



ADVANCING PRACTICE TRANSFORMATION IN AMBULATORY PRACTICES

CARE TRANSFORMATION ORGANIZATION GRANT ANNOUNCEMENT

DRAFT – APRIL 15, 2021



OVERVIEW

- The MHCC seeks grant applications from eligible Care Transformation Organizations (CTOs) to engage qualifying primary care and specialty practices (practices) in a practice transformation program (program)
- Goals:
 - Prepare practices to deliver efficient, high quality care, while improving health outcomes
 - Lay the foundation for practice to provide team-based, patient-centered care, and efficient use of health information technology (health IT)
 - Support the broad goals of the Total Cost of Care Model by readying practices to participate in emerging advanced care delivery (ACD) models
- Up to \$500,000 in total grant funding is available – program will support approximately 50 practices and between 75-100 providers*
- Grant period of up to 24 months

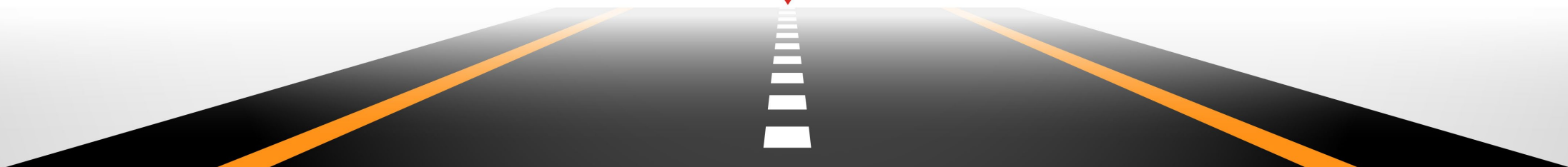
**Funding details included in the Appendix section. Total provider estimate based on 2 providers per practice.*

GRANT RATIONALE

- Transformation is a cornerstone to health care reform and an essential requirement for practices to improve care, achieve better outcomes, reduce costs, improve staff satisfaction, and address social determinants of health
- Practices face pressure from payors to move away from fee-for-service to new ACD models of care
- Helping practices keep pace with the evolving landscape is critical to retaining practices in ACD models
- CTOs are approved by the Centers for Medicare & Medicaid Services (CMS) to assist practices in the Maryland Primary Care Program with transformation efforts
 - Practice transformation is intended to help practices move from episodic care delivery to coordinated, high-value, patient-centered services

MILESTONES

ROAD TO SUCCESS



RECRUITMENT

- Practices interested in the program must complete an application, key questions to determine eligibility include:
 - Current quality improvement activities including care management
 - Current patient and family engagement activities including Patient and Family Advisory Councils
 - Health IT capabilities
 - Health information exchange engagement
- The MHCC will select practices based upon applicants' overall application score and available funding

MILESTONE I READINESS ASSESSMENT

- CTOs will identify where a practice is along the continuum of practice transformation* and guide development of a practice specific training plan using the Transforming Clinical Practice Initiative (TCPI) Practice Assessment
- Assessment categories include:
 - Person and family-centered care
 - Continuous, data-driven quality improvement
 - Sustainable business operation

**See appendix for details on the transformation phases*

MILESTONE 2

WORKFLOW REDESIGN

- Examine existing practice workflows with a focus on resolving bottlenecks and pain points
- Develop workflows that support coordinated care across the care team
- Work collaboratively with practice leadership to implement new workflows reflective of the unique processes at each practice
- Use the Office of the National Coordinator for Health Information Technology-Workflow Redesign Templates – customized for each practice

MILESTONE 3 TRAINING

- Guide practices through the CMS TCPI Seven Support Change Package Modules* including:
 - TCPI Power Packs, which consist of actionable solutions to resolve practice-specific transformation challenges
- Includes virtual or in-person education sessions
- Group training sessions are strongly encouraged
 - Capped at five practices per session
 - Key practice staff and a physician champion must participate in each training session
- Practices are required to complete a quarterly Program Assessment Questionnaire (PAQ)* to report on transformation progress

**CMS TCPI and PAQ details included in the Appendix section*

PRACTICE RECOGNITION

- Names of practices that complete the program will be shared with:
 - Private payors with ACD models
 - MedChi, The Maryland State Medical Society
 - Maryland Hospital Association
 - Health Service Cost Review Commission
 - Posted on MHCC's website
- Practices that complete the program will also receive an MHCC Practice Transformation Program Completion Certificate



THANK YOU

APPENDIX



TRANSFORMATION GOALS



Improve care coordination



Enhance communication



Measure and improve performance



Practice transformation for specialists requires embracing a more population-based approach and providing better value

TCPI TRANSFORMATION PHASES

- Practice leadership sets aims and develops a plan and capabilities for starting the transformation journey
- The practice develops and initiates operational data and begins to use data
- The practice further develops the infrastructure and begins to operationalize changes needed to drive results
- The practice ensures full and consistent operation of systems and processes at a level of performance needed to achieve aims
- The practice has sustainable operations built into budgets and financial plans

FUNDING

- CTOs earn financial incentives based on their completion of specified milestones for each practice (up to a \$9,800 maximum incentive per practice)
 - Milestone 1 – Readiness Assessment (\$800/per practice)
 - Milestone 2 – Workflow Redesign (\$2,000/per practice)
 - Milestone 3 – Recruitment and Training (Recruitment – Funding Unavailable | Training – \$7,000/per practice)
 - CTOs can earn \$1,000 (flat fee) per TCPI module.
 - Practice must attest to module
 - Practices are eligible to receive quarterly payments of \$250 (\$1,000 maximum) for completing the PAQ
- Financial match not required

TCPI CHANGE PACKAGE

- Describes the changes needed to transform clinical practice and meet TCPI goals
- Compilation of interventions developed and tested by other practices
- Organized around three primary management functions that drive performance, quality, and success (see slide 17)

TCPI CHANGE PACKAGE MODULE KEY ELEMENTS

- Getting Started
- Population Management
- Reducing Unnecessary Emergency Department Visits
- Practice Transformation
- Patient-centered Referrals
- Team-based Care
- Care Coordination

TCPI available at: innovation.cms.gov/innovation-models/transforming-clinical-practices

TCPI CHANGE PACKAGE DRIVERS

Primary Drivers

Secondary Drivers

Patient and Family-Centered Care Design	<ul style="list-style-type: none">1.1 Patient & family engagement1.2 Team-based relationships1.3 Population management1.4 Practice as a community partner1.5 Coordinated care delivery1.6 Organized, evidence based care1.7 Enhanced Access
Continuous, Data-Driven Quality Improvement	<ul style="list-style-type: none">2.1 Engaged and committed leadership2.2 Quality improvement strategy supporting a culture of quality and safety2.3 Transparent measurement and monitoring2.4 Optimal use of HIT
Sustainable Business Operations	<ul style="list-style-type: none">3.1 Strategic use of practice revenue3.2 Staff vitality and joy in work3.3 Capability to analyze and document value3.4 Efficiency of operation

PAQ

- Baseline PAQ determines readiness for transformation and position of the practice on the transformation continuum
- Follow up PAQ determines a practice's progress through the higher phases and the level and nature of the technical assistance needed to support their transformation efforts
 - Phase scored based on interviews with practice staff and review of applicable documents and reports