

Healthier Washington

Health Innovation Leadership Network Quarterly Meeting

1-4 p.m. Friday, July 24, 2015

Cambia Grove | Suite 250 | 1800 9th Avenue | Seattle

Public webinar access: <https://attendee.gotowebinar.com/register/2906755068501516289>

Agenda

Meeting Objectives:

- Share Healthier Washington successes to date and how Health Innovation Leadership Network members are accelerating these successes;
- Approve the proposed HILN Accelerator Committee structure; and
- Review HILN communication tools and how members will use them as Healthier Washington ambassadors.

- 1:00 p.m. Welcome and Introductions
Dorothy Teeter and Rick Cooper, Health Innovation Leadership Network co-chairs
- 1:20 p.m. Quarterly Update: The State of the Healthier Washington Initiative
Nathan Johnson, Healthier Washington Coordinator
- 1:40 p.m. Spotlight On: Health and Housing
Bill Rumpf, Mercy Housing Northwest
David Wertheimer, Bill & Melinda Gates Foundation
Washington Low Income Housing Alliance
- 2:00 p.m. HILN Accelerator Committees
Nathan Johnson
- Clinical Practice Transformation
 - Communities and Equity
 - Integrated Physical and Behavioral Health
 - Rural Health Innovation
 - Collective Impact
- 2:45 p.m. Break
- 2:55 p.m. HILN Accelerator Committees Feedback
- 3:15 p.m. HILN Communication Tools
Laura Kate Zaichkin, Healthier Washington Deputy Coordinator
Victor Andino, Healthier Washington Communications Consultant

3:45 p.m.

Next Steps

Dorothy Teeter and Rick Cooper

- Items for the good of the order
- Next meeting 9 a.m.-noon October 16 at Cambia Grove

4:00 p.m.

Adjourn

Thank you to Cambia Grove for hosting today's Health Innovation Leadership Network meeting.

Health Innovation Leadership Network Accelerator Committees Proposal



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.ⁱ

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 championed by HILN members, with membership including leadership from HILN and non-HILN organizations.

The initial proposed Accelerator Committees are:

- **Healthier Washington Clinical Practice Transformation Accelerator Committee:** Accelerate provider commitment to and adoption of Healthier Washington aims and strategies.
- **Healthier Washington Communities and Equity Accelerator Committee:** Ensure Healthier Washington’s guiding principle to improve health equity is a focus in community health improvement activities. Support and implement state- and community-level strategies, particularly as Accountable Communities of Health are in early phases of development.
- **Healthier Washington Integrated Physical and Behavioral Health Accelerator Committee:** Accelerate the transition to fully integrated care systems by leveraging cross-sector action.
- **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.
- **Healthier Washington Collective Impact 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.

Please find the draft Accelerator Committee charters for discussion on the following pages.

Next steps:

- HILN will review, provide feedback and approve Accelerator Committee proposal at July 24 quarterly meeting.
- HILN Accelerator Committee champions will be identified.
- HILN Accelerator Committee Healthier Washington staff support will be finalized.
- Accelerator Committee membership will be identified.
- The Accelerator Committees will convene at an agreed-upon cadence to develop objectives, measures of success and action plans.
- HILN will be regularly updated on the progress and actions of the Accelerator Committees.

ⁱ Proposed Healthier Washington cost and quality targets, aligned with Results Washington:

- Increase the percent children (19 to 35 months) receiving all recommended vaccinations from 65.2% in 2012 to 72.6% by 2016.
- Decrease percent of adults smoking cigarettes from 17% in 2011 to 15% by 2017.
- Decrease percent of adults reporting fair or poor health from 15% in 2011 to 14% by 2017.
- Increase percent of adults with healthy weight from 36% in 2011 to 38% by 2016.
- Increase percent of persons with healthy weight among Native Hawaiians/Other Pacific Islanders from 33% to 35%; American Indians/Alaska Natives from 21% to 25%; Blacks from 23% to 26%; Hispanics from 31% to 33% by 2016.

Transforming Health Care Delivery

- Decrease percent of preterm births from 9.6%, in 2011 to 9.1% by 2016.
- Decrease the Primary Term Single Vertex (TSV) C Section cesarean section rate from 15.4% to 14.76% by 2016.
- Increase percent residents who report they have a personal doctor or health care provider from 75% to 82% by 2016.
- Increase percent mental health consumers receiving a service within 7 days after discharge from inpatient settings from 59% to 65% by June 30, 2015.

Decrease per Capita Health Spending

- Constrain annual state-purchased health care cost growth to 1% less than national health expenditure trend.
- Constrain the 4-year average rate of growth for employer-based insurance premiums during 2012-2016 to 0.5% less than the national trend.

DRAFT: Healthier Washington Clinical Practice Transformation Accelerator Committee Charter

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.

Accelerator Committee Success Statement:

The Clinical Practice Transformation Accelerator Committee will accelerate provider commitment to and adoption of Healthier Washington aims and strategies.

Sample Measures of Success (further developed by Committee in alignment with identified objectives):

1. The Healthier Washington Operational Plan, due to CMMI Dec. 1, 2015, demonstrates how providers are implementing key features of Healthier Washington, including sufficient agreement around data collection and reporting.
2. Each Accountable Community of Health has representation from at least one provider by Q4 2015.
3. The Practice Transformation Support Hub has at least one provider champion in each region of Washington state by Q2 2016.
4. Providers have adopted and are implementing the Plan for Improving Population Health by Q1 2017.
5. 80 percent of providers in Washington state utilize the functions of the Practice Transformation Support Hub by Q2 2017.
6. The Practice Transformation Support Hub sustainability plan, adopted by Q3 2017, demonstrates commitment to the ongoing functions of the Hub and continued peer-to-peer learning and improvement strategies.

Objectives of Accelerator Committee:

Three key objectives identified by the committee that will ensure provider uptake of and commitment to Healthier Washington strategies.

Supporting Stakeholder Engagement Activities:

Practice Transformation Support Hub development listening sessions (present-fall 2015).
TBD Practice Transformation Support Hub governance.
TBD Plan for Improving Population Health development committee.

Committee Champion:

TBD HILN member

Healthier Washington

Staff Member:

Laura Pennington, Practice Transformation Manager

Committee Members:

TBD HILN Members

TBD leaders from HILN and non-HILN organizations

Committee Start and End Date: August 10, 2015 – January 31, 2019

Name, Committee Champion

Date

As Committee Champion, I understand that I am responsible for guiding the process to generate action and solutions and will accept responsibility for sustaining results at committee close.

DRAFT: Healthier Washington Communities & Equity Accelerator Committee Charter

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.

Accelerator Committee Success Statement:

The Communities and Equity Accelerator Committee will ensure Healthier Washington's guiding principle to improve health equity is a focus in community health improvement activities through the support and implementation of state- and community-level strategies, particularly as Accountable Communities of Health are in early phases of development.

Sample Measures of Success (further developed by Committee in alignment with identified objectives):

1. Each Accountable Community of Health adopts approaches to measure and improve health equity by Q3 2016.
2. The Plan for Improving Population Health includes strategies and measures around health equity.
3. Providers and payers stratify performance measurement by race, ethnicity and language where appropriate by Q1 2017.

Objectives of Accelerator Committee:

Three key objectives identified by the committee that will ensure a health equity focus in community health improvement activities.

Supporting Stakeholder Engagement Activities:

Accountable Communities of Health.
ACH Development Council.
Performance Measures Coordinating Committee.
TBD Plan for Improving Population Health development committee.

Committee Champion:

TBD HILN member

Healthier Washington

Staff Member:

Lena Nachand, Community Transformation Specialist

Committee Members:

TBD HILN Members
TBD leaders from HILN and non-HILN organizations

Committee Start and End Date: August 10, 2015 – January 31, 2017

Name, Committee Champion

Date

As Committee Champion, I understand that I am responsible for guiding the process to generate action and solutions and will accept responsibility for sustaining results at committee close.

DRAFT: Healthier Washington Integrated Physical and Behavioral Health Accelerator Committee Charter

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.

Accelerator Committee Success Statement:

The Integrated Physical and Behavioral Health Accelerator Committee will accelerate the transition to fully integrated care systems by leveraging cross-sector action.

Sample Measures of Success (further developed by Committee in alignment with identified objectives):

1. All Accountable Communities of Health are implementing strategies that support whole-person health by Q3 2016.
2. 50 percent of applicable providers in each region of the state adopt the clinical integration strategies supported by the Practice Transformation Support Hub by Q1 2017.
3. 50 percent of the state's Medicaid population is covered by fully integrated managed care by Q2 2017.
4. 80 percent of plans in the state reward fully integrated care systems by Q4 2018.
5. All regions of the state commit by February 2019 to fully integrated managed care by 2020.

Objectives of Accelerator Committee:

Three key objectives identified by the committee that will ensure cross-sector action to accelerate fully integrated care systems.

Supporting Stakeholder Engagement Activities:

Adult Behavioral Health Systems Task Force.
Accountable Communities of Health.
TBD Practice Transformation Support Hub governance.

Committee Champion:

TBD HILN member

Healthier Washington

Staff Member:

Isabel Jones, Payment Redesign Model Analyst

Committee Members:

TBD HILN Members
TBD leaders from HILN and non-HILN organizations

Committee Start and End Date: August 10, 2015 – January 31, 2019

Name, Committee Champion

Date

As Committee Champion, I understand that I am responsible for guiding the process to generate action and solutions and will accept responsibility for sustaining results at committee close.

DRAFT: Healthier Washington Rural Health Innovation Accelerator Committee Charter

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.

Accelerator Committee Success Statement:

The Rural Health Innovation Accelerator Committee will 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.

Sample Measures of Success (further developed by Committee in alignment with identified objectives):

1. Entrepreneurs, life science organizations and the biotech sector are partnered with 50 percent of providers in rural communities and identifying innovations with high return on investment that support value-based models by Q4 2017.
2. 2,000 providers in the state are participating in Healthier Washington's Encounter-based to Value-based Model Test by Q4 2017.

Objectives of Accelerator Committee:

Three key objectives identified by the committee that will ensure uptake of rural health innovations that support value-based models.

Supporting Stakeholder Engagement Activities:

TBD Encounter-based to Value-based stakeholder activities. Governor's Vision 2025.

Committee Champion:

TBD HILN member

Healthier Washington

Staff Member:

Marc Provence, Medicaid Transformation Manager

Committee Members:

TBD HILN Members

TBD leaders from HILN and non-HILN organizations

Committee Start and End Date: August 10, 2015 – February 1, 2018.

Name, Committee Champion

Date

As Committee Champion, I understand that I am responsible for guiding the process to generate action and solutions and will accept responsibility for sustaining results at committee close.

DRAFT: Healthier Washington Collective Impact Accelerator Committee Charter

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.

Accelerator Committee Success Statement:

The Collective Impact Accelerator Committee will promote the concept of shared accountability and collective impact in achieving the aims of Healthier Washington.

Sample Measures of Success (further developed by Committee in alignment with identified objectives):

1. An education campaign is developed and HILN member implementation has begun by Q2 2016.
2. 80 percent of HILN members are implementing the campaign by Q4 2016.
3. 70 percent of stakeholders surveyed in Q1 2017 understand how sectors across the state are working together to achieve the aims of Healthier Washington.

Objectives of Accelerator Committee:

Three key objectives identified by the committee that will promote the concept of shared accountability and collective impact.

Supporting Stakeholder Engagement Activities:

HILN.

Identification of policies state agencies can adopt to support Accountable Communities of Health (consultant deliverable).

Committee Champion:

TBD HILN member

Healthier Washington

Staff Member:

Laura Zaichkin, Healthier Washington Deputy Coordinator

Committee Members:

TBD HILN Members

TBD leaders from HILN and non-HILN organizations

Committee Start and End Date: August 10, 2015 – January 31, 2017.

Name, Committee Champion

Date

As Committee Champion, I understand that I am responsible for guiding the process to generate action and solutions and will accept responsibility for sustaining results at committee close.

Health Innovation Leadership Network Quarterly Meeting | April 10, 2015

Summary

The first quarterly meeting of the Health Innovation Leadership Network (HILN) took place at Cambia Grove in Seattle. During this initial meeting, members introduced themselves and shared why they had accepted a membership spot on HILN, comprised of nearly 60 providers, businesses, health plans, consumers, community entities, government entities, Tribes and others with the ability to support and influence health systems transformation.

Attendees described their current roles and how they might contribute to accelerating the Healthier Washington vision. Many expressed a commitment to address health disparities stemming from cultural, social, economic or geographic causes.

As members shared compelling reasons for participating in HILN, common themes emerged:

- Ensure collaboration across health care, public health and community sectors in order to make sustainable and lasting change.
- Focus and engage at the community level and keep the stories of individual people in mind.
- Recognize that achieving Healthier Washington goals requires addressing a range of social and health issues for diverse populations (such as at-risk children, frail elderly, innovations in rural health services delivery, improving access for oral health, mental health).
- Maintain transparency and deliver communications that tell real stories (stories should illustrate what we will do *with* individuals, not what we will do *to* them).

"It's necessary to address true access for care, whether it's someone with expensive conditions or people who need a little health care but can't afford deductibles or premiums."

"We are in the middle of an amazing change management project. If successful, health care will be fundamentally different."

After Healthier Washington Deputy Coordinator Laura Kate Zaichkin provided an overview of the Healthier Washington initiative and a status report, HILN members broke into small groups and discussed the following questions (followed by a sampling of responses):

What do you need from this group or group members to successfully fill the HILN accelerator role?

- Opportunities to interact with other group members for small group work
- Willingness to be candid
- Critical success factors and a vision of the end game
- Defined savings and how they will be identified and captured

- Grounded examples of successes/challenges/barriers
- Commitment to design a system that takes into account income disparities, race, class, gender, citizen/immigrant
- A better understanding of the perspectives of other sectors
- Break down state silos, make sure there is a common message
- Clarification on goals, structure and timeline on broad Healthier Washington initiative and specific programmatic initiatives
- Information about progress and examples of work going on around the state

What suggestions do you have to maximize the potential of the HILN to achieve the Triple Aim?

- Socialize the work in a consumer-relevant framework to include stories, community input
- Create accelerator committees on social determinants of health and equity
- Create opportunities for both formal and informal networking and collaboration for HILN members, especially those that reach across sectors
- Equip HILN members to spread the word (Ambassadors Toolbox)
- Create learning collaborative, structured way to share and learn from each other
- Have members share their successes
- Task the group to gather momentum around key issues (example: youth = education, dental, access disparities)

What three venues will you share this information in and gather information from over the next six weeks?

- Local philanthropic community
- Housing and homeless providers
- Colleagues in other states working on similar issues
- Early learning partners as available
- Advocacy networks
- Hospital district team
- My organization's leadership

What additional one to three things will you commit to do before the next meeting to help accelerate the Healthier Washington work?

- Discuss customer journey mapping
- Propose a pilot to integrate oral health in an Accountable Community of Health
- Get educated
- Meet with local leaders to gain ideas
- Network with colleagues
- Expand on collaboration contacts made today
- Move ahead, not dig my heels in

While the gathering included many perspectives, the group was unified in recognizing the need for change and an understanding that more could be accomplished by working together. As one participant commented, *“This is the right work, not easy work, but the right work.”*

The next quarterly HILN meeting is 1-4 p.m. July 24 in Seattle.