



CMH Association of Michigan and the National Council

Michigan Practice Transformation Academy

Request for Applications

(Revised as of June 13, 2019)

Background

While the term “value-based payment” is ubiquitous in today’s health care industry, it leaves many of us wondering: What is it, and what does this mean for the public behavioral health system? Value-based payment (VBP) arrangements are those that move from fee-for-service arrangements to those that foster client/patient and population health outcomes. These VBP arrangements use a range of payment approaches, including pay-for-performance, case-rates, and capitated payments, with varying degrees of risk, from no-risk to up and downside risk. We know this is the wave of the future, and fragmented systems will soon become obsolete. Payers and providers need to know: What steps should we take - in our communities - to get ready?

The CMH Association and the National Council for Behavioral Health are proud to announce a Michigan-specific Practice Transformation Academy (PTA) for interested CMHA members and Associate members. This Academy runs from August 2019 through July 2020. All of the dates are listed later in this Request for Applications (RFA). Applications are due June 28, 2019. Application instructions are provided later in this RFA.

The Practice Transformation Academy will train and coach teams of payers and providers to develop the competencies needed to deliver value-based care and prepare for alternative payment arrangements. As the PTA progresses, teams will be developing their own strategies for transitioning to value-based payment and will emerge from the Academy with a concrete, realistic plan for how to get there.

With a faculty of national and local experts in health care finance and contracting, quality improvement, and both payer and provider value-based payment methodologies, the Practice Transformation Academy aims to provide organizations with the tools they need to bring population health management into their organization and prepare for payments and services more closely associated with health care outcomes. The curriculum provides simultaneous attention to quality and cost, allowing organizations to respond to system changes associated with value-based payment arrangements or quality-based contracts with managed care organizations.

The Michigan Practice Transformation Academy curriculum and delivery model is tailored to payer-provider teams. [Please note: For the purpose of this Academy, “payers” are defined as PIHPs and CMHSPs, given they have payment responsibilities. “Providers” are CMHSPs, and public and private organizations that directly provide services within a PIHP/CMHSP network]. Taking into consideration the unique needs of their communities, these teams will develop and work on goals together throughout the course of the Academy, developing a shared understanding of how to bring a value-based approach into their organizations.

Team-based learning

With a team assembled by the participating organizations in advance of the Academy, The Practice Transformation Academy is designed for two types of teams:

Two-organization teams

Two-organization teams are made up of the staff from a payer¹ and a provider² from the same community (up to 10 team members, typically 5 provider and 5 payer team members). This team is assembled by the payer and provider partners prior to the Academy.

Value of Academy for two-organization teams: The two-organization teams will develop a concrete workable value-based payment initiative that they will be able to implement as a result of the Academy. This concrete plan will be built with the guidance of the Academy faculty.

One-organization teams

One-organization teams made up of the staff from a single organization (payer* or provider*) (up to 5 team members)

Value of Academy for one-organization teams: The one-organization teams will also find the Academy worthwhile as they develop the competencies needed to deliver value-based care and move toward value-based payment arrangements in their home communities.

Team members

Team members would consist of clinical and administrative leadership from each of the participating organizations and typically include: Chief Executive Officer, Chief Clinical/Program Officer, Chief Operating Officer, Chief Financial Officer, Chief Quality Officer, Chief Information Officer, and administrative leadership (e.g. vice presidents, middle management, human resources, etc.).

Learning Objectives

Through a combination of in-person meetings, coaching calls, and webinars, the Practice Transformation Academy fosters the fundamental principles organizations need to demonstrate change across departments. The Academy will foster a mutual understanding of what providers and payers hope to gain from VBP and the development of a joint value proposition and a joint work plan for the implementation of a VBP initiative around a specific set of service and support modalities. Participating teams will create:

- A comprehensive, cross-functional quality improvement and project management strategy;
- A clear, practical work-plan and apply it to a stretch project jointly developed by the provider/payer team participating in the Academy;

¹ "Payers" are defined as PIHPs and CMHSPs, given their payment responsibilities.

² "Providers" are CMHs and private and public organizations that directly provide services within a PIHP/CMHSP network. (Note that CMHs could participate as either a payer or provider or both a payer and a provider)

- A culture of transformation buy-in amongst internal stakeholders;
- Compelling value propositions through the utilization of data; and
- A plan for joint implementation of VBP, between providers and payers involved in this Academy, around a specific set of service and supports modalities.

Stretch project required as part of application

The payer-provider team chooses a population or sub-population and develops an outcome-based model to be piloted. This Value-Based Payment Stretch Project is developed by your team (whether a one-organization or two-organization team) and included in the application for participation in the Practice Transformation Academy. The value-based payment stretch project description does not need to be elaborate; a paragraph will do.

Examples of stretch projects are provided below:

- Implementing a payment system tied to the outcome of attaining and retaining stable housing, for adults with serious mental illness, in the purchase of casemanagement/supports coordination services from a provider organization.
- Determining and building the payment and measurement system for one or a set of outcomes for homebased services for children
- Developing an outcome-based payment system for employment/vocational services for adults with intellectual and developmental disabilities

Value-Based Payment Steering Committee and Practice Transformation Lead

Participating teams will assemble a VBP Steering Committee (most or all of whom are on the team that attends the Practice Transformation Academy) comprised of both clinical and administrative leadership from all the organizations represented on the team. The VBP Steering Committee will set the vision of the transformation strategy. Examples of potential committee members include Chief Executive Officer, Chief Program Officer, Chief Operating Officer, Chief Financial Officer, Chief Medical Officer, and administrative leadership (e.g. vice presidents, middle management, human resources, etc.) from involved organizations. Committee members will have the opportunity to engage in PTA coaching calls and webinars.

The VBP Steering Committee will identify a Practice Transformation Lead from each organization represented on the team to serve as a representative who will:

- Drive the team's VBP initiatives
- Communicate mechanisms for change back to the VBP Steering Committee
- Help both organizations cultivate a stronger culture of continuous quality improvement across all departments and functions

Providers and/or administrators with experience in change management, quality improvement, and data analysis make excellent candidates for the Practice Transformation Lead. Ideally the Practice

Transformation Lead has strong relationships with executive leadership, clinical, and administrative staff from all organizations represented on the team, in order to encourage and facilitate commitment to change across all of the represented organizations. The Practice Transformation Lead must have the direct support of his/her organization's CEO in order to institute the change necessary to successfully achieve practice transformation.

Academy Structure

The structure of the Michigan Practice Transformation Academy curriculum is flexible to meet the needs of participating organizations and will evolve over the course of the Academy as participant needs and priorities change.

The following represents the basic structure of the Michigan Practice Transformation Academy delivery:

Orientation Webinar

A virtual meeting of all the participants to meet the other participants and National Council faculty and to review participation commitments and technical assistance events.

Kick-off Meeting

A one-day, in-person workshop held in Michigan (all members of the provider-payer team must participate)

Stretch Project Implementation

Design and implementation of a Stretch Project with a brief report out on the final webinar at the end of the project term.

Five (5) Webinars

Bimonthly, virtual, interactive seminars. Topics are still being finalized but will likely include:

(1): Communicating the "Why" of VBP: Participants will learn to take this concept out of the C-suite and explain to all levels of staff why value-based payment arrangements serve as the basis for the work that they do and how they do it.

(2): Risk Stratification; Predict, Prioritize, Prevent: The 3 P's of Risk Stratification: This will cover selecting and procuring quality data, identifying high-risk patients, and creating the infrastructure and workflow to provide appropriate care pathways.

(3): Strategies for Developing Care Pathways: This will cover how to standardize the process of mapping a client's needs to an evidence-based care plan, resulting in reduced unnecessary variability in care provision, increased multidisciplinary collaboration and improved client engagement.

(4): Building Capacity for Quality Improvement: This will cover how to cultivate an organization-wide "culture of quality improvement?"

(5): Crafting Your Value Proposition: This webinar will dive more deeply into the topic of what the provider and payer want from VBP and the development of a joint value

proposition and a joint workplan for the implementation of a VBP initiative around a specific set of service and support modalities.

Five (5) Coaching Calls for Stretch Project Implementation:

Bimonthly, one-hour, one-on-one coaching calls. Coaching calls can also be conducted in groups or offered based on team progress.

Second Academy In-Person Convening :

An all-day, in-person workshop in Michigan (*Practice Transformation Leads only*).

Steering Committee Conference Calls/Webinars:

Two one-hour calls with the steering committees from all participating teams held by subject matter experts.

Optional Affinity Groups:

Group calls focused on specific topic areas facilitated by the Practice Transformation Academy faculty.

Faculty

Kate Davidson, LCSW, Assistant Vice President, Policy and Advocacy, National Council

Michael Carrone, MBA, Director, Health Transformation, National Council

Samantha Holcombe, MPH, Director, Practice Improvement, National Council

Jeff Capobianco, Phd, LLP, Integrated Health Senior Consultant, National Council

Annette Downey, CEO, Oakland CHN

Anya Elliasen, MBA, CFO, Oakland CHN

How to Apply and Expectations of Applicants

- ✓ Submitting an application: Interested members will need to complete a team application in order to participate in the Academy.
 - The application can be found at: <https://cmham.org/resources/important-information/>. Go to the 2nd listed document entitled “Michigan Practice Transformation Academy Application” to open the application as a Word Document. Click on this document and select “Open” from the choices given. If required to “Allow” access to the document, select “Allow”. This will allow you to complete the application as outlined in the Request for Applications.
 - Complete the application
 - Save the application, on your system or computer, with the name of your organization added to the end of the title of the document (for example “PTA-Application-6.13.19 – Smith County CMH”)
 - Send, by June 28, 2019, the completed application, as an attachment to an e-mail, to Chris Ward at cward@cmham.org
- ✓ Applicants who intend to be part of a payer-provider team must seek and identify members of their provider-payer team. These payer-provider teams can consist of a maximum of two organizations.
- ✓ Each organization represented on a team will appoint a Practice Transformation Lead. The team as a whole will identify one person as the contact for that team.
- ✓ Both provider and payer organizations must send team members to in-person sessions as well as webinars.
- ✓ Stretch projects will be jointly developed and submitted.
- ✓ Teams will be required to complete and submit a Practice Assessment Tool during the course of the Academy.
- ✓ It is expected that teams will meet in-between sessions to keep working on their projects.

We encourage interested applicants to begin searching for/establishing their team as soon as possible. While preference will be given to provider-payer teams, we will consider accepting a solo provider or payer applicant if there are sufficient open slots.

Capacity

Maximum capacity for the Academy is 200 participants.

- 20 two-organization teams or 40 one-organization teams or a mix of both
- 10 participants maximum per 2-organization team; 5 participants maximum per 1-organization team

Timetable

Applications due	June 28, 2019
Notification of acceptance status	July 5, 2019
Orientation webinar	August 22, 2019 – 1:00p – 2:00p EST
Face to face Kick-off meeting Location:	September 5, 2019 – 8:00a – 4:30p EST
Webinar 1	October 16, 2019 – 1:00p – 2:00p EST
Webinar 2	November 18, 2019 – 1:00p – 2:00p EST
Webinar 3	January 15, 2020 – 1:00p – 2:00p EST
Webinar 4	February 26, 2020 – 1:00p – 2:00p EST
Second Face to face Academy Convening	March 11, 2020 – 8:00a – 4:30p EST
Steering Committee Call	May 20, 2020 – 1:00p – 2:00p EST
Steering Committee Call #2	June 24, 2020 – 1:00p – 2:00p EST
Wrap-Up Webinar	July 22, 2020 - 1:00p – 2:30p EST

Cost

The cost of this 8-month Academy, per organization (for a 5-member team), is \$4,000. The fee is the same for those organizations who are part of a two-organization team or a one-organization team. As a point of reference, this equates to \$800 per staff member for this 8-month learning community.

The take-away work product for all teams participating will be a concrete work plan for joint implementation of VBP.

This \$4,000 per 5-person team (the equivalent of \$800 per team member for a team of 5) includes:

- Orientation webinar
- Kick-off meeting
- 5 webinars
- 5 coaching calls
- Mid – term meeting
- Two Steering committee conference calls/webinars
- Affinity group meetings (optional)

Questions

Any questions regarding the Michigan Practice Transformation Academy should be directed to Chris Ward at CWard@cmham.org or (517) 374-6848.