CCI
CENTER FOR CARE INNOVATIONS

Safety Net Analytics Program

Request for Applications
August 2014

IMPORTANT DATES

Informational Webinar:
10:00am, August 27, 2014
_____

Application Deadline:
5:00pm, September 22, 2014
_____

Award Notification:
October 31, 2014

Application at a Glance

Summary

Grants will support up to 20 organizations over 14 months through a series of modules that will teach health centers and clinics how to apply leading analytics practices.

Informational Webinar (optional):

Wednesday, August 27, 2014, 10:00am PDT
Webinar log-on: https://cc.readytalk.com/r/szxmg0n61rhu&eom
Dial-in number: 866-740-1260
Pass code number: 5617817

Submissions:

Applicant organizations must submit the following materials online at:
http://www.careinnovations.org/programs-grants/grants/safety-net-analytics-program

1. SNAP Application Form
2. SNAP Narrative
3. SNAP Budget
4. Tax Status Documentation

Eligibility Criteria:

Clinic corporations, ambulatory care clinics at public hospitals and other California-based nonprofit health centers that provide comprehensive primary care services to primarily underserved populations are eligible to apply. Regional clinic consortia are not eligible to apply as the primary grantee, but can participate as members of an applicant's project team, if appropriate.

Organizations must be a nonprofit and tax-exempt organization under 501(c)(3) of the Internal Revenue Service Code (IRC) or a governmental, tribal or public entity. Examples of eligible organizations that comprise the safety net include:

- Free-standing community clinics and health centers
- Ambulatory care clinics that are part of public hospital systems either located in the public hospital or out in the community
- Primary care health centers including those sponsored by Public Health departments
- American Indian Health Centers

Contact Information:

SA Kushinka, 415-561-6356, SA@careinnovations.org

A Letter to the Field

Dear Colleague,

We are incredibly excited to be launching a new program, in partnership with the California HealthCare Foundation, focused on bringing improved data analytics capability to the safety net. The Safety Net Analytics Program—or SNAP—will provide training, resources and coaching to help health centers and primary care clinics build the skills and tools to forge data into useful information and turn knowledge into meaningful action.
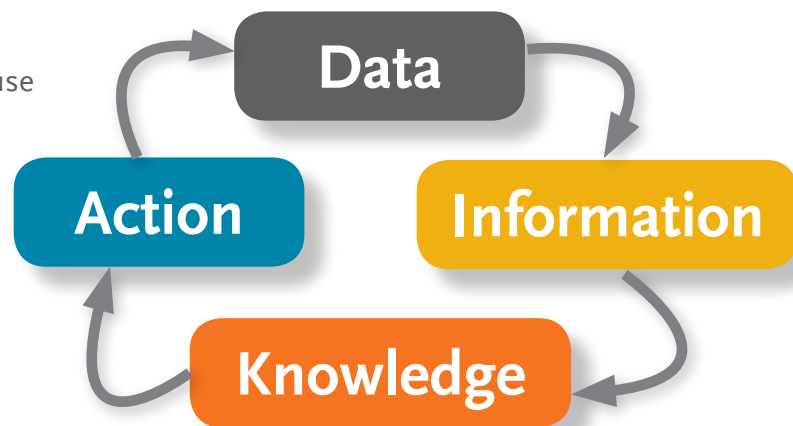
As more and more of California's providers use health IT systems, the safety net has access to a wealth of new data about their patients and their community. What we need now is to build a strong foundation of people, processes and technology to leverage that data to improve care and strengthen the organizations that serve the underserved.

Thank you for your interest in our program. We look forward to working together to find solutions and best practices that empower safety net providers and improve care for everyone.

Best,

SA Kushinka

Director of Programs, Center for Care Innovations

Safety Net Analytics Program

Sponsored by CCI in partnership with the California HealthCare Foundation

Background

In recent years, the dramatic transformation of the health care sector, from the proliferation of digital technologies to the shift in reimbursement models, has created tremendous opportunities as well as serious challenges for health centers and safety-net clinics. To be successful in this evolving environment, providers caring for underserved populations must not only adopt electronic health record systems, but also use data in new ways to manage patient care and their business.

Health centers continue to make exciting progress harnessing the power of health IT systems; however, key challenges have become evident in extracting, organizing and validating data from EHRs. In addition, primary care providers are being asked to incorporate data from external sources to better understand the value and effectiveness of care they deliver. The urgency of responding to these challenges can cause organizations to be reactive and fragmented in their approach to analytics, without the opportunity to first build a solid infrastructure for data management and use.

How can safety net providers effectively manage the vast amounts of data that are increasingly available? What organizational structures must be in place to grow and sustain an analytics program? How can data be transformed into information, and information into knowledge, for confident action and decision making?

Program Overview

The Safety Net Analytics Program (SNAP) addresses these challenges by building analytic capacity at the source: in health centers and clinics where data is collected and ultimately acted upon. The Center for Care Innovations (CCI), in partnership with the California HealthCare Foundation (CHCF), will support up to 20 organizations to participate in a foundational knowledge and skill-building series that will teach safety net providers leading analytics practices in the field and how to apply these practices at their organizations.

An analytics capability model will be used to provide a roadmap to grow capacity in leadership and strategy, data governance, performance improvement, skills and tools. National experts will help participants build the foundational elements of an analytics program, moving from retrospective analysis ("what happened") along the continuum to predictive analysis ("what we should be doing").

SNAP will be delivered in four modules over 14 months. Training will be provided through a combination of online and in-person meetings, and delivered by national experts, by local technical assistance providers and through peer sharing. SNAP is intended to be flexible and responsive to the needs of participants. While the framework and key focus areas for the four modules has been set, the content will be further refined based on the participating cohort's characteristics and needs.

The four modules will combine skill building with real-life application. While each module will have homework assignments, participants will also be asked to identify a specific analytics field project to work on in parallel to the didactic coursework. Knowledge and skills gained will be applied to advance data analytics in a meaningful way and in the context of a current challenge.

The selected analytics project should be aligned with current organizational strategy and conducted in a department or site with engaged and empowered leadership and staffing. The project should improve analytic capacity to support achievement of a strategic priority – such as clinical, operational, financial, or patient experience targets – and should be able to be completed within six months.

Some examples of projects that participants may work on are:

- Meeting the requirements of a health plan's Pay for Performance program, including collecting data, developing reports and dashboards, communicating results and developing accountability structures to achieve goals.

- Expanding dashboards to include specific high-priority clinical, operational, financial and patient experience measures, and communicating these measures to a broader and deeper level in the organization.

- Leveraging EHRs and population health management tools to examine and improve cost and quality of care for a specific procedure, department, service area or population of patients, and further assess results to address variability by provider or care teams.

- Using analytics tools to help measure and manage growth in patient volume resulting from the Affordable Care Act, including improving access and efficiency of care.

Program Structure

Module 1: November - December 2014
Getting Started — Where Are We? Where Do We Want to Go?

Participants will assess their baseline capacity for analytics across the dimensions of leadership and governance, performance improvement, tools and skills. The results of the assessment will be used to identify gaps in capability, to build a roadmap for skill development, to understand the impact of analytic strengths and weaknesses on the participant's chosen project, and to help to further refine the content of the analytics program overall.

Tools You'll Build:

- Completed analytics capability assessment (baseline)
- Capacity building roadmap
- Performance analysis project charter

Module 2: January – March 2015
Managing Data as a Strategic Asset

Participants will learn leading approaches to developing and implementing an effective analytics strategy and implementing appropriate data governance structures. Specific topics include: aligning analytics with strategic priorities, best practices in data governance, developing a data governance plan, and the important role of data stewardship in an organization including data validation.

Tools You'll Build:

- Data governance strategy and implementation plan
- Measure map for assessing and aligning metrics with strategy
- Data steward job description
- Data collection and validation plan for high-priority measures

Module 3: April – July 2015
Analytic Techniques for Performance Improvement

How can data be used to make meaningful improvements at the clinic level? Learn to select metrics to align strategy with performance, to explore approaches to dashboard and scorecard reporting, benchmarking (internally and externally), effective presentation, visualization and communication of performance data, and pushing consistent, effective data to leaders, managers, frontline care teams and support staff.

Tools You'll Build:

- Data communication plan for high-priority measures
- Improved and expanded dashboards and scorecards

Module 4: August – October 2015
Using and Optimizing Analytics Tools

Participants will identify and address gaps in analytic tools, resources and capacity — including defining analytic needs and requirements, assessing strengths and limitations of EHRs, data mapping, and developing strategies for integrating data from multiple sources.

Tools You'll Build:

- Analytics tools gap assessment
- Analytics platform/tools requirements definition

Ongoing programmatic and technical assistance support will continue through December 2015 to enable participants to complete their chosen analytics project and other program deliverables, including program evaluation interviews.

What We'll Provide

Selected organizations will send four or five stakeholders and change agents to the knowledge and skill-building sessions. The training and content will be developed and delivered by leading national experts in building a solid foundation for health care analytics. Participants will also receive:

- Individualized coaching and/or technical assistance — approximately three to five hours per month — to increase analytic capacity and achieve project goals

- $20,000 grant to offset the team time to participate in the knowledge building sessions, work on the analytics field project, complete homework assignments between sessions and provide feedback to the program team

- Travel reimbursement of up to $500 per person for each of three learning sessions.

What Participants Contribute

SNAP is intended to be flexible and responsive to the needs of participants, so we ask each organization to partner in shaping the program by committing to the following:

1. Allocate a team to work together throughout the program in learning and applying skills and knowledge to their performance analysis project. The team should include:

   - A senior/executive level sponsor who can commit resources to the project, advocate for its importance in a time of competing priorities, and tie analytics capacity to the organization's strategic plans and priorities.

- A project manager who oversees the functional area(s) the project will affect and ensures that skills and recommendations from the capacity building roadmap are implemented and spread internally. The project manager serves as the main point of contact for SNAP and ensures that the team meets between learning sessions to complete homework assignments.

- A clinical care team member who uses data in the process of care delivery and can provide a frontline user perspective. This team member, such as a provider or nurse, will be a clinical workflow expert that helps ensure the project will impact care delivery processes in the most effective way and supports adoption of new approaches defined in the roadmap.

- An individual responsible for quality improvement and/or data analysis processes and programs in the organization. This team member will support the team and project with required data and analysis to baseline and monitor project impact. This team member will also help ensure that relevant analytic skill and capacity building defined in the roadmap is adopted and sustained by the organization.

- One individual who is responsible for health information technology management. This team member provides EHR content and workflow expertise and ensures alignment of the project with internal health IT projects for optimal impact.

(Note: We realize that many staff members play multiple roles in their organization and will take this into account when evaluating the proposed project team. If someone outside your organization plays one of these roles, let us know so we can assess the appropriateness of including them on your team.)

2. Fully participate in program learning sessions (in-person and virtual) and teleconferences, and share lessons learned by presenting examples of project successes and challenges.

3. Demonstrate areas of progress along the capability roadmap developed early in the program and participate in program evaluation.

4. Provide feedback to CCI and program evaluators to refine and improve the program content and delivery methods and to potentially host a site visit.

Who's Eligible to Apply?

The ideal applicant organization will have:

- Achieved a level of stability and utility with their EHR implementation by having all sites implemented for at least **six months**.

- Achieved a baseline level of capacity for analytics demonstrated by a majority of the organization's providers meeting **Stage 1 Meaningful Use** requirements.

- Experience producing dashboards, charts and reports to communicate operational and clinical performance.

- Leadership commitment for performance benchmarking among providers, organizations, other community providers and national standards.

- A desire to build a data-driven culture and to invest in capacity building to achieve their mission.

Eligibility Requirements

Clinic corporations, ambulatory care clinics at public hospitals and other California-based nonprofit health centers that provide comprehensive primary care services to primarily underserved populations are eligible to apply. Regional clinic consortia are not eligible to apply as the primary grantee, but can participate as members of an applicant's project team, if appropriate.

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- Ambulatory care clinics that are part of public hospital systems either located in the public hospital or out in the community

- Primary care health centers including those sponsored by public health departments

- American Indian Health Centers

How to Apply

Step 1 Attend Informational Webinar (Optional)

Interested organizations are encouraged to participate in an informational conference call/webinar at **10:00 AM PDT on Wednesday, August 27, 2014.**

Webinar log-on: **https://cc.readytalk.com/r/szxmg0n61rhu&eom**
Audio connection: Dial-in number: 866-740-1260, Passcode: 5617817

Step 2 Apply Online

Please submit your application by 5:00 PM on Monday, September 22, 2014 online at:

http://www.careinnovations.org/programs-grants/grants/safety-net-analytics-program

Please use size 11-point font or larger and margins no smaller than 1 inch when writing your 6-page maximum narrative.

Applications should include the following:

1. SNAP Application Form
2. SNAP Narrative
3. SNAP Budget Template
4. Tax Status Documentation

Proposals will be reviewed by CCI, CHCF, and our program consultants. Our intent is to select a broad geographic range of clinics and health centers that are clustered in the mid-range of capability for analytics.

Awards will be announced October 31, 2014.

CONTACT INFORMATION

If you have any questions about this program, please contact:
SA Kushinka, SA@careinnovations.org
(415) 561-6356

Proposal Questions

Please answer the following questions in 6 pages or less using at least 11 point (non-narrow) font and at least 1 inch margins.

1. Provide the name and version of your EHR, date implemented, number of providers eligible for meaningful use incentives, and number of providers that have achieved Stage 1 Meaningful Use. What other tools or platforms do you use for reporting and analytics?

2. Does your organization currently produce and use dashboards or other regular reporting mechanisms for performance reporting? Describe the metrics that are tracked in each of the following four categories and how they are used: clinical, operational, financial and patient experience. How often are the dashboards produced and who reviews them?

3. Describe two or three key successes your organization has achieved through the systematic use of data and any insights your organization has had as a result of these early wins. How has greater access to data changed your operations, care processes or culture?

4. Describe the key challenges you face when trying to advance the use of technology, building or spreading analytic capacity among staff and becoming more data driven in decisions and actions. Are any efforts underway to address or meet these challenges and move your organization to the next level with analytics?

5. Describe the members of the project team you would dedicate to participate in the program and why they were chosen.

6. Describe the analytics field project that you would undertake or focus on if selected for this initiative. An appropriate analytics project should:

   a. Be aligned with your current organizational strategy and will receive sponsorship and resources to enable successful execution.

   b. Improve analytic capacity that will enable or enhance achievement of a priority performance outcome (clinical, operational, financial, patient experience).

   b. Be conducted in a department or site with engaged and empowered leadership and staffing.

   c. Be able to be largely completed within six months.

The Center for Care Innovations (CCI) strengthens the healthcare safety net by connecting ideas, resources and people to transform care for underserved communities. **www.careinnovations.org**

The California HealthCare Foundation works as a catalyst to fulfill the promise of better health care for all Californians. We support ideas and innovations that improve quality, increase efficiency, and lower the costs of care. **www.chcf.org**