

Assessing the Innovation Center's Impact on Health System Transformation

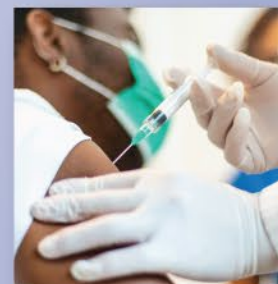
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AGENDA

- Building the Value-Based Care Landscape
- Innovation Center Models and Care Delivery Changes: Themes
- Provider Tactics to Transform Care Delivery: Cross-Model Analysis
- Accelerating Health System Transformation: Opportunities Ahead

CMS Innovation Center Strategic Refresh



A HEALTH SYSTEM THAT ACHIEVES EQUITABLE OUTCOMES THROUGH HIGH QUALITY, AFFORDABLE, PERSON-CENTERED CARE

DRIVE ACCOUNTABLE CARE

A red hexagonal icon containing a white medal with a checkmark inside a circular seal, symbolizing achievement and accountability.

ADVANCE HEALTH EQUITY

An orange hexagonal icon showing two stylized human figures on a scale, with an equals sign between them, representing health equity.

SUPPORT INNOVATION

A purple hexagonal icon featuring a glowing lightbulb with rays emanating from it, symbolizing ideas and innovation.

ADDRESS AFFORDABILITY

A green hexagonal icon showing a stack of US dollar bills, representing financial aspects and affordability.

PARTNER TO ACHIEVE SYSTEM TRANSFORMATION

A blue hexagonal icon depicting two hands shaking in a firm grip, symbolizing partnership and collaboration.

Building the Value-Based Care Landscape

In the last decade, the CMS Innovation Center launched over 50 model tests in the areas of:

- Advanced primary care, episode-based care, accountable care, state-based transformation efforts, and for specific populations

Value-based care has grown since 2011, with an emphasis on accountable care moving forward

- 44% of Traditional Medicare beneficiaries enrolled in Parts A and B are in a care relationship with providers accountable for quality and total cost of care.
- Two-sided risk APMs comprised 19.6% of payments made to providers during CY 2021¹



Measuring Success

Expansion means the model met or will meet the measure of success as defined by the statute

- But not all the models that have been expanded or certified are the ones that had the most transformative impacts for patients and providers,
- And the impact of Innovation Center model tests on the health system go beyond certification for expansion

Value-based care models...

- Support innovation
- Enable quality improvement
- Improve equity

In the next decade, the Innovation Center also aims to assess the impacts of value-based care models on:

- Providers and care delivery
- Beneficiaries
- And health care markets





Innovation Center Models and Care Delivery Changes: Themes

Noemi Rudolph



Key Insights

Quality in our models is complex

Includes multiple measures and perspectives



Models can impact quality:

- Of care delivery
- Among certain beneficiaries and participants

Quality strategy considers diverse array of data and perspectives

Balances within- and across-model purposes



Quality in our models is complex

Theory of action is really a theory of chain reaction

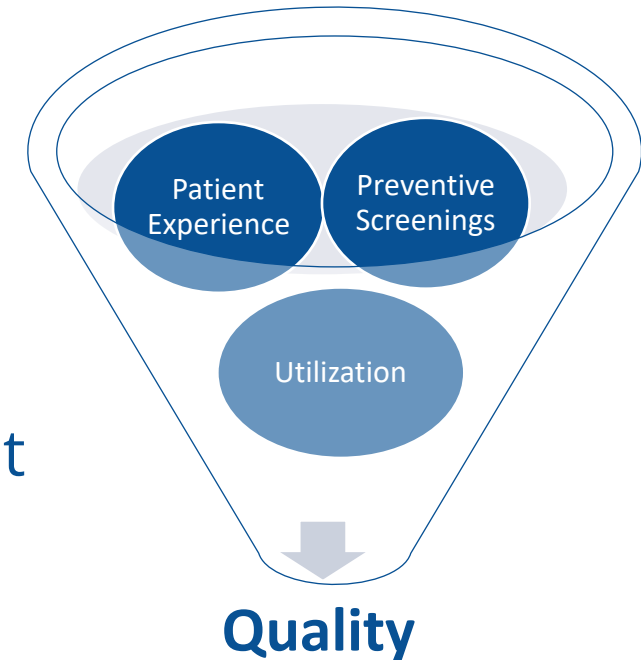
Quality is reflected in mediating delivery changes

Quality is more complicated to measure than cost

Multiple measures moving in different directions and at different rates

Singular focus on certification may overshadow quality

Limits identification of care delivery changes



Quality via care delivery

Models use financial incentives to drive practice transformation

In some cases, performance payments directly tied to care delivery improvements



Incentives may also drive intermediate utilization changes



Behind-the-scenes delivery supports

Increased collaboration among providers

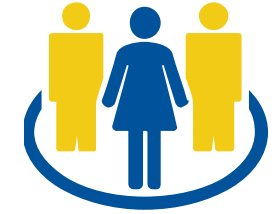


Performance improvement via data sharing and analytics

Value-based mindset of models as opportunities to test strategies that can be leveraged elsewhere



Differential impacts on quality



Quality may vary for beneficiary subpopulations

Gains may be associated with specific participant characteristics

High performers may realize quality improvements even if no overall impact is found



Case Study: Comprehensive ESRD Care Model

Increased (net) cost; improved delivery processes and utilization

Chain reaction of care transformation

- ✓ Improve dialysis access
- ✓ Attend to vascular access
- ✓ Strengthen preventive care

Improved utilization outcomes

- ✓ Increased outpatient dialysis sessions and phosphate binder adherence
- ✓ Reduced hospitalizations and readmissions, opioid overuse, & catheter use

Differences among underserved beneficiaries

- ✓ Stronger effects for hospitalizations for Black & Hispanic beneficiaries, as well as dual eligible beneficiaries



Balancing competing priorities

Integrating formal measures alongside more experiential data

Capture what quality means to providers and beneficiaries, as well as broader systems



Aligning quality strategy within and across models

Appealing to speak to quality impact of entire portfolio, but impact is more likely found in model-specific measures

Provider Tactics to Transform Care Delivery: Cross-model Analysis

Kate Davidson



Understanding What Drives Model Success

Wide-spread adoption of change activities that leverage payment flexibility and facilitate improved care delivery

Use of driver diagrams to enhance learning and support within and across models

Use of current and systematic learning data to guide mid-model changes and future model development



Our Process



To learn from the models, we:

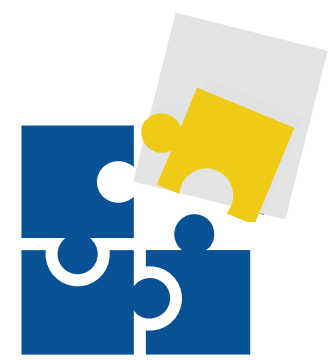
- Assessed tactic adoption within each model
- Looked for commonalities in tactic adoption across models
- Shared insights and recognized limitations

Initial analysis focused on certain/specific models:

- Comprehensive Primary Care Plus (CPC+)
- Bundled Payments for Care Improvement Advanced (BPCI-A)
- Oncology Care Model (OCM)



Care Delivery Change Tactics – Risk Stratification and Access



- **Risk stratification processes to identify high-risk beneficiaries and target services to mitigate risk**
- **Enhanced access using multiple tactics, including**
 - 24/7 access to care informed by the electronic health record
 - Increased same day/next day availability
 - Telehealth



Care Delivery Change Tactics – Coordination and Quality Improvement

- **Care coordination by**

- Optimizing discharge processes,
- Promoting seamless transitions of care, and
- Ensuring timely follow-up after ED visits and hospitalizations



- **Integrating continuous quality improvement guided by**

- Regular team-based data review
- Operational and administrative metrics, and
- Quality measure performance



Accelerating Health System Transformation: Opportunities Ahead



Conclusions

Over the last decade, the Innovation Center has had meaningful impacts on the health system

Moving forward, the CMS Innovation Center needs to systematically:

- Capture which interventions and delivery system reforms work
- Study these changes more intentionally to understand why they work
- Disseminate the impacts of models on beneficiaries, providers, and health care markets



Opportunities Ahead

The CMS Innovation Center is considering a number of questions as it seeks to enhance and evolve its learning and evaluation approaches to accelerate health system transformation:

- How can the Innovation Center expand its use of evaluation methodologies to assess the impacts of delivery system changes?
- How can learning systems support model participants and also generate cross-model learnings?
- What are the most effective ways to disseminate promising delivery system changes?

