Meeting of the Care Delivery Transformation Committee

May 11, 2022
CALL TO ORDER

Approval of Minutes (VOTE)

Sustaining Impact and Scaling Learning

HPC Health Equity Lens in Action: Care Delivery Transformation Agenda
Call to Order

APPROVAL OF MINUTES (VOTE)

Sustaining Impact and Scaling Learning

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

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

Approval of Minutes *(VOTE)*

**SUSTAINING IMPACT AND SCALING LEARNING**

HPC Health Equity Lens in Action: Care Delivery Transformation Agenda
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.
The HPC’s Learning and Dissemination Objectives

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

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

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

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

**Community Hospitalization and Revitalization, and Transformation (CHART)**
Invested in community hospitals to enhance the delivery of efficient, high-quality care.

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

**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

**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.

**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.

**UNDER EVALUATION**

**ACTIVELY OPERATING**

**COMPLETE**
Example: NAS Investment Program Learning and Dissemination Outputs

- **NAS Awardee Profiles**: One-page overviews of each of the NAS awardee care models.
- **NAS Video**: A brief overview of the NAS Investment Program from the perspective of an awardee.
- **NAS Impact Brief**: Highlights of the NAS program based on the program evaluation findings.
- **Anti-Stigma Resource Guide**: Based on an AcademyHealth presentation, a compilation of data and awardee resources for addressing stigma.
- **HPC Datapoints, Issue 15**: An interactive overview of the NAS program and preliminary findings.
- **Sustaining Grant-Funded Initiatives**: Based on the three HCII programs, a resource for sustaining initiatives beyond grant periods.
Learning and Dissemination for ACO Certification Program

ACO Policy Briefs

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

Profiles of HPC-certified ACOs

Advanced Illness Care Webinar

ACO Datapoints

HPC DATAPPOINTS
HPC-Certified Accountable Care Organizations in Massachusetts

Updated Profiles of HPC-Certified ACOs

ACCOUNTABLE CARE ORGANIZATIONS IN MASSACHUSETTS:
PROFILES OF THE 2019 HPC-CERTIFIED ACOs
“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?”

- Data-Driven Decision-Making
- Health Equity
- Population Health Management
- Whole-Person Care
- Culture of Performance Improvement
- Patient-Centered Care
- I am not interested

“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.”

- Webinars (structured presentations with some Q&A)
- Brief written reports or infographics
- Multimedia products (e.g., videos or animations)
- Interviews (recorded or transcribed)
- In-person or virtual meetings/convenings (discussion-based)
- Interactive data-focused products on the HPC website
Strategies and Opportunities to Maximize Reach

**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
Examples of Past and Current Partnerships

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.
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?
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.
Applying a Health Equity Lens to the HPC’s Care Delivery Transformation Agenda

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.
The Equity in Every Project (EEP) Tool

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.
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
Bringing an Equity Lens to Stakeholder Engagement

To foster greater health equity in the Commonwealth

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

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 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 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

- **OPPORTUNITIES TO BROADEN**
  the range of stakeholders with whom the HPC engages are evident

- **VALUE IN BUILDING A NETWORK**
  of organizations that can connect the HPC to different constituencies

- **FORUMS TO LISTEN**
  and learn what matters to stakeholders are important

- **NEED TO CULTIVATE TRUST**
  with new stakeholders through frequent touchpoints, clear communication, and follow-through

- **EARLY AND LONG-TERM INVOLVEMENT**
  of stakeholders is ideal – from concept development through implementation

- **PROVIDING VALUE**
  to participants in stakeholder engagement is critical
Quarterly Meetings to Monitor Progress in Support of the HPC’s Health Equity Framework

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
Gathering Resources to Support Health Equity Knowledge Development

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

**COMMITTEE**
- October 12

**ADVISORY COUNCIL**
- June 22
- September 21
- December 7

**SPECIAL EVENTS**
- November 2
  - Cost Trends Hearing

More information available at:
- Mass.gov/HPC
- HPC-info@mass.gov
- @Mass_HPC
- tinyurl.com/hpc-linkedine