

CONNECTICUT
HEALTHCARE
INNOVATION PLAN



Practice Transformation Taskforce Meeting: Transforming Clinical Practices Initiative (TCPI) Overview

November 24, 2015

Topics that will be covered

What is the Transforming Clinical Practices Initiative Grant and what are its goals?

What are PTNs and SANs, as part of the Transforming Clinical Practices Initiative Grant?

How does the TCPI grant fit in with other national initiatives such as SIM?

What is the Transforming Clinical Practices Initiative Grant and what are its goals?

The Transforming Clinical Practice Initiative (TCPI)

- The Affordable Care Act authorizes the Center for Medicare & Medicaid Innovation (CMMI) to test innovative and service delivery models that lead to better care, smarter spending, and healthier people (such as the SIM)
- The TCPI model is a service delivery model that tests whether **providing technical assistance in a specific complex adaptive manner will enable clinicians and their practices to rapidly transform the way they deliver care to patients**, resulting in improved health outcomes and reduced costs
- Designed to help clinicians achieve large-scale health transformation.
- \$685M to support more than 140,000 clinician practices over the next four years in sharing, adapting and further developing their comprehensive quality improvement strategies.

Part of a National Strategy

- The initiative is one part of a strategy advanced by the Affordable Care Act to strengthen the quality of patient care and spend health care dollars more wisely.

Better Care, Smarter Spending, Healthier People

- It aligns with the criteria for innovative models set forth in the Affordable Care Act:
 - Promoting broad payment and practice reform in primary care and specialty care,
 - Promoting care coordination between providers of services and suppliers,
 - Establishing community-based health teams to support chronic care management, and
 - Promoting improved quality and reduced cost by developing a collaborative of institutions that support practice transformation.

Transforming Clinical Practice Goals

- 1** Support more than 140,000 clinicians in their practice transformation work
- 2** Improve health outcomes for millions of Medicare, Medicaid and CHIP beneficiaries and other patients
- 3** Reduce unnecessary hospitalizations for 5 million patients
- 4** Generate \$1 to \$4 billion in savings to the federal government and commercial payers
- 5** Sustain efficient care delivery by reducing unnecessary testing and procedures
- 6** Build the evidence base on practice transformation so that effective solutions can be scaled

Focus on Results

- Results commitments in PTN applications
 - # of clinicians supported
 - # of clinicians at Phases of Progress
 - Health outcomes improvement
 - Cost savings
- Option year one awards tied to results attainment
- Results targets for TCPI initiative overall

What are PTNs and SANs, as part of the Transforming Clinical Practices Initiative Grant?

SANs and PTNs

Two types of awardees for TCPI grant:

Support and Alignment Network (SAN)

Practice Transformation Network (PTN)

Support and Alignment Network (SAN)

- The Support and Alignment Networks will provide a system for workforce development utilizing national and regional professional associations and public-private partnerships that are currently working in practice transformation efforts.
- Utilizing existing and emerging tools (e.g., continuing medical education, maintenance of certification, core competency development) these networks will help ensure sustainability of these efforts.
- These will especially support the recruitment of clinician practices serving small, rural and medically underserved communities and play an active role in the alignment of new learning.

Key Accountabilities of Support & Alignment Networks

- Pursue and achieve the quantitative aims of the initiative.
- Align their multiple programs and drivers with aims & activities of TCPI initiative:
 - Continuing medical education
 - Maintenance of certification
 - Registries
 - Journals, newsletters, messaging to members
 - Professional standards & requirements
 - Annual meetings
 - Awards programs
- Help recruit members into initiative and sustain their active engagement over 4 years
- Support practices with person & family engagement

Transforming Clinical Practice Initiative: Support & Alignment Networks (SANs)

- American College of Emergency Physicians
- American College of Physicians, Inc.
- American College of Radiology
- American Medical Association
- American Psychiatric Association
- HCD International, Inc.
- National Nursing Centers Consortium
- Network for Regional Healthcare Improvement
- Patient Centered Primary Care Foundation
- The American Board of Family Medicine, Inc.

10 Support & Alignment Networks



Source: Centers for Medicare & Medicaid Services

Practice Transformation Network (PTN)

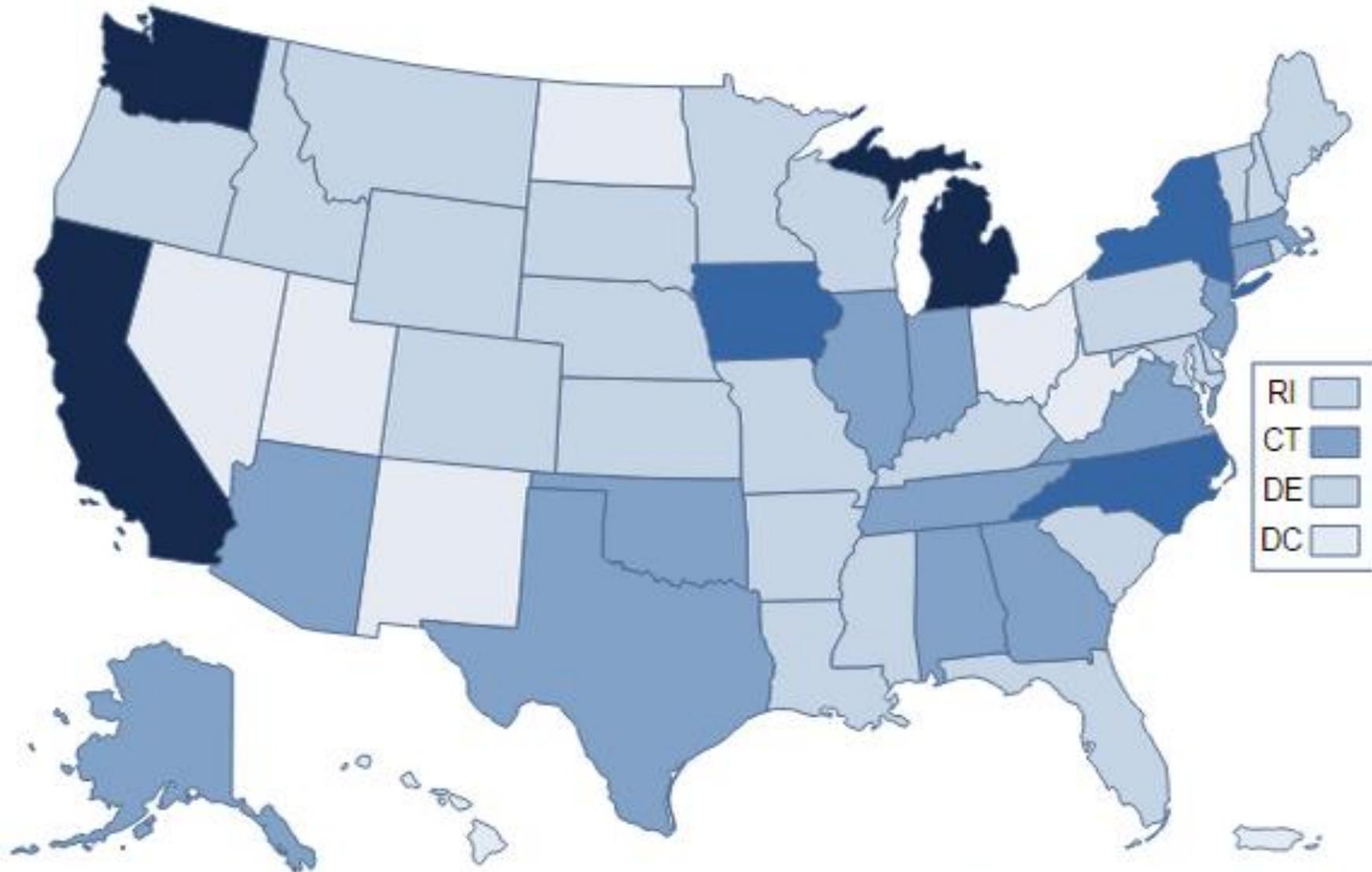
- The Practice Transformation Networks are peer-based learning networks designed to coach, mentor and assist clinicians in developing core competencies specific to practice transformation.
- This approach allows clinician practices to become actively engaged in the transformation and ensures collaboration among a broad community of practices that creates, promotes, and sustains learning and improvement across the health care system.

Key Accountabilities of Practice Transformation Networks

- Pursue and achieve the quantitative AIMS of the initiative
- Recruit clinicians/practices and build strategic partnerships
- Lead practices in continuous improvement and culture change
- Facilitate improved clinical practice management
- Utilize quality measures and data for improvement

29 Practice Transformation Networks

0 PTNs 1 PTN 2 PTNs 3 PTNs 4 PTNs 5+ PTNs



Source: Centers for Medicare & Medicaid Services

Transforming Clinical Practice Initiative: Practice Transformation Networks (PTNs)

Arizona Health-e Connection

Baptist Health System, Inc.

Children's Hospital of Orange County

Colorado Department of Health Care Policy
& Financing,

Community Care of North Carolina, Inc.

Community Health Center Association of
Connecticut, Inc.

Consortium for Southeastern Hypertension
Control

Health Partners Delmarva, LLC

Iowa Healthcare Collaborative

Local Initiative Health Authority of Los
Angeles County

Maine Quality Counts

Mayo Clinic

National Council for Behavioral Health

- National Rural Accountable Care Consortium
- New Jersey Innovation Institute
- New Jersey Medical & Health Associates dba CarePoint Health
- New York eHealth Collaborative
- New York University School of Medicine
- Pacific Business Group on Health
- PeaceHealth Ketchikan Medical Center
- Rhode Island Quality Institute
- The Trustees of Indiana University
- VHA/UHC Alliance Newco, Inc.
- University of Massachusetts Medical School
- University of Washington
- Vanderbilt University Medical Center
- VHQC
- VHS Valley Health Systems, LLC
- Washington State Department of Health¹⁷

PTNs in Connecticut

- **Community Health Center Association of Connecticut, Inc.**

Summary: The network aims to engage more than 1,500 clinicians, focusing on clinicians in Federally Qualified Health Centers that are a part of their association, with a focus on diabetes, asthma, and hypertension. The network will support assessments of health centers and practices, creation of a transformation dashboard, readiness coaching, leadership development, learning collaborative development, practice transformation support, and management clinical tools and resources.



PTNs in Connecticut

- **VHA/UHC Alliance Newco, Inc.**

Geographic area: Arizona, California, Connecticut, Florida, Kentucky, Massachusetts, Michigan, Missouri, New York, Ohio, Pennsylvania, South Carolina, Texas, Washington

Summary: The network aims to engage more than 26,000 clinicians. The network will focus on improving access to care, quality of care, efficiency, patient satisfaction, and outcomes. The network will provide guidelines and checklists, assessment resources with clear action steps, tracking tools to measure progress, and policies and guidelines to facilitate improvement throughout participating organizations. The network will adopt a multi-pronged strategy that includes oversight (advisory, individual organization coaching and facilitation), engagement (leadership and project involvement), and use of data for decision-making and evaluation, as well as collaboration to improve outcomes for all participants.

PTNs in Connecticut

- **University of Massachusetts Medical School**

Geographic area: Connecticut, Massachusetts

Summary: The network aims to engage approximately 5,400 clinicians through the readiness phases of practice transformation, preparing participants to adopt new payment models that reward improved clinical outcomes, and reduce hospitalizations and other unnecessary testing. Quality improvement advisors will train, educate, and coach practices in the transformation phases. The network will create shared learning experiences that emphasize the value of collaboration, innovation and data-driven, evidence based decision making. The network will focus on clinical measures related to diabetes, asthma, heart failure, and key aspects of geriatric care, targeting measurable and significant improvement

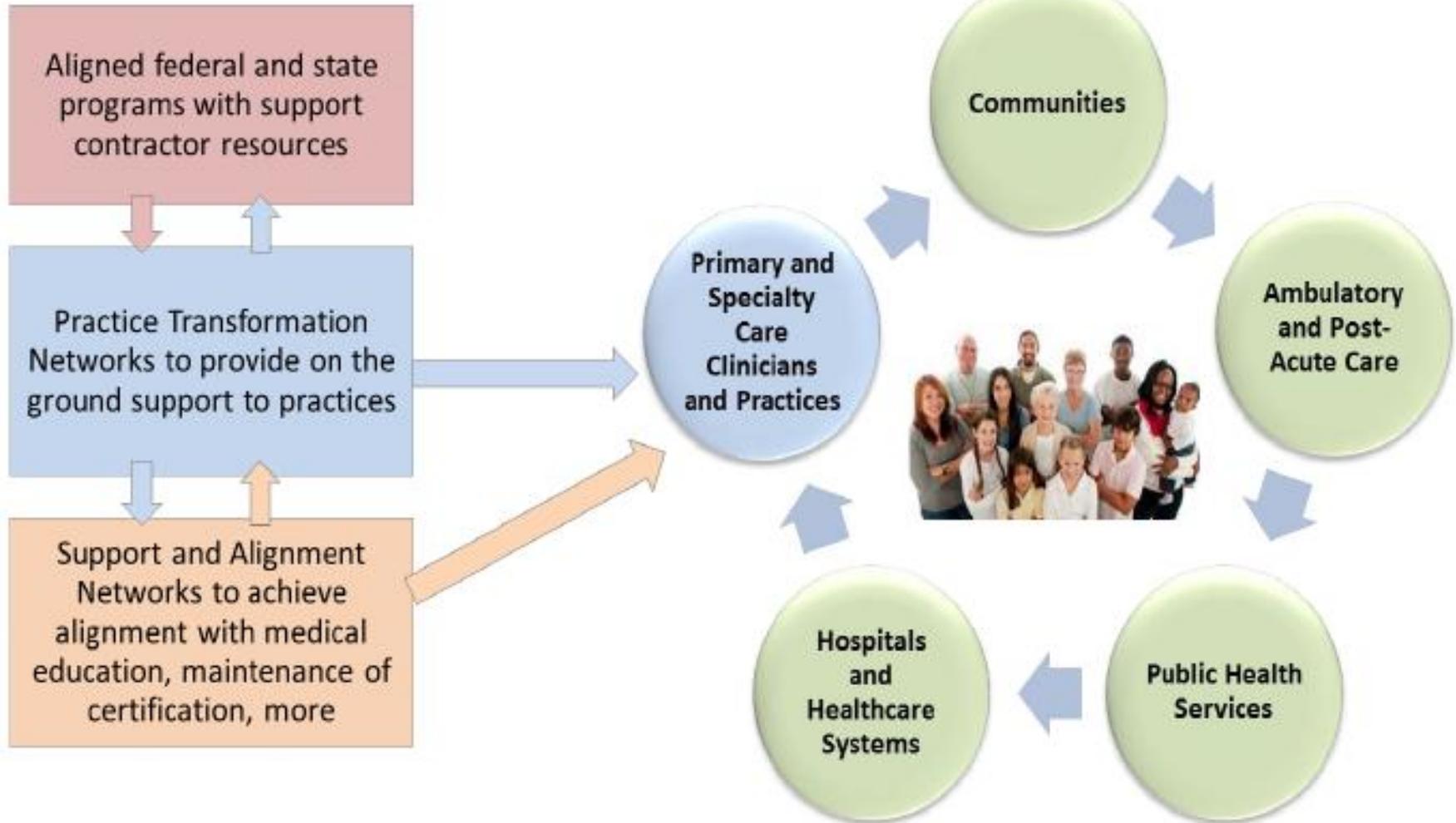
Five phases of TCPI



Practice Transformation in Action

*Transforming Clinical Practice would employ a **three-prong approach** to national technical assistance.*

*This technical assistance would enable large-scale transformation of more than **140,000 clinicians'** and their practices to deliver better care and result in better health outcomes at lower costs.*

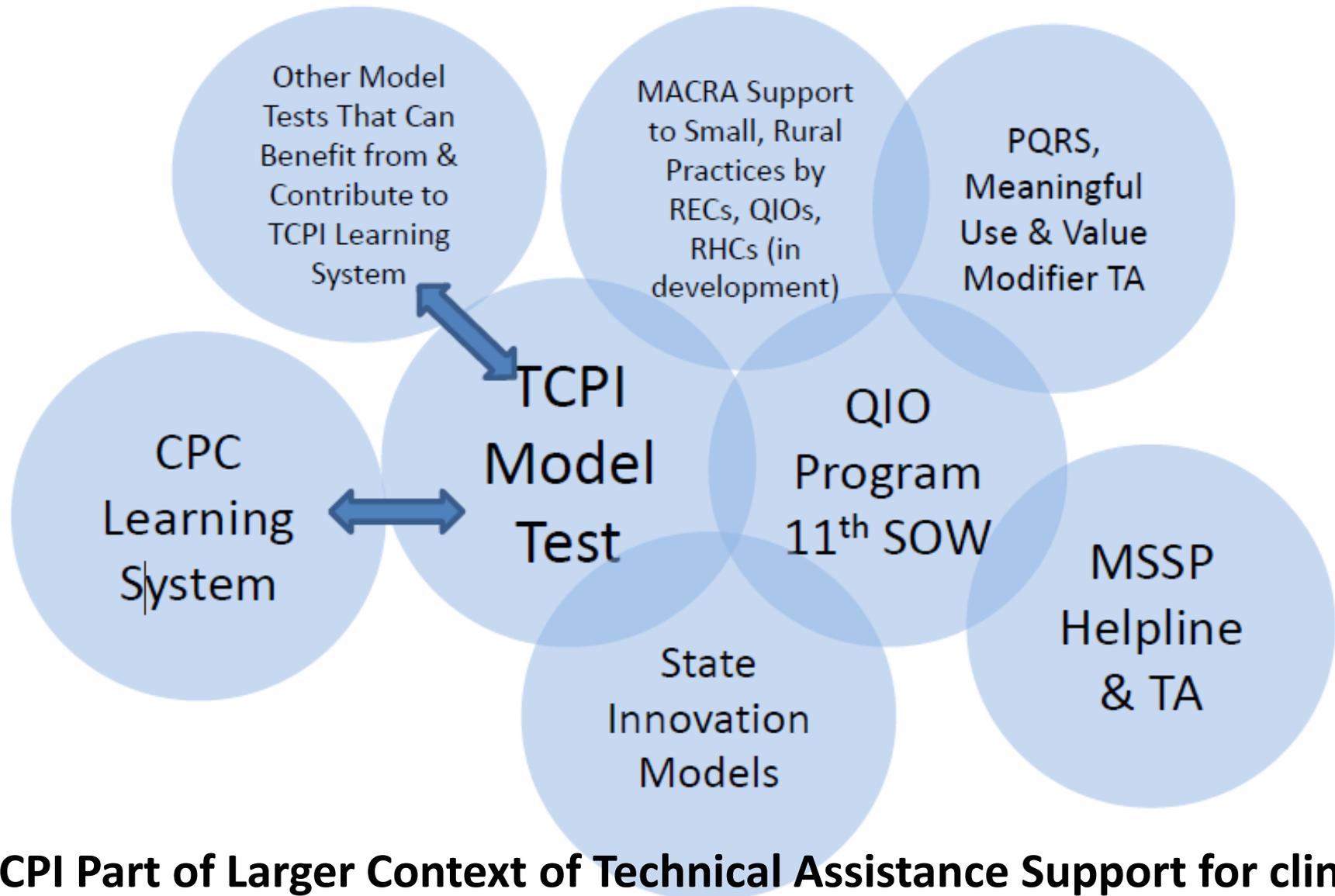


TCPI – Most Immediate Priorities



How does the TCPI grant fit in with other national initiatives such as SIM?

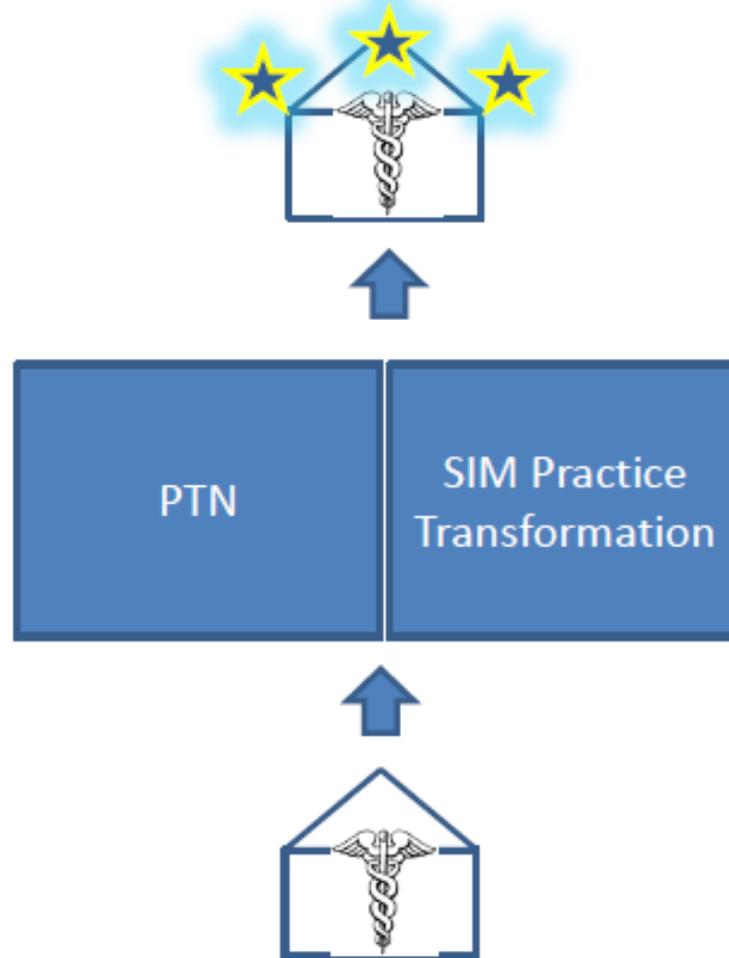
TCPI in Context



TCPI Part of Larger Context of Technical Assistance Support for clinical practices

What could this look like for practices?

Transformed practice with proven results in an APM



Practice wants to achieve breakthrough results

TCPI and other initiatives

- *Can a practice that is participating in TCPI participate in the Medicare Shared Savings Program?*

No

- *Can a practice participating in TCPI participate in a Medicaid Shared Savings Program (e.g., MQISSP)?*

Yes

It is likely that there will be practices (e.g., an FQHC) that are going through the transformation process through the TCPI grant and also participating in MQISSP (and therefore CCIP).

Principles for Program Harmonization

Slide 1

- Achieve the aims and commitments for TCPI PTN and SIM practice transformation efforts.
- Maximize availability of SIM and PTN funding to expand the reach of existing practice transformation efforts, in the form of additional practices or content areas currently planned or underway in the state.
- Align APM objectives of TCPI, SIM and other practice transformation efforts in the state (intended results, curricula, milestones, etc.).
- Coordinate PTN and SIM practice identification and recruitment efforts to clearly delineate objectives of each program, while synchronizing communication to practices on collective objectives of practice transformation in the state.
- Work to align state practice transformation curricula for PTN and SIM, extending from respective program goals and drivers presented to SIM and PTN state participants and stakeholders.

Principles for Program Harmonization

Slide 2

- Define a state/local structure for ongoing PTN and SIM coordination efforts, including: process for regular communication and coordination, tracking systems, and plans for managing their respective grants to clearly delineate how their respective use of program funds prevents duplication of effort and maximizes teamwork.
- SIM and PTN grantees are in the best position to design a harmonization strategy given their knowledge of the local situation. There is great flexibility in this work, and the flexibility is an important advantage for the field.
- The grantees should create a coherent and coordinated strategy that reduces confusion and increases capacity for transformation
- With so many resources now in the field, it is imperative that beneficiaries of the resources document synergy and alignment.
- CMS will work with PTN and SIM grantees to improve harmonization

Questions & Discussion



The Transforming Clinical Practice Initiative

| TCPI Aim/Goals | Primary Drivers | Secondary Drivers |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> Support more than 140,000 in their practice transformation work. Build the evidence based on practice transformation so that effective solutions can be scaled. Improve health outcomes for millions of Medicare, Medicaid and CHIP beneficiaries and other patients. Reduce unnecessary hospitalizations for 5 million patients. Sustain efficient care delivery by reducing unnecessary testing and procedures. Generate \$1 to \$4 billion in savings to the federal government and commercial payers Transition 75% of practices completing the program to participate in Alternative Payment Models | Continuous Quality Improvement Driven by Small Tests of Change and Effective Use of Test Results Data | Engaged Leadership and Leadership Commitment/Culture of Improvement |
| | | Quality Improvement Strategy |
| | | Optimal Use of HIT |
| | Comprehensive Care Design | Empanelment |
| | | Integrated Care Delivery |
| | | Organized Evidence Based Care |
| | | Patient Centered Interactions |
| | | Enhanced Access |
| | | Care Coordination |
| | Business Operations | Develop a sustainable approach for continual improvement to support better care, smarter spending and healthier people |
| | | Enhanced Revenue and Cash Flow |