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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 efficiency measures.

Southern New England Practice Transformation Network

## STUDY DESIGN

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

## POPULATION STUDIED

Clinicians and their practices enrolled in the Southern New England PTN

## TCPI MODEL AIMS

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

**2. High Performance**
Improve health outcomes for 5M Medicare, Medicaid & CHIP beneficiaries

**3. Reduce Utilization**
Reduce unnecessary hospitalizations & over utilization of other services for 5M Medicare, Medicaid & CHIP beneficiaries

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

**5. Savings**
$1 - $4B in savings to the federal government over 4 years through reduced Medicare, Medicaid & CHIP expenditures

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

Logic Flow

Clinicians
Beneficiaries
System Impact

## 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 evaluator

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## 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

**Clinical Partners**
- Baycare Health Partners
- UMass Memorial Health Care
- UConn Health Center
- VA Boston
- Community Health Centers

**QIOs**
- Healthcentric Advisors
- Qualidigm

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

**IT Partners**
- SMC Partners
- eHealth Connecticut
- Massachusetts eHealth Institute

**Stakeholders & Collaborators**
- MA & CT Medicaid, SIM
- MA & CT Depts of Public Health
- 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 allocation

## SOUTHERN NEW ENGLAND PTN IMPLEMENTATION STRATEGY

### VALUE PROPOSITION

**Succeed in Value-Based Payment**
Optimize current revenue
Prepare for alternative payment models

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

**Strengthen Connections to Community Partners**
Improve coordination across primary and specialty care, hospitals, behavioral health and community-based providers

**Free Technical Assistance**
Quality Improvement Advisors
Faculty Experts
Professional Resources – CMEs, etc.

### TRANSFORMATION SUPPORT

**Clinician Recruitment**

**Quality Improvement Advisor Assigned**

**Practice Readiness Assessment**

**Practice Transformation Plan Development**

**Practice Transformation**
Transformation Toolbox: Implementation
- Technical assistance
- Faculty experts
- Useful resources
- Sharing best practices
- Data optimization
- Patient engagement

**SNE-PTN Clinicians will:**
- Create and coordinate local medical neighborhoods
- Implement and sustain practice transformation
- Reduce unnecessary hospitalizations
- Improve clinical and operational measures
- Achieve financial success

### CREATING SYNERGIES, AVOIDING DUPLICATION

- Creating a vision of statewide goals and strategic deployment of funds to achieve goals
- Discussions re: leveraging Technical Assistance resources to complement, not duplicate
- Discussions on joint approach to engaging payers
- New payment models
- Alignment of performance measures

### 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 | |
|---|---|
| MA | 588 |
| CT | 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
- Practice assessment tool
- Framework for Transformation Support
- 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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