



Transforming Clinical Practice Initiative: A Service Delivery Innovation Model



***Better Health. Better Care.
Lower Cost.***

Clinical Practice Leaders Have Already Charted the Pathway to Practice Transformation

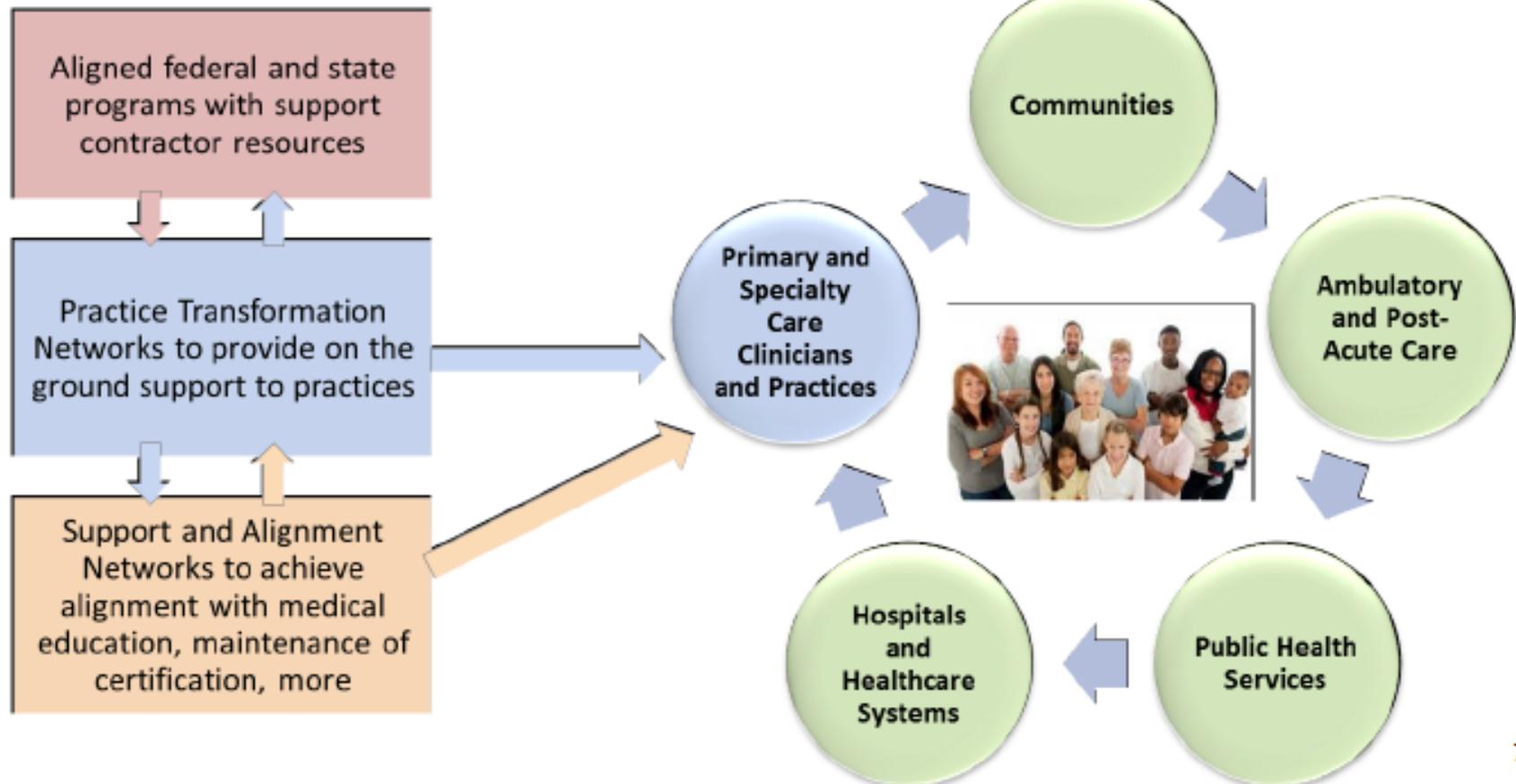
Traditional Approach	Transformed Practice
Patient's chief complaints or reasons for visit determines care.	We systematically assess all our patients' health needs to plan care.
Care is determined by today's problem and time available today.	Care is determined by a proactive plan to meet patient needs.
Care varies by scheduled time and memory/skill of the doctor.	Care is standardized according to evidence-based guidelines.
Patients are responsible for coordinating their own care.	A prepared team of professionals coordinates a patient's care.
Clinicians know they deliver high-quality care because they are well trained.	Clinicians know they deliver high-quality care because they measure it and make rapid changes to improve.
It is up to the patient to tell us what happened to them.	You can track tests, consults, and follow-up after the emergency department and hospital.

Adapted from Duffy, D. (2014). School of Community Medicine, Tulsa, OK.

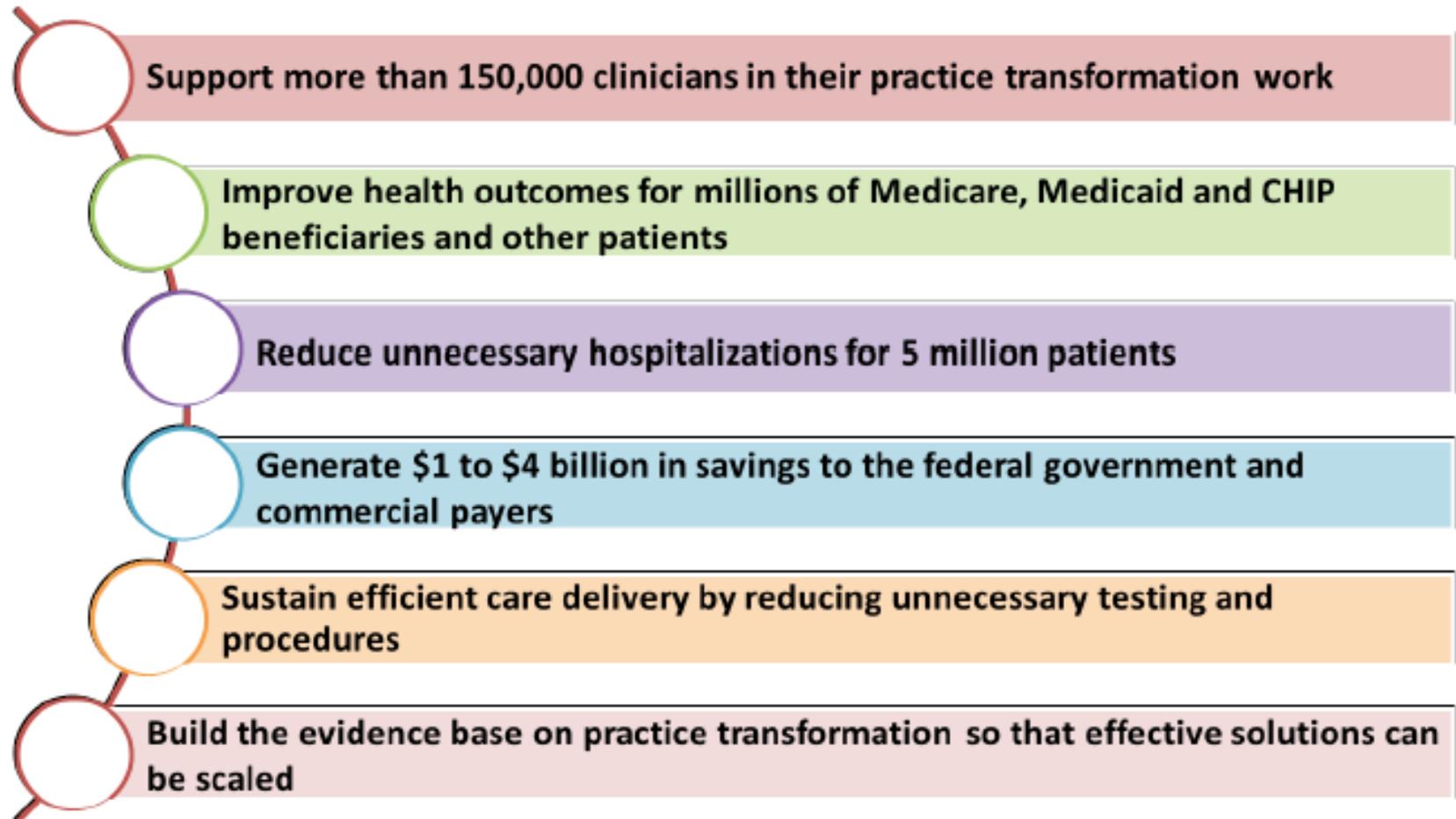
Practice Transformation in Action

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

This technical assistance would enable large-scale transformation of more than 150,000 clinicians' practices to deliver better care and result in better health outcomes at lower costs.



Transforming Clinical Practice Goals



Transforming Clinical Practice Initiative Model

- 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
 - Promoting improved quality and reduced cost by developing a collaborative of institutions that support practice transformation
- Support clinician practices through five stages of practice transformation
 - Via Practice Transformation Networks, Support and Alignment Networks, and Quality Improvement Organizations

Who Might Be a...

Practice Transformation Network

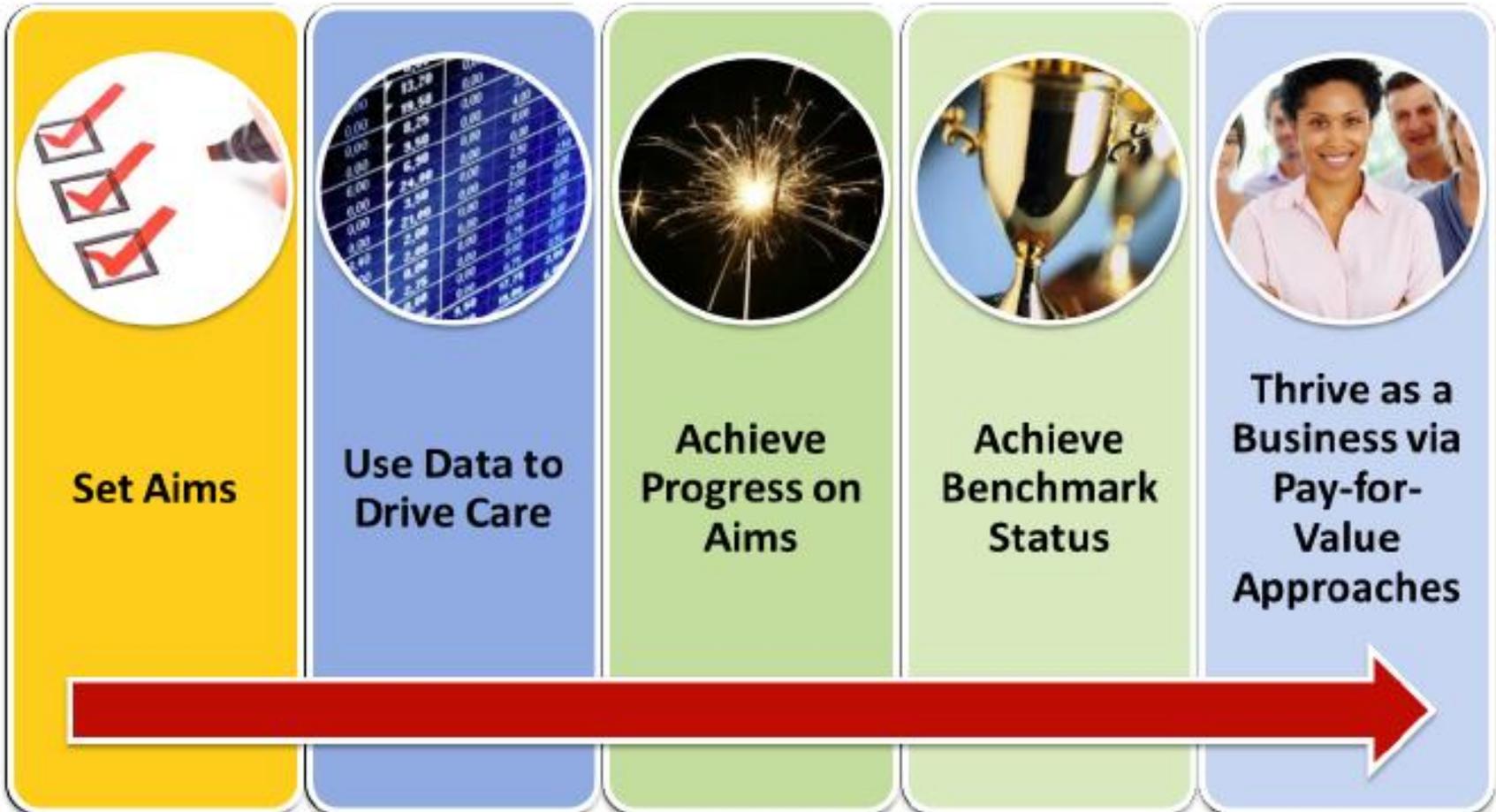
- Health Systems
- State Organizations
- Regional Extension Centers
- Quality Improvement Organizations
- Primary Care and/or Specialty Care Practices
- Small/Rural/Medically Underserved Practices
- *And more!*

Support and Alignment Network

- Medical Associations
- Professional Societies
- Foundations
- Patient and Consumer Advocacy Organizations
- University Consortia
- *And more!*

Any entities with existing federal contracts, grants, or cooperative agreements would need to satisfy both conflict of interest and duplication of effort specifications.

Transforming Clinical Practice Initiative Phases of Transformation



Transforming Clinical Practice Initiative's Sustainable Practice Redesign

- A collaborative, peer-based learning initiative
- A learning community of practice
- An opportunity for stronger partnerships
- An opportunity for bidirectional learning and strengthening of healthcare policy
- An opportunity to sustain good practice for clinicians, patients, and families

Assessment of Practices

The initial assessment will include:

- Assessments of quality improvement methodologies currently employed by the practice
- Assessments of patient population, clinical results, effective use of health information, and related technology for clinical and operational improvement
- Team-based care delivery models (including roles and services provided by all team members), current business models
- Related financial and administrative practices and community linkages

Preventing Duplication of Effort

- To maximize alignment and synergy, and prevent duplication of efforts, participants will work collaboratively with:
 - CMS Quality Improvement Organizations
 - State Innovation Models
 - Regional Extension Centers
 - Other HHS Programs

Practice Transformation Networks Will Be Responsible for:

- Recruiting clinician practices and building strategic partnerships
- Serving as champions for continuous improvement, culture change, and patient and family engagement
- Facilitating improved clinical practice management
- Using quality measures and data for improvement

Support and Alignment Networks

- Applicants selected as SAN cooperative agreement awardees will work to leverage their professional relationship with clinicians and their leadership position to help accelerate primary and specialist care transformation.
- They will utilize their unique and established channels (peer-reviewed journals, registries, accreditation and licensure refinement, continuing medical education, maintenance of certification, annual conferences, task forces, newsletters, etc.) with their members, consumers, and others to support action and related results from participating clinicians and their practices.

Practice Transformation Network Grant Opportunity Summary:

- This initiative targets 15% of the 1 million CMS-credentialed providers nationally; it includes primary care and specialty providers. There are over 10,000 credentialed providers in WV.
- It contemplates a network of national subject-matter experts using local support for a phased practice transformation process.
- The focus is on skill development at the practice level to implement a patient-centered population health delivery model that aligns with PCMH and HIT meaningful use; it is data driven with a strong continuous improvement process focus.
- The goal is to prepare practices to participate in value-based health care.

Practice Transformation Network Grant Opportunity Summary:

Funding Opportunity Title: Practice Transformation Network (PTN)

Funding Opportunity Number: CMS-1L1-15-003; CFDA: 93.638

Letter of Intent Due Date: November 20, 2014

Cooperative Agreement Application Due Date: January 6, 2015; 3:00 p.m. Eastern

Anticipated Notice of Award: April 10, 2015

Performance Period: May 1, 2015 – April 30, 2019. Maximum 4 years

Anticipated Total Available Funding: Up to \$670 Million, pending availability of funds

Estimated Number and Type of Awards: 35 cooperative agreements

Estimated Award Amount: \$2 Million to \$50 Million

Estimated Award Date: May 1, 2015

Support and Alignment Network Grant Opportunity Summary:

Funding Opportunity Title: Support and Alignment Network (SAN)

Funding Opportunity Number: CMS-1L1-15-003; CFDA: 93.638

Letter of Intent Due Date: November 20, 2014

Cooperative Agreement Application Due Date: January 6, 2015; 3:00 p.m. Eastern

Anticipated Notice of Award: April 10, 2015

Performance Period: May 1, 2015 – April 30, 2019. Maximum 4 years

Anticipated Total Available Funding: Up to \$30 Million, pending availability of funds

Estimated Number and Type of Awards: 30 cooperative agreements

Estimated Award Amount: \$1 Million to \$3 Million

Estimated Award Date: May 1, 2015

Alignment with Health Innovation Collaborative and DHR goals

- Supports practice transformation to meet the Triple Aim.
- There are nearly 7,000 primary and specialty care providers that will need to be trained and supported in practice transformation; this needs to be an aligned multi-payer effort.
- Consistent with Health Homes and Medicaid HIT incentive objectives (meaningful use).

Needed support for practice transformation

Transitioning practices to value-based health care requires a commitment of continuous and on-going support with common objectives, tools, measures and data configurations. Much like care teams are needed for patients, practice transformation teams are needed to guide practices. Practices currently are at different levels of practice transformation readiness and implementation, including effective use of HIT and data-driven quality improvement.

Needed support for practice transformation

The Agency for Healthcare Research and Quality outlines the following key elements of supporting practice transformation:

- Primary care practices often lack in-house expertise or experience to successfully identify and initiate needed changes. They need “practice coaches” to provide expertise on specific topics and approaches, and tools to facilitate implementation.
- Practice transformation is a complex undertaking, involving fundamental change to how a practice operates. It takes a practice transformation support team to help practices sequence and manage change.
- Many practices have difficulty making time for quality improvement in the face of the competing demands of day-to-day practice. A transformation support team lends structure, dedicated time, and focus to quality improvement efforts.