

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

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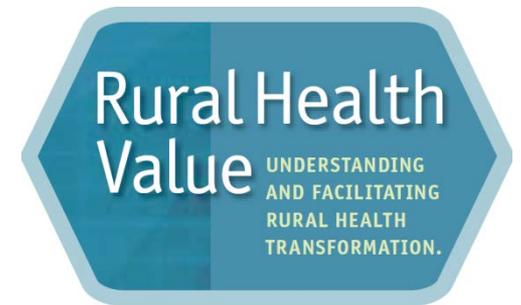
What is “Road to Value-Based Care”

- 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

What are We Learning?

- 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: McCreedy 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](#)

Resources to Aid Organizations and Communities Adopting New Strategies

- 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)



Improve quality



Enhance patient
experience



Lower costs

Resources to Aid Organizations and Communities Adopting New Strategies

- 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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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/>

