



# Meeting of the Care Delivery Transformation Committee

May 11, 2022



# Agenda



## **CALL TO ORDER**

**Approval of Minutes (VOTE)**

**Sustaining Impact and Scaling Learning**

**HPC Health Equity Lens in Action: Care Delivery Transformation Agenda**

# Agenda



Call to Order



**APPROVAL OF MINUTES (VOTE)**

Sustaining Impact and Scaling Learning

HPC Health Equity Lens in Action: Care Delivery Transformation Agenda

# VOTE

## Approval of Minutes



### MOTION

That the Members hereby approve the minutes of the Committee meeting held on **February 9, 2022**, as presented.

# Agenda



Call to Order

Approval of Minutes (**VOTE**)



## **SUSTAINING IMPACT AND SCALING LEARNING**

HPC Health Equity Lens in Action: Care Delivery Transformation Agenda

## VISION



A **transparent** and **innovative** health care system that is **accountable** for producing **better health** and **better care** at a **lower cost** for all the people of the Commonwealth.

- A key element of the HPC's mission is to support and enable care delivery transformation in the Commonwealth.
- The Health Care Transformation and Innovation (HCTI) team supports the mission via two vehicles:
  - Investment Programs
  - ACO Certification Program
- Through these programs, the HPC gains unique insight into what providers and ACOs are doing to transform care.
- The HPC's Learning and Dissemination activities -- alone or in partnership with other organizations -- are a means to amplify the learning from programmatic work and accelerate care delivery transformation.

- 1** **Advance care delivery transformation** by spreading promising practices and sharing lessons learned
- 2** **Promote awareness** of HPC certification and investment programs, their impact and **successes**
- 3** **Foster relationships** with and between **awardees and other MA providers**
- 4** **Inform policy** in the Commonwealth, and potentially nationally
- 5** Fulfill a **public/statutory responsibility**



# The HPC's Learning and Dissemination Activities



## EDUCATE/INFORM

Examples: Resource Guides, Spotlights  
Audiences: clinicians, program administrators, frontline staff

### REDUCING STIGMA TOWARD FAMILIES IMPACTED BY OPIOID USE DISORDER

Resources for supporting providers who care for pregnant and postpartum women with opioid use disorder and their families  
JUNE 2021



## CONVENE

Examples: Events, Webinars  
Audiences: providers and payers, legislators, partner organizations (e.g., CBOs), advocates

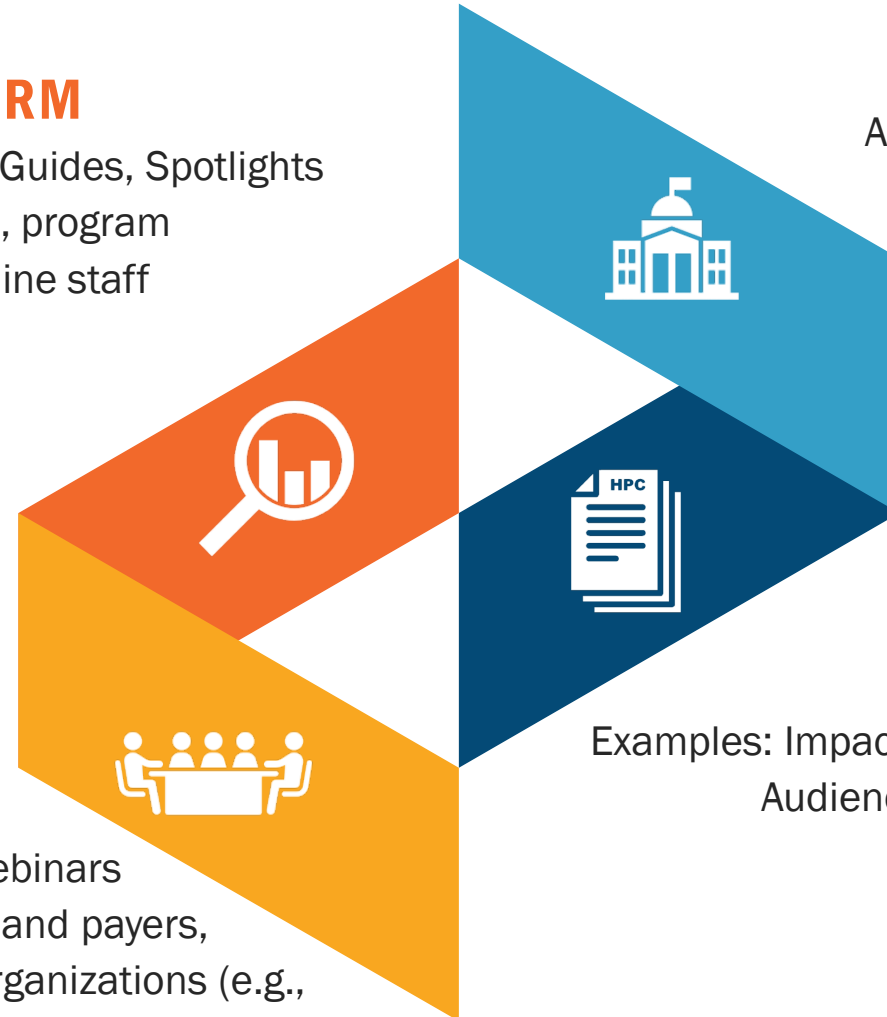


## ADVOCATE

Examples: Policy Briefs  
Audiences: policymakers, advocates, other states



Physicians, hospitals, and other health care providers in Massachusetts are increasingly reporting an accountable care organization (ACO) to make its own decisions about the "right care" of their health, from care pathways to care settings. Addressing these ACOs, Massachusetts is that they contract with specific shared budget risk contracts to align the incentives between providers and the state. The ACOs typically operate in two ways: the majority of ACOs are in the public sector, providing care to the state's Medicaid population. The ACOs are typically in the private sector, providing care to the state's Medicaid population. The ACOs are typically in the private sector, providing care to the state's Medicaid population. The ACOs are typically in the private sector, providing care to the state's Medicaid population.



## PROMOTE

Examples: Impact Briefs, Profiles, Videos  
Audiences: legislators, provider organization leadership



The CHART Investment Program has been a significant success for the Commonwealth. It has been instrumental in building partnerships and transforming care. The program has been instrumental in building partnerships and transforming care. The program has been instrumental in building partnerships and transforming care. The program has been instrumental in building partnerships and transforming care.



# Capturing Lessons Learned from HPC Investment Programs



## Health Care Innovation Investment (HCII)

Created innovative models to deliver better health and better care at a lower cost through three pathways: Targeted Cost Containment, Telemedicine, and Neonatal Abstinence Syndrome

COMPLETE

## Community Hospitalization and Revitalization, and Transformation (CHART)

Invested in community hospitals to enhance the delivery of efficient, high-quality care.



## Moving Massachusetts Upstream (MassUP)

Funds upstream initiatives that improve health, lower costs, and reduce health inequities across communities through effective collaboration among government, health care systems, and community organizations

UNDER EVALUATION

## SHIFT-Care Challenge

Supported sustainable, transformative care models seeking to reduce avoidable acute care utilization across two pathways: Health-related Social Needs, Behavioral Health



## Birth Equity and Support through the Inclusion of Doula Expertise (BESIDE)

Aims to address inequities in maternal health outcomes and improve the care and patient experience of Black birthing people by increasing access to and use of doula services.

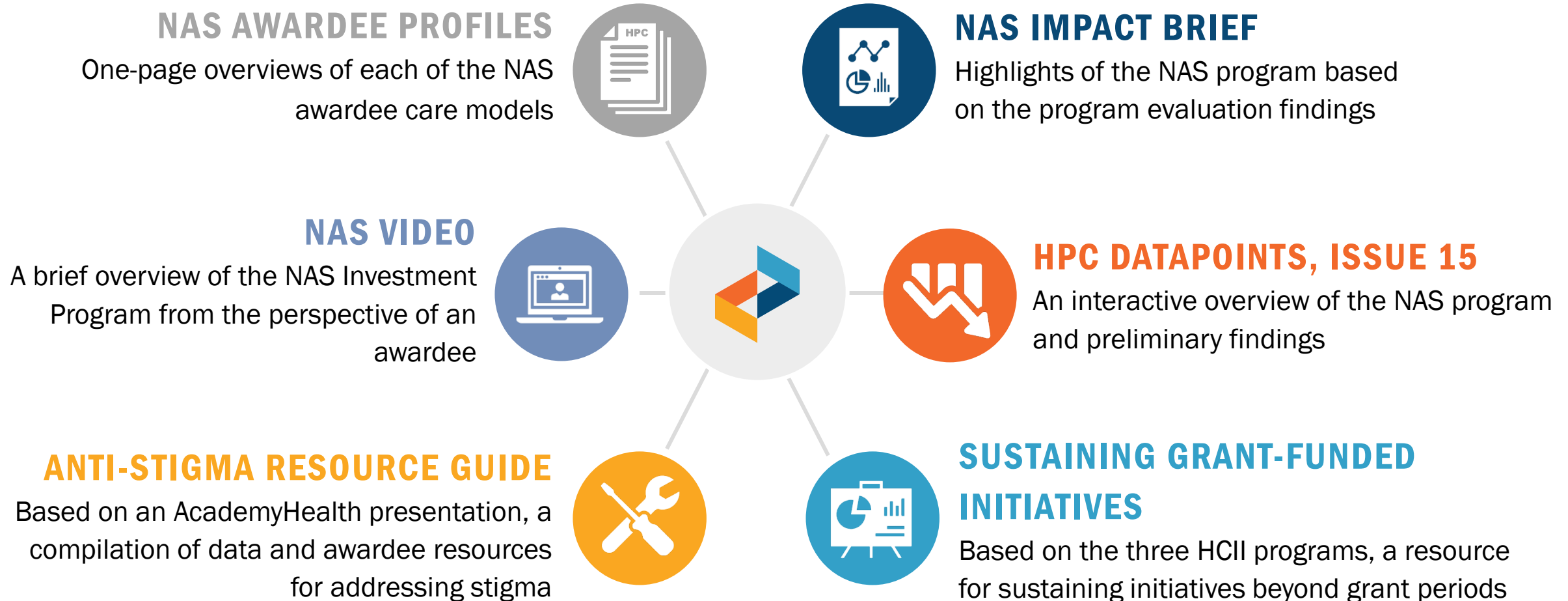
ACTIVELY OPERATING

## Cost-Effective, Coordinated Care for Caregivers and Substance Exposed Newborns (C4SEN)

Supports efforts to improve quality of care of substance-exposed newborns and their caregivers and contribute to the collective knowledge about clinical and operational best practices for supporting SEN and caregivers through the postpartum period.



# Example: NAS Investment Program Learning and Dissemination Outputs





## ACO Policy Briefs

APRIL 2018

**ACO POLICY BRIEF**  
Transforming Care: An Introduction to Accountable Care Organizations in Massachusetts

## Profiles of HPC-certified ACOs

HEALTH POLICY COMMISSION  
ACO CERTIFICATION PROGRAM

**ACCOUNTABLE CARE ORGANIZATIONS IN MASSACHUSETTS: PROFILES OF THE 2017-2019 HPC-CERTIFIED ACOS**

## Advanced Illness Care Webinar

Maureen Bisognano  
Massachusetts Coalition for Serious Illness Care

Adrienne Seiler, M.D.  
Baycare Health Partners

Leslie Sebba, M.D.  
Lahey Clinical Performance Network

Charles Pu, M.D.  
Partners Center for Population Health

## ACO Datapoints

ISSUE 18: OCTOBER 13, 2020

**HPC DATAPPOINTS**  
HPC-Certified Accountable Care Organizations in Massachusetts

## Updated Profiles of HPC-Certified ACOs

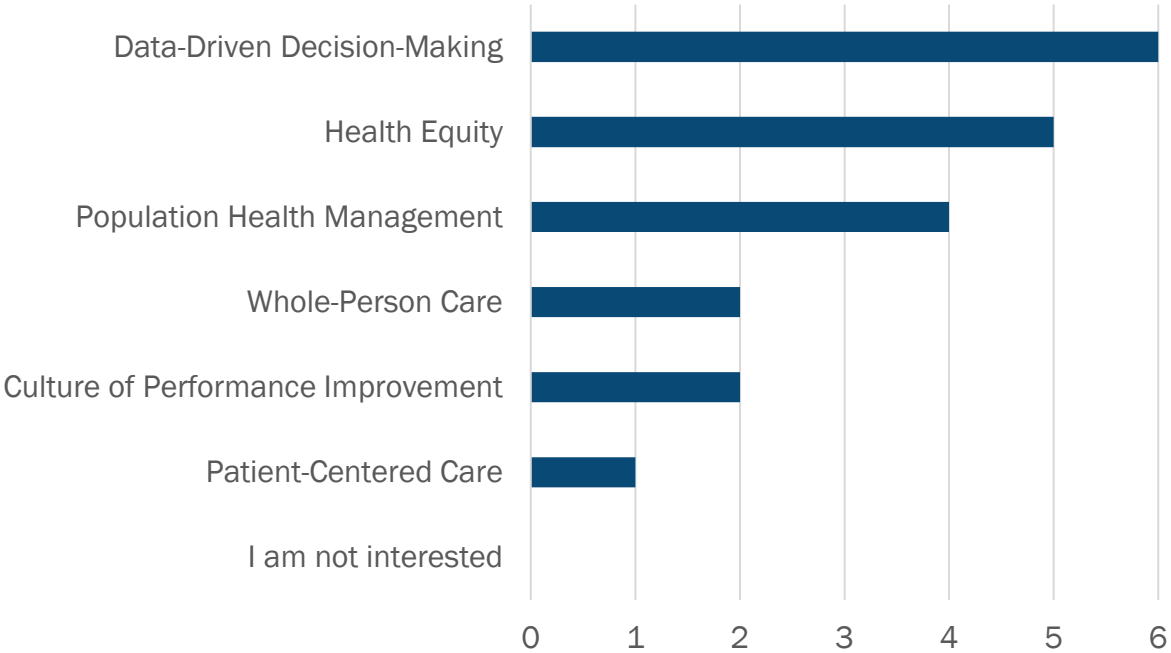
HEALTH POLICY COMMISSION  
ACO CERTIFICATION PROGRAM

**ACCOUNTABLE CARE ORGANIZATIONS IN MASSACHUSETTS: PROFILES OF THE 2019 HPC-CERTIFIED ACOS**

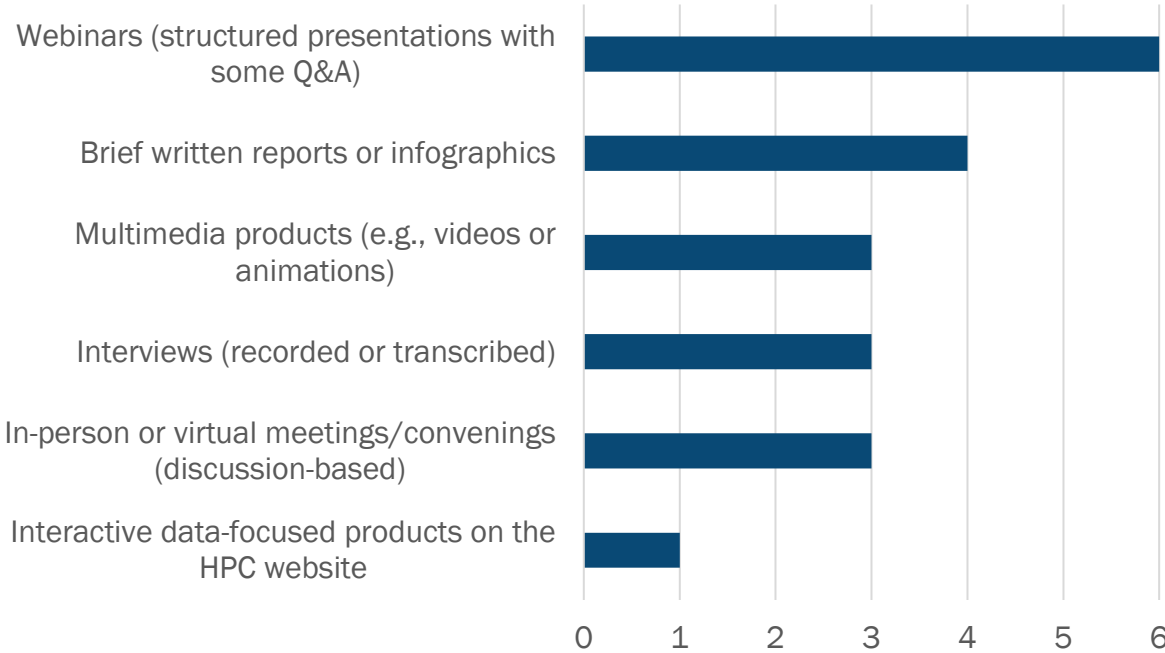
# Findings from ACO LEAP Survey of Primary Application Contacts (n=8)



“The HPC is interested in finding ways to facilitate learning among Certified ACOs. What are the top two topic areas from this year’s application that you would most like to learn more about from other Certified ACOs?”



“If you would like to learn from other Certified ACOs, which of the following formats for learning opportunities or publications would you prefer? Please indicate your top two preferred formats.”



## NEW OUTPUT FORMATS



More “snackable” formats, such as the Spotlight series and videos, which tell the story of one awardee.



## USE OF TRUSTED BROKERS



Direct approach to dissemination involving the use of brokers well known in the field of interest to promote outputs (e.g., MHA)

## WEBINARS AND EVENTS



Hosting a launch webinar on the topic of an output, or hosting “lunch and learns” to release outputs for interested audiences



## PARTNERING WITH OTHER ORGS



Working with other organizations on the development and dissemination of outputs, as well as co-hosting events.

# Key Features of Partnerships



## SHARED AREAS OF INTEREST

The HPC and partner organization(s) have a shared area of interest or desire for impact.

*Example: HPC-PNQIN work in maternal health*



## COMPLEMENTARY NETWORKS

The HPC and partner organization(s) are able to bring new or different stakeholders to the table.

*Example: Collaboration with MCHT*



## DIFFERENT SKILLS, PERSPECTIVE, OR EXPERTISE

The HPC and partner organization(s) have different strengths, resources, and/or knowledge.

*Example: The HPC can provide “big picture” view from the ACO Certification process*



## Advanced Illness Care Webinar

This webinar featured a panel discussion moderated by Coalition Co-Chair Maureen Bisognano, with representatives from three HPC-Certified ACOs—Pioneer Valley Accountable Care, Lahey Clinical Performance ACO, and Partners HealthCare—that implemented innovative approaches to advance serious illness care in the Commonwealth.



## Health Equity Event Series

- 1 Lessons from the Field: What Innovators Can Learn from Community Health Centers
- 2 Achieving Equity in Telehealth Access Panel
- 3 Meeting the Needs of Diverse Populations: Startup Lightning Talks



## Complex Care Convenings

Advance the local dialogue about **care for patients with complex medical, behavioral, and social needs** by building a **community of stakeholders** interested in sharing their experiences and learning from each other.

The Complex Care Learning Series is made possible by the Brookline Center for Community Mental Health and the Massachusetts Health Policy Commission

## YOU'RE INVITED!

**You're invited to our Complex Care Learning Series: a follow up to the Complex Care Convening in April 2021.**

*While efforts to support people with complex health and social needs have generated significant attention and investment there is a need for continued experimentation and knowledge-sharing so that complex care management can live up to its promise. With that goal in mind, the Complex Care Learning Series is intentionally designed to promote engagement and collaboration among attendees and candid reflection on what works, what doesn't, and where we might go from here.*

### What?

A four-part webinar series for providers and frontline staff to advance creative approaches to care for complex patients. Thanks to our sponsors, sessions are free of cost. Attendees will:

- Build relationships with a community of peers
- Learn from innovators in complex care management
- Generate a community knowledge base by sharing experiences and best practices
- Shape future agendas by surfacing important topics

### When?

**October 27, 2021 - Part 1: Defining Target Populations**  
**January 2022 - Part 2: Data and Topic TRD**

**REGISTER  
NOW**

**Future sessions can include the following topics. We want to hear from you when you register about your needs and interests.**

- Finding the balance between addressing each patient's unique set of needs and **creating a replicable, scalable program**

Building on a relationship first established as a part of the Health Care Innovation Investment (HCII) Program, HPC and the Brookline Center for Community Mental Health came together to create the **Complex Care Learning Series**, a set of quarterly community learning sessions.

### SESSION ONE

Identifying Target Populations

### SESSION TWO

Client Enrollment and Engagement

### SESSION THREE

Building, Supporting, and Sustaining a Complex Care Workforce

### SESSION FOUR

Measuring Success in Complex Care Programs

Featured speakers have included program directors, case managers, and clients from C3, Lynn Community Health Center, the Brookline Center, Boston Medical Center, Mercy Medical Center, and Cambridge Health Alliance.



# Questions for Reflection



1

Are there any other opportunities to raise awareness and maximize impact from the HPC's investment and certification programs?

2

What other topics or partnerships should be explored?

# Agenda



Call to Order

Approval of Minutes (**VOTE**)

Sustaining Impact and Scaling Learning



**HPC HEALTH EQUITY LENS IN ACTION: CARE DELIVERY TRANSFORMATION  
AGENDA**

# The HPC employs its four core strategies to advance health equity.



## WATCHDOG

Monitor and intervene when necessary to assure market performance

## CONVENE

Bring together stakeholder community to influence their actions on a topic or problem



## RESEARCH AND REPORT

Investigate, analyze, and report trends and insights

## PARTNER

Engage with individuals, groups, and organizations to achieve mutual goals



## CERTIFICATION PROGRAMS

Operating the HPC's certification programs for Massachusetts ACOs and patient-centered medical homes.



## INVESTMENT PROGRAMS

Managing investments in health systems to establish the foundation necessary for sustainable system transformation.



## LEARNING AND DISSEMINATION

Collecting insights and data from all care delivery programs and developing them into communication assets for a variety of stakeholders.



## PARTNERSHIPS

Maintaining partnerships with sister agencies and external organizations to advance shared policy goals.



## EVALUATION

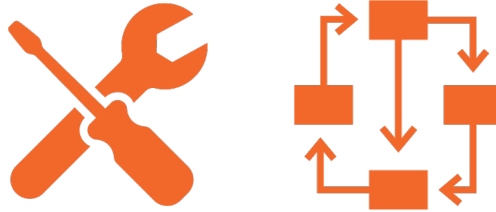
Leading efforts to evaluate the HPC's investment programs, to share evaluation findings publicly in order to inform policy, and to support evidence-based care delivery transformation.

# Assets Needed to Support Applying a Health Equity Lens to the HPC's Care Delivery Transformation Work



## CONCEPTUAL FRAMEWORK

Develop common understanding and language for discussing health equity and related terminology; unpack possible approaches to addressing it.



## TOOLS AND PROCESSES

Create tools, processes, etc. to root health equity in how work is done and hold ourselves accountable.



## KNOWLEDGE AND COMMUNITY

Develop strategies to build the needed knowledge and connections to others with expertise.

## Actions to Advance Health Equity in the HPC's Care Delivery Transformation Work

1

Pilot an **“Equity in Every Project”** (EEP) tool for care delivery transformation initiatives.

2

Review **stakeholder engagement approaches**.

3

Implement a **Quarterly Health Equity Review** meeting series.

4

**Gather resources** to promote learning.



## Step 1: LEARN

- Do a high-level literature review to learn about the health inequities associated with each project topic.
- Talk to stakeholders.
- Double check sources – whose perspectives are being considered? Excluded?



## Step 2: EXPLORE

- Brainstorm options for possible ways the project could address one or more health equity issues.
- Double check work – what information and/or perspectives have most influenced development of the options?



## Step 3: STRATEGIZE AND DECIDE

- Review the options, considering feasibility, potential for impact, ability to complement other work, etc.
- Select one or more approaches.
- Double check your process and expected impact – who is deciding?



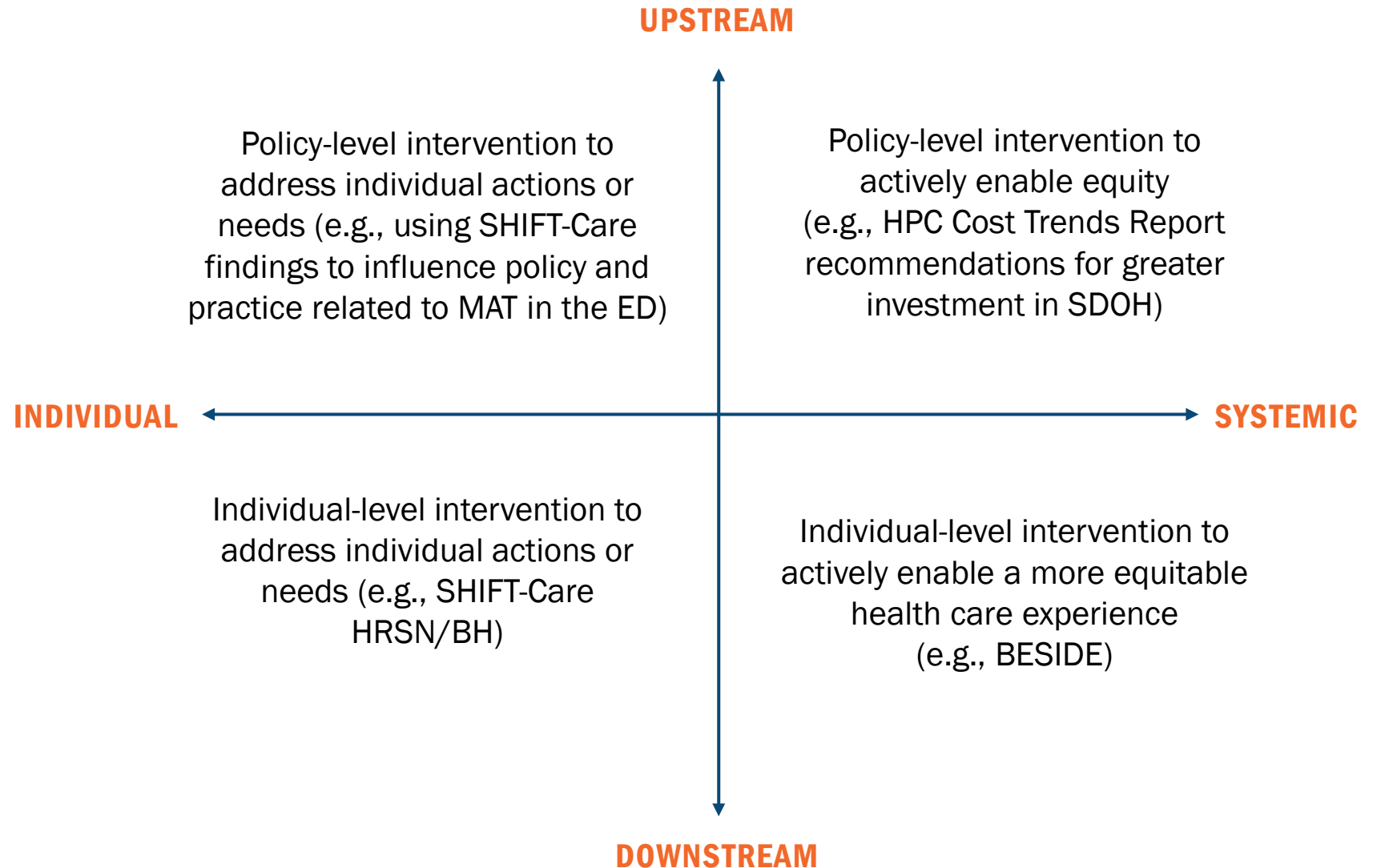
## Step 4: AFFIRM

- Create a brief health equity aim statement that identifies and defines the inequity that the project will focus on and indicates the type of intervention that the project is expected to employ to address the inequity.

# A Framework for Orienting Health Equity in Care Delivery Transformation



There are opportunities for the HPC's care delivery transformation work in every quadrant.





# Examples of Applying the EEP Tool



## **BESIDE INVESTMENT PROGRAM**

Planning the use of supplemental funds to support program equity goals



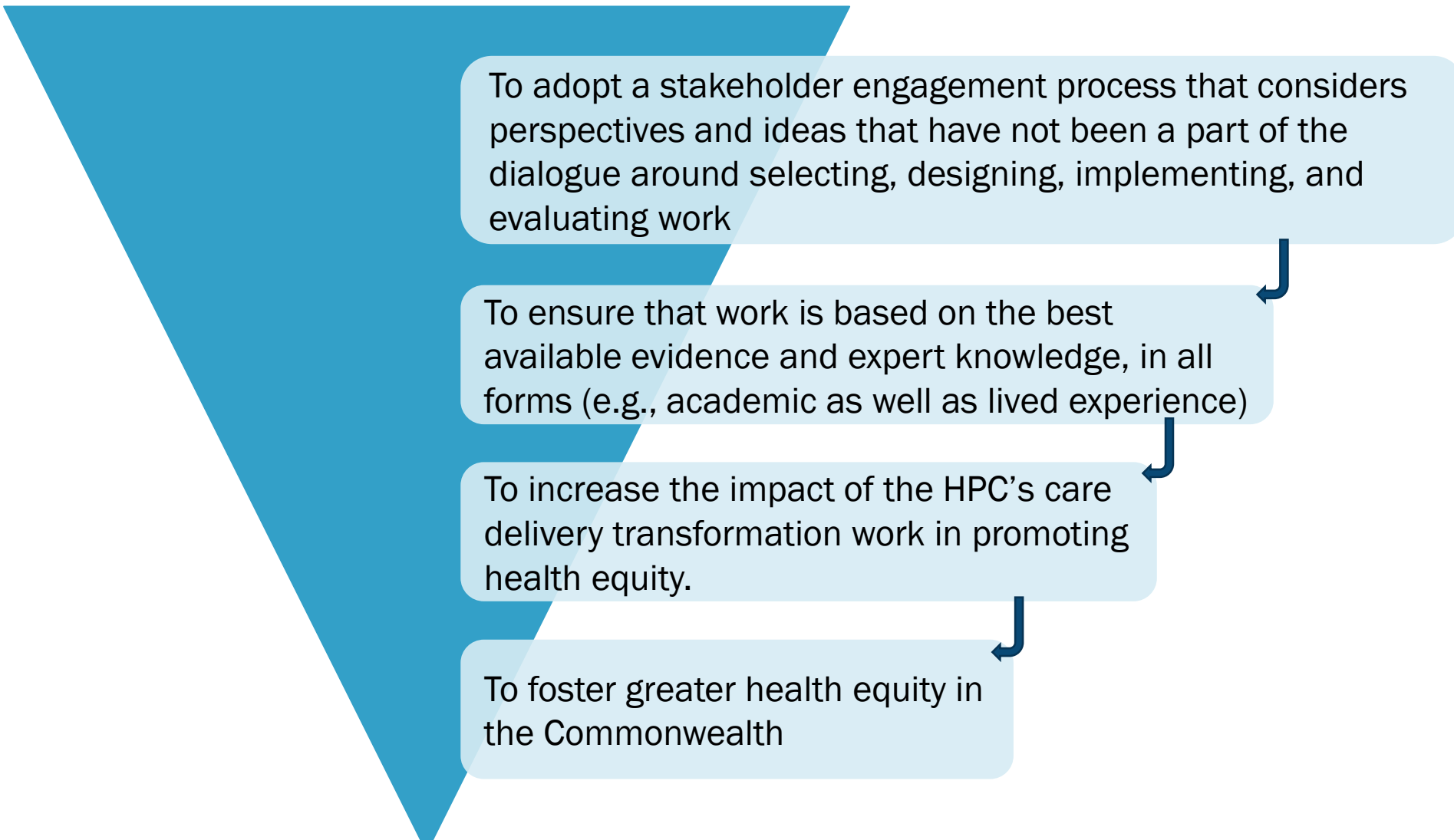
## **C4SEN INVESTMENT PROGRAM**

Designing collaborative learning and L+D opportunities



## **ACO CERTIFICATION**

Identifying opportunities from ACO LEAP data to use L+D to support ACOs in further advancing health equity work



To adopt a stakeholder engagement process that considers perspectives and ideas that have not been a part of the dialogue around selecting, designing, implementing, and evaluating work

To ensure that work is based on the best available evidence and expert knowledge, in all forms (e.g., academic as well as lived experience)

To increase the impact of the HPC's care delivery transformation work in promoting health equity.

To foster greater health equity in the Commonwealth

## Key Questions in Reviewing Stakeholder Engagement Processes

1

Who are the trusted sounding boards and advisors for generating new areas of work, advising on the design of new projects/programs, providing input during a project/program, and holding the agency accountable?

2

What/whose perspectives are well represented among current stakeholders? Which/whose are excluded?

3

How can we engage community residents as we shape, implement, and communicate about our work?

4

What methods do we use for gathering input? Who benefits and who is disadvantaged with those choices?

5

What do we offer to those whose perspectives we seek? How do we engage in a process that is mutually beneficial?

# Some Preliminary Takeaways from Stakeholder Inventory and Interviews to Date



## ACCOUNTABILITY

- Review progress on embedding health equity into specific workstreams, including use of EEP tool
- Review the Health Equity Implementation workstream
- Evaluate progress against agency health equity implementation commitments
- 360-degree, team-wide accountability

## SUPPORT + LEARNING

- Knowledge- and resource-sharing
- Celebrating successes and processing challenges to promote resiliency
- Idea generation for new approaches or areas of work
- Identification of gaps

- Informal library of research articles, perspectives, primers, tools, and other resources
- To date, content is sourced mostly from online journals, blogs, newsletters, etc. produced by media outlets, non-profits, research organizations, and practitioners in the health equity space
- Created to support both general knowledge-building and the EEP tool “Learn” phase
- Goal of broadening our sources to include a fuller range of perspectives

## TOPICAL AREAS INCLUDED TO-DATE

- 1 Anchor Institutions
- 2 Behavioral Health
- 3 Data and Evaluation
- 4 Health Care Quality and Payment
- 5 Health Equity - General
- 6 MassHealth, DPH, Other State Agency Initiatives
- 7 Maternal Health
- 8 Medical-Legal Partnerships and Health Justice
- 9 Racism – General
- 10 Racism and Racial Equity in Care Delivery
- 11 Social Determinants of Health
- 12 Sexual Orientation and Gender Identity
- 13 Telehealth
- 14 Tools and Practical Guides

# Reflections and Next Steps



- The HPC will continue to advance these and other health equity implementation efforts.
- This work will be highly iterative, as different approaches are tried, progress is examined, lessons learned are applied, and new needs are identified.
- The HPC is especially interested in feedback on:
  - Gaps or weaknesses in current approach
  - Resources that might help
  - Concepts or frameworks to further understand and apply health equity

# Schedule of Upcoming Meetings



## BOARD

June 8

July 13

September 14

December 14



[Mass.gov/HPC](https://Mass.gov/HPC)



## COMMITTEE

October 12



[HPC-info@mass.gov](mailto:HPC-info@mass.gov)



## ADVISORY COUNCIL

June 22

September 21

December 7



[@Mass\\_HPC](https://twitter.com/Mass_HPC)



## SPECIAL EVENTS

November 2

*Cost Trends Hearing*



[tinyurl.com/hpc-linkedin](https://tinyurl.com/hpc-linkedin)