



2023: A Year of Value

*An Overview of the Elevate Value Transformation Curriculum
with a Focus on Leadership's Role in Value-Based Care*

January 10, 2023

THE NACHC MISSION

America's Voice for Community Health Care

The National Association of Community Health Centers (NACHC) was founded in 1971 to promote efficient, high quality, comprehensive health care that is accessible, culturally and linguistically competent, community directed, and patient centered for all.





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Who can see your messages? Recording On

To: Hosts and panelists

Type: Hosts and panelists

Everyone

Unmute Stop Video Participants Chat Share Screen Record Reactions Leave

During today's session:

- **Questions:** Throughout the webinar, type your questions in the chat feature. Be sure to select "Everyone"! There will be Q&A and discussion at the end.
- **Resources:** If you have a tool or resource to share, let us know in the chat!



Packaging and implementing evidence-based transformational strategies for safety-net providers

Bringing science, knowledge, and innovation to practice



Cheryl Modica

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Instructional Design &
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*Specialist,
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Agenda:



- **Welcome** to Elevate 2023!
- **Value Transformation Framework & Elevate**
 - What is Elevate?
 - Why participate in Elevate?
 - How to engage in Elevate
- **Begin Roadmap**
 - Why Value-Based Care? Why Now?
 - Leadership Action Steps to Drive Transformation toward Value-Based Care
 - Governance's Role in Value-Based Care
 - Understanding Cost
- **Next Steps**

WHAT is the Value Transformation Framework?



INFRASTRUCTURE	CARE DELIVERY	PEOPLE
<p>IMPROVEMENT STRATEGY Effectively and routinely measure and communicate information about the quality, value, and outcomes of the health care experience and use this information to drive improved performance.</p>	<p>POPULATION HEALTH MANAGEMENT Use a systematic process for utilizing data on patient populations to target interventions for better health outcomes, with a better care experience, at a lower cost.</p>	<p>PATIENTS Intentionally and actively incorporate the patient perspective into governance, care system design, and individual care.</p>
<p>HEALTH INFORMATION TECHNOLOGY Leverage health information technology to track, improve, and manage health outcomes and costs.</p>	<p>PATIENT-CENTERED MEDICAL HOME Employ a model of care that transforms the delivery of primary care into a comprehensive, patient-centered system focused on high quality, accessible, and coordinated care.</p>	<p>CARE TEAMS Utilize groups of staff with different skills to work together to deliver and improve care, offering a wider range of services more efficiently than a provider alone.</p>
<p>POLICY Pursue decisions, plans, and actions that help secure support and resources for health centers and expand access for underserved populations.</p>	<p>EVIDENCE-BASED CARE Make patient care decisions using a process that integrates clinical expertise and best-practice research with patient values and self-care motivators.</p>	<p>GOVERNANCE AND LEADERSHIP Apply position, authority, and knowledge of leaders and governing bodies (Boards) to support and advance the center's people, care delivery processes, and infrastructure to reach transformational goals.</p>
<p>PAYMENT Utilize value-based and sustainable payment methods and models to facilitate care transformation.</p>	<p>CARE COORDINATION AND CARE MANAGEMENT Facilitate the delivery and coordination of care and manage high-risk and other subgroups of patients with more targeted services, when and how they need it.</p>	<p>WORKFORCE Leverage a trained and fully engaged staff to successfully address the health center's mission and goals, with optimal joy in work.</p>
<p>COST Effectively address the direct and indirect expense of delivering comprehensive primary care to health center patients while considering the total cost of care for attributed patients.</p>	<p>SOCIAL DRIVERS OF HEALTH Address the social and environmental circumstances that influence patients' health and the care they receive.</p>	<p>PARTNERSHIPS Collaborate and partner with external stakeholders to pursue the Quintuple Aim.</p>

The Value Transformation Framework **distills research and evidence-based** practices into **clear pathways for change**, known as Change Areas

nachc.org/clinical-matters/value-transformation-framework/

The Value Transformation Framework

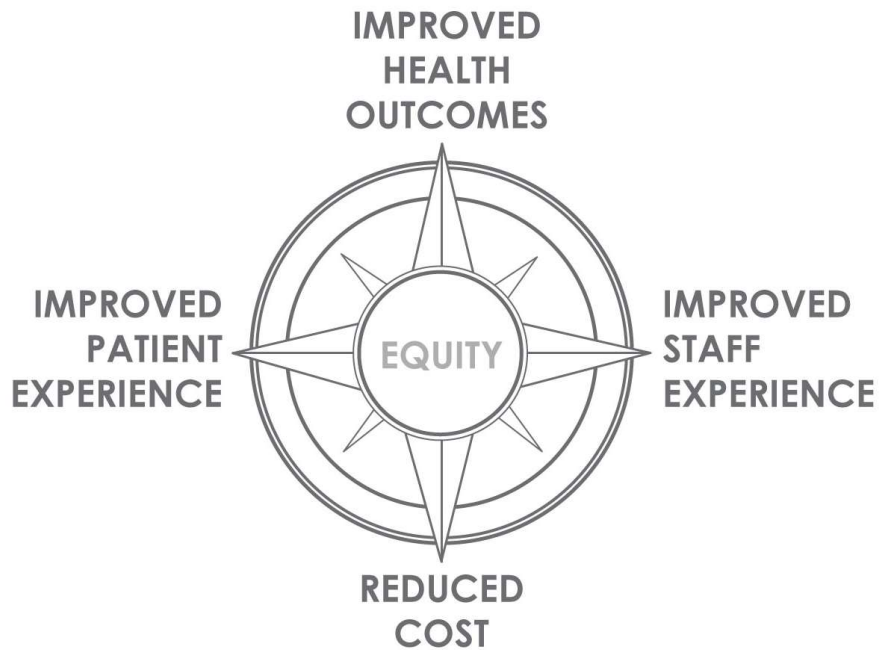
The Value Transformation Framework (VTF) is a conceptual model for health center systems change

An organizing framework

- ***Provides a common language*** for us to talk about health center systems change
- ***Organizes and distills evidence-based interventions*** around a manageable set of change areas
- ***Facilitates sharing*** of evidence, knowledge, tools, and resources by defined system areas
- ***Supports communication and collaboration*** among colleagues across the country



Our Goal



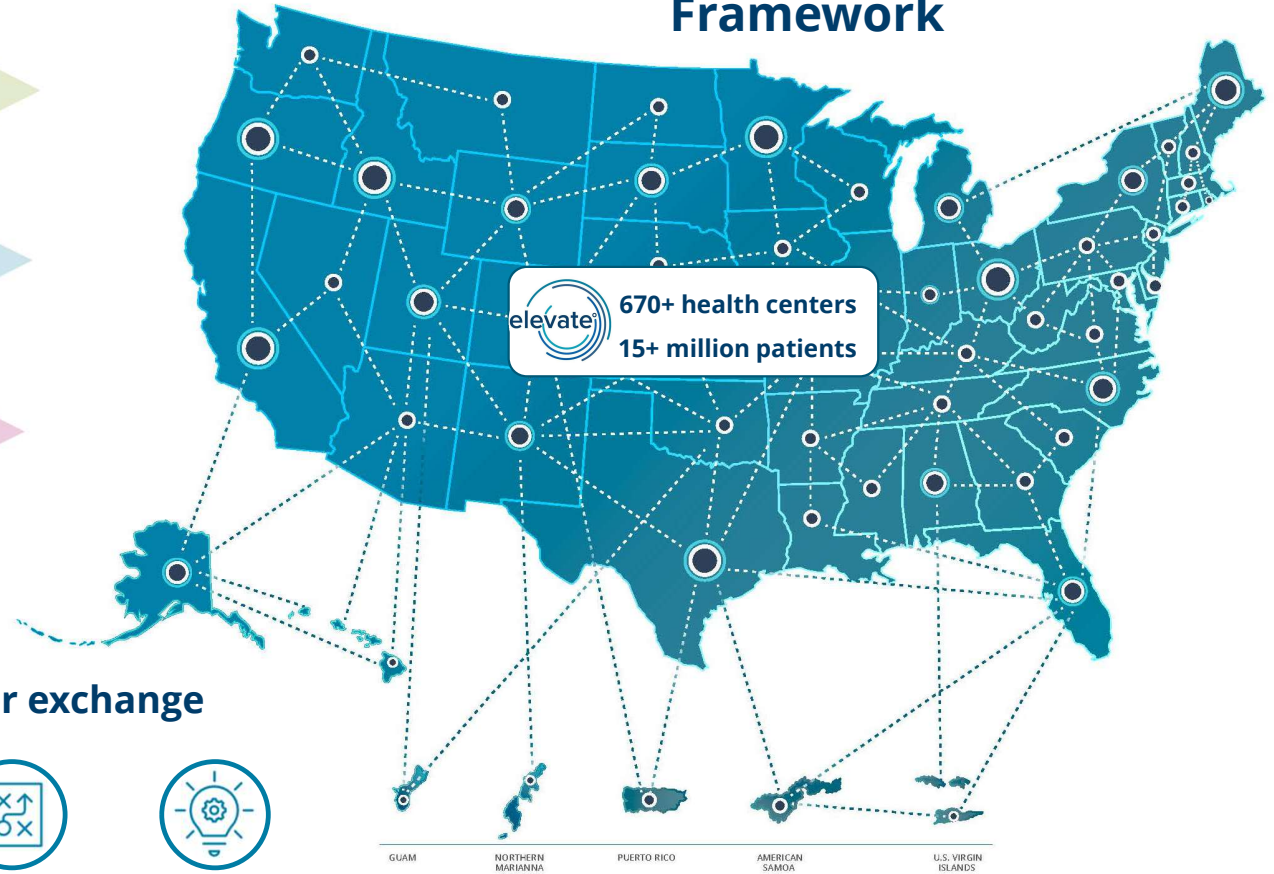
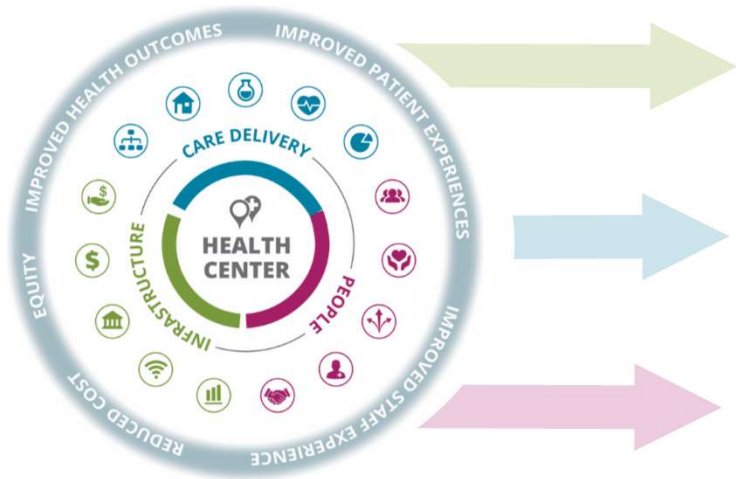
Quintuple Aim Goals



Improved Performance through Systems Transformation

Elevate Learning Forum

Guided application of the Value Transformation Framework



National learning forum and peer exchange

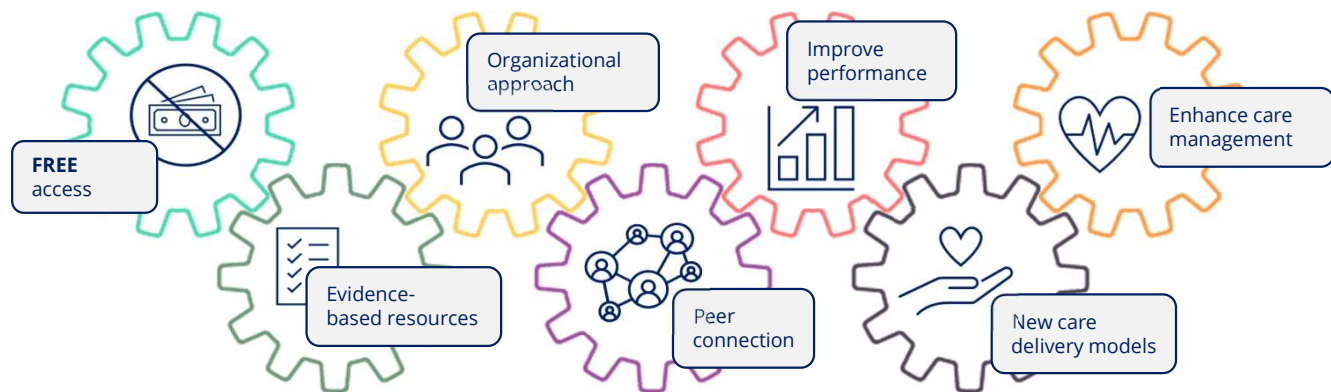
- 
COLLABORATE
- 
LEARN
- 
SHARE
- 
CREATE
- 
INNOVATE

WHY participate in Elevate?

- **FREE access** to transformation resources, tools, and learning
- **Save time!** Elevate does the 'lift' of distilling vast evidence-based information into 'bite-size' actionable, easy-to-digest resources
- **Can be shared** across your organization, bringing staff together using a common learning approach with open access to all
- **Connect with peers** across the nation to explore, share, learn, and innovate
- **Improve measures of performance⁺** and Quintuple Aim goals through systems transformation
- **Explore new ways of working and delivering care** and work to **enrich patient and staff experience**
- **Build/enhance care management programs** to improve patient outcomes and **generate revenue to support transformation**



*An organizing approach
in a changing world*



+Applying the Value Transformation Framework: Journal for Healthcare Quality (March 2022)

HOW to engage in Elevate?

1. Enroll; Invite Others to Join

Identify staff to share in learning and systems transformation.

<https://bit.ly/2023Elevate>



2. Self-Assess

Complete VTF Assessment

www.reglantern.com/vtf



3. Set Your Goals

Define value transformation 'success' by 12/31/23



4. Tie Efforts to Health Center QI Plan

Tie transformation to an identified area for improvement



5. Implement Action Steps

Implement evidence-based action steps in 15 areas of systems change



6. Maximize Revenue

Build/enhance programs to generate revenue outside of PPS (e.g., care management)



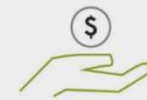
7. Mobilize Workforce in New Ways

New levels of success (and reduced burnout) require different care and work models



Sample Goals

[Set your own]



Implement Value-Based payment models



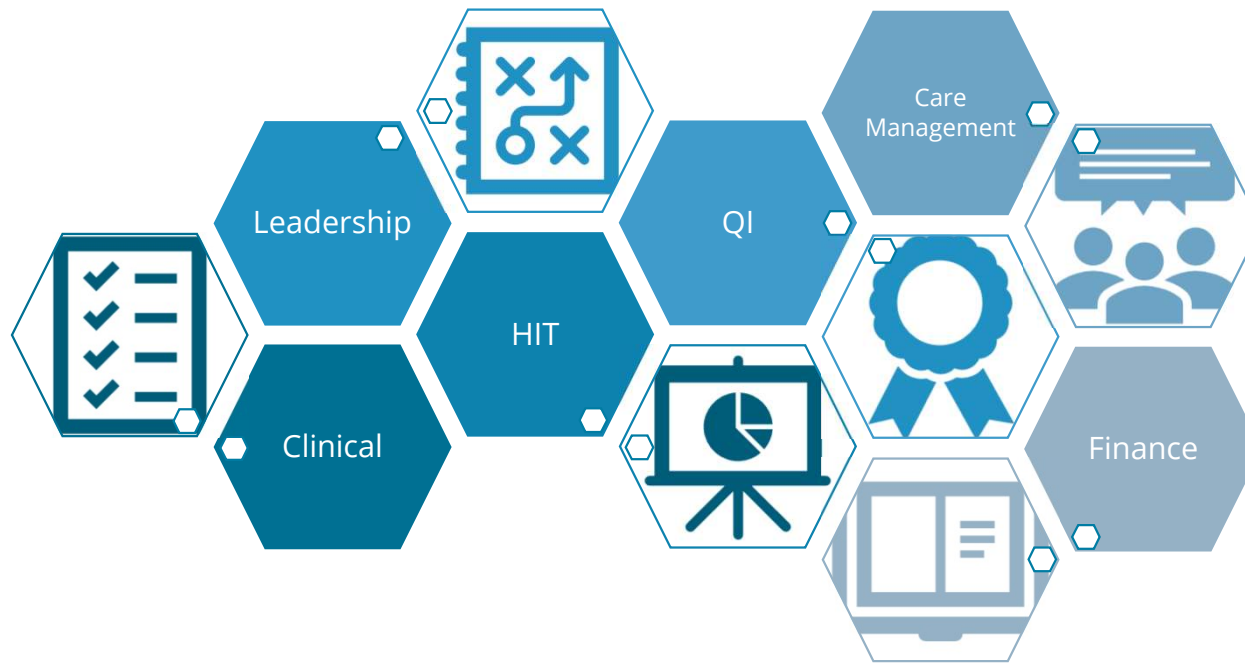
Increase patient and community engagement



Improve clinical measure performance

Participate individually...or better together!

With greater engagement comes greater impact



Register for FREE for Elevate: https://bit.ly/Elevate_2023

Year at-a-Glance



January 2023

1st Quarter

2nd Quarter

3rd Quarter

4th Quarter

Elevate '23
Launch



Baseline
Assessment

- Leadership & Governance
- Cost
- Payment
- Population Health Management
- Improvement Strategy
- Care Teams
- Care Coordination & Management

- Patients
- Workforce
- Health Information Technology
- Social Drivers of Health
- Evidence-Based Care

- Partnerships
- Policy
- PCMH

Tying It All Together



Post Assessment

One or more VTF Change Areas will be featured during each monthly learning forum (2nd Tuesday of each month from 1-2 pm ET), or in supplemental learning forums, while the VTF's systems approach will weave discussion of all 15 Change Areas continuously thoroughly the year.

ELEVATE 2023 ROADMAP



Getting Started



Microlearning



Resources/Tools



VTF Assessment



VTF Assessment



Courses



Field Examples



Getting Started

Register for Elevate. Invite others to join @ <https://bit.ly/2023Elevate>
Sign up for Docebo @ <https://nachc.docebosaaS.com/learn/signinh>



VTF Assessment

Self-assess progress in the VTF's 15 Change Areas @ www.reglantern.com/vtf



Microlearning

Brief (~10 min) video learning modules on a VTF Change Area or topic



Courses

Combine a microlearning, slides, and available resources into a learning package



Resources/Tools

Materials designed to support application of evidence-based and promising practices, including Action Guides, Reimbursement Tips, checklists, and more!



Field Examples

Recordings or case studies highlighting health center experience

Elevate Online Platform

NEW LOOK & FEATURES!

Home VTF Courses Latest Offerings VTF Assessment Calendar Contact

ELEVATE 2023 ROADMAP

Getting Started Microlearning Resources/Tools VTF Assessment

VTF Assessment Courses Field Examples

Improved Patient Experience Improved Staff Experience Improved Health Outcomes Reduced Cost

INFRASTRUCTURE

- IMPROVEMENT STRATEGY
- HEALTH INFORMATION TECHNOLOGY
- POLICY
- PAYMENT
- COST

CARE DELIVERY

- POPULATION HEALTH MANAGEMENT
- PATIENT-CENTERED MEDICAL HOME
- EVIDENCE-BASED CARE
- CARE COORDINATION AND CARE MANAGEMENT
- SOCIAL DRIVERS OF HEALTH

PEOPLE

- PATIENTS
- CARE TEAMS
- GOVERNANCE AND LEADERSHIP
- WORKFORCE
- PARTNERSHIPS

Get started with the VTF

Elevate's online learning platform is the 'go to' location to access transformation microlearnings, courses, resources and more!



Construction and improvements continue in January

Sample Course

DRAFT





Empanelment

Empanelment is a fundamental population health management activity that matches every health center patient with a primary care provider (PCP) and care team who assumes responsibility for their care.






Learn More

Target Audience

	Providers
	Care Team
	QI Staff
	HIT Staff

VBC Level

	Planning
	Implementing
	Optimizing



Sample Coming Attractions

- ✓ Checklist for value-based care (VBC) contract negotiations
- ✓ Guidance around 'Cost Per Visit'
- ✓ Evidence-based care action steps: cancer screening, diabetes, HTN, obesity, and more
- ✓ Action steps for expanded care teams and new care models
- ✓ Learning opportunities for outreach and enrollment staff
- ✓ Support in implementing and enhancing care management services
- ✓ Telehealth reimbursement tips
- ✓ Guidance on a systematic approach to 340B Program & referral management
- ✓ ...and much more!

Value-Based Care: Leadership Perspective



Phillip Bergquist
Chief Executive Officer
Michigan Primary Care Association

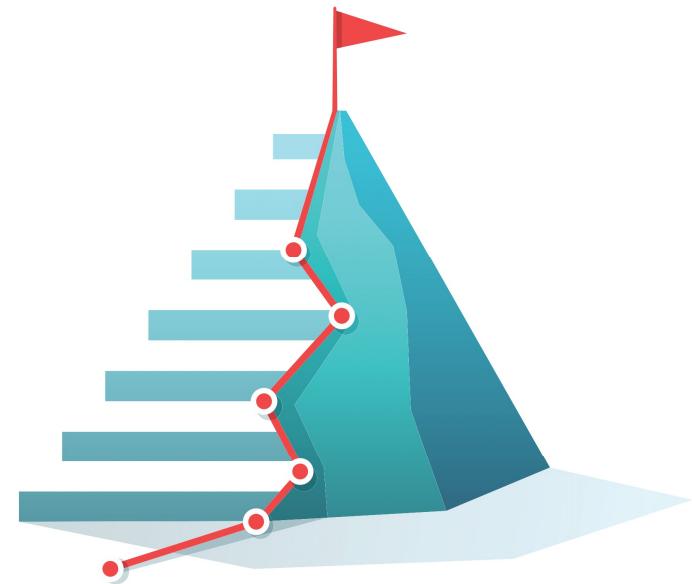


Why Value-Based Care? Why Now?

Some of my whys...

- First and foremost, for our patients
- Next most notably (and perhaps urgently), for sustainability
- Less tangibly, for relevance and vitality
- Excitingly, for collaboration
- Often overlooked, to achieve new efficiencies
- Existentially, for our future and our team

What are yours?



Leadership

Evidence-Based Action Steps



WHAT?



WHY?



HOW?



Leadership



10 MINUTES



JANUARY 10TH, 2023

Microlearning: Leadership

Change Areas	ACTION STEPS	RESOURCES
 GOVERNANCE & LEADERSHIP  POLICY  PARTNERSHIPS  PCMH	<ol style="list-style-type: none"> 1 CREATE your business imperative 2 FACILITATE Board engagement 3 IMPLEMENT structure and communication channels grounded in principles of psychological safety 4 ESTABLISH a culture of Quality Improvement 5 INITIATE partnerships that support value-based care goals 6 TRACK Quintuple Aim progress 	<p>NACHC Leadership Action Guide</p> <p>Four Fundamentals of Value-Based Payment for Health Center Boards</p> <p>NACHC Care Teams Action Guide</p> <p>NACHC Improvement Strategy Microlearning</p>  <p>Additional resources linked throughout!</p>



Leadership



WHAT?



WHY?



HOW?

WHAT is Leadership's Role in Transformation?



Transformation requires leadership attention to the  infrastructure,  care delivery and  people systems within the health center.

Leadership encompasses the roles determined by the health center as necessary to care out its work.

- Chief Executive Officer/Project Director
- Chief Medical Officer/Clinical Director
- Chief Financial Officer
- Chief Operating Officer
- Chief Nursing Officer
- Chief Information Officer

While *leading* is critical to systems change, one of the most important elements in the process of transformation is staff engagement and support.

Leaders can drive and inspire change by engaging the entire team and valuing ideas for improvement at all levels.



Leadership



WHAT?



WHY?



HOW?

WHY is Leadership Critical to Transformation?

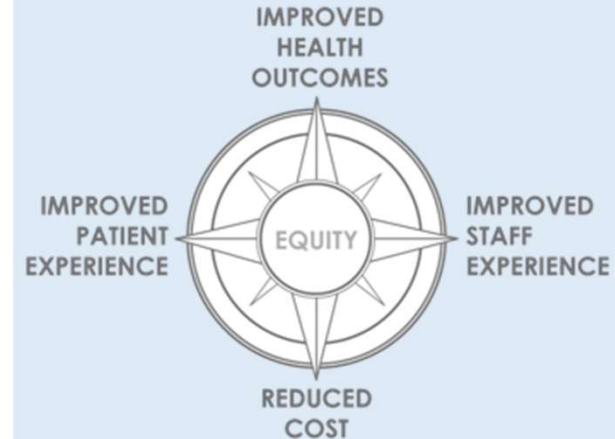


As healthcare moves from volume to value-based reimbursement, the business model and care model must connect and support one another.

Leaders can advance their organization's efforts to deliver better care with more efficiency, gaining a competitive advantage.

Leaders can take action to create the **environment, skills, and structure needed to support transformation.**

How a leader or governing body uses their position and knowledge to lead is essential to reaching improvements in the Quintuple Aim.

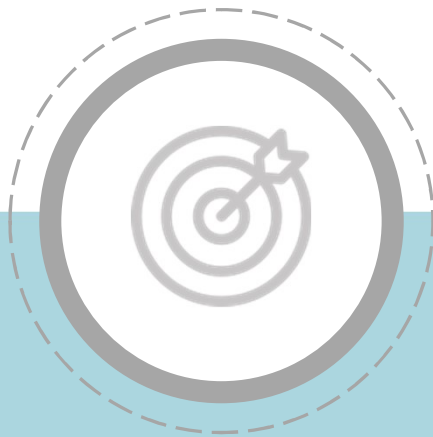




Leadership



WHAT?



WHY?



HOW?

STEP 1

CREATE YOUR BUSINESS IMPERATIVE



Create a business case for **'why change'** and **'why now'**. A strong business case justifies the course of action and outlines how resources should be aligned to make the change.

Present this imperative to the Board for feedback and incorporation into the health center strategic plan.

To develop an effective business imperative, understand your health center's current state of readiness for value-based care.

- NACHC's **Value Transformation Framework Assessment** tool allows health center leaders and staff to self-assess organizational progress in 15 change areas for transformation.
- The results of this assessment can be utilized to drive value transformation and improvement efforts.



Tools & Resources:

- [NACHC Leadership Action Guide](#)
- [Value Transformation Framework Assessment](#)

STEP 2

FACILITATE BOARD ENGAGEMENT



A Board plays a critical role in a health center’s value transformation through their strategic, oversight, and policy roles.

Partner with your Board to understand if there is value-based payment activity locally.

- ✓ Hold education sessions to be sure the Board understands these payment models and the associated implications.
- ✓ CEO and Board work together to include value-based payment goals in the center’s strategic plan.
- ✓ CEO and Board work together to review current and prospective payment contracts and the associated strategic and financial implications.
- ✓ Ensure continued focus and oversight of quality indicators with a focus on improved patient outcomes.



Helpful Resource: [Four Fundamentals of Value-Based Payment for Health Center Boards](#)

STEP 3

*IMPLEMENT STRUCTURE AND COMMUNICATION CHANNELS
GROUNDED IN PRINCIPLES OF PSYCHOLOGICAL SAFETY*



Consistent structures provide clarity and help organize and unite people and processes



Policies



Procedures



Defined Responsibilities

- Structure provides a clear sense of business direction and stability.
- Formal structures also facilitate communication and decision-making needed to build a strong team culture.

STEP 3 continued

IMPLEMENT STRUCTURE AND COMMUNICATION CHANNELS GROUNDED IN PRINCIPLES OF PSYCHOLOGICAL SAFETY



Incorporate opportunities for interdisciplinary collaboration into health center meeting structure.

- For example, meetings that include health center staff representatives responsible for finance, operations, clinical processes, quality improvement, billing and coding, and health information technology.
- Having interdisciplinary collaboration within the health center is necessary to breaking down silos and driving systems transformation.

At the patient-care level, care team huddles are a communication channel designed to increase the effectiveness of team-based care, create operational efficiency, and improve patient health outcomes.

- Care team huddles are also required activities for Patient-Centered Medical Home (PCMH) programs.



Helpful Resources:

- [Daily Huddle Toolkit](#)
- [NACHC Care Teams Action Guide](#)

STEP 3 continued

IMPLEMENT STRUCTURE AND COMMUNICATION CHANNELS GROUNDED IN PRINCIPLES OF PSYCHOLOGICAL SAFETY



- Formalizing communication channels ensures all necessary team members are provided with the opportunity to contribute to conversations driving value-based care.
- Grounding these communication channels in the principles of psychological safety helps to ensure communication is effective.

Psychological safety: The feeling that an individual's opinions or innovative ideas are appreciated and welcome, even if they differ from the views of others on the team.

- When an individual perceives that the team is safe for taking risks with ideas or contributions—rather than a place where they feel incompetent, ignorant, negative or disruptive—then great ideas arise.



Helpful Resources:

- [Set of Questions to Assess Team Functioning and Psychological Safety](#)
- [Three Simple Steps to Foster Psychological Safety](#)

STEP 4

ESTABLISH A CULTURE OF QUALITY IMPROVEMENT



Rooted in the health center's **improvement strategy** – a process to measure and communicate information about the quality, value, and outcomes of the health care experience and use this information to drive improved performance effectively and routinely.

Engaged leadership is essential to a culture of quality improvement!

Organizational transformation requires that leaders invest in training health center staff in a formal model of quality improvement, while also providing staff with protected time to spend working toward quality improvement goals.

Leadership must also invest in the tools and infrastructure necessary to the delivery of value-based care.

- ✓ Health information technology to streamline the process of measuring and monitoring care delivery and reimbursement
- ✓ New staffing positions for extended care team roles, such as care managers



Helpful Resources:

- [NACHC Improvement Strategy Microlearning](#)
- [IHI Open School](#)
- [IHI: An Introduction to the Model for Improvement](#)

STEP 5

INITIATE PARTNERSHIPS THAT SUPPORT VALUE-BASED CARE GOALS



HRSA health center program requirement to collaborate with other providers or programs in the service area, including:



Hospitals



Specialty Providers



Social Service Organizations

to support reductions in the non-urgent use of hospital emergency departments, continuity of care across community providers, and access to other health or community services that impact the patient population.

Additionally, health center engagement with state and regional organizations (PCAs, HCCNs, and Medicaid plans) and national organizations (NACHC and CMS) **amplifies efforts around advocacy, policy, and payment reform.**

A variety of tools are available to support organizations in developing or cultivating effective partnerships.



Helpful Resources:

- [Collaborative Relationships, HRSA Health Center Program Site Visit Protocol](#)
- [Community Tool Box](#)
- [The Practical Playbook: Building Multisector Partnerships that Work](#)
- [Partnership Assessment Tool for Health \(PATH\)](#)

STEP 6

TRACK QUINTUPLE AIM PROGRESS



How does your health center measure movement toward Quintuple Aim goals?

- UDS measures to track health outcomes and assess performance across different racial, ethnic, gender, and target populations
- Periodic surveys to monitor patient and staff experience
- Analyze attrition/retention statistics as additional measures of staff experience
- Monitor total cost per patient over time using UDS data or other metrics available internally or through payers

To streamline organizational processes, incorporate measures of Quintuple Aim progress into your health center's Improvement Strategy (Step 4) and report regularly on performance and progress to the Board of Directors.



Helpful Resources:

- [HITEQ's Health Center Value Proposition Template](#)

Health Center Governance



Emily Heard
Director, Health Center Governance
National Association of Community Health Centers

Tips for Engaging Health Center Boards in VBC



GOVERNANCE &
LEADERSHIP

Centers at the Planning or Early Implementation Phase

- Clearly define **key terms** and concepts with the board
- Discuss **why** VBC is important and **how** it is different
- Ensure shared understanding of the **board's role**
 - See **“Step 2: Facilitate Board Engagement”** earlier in this session
- Discuss impact on board **oversight**

Centers Engaged in Transformation

- Ensure orientation for new board members addresses:
 - Introduction to key concepts
 - How transformation is addressed in the center's strategic plan
 - Activities underway related to value-based care, value-based payment, etc.
 - Ways the board's structure and processes supports VBC and transformation goals



Helpful Resources:

[Four Fundamentals of Value-Based Payment for Health Center Boards](#)
[Board Member Orientation Template and Facilitator Guide](#)



Health Center Board VBC Resources



GOVERNANCE &
LEADERSHIP

Resources to support health center boards as they navigate the complex health care environment:

- [Four Fundamentals of Value-Based Payment for Health Center Boards](#)
- [Accountable Care for Health Center Boards](#)
- [Payment Reform Fundamentals for Health Center Boards](#)



Interested in providing input on additional resources for boards?
Please contact Emily Heard (ehheard@nachc.org)

Cost of Care: Quintuple Aim



Gervean Williams
Director, Finance Training & Technical Assistance
National Association of Community Health Centers

Understanding Costs is Critical to VBC... and achieving the Quintuple Aim

- Patient Experience
- Population Health
- Healthcare Worker Burnout
- Know Where You Stand On Cost
- Scaling and Infrastructure
- Health Equity Action Planning



COST



Elevate 'Cost' Learning Opportunities



COST



NEW Action Guide: 'Cost of Visit' Action Guide *(projected date: April 2023)*



Learning Forum: 'Cost of Visit' webinar *(projected date: April/May 2023)*

Next Steps

1. Enroll; Invite Others to Join

Identify staff to share in learning and systems transformation.

<https://bit.ly/2023Elevate>



2. Self-Assess

Complete VTF Assessment

www.reglantern.com/vtf



Jan 31st - Feb 28th

3. Set Your Goals

Define value transformation 'success' by 12/31/23



4. Tie Efforts to Health Center QI Plan

Tie transformation to an identified area for improvement



5. Implement Action Steps

Implement evidence-based action steps in 15 areas of systems change



7. Mobilize Workforce in New Ways

New levels of success (and reduced burnout) require different care and work models



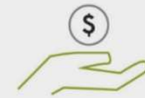
6. Maximize Revenue

Build/enhance programs to generate revenue outside of PPS (e.g., care management)



Sample Goals

[Set your own]



Implement Value-Based payment models



Increase patient and community engagement



Improve clinical measure performance

Elevate Learning Forum
February 14, 1-2 pm ET

Value Transformation Framework Self-Assessment



INFRASTRUCTURE

- | Improvement Strategy
- | Health Information Technology (HIT)
- | Policy
- | Payment
- | Cost



CARE DELIVERY

- | Population Health Management
- | Patient-Centered Medical Home
- | Evidence-Based Care
- | Care Coordination And Care Management
- | Social Drivers Of Health



PEOPLE

- | Patients
- | Care Teams
- | Governance And Leadership
- | Workforce
- | Partnerships

Built around the
**Value Transformation
Framework**

3 domains

15 change areas

VTF Assessment 2.0

available January

31st!



Elevate 2023 Participants: Free Trial Opportunity

- **Free** 6-month trial to RegLantern's Continuous Compliance Tool
- **Free** unlimited access to recorded trainings
- **Free** Form 5A evaluation
- **Free** unlimited access to web-based platform
- **Free** unlimited access to NEW Project Management module
- **Free** unlimited access to Credentialing/Privileging module

Available for **FREE** to all health centers that complete
3+ VTF Assessments @ <https://reglantern.com/VTF>.
Learn more at the info session on **March 22nd 3-4 pm ET.**



Interested?

Attend Informational Session
March 22nd, 3-4 pm ET

Docebo Online Learning Platform

FREE access to the Elevate library of Microlearnings, Field Examples, Action Guides, and more!

If you already have a 'NACHC One' login (the login used for NACHC conferences), use this to sign in.

If you do not yet have a 'NACHC One' login, register for free!

Sign In

Please use the SSO in order to proceed

[NACHC ONE LOGIN](#)

New user? [Register](#)

Register

Begin your new learning experience by simply filling out this form.

1 User Profile 2 Additional Fields

Organization Type (Required) NACHC	Organization Name (as it appears on HRSA UDS D... (Requir... NACHC
Job Title (Required) Manager, ID and Learning	Check "Yes" if you are particioatinz in Elevate (Required) Yes
Functional Title Other Management	No
IMis ID	

Answer "Yes" when asked if you are participating in Elevate!

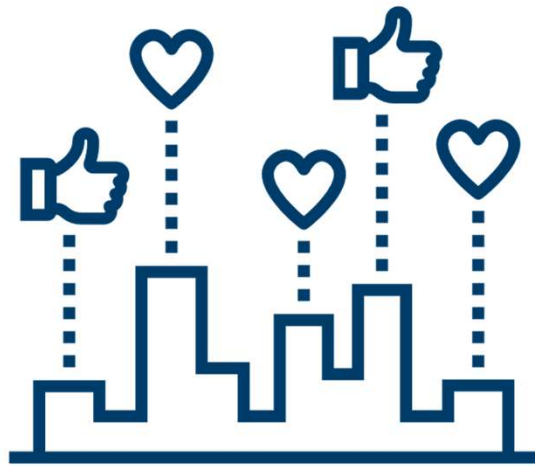
Reimagine in 2023 and Beyond



INNOVATE
REIMAGINING CARE 2023

Discussion





Provide Us Feedback

FOR MORE INFORMATION CONTACT:

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National Association of Community
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**SHARE YOUR
FEEDBACK**

Don't forget! Let
us know what
you thought
about today's
session.

Next Monthly Forum Call:

February 14, 2023
1:00 – 2:00 pm ET



elevate°

**Together, our
voices elevate° all.**

The Quality Center Team

Cheryl Modica, Cassie Lindholm, Holly Nicholson, & Addison Gwinner

qualitycenter@nachc.org