

## Catalog of Value-Based Payment (VBP) Resources

### **Purpose**

The purpose of this catalog is to summarize readily available resources related to VBP rationale, VBP readiness, and other background materials and reports that may be of interest. This document represents a starting point for navigating available resources and may inform future development of VBP resources, trainings, and other technical assistance opportunities.

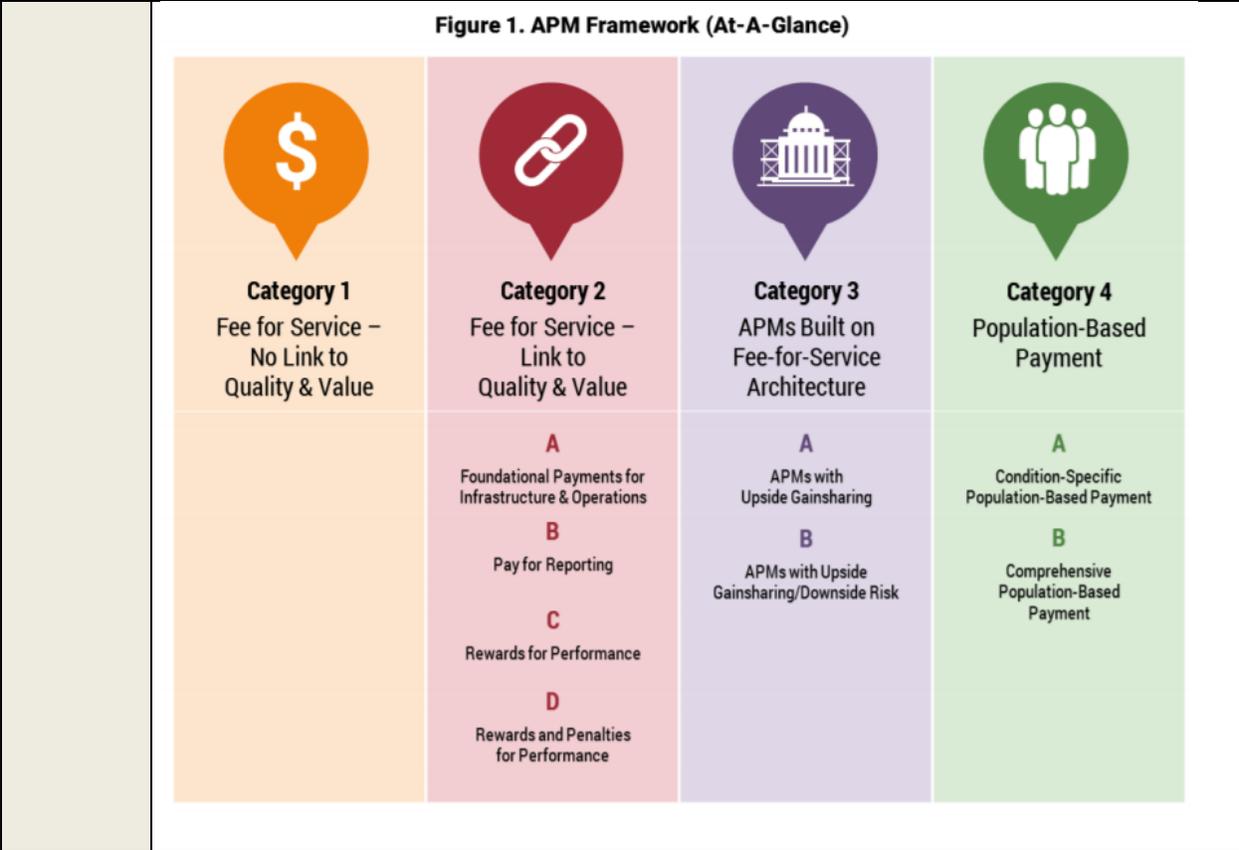
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## I. Defining VBP and its Rationale

<b>Title</b>	<b>Health Care Payment Learning and Action Network Website and Key Resources, including the Alternative Payment Model Framework</b>
<b>Publisher</b>	Health Care Payment Learning and Action Network (HCP LAN)
<b>Format</b>	Website with Links to Documents and Related Sites
<b>Link</b>	<a href="https://hcp-lan.org/">https://hcp-lan.org/</a>
<b>Summary</b>	<ul style="list-style-type: none"> <li>• The LAN’s mission is to accelerate the health care system’s transition to alternative payment models (APMs) by combining the innovation, power, and reach of the public and private sectors.</li> <li>• The LAN’s goals are:             <ul style="list-style-type: none"> <li>○ Accelerated progress toward the achievement of 50% of all healthcare payment in the U.S. linked to quality and value through APMs by 2018;</li> <li>○ Increased alignment of APM technical components within and across the public and private sectors; and</li> <li>○ Diffusion of cutting edge knowledge and promising practices on operationalizing APMs to accelerate the design, testing, and implementation of APMs.</li> </ul> </li> <li>• The LAN’s website includes the <b>LAN’s APM white paper</b>, which summarizes the <b>APM framework</b> that Washington State has chosen to use in its definition of VBP. (Note that this 2016 version of the white paper<sup>1</sup> is the version referenced by the State in its contracts and agreements.)             <ul style="list-style-type: none"> <li>○ The white paper describes key principles of APMs and why they are important to understand; it also outlines its APM framework, which consists of 4 categories (see next page). The white paper includes an addendum that provides examples of each of the 4 categories.</li> </ul> </li> <li>• The LAN’s website links to <b>other valuable resources</b>, including work products, archived webinars, archived LAN presentations and external resources. Reports and webinars cover topics such as:             <ul style="list-style-type: none"> <li>○ Different types of APMs</li> <li>○ Quality measurement</li> <li>○ Episodes of care</li> <li>○ Population-based payments</li> <li>○ Data sharing</li> <li>○ Patient attribution</li> </ul> </li> </ul> <p><i>(continued)</i></p>

<sup>1</sup> In July 2017, the HCP LAN released an updated version of its APM White Paper, with minor revisions to its APM framework. Given that HCA’s contracts and agreements currently refer to the 2016 version of the framework, it is the 2016 version that is cited above. The refreshed 2017 version is located at the following link: <http://hcp-lan.org/workproducts/apm-refresh-whitepaper-final.pdf>.



<b>Title</b>	<b>Paying for Value Website, Key Resources and Related Links</b>
<b>Publisher</b>	Washington State Health Care Authority
<b>Format</b>	Website with Links to Documents and Related Sites
<b>Link</b>	<a href="https://www.hca.wa.gov/about-hca/healthier-washington/paying-value">https://www.hca.wa.gov/about-hca/healthier-washington/paying-value</a>
<b>Summary</b>	<ul style="list-style-type: none"> <li>• This HCA website provides background information on the State’s Paying for Value strategy.</li> <li>• It provides information on and links to HCA’s <b>VBP Roadmap</b>, last updated in October 2019. The roadmap lays out HCA’s vision for changing how health care is provided in the State, <b>provides HCA’s definition of VBP</b> and <b>describes the State’s purchasing goals</b> (e.g., to have 90% of state-financed health care payments to providers be value-based, as defined in the roadmap, by the end of CY 2021).</li> <li>• The website also includes:             <ul style="list-style-type: none"> <li>○ A short video on value-based purchasing;</li> <li>○ Explanations of four payment redesign strategies being implemented by HCA;</li> <li>○ Information on HCA’s annual value-based payment survey for MCOs;</li> <li>○ Contact information for relevant HCA staff; and</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Links to related publications and other websites, including HCA meetings and materials and additional HCA webpages on VBP.</li> </ul>
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<b>Title</b>	<b>Engaging Your Board and Community in Value-Based Care Conversations</b>
<b>Publisher</b>	Rural Policy Research Institute (RUPRI)
<b>Format</b>	Document
<b>Link</b>	<a href="https://cph.uiowa.edu/ruralhealthvalue/files/Engaging_the_Board_Value_Discussion_Questions.pdf">https://cph.uiowa.edu/ruralhealthvalue/files/Engaging_the_Board_Value_Discussion_Questions.pdf</a>
<b>Summary</b>	<ul style="list-style-type: none"> <li>● This document provides talking points to help leaders within healthcare organizations initiate conversations with their Boards and other stakeholders on the changes required to transition the organization towards value-based care.</li> <li>● The talking points include specific questions and conversation starters around four categories critical to entering into value-based payment arrangements:             <ul style="list-style-type: none"> <li>○ Mission and Community</li> <li>○ Health Care Value</li> <li>○ Clinician Relationships</li> <li>○ Business Intelligence</li> </ul> </li> </ul>

## II. VBP Readiness

<b>Title</b>	<b>Healthier Washington Collaboration Portal</b>
<b>Publisher</b>	Washington State Department of Health, Healthier Washington, and Comagine Health
<b>Format</b>	Website with Links to Documents and Related Sites
<b>Link</b>	<a href="http://www.waportal.org/">http://www.waportal.org/</a>
<b>Summary</b>	<ul style="list-style-type: none"> <li>• The Washington State Department of Health, in partnership with the Healthier Washington Initiative, launched the Practice Transformation Support Hub (Hub) in an effort to support providers and practices to navigate health system changes. The Hub provides coaching, technical assistance, and tools to help physical and behavioral health providers chart a course and succeed in the changing environment. Hub resources address needs around integrating physical and behavioral health, promoting clinical-community connections, and transitioning from volume-based to value-based payment models. Coaching and Connector services are provided through a contract with Comagine Health.</li> <li>• One of the main service areas within the Hub is <b>The Collaboration Portal</b>, a web-based clearinghouse of curated and vetted training resources and other tools. While there are many other national websites and programs focused on practice transformation, the Collaboration Portal is different for several reasons:             <ul style="list-style-type: none"> <li>○ It targets the unique needs of small- and medium-sized behavioral health agencies and primary care practices of 20 or fewer providers in Washington State;</li> <li>○ It supports the nine Accountable Communities of Health (ACHs) to make sure uniquely regional needs are addressed; and</li> <li>○ It provides region-specific resources and links to assist practices, Regional Connectors, and Coaches engaged in practice transformation work.</li> </ul> </li> <li>• VBP-specific resources can be found on the Value-Based Payment Practice Transformation Academy page, and include:             <ul style="list-style-type: none"> <li>○ Apple Health VBP Fact Sheet</li> <li>○ Value Transformation Assessment (VTA) Tool</li> <li>○ Slides from the VBP Practice Transformation Academy Webinars</li> </ul> </li> </ul>

<b>Title</b>	<b>Preparing Your Practice for Value-Based Care</b>
<b>Publisher</b>	American Medical Association (AMA) Steps Forward
<b>Format</b>	Online Module with Downloadable Document and PowerPoint
<b>Link</b>	<a href="https://www.stepsforward.org/modules/value-based-care">https://www.stepsforward.org/modules/value-based-care</a>
<b>Summary</b>	This module aims to help providers adopt value-based care by:

	<ul style="list-style-type: none"> <li>• Describing five steps needed to prepare practices for value-based health care</li> <li>• Answering common questions about becoming a value-focused organization</li> <li>• Providing case vignettes describing how physicians create value-based practices</li> </ul>
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<b>Title</b>	<b>Payment Reform Readiness Assessment Tool</b>
<b>Publisher</b>	National Association of Community Health Centers (NACHC)
<b>Format</b>	Document
<b>Link</b>	<a href="http://www.nachc.org/wp-content/uploads/2015/11/NACHC_PR_ReadinessAssessmentTool_Final_CORRECTED_8.5.2014-2.pdf">http://www.nachc.org/wp-content/uploads/2015/11/NACHC_PR_ReadinessAssessmentTool_Final_CORRECTED_8.5.2014-2.pdf</a>
<b>Summary</b>	<p>This Payment Reform Readiness Assessment Tool (published in August 2014) identifies key competency areas needed for successful provider engagement in the most prevalent and emerging payment reform models. It is designed to help providers (specifically health centers) assess their current state of readiness, and to identify areas for improvement. The tool is not specific to one payer type or payment reform model. Rather, it is designed to capture core readiness areas that are needed for participation in a variety of payment reform models in use by both public and private payers.</p> <p>Core readiness areas include:</p> <ul style="list-style-type: none"> <li>• Organizational leadership and partnership development</li> <li>• Change management and service delivery transformation</li> <li>• Robust use of data and information</li> <li>• Financial and operational analysis, management and strategy</li> </ul>

<b>Title</b>	<b>Population Health Software Capabilities</b>
<b>Publisher</b>	Rural Policy Research Institute (RUPRI)
<b>Format</b>	Document
<b>Link</b>	<a href="https://cph.uiowa.edu/ruralhealthvalue/TnR/phmt/PHMT-Population-Health-Software-Capabilities.docx">https://cph.uiowa.edu/ruralhealthvalue/TnR/phmt/PHMT-Population-Health-Software-Capabilities.docx</a>
<b>Summary</b>	<p>This tool can help organizations assess their population health capabilities and prepare for the HIT / HIE selection process, as a step in assessing their VBP readiness. To use the tool, organizations review the table of population health software capabilities and create an inventory that includes capabilities that are in place and those that must be implemented. The tool asks the user to rate each capability by priority of implementation and consider how soon it must be adopted.</p>

<b>Title</b>	<b>Care Coordination: A Self-Assessment for Rural Health Providers and Organizations</b>
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<b>Publisher</b>	Rural Policy Research Institute (RUPRI)
<b>Format</b>	Document
<b>Link</b>	<a href="https://cph.uiowa.edu/ruralhealthvalue/files/RHV%20Care%20Coordination%20Assessment.pdf">https://cph.uiowa.edu/ruralhealthvalue/files/RHV%20Care%20Coordination%20Assessment.pdf</a>
<b>Summary</b>	<p>This self-assessment tool is intended to be completed as a group of rural provider or health care organization leadership or staff to discuss the steps needed to develop care coordination capabilities. The self-assessment is structured as a series of questions around five topics to be discussed in this group:</p> <ul style="list-style-type: none"> <li>• Leadership and planning</li> <li>• Partners and community</li> <li>• Workforce and culture</li> <li>• Operations and processes</li> <li>• Data collection, management, analysis, outcomes, and impact</li> </ul>

<b>Title</b>	<b>Population Health: A Self-Assessment for Rural Health Providers and Organizations</b>
<b>Publisher</b>	Rural Policy Research Institute (RUPRI)
<b>Format</b>	Document
<b>Link</b>	<a href="https://cph.uiowa.edu/ruralhealthvalue/files/RHV%20Pop%20Health%20Assessment.pdf">https://cph.uiowa.edu/ruralhealthvalue/files/RHV%20Pop%20Health%20Assessment.pdf</a>
<b>Summary</b>	<p>This self-assessment tool is intended to be completed as a group of rural provider or health care organization leadership or staff to discuss the steps needed to develop population health capabilities. The self-assessment is structured as a series of questions around five topics to be discussed in this group:</p> <ul style="list-style-type: none"> <li>• Leadership and planning</li> <li>• Partners and community</li> <li>• Workforce and culture</li> <li>• Operations and processes</li> <li>• Data collection, management, analysis, outcomes, and impact</li> </ul>

<b>Title</b>	<b>Physician Engagement Assessment Tool</b>
<b>Publisher</b>	Rural Policy Research Institute (RUPRI) and Stratis Health
<b>Format</b>	Excel Spreadsheet Assessment Tool
<b>Link</b>	<a href="http://www.ruralhealthvalue.org/files/RHV - Physician Engagement - Assessment Tool.xlsx">http://www.ruralhealthvalue.org/files/RHV - Physician Engagement - Assessment Tool.xlsx</a>
<b>Summary</b>	<p>This physician engagement assessment tool is intended to help providers assess their physician engagement capabilities, which are critical to success in transitioning to new payment arrangements. The provider organization enters a “physician engagement score” between 25-100% for each of the categories in all four domains (governance, compensation, education, and data). Additional information on physician engagement can be found here.</p>

<b>Title</b>	<b>Value-Based Care Assessment Tool</b>
<b>Publisher</b>	Rural Policy Research Institute (RUPRI)
<b>Format</b>	Downloadable Documents, PowerPoint and Survey Instrument/Tool
<b>Link</b>	<a href="https://cph.uiowa.edu/ruralhealthvalue/TnR/VBC/VBCTool.php">https://cph.uiowa.edu/ruralhealthvalue/TnR/VBC/VBCTool.php</a>
<b>Summary</b>	Providers can use the Rural Health Value Team’s comprehensive Value-Based Care Strategic Planning Tool (“VBC Tool”) to assess 121 different value-based care capabilities in eight categories. After completing the online VBC Tool, providers receive a Value-Based Care Readiness Report that they may use to assess their organization’s readiness for value-based care and develop value-based care action plans.

<b>Title</b>	<b>Value-Based Payment Practice Transformation Planning Guide</b>
<b>Publisher</b>	Comagine Health, National Council for Behavioral Health, Washington Council for Behavioral Health, Washington State Department of Health, and Healthier Washington
<b>Format</b>	Document
<b>Link</b>	<a href="https://waportal.org/sites/default/files/documents/Final%20Draft_Value-Based%20Payment%20Planning%20Guide.pdf">https://waportal.org/sites/default/files/documents/Final%20Draft_Value-Based%20Payment%20Planning%20Guide.pdf</a>
<b>Summary</b>	<p>This planning guide assists behavioral health agencies and providers develop transformation roadmaps and timelines to prepare to enter into value-based purchasing arrangements. The guide is organized in a sections designed to guide providers step-by-step through the process of creating a VBP transformation roadmap:</p> <ul style="list-style-type: none"> <li>• Section 1: Assemble Your Team</li> <li>• Section 2: Prioritize Baseline Data Collection</li> <li>• Section 3: VBP Work Plan</li> </ul> <p>Each section contains action items, discussion questions, and surveys to lead the provider through the processes. The Transformation Planning Guide is complemented by a Value-Based Payment Workbook, published by Comagine Health and the Practice Transformation Support Hub. This Workbook will provide assistance in the implementation of the VBP Planning Guide.</p>

### III. Additional Background Materials and Resources

<b>Title</b>	<b>Medicaid Transformation Resources</b>
<b>Publisher</b>	Washington State Health Care Authority
<b>Format</b>	Website with Links to Documents and Related Sites
<b>Link</b>	<a href="https://www.hca.wa.gov/about-hca/healthier-washington/medicaid-transformation-resources">https://www.hca.wa.gov/about-hca/healthier-washington/medicaid-transformation-resources</a>
<b>Summary</b>	<p>This site provides links to the most up-to-date Medicaid transformation resources, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Demonstration fact sheet;</li> <li>• Demonstration glossary of terms;</li> <li>• CMS documents, such as: <ul style="list-style-type: none"> <li>○ Special Terms and Conditions (STCs);</li> <li>○ Demonstration application;</li> <li>○ Quarterly progress reports;</li> <li>○ Approved protocols (DSRIP Funding and Mechanics protocol and DSRIP Planning protocol);</li> <li>○ Draft protocols;</li> </ul> </li> <li>• Initiative 1 (Transformation through ACHs) links;</li> <li>• Initiative 2 (Long-term Services and Supports) links; and</li> <li>• Initiative 3 (Supportive Housing and Supported Employment) links.</li> </ul>

<b>Title</b>	<b>Accountable Payment Models Reports</b>
<b>Publisher</b>	Dr. Robert Bree Collaborative
<b>Format</b>	Website with Links to Documents
<b>Links</b>	<a href="http://www.breecollaborative.org/topic-areas/apm/">http://www.breecollaborative.org/topic-areas/apm/</a>
<b>Summary</b>	<ul style="list-style-type: none"> <li>• The Dr. Robert Bree Collaborative (“Bree Collaborative”) was established in 2011 by the Washington State Legislature and is funded by the HCA. Members are appointed by the Governor and include public health care purchasers for Washington State, private health care purchasers (employers and union trusts), health plans, physicians and other health care providers, hospitals, and quality improvement organizations.</li> <li>• The Collaborative identifies up to three areas of health care services every year that have high variation in the way that care is delivered, that are frequently used but do not lead to better care or patient health, or that have patient safety issues. For most topic areas, Bree organizes a workgroup made up of experts, including physicians, specializing in the topic (workgroups are made up of community experts and Bree members). Workgroup members identify and analyze evidence-based best practices to improve quality and reduce variation in</li> </ul>

practice patterns. These recommendations take into account existing quality improvement programs and organizations already working to improve care.

- The Collaborative website includes all of its reports in the following areas:
  - **Accountable Payment Models**
  - Addiction and Dependence Treatment
  - Behavioral Health Integration
  - Cardiovascular Health (Cardiology)
  - End-of-Life Care
  - Hospital Readmissions
  - Obstetrics (Maternity) Care
  - Oncology Care
  - Pediatric Psychotropic Use
  - Prostate Cancer Screening
  - Spine and Low Back Pain