

Implementing Value-based Proof of Performance

Transforming Concept into Practice

2022 CBHC Annual Behavioral Training Conference: Embracing
Transformation

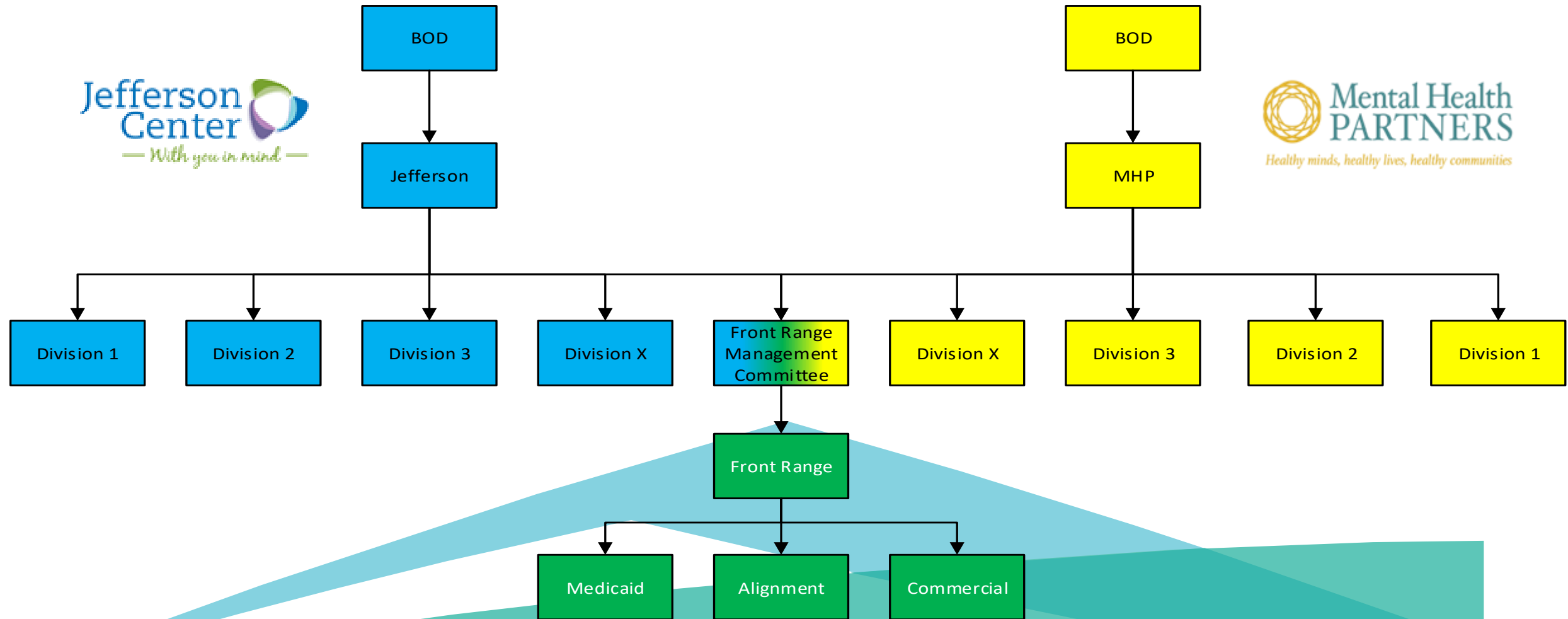
Presenter Intros

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Overview

- Front Range Health Partners
- Landscape
- Measuring Value
- Case Example
- Questions

Front Range is...



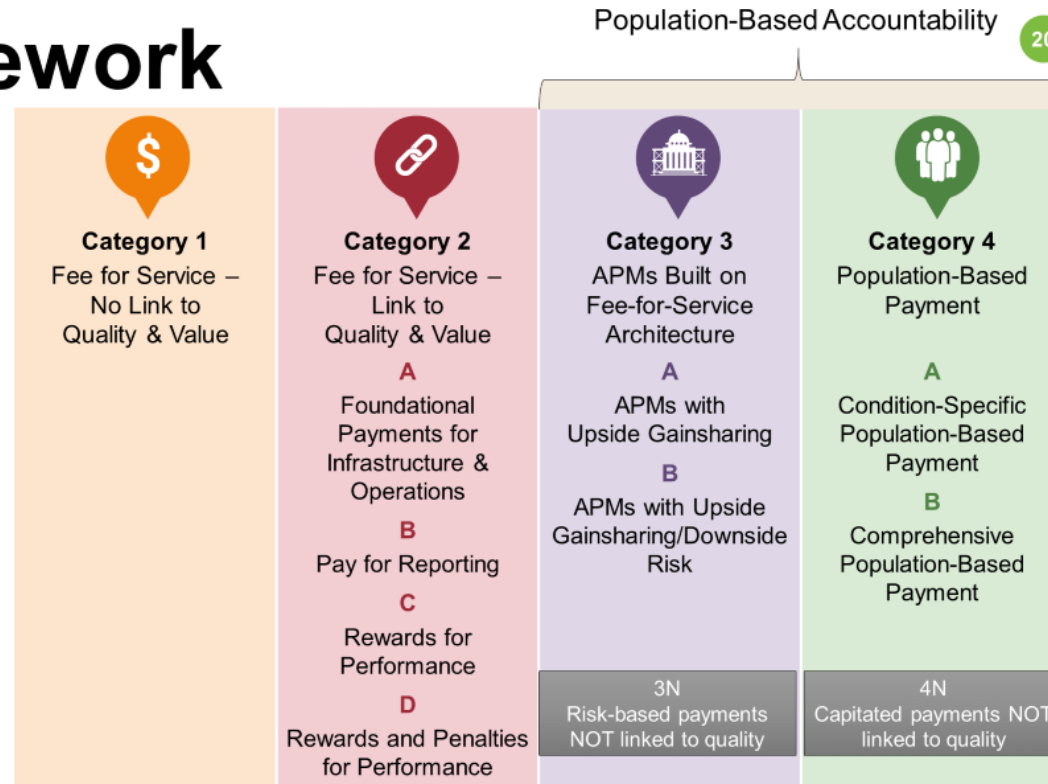
Reminder: Alternative Payment Models

APM Framework

At-a-Glance

The Framework is a critical first step toward the goal of better care, smarter spending, and healthier people.

- **Serves as the foundation** for generating evidence about what works and lessons learned
- **Provides a road map** for payment reform capable of supporting the delivery of person-centered care
- **Acts as a "gauge" for measuring progress** toward adoption of alternative payment models
- **Establishes a common nomenclature and a set of conventions** that will facilitate discussions within and across stakeholder communities



The framework situates existing and potential APMs into a series of categories.

N = payment models in Categories 3 and 4 that do not have a link to quality and will not count toward the APM goal.

■ = example payment models will not count toward APM goal.

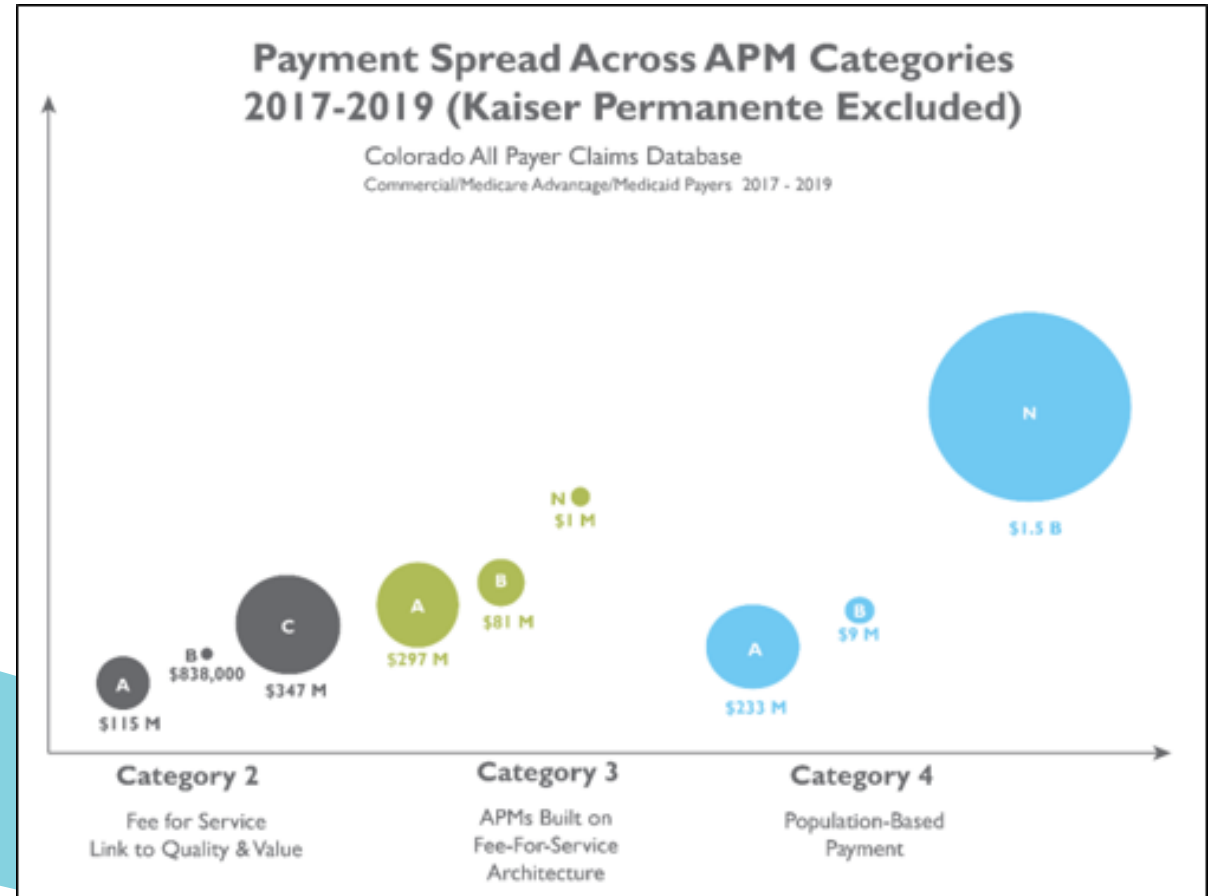
The APM Landscape

- **National:**

- 40% of U.S. healthcare payments were tied to alternative payment models (APMs) in 2020
- However, key challenges are a willingness among providers to take on financial risk and the ability to operationalize those risks.
- <https://www.fiercehealthcare.com/payer/lan-survey-40-health-payments-tied-to-alternative-payment-models-2020>

- **Colorado:**

- In 2019, roughly 18% of all medical spending was paid through value-based APM arrangements and varied by payer type, with Commercial (50%), and Medicare Advantage (35%) outpacing Medicaid (16%).
- Investment in primary care APMs is increasing steadily. From 2017 to 2019, primary care APM spending rose from \$44 million to \$298 million (excluding integrated payer-provider systems), an increase of over 500%.
- https://www.civhc.org/wp-content/uploads/2021/05/Issue-Brief-Draft_V5.pdf



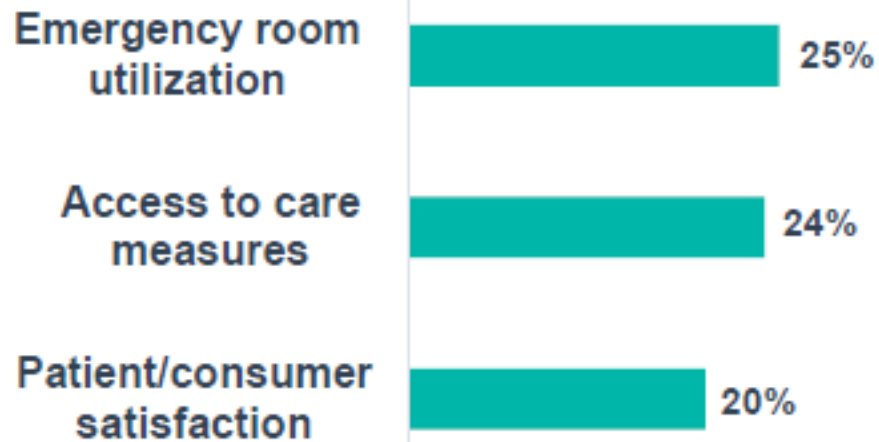
Measuring Value



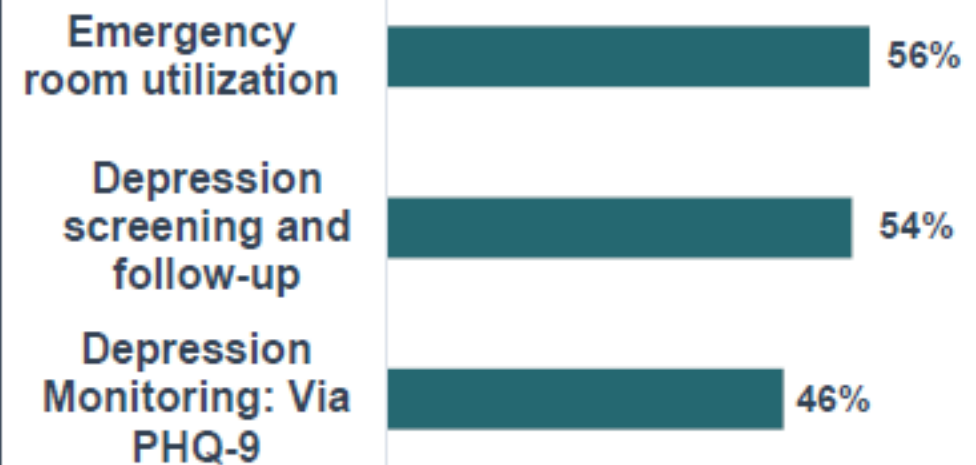
<https://www.pm360online.com/how-do-you-define-value-in-healthcare/>

- How do you measure proof of performance deliverables?
 - Contracts
 - Reports
 - KPIs and internal dashboard

**Top Five Performance Measures In
Value-Based Contracts,
Specialty Provider Organizations, %, 2022**



**Top Five Performance Measures In
Value-Based Contracts,
Primary Care Or FQHCs, %, 2022**



Services Over Time - FFS

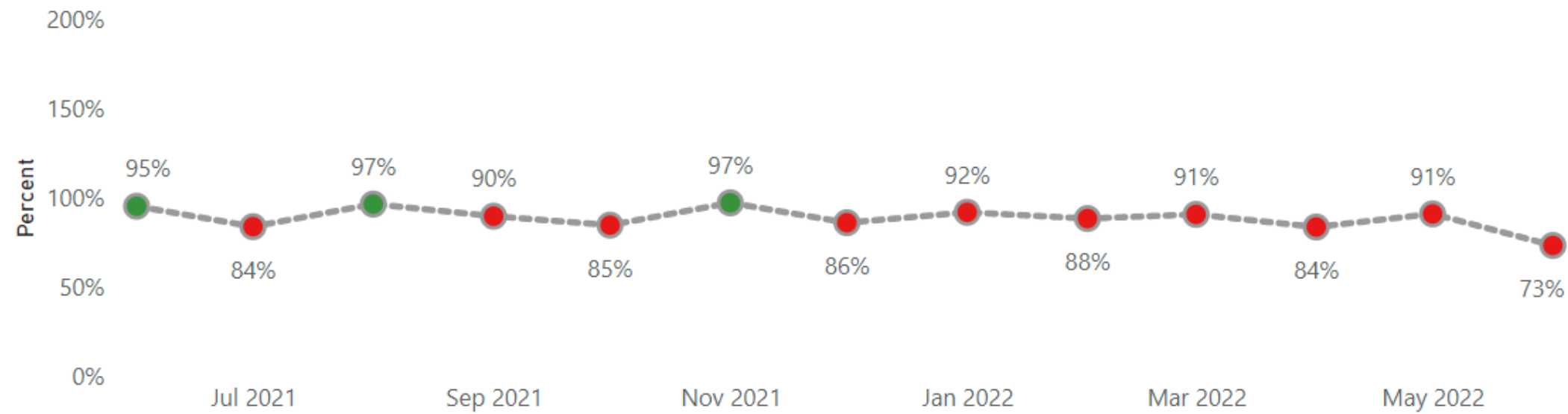


Return to KPI - EHR

Potentially Billable Services



Potentially Billable Services (Percent Compared to Previous Year by Month)



Value Dimensions

Accessibility

- Can clients get to your services?

Acceptability

- What do clients think about your services?

Impact

- Are your services making a difference to your client?

Value

- Is your value greater than the cost of your services?

Accessibility: Satisfying Clients and Service Users

- Key Performance Indicators (KPI) – broad to the organization; strategy and clear focus
- Metrics – specific to the client, business unit, product; "business as usual"
- Case Example(s)

Services Over Time - VBP



[Return to KPI - EHR](#)

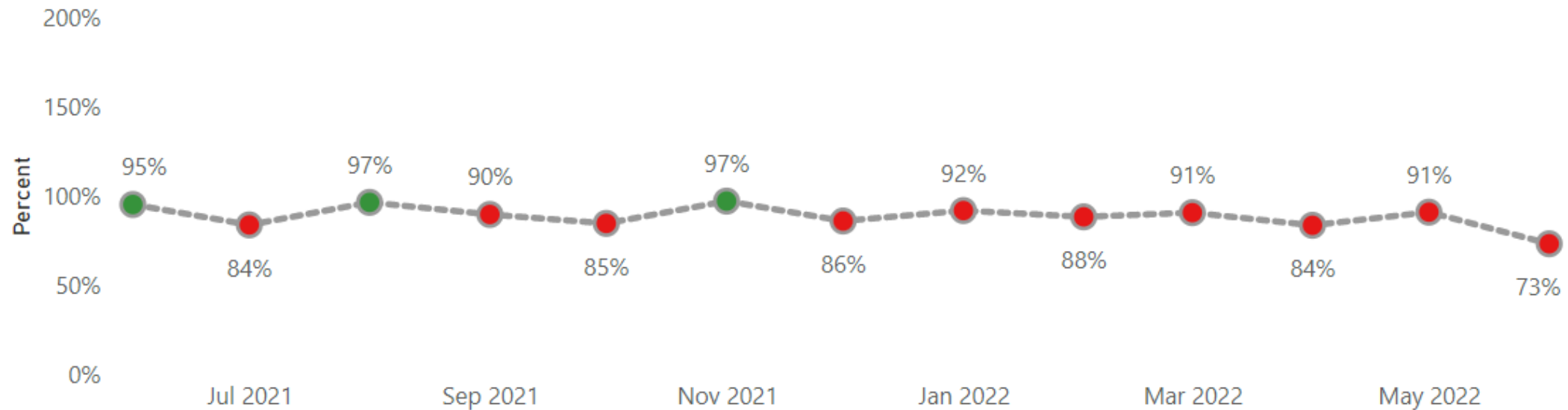
Potentially Billable Services

Commendable

Benchmark

Review

Potentially Billable Services (Percent Compared to Previous Year by Month)



Clients Receiving Services Benchmarked

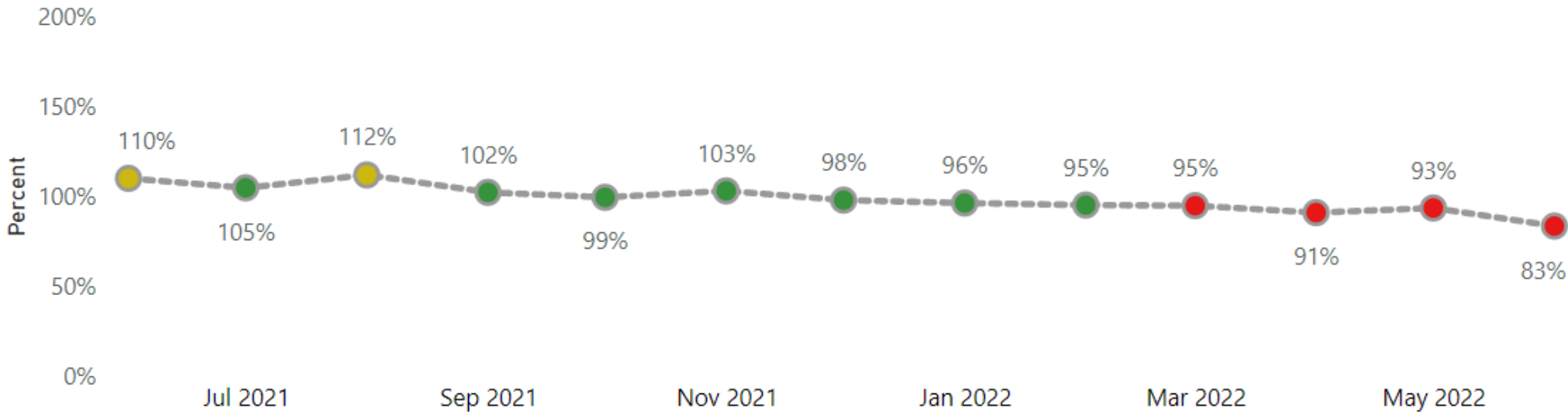


Return to KPI - EHR



All People Seen

All People Seen (Percent Compared to Previous Year by Month)



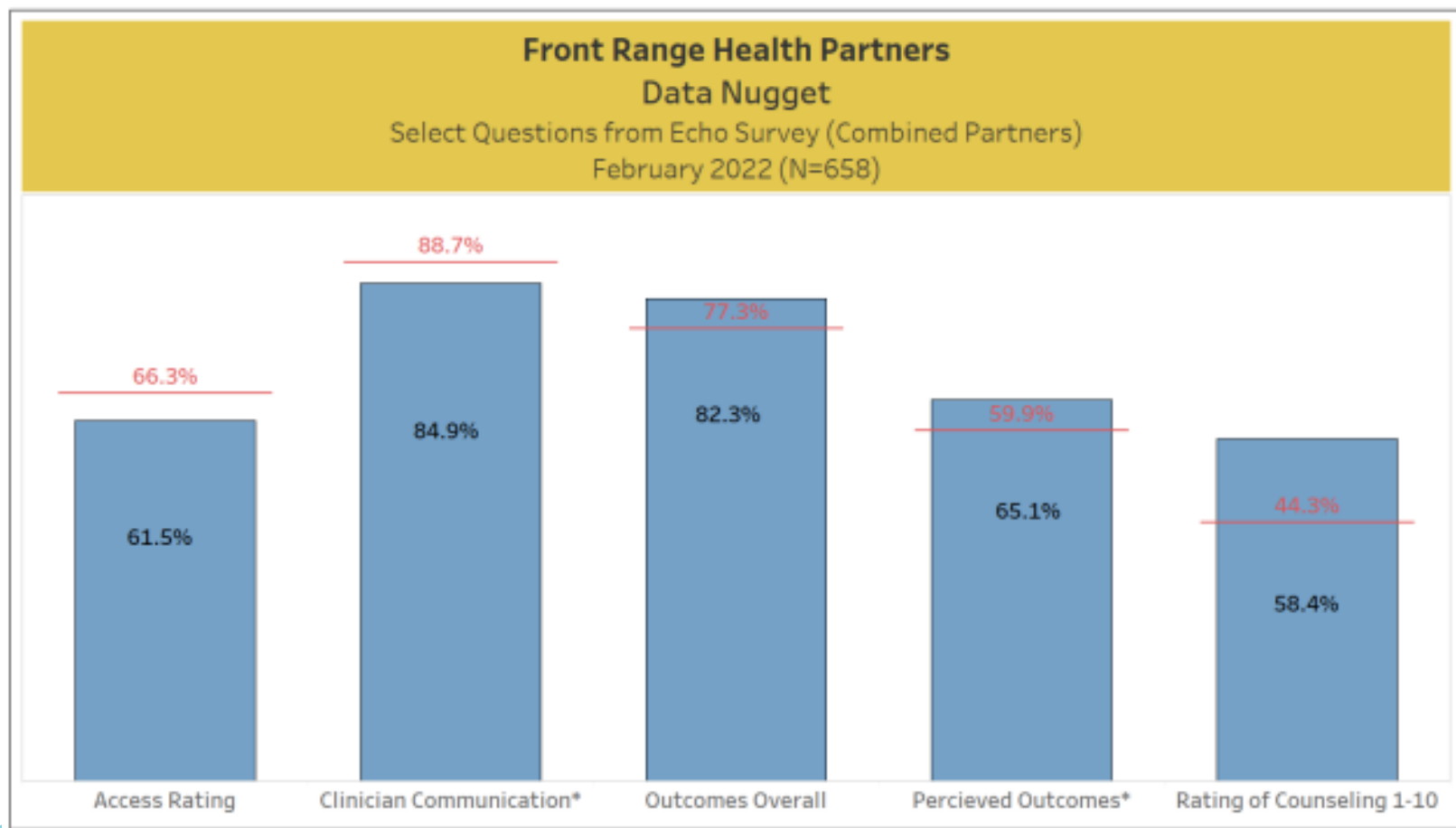
Four Types Of Benchmarking—Performance Improvement

- **Internal:** Internal benchmarking involves comparing functions within an organization, while competitive benchmarking compares functions with direct competitors
- **Competitive:** Because you are comparing your processes against those of similar organizations or industry standards, it is essential to align on appropriate benchmarks
 - Examples: Patient satisfaction between different facilities and locations within your organization; comparing satisfaction scores against leading competitors
- **Functional:** Functional benchmarking involves comparing similar business functions with those of different organizations and is useful for examining operational data
 - Examples include the average time it takes to collect payment or reconcile bad debt.
- **Generic:** Generic benchmarking is especially useful when trying to think outside of the box for improving an important business process
 - An example of a generic benchmark could be comparing patient check-in times to that of a hotel

Acceptability: Client and Service User

- Satisfaction
- Create flexibility and customization but step up the analytics
 - National benchmarks
 - Performance against benchmark
- Measures – Industry Recognized and Benchmarked
 - CAHPS – ECHO, Net Promoter Score
 - NOMS
 - Social Determinants – PRAPARE, Healthy People 2030 5 Domains
- Case Example(s)

ECHO - Lite



Incentive Measures

- Tiered levels of outcome specificity
 - Payor
 - Network
 - Provider

JCMH	FY21 BHIP Outcomes						
MEASURE NAME	R6 DEN	R6 NUM	JCMH NUM	NUM RATE	R6 Target Rate	R6 Performance	Hits to Target
Engagement in Outpatient Substance Use Disorder Treatment (SUT)	3,461	1,440	128	8.89%	36.86%	41.61%	Met
Follow-Up Appointment within 7 days of IP Hospital Discharge for MH Condition (FHD)	1,943	1,250	272	21.76%	75.08%	64.51%	Not Met
Follow-Up Appointment within 7 days of ED Visit for Substance Use Disorder (FED)	4,026	1,421	185	13.02%	38.50%	35.30%	Not Met

MHP	FY21 BHIP Outcomes						
MEASURE NAME	R6 DEN	R6 NUM	MHP NUM	NUM RATE	R6 Target Rate	R6 Performance	Hits to Target
Engagement in Outpatient Substance Use Disorder Treatment (SUT)	3,461	1,440	72	5.00%	36.86%	41.61%	Met
Follow-Up Appointment within 7 days of IP Hospital Discharge for MH Condition (FHD)	1,943	1,250	258	20.64%	75.08%	64.51%	Not Met
Follow-Up Appointment within 7 days of ED Visit for Substance Use Disorder (FED)	4,026	1,421	287	20.20%	38.50%	35.30%	Not Met

Impact: Client and Service User

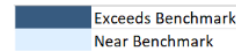
- Partnerships
 - Medicaid Incentive Measures
- Care management
 - Diversion
- Clinical Outcomes
 - Program and Client level
- Case Example(s)

Impact – ECHO Lite Items to Benchmark

Echo Lite Results

665

Respondents



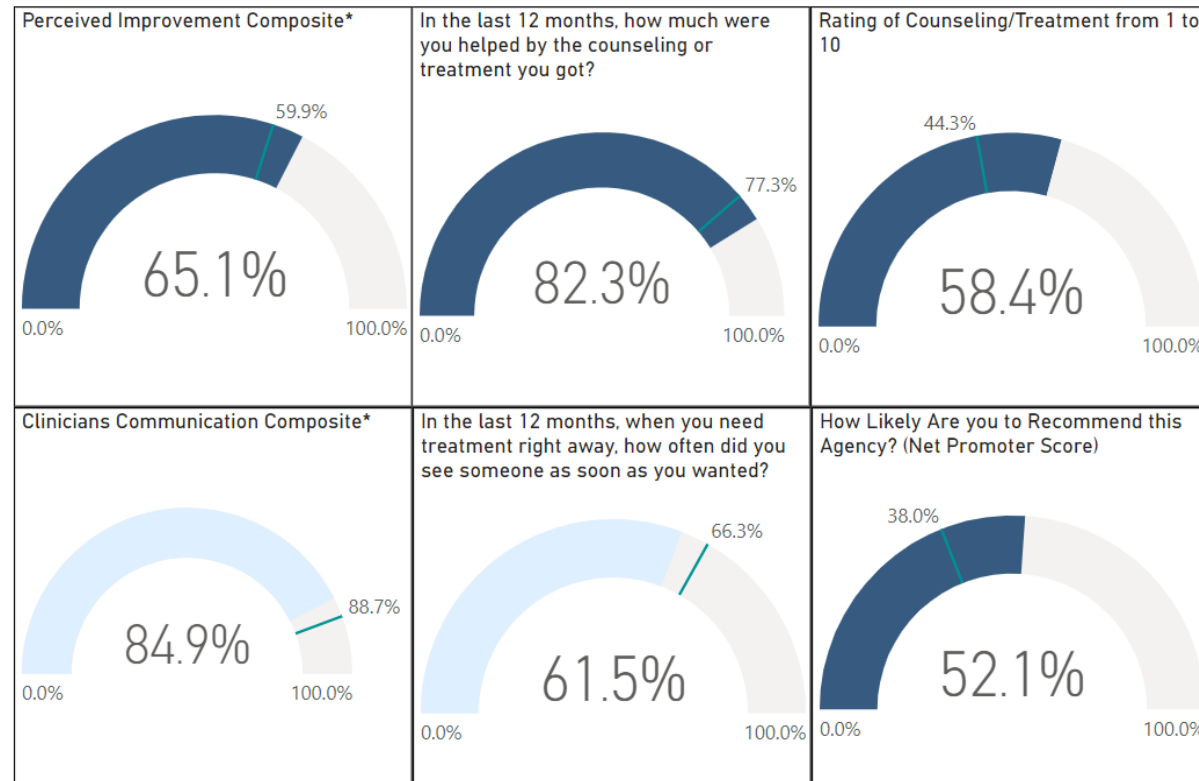
AgencyAcronym

- Select all
- JCMH
- MHP



Echo Lite Round

- Survey 1: Fall 2020
- Survey 2: Spring 2021
- Survey 3: Summer 2021
- Survey 4: Spring 2022

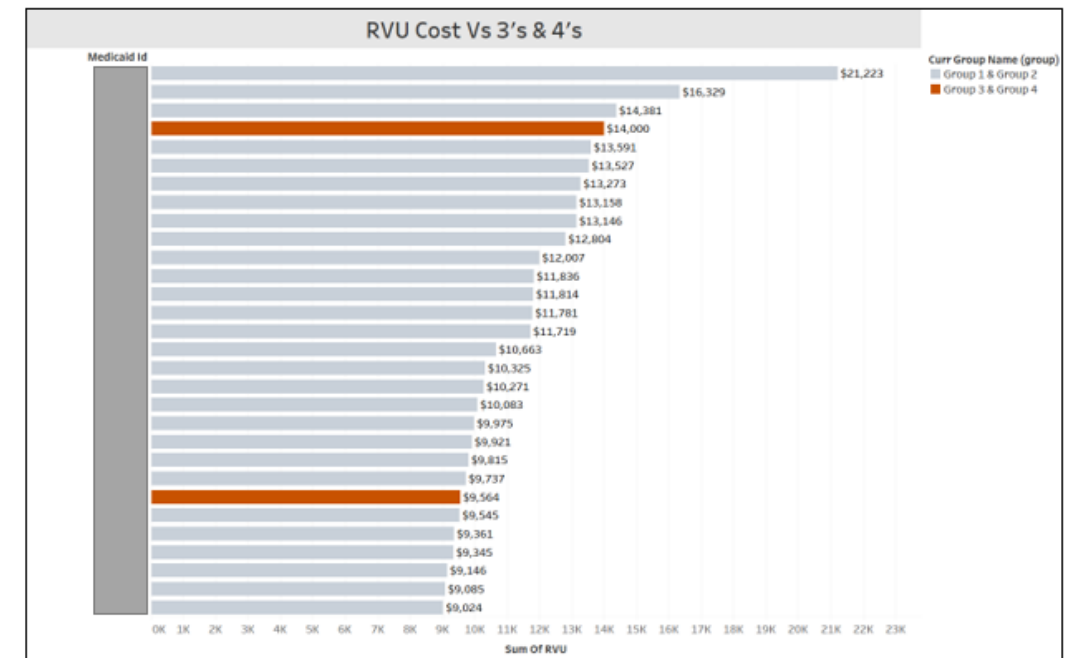
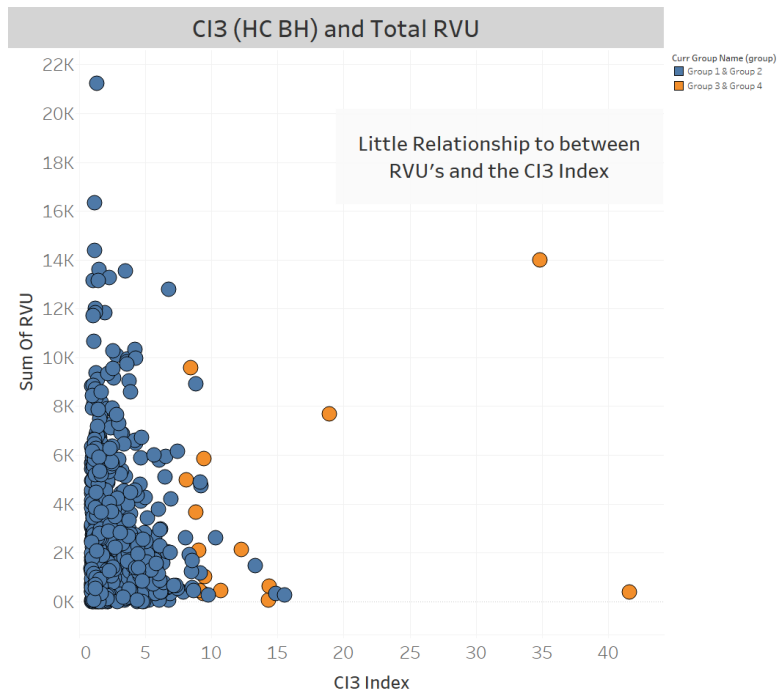


Value: Client and Organization

- Payment models
 - Go beyond fee-for-service (recall APM slide)
- Portfolio Analysis
- Utilization data
- Case Example(s)

Build Partnerships

- Provider and Payor Example – Cost of Care and Care Management
- Combine: Risk Stratification, Services, Cost, Utilization



Data Driven Step 1

– Start with what you know

Data Sources:

- Payor High Cost – Top 2%
- EHR and/or claims

Clinical impressions?

DOS Year	DOS Month	Day of Week	Srvc Code	Srvc Descr	Dx Description	EHR Service
2021	12	Wednesday	H0002	BH Screening for Program Eligibility	Bipolar disorder	1
2022	1	Thursday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1
		Monday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1
		Monday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1
	2	Thursday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1
		Wednesday	H0004	BH Individual Counseling	Bipolar disorder	1
		Friday	90832	Individual Therapy Under 52 Min	Bipolar disorder	1
		Wednesday	99215	Evaluation and Management Established Level 5	Bipolar disorder	1
		Thursday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1
	5	Monday	H2014	Skills Training and Development	Bipolar disorder	1
		Thursday	T1017	Targeted Case Management	Bipolar disorder	1
		Wednesday	T1017	Targeted Case Management	Bipolar disorder	1
						12

Step 2 – More Sources

Data Sources:

- Payor High Cost – Top 2%
- EHR and/or claims
- ER Visit data (CORHIO)
- Inpatient data (Payor)

DOS Year	DOS Month	Day of Week	Srv Code	Srv Descr	Dx Description	EHR Service	ER Admission	Inpatient Admission
2021	12	Wednesday	H0002	BH Screening for Program Eligibility	Bipolar disorder	1		
2022	1	Thursday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1		
		Monday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1		
		Monday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1		
	2	Thursday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1		
	3	Wednesday		ER Visit			1	
		Friday		Inpatient Stay				1
		Wednesday	H0004	BH Individual Counseling	Bipolar disorder	1		
		Friday	90832	Individual Therapy Under 52 Min	Bipolar disorder	1		
		Wednesday	99215	Evaluation and Management Established Level 5	Bipolar disorder	1		
		Thursday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1		
	5	Monday	H2014	Skills Training and Development	Bipolar disorder	1		
	6	Thursday		ER Visit			1	
		Thursday	T1017	Targeted Case Management	Bipolar disorder	1		
	7	Monday		ER Visit			1	
		Wednesday	T1017	Targeted Case Management	Bipolar disorder	1		
						12	3	1

Updated Clinical impressions?

Step 3 – More Variables

Data Variables:

- Payor High Cost – Top 2%
- EHR and/or claims
- ER Visit data (CORHIO)
- Inpatient data (Payor)
- General Diagnosis

Updated Clinical impressions?

DOS Year	DOS Month	Day of Week	Srvc Code	Srvc Descr	Dx Description	EHR Service	ER Admission	Inpatient Admission
2021	12	Wednesday	H0002	BH Screening for Program Eligibility	Bipolar disorder	1		
2022	1	Thursday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1		
		Monday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1		
		Monday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1		
	2	Thursday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1		
	3	Wednesday		ER Visit	Physical Health		1	
		Friday		Inpatient Stay	Behavioral Health			1
		Wednesday	H0004	BH Individual Counseling	Bipolar disorder	1		
		Friday	90832	Individual Therapy Under 52 Min	Bipolar disorder	1		
		Wednesday	99215	Evaluation and Management Established Level 5	Bipolar disorder	1		
		Thursday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1		
	5	Monday	H2014	Skills Training and Development	Bipolar disorder	1		
	6	Thursday		ER Visit	Behavioral Health		1	
		Thursday	T1017	Targeted Case Management	Bipolar disorder	1		
	7	Monday		ER Visit	Physical Health		1	
		Wednesday	T1017	Targeted Case Management	Bipolar disorder	1		
						12	3	1

Step 4 -More Granularity

Data Granularity:

- Payor High Cost – Top 2%
- EHR and/or claims
- ER Visit data (CORHIO)
- Inpatient data (Payor)
- Billing Diagnosis

DOS Year	DOS Month	Day of Week	Srv Code	Srv Descr	Dx Description	EHR Service	ER Admission	Hospital Admission	Grand Total
2021	12	Wednesday	H0002	BH Screening for Program Eligibility	Bipolar disorder	1			1
2022	1	Thursday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1			1
		Monday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1			1
		Monday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1			1
	2	Thursday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1			1
	3	Wednesday		ER Visit	Cold Exposure		1		1
					Superficial frostbite				1
					Tobacco use				1
		Friday		Inpatient Stay	Schizophrenia			1	1
		Wednesday	H0004	BH Individual Counseling	Bipolar disorder	1			1
		Friday	90832	Individual Therapy Under 52 Min	Bipolar disorder	1			1
		Wednesday	99215	Evaluation and Management Established Level 5	Bipolar disorder	1			1
		Thursday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1			1
	5	Monday	H2014	Skills Training and Development	Bipolar disorder	1			1
	6	Thursday		ER Visit	Schizophrenia		1		1
		Thursday	T1017	Targeted Case Management	Bipolar disorder	1			1
	7	Monday		ER Visit	Vitamin D deficiency		1		1
		Wednesday	T1017	Targeted Case Management	Bipolar disorder	1			1
						12	3	1	16

Updated Clinical impressions?

Care Coordination Using the Experience of Care

Considerations

- **Engagement** in Partner services. This individual with a serious mental health diagnosis received assessment, individual therapy, psychiatric, skills training, and case management services.
- **Highest cost and level of care** services. Multiple (3) ED visits and one inpatient admission support the increased cost of care for this individual.
- **Social Determinants of Health.** The first ED visit (displayed in three rows to highlight ED diagnoses) was for cold exposure, frostbite, and tobacco use. Accessing ED services on a snowy, cold Denver day (1-1.5 inches with temperatures ranging between 7- and 23-degrees Fahrenheit) suggests the individual may be experiencing challenges with housing.

Value Proposition

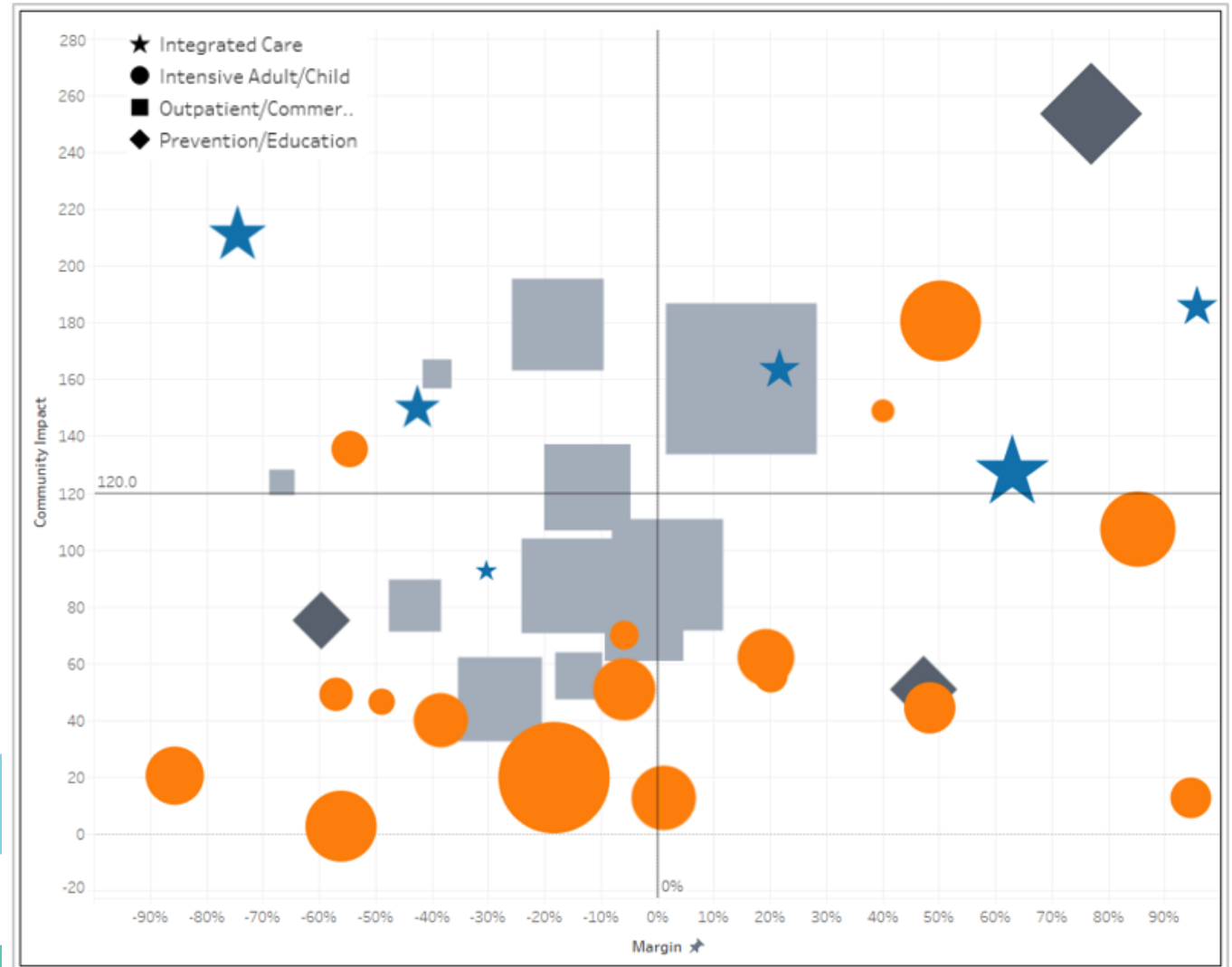
- Clinical Care management teams can identify and engage the individual with the appropriate intervention(s), such as assessment of current housing and other social determinants.
- To demonstrate value with a payor, data will be further tracked and analyzed with the identified goal of decreasing individuals cost of care, one of the quadruple aims of healthcare.

DOS Year	DOS Month	Day of Week	Srv Code	Srv Descr	Dx Description	EHR Service	ER Admission	Hospital Admission
2021	12	Wednesday	H0002	BH Screening for Program Eligibility	Bipolar disorder	1		
2022	1	Thursday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1		
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		Monday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1		
	2	Thursday	90834	Individual Therapy Under 52 Min	Bipolar disorder	1		
	3	Wednesday		ER Visit	Cold Exposure		1	
					Superficial frostbite			
					Tobacco use			
		Friday		Inpatient Stay	Schizophrenia			1
		Wednesday	H0004	BH Individual Counseling	Bipolar disorder	1		
		Friday	90832	Individual Therapy Under 52 Min	Bipolar disorder	1		
		Wednesday	99215	Evaluation and Management Established Level 5	Bipolar disorder	1		
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	5	Monday	H2014	Skills Training and Development	Bipolar disorder	1		
	6	Thursday		ER Visit	Schizophrenia		1	
		Thursday	T1017	Targeted Case Management	Bipolar disorder	1		
	7	Monday		ER Visit	Vitamin D deficiency		1	
		Wednesday	T1017	Targeted Case Management	Bipolar disorder	1		
						12	3	1

Portfolio Analysis Example

<https://www.bcg.com/en-us/about/overview/our-history/growth-share-matrix>

Community Mental Health Center Example



Putting it All Together

- Design with VBP in mind
- What is the value to the customers
 - Employer Partners
 - Employee Clients
- Metrics and benchmarks

Accessibility
<ul style="list-style-type: none">• Access• Engagement

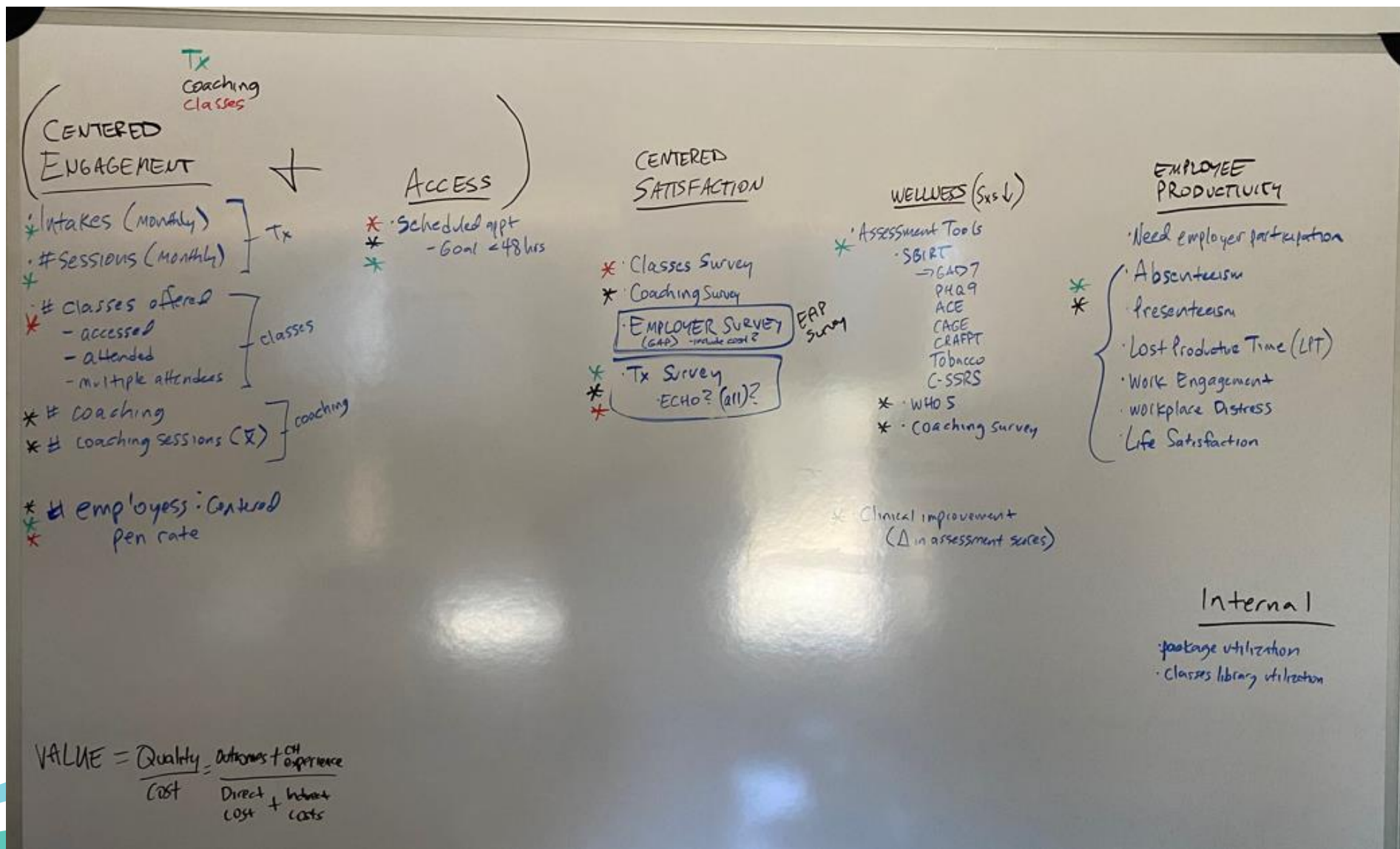
Acceptability
<ul style="list-style-type: none">• Client Satisfaction• Customer Feedback

Impact
<ul style="list-style-type: none">• Surveys• Assessment Outcomes

Value
<ul style="list-style-type: none">• Performance• Cost



How to Measure Performance: Idea Generation





Thank you

Questions