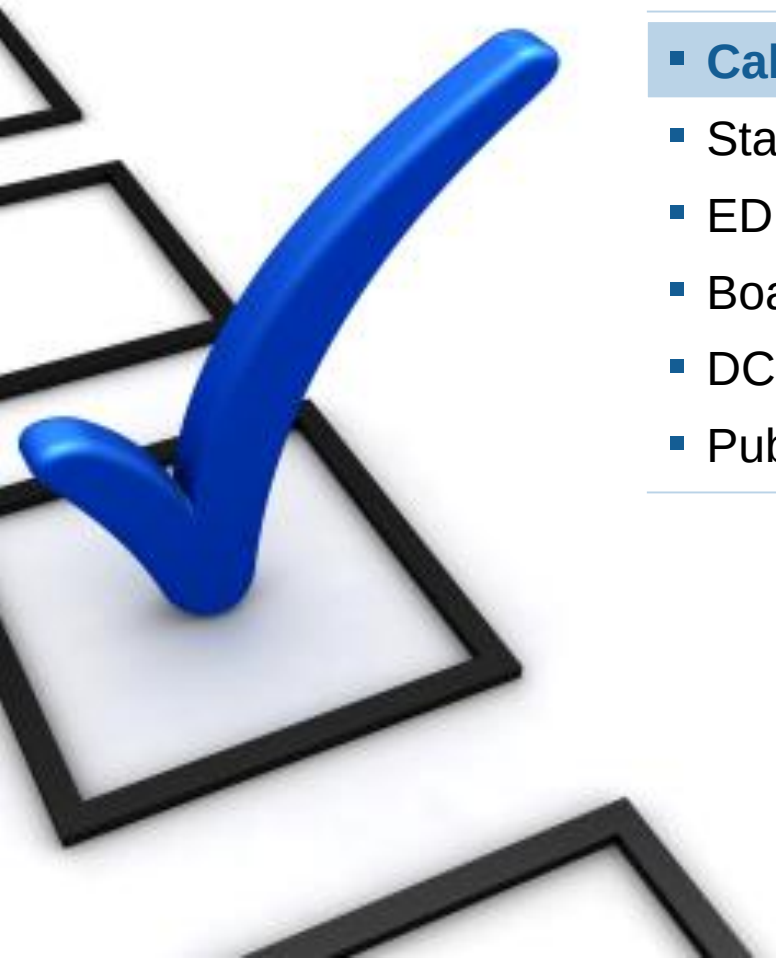
Delaware Center for Health Innovation

Board Meeting

November 9, 2016

Agenda



- **Call to order**
- Status updates
- ED update
- Board business
- DCHI strategic planning
- Public comment

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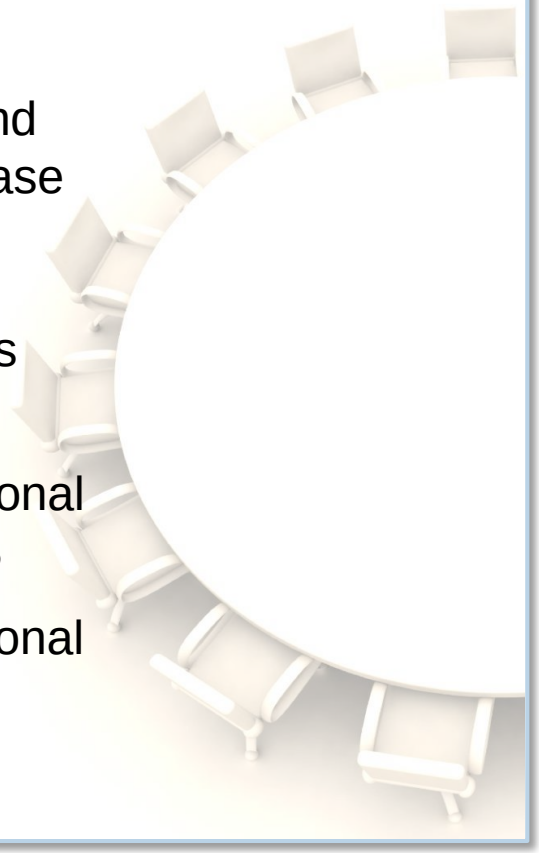
Summary of October DCHI Board meeting

- Approved renewal of three Board members
- Approved new member for DCHI Board
- Approved new member for Clinical Committee
- Received updates from DHIN on Common Scorecard and development timeline for the Health Care Claims Database
- Received briefing from UD on the Workforce Curriculum
- Patient and Consumer Committee introduced consensus paper for approval at November Board meeting
- Received update from HCC on SIM grant year 3 operational plan which would provide support through January 2018
- Received ED update including plans to engage professional marketing firm for DCHI communications strategy
- Received update on DCHI budget



DCHI success in 2016

Critical path

1. Common Scorecard accessible to PCPs statewide
2. 50% providers participating in practice transformation
3. 40% of Delawareans attributed to PCPs in value-based payment models
4. 3 Healthy Neighborhoods launched

Supporting innovations

1. Behavioral health integration testing program launched
2. Workforce curriculum available
3. Health literacy materials launched on website
4. APCD on path to be operational in 2017

Operational sustainability

1. Broad base of financial contributors
2. Staff hired for Healthy Neighborhoods, Clinical and Payment Committees
3. DCHI program dashboard live

DCHI success in 2016: Critical path

For further discussion

Metrics	Status
1 Common Scorecard accessible to PCPs statewide	★ V2.0 launched Statewide ▪ Scorecard enrollment live; providers may enroll at any time
2 50% providers participating in practice transformation	▪ ~35% PCPs enrolled[1] ▪ Planning for year 2 support in progress
3 40% of Delawareans attributed to PCPs in value-based payment models	▪ ~30% Delawareans in value-based payment models[2] ▪ Payers continuing to enroll practices
4 3 Healthy Neighborhoods launched	▪ HN sustainability Committee convened ▪ Selection of Healthier Sussex Task Group; HN Local Council planning process underway ▪ Local Council in development for Wilmington

1 August 2016 PT vendor report indicated 98 sites and 363 MDs, NPs, PAs; current Scorecard estimates ~1,000 full time primary care providers in Delaware; does not include TCPI participants 2 Majority in Medicare Shared Savings Plans

Source: 2016 Medscape

DCHI success in 2016: Supporting innovations

Metrics	Status
1 Behavioral health integration testing program in development	▪ Not launched; accepting expressions of interest from PC and BH practices ▪ Implementation plan approved at August Board for approval
2 Workforce curriculum available	▪ Vendors currently developing curriculum ▪ First module launching in November
3 Health literacy materials launched on website	▪ No literacy materials are currently available ▪ ab+c developing choosehealthde.com
4 HCCD on path to be operational in 2017	★ DHIN leading implementation of HCCD, scheduled for Fall 2017 ▪ DHIN working with governor's office to publish draft regulations by Dec 1 (TBC)

★ For further discussion

DCHI success in 2016: Operational sustainability

For further discussion

Metrics	Status
1 Broad base of financial contributors	★ Strategic planning process to discuss goals and financial sustainability currently in process
2 Staff hired for administration, Healthy Neighborhoods, Clinical Committees	▪ Executive Assistant, Healthy Neighborhoods project director, and Wilmington HN community coordinator hired ▪ Recruitment underway for HN Program Manager and Community Coordinators
3 DCHI program dashboard live	▪ Initial dashboard shared at August Board; expect to update quarterly (next update in Dec)

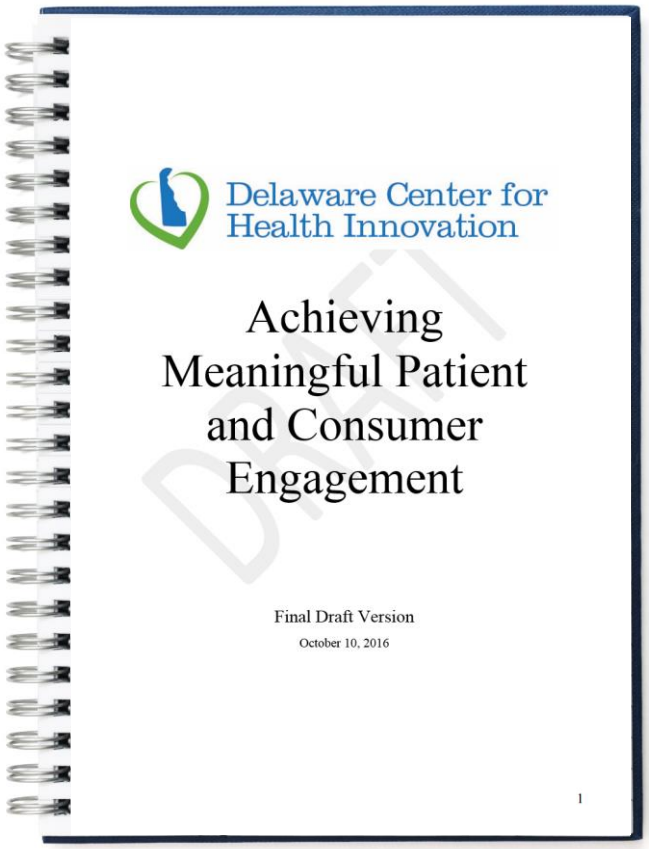
Draft timeline and example activities for DE's Health Care Claims Database

▲ Current milestone timeline
▲ Previous timeline

	Prepare		Launch				Expand	
	2016		2017				2018	
Activity	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Governance	▪ Define governance body, funding strategy ▪ Create and promulgate rules & regs ▪ Align on procurement strategy if needed		▪ Approve final regs	▪ Encourage self-funded employers (e.g., hospital systems) to participate			▪ Arbiter data release and data use requests ▪ Consider expanding use cases or self-funded participation	
Data collection	▪ Establish data use/sharing agreements ▪ Define sources, format, timing of data feeds ▪ Prepare to collect Medicare data		▪ Prepare to receive data feeds from participating payers			▪ Receive data feeds from participating payers ▪ Prepare to accept other data feeds (e.g., self-funded plans, commercial plans) ▪ Refine procedures as needed		
Data infra-structure	▪ Agree on vendor and architecture if needed		▪ Refine architecture, policies and procedures as needed ▪ Modify access and/or architectural design as needed based on data received ▪ Create data store and ingestion routines					
Data analytics	▪ Define use cases ▪ Designate owner for requests, distribution		▪ Draft standard reports			▪ Test and run desired analytics on received data	▪ Consider expanding analytics based on demand	
General reporting	▪ Determine how information will be shared ▪ Draft use cases (Transparency Working Group)		→ 2+ month delay for final regs				▪ Distribute information according to governance policies	▪ Consider adding consumer interface
	Legislation enacted ▲		▲	▲ Final regs published		▲ Data sharing begins[1]		

1 Legislation mandates participation from Medicaid Program, the State Group Health Insurance Program, any qualified health plan in the Delaware Health Insurance Marketplace and any federal healthcare plan

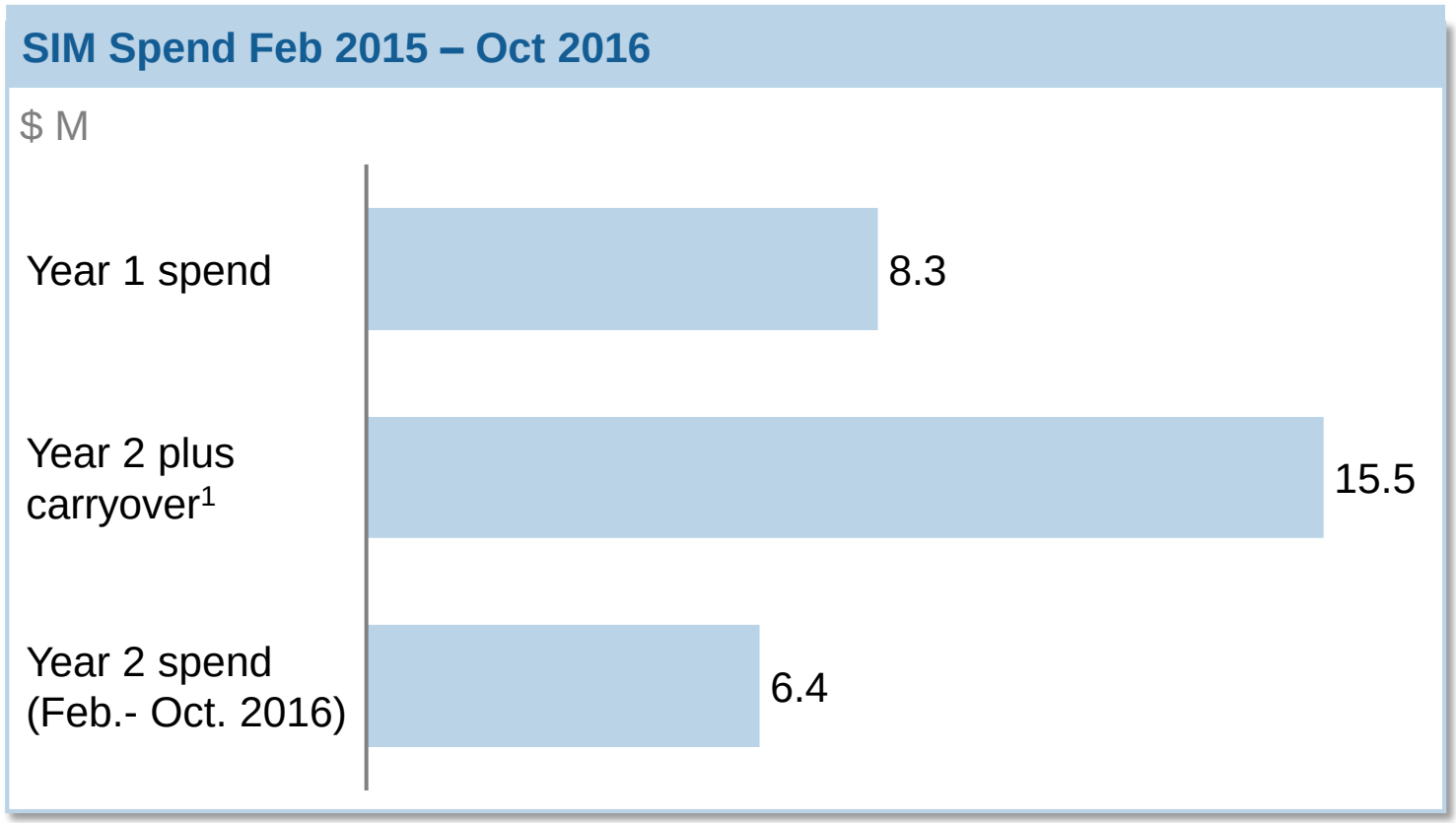
Patient and Consumer: next steps on consensus paper



- Chair of the Patient and Consumer Committee shared this consensus paper at the October Board meeting
- Board to discuss consensus paper today and potentially vote on adoption

HCC budget update – SIM grant spend by year

NUMBERS PRELIMINARY AND FOR REFINEMENT



1 Includes anticipated $3.4M unspent in 2016

HCC budget update – SIM grant spend by area (Feb. 2015 – Oct. 2016)

NUMBERS PRELIMINARY AND FOR REFINEMENT

Initiative	Year 1 SIM grant ($)	Year 2 SIM grant through Oct. ($)
Care delivery (PT, BHI, Quality)	2,361,029	1,873,375
Value based payment & transparency	1,912,500	1,005,000
Health IT (HIT plan, HCCD, Scorecard)	1,476,500	1,145,360
Workforce	383,675	123,360
Population health (HN)	1,050,000	875,000
Patient and consumer	372,475	379,354
Management/infrastructure	731,886	963,142
Total	**8,287,865**	**6,364,591**

HCC budget update – SIM grant spend by vendor (Feb. 2015 – Oct. 2016)

✓ Contracted to perform activity

Description	McKinsey & Company	ab+c Creative Intelligence	AES Pro-fessional Services	Public Consulting Group	UD	CCHS	MedAllies	NJ Academy of Family Physicians	Remedy	Medical Society of Delaware	Concept Systems	DHIN	DCHI
Care delivery (PT, BHI, Quality) ▪ Practice Transformation and Learning Collaboratives strategy and procurement ▪ Funding for PT vendor assistance ▪ BH integration strategy ▪ Quality and utilization measure alignment ▪ Care coordination consensus paper	✓	✓	✓				✓	✓	✓	✓			
Value based payment & transparency ▪ Transparency strategy ▪ Value-based payment model design position paper ▪ Support for Medicaid/ MCO interactions on payments ▪ Communications strategy and materials	✓												
Health IT (HCCD, Scorecard) ▪ Design and launch of Scorecard versions 1.0 and 2.0 ▪ Overall State HIT roadmap ▪ HCCD design and planning ▪ Provider baseline reporting/ goal setting ▪ BH EMR Incentives	✓											✓	
Workforce ▪ Development of workforce curriculum ▪ Licensing and credentialing consensus paper	✓		✓	✓	✓	✓							
Population health (HN) ▪ Healthy neighborhood (HN) program design ▪ HN community launch and tools ▪ PH scorecard	✓												
Patient and consumer ▪ Consumer engagement strategy ▪ Community forums	✓	✓		✓									
Management/ infrastructure ▪ Cross-committee meetings, integration across committees, mandatory monitoring and evaluation and grant management	✓	✓									✓		✓
Total Y1 spend	$7,900,000	$199,379	$35,875	$147,600	--	--	$2,125	$1,000	$1,000	--	--	--	--
Total Y2 contract amount	$7,600,000	$623,650	$8,300	$541,200	$222,360	$389,203	$301,187	$396,000	$436,000	$234,000	$249,917	$249,480	$35,280
Total Y2 Expensed as of Oct.	$4,765,000	$474,351	--	$246,720	--	--	$142,375	$210,000	$221,000	$120,000	$135,703	$30,360	$18,480

Reactions to November 1st Cross Committee meeting

- Approximately **70 attendees** joined
- **Overall:** most respondents found the meeting **a valuable use of time,** opportunity to **learn more** about DCHI initiatives, and opportunity for **input**
- **Presentations:** most respondents felt the ACO and payer presentations were valuable and should be included in future Cross Committees
- **Breakouts:** respondents felt the breakouts were a valuable opportunity for **cross-committee dialogue**, and wished that there had been **more time for discussion**
- **Format:** respondents liked the new discussion-based format, but agreed that efforts need to be made to keep the agenda on time (lighter agenda and more stringent time keeping)

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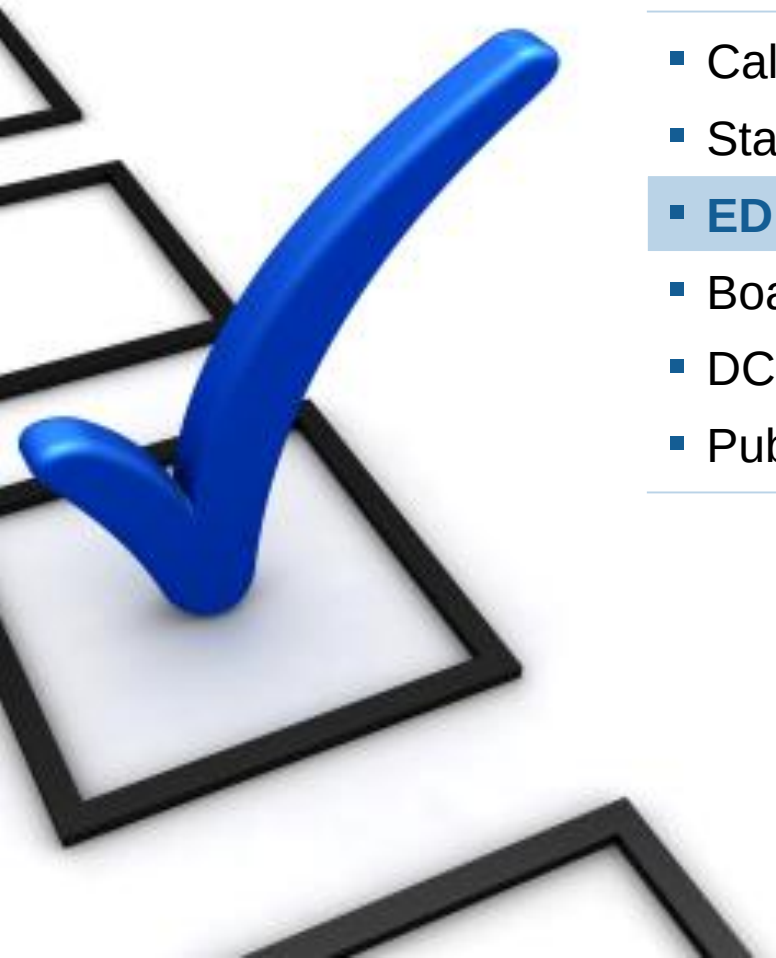

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ED update

1. Communications update
2. Stakeholder engagement update
3. Operational update

DCHI DIGITAL MARKETING & TECHNOLOGY PARTNERSHIP

Presented by
Joseph DiGiovanni and Kyle Barkins

Growth-Driven Digital Marketing For Good

www.TappNetwork.Com @TappNetwork

GOALS

Delaware Center for Health Innovation

1. Establish DCHI Brand Authority
2. Crystalize Messaging & Metrics
3. Implement *Content Marketing Hub* to Empower Cross-Committee Communications
4. Launch Cutting-Edge *Marketing Automation Platform* to Personalize Stakeholder Journey and Accelerate Success
5. Launch *Full-Funnel Digital Marketing Campaigns* to Amplify and Showcase Success Amongst Key Influencers, Committees and Stakeholders
6. Position and Promote DCHI As The Regional Leader and National Role Model Of Success to Fuel Sustainable, Innovative Transformation Initiatives

TAPP

OUR STRATEGIC APPROACH

DCHI SMES
Provides Tapp content and data

Healthcare Editor
SMART Content

Creative Director
Message Design

Digital Specialist
Technologist
Campaign Manager

Optimization Team
Reporting
Strategy

TAPP

Delaware Center for Health Innovation

DCHI 90 DAY LAUNCH PLAN

- Discovery
  - Content index, archive
  - Meeting with key committees
  - Data analysis and baseline(s)
  - Define key goals and metrics
- Messaging and Branding
  - Establish and standardize messaging
  - Brand, tagline, logo, elevator pitch, mission
  - Identify key audiences
  - Map the DCHI cross committee stakeholder journey
- Content Mapping
  - DCHI Committee content planning/calendar
  - Aggregation and tagging of current content
  - Create customized content for all stages of stakeholder journey
- Marketing Technology
  - Website / Portal
    - Platform Integrations
    - Migration onto HubSpot COS Platform
    - Identify and establish key data captures, metrics and dashboards
  - Digital Campaigns
    - Deliver DCHI Digital Marketing Game Plan
    - Create and launch digital campaign channels
    - Create DCHI sharable DCHI driven messaging, metrics, and content

TAPP

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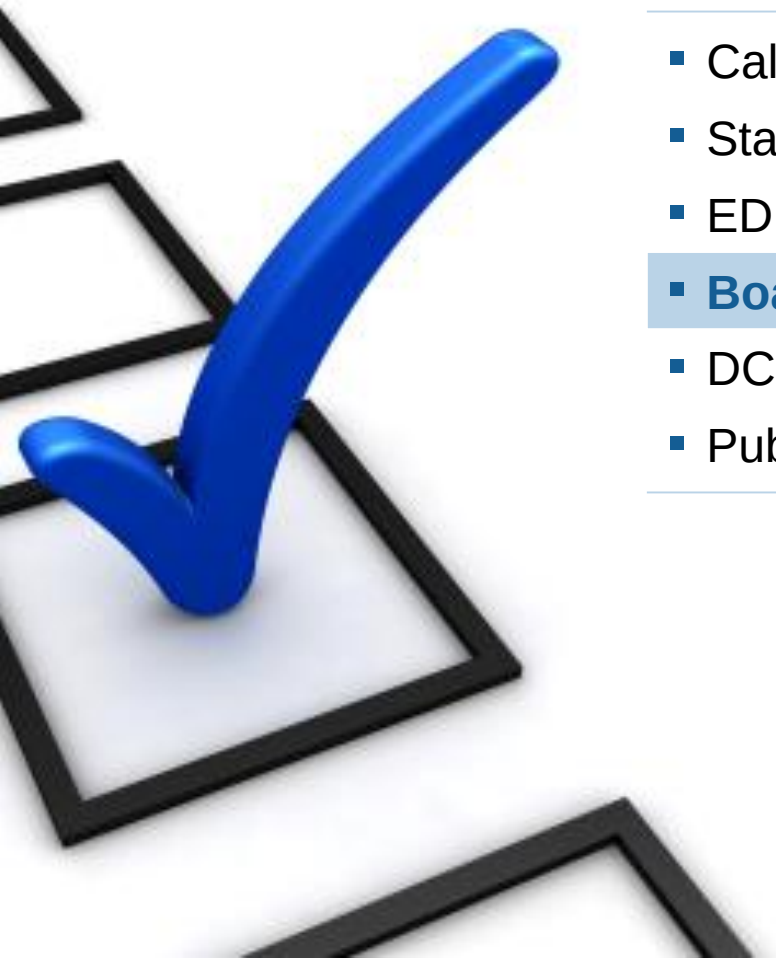

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Board business

1. Vote on approval of August and October Board minutes
2. Vote for renewal of Committee chairs[1]
3. Vote on Workforce Committee member

All Committee members will be up for vote at December Board; Chairs should be prepared to submit their rosters before the meeting

1 With exception of Patient and Conusmer, to be revisited at Dec Board

Current DCHI committee chairs

Committee	Chair(s)
Clinical	▪ Nancy Fan ▪ Alan Greenglass
Healthy Neighborhoods	▪ Lolita Lopez ▪ Matt Swanson
Patient/ Consumer Advisory	▪ Rita Landgraf[1]
Payment	▪ Tom Brown ▪ Traci Bolander
Workforce & Education	▪ Kathy Janvier[2]

1 Not up for renewal today
2 Potential Co-Chair not up for vote today

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DCHI Strategic Planning

Discussion during Oct Board

- Discussed **context and current urgency** around revisiting the DCHI strategic plan
- Shared **high-level findings** from strategic planning process
- Shared "what we heard" related to **specific DCHI initiatives**

Objectives for today

- Share **12 strategic imperatives** arising out of strategic planning process
- Discuss additional **Board input** related to strategic imperatives
- Align on **high-level timeline for implementation**

Recall: findings from DCHI strategic planning process

DCHI has created an important **forum for multi-stakeholder discussion** and more in-depth analysis of issues than commonly found in public/private venues

DCHI's portfolio largely **addresses the highest priority issues**, although our approach in some cases **needs to evolve** with changes in the market landscape

DCHI needs to **more systematically communicate** about its work and its connections with stakeholders' strategic, operational, and individual decisions

In most cases, DCHI will **need the skills and capacity to shepherd initiatives through implementation/launch** but should look to other organizations for ongoing operations

DCHI should more **proactively identify where policy solutions are necessary to support innovation** and work with policymakers to ensure those solutions are sensible

Twelve strategic priorities emerged in the process (1/3)

1. Maintain a broad portfolio of initiatives as necessary to realize the goals on which DCHI was founded, but evolve that portfolio in response to changes in the landscape
2. Establish and sustain a strong implementation role for most initiatives that extends well through launch, but generally look to other organizations for ongoing operations
3. Identify where policy solutions are necessary to support innovation and work with policymakers as necessary to bring those solutions to fruition
4. Ensure that adoption of value-based payment for primary care supports our goals for transformation, while fostering other models to transform the full continuum of care

Twelve strategic priorities emerged in the process (2/3)

5. Work with the next administration to leverage the State of Delaware's purchasing authority to foster provider risk sharing as a critical enabler of quality & affordability

6. Align DCHI-led delivery system transformation efforts with regulatory changes and investments being made by payers and providers to achieve similar goals

7. Evolve our approach toward multi-payer alignment of quality measurement and reporting, to ensure impact and long-term sustainability

8. Accelerate the rollout of Healthy Neighborhoods by streamlining the proposed operating model and establishing priorities based on identified community needs

Twelve strategic priorities emerged in the process (3/3)

9 Adopt a systematic approach to communicating with stakeholders regarding DCHI's efforts and how they dovetail with the efforts of other organizations and individuals

10 Affirm our commitment to be transparent in our decisions and use of resources while creating channels to manage sensitive information and challenging discussions

11 Continue to fund DCHI operations through stakeholder contributions, but augment this with grant funding for design and implementation of specific initiatives

12 Continue staff hiring plan; rely on contractors for time-limited projects that require surge capacity and/or specialized expertise

Timeline to implementation

Proposed implementation timeline

Next 60 days (January 2017)

- Share strategy broadly
- Begin to engage new administration
- Develop tactical plans for each recommendation
- Update CMMI Operations Plan to align with DCHI Strategic Plan
- Develop budget to support initiatives through 2017

February – December 2017

- Begin implementation of recommendations across each initiative
- Engage with stakeholders
- Hire for roles and/or establish contractor relationships, as appropriate

January 2018 and beyond

- Evaluate DCHI's progress and course-correct where necessary
- Continue to evolve DCHI's plan for financial sustainability and permanent staffing, particularly with end of SIM grant

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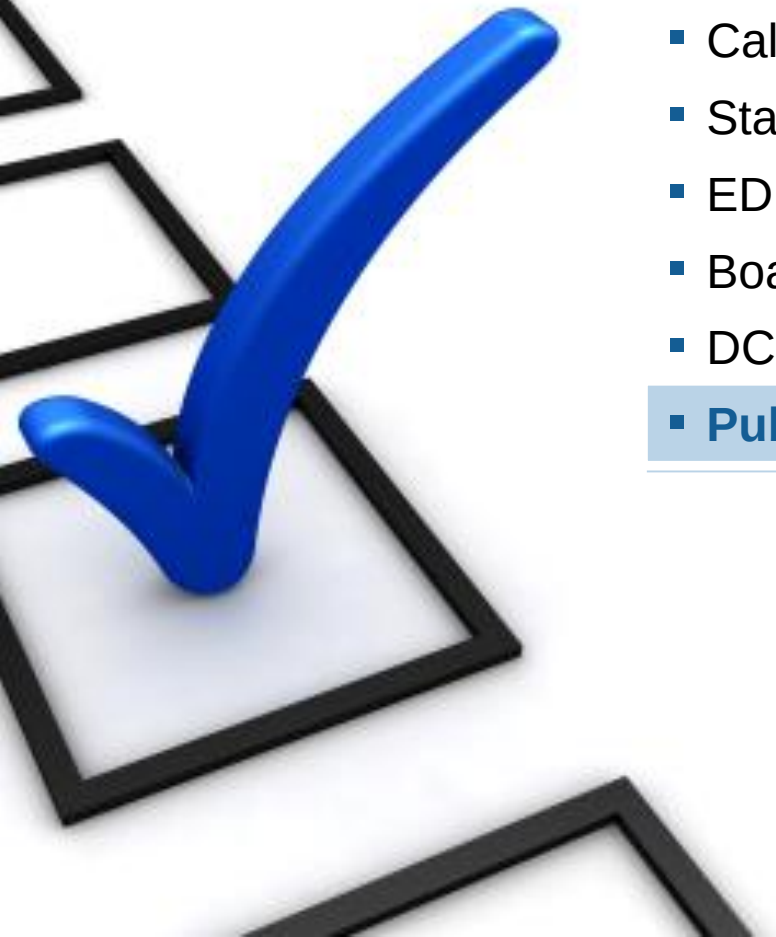

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Upcoming DCHI Meetings for 2016

Payment monitoring	▪ Nov 9, 4:30pm ▪ DHSS Holloway Chapel
Workforce and Education	▪ Nov 10, 1:00pm ▪ DelTech Stanton
Clinical	▪ Nov 15, 5:00pm ▪ UD Star Campus
Healthy Neighborhoods	▪ Nov 16, 1:00pm ▪ DHSS Holloway
Patient and Consumer	▪ Dec 1, 1:00pm ▪ Edgehill Shopping Center
Board	▪ Dec 14, 2:00pm ▪ DHSS Holloway Chapel

Please check www.DEhealthinnovation.org for the latest information about all DCHI Board and Committee meetings