeaTac Hotel

# Thank you!

Questions? Contact Joan Miller  
[JMiller@thewashingtoncouncil.org](mailto:JMiller@thewashingtoncouncil.org)



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