

Health Innovation Leadership Network Accelerator Committees Overview



Healthier Washington will build healthier communities through a collaborative regional approach, ensure health care focuses on the whole person, and improve how we pay for services in order to achieve the triple aim of better health, better care and lower costs.



Healthier Washington's measures of success are as follows:

- By 2019, 90 percent of Washington residents and their communities will be healthier;
- By 2019, all with physical and behavioral comorbidities will receive high-quality care; and
- By 2019, Washington's annual health care cost growth will be 2 percent less than the national health expenditure trend.

In addition to these overarching goals, Healthier Washington has identified initial sample accountability metrics that align with the Governor's data-driven continuous improvement system, Results Washington.

Key to success in achieving Healthier Washington's aims is the public-private Health Innovation Leadership Network (HILN), comprised of providers, business, health plans, consumers, community entities, governments, tribal entities and other key sectors to accelerate the initiative's efforts. Transformative, lasting changes requires focused and collaborative engagement of the public and private sectors working toward mutual goals.

In addition to HILN's overarching role as accelerators of culture change and Healthier Washington ambassadors, Healthier Washington proposes the development of HILN subcommittees, called "accelerator committees." The HILN Accelerator Committees focus on specific and timely efforts that directly impact and drive toward the achievement of Healthier Washington's measures of success.

HILN Accelerator Committees will:

- Accelerate the goals and objectives of Healthier Washington versus advise on policy and operational components of the initiative.

- Evolve, expand and disperse over time as Healthier Washington itself evolves in response to rapid-cycle learning and improvement.
- Build upon existing efforts and groups already in place.
- Be reflective of the HILN structure in public-private, multi-sector membership.
- Be championed by HILN members, with membership including leadership from HILN and non-HILN organizations.

The initial Accelerator Committees are:

- **Healthier Washington Clinical Engagement Accelerator Committee:** Accelerate provider commitment to and adoption of Healthier Washington aims and strategies.
 - Co-Champions: Johnese Spisso & Hugh Straley
- **Healthier Washington Communities and Equity Accelerator Committee:** Elevate and act on Healthier Washington’s commitment to every Washingtonian getting a fair chance to lead a healthy life.
 - Co-Champions: Antony Chiang & Winfried Danke
- **Healthier Washington Integrated Physical and Behavioral Health Accelerator Committee:** Accelerate the transition to fully integrated care systems by leveraging cross-sector action.
 - Co-Champions: Teresita Batayola & Joe Roszak
- **Healthier Washington Rural Health Innovation Accelerator Committee:** Accelerate the uptake and spread of value-based payment and delivery models in the state’s rural communities, and influence the uptake of rural health innovations that support these models.
 - Co-Champions: Nicole Bell & Andre Fresco
- **Healthier Washington Collective Responsibility Accelerator Committee:** Promote the concept of shared accountability and collective impact in achieving the aims of Healthier Washington through the development and implementation of an education campaign.
 - Co-Champions: Kathleen Paul & David Wertheimer

Please find the Accelerator Committee scoping documents for more information.

Accelerator Committee Guiding Principles

Mobilization – The Committees will work to mobilize partners for long-term success, and will leverage the talents and resources within their own organizations for success.

Continuity – The Committees will strive to build upon current work, recommendations, and initiatives in an actionable way.

Alignment – The Committees will strive to align Washington’s public and private partners with state and Healthier Washington initiatives.

Collective Action – The Committees will be driven by a common agenda that aligns with the mission and vision of the respective group.

Sustainability – The Committees will work to build long-term supports for state and Healthier Washington initiatives.

Health Equity – The Committees will strive to build equitable solutions.

Membership Details

- The Committees will meet virtually for one hour, once a month.
- Selected members should plan to devote an estimated three hours per month for meetings, materials review and action.
- Interest in membership will be solicited via an [online form](#).
- Membership will be determined by Committee co-champions, HILN co-chairs, and the Healthier Washington Executive Governance Council.

How do I express interest in serving on an Accelerator Committee?

Complete this online form by October 30: <https://www.surveymonkey.com/r/B9MKMBH>

Questions? Email healthierwa@hca.wa.gov.

Health Innovation Leadership Network: Healthier Washington Clinical Engagement Accelerator Committee

Context

The Healthier Washington Initiative will build healthier communities through a collaborative regional approach, ensure health care focuses on the whole person, and improve how we pay for services in order to achieve the triple aim of better health, better care and lower cost. Washington aims to accomplish this through:

- Healthier people and communities:
 - Multi-sector, linked services to achieve better health
- Quality health care at the right place and time:
 - Care focuses on the whole person
- Lower costs with better health:
 - Payments reward quality, not volume

Call to Action

Beyond the life of the Initiative the Health Innovation Leadership Network and Healthier Washington team wishes to pose the question to our public and private partners: *What's next?*

The Healthier Washington Clinical Engagement Accelerator Committee (Committee) will take action and build upon existing efforts and collaborations already in place to accelerate the goals and objectives of Healthier Washington. The Committee will draw connections and linkages with Washington's public and private partners to harness innovations and promote the spread, adoption, and ownership of strategies to transform how clinical practices engage in the delivery high-quality, value-based health care.

Opportunity to Drive Change

The Committee recognizes there are many efforts in place to engage providers in transformation activities in Washington and that many providers may be experiencing "transformation fatigue." While developing a framework for engaging providers in Healthier Washington activities and ensuring alignment across systems, it is important to understand:

- *What health system transformation efforts are currently in place in Washington that practices can leverage to ensure alignment of efforts and avoid duplication?*
- *What are identified gaps and opportunities for engaging providers that could have the highest impact?*
- *What are opportunities, strategies, and incentives to encourage clinical provider engagement to ensure alignment of efforts across health systems?*

The Committee offers public and private partners a voice in answering these questions to help build a system that offers opportunities for providers to engage in evidence-based practices, as well as innovative strategies.

The Intent

The intent of the Committee is to engage clinical leadership and providers in Healthier Washington opportunities to advance the development of integrated, value-based delivery systems linked to community supports to improve population health. Informed by an environmental scan, the Committee will coordinate and leverage resources and opportunities to engage in adopting and advancing transformation initiatives, including new and innovative systems of care that are aligned across Washington.

This may be as simple as aligning vital resources, or identifying tools already in existence and putting them into action. Or, it may be as broad as leveraging resources to promote the spread of shared decision making and implementing evidence-based recommendations. The Committee will be encouraged to identify and prioritize the areas where they will have the most impact.

Goals: Engage providers across Washington State in Healthier Washington initiatives that:

- 1) Integrate the delivery of physical and behavioral health;
- 2) Link clinical practice systems to community-based services to provide care that focuses on the whole person;
- 3) Better engage patients and families in health care decisions through shared decision making strategies;
- 4) Build organizational capacity to move to a value-based delivery system; and
- 5) Support the shift away from traditional health system methodologies to the adoption of evidence-based and innovative practices that allow for the delivery of high-quality, value-based health care.

Targeted Priorities for Committee Consideration¹:

- 1) Engage organizations currently providing practice facilitation/coaching opportunities to ensure alignment and opportunities to spread innovation and support clinical practices.
- 2) Identify and take action around opportunities/thought leaders for development of a peer-supported learning structure for clinical practice systems.
- 3) Identify ways to align incentive structures with the Committee's overall goals.
- 4) Identify and promote the use and uptake of evidence-based and innovative practices, using the Bree recommendations as a guide.
- 5) Identify gaps between current clinical practices and pathways to the adoption of recommended innovative practices, including strategies to reduce barriers to implementation.

¹ The Committee, once formed, will collectively define and finalize its priorities, objectives and action pathway.

Health Innovation Leadership Network: Healthier Washington Collective Responsibility Accelerator Committee

Context

The Healthier Washington Initiative (Initiative) will build healthier communities through a collaborative regional approach, ensure health care focuses on the whole person, and improve how we pay for services in order to achieve the triple aim of better health, better care and lower cost.

Healthier Washington is predicated on the realization that better health, better care and lower costs can only be achieved if state resources and communities are significantly more aligned. Lasting, transformative change cannot be achieved by one sector or one organization alone, and depends on multiple partners working together on aligned priorities to achieve mutual goals. Building upon the state's remarkable spirit of collaboration is key—and it must be harnessed and expanded upon.

Call to Action

Beyond the life of the Initiative, the Health Innovation Leadership Network and Healthier Washington team wish to pose the question to their public and private partners: *What is next?*

The Healthier Washington Collective Responsibility Accelerator Committee (Committee) will build upon existing efforts and collaborations already in place across the state to accelerate the goals and objectives of Healthier Washington. The Committee will draw connections and linkages with Washington's public and private partners to harness their role as initiative ambassadors to promote the concept of shared accountability and collective impact.

Opportunity to Drive Change

The Committee recognizes without public and private ownership and collaborative action in the advancement of Healthier Washington, the initiative's aims of better health, better care and lower costs are unattainable. Without a new approach that moves organizations from siloed approaches and sometimes duplicative or counter action, Washington State will not achieve lasting, transformative change. In the context of creating a healthier state:

How do we make and communicate a mutually beneficial value proposition that speaks to the responsibility and benefit of all sectors in achieving a healthier Washington?

What are the incentives and disincentives for participation in collaborative action?

How can we leverage the vast amount of partnership and collaboration that already exists across Washington state?

What can we take action on now that will be the first step toward achieving our goal?

The Committee offers public and private partners a voice in answering these questions and helps build an attainable future for a healthier Washington that leverages the talent and responsibility of all partners. It will identify and create new messages and tools by leveraging internal resources, and will pave the way for continued adoption of the Healthier Washington initiative.

The Intent

The intent of the Committee is to promote the concept of shared accountability and collective impact in achieving health systems transformation in Washington state. Through the development and implementation of an education campaign, the Committee will enhance their role as Healthier Washington Ambassadors to help shape messaging that resonates, identify key partners in the uptake and sustainability of Healthier Washington, and serve as champions of the concept of collective responsibility. We will push thought leaders across the state to leverage their organizations and partners to advance the goals of better health, better care and lower costs.

Goal: The Collective Responsibility Accelerator Committee will encourage and champion the collective uptake and ownership of Healthier Washington activities to ensure rapid and enduring health systems transformation.

Targeted Priorities for Committee Consideration¹:

1. Identify “bright spots” of collaboration and Healthier Washington uptake across Washington state, and develop strategies to build upon these successes.
2. Define the value proposition for key partners to adopt and work together in achieving the goals of Healthier Washington.
3. Develop an education campaign that speaks to shared accountability and collective impact.
4. Implement the campaign within their own organizations and across the state, and encourage uptake with partners.

¹ The Committee, once formed, will collectively define and finalize its priorities, objectives and action pathway.

Health Innovation Leadership Network: Healthier Washington Communities and Equity Accelerator Committee

Context

The Healthier Washington Initiative (Initiative) will build healthier communities through a collaborative regional approach, intended to empower communities toward working collectively in order to achieve the triple aim of better health, better care and lower cost.

To invest in the success of healthy communities, the state will leverage its leadership role to shape and align policies that provide the opportunity and space to develop healthy physical and social environments that foster resilient and connected communities.

Implicit in all of Healthier Washington is the call to promote and further equity work in Washington State. It will be the work of this Accelerator Committee to take that implicit call to the next level and drive measureable progress toward equity across our state.

Opportunity to Drive Change

The Committee recognizes without deliberate intention and decision making that factor in equity, the goal of Healthier Washington that 90 percent of Washingtonians will be healthier is unattainable. Without targeting and reducing health disparities across the state, we will perpetuate current outcomes into our new system, creating a barrier to obtaining the vision of Healthier Washington. In the context of creating a healthier, more equitable state:

What disparities are we specifically targeting? Can we reduce disparities with a targeted approach or do we need a more holistic approach?

How can we leverage the vast amount of work done to-date around the state?

What can we take action on now that will be the first step toward achieving our goal?

Call to Action

Beyond the life of the initiative, the Health Innovation Leadership Network and Healthier Washington team wish to pose the question to their public and private partners: *What is next? How can we create measureable change in equity today and beyond the next four years?*

The Healthier Washington Communities and Equity Accelerator Committee (Committee) will build upon existing efforts and collaborations already in place across the state that highlight and promote equity, in order to accelerate the goals and objectives of Healthier Washington. The Committee will draw connections and linkages with Washington's public and private partners in order to harness innovations and promote the spread and adoption of strategies and recommendations that further equity and community development within the State.

We acknowledge that true change in our state's health outcomes will take hard work and potentially uncomfortable or difficult conversations. It will take individual dedication and commitment, along with

collective action. Action could take the form of personal reflection, adoption of new policies, unlikely partnerships or an educational campaign. This list is far from exhaustive. The Committee will further dialogue around what action is necessary to reduce health inequities in Washington state.

We look to our community partners and leaders to further inform the direction of the Committee, whether that is in the form of personal experience, identification of best practices, success stories or lessons learned from around the country, or volunteering time and knowledge to action.

The Intent

The intent of the Committee is to show measurable progress toward equity in health outcomes across Washington. This includes addressing racial, ethnic, socioeconomic, urban/rural/suburban and language disparities. Guided by an environmental inventory, the Committee will connect work groups and health innovators already working on equity across the state. We will push thought leaders to leverage their resources for removal of obstacles to identifying root causes of inequities and addressing the problem in a systemic fashion. The Committee will encourage identification and prioritization of the areas where we will have the greatest affect in reduction of health disparities.

Goal: The Communities and Equity Accelerator Committee will elevate and act on Healthier Washington's commitment to every Washingtonian getting a fair chance to lead a healthy life, an opportunity tied to everyone's social, economic and environmental conditions.

Targeted Priorities for Committee Consideration¹:

1. Highlight and educate on inequities across Washington state.
2. Partner with organizations already engaged in this work for the contribution to the critical mass necessary for change.
3. Identify and take collective and individual action to address identified priorities and.

¹ The Committee, once formed, will collectively define and finalize its priorities, objectives and action pathway.

Health Innovation Leadership Network: Healthier Washington Physical and Behavioral Health Integration Accelerator Committee

Context

The Healthier Washington Initiative will build healthier communities through a collaborative regional approach, ensure health care focuses on the whole person, and improve how we pay for services in order to achieve the triple aim of better health, better care and lower cost.

To that end, Washington aims to drive 80 percent of state-financed health care and 50 percent of the commercial market to value-based payment and delivery models by 2020. Washington State will employ its position in the marketplace to drive transformation as both a “first mover” and “market convener.”

Washington purchases health care coverage for more than two million people through Medicaid and the Public Employee Benefits Program. The state will leverage its purchasing power to lead by example and accelerate the adoption of value-based and integrated models.

Call to Action

Beyond the life of the Healthier Washington Initiative, the Health Innovation Leadership Network and Healthier Washington team wish to pose the question to their public and private partners: *What’s next?*

The Healthier Washington Physical & Behavioral Health Integration Accelerator Committee will build upon existing efforts and collaborations to achieve whole-person care. The Committee will engage connections with Washington’s public and private partners to harness innovations and promote the spread of integrated service delivery models.

Opportunity to Drive Change

The Committee recognizes there are significant opportunities and challenges inherent in integrating physical and behavioral health services, and that each region of the state may be at a unique place on the pathway to integration, with a distinct set of capacities or challenges tailored to the circumstances of the individual provider or region.

In the context of moving to integrated purchasing and delivery of services:

- *What opportunities are made available to providers to further integrate physical and behavioral health services?*

- *How can we support this transition, recognizing that regions and providers are at different stages in the process?*

- *What are some of the unique challenges and barriers that providers face across the state?*

The Committee offers public and private partners a voice in answering these questions and helps build a sustainable future for Washington’s providers. It will pave the way for continued engagement of current initiatives in integrated purchasing and delivery.

The Intent

The intent of the Committee is to support providers in the ongoing transition to integrated delivery models through the mastering of challenges, distribution of best practices, and sharing of practice transformation support resources. Informed by an environmental scan the Committee will connect stakeholders and help these thought leaders leverage their resources to support the adoption of integrated delivery models.

- *What are the tools physical and behavioral health providers have now? What is needed?*
- *How can we learn from integrated models of care that are operational in our State, or providers that have pursued fully-integrated purchasing, to disseminate best practices and support providers that want to move along the spectrum to co-located care?*
- *In Washington State, where are providers along the pathway to co-located care, and how can we support and sustain providers at varying stages and better understand why regions of the State have varying capacities to achieve fully-integrated care?*

This may be as simple as aligning vital resources, or identifying tools already in existence and putting them into action. Or, it may be as broad as leveraging resources to promote the spread of integrated care models and identifying challenges to implementing those models, with recommendations for how best to master those challenges. The Committee will be encouraged to identify and prioritize the areas where they will have the most impact collectively and as individual member organizations.

Proposed Healthier Washington Physical and Behavioral Health Integration Accelerator Committee Guiding Principles

Mission: Accelerate the adoption and spread of integrated delivery models.

Vision: Connecting and drawing linkages between Washington’s public and private sector stakeholders to drive action and create innovative solutions around physical and behavioral health system challenges, and build sustainability for Healthier Washington initiatives.

Goals: Mobilize health innovators to:
1) Facilitate the adoption of integrated models of care;

- 2) Identify challenges to integrated service delivery and take action to master the challenges and expand opportunities; and
- 3) Identify and disseminate best practices and/or practice transformation resources, in alignment with existing or developing transformation efforts.

Targeted Priorities for Committee Consideration¹:

1. Develop an inventory to assess providers across the State and their capacity for adopting more advanced integrated care models.
2. Conduct a readiness assessment tool for partners to self-evaluate their current capacity to achieve maximum integration.
3. Identify and accelerate the role of communities in the adoption of fully integrated care delivery.
4. Identify incentives for providers to accelerate adoption of integrated delivery models.
5. Champion legislative and state governmental changes that are customized to incentivize integration delivery models across all regions.
6. Succeed in these targeted priorities within a viable and realistic timeline by leveraging the resources and commitment of committee members to take collective and individual action.

¹ The Committee, once formed, will collectively define and finalize its priorities, objectives and action pathway.

Health Innovation Leadership Network: Healthier Washington Rural Health Innovation Accelerator Committee

Rural Health: A Critical Component

Statewide Healthcare Transformation

The Healthier Washington Initiative seeks to build healthier communities statewide by ensuring that health care focuses on the whole person. This will be achieved in part by transforming how we pay for services in order to reach the triple aim of better health, better care and lower cost. Accordingly, Washington State intends to shift 80 percent of state-financed health care and 50 percent of the commercial market to value-based payment models by 2020.

WA State: A Partner in Innovation

Washington State can accelerate the adoption of value-based payment models and alternative payment strategies by leveraging its purchasing authority to “lead by example.” The State purchases health care coverage for more than two million people through Medicaid and the Public Employee Benefits Program. The state intends to utilize its position in the marketplace to drive transformation as both a “first mover” and “market convener,” vesting future commitments to value-based payment models.

Value-Based: More than Payment Reform

Shifting to value-based payment models has the potential to create new and innovative opportunities to provide quality, affordable and accessible care to patients. It can drive change through innovation, partnership and increased opportunity. And it can do so in a fashion that rewards entrepreneurial drive, technical innovation and commitment to community.

Why Rural Health Innovation?

We recognize rural health systems face a unique set of challenges that are separate and distinct from their urban counterparts.¹ Unique barriers exist that affect the needs of patients and the delivery of care to them.² In the context of moving to value-based payments:

- *How do rural providers benefit by moving to a value-based system?*
- *How can the state and its partners facilitate this transition?*
- *What opportunities and strategies can be adopted now?*

Supporting Opportunity in Rural Settings

The Committee intends to encourage rural communities to shift to value-based payment and delivery models by removing barriers to innovation that exist in their current payment systems. Using a global lens, the Committee will connect and support health entrepreneurs and innovators and help these

¹ “Rural Health Care: A Strategic Plan for Washington State.” (2012). Retrieved from [www.wsha.org/files/2012 Rural Health Care Report_FINAL2_1.pdf](http://www.wsha.org/files/2012_Rural_Health_Care_Report_FINAL2_1.pdf)

² “The New Blue H: A Report on the Findings of the 2014 Rural Health Workgroup, a Partner Project Between the Washington State Department of Health and the Washington State Hospital Association.” (2014, August 1). Retrieved from <http://www.wsha.org/wp-content/uploads/New-Blue-H-Report-OCTOBER-2014-FINAL.pdf>

thought leaders leverage their resources to remove obstacles to adoption of new payment and delivery models. Examples of issues that must be addressed include:

- *What specific tools and structures do rural providers need that they currently lack?*
- *What systems approaches work well in rural settings?*
- *How may supportive services be aligned in rural communities?*

Opportunity to Drive Rural Change

The Rural Health Innovation Accelerator Committee will serve as an advocate and actor for rural health innovation. It will provide a forum wherein public and private partners will have a role in helping shape a sustainable future for Washington's rural providers. And it will identify and create new tools and innovative strategies to leverage resources, paving the way for continuous testing and adoption of critical rural initiatives.

Guiding Principles of the Rural Health Innovation Accelerator Committee³:

Mission: Accelerate rural health innovation and entrepreneurship that is made possible by adopting value-based payment and delivery models in the state's rural communities.

Vision: Support a creative forum that encourages Washington's public and private health entrepreneurs to implement innovative solutions to rural health system challenges.

Goals: Motivate public and private sector entrepreneurs and health innovators to:

- Adopt value-based payment and delivery models in the state's rural communities.
- Enable the implementation of rural health innovations supported by these models.

³ The Committee, once formed, will collectively define and finalize its priorities, objectives and action pathway.