

Capabilities Needed for Value-Based Care

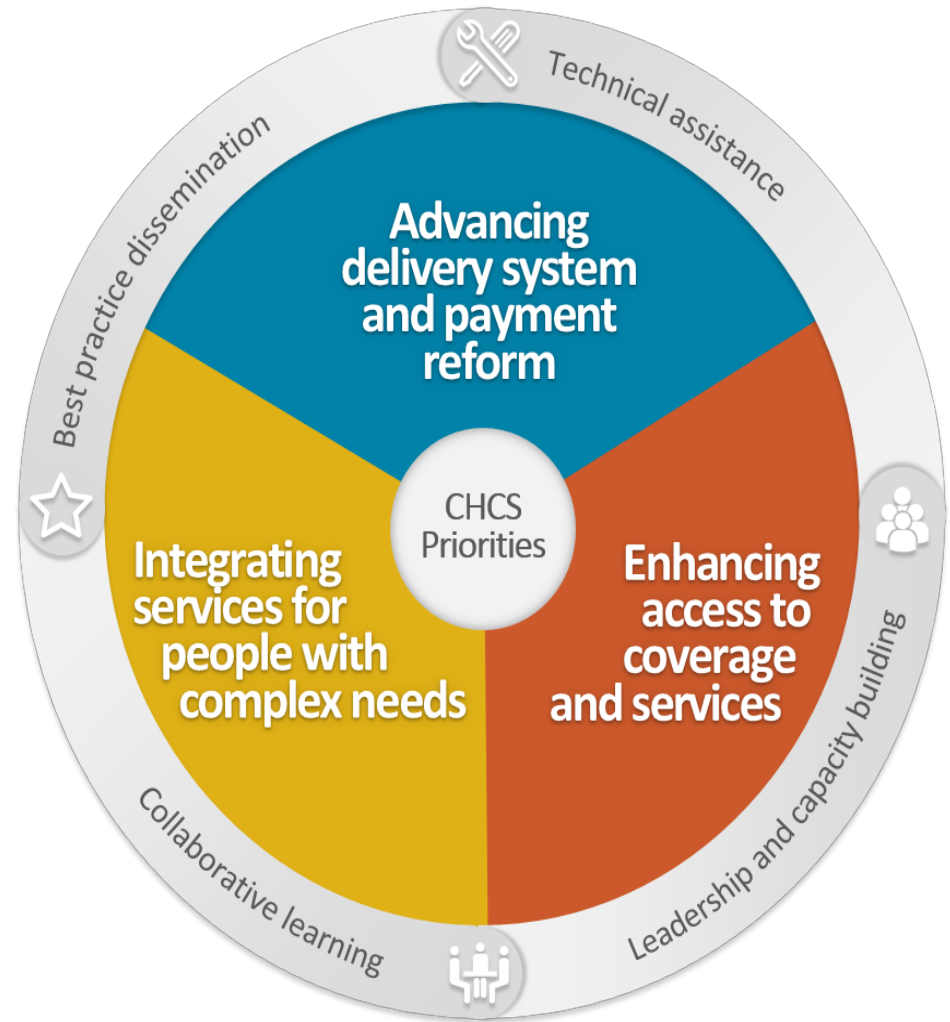
Population Health Learning Network

January 16, 2019

Rob Houston and Greg Howe

About the Center for Health Care Strategies

A non-profit policy center dedicated to improving the health of low-income Americans



Presenter Introductions



Rob Houston

**Associate Director, Payment Reform
Center for Health Care Strategies**

rhouston@chcs.org



Greg Howe

**Senior Program Officer
Center for Health Care Strategies**

ghowe@chcs.org

Session Objectives



By the end of this session, your health center will know:

- Four capabilities needed to succeed in a value-based payment (VBP) environment
- How to connect these capabilities with your current and future VBP efforts
- How to effectively communicate a value proposition to staff, partners, MCOs and other stakeholders

What are the Capabilities?

Capabilities Needed to Succeed in VBP



1. Implementing care models to manage complex patients
2. Using data to support care delivery, improve quality, and reduce total cost of care
3. Coordinating effectively with external providers and community based organizations
4. Building internal and external support

Implementing care models to manage complex patients



Effective Care Coordination Models:

- Are designed or adapted to meet unique health center needs
- Are built around team-based care
- Integrate clinical guidelines, both internally and across sites
- Incorporate changes in the work flow
- Utilize a designated care coordinator on-site with clear roles and responsibilities

Using data to support care delivery, improve quality, and reduce total cost of care



Essential capabilities:

- EMR to support care coordination and to capture data
- Training and monitoring to ensure accurate coding
- Availability of tools to perform data analysis
- Defined staff person to manage quality reporting and monitoring

Using data to support care delivery, improve quality, and reduce total cost of care



Advanced capabilities:

- Ability to share data with external entities
- Availability of a data warehouse to support data sharing and analytics that would include: EMR clinical data, payer claims data, admission, discharge, and transfer data
- IT tools for managing care in real time: e.g. dashboards, shared care management plans
- Analytics to track attributed patients and assess total cost of care outside of health center's walls
- Predictive modeling

Coordinating effectively with external providers and community based organizations



Health Centers are able to:

- Develop and maintain relationships with existing and new partners, including hospitals and other provider groups, e.g. specialists and behavioral health specialists
- Track and understand where care is delivered outside of its walls
- Create shared care management plans
- Manage transitions of care
- Share and act on data in real time
- Work with community based organizations to identify and address social determinants of health

Building internal and external support



Health Center Leaders:

- Understand VBP: can articulate vision, address contracting and implementation challenges
- Actively support VBP efforts internally and in the community
- Build collegiality among staff
- Clearly communicate changes to staff
- Develop clear roles and processes
- Engage health plans to identify shared goals, coordinate resources, address data challenges, patient attribution, etc.
- 11 ■ Engage external stakeholders: patients, other providers,

Why are These VBP Capabilities Important?



- Many of these capabilities are just “good care”
 - » These capabilities are the tools to succeed in VBP, but also just ways to improve quality and lower costs for a health center
 - » Even if there is no VBP arrangement currently in place, it is a good idea to develop these capabilities
- Shouldn't health centers be paid in a way that incentivizes “good care”?
 - » Current PPS rates are encounter-based, not value-based
 - » VBP can help to improve your practice and its performance by aligning payment with good care/these capabilities
- However, to enter into a VBP arrangement, many providers need to build a business case for internal and external stakeholders

Group Discussion

What are Your Health
Center's Capabilities?



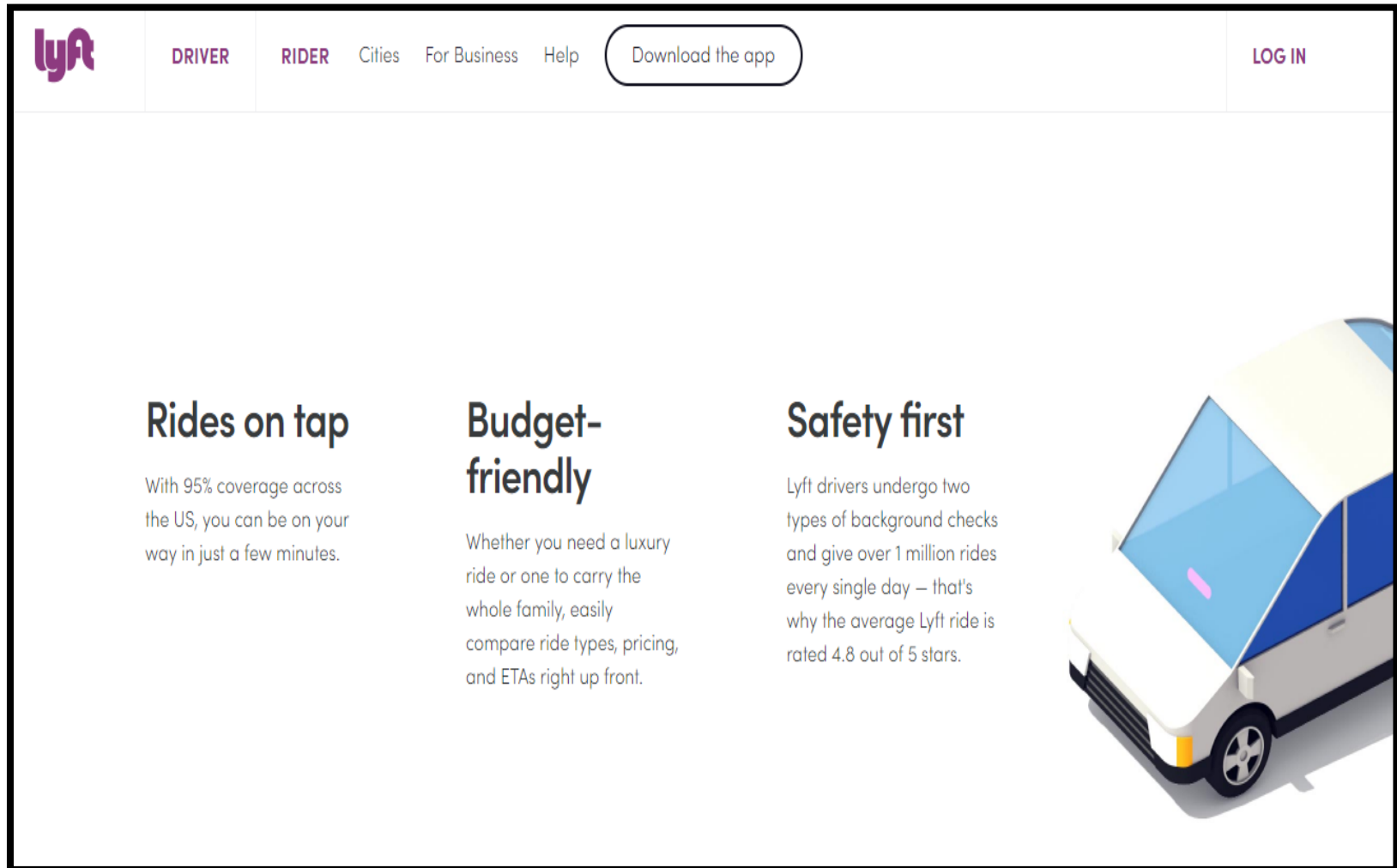
How to effectively communicate a value proposition to partners, MCOs and other stakeholders

What Is a Value Proposition?



- “Value proposition refers to a business or marketing statement that a company uses to summarize why a consumer should buy a product or use a service. This statement convinces a potential consumer that one particular product or service will add more value or better solve a problem than other similar offerings will.” (Investopedia)
- Value Propositions typically contain:
 - » An explanation of how the product/service solves a problem
 - » Specific benefits
 - » Points of difference/competitive advantages
- It is not a “mission statement” – a value proposition sells your product/service

Value Proposition Example




The #1 Rule of Value Propositions

■ KNOW YOUR AUDIENCE

» What one audience values isn't necessarily what another one does



Another Value Proposition Example



[DRIVER](#) [Why Lyft](#) [Cities](#) [Help](#)

[RIDER](#) [LOG IN](#)

Want to be your own boss? Start today.

APPLY TO DRIVE

☒ I agree to Lyft's [Terms of Service](#)

Reliable earnings

The Lyft Driver app and its features help you make money you can depend on. When you're ready, cash out instantly.

[MAKE MONEY](#)

A few necessities


You'll need to be at least 21 and have a smartphone (bonus points for good music). Your city will also have a few requirements.

[FIND YOUR CITY](#)

Need a car?

Get one when you want from our trusted Express Drive partners. Also included: insurance, maintenance, and unlimited mileage.

[GET YOURS](#)



How to Create a Value Proposition



- Think about why your FQHC exists
 - » Why are you in business?
 - » What services do you provide?
 - » Who do you serve?
- Think about what makes you different
 - » What are your biggest strengths?
 - » Who are your biggest competitors?
 - » What do you do better than your competitors?
- Tailor your message
 - » Accentuate your greatest attributes for your **goal** and attune them to your **audience**

Some More Value Proposition Tips



- It is not a tagline or motto
 - » It is longer, and doesn't need to be catchy – but you should make it clear and simple
- Why are you using your value proposition?
 - » In addition to knowing your audience – you need to know what you are asking your audience to do. What action do you want them to take after they see/hear your value proposition?
- There is no specific format
 - » Do what works for you. It could be a paragraph, bullet points, or a simple phrase. It can be written or delivered verbally.

Making a Pitch: The LVHN Story



- FQHC network in Allentown, PA that had implemented a Camden Coalition-like intervention for high-need, high-cost patients they implemented through a CMMI Health Care Innovation Award
- Funding was running out – needed funding from MCOs to continue the work
- Made successful pitch to state's largest Medicaid MCO by:
 - » Using data to make the case for the intervention
 - » Talking about the benefits that the MCO cared about: (1) cost reduction; (2) risk reduction; (3) quality scoring
 - » Knowing their audience: making a presentation personalized to that MCO using their patients

Any Questions?



Value Proposition Challenge



- Each of you will create a value proposition for your FQHC to present to an MCO in hopes of entering into a VBP contract
- Remember to:
 - » Why does your FQHC exist?
 - » What makes your FQHC different than competitors?
 - » Simplify the message and attune it to your audience
 - » It doesn't need to be catchy – focus on your core capabilities
- At the end....we will be role-playing

What's Next?



- What are practical next steps you can take to implement these skills?
 - » Assess your capabilities – strengths and weaknesses
 - » Make meaningful connections between your capabilities and VBP goals
 - » Develop a value proposition
- Additional help available from CHCS
 - » Technical assistance opportunities (Spring 2019)