## Center for Health Policy and Research

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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 subject matter experts, QI and change management support in optimizing performance on quality and

# Southern Practice New Transformation Network

**POPULATION STUDIED** 

Clinicians and their practices enrolled

in the Southern New England PTN

#### 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

beneficiaries transformation

Clinicians Beneficiaries

System Impact

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

3. Reduce Utilization

Reduce unnecessary

hospitalizations 8

over utilization of

other services for 5M

Medicare, Medicaid 8

CHIP beneficiaries

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

4. Scale

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

### 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

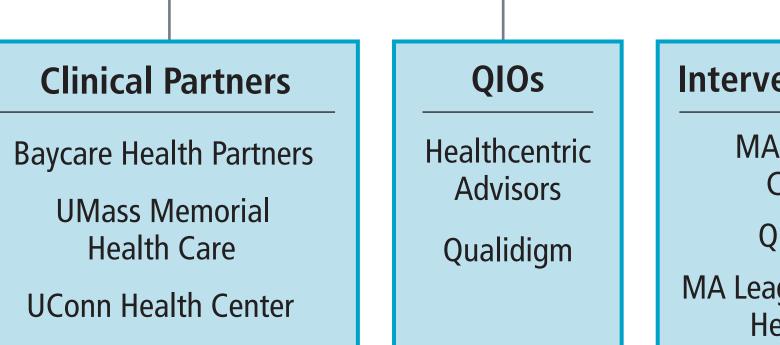
# **VISION**

- 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

SOUTHERN NEW ENGLAND PRACTICE TRANSFORMATION NETWORK OVERVIEW

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



**Intervention Partners** MA Health Policy Commission **Qualis Health** MA League of Community Health Centers Center for Primary Care/

Stakeholders & **IT Partners Collaborators** SMC Partners MA & CT Medicaid Connecticut MA & CT Depts of Massachusetts Public Health Institute MassAHEC & CT AHEC

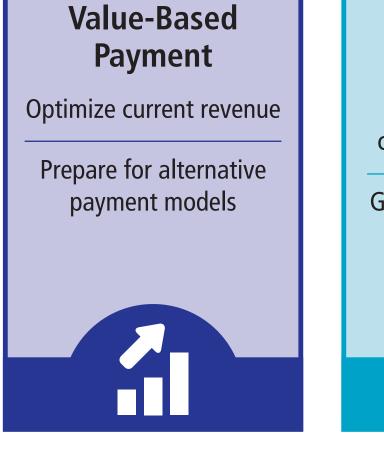
# **ACTIVITY STREAMS**

- 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

Harvard Medical School

#### VALUE PROPOSITION



Succeed in

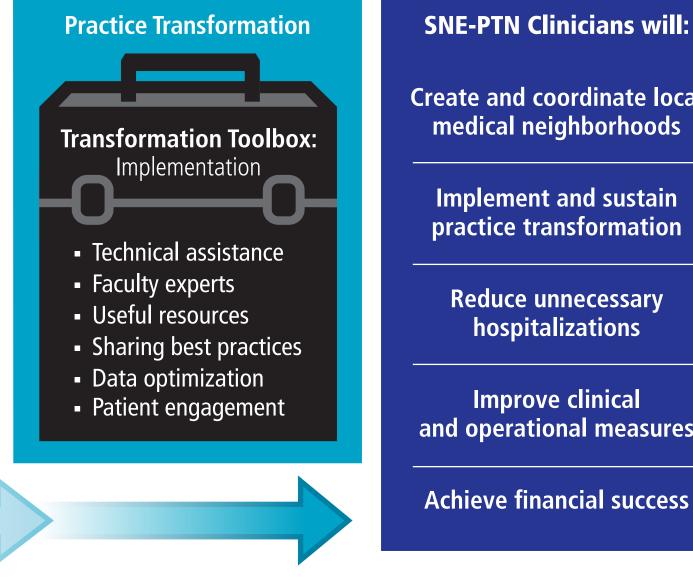
**Optimize Use** of Health Info Calculate and report clinical quality measures Give clinicians actionable care gap information



**VA Boston** 

**Community Health Centers** 





## 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

TRANSFORMATION SUPPORT

- 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		
MA		588
СТ		527

#### **Top Disciplines by Number of Clinicians**

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

#### TRANSFORMATION SUPPORT AND DATA

- CMS Change Package
- Training of Quality Improvement Advisors
- Framework for Transformation Support Practice orientation process
  - Data portal and manual

Practice assessment tool

#### CHALLENGES AND OPPORTUNITIES

CHALLENGES	OPPORTUNITIES
High penetration of Medicare ACOs	<b>Target for recruitment:</b> 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	<b>Focus on cross cutting issues:</b> 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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