



# VALUE TRANSFORMATION FRAMEWORK

## Action Brief

### HOW TO USE THE VALUE TRANSFORMATION FRAMEWORK AND ELEVATE

## WHAT

### tools can support health center value-based care transformation?

The [Value Transformation Framework \(VTF\)](#) is an organizing framework that helps health centers transform systems and enhance value. The VTF offers structure and support for health center transformation efforts. It divides the multi-faceted health center system into 3 functional Domains – Infrastructure, Care Delivery, and People – and 15 Change Areas that health centers can target to improve performance.

The [Elevate](#) national learning community guides VTF application to advance health center systems change and support the transition to value-based care. Learning opportunities and resources are available through Elevate that include monthly webinars, evidence-based action guides, reimbursement tip sheets, eLearning modules, collaborative engagement with peers, and more. Elevate supports individual health centers and encourages Primary Care Associations (PCAs) and Health Center Controlled Networks (HCCNs) to leverage the learning community, tools, and resources to advance their own state/network improvement and transformation initiatives.



*The VTF is informed by health centers for health centers!*

## WHY

### use the VTF and Elevate?

The VTF is designed with health centers in mind. It recognizes that advancing toward value is a journey and that health centers will move along a continuum of progress. It presents and simplifies national stakeholder language and resources for value-based payment such as the [Alternative Payment Model \(APM\) Framework](#) with action steps specifically aligned to the needs of health centers.

Elevate provides health centers, PCAs, and HCCNs with transformation tools, resources, and opportunities to connect with peers across the nation. All at NO COST!

Data suggests that the VTF may have a powerful and positive impact on health center transformation. Health centers participating in Elevate had higher performance on six high-cost, high-impact clinical measures including colorectal cancer screening, hypertension control, obesity screening and counseling, depression screening, diabetes control, and cervical cancer screening.<sup>1</sup> A cohort of health centers participating in Elevate also showed high ratings for patient and staff experiences and reduced cost of care.<sup>2,3</sup>

Together, the VTF and Elevate provide health centers, PCAs, and HCCNs with comprehensive and actionable solutions that can be applied to advance transformation and value-based care.



# HOW TO USE THE VALUE TRANSFORMATION FRAMEWORK AND ELEVATE



## HOW to use the VTF and Elevate for transformation?

**STEP 1 ENGAGE** in Elevate. Engagement begins by [registering for Elevate](#). This national community of health centers applies the VTF in a learning environment, sharing strategies and best practices. Over 50% of all health centers in the U.S. are currently enrolled in this free learning community, and participation is growing daily! Elevate offers monthly 1-hour forums with the latest information on value-based care, evidence-based interventions, health center case examples, and more. Elevate also provides access to step-by-step action guides designed for health centers; quick tips for FQHC reimbursement; checklists to get started in areas of systems change; and other useful tools and resources. All for free!



*PCAs & HCCNs: Join the more than 75 PCAs/HCCNs currently registered for Elevate – and encourage member health centers to register and engage too! The Elevate national learning community offers valuable skills and knowledge plus free access to timely information from expert-led webinars, tools, and resources. This valuable content can be incorporated into PCA/HCCN training and technical assistance activities for member health centers.*

**STEP 2 ASSESS** where your health center is on the transformation continuum. The [VTF Assessment Tool](#) allows health center staff to assess organizational progress in 15 Change Areas for transformation. Progress is measured along a continuum from '1' (learning) to '5' (expert). The tool is designed to be completed by multiple staff across the organization, with results shared and discussed. This process leads to insights from multiple vantage points and supports follow-up actions based on results. Completing the VTF Assessment takes about 20-30 minutes. It can be completed at the beginning of a transformation initiative to set a baseline and then repeated over time to assess improvement. Health centers are also encouraged to electronically share assessment results with their PCA and HCCN to help keep them informed of transformation progress and challenges.



*PCAs & HCCNs: Encourage member health centers to complete the VTF Assessment and electronically share their assessment scores to help drive value transformation efforts at the state/regional level. Review assessment results to analyze the Change Area(s) where members are performing well (i.e., high self-assessment scores) and areas where members experience challenges (i.e., low self-assessment scores). This information helps identify a health center's readiness for system transformation. It can also shape PCA/HCCN workplan activities, priorities, targeted training, and individual health center technical assistance offerings. Aggregated data shared with members can inspire further change across your state or region.*



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**STEP 3 PLAN** for transformation by outlining goals and incorporating transformation activities in your health center's [Improvement Strategy](#).

- Secure [leadership support](#) and select a team of staff to lead transformation efforts for selected Change Area(s). Include clinical and organizational champions and staff members most impacted by proposed changes.
- Determine priorities for improvement based on VTF Assessment results as well as existing improvement projects, QI Plan goals, and payor value-based care initiatives related to one or more of the 15 VTF Change Areas.
- Develop a communication plan as part of transformation efforts. This plan should include strategies to share broad information with all staff and plans to communicate progress with key stakeholders and patients, as appropriate.
- Define the current state of the selected Change Area(s) by identifying and defining current processes, workflows, available HIT systems, and baseline data. Define the desired future state of the selected Change Area(s), set goals, and create an improvement plan to achieve desired goals.



*PCAs & HCCNs: Support individual member health centers with the Plan steps listed above, or incorporate steps into PCA/HCCN workplan activities, priorities, targeted training, and technical assistance for a group of member health centers. Convene member health centers that are participating in Elevate to further maximize the impact of transformation activities at the state or network level.*

**STEP 4 TRANSFORM** health center systems by leveraging VTF and Elevate resources. To support practice changes and advance in value-based care, engage in Elevate and use the VTF Action Guides, Reimbursement Tips, Fact Sheets, checklists, and tools. Use iterative tests (e.g., Plan-Do-Study-Act/PDSA cycles) to implement, evaluate, modify, and adopt changes. Transformation may lead to the development or adjustment of staff roles or responsibilities, including updates to job descriptions. Where changes prove to be successful, a health center can work to sustain and scale changes, as appropriate. With demonstrated results, the improvement and transformation cycle can continue and spread to additional Change Areas.



*PCAs & HCCNs: Deliver appropriate and relevant training, coaching, and technical assistance to support health centers (individually or as a group) with transformation activities. Regional or state-specific learning communities can be offered by PCAs and HCCNs to advance transformation in a desired Change Area and by following steps outlined in the Action Guides and using VTF tools.*

**STEP 5 REASSESS.** Repeat the VTF Assessment to measure improvements over time. The VTF Assessment should be completed at least annually, or more frequently, based on improvement and transformation efforts. Using your communication plan, share improvements in health outcomes, patient and staff experience, costs, and equity (the Quintuple Aim) resulting from transformation efforts.



*PCAs & HCCNs: Encourage member health centers to repeat the VTF Assessment; monitor and track results over time. Create dashboards to facilitate sharing and benchmarking across member health centers. Support health centers with sustaining and scaling transformation initiatives, and regularly check in with health centers to ensure transformation progress.*

### References:

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- National Association of Community Health Centers. Elevate Highlights. September 2021.
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