

# Charting the Course for Change

An Interim Report of the Healthier Washington  
Practice Transformation Support Hub

*September 2017*



“It’s incredible how much engagement there is, how much structure there is and how much forward momentum we have seen from the Practice Transformation Support Hub in little less than a year.”

*Dan Lessler, MD*

*Chief Medical Officer, Washington Healthcare Authority*

# Charting the Course for Change

## Provider-Centered Support for Patient-Centered Care

The health care delivery system in Washington State is undergoing a major transformation – one that will enable primary and behavioral health care providers to:

- Effectively integrate care
- Transition to value-based payment models
- Improve clinical-community linkages

Changing the way health care services are delivered and paid for in our state supports better, person-centered care and improved outcomes. However, it will also require many practices to make fundamental changes in the way they operate. Navigating these changes can be challenging, especially for smaller practices already stretched for resources.

**In late 2016, Healthier Washington established the Practice Transformation Support Hub (Hub) through a contract under the management of the Washington State Department of Health.** The Hub provides a network of practice coaches and regional health connectors, and an interactive website that hosts practice transformation and health system transformation resources.

Through assessment, coaching, training, tools and other resources, the Hub meets providers and practices wherever they are in the practice transformation journey, charting a course to help them achieve their goals for patient-centered care.

Health care providers and practices – as well as government agencies and community and health care leaders across the state – have affirmed their commitment to move health care into the future. This report reflects the progress made to date by the Hub, and the primary care practices and behavioral health agencies it supports.

Healthier Washington is making an investment to achieve better organized, whole-person care delivery, improved population health, and an accelerated transition to value-based payment.

But change is not without its challenges. Practice transformation requires providers and practices to rethink their way of doing business, requiring time and resources that are already at a premium, especially in smaller rural practices.

Fortunately, providers in our state don't have to go it alone. The Practice Transformation Support Hub – an investment of Healthier Washington – is there to help them navigate this sea of change.

Across the state, primary care practices and behavioral health organizations have pledged their commitment to work with the Hub to meet their practice transformation goals. Since the Hub's launch earlier this year, we have already seen tremendous engagement and momentum as providers, practice teams and community stakeholders demonstrate their commitment to practice transformation efforts.

We are excited to share this interim progress report with you, and invite you to join us on this journey to better health in Washington State.

Sincerely,



John Wiesman, DrPH, MPH  
Secretary of Health  
Washington State Department of Health



Lou McDermott  
Interim Director  
Washington State Health Care Authority



Bill Moss  
Acting Secretary  
Washington State Department  
of Social and Health Services

# Delivering a Portfolio of Services

“Our clinic had been discussing practice transformation and our workflow issues for months, but we had a hard time picking a starting point because it all seemed so overwhelming. The Practice Support Team was great about helping us lay out a map and find a starting point to get going on making the kind of changes we need to update and transform our clinic practice to enhance care for patients and practitioner satisfaction.”

Megan Guffey, MD, MPH, FAAFP  
Lake Chelan Community Hospital & Clinics

## Meeting Practices Where They Are

Sometimes, the most difficult part of a journey is knowing where to start. The Hub's Connector/Coaches meet one-on-one with providers to help them determine not only the first steps, but to navigate the entire path to successful transformation.

Connector/Coaches meet practices wherever they are in the transformation process to determine their unique needs – whether it is making a community connection, developing a workflow, or directing them to technical assistance from the Hub or another practice transformation program.

## Connecting Behavioral Health and Primary Care Providers to the Resources They Need

The Hub's nine Connector/Coaches are the boots-on-the ground liaison to Healthier Washington. Because they live and work in the corresponding Accountable Communities of Health (ACH) region they serve, they are adept at finding and making connections to resources that help both providers and their patients achieve better outcomes.

## A No Wrong Door Approach

With a “no wrong door” approach to practice transformation, Connector/Coaches can also help busy practices sort through the almost overwhelming amount of information and offers of help to quickly find the ones that best meet their needs. For example, the Hub recently created a **practice transformation directory** and a **decision tool** that compares the free practice transformation programs available in Washington State.



# Connecting the Dots

“The Qualis Health team responded to our needs in a timely fashion to gather data and engage providers across the region. This support has enabled our ACH to develop a deeper understanding of the needs of providers and patients in our region and will be fundamental in moving forward with transformation.”

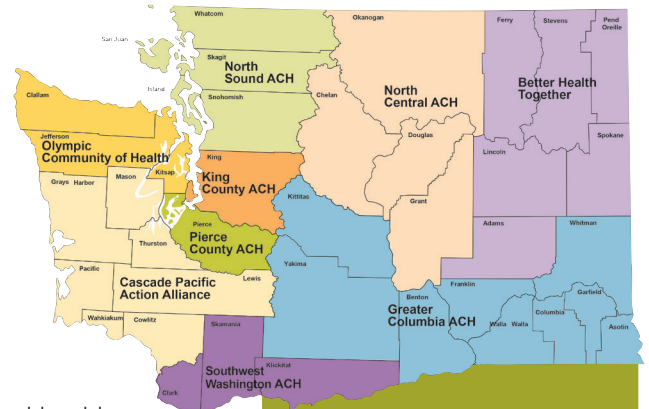
Senator Linda Evans Parlette

Executive Director, North Central Accountable Community of Health

## Regional Connectors: Linking Providers to the Resources They Need to Deliver Whole-person Care

Whether it is a psychologist in Toppenish seeking housing options for a patient recovering from substance abuse, or a primary care provider in Chehalis who would like to better understand the new payment models, the Hub's Connector/Coaches are there to help.

Within each of the nine regional service areas, Hub Connector/Coaches are actively working with primary care providers, behavioral health clinicians, and their clinics and organizations to foster community linkages for better coordination of patient care. This includes connecting practices to each other through a model practice network for sharing information, best practices and successful strategies.



In the first half of 2017, Hub Connectors made 819 contacts and connections in all regional service areas across Washington

## Connections that Change Lives

Maria – a Connector/Coach for the Practice Transformation Support Hub – was discussing the challenges of practice transformation with the provider of a small but busy primary care clinic outside of Olympia. He told her that much of his time was spent talking to his senior Medicare patients about behavioral health issues such as grief, loss, and adjustment; yet it was difficult to find nearby mental health counseling resources that accepted Medicare.

After the meeting, Maria found and contacted several licensed counselors and psychologists in the area who were eager to receive new Medicare clients. She researched free grief support groups and helpful resources nearby. She then shared this information with the provider, creating a list of behavioral health clinicians and services in the community that he could use and share with his patients, their families, his staff and clinical partners.



# Engaging Practices for Practical Solutions

“The Olympic Community of Health provider community has embraced the practice coach assigned to our region. The momentum from the Hub lays the foundation for the next four years of transformation through the Demonstration.”

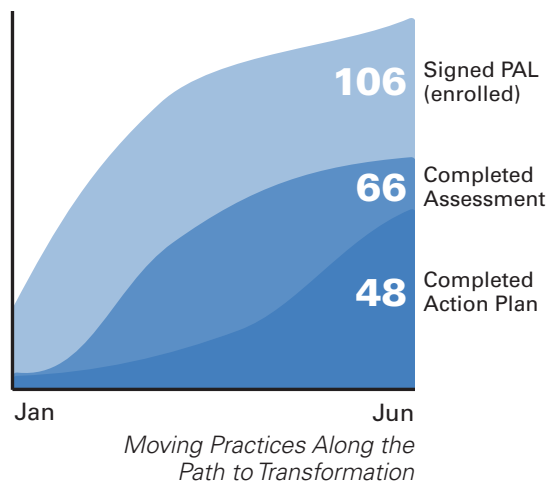
Elya Moore, PhD

Director, Olympic Community of Health

## Practice Coaches: Providing On-Site Guidance to Accelerate Practice Transformation Efforts

Since active recruitment first began in January of 2017, the Hub's Connector/Coaches surpassed their first six-month goal of enrolling 75 practices in the Practice Transformation Support Hub. By June they had engaged 51 behavioral health organizations, 43 primary care practices, two substance use disorder clinics and two combined behavioral health and primary care services for a total of 106 participating organizations.

Once a practice has enrolled in the Hub, Connector/Coaches perform an assessment to determine where they are in the process, their transformation priorities and best steps to achieve their practice transformation goals. Through collaboration between the coach and practice, an action plan and roadmap are developed to ensure success. As of June 30, 2017, almost 50% of enrolled practices had already completed action plans and were well on their way to being prepared to meet the challenges of new health care delivery models.



## 2017 Customer Satisfaction Survey

The Hub surveyed providers enrolled in technical assistance services for at least four months in June 2017. 100% of respondents indicated satisfaction with Hub coaching services!

## The Hub Help Desk

Practice Transformation assistance is never more than a phone call or an email away. The Hub Help Desk is available to answer questions on how to enroll, research technical assistance questions or locate a specific resource. Staffed by Qualis Health, the Help Desk gives practices yet another avenue of support in their practice transformation efforts.

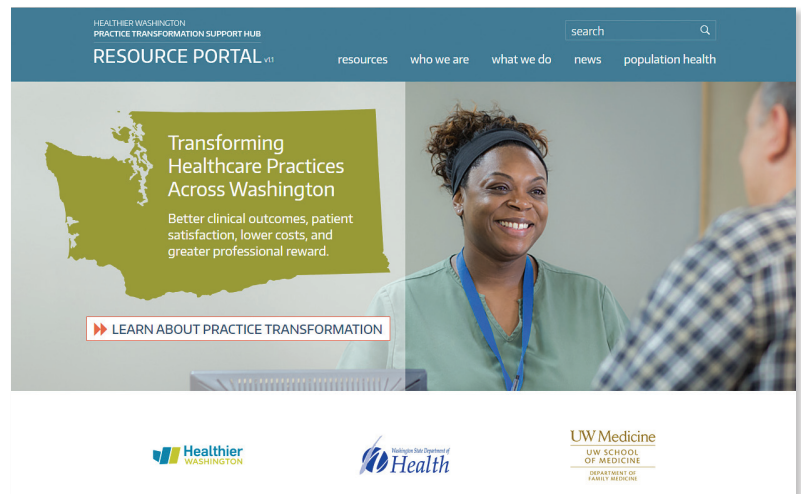


# The Resource Portal

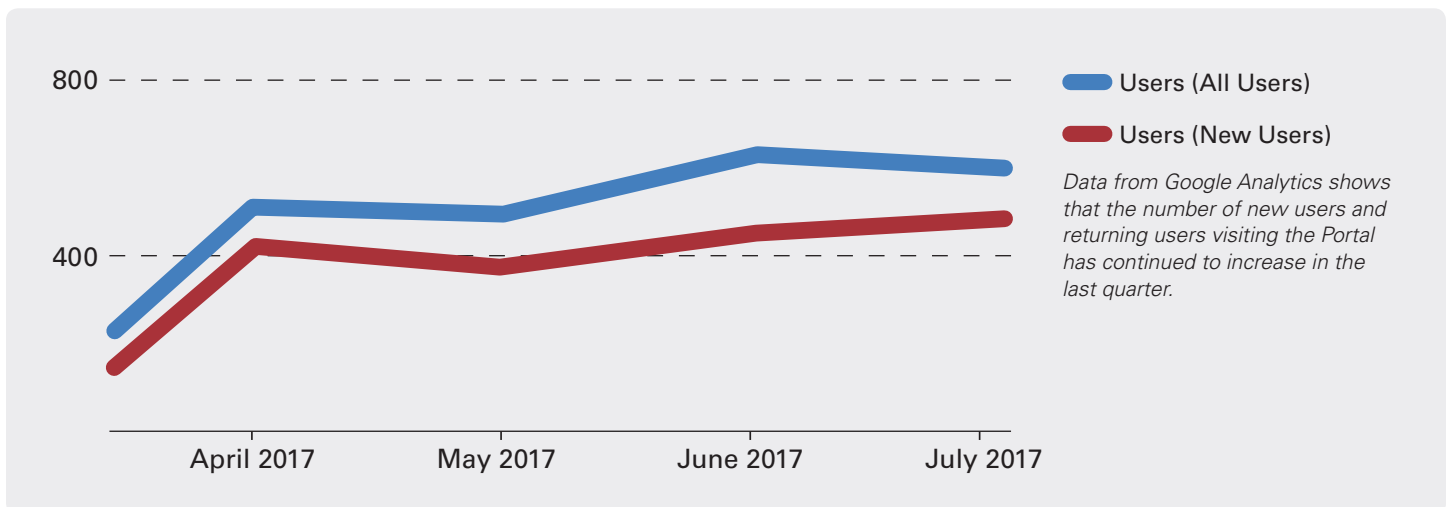
## “One Stop Shopping” for Practice Transformation Tools and Resources

In February of 2017 the University of Washington School of Medicine Primary Care Innovation Lab launched an interactive website that hosts a rich library of curated, relevant practice transformation tools and resources.

The Resource Portal ([www.waportal.org](http://www.waportal.org)) continues to expand and add more resources and tools with the help of a working group. This group is comprised of providers, clinic management, patients, community agencies and other stakeholders who assist in the curation and review of proposed content for accuracy and relevancy to the Portal. Since the launch of the first version, 141 resources have been added to the Portal.



The “Portal 2.0” launch is planned for fall 2017. This new version will include enhanced resource search functions and map interactivity as well as “MyPortal” – a customizable user experience. Registered users can create practice transformation teams, and share team resource libraries as part of their practice transformation journey. This feature will also assist coaches in getting the right content to users at the right time.



# Free Training to Set Practices Up for Success

“As a medical director in the process of setting up several new service lines, the AIMS Learning Series provided excellent guidance for building integration-friendly practices into the structure of our programs.”

*Tawnya Christiansen, MD*

*Inpatient Medical Director, Valley Cities Behavioral Health Care*

To help providers better understand the nuances of practice transformation, the Hub and its partners provide learning opportunities that bring providers, practices, staff and stakeholders together to learn best practices from leading practice transformation experts.

In the past year, the Hub hosted regular learning opportunities open to all practices and stakeholders across the State including:



## 2017 Quarterly Webinars:

- **January:** “Bi-Directional Physical and Behavioral Health Integration: Improving Care for Patients” (158 attendees)
- **April:** “Building Community Connections that Support Patients” (78 attendees)
- **July:** “Financing and Sustainability Strategies for Behavioral Health Integration” (81 attendees)
- **September:** “Understanding Bi-directional Integration for the Medicaid Transformation Demonstration”
- **November:** “Primary Care Toolkit for a Coordinated Practice Approach to Alternative Payment Models”

## AIMS Center Learning Series

Sponsored by the Hub and led by faculty and staff at the UW AIMS (Advancing Integrated Mental Health Solutions) Center, this free, 14-week learning series on bi-directional physical and behavioral health integration offered content for behavioral health agencies and primary care practices. More than 25 practices enrolled in this series, which provided hands on experience, guidance from experts in the field and feedback as participants developed their own integration strategies.

## Conferences

Scheduled for the fall of 2017 – “Steering Toward Success: Achieving Value in Whole-Person Care” is a free, one-day conference designed to help primary care practices, behavioral health agencies, providers and interested stakeholders who are transitioning to whole-person care. The conference will be offered twice - once in Tacoma and once in Moses Lake.

# The Healthier Washington Practice Transformation Support Hub

- Hub Help Desk: (206) 288-2540 or (800) 949-7536 ext. 2540
- Email [HubHelpDesk@qualishealth.org](mailto:HubHelpDesk@qualishealth.org)
- Healthier Washington: [www.hca.wa.gov/hw/](http://www.hca.wa.gov/hw/)
- Qualis Health: [www.QualisHealth.org/hub](http://www.QualisHealth.org/hub)
- Hub Resource Portal: [www.waportal.org](http://www.waportal.org)

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