

Attachment A: **TEMPLATE FOR TRANSFORMATION PROJECT SUGGESTIONS**

For projects to be considered for inclusion in the Medicaid Transformation Project List, please provide the information requested in the template. We are looking for summarized information – **2-3 pages maximum per project**. Please email completed templates by **January 15, 2016**, to [MedicaidTransformation@hca.wa.gov](mailto:MedicaidTransformation@hca.wa.gov) with the subject **Medicaid Waiver Project**. Thank you for your interest and support.

<b>Contact Information</b>	<i>Identify point person, telephone number, e-mail address:</i> <b>Bertha Lopez, Community Health Senior Director, Yakima Valley Memorial Hospital, (509) 249-5266, <a href="mailto:BerthaLopez@yvmh.org">BerthaLopez@yvmh.org</a></b> <i>Which organizations were involved in developing this project suggestion?</i> <b>Greater Columbia Accountable Community of Health</b>
<b>Project Title</b>	<i>Title of the project/intervention:</i> <b>Healthier Hospital Initiative</b>
<b>Rationale for the Project</b>	
<p><i>Include:</i></p> <ul style="list-style-type: none"> <li><b>Problem statement – why this project is needed. Compared to the adult population in Washington State, the adult population in Yakima County is more likely to have asthma (12.5% compared to 9.7%), diabetes (10.3% compared to 8.8%), chronic obstructive pulmonary disease (8.1% compared to 5.7%), kidney disease (4.8% compared to 3.2%), depression (26.6% compared to 22.3%), had any permanent teeth extracted (44.0% compared to 38.5%), and had all natural teeth extracted (16.8% compared to 11.0%); and to be obese (31.4% compared to 26.8%) and current smokers (20.1% compared to 17.2%).<sup>1</sup> The U.S. spends billions of dollars to treat diet-related, chronic illnesses: \$147 billion to treat obesity alone, another \$116 billion to treat diabetes, and hundreds of billions to treat cardiovascular disease and cancer. Hospitals can leverage their purchasing power to increase the availability of local, sustainable foods. 80% of all antibiotics consumed in the U.S. are fed to livestock and two million annual illnesses in the U.S. population are antibiotic resistant, resulting from consumption of animals that were regularly treated with antibiotics.<sup>2</sup> According to the CDC, antibiotic resistance costs the U.S. \$20 billion a year in direct health care expenses and \$35 billion a year in lost productivity.</b></li> <li><b>Supporting research (evidence-based and promising practices) for the value of the proposed project. Current methods of food production, processing, packaging and distribution in the U.S. have negatively impacted human health and the environment. Health care providers have the power to counter these trends by purchasing more environmentally-sustainable foods and by serving healthier meals and beverages to patients, employees, visitors and the communities they serve. Hospitals can transform the marketplace by bringing transparency to the supply chain and increasing the availability of sustainable, healthier meats. The healthy beverages goal is an opportunity for hospitals to initiate strategies to combat obesity and reposition themselves as leaders in prevention-based care. Access to healthy foods improves the health of patients, staff and communities. The U.S. spends billions of dollars to treat diet-related, chronic illnesses and hospitals can leverage their purchasing power to increase the availability of local, organic, seasonal, sustainable foods (e.g. fruit and vegetables from local farmers’ markets or a community or hospital garden) on a regular basis. As part of their mission of healing, hospitals can model healthier eating behavior.<sup>3</sup></b></li> <li><b>Relationship to federal objectives for Medicaid with particular attention to how this project benefits Medicaid beneficiaries. The project will: 1) increase healthy eating options to prevent chronic disease for low-income individuals; 2) improve health outcomes for Medicaid and low-income populations who use Yakima Valley Memorial Hospital through the provision and modeling of healthy eating options in the hospital cafeteria for</b></li> </ul>	

<sup>1</sup> Source: Centers for Disease Control and Prevention. Accessed December 2015 at <https://chronicdata.cdc.gov/health-area/behavioral-risk-factors>.

<sup>2</sup> [http://healthierhospitals.org/sites/default/files/IMCE/fnl\\_hhi\\_milestone\\_report\\_061015\\_lores.pdf](http://healthierhospitals.org/sites/default/files/IMCE/fnl_hhi_milestone_report_061015_lores.pdf)

<sup>3</sup> [http://healthierhospitals.org/sites/default/files/IMCE/fnl\\_hhi\\_milestone\\_report\\_061015\\_lores.pdf](http://healthierhospitals.org/sites/default/files/IMCE/fnl_hhi_milestone_report_061015_lores.pdf)

patients and visitors; and 3) increase the quality of care for Medicaid and other low-income populations who use Yakima Valley Memorial Hospital through the provision and modeling of healthy eating options in the hospital cafeteria for patients and visitors.

Project Description
<p><i>Which Medicaid Transformation Goals are supported by this project/intervention? Check box(es)</i></p> <p><input checked="" type="checkbox"/> <b>Reduce avoidable use of intensive services</b></p> <p><input checked="" type="checkbox"/> <b>Improve population health, focused on prevention</b></p> <p><input checked="" type="checkbox"/> <b>Accelerate transition to value-based payment</b></p> <p><input type="checkbox"/> <b>Ensure Medicaid per-capita growth is below national trends</b></p> <p><i>Which Transformation Project Domain(s) are involved? Check box(es)</i></p> <p><input checked="" type="checkbox"/> <b>Health Systems Capacity Building</b></p> <p><input checked="" type="checkbox"/> <b>Care Delivery Redesign</b></p> <p><input checked="" type="checkbox"/> <b>Population Health Improvement – prevention activities</b></p> <p><i>Describe:</i></p> <ul style="list-style-type: none"> <li>• <i>Region(s) and sub-population(s) impacted by the project. Include a description of the target population (e.g., persons discharged from local jail facilities with serious mental illness and or substance use disorders). <b>The project will impact Yakima Valley Memorial Hospital patients (of which 25.5% are Medicaid), visitors, and employees with chronic disease (diabetes, obesity, cardiovascular disease) in the hospital’s three county service area (Yakima, Kittitas and Klickitat Counties).</b></i></li> <li>• <i>Relationship to Washington’s Medicaid Transformation goals. <b>The project will: 1) Reduce avoidable use of intensive services and settings as disease prevention decreases hospital admissions, length of stay, and readmissions for adults with chronic disease;<sup>4</sup> 2) Improve population health with a focus on prevention and management of diabetes, cardiovascular disease, adult/pediatric obesity; and 3) Accelerate the transition to value-based payment (payment model 2, encounter-based to value-based) as Critical Access Hospitals provide services for adults with chronic disease.</b></i></li> <li>• <i>Project goals, interventions and outcomes expected during the waiver period, including relationship to improving health equity/reducing health disparities. <b>The project goal is to provide and model healthy, sustainable food choices in the hospital for patients, visitors and employees as a model of chronic disease prevention in Yakima County, which has the highest poverty rate in Washington State and a Hispanic population of 48%.<sup>4</sup> Yakima Valley Memorial Hospital is a Disproportionate Share Hospital with a payer mix that is 25.5% Medicaid and a Hispanic employee population of 21%. Hispanics have a higher prevalence of diabetes than non-Hispanic whites, and their rates of overweight and obese adults are relatively higher than those of non-Hispanic whites.<sup>5</sup></b></i></li> <li>• <i>Links to complementary transformation initiatives - those funded through other local, state or federal authorities (such as the health home program and Early Adopter/Behavioral Health Organization regional purchasing) and/or Medicaid Transformation initiatives # 2 and 3. <b>WSHA, but no funding</b></i></li> <li>• <i>Potential partners, systems, and organizations (e.g., health and social service providers, ACH participants) needed to be engaged to achieve the results of the proposed project. <b>The project will engage business,</b></i></li> </ul>

<sup>4</sup><http://quickfacts.census.gov/qfd/states/53/53077.html>

<sup>5</sup> Source: Pew Research Center. Accessed December 2015 at <http://www.pewhispanic.org/2008/08/13/ii-hispanics-and-chronic-disease-in-the-u-s/>.

community- and faith-based, consumer, education, food system, health care provider, hospital, housing, local government, philanthropy, public health, social services, transportation, and tribal organizations in Yakima County.

**Core Investment Components**

- Describe:*
- *Proposed activities and cost estimates (“order of magnitude”) for the project. Proposed activities include providing healthier food choices (lower fat, less sugar, less meat) in the hospital cafeteria and on patient menus that are clearly marked “healthy choice;” using fresh produce from local sources and the hospital employee garden; removing soda products from hospital vending machines; assessing and addressing barriers to health; and providing educational resources, self-management plans and tools, and counseling for patients, visitors and employees to adopt healthy behaviors.*
  - *Best estimate (or ballpark if unknown) for:*
    - *How many people you expect to serve, on a monthly or annual basis, when fully implemented. **Yakima Valley Memorial Hospital will serve approximately 290,500 people (96,000 patients + 192,000 visitors + 2,500 employees) each year.***
    - *How much you expect the program to cost per person served, on a monthly or annual basis.*
  - *How long it will take to fully implement the project within a region where you expect it will have to be phased in. **N/A***
  - *The financial return on investment (ROI) opportunity, including estimated amounts and associated ROI timeline.*

**Project Metrics**

- The state will monitor implementation of transformation projects at regional and statewide levels through process and outcome measures. Each project will require clearly defined outcomes that relate to the goals and specific process steps.*
- Wherever possible describe:*
- *Key process and outcome measures (and specific benchmark performance data if known) against which the performance of the project would be measured. Include priority measures sets described in the Waiver application <http://www.hca.wa.gov/hw/Documents/waiverappl.pdf> pages 46-47. **Process measures will include implementing healthy choice food and beverage options in accordance with the Healthier Hospitals Initiative for Medicaid and dual eligible beneficiaries with chronic disease in Yakima County who visit Yakima Valley Memorial Hospital.***
  - *If no specific benchmark performance data are currently available, what efforts will be undertaken to establish benchmark performance ahead of any proposed project implementation? **N/A***