



**Delaware Center  
for Health Innovation**

# Board Meeting

February 8<sup>th</sup>, 2017

# Agenda



- 
- **Call to Order**
  - Status Updates
  - ED Update
  - Board Business
  - Workforce Capacity Planning Paper
  - Patient & Consumer Advisory Committee Structure
  - Public Comment
  - Executive Session
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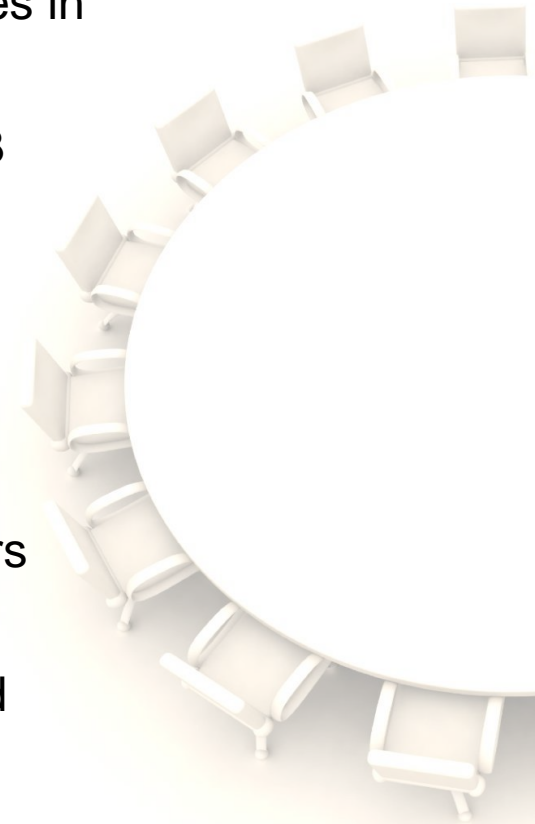
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# Summary of January DCHI Board meeting

- Took stock of progress in 2016 and identified goals moving forward for 2017
- Committee Chairs shared path forward for their initiatives in 2017
- Discussed changes to SIM operational model for Year 3
- Identified initial implementation tactics relative to the Strategic Plan
- Accepted quarterly financial statements
- Update from TAPP Network on Communications plan
- Voted on Board Officers, remaining Committee members and Board member
- Update on and path forward for the Common Scorecard



# DCHI 2017 Goals & Metrics

## Critical path metrics

- 1 Common Scorecard accessible to PCPs statewide
- 2 50% providers participating in practice transformation
- 3 40% of Delawareans attributed to PCPs in value-based payment models
- 4 3 Healthy Neighborhoods launched

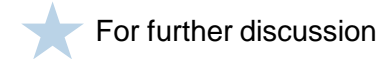
## Supporting innovations metrics

- 1 Behavioral health integration testing program implemented
- 2 Health care workforce and education initiatives executed
- 3 Enhanced provider engagement  
Transformation efforts aligned with
- 4 regulatory changes/investments made by providers and payers

## Operational sustainability metrics

- 1 Long-range sustainability options established
- 2 Continued development of 2017 initiatives
- 3 Broaden stakeholder engagement base

# DCHI 2017 Goals & Metrics: Critical path



## Metrics

## Status

**1** Common Scorecard accessible to PCPs statewide

- Identify utility of and path forward for Common Scorecard; communications strategy to engage users available in Q2 2017
- Enrollment live; providers may enroll at any time
- Current enrollment: 50+ practices

**2** 50% providers participating in practice transformation

- ~37% PCPs enrolled<sup>1</sup>
- Learning Collaborative held on January 24<sup>th</sup>
- Extend additional year of support to providers currently participating
- New wave of enrollment planned for Q1 2017

**3** 40% of Delawareans attributed to PCPs in value-based payment models by end of 2017

- ~30% Delawareans in value-based payment models; payers continue to enroll practices
- ★ Payment Committee is monitoring innovative payment models in other states to guide reform in Delaware

**4** 3 Healthy Neighborhoods launched

- HN sustainability Committee convened
- Selection of Healthier Sussex Task Group; HN Local Council planning process underway
- ★ Wilmington local council soft launch on 1/30
- Three sub-committees to be established in Q1 to support development of tools/resources for local HNs and Councils
- Preparation for launch of 3 HN sub-committees in Q1 to support development of tools/resources for local HNs and Councils is underway

<sup>1</sup> December 2016 PT vendor report indicated 101 sites and 347 DOs, MDs, NPs, PAs; does not include TCPI participants

# DCHI 2017 Goals & Metrics: Supporting innovations

## Metrics

## Status

<p><b>1</b> Behavioral health integration testing program implemented</p>	<ul style="list-style-type: none"> <li>▪ Expected March launch; accepting expressions of interest from PC and BH practices</li> <li>▪ Planning to hire Program Manager; identify training and expert consultation</li> <li>▪ Convene advisory group of BHI experts in Q1 2017</li> </ul>
<p><b>2</b> Health care workforce initiatives executed</p>	<ul style="list-style-type: none"> <li>▪ First training module launched 1/31, in-person training 2/16</li> <li>▪ Licensing &amp; Credentialing: engaging DPR to discuss streamlining the credentialing process</li> <li>▪ Draft consensus paper ready for Board review</li> </ul>
<p><b>3</b> Enhanced provider engagement</p>	<ul style="list-style-type: none"> <li>▪ Expand outreach to independent PCPs to promote awareness of and enrollment in practice transformation</li> <li>▪ Develop strategy in Q1 2017 to conduct periodic provider outreach and awareness initiatives</li> </ul>
<p><b>4</b> Transformation efforts aligned with regulatory changes/investments made by payers</p>	<ul style="list-style-type: none"> <li>▪ Planning to integrate PT &amp; Workforce training programs</li> <li>▪ Refresh PT &amp; Workforce training curricula to include information on helping providers succeed in new payment models</li> <li>▪ Clinical Committee is working to expand outreach to independent primary care and behavioral health providers</li> </ul>

# DCHI 2017 Goals & Metrics: Operational sustainability

## Metrics

## Status

1

**Long-range sustainability options established**

- DCHI Strategic Plan -- defining priorities and sustainability imperatives -- approved by the Board in December
- Transitioning away from intense consulting support
- Expanding stakeholder support

2

**Continued development of 2017 initiatives**

- Identifying Committee or DCHI staff ownership of implementation tactics tied to the 12 strategic imperatives
- Committees will report on progress once finalized

3

**Broaden stakeholder engagement base**

- Working with Tapp Network to articulate the value of DCHI initiatives to a broader group of stakeholders
- Work will also include an explanation of the connection between DCHI initiatives and those led by other organizations



# HIT Update – Goals from Year 3 Operational Plan

Goal	Milestone/Measure of Success	Action Steps
<b>Engage patients in their health</b>	<ul style="list-style-type: none"> <li>▪ Support advanced care planning</li> <li>▪ Launch patient portal and other patient engagement tools</li> </ul>	<ul style="list-style-type: none"> <li>▪ Operationalize DMOST registry forms (Q2)</li> <li>▪ Coordinate with P&amp;C Advisory Committee to discuss alignment with key engagement points (Q1-Q4)</li> <li>▪ Make patient portal available by Q1</li> </ul>
<b>Introduce Common Scorecard</b>	<ul style="list-style-type: none"> <li>▪ Develop Scorecard to aggregate and report measures across payers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Execute against implementation plan for Common Scorecard (Q1-Q4)</li> <li>▪ Scorecard will be reported to providers quarterly basis so that providers can use data to drive health system processes and improvements.</li> </ul>
<b>Introduce Health Care Claims Database</b>	<ul style="list-style-type: none"> <li>▪ Establish Health Care Claims Database</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify HCCD design decisions and priorities for initial HCCD output based on findings from Transparency Working Group (Q1-Q3)</li> <li>▪ Develop plan for implementing technical infrastructure of the HCCD (Q1-Q3)</li> <li>▪ Work with payers to establish submission templates and guidelines; HCCD fully operational by 12/31/17 (Q4)</li> </ul>

# Context for Technical Advisory Group (TAG) discussion

- Over the last several years, the **TAG has primarily served as a working group to provide technical input and guidance into the Common Scorecard**
- During this time, **DCHI has focused primarily on the clinical, payment, workforce, and consumer-facing elements** of its mission
- Furthermore, while DCHI has focused primarily on SIM grant activities with a more limited focus on Health IT, it will likely **evolve and broaden its focus** over the next several years
- Given Health IT is an important component of health transformation in the State, DCHI may:
  - **More actively consider how Health IT enables its goals and priorities** and how DCHI can contribute to these efforts
  - **Consider a vehicle for more actively gathering input** on how changes in Delaware's Health IT landscape will impact health transformation goals and priorities

**Should the TAG be refocused to serve as the vehicle for monitoring HIT activity in the State and recommending priorities for DCHI involvement?**

# Options for TAG composition and scope of responsibility

■ Proposed path forward

Option	Description	Example scope	Potential member composition
<p><b>1</b></p> <p><b>DCHI-led TAG with strategic Health IT focus</b></p>	<ul style="list-style-type: none"> <li>▪ TAG would be refocused to broadly monitor HIT activity in the State</li> <li>▪ TAG would report to the Board on areas DCHI should focus on or provide recommendations</li> <li>▪ Working sub-groups would be created for specific initiatives</li> <li>▪ Immediate focus would be to review HIT initiatives in the SIM plan and propose strategic priorities for DCHI</li> </ul>	<ul style="list-style-type: none"> <li>▪ Scorecard</li> <li>▪ HCCD</li> <li>▪ Expansion of CCD usage</li> </ul>	<ul style="list-style-type: none"> <li>▪ DCHI Board / Committee members with strategic HIT focus</li> <li>▪ HIT executives from payers, providers, DHIN, and the State</li> <li>▪ Technical experts on working group panels as needed</li> </ul>
<p><b>2</b></p> <p><b>No standing TAG; DCHI creates or participates in advisory groups for specific HIT initiatives</b></p>	<ul style="list-style-type: none"> <li>▪ DCHI would create advisory groups as-needed for input on specific initiatives</li> <li>▪ DCHI Board would maintain responsibility for broadly monitoring HIT trends in the State</li> <li>▪ DCHI would participate in external HIT advisory groups, as needed</li> </ul>	<ul style="list-style-type: none"> <li>▪ DCHI-led Transparency Working Group</li> <li>▪ DHIN-led working group on HCCD implementation, with DCHI participation</li> </ul>	<ul style="list-style-type: none"> <li>▪ DCHI Board / Committee members with strategic HIT focus</li> <li>▪ DHIN Board members</li> <li>▪ HIT executives from payers, providers, and the State</li> <li>▪ Technical experts as needed</li> </ul>

# Local HN Council Updates: Wilmington/Claymont

## Progress to date

- Lead council soft launch held on 1/30/17
- Created four (4) task forces that mirror DCHI priority areas: *Behavioral Health & Substance Abuse, Maternal/Child Health, Chronic Disease, Healthy Living*
- Conducted two (2) Behavioral Health Task Group Meetings with 15 – 20 providers:
  - 1<sup>st</sup> meeting: HN overview, networking, and membership. Identified and selected co-chairs and established meeting schedule.
  - 2<sup>nd</sup> meeting: S.O.A.R strategic planning process.
- Hosted Chronic Disease Task Force Meeting:
  - 1<sup>st</sup> Meeting: HN overview, networking, and membership.
- Hosted Maternal and Child Health Task Force Meeting:
  - 1<sup>st</sup> Meeting: DCHI & HN Overview, 15 attendees
- Attended Neighborhood Civic Associations meetings with healthcare partners to educate on DCHI, HN and CHNA.
- Speaking events to promote DCHI, HN and discuss practice transformation and population health efforts underway.

## Path forward

- Ongoing targeted recruitment of lead council and task force members.
- Finalizing and signing of ‘social contract’ by lead council members to create collective impact aligned to HN model.
- Developing and finalizing the lead council governance structure and decision-making processes.
- Identifying and adopting core values.
- Planning a Wilmington/Claymont HN launch to mobilize the community around the HN initiative and create synergy with DCHI committee efforts.
- Working to align in a more targeted way the work partners are doing through shared metrics.
- Disseminating and promoting the DCHI and Healthy Neighborhoods brand.
- Public education and outreach about HN and healthcare transformation at speaking events and community meetings.

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# ED Update

- 1 Operational update

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- 2 Strategic Plan implementation

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- 3 Communications Plan update

# Operational Update

- Year 3 Operational Plan (OP-Y3)/ funding award **approved by CMMI**, effective Feb. 1, 2017
- OP- Y3 includes **continuation of initiatives** begun in Y2, as well as **new elements**
- The overall plan includes **funded and non-funded initiatives**
- The **BHI program and elements of the Healthy Neighborhoods program** are included in the approved plan and budget
- **Consultant support to DCHI** is transitioned with one exception for the 1<sup>st</sup> quarter of the GY; in some cases consultant support will be limited and focused.

# Recall: 12 strategic imperatives from DCHI Strategic Plan

- 1 Maintain a broad portfolio of initiatives as necessary to realize the goals on which DCHI was founded, but evolve that portfolio in response to changes in the landscape
- 2 Establish and sustain a strong implementation role for most initiatives that extends well through launch, but generally look to other organizations for ongoing operations
- 3 Identify where policy solutions are necessary to support innovation and work with policymakers as necessary to bring those solutions to fruition
- 4 Ensure that adoption of value-based payment for primary care supports our goals for transformation, while fostering other models to transform the full continuum of care
- 5 Work with the next administration to leverage the State of Delaware's purchasing authority to foster provider risk sharing as a critical enabler of quality & affordability
- 6 Align DCHI-led delivery system transformation efforts with regulatory changes and investments being made by payers and providers to achieve similar goals
- 7 Evolve our approach toward multi-payer alignment of quality measurement and reporting, to ensure impact and long-term sustainability
- 8 Accelerate the rollout of Healthy Neighborhoods by streamlining the proposed operating model and establishing priorities based on identified community needs
- 9 Adopt a systematic approach to communicating with stakeholders regarding DCHI's efforts and how they dovetail with the efforts of other organizations and individuals
- 10 Affirm our commitment to be transparent in our decisions and use of resources while creating channels to manage sensitive information and challenging discussions
- 11 Continue to fund DCHI operations through stakeholder contributions, but augment this with grant funding for design and implementation of specific initiatives
- 12 Continue staff hiring plan; rely on contractors for time-limited projects that require surge capacity and/or specialized expertise

**Four themes** emerged from these 12 strategic imperatives:

- **DCHI portfolio (1,4,7,8)**
- **Policy focus (3,5,6)**
- **Stakeholder engagement (9,10)**
- **Sustainability (2,11,12)**

We will develop **tactical plans** against each of these themes



# Strategic Plan implementation: actions for Q1 and beyond

Themes	Q1 Path Forward	Status Update
<b>DCHI Portfolio</b> Ensure the availability and implementation of appropriate range of programs/tools and interventions to effect innovation and change	<ul style="list-style-type: none"> <li>▪ Reassess/confirm path forward for each DCHI initiative</li> <li>▪ Identify significant state/federal changes and assess impact/opportunity</li> <li>▪ Align strategic plan with CMMI Operational Plan</li> <li>▪ Build consensus for new approaches to advance initiatives where needed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Each Committee has confirmed core elements of 2017 initiatives</li> <li>▪ Board will engage in quarterly sessions for environmental updates on topics such as payment reform to assess gaps/opportunities for areas of focus</li> <li>▪ Confirmed alignment of 2017 initiatives with OP-Y3 Plan</li> </ul>
<b>Policy Focus</b> Leverage opportunities at federal and state level to drive payment reform	<ul style="list-style-type: none"> <li>▪ Engage with new administration</li> <li>▪ Identify federal/state vehicles that would accelerate support and adoption of reform initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Appropriate stakeholders included in Payment Model Monitoring Committee's recent webinars</li> <li>▪ Actively assessing innovative payment models in other states to guide DE reform initiatives</li> </ul>
<b>Stakeholder Engagement</b> Expand stakeholder support and engagement to effect change and buy-in for health care transformation	<ul style="list-style-type: none"> <li>▪ Launch DCHI communications plan</li> <li>▪ Develop schedule for outreach to key stakeholders for updates and confirmation of alignment of goals</li> </ul>	<ul style="list-style-type: none"> <li>▪ TAPP Network redesigning the DCHI website to drive branding, stakeholder engagement, and to enhance communications and outreach; developing collateral materials to enhance stakeholder awareness of various initiatives</li> <li>▪ Collecting contact information for key stakeholders from partner organizations</li> <li>▪ Beginning to develop targeted provider campaign</li> </ul>
<b>Sustainability</b> Secure financial and operational partners to sustain DCHI implementation initiatives	<ul style="list-style-type: none"> <li>▪ Reconfirm stakeholder financial support for 2017 – 2018</li> <li>▪ Assess current structure and resources for long –term transformation effort</li> <li>▪ Advance HN sustainability plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stakeholder support for current year secured</li> <li>▪ Initiating outreach to stakeholders to assess commitment for FY 2018 and expanding base of possible support</li> <li>▪ HN Sustainability Committee is operational, exploring alignment of funding across organizations and programs</li> </ul>

# Communications Plan Update

- Implemented the new technology platform, including HubSpot and the Customer Relationship Management Platform (CRM), which **tracks all engagement on the website and on emails**
- Developed the back-end of the website in order to **soft-launch this month**
- Worked with Committee chairs to draft **Committee homepage content**
- Reviewed **entire website content** prior to launch
- Created **original blogs and curated articles** for the launch of the new DCHI site
- Created the **DCHI social media accounts**, including Facebook, Twitter & LinkedIn
- Compiled all email lists and continue to segment and **build upon new and current lists**
- Launched an **introductory email campaign** and **increased monthly communications**

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# Board Business

- 1 DHIN Board approval of DCHI Board members renewal

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- 2 March Board: vote on Board members for vacant seats

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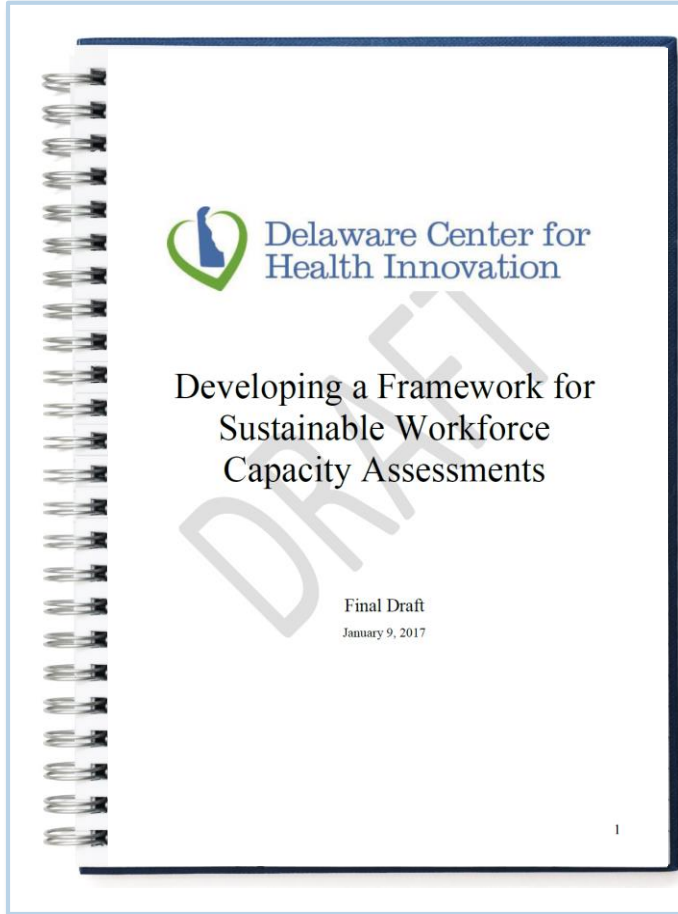
- 3 Approve minutes from December and January Board meetings


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# Workforce and Education: New Consensus Paper



 Delaware Center for  
Health Innovation

Developing a Framework for  
Sustainable Workforce  
Capacity Assessments

Final Draft  
January 9, 2017

1

- Recommends the development of a framework for sustainable workforce capacity assessments that will aid in the projection of what workforce will be needed to deliver care.
- Recommends data elements to be included in the assessment.
- Analyzes how key health care workforce priority areas can expect to be impacted.

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# Changes to Committee Structure in 2017

Patient and Consumer Advisory Committee will meet quarterly

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Committee members will attend monthly meetings of other DCHI Committees to represent the patient/consumer perspective

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Members will report on activities of the other Committees at quarterly meetings

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New structure to take effect with the start of the new grant year (February 2017)



# Rules of Engagement

Patient and Consumer Advisory Committee members are expected to attend their assigned Committee's monthly meetings as a member of the public, but with acknowledgment of their role and purpose in attending by the Committee chairperson(s)

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Patient and Consumer Advisory Committee members should not expect to actively engage in Committee business. Each member should actively listen for the inclusion of the patient and consumer perspective in relevant initiatives and provide public comment as appropriate.

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Members should bring key themes, lessons learned, and recommendations back to the quarterly Patient and Consumer Advisory Committee meetings to identify opportunities to engage the DCHI Board.

***Patient and Consumer Advisory Committee members will contact Rita Landgraf and/or Julane Miller-Armbrister with any questions or concerns which require attention before the next quarterly meeting.***

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# Upcoming DCHI Meetings for February – March 2017



## Workforce and Education

- Feb 9, 1:00 pm
- Del Tech 400 Stanton-Christiana Road Conference Room B240, Newark



## Healthy Neighborhoods

- Feb 15, 1:00 pm
- DHSS -1901 N. Dupont Hwy, Chapel, New Castle

**Please check [www.DEhealthinnovation.org](http://www.DEhealthinnovation.org) for the latest information about all DCHI Board and Committee meetings**



## Clinical

- Feb 21, 5:00 pm
- Del Tech Park-DBI- 15 Innovation Way Conference Room 102, Newark



## Board

- Mar 8, 2:00 pm
- Del Tech Park-DBI- 15 Innovation Way Conference Room 102, Newark



## Payment Model Monitoring

- Mar 8, 4:30 pm
- Del Tech Park-DBI- 15 Innovation Way Conference Room 102, Newark