Using Data to Understand & Improve Program Performance

*Introduction & Disclosures*

**Current Employment**
- SME contractor to ONC Resource Center supporting states with their HIT & Data strategies
- SME contractor to Deloitte supporting CMMI with data sharing & alignment strategies for CPC+
- CMO Privis Health, a population health company providing consultative services and a Care Management platform

**Previous Employment**
- Executive Director, Vermont Blueprint for Health (2007-2016). A statewide, community oriented, PCMH and population health program.
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Session Objectives

Objectives: The purpose of this session is an interactive discussion about strategies for evaluating state policy initiatives including:

- Framework for planning and evaluating readiness
- Importance of foundational elements & technical capabilities
- Leveraging available data sources
- Ingredients for effective use of measurement to guide change
## Using Data to Understand & Improve Program Performance

### Evaluating Readiness & Planning

<table>
<thead>
<tr>
<th>Technical Capabilities</th>
<th>Foundational Elements</th>
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<tbody>
<tr>
<td>Analytics Services</td>
<td>Business Reason</td>
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<tr>
<td>Expenditure Reporting</td>
<td>Policy</td>
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<tr>
<td>Data Quality &amp; Risk Adjustment</td>
<td>Legal Agreements</td>
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<td>Data Extraction</td>
<td>Governance</td>
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<td>Utilization Reporting</td>
<td>Financing</td>
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<td>Quality Measure Reporting</td>
<td>User Support / Learning Network</td>
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<td>Data Aggregation &amp; Transformation</td>
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<td>Provider Directory &amp; Attribution</td>
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<td>Consent Management</td>
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Adapted from ONC Health IT-Enabled Quality Measurement Strategic Implementation Guide 2017
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Use Cases for Data & Information

- Decision Support
  - Risk stratification
  - Empanelment
  - Gaps in care
  - Event notification

- Care management & population health
  - Identifying priorities and target populations
  - Identifying individuals with complex needs
  - Planning services, outreach, prevention, & coordination
  - Monitoring progress

- Evaluation and program impact
  - Comparative performance across settings (variation, drivers)
  - Planning and monitoring ongoing quality improvement
  - Evaluating program impact
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Evaluating Readiness & Planning

- **Business Case**: Evaluate stakeholders' priorities and motivation for data sharing and data use
  - Outcome: adequate

- **Governance**: Evaluate structure for oversight, decision making & accountability
  - Outcome: adequate

- **Policy & Legal**: Evaluate policy & legal levers that support or inhibit data sharing and data use
  - Outcome: adequate

- **Financing**: Evaluate financing available to support planning, technology, and services
  - Outcome: inadequate

Planning and implementation to strengthen foundational components
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Comprehensive Primary Care Plus Example
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Comprehensive Primary Care Plus Example

1. **Business Reason** - The majority* of CPC+ payer(s) in a region embrace the value of sharing claims data to support CPC+ practice transformation and have committed to sharing claims data to be used for aggregation and measurement.

2. **Governance** - An organized decision making group is in place that includes the majority* of CPC+ payers with the ability to authorize sharing and use of claims data for CPC+.

3. **Policy** - There is no evidence of policy or legal issues that will prevent data aggregation and use in support of CPC+ practice transformation.

4. **Financing** - Active financing mechanism(s) are in place to support data aggregation and use in support of CPC+ practice transformation.

5. **Legal Agreements** - Aggregator has Business Associate Agreements (BAAs) in place with practices and contracts in place with payers which demonstrate the chain of consent and/or legal agreements that allows for claims (and if in scope, clinical) data aggregation across a majority* of CPC+ payers and practices.

6. **End User Support/Learning Network** - Technical support is in place for end users and a plan is in place for aggregator participation in CPC+ national and regional learning activities.

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
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<tbody>
<tr>
<td>0</td>
<td>No plan in place</td>
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<tr>
<td>1</td>
<td>In planning phase</td>
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<tr>
<td>2</td>
<td>Implementing</td>
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<tr>
<td>3</td>
<td>Operational at limited scale</td>
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<tr>
<td>4</td>
<td>Operation at scale (less than 1 year)</td>
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<tr>
<td>5</td>
<td>Operational at scale (more than 1 year)</td>
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Comprehensive Primary Care Plus Example
States have a vested interest to develop a data infrastructure that can be used to improve the health and well being of citizens, support APMs and delivery system reforms, and improve control of healthcare costs.

States can function as a neutral convener, and work across provider organizations, payers, and stakeholders to support public interests, including development of a data infrastructure as a utility.

States are uniquely positioned to use matching federal dollars to develop a data infrastructure that can be used to support health system advancements.

States maintain unique data systems with social, economic, and other risk factor data that could be used to fuel a more complete health system.

States claims data (Medicaid, APCD) can be leveraged for measuring program performance, and for guiding operations and ongoing improvement (learning system).
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Leverage State Data Sources for Measurement

Provider Registry
Clinical Registry
BRFSS Data
CAHPS Data
Corrections data
Other?

Onpoint Health Analytics

Claims data from APCD

- Process data sets
- Check data quality
- Address data gaps
- Link data sets
- Analytics
- Reporting

Measurement
- Utilization
- Expenditures
- Unit Costs
- Quality
- Patient Experience
- Social, Economic, Behavioral
- Variation & Associations

Products
- Practice Profiles
- HSA Profiles
- Hub & Spoke Profiles
- Learning System Activities
- Performance Payments
- Program Impact & Publications
- Predictive Models
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Summary

- Use a structured approach for engagement, planning, & readiness
- Identify priority use cases including core measures & data elements
- Establish a meaningful stakeholder group for decision making
- Provide actionable information to support operations & performance
- Display comparative performance, highlight variation & drivers
- Support learning activities & use of information to drive operations
- Evaluate and report program impact, culture of transparency
- Build a culture of ‘data use’ to guide programs