

Health Innovation Leadership Network

Quarterly Meeting | February 9, 2018

Summary

The fourth quarterly Health Innovation Leadership Network meeting (held in-person and via webinar) for 2017 provided an opportunity to understand health systems transformation priorities for the year ahead, as well as discuss where we've been, where we are and the challenges we continue to face in advancing healthier Washington. Members agreed to a direction for the HILN's 2018 action agenda.

Opening Remarks

Bill Robertson, Co-Chair

- Welcome
- We can transform the health system intentionally, or allow it to transform unintentionally. But the outcomes will be better if we can be intentional. The real end game is a healthier Washington. What action items in 2018 can we agree on to move the work forward? We must be actively engaged.

Sue Birth, Co-chair

- We are driving toward a healthier Washington through three strategies: paying for value, ensuring whole-person care through the integration of physical and behavioral health, and building healthier communities through clinical and community linkages.
- Multiple implementation mechanisms: In the final year of our Healthier Washington federal grant; entered the implementation years of the five-year up Medicaid Transformation. All supported through landmark legislation that set the table for paying for value, integration, transparency, and clinical-community linkages and supports.
- We have accomplished a lot. Healthier Washington by the numbers (just a snapshot):
 - The state has been recognized as a market mover and market leader in paying for value.
 - This is demonstrated by achieving our Healthier Washington goal of 30 percent of state-financed payments being value-based;
 - Increasing enrollment in the state's value-based plan for public employees by nearly 42 percent last open enrollment, going from 17,000 enrollees in 2017 to 25,000 enrollees in this ACO-like model in 2018;
 - HCA implemented a total joint replacement bundle through a center of excellence, which attracted 114 active participants in 2017. In total, we estimate we saved members nearly \$94,000 in out of pocket costs.

- Washington is supporting its systems and providers in moving to integrated, team-based care:
 - Nearly 200,000 Medicaid beneficiaries receive integrated physical and behavioral health services under managed care in two regions of the state. By this time next year nearly all of our Medicaid beneficiaries will receive integrated services, as Washington state’s population centers and all of eastern Washington are expected to have fully integrated physical and behavioral health services under managed care.
 - Those regions and providers that have integrated are performing better on most measures of quality than providers in regions that have not integrated physical and behavioral health under managed care.
 - The Practice Transformation Support Hub has onboarded and assessed more than 300 provider practices. The focus on integrated, team-based care has advanced our goals toward whole-person care, and the state’s mission to integrate physical and behavioral health in clinical practice.
 - Washington state is first and only in the nation to certify patient decision aids, advancing tools that encourage shared decision making between providers and patients. To date, HCA has certified nine patient decision aids, and is undergoing the largest review to date of 28 end of life care patient decision aids. NCQA recognized the use of certified patient decision aids in health plan accreditation guidelines.
- Communities are supported in clinical-community linkages.
 - To date, the nine Accountable Communities of Health have earned a total of \$54 million in incentives. This spring, an additional \$180 million (approximately) is expected be earned and infused into our communities to support local providers, public health and community based organizations. These are dollars that would not have been available to the state without the Medicaid Transformation effort.
 - The state soft-launched foundational community supports, and in the first month have 48 providers across 100 service locations representing most areas of the state, with 29 enrollees receiving supportive housing and supported employment services.
 - Services that provide home-based long-term care services and support family caregivers has reached more than 560 enrollees.
- Along the way, we continue to focus on storytelling, using the “Voices of a Healthier Washington” platform. Through this website, we have told the stories of more than 30 pioneers and leaders around the state advancing better care, smarter spending and healthier people.

- In this coming year, we are laser focused on effective execution and sustainability of health systems transformation. When we think about sustainability, our vision is that Washington state's health systems continue to work together effectively to manage and improve the health of the population. Healthier Washington has always fundamentally been about shifting the way partners work together in one system to improve the health of the population. Our sustainability framework and mindset starts there.
- Part of ensuring health systems transformation endures is to look to the future and continue innovating.
- You as a leadership network have helped to ensure that we are advancing a healthier Washington. We know that for something as ambitious and far-reaching as Healthier Washington that the State and its agencies alone cannot achieve transformative and lasting change. We must continue to collectively take action to advance a healthier Washington.
- Washington has accomplished much together in this journey to better care, smarter spending and healthier people. We need HILN's continued commitment to tip the scale toward enduring health systems transformation. As we consider how HILN can spread, perform and sustain health transformation, I suggest that we look to the next phase of innovation in Washington. Specifically, we propose that HILN support an action agenda this to inspire a social transformation in Washington that puts wellbeing at the forefront. This year, an evolved definition and approach to health is our agenda.

HILN Action Agenda: Looking back to move forward

Laura Zaichkin, Healthier Washington Deputy Coordinator

- Before we can look forward, we need to know where we've been. HILN members were first ambassadors of Healthier Washington, understanding how we could better educate our boards, organizations and leaders around the importance of health systems transformation. Beginning last year, we created an action agenda around the commitment to value by first asking what value means to us. The goal, and way to measure success, was around payment. The Healthier Washington target was: 80 percent VBP in state-financed arrangements by 2019 and 50 percent VBP in commercial market by 2019.
- Data at the end of 2017 revealed that HCA hit 30% of VBP in our state-financed contracts in the 2016 year.
- HILN committed to advance value by:
 - Adopting and spreading value-based payment models and practices;
 - Advancing an equitable health system; and
 - Increasing person and family engagement and health literacy.
- Floor was open for members to share what they, their organization, or the HILN collective did well, next steps, or what barriers/challenges stand in our way?
 - Facilitated dialogue and feedback included:
 - VBP spread
 - Bree has created VBP blueprints
 - Common measure set (we are a national leader). Need to think about sustainability to meet the needs of our state.

- We need to really begin paying attention to community conversations around social determinants of health, health equity, and reducing health disparities.
- How can the state/HILN be a lever for regional wellness?
- How can we get informed communication with consumers of Medicaid? We need to know how they're experiencing this health systems transformation change.
- There needs to be a commitment to tangible goals – ex: high-risk birth, poverty, homelessness.
- Race: HILN membership should be better diversified to accurately reflect and align with state's diverse populations. We must talk about reduction of racial disparities to accurately get the racial equity lens.
- ACHs: making them sustainable, and getting them equipped to address wellness.

Designing HILN's 2018 Action Agenda: Wellbeing

Sue Birth, Co-chair

- Washington has done a lot in stabilizing coverage, and making sure that access is acceptable. Very concerned, though, about rural frontier zones. Advances on the delivery system are supported, and we have more work to do. What do we need to do in these collective arenas to journey forward toward a healthier Washington?
- Where can we create successes that would move the needle on wellness? For example: the bundle concept. A big mover in the Medicaid world is healthy babies. How can we look at things in the life stage? Looking at maternal healthy mom/baby bundle with Medicaid – would be a wise investment.

Bill Robertson, Co-Chair

- The journey we're on is a social transformation of the health status of our region. As we think about an action agenda, think also about what our shared interests, influences and levels of accountability are.

The floor was opened for members to comment on opportunities for wellness:

- Looking at global health organizations. Looking at linkages between national and local partners.
- Looking through the rural lens at the inequities that exist. Telehealth initiatives reduce unnecessary procedures and produce great successes.
- Social determinants of health – looking at the supports that family's need that can help make them healthy (transportation, housing, food, education, and workforce). There's a lack of representation on this subject matter in the HILN group.
- Start with a healthy adolescence to make healthy adults. Get kids to start with a different perspective on health, and healthy way of living. Maternal/infant care bundles of care. Working with school systems to identify opportunities for teenage pregnancy reduction.
- CPAA highlighted the work of their youth focus as an ACH and acknowledged that with the right expertise, and aligned resources, they are seeing tremendous positive outcomes.
- Looking at linkages between increase in Catholic health care and contraceptive care

- Training and emotional support for family caregivers. Largest group of providers in the state. Bring them into the conversation.
- State health assessment and state health improvement plan will align focus and priorities and innovation through a social determinants model and life-course model.
- We need to listen more to the consumers of health care in our communities, rather than telling them what's changing.
- People with serious mental illness & substance use disorders
 - Tobacco use reduction needle not moving in this population
 - Prevention focus

Bill Robertson, Co-Chair

- Conversation recap:
 - The group today has responded really well to the idea of success sequence mirroring up with the triple aim.
 - We are interested in our kids and creating a healthier future for generations to come.
 - We need to be really effective around the fact that health equity ought to be specifically included in how we go forward. It plays across all aspects of transformation. Must ask how we are defining health equity.
 - We have to be better in the health delivery system, but really also looking at the space of social determinants of health.
 - Diversity (gender, race, and ethnicity) also needs to be a lens that we are looking through.

Next Steps

Laura Zaichkin, Healthier Washington Deputy Coordinator

- Members filled out leave-behinds on action agenda input.
- Next meeting is April 27 from 9 a.m. to noon at Cambia Grove.
- Plus/Delta:
 - Plus:
 - Great public/private participation
 - Inspiring dialogue
 - Great alignment
 - Passion around innovation
 - Consensus despite diversity
 - Conversations weren't "stuck in the weeds"
 - Delta:
 - Need to get more perspective
 - Tangible plans
 - Lack of membership diversity