The Road to Value-based Care: Where are We?

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Rural Health Value Team
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What is “Road to Value-Based Care”

- Payment driven changes to health care delivery
- The road across the shaky bridge
- And then the long and winding road navigating policy shifts (fits and starts)
- A journey begun informed and shared by others
- With assistance along the way
The Rural Health Value Project

- Assistance along the way of the journey
- Initiated in 2013
- Our Vision: To build and distribute actionable knowledge base through research, practice, and collaboration that helps create high performance rural health systems
- Collaboration with systems and with others providing assistance
Rural Health Value Aims

1. Assess rural implications and facilitate rural adaptability to changes in health care delivery, organization, and finance

2. Develop and test technical assistance tools and resources to enable rural providers and communities prepare for and take full advantage of public policy changes and private sector initiatives

3. Inform further developments in public policy and private action through dissemination of findings
Assess Implications and Facilitate Adaptability to Changes

- Monitor and assess rural implications of public and private policy
- Identify demonstration or pilot projects for in-depth research
- Develop models that analyze impacts of specific health care changes on rural people, places, and providers
- Identify policies that develop, enhance, and sustain high performance rural health care
Develop and Assess Tools and Resources

- Develop tools and resources for rural providers and places to increase awareness, conduct assessments, and plan and implement changes.

- Provide technical assistance to specific rural communities and health care providers, utilizing the tools and resources.
Inform Further Developments in Public Policy and Private Action

- Dissemination shared with RUPRI Center and Stratis Health
- Specific consultation services as requested
- New approaches to dissemination, specific to potential product users
Momentum toward change may build and sustain through times of uncertainty.

Progress can be slowed or even halted by external forces, particularly payment policies.

Organizational commitment sustains progress.

Variation in local circumstances requires creativity in approaches; challenges technical assistance to be specific to place and circumstances.
Actions Taken by Innovators

- Global budget as alternative payment model: McCready Health in Crisfield, Maryland
- Health outside hospital walls: healthy living options and focus on overall population health in Chadron, Nebraska
- Integrated care in a frontier community: supporting patients in a fully integrated care model; Southeast Health Group in Colorado
- Pursuing value-based payment: Summit Pacific Medical Center, a CAH in Elma, Washington uses five-prong approach to develop value-based capacity
Themes Drawn From Innovators

- Community-derived solutions have the most impact
- Trust is essential in rural innovation efforts
- Workforce training must reflect the cultural dynamic of the community being served and the context of the program services
- There is a need for metrics, especially those related to costs, that better serve the evaluation and assessment of rural innovations
Strategies to Support Innovation: Lessons From the Field

- Reflect a climate of necessity
- Identify resources and funds to test and initiate change
- Find and use the innovators in your community—the people who make it happen
- Encourage creativity, with a focus on meeting individual patient needs

Resource: Rural Health Value - Innovation in Rural Health Care: Contemporary Efforts to Transform into High Performance Systems
Governance and leadership
  - 2016 Rural Provider Leadership Summit (National Rural Health Resource Center)
Care management
  - Care Coordination: A Self-Assessment for Rural Health Providers and Organizations
Community health
  - Population Health Strategies of Critical Access Hospitals
Clinical care
Patient and family engagement
Resources to Aid Organizations and Communities Adopting New Strategies

- Clinical care
  - Hospital Guide to Reducing Medicaid Readmissions (Agency for Healthcare Research and Quality)
- Patient and family engagement
  - The Physician’s Accountable Care Toolkit [copyright symbol] (Toward Accountable Care Consortium)

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改善质量  服务体验  降低成本

Rural Policy Research Institute

The University of Iowa
Performance Improvement
- 5 Key Questions for Healthcare Executives Considering a Transaction

Health information technology
- Accountable Care Organization Health Information Technology Framework (Certification Commission for Health Information Technology)

Financial risk management
- Critical Access Hospital Pro Forma for Cost Reimbursement
Recent Additions to Tools and Resources

- Access from the face page (www.ruralhealthvalue.org)
- Critical Access Hospital Financial Pro Forma for Shared Savings (tool)
- Rural Innovation Profile: Global Budget Process as an Alternative Payment Model
- Uniform Data Set (UDS) Measure Crosswalk to Other Quality Reporting Programs
Recent Additions to Tools and Resources

- Demonstrating Critical Access Hospital Value: A Guide to Potential Partnerships
- Catalog of Value-Based Initiatives for Rural Providers
- Rural Innovation Profile: Health Outside Hospital Walls
Example: Demonstrating CAH Value

- Purpose is to demonstrate value to a potential partner (insurer, managed care organization, provider-based health plan, accountable care organization, health care system, network or alliance)
- Know the challenge
- Process to prepare for discussion
Challenge in Demonstrating Value

- Matching CAH strengths to potential partner interests and motivations
- Quantitatively demonstrating CAH strengths
- Presenting the CAH value message
Three-step Process to Prepare for Discussions With Potential Partners

1. Understand the interests and motivations of potential partners
2. Identify CAH strengths and characteristics that align with those interests
3. Develop a succinct and data-supported CAH message that demonstrates value
Potential Partner Interest and Motivation Examples

- Expand market share or geographic footprint
- Increase revenue
- Meet network adequacy standards
- Sell additional products or services
- Obtain a platform for value-based contract testing
Identify CAH Value Proposition

- Market: market share dominance in primary service area
- Services: strong primary care practice affiliation (ownership the strongest posture)
- Experience: demonstrated clinical quality, patient safety, and/or patient satisfaction
- Structure/finance: CAH financial strength, including projected operating margins and reserves
Presenting the CAH Value Message

- Purpose of letter or presentation
- CAH introduction
- Environmental scan
- The offer
Another RHV Face Page Feature: “Pulse Check”

- Value-based Care Assessment
- Physician Engagement
- Board and Community Engagement
- Social Determinants of Health
Social Determinants of Health Learning Module Sections

- Defining the Social Determinants of Health
- Understanding Why Social Determinants are Important to Rural Health
- Using Cardiovascular Disease to Understand Social Determinants of Health
- Using diabetes to Learn About Social Determinants of Health
- Discussing What You’ve Learned
Format of Sections

- **Read/research**: includes links to more information; understand the facts about social determinants
- **Analyze/discuss**: guide for discussing among a team
- **Plan/act**: specific planning activities
Why and How

- Continued pressure to reduce overall costs by reducing unnecessary utilization
- Achieve the goal of reducing utilization by addressing health needs more holistically
- Increased use of value-based payment, or more simply put shifting financial risk to providers
- Intra-organization initiatives; inter-organization contractual arrangements
Who

- Organization Leaders
- Board of Trustees
- Health care providers
When

- Now
- Future
- More alternatives likely to be defined
- More strategies for making transitions
- New practices for succeeding in a different world of finance and delivery
For further information

The RUPRI Center for Rural Health Policy Analysis
http://cph.uiowa.edu/rupri

The RUPRI Health Panel
http://www.rupri.org

Rural Telehealth Research Center
http://ruraltelehealth.org/

The Rural Health Value Program
http://www.ruralhealthvalue.org
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The Rural Health Research Gateway provides access to all publications and projects from eight different research centers. Visit our website for more information.

[ruralhealthresearch.org](http://ruralhealthresearch.org)

Sign up for our email alerts!

[ruralhealthresearch.org/alerts](http://ruralhealthresearch.org/alerts)
Collaborations to Share and Spread Innovation

✓ The National Rural Health Resource Center
  https://www.ruralcenter.org/

✓ The Rural Health Information Hub
  https://www.ruralhealthinfo.org/

✓ The National Rural Health Association
  https://www.ruralhealthweb.org/

✓ The National Organization of State Offices of Rural Health
  https://nosorh.org/

✓ The American Hospital Association
  http://www.aha.org/