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2016-06-25

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Repository Citation

Steinberg J, Morris A, Konar V, Perro F, Senesac P, Polakoff D. (2016). Paving the Way for Practice Success Under Value-Based Payments. Commonwealth Medicine Publications. https://doi.org/10.13028/hdjj-gq06. Retrieved from https://escholarship.umassmed.edu/commed_pubs/168

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Paving the Way for Practice Success Under Value-based Payments: Implementing the Southern New England Practice Transformation Network

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RESEARCH OBJECTIVES

- The Centers for Medicare & Medicaid Services (CMS) launched the Transforming Clinical Practices Initiative (TCPI) in September 2015 to engage 140,000 clinicians nationwide to support implementation of person-centered, high quality, efficient, and coordinated care, readying clinicians to be successful in value-based payment contracting.
- The Southern New England Practice Transformation Network (PTN), funded under the TCPI, serves Massachusetts (MA) and Connecticut (CT) primary and specialty clinicians to achieve this aim, providing on-site quality improvement advisors for technical assistance, shared learning, transformation resource tools, access to Southern Practice
 New Transformation
 Network subject matter experts, QI and change management support in optimizing performance on quality and

STUDY DESIGN

efficiency measures.

A descriptive analysis of the Southern New England PTN implementation strategy and participating clinicians

TCPI MODEL AIMS

1. Transform **Practice** Support more than 140,000 clinicians in work practice

transformation

Clinicians Beneficiaries

3. Reduce Utilization Reduce unnecessary hospitalizations 8 over utilization of System Impact other services for 5M Medicare, Medicaid 8 CHIP beneficiaries

2. High 4. Scale Performance prove health outcomes for 5M Medicare, Medicaid & CHIP

Build the evidence base on practice transformation so that effective solutions can beneficiaries be scaled, if successful

> 5. Savings \$1 - \$4B in savings to the federal government over 4 years through reduced Medicare

6. Value Based Move clinicians through the TCPI phases to participate in incentive programs & practice models the reward value

Logic Flow

POPULATION STUDIED

Clinicians and their practices enrolled

in the Southern New England PTN

CMS TCPI FUNDS

- 29 Practice Transformation Networks (PTNs) State and regional hubs for Technical Assistance, shared
 - learning, practical resources for practice transformation
- 10 Support and Alignment Networks (SANs)
- National Associations that support recruitment of clinicians in PTNs
- Spread and institutionalize PTN learnings
- Offer additional benefits to member-participants (APA, ACP, ACEP, AMA)

- National faculty and shared learning
- Website as a communication hub
- Data aggregation and reporting
- Likely a national

DISCLOSURES & ACKNOWLEDGMENTS

The authors have no financial disclosures. Contact: Judith Steinberg, MD, MPH., Email: Judith.Steinberg@umassmed.edu

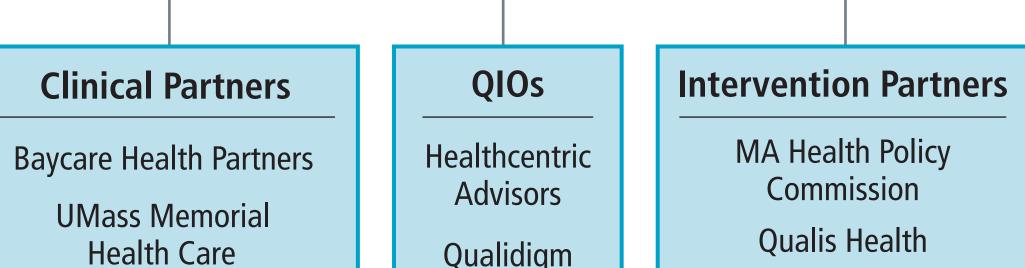
SOUTHERN NEW ENGLAND PRACTICE TRANSFORMATION NETWORK OVERVIEW

VISION

- Create a community of learning utilizing cross-functional teams to share best practices, align efforts and resources
- Innovate and address the need to bring back the **joy** in practicing medicine
- Foster continuous quality improvement for patients, families and providers
- Create cost savings through efficiencies of scale to prepare for alternative payment models
- Facilitate data-driven improvement in clinical care, patient experience and operational efficiency
- Improve communication and coordination in the healthcare neighborhood

PARTNERS AND COLLABORATORS

University of Massachusetts Medical School Practice Transformation Network Lead **University of Connecticut School of Medicine** Sub Awardee



Commission **Qualis Health** MA League of Community Health Centers Center for Primary Care/ Harvard Medical School

IT Partners SMC Partners Connecticut Massachusetts Institute

Collaborators MA & CT Medicaid MA & CT Depts of Public Health MassAHEC & CT AHEC

TRANSFORMATION SUPPORT

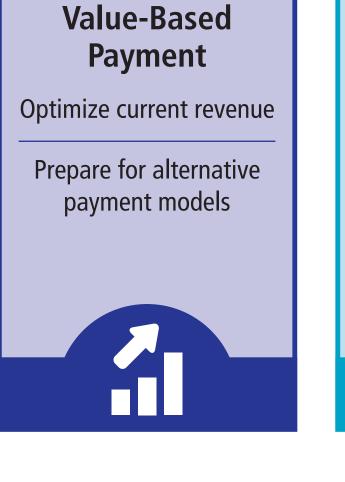
Stakeholders &

ACTIVITY STREAMS

- Recruitment and Engagement
- Collaborating with clinical partners to recruit clinician practices and build strategic partnerships
- Transformation Support Intervention
- Serving as a champion for continuous improvement, culture change, and person and family engagement
- Providing resources that can facilitate improved clinical practice operations
- Data and Measurement
- Tracking and collecting quality measures and data for improved decision-making and resource

SOUTHERN NEW ENGLAND PTN IMPLEMENTATION STRATEGY

VALUE PROPOSITION



Succeed in

Optimize Use of Health Info Calculate and report clinical quality measures Give clinicians actionable care gap information



UConn Health Center

VA Boston

Community Health Centers



Practice Transformatio Sharing best practices

Reduce unnecessary hospitalizations Improve clinical and operational measures **Achieve financial success**

SNE-PTN Clinicians will:

PERFORMANCE MEASURES

 Creating a vision of statewide goals and strategic deployment of funds to achieve goals

CREATING SYNERGIES, AVOIDING DUPLICATION

- Discussions re: leveraging Technical Assistance resources to complement, not duplicate
- Discussions on joint approach to engaging payers
- New payment models
- Alignment of performance measures

• **Diabetes:** HbA1c>9%; BP <140/90mmHg

- Heart Failure: Advanced care plan
- Readmission rate following heart failure hospitalization Appropriate use of medications for asthma
- Use of imaging studies for lower back pain
- Use of high-risk medications in the elderly
- Fall risk screening
- Depression screening
- Hospital-wide all-cause unplanned readmission measure
- Prevention quality indicator composite

PROGRESS TO DATE

CLINICIAN RECRUITMENT

RECRUITED CLINICIANS	1105
Primary Care	167
Specialty	978

CLINICIANS BY STATE		
588		
527		

Top Disciplines by Number of Clinicians

	_
Discipline	# of Clinicians
Primary Care	167
Medical Specialties	150
Surgical Specialties	91
Psychiatry	52
Pediatrics Specialties	41
OB GYN	37
Dental Medicine	27

TRANSFORMATION SUPPORT AND DATA

- CMS Change Package
- Training of Quality Improvement Advisors

Practice orientation process

Framework for Transformation Support

Practice assessment tool

Data portal and manual

CHALLENGES AND OPPORTUNITIES

CHALLENGES	OPPORTUNITIES
High penetration of Medicare ACOs	Target for recruitment: Network practices that remain outside of the ACO; other specialists not in ACOs — dentists, behavioralists, physical therapists, etc.
TCPI does not include new payments to practices	Hone the value proposition: MACRA coming soon; optimize revenues now
Clinicians overwhelmed with health care reform initiatives — can't do one more	Focus on how TCPI can help practices achieve THEIR strategic goals
Funding levels require more virtual transformation support	Establish a trusting relationship with a QI Advisor at the outset
Clinicians wary of change	Value proposition: Change is coming anyway; be ready
Multiple specialties require multiple change packages	Focus on cross cutting issues: Coordination, communication, patient centeredness, performance optimization

LESSONS LEARNED

The Southern New England PTN is a complex, large-scale care transformation effort that requires:

- A multi-faceted approach and alignment with state and national health care reform efforts
- A focused attention to working collaboratively across multiple provider networks, independent practices and other stakeholders
- Articulation of the value proposition for clinicians that captures the "What's in it for me?"

IMPLICATIONS FOR POLICY AND PRACTICE

 Lessons learned will inform the further implementation of TCPI and other health care reform initiatives.

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