

# Rocky Mountain Health Plans Practice Transformation

*Talent. Tools. Tenacity.*



SERVICES  
SUITE



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[RMHPCOMMUNITY.ORG/PRACTICE-TRANSFORMATION](https://rmhpcommunity.org/practice-transformation)

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## Facilitating transformation

Giving practices the support they need, where they need it, when they need it

*The Rocky Mountain Health Plans Practice Transformation Team offers a suite of services that support practices as they develop the competencies to show value through delivery of advanced primary care.*

The inevitable move to high-value primary care and the attendant changes in reimbursement, reporting, health IT use, etc., can leave physicians overwhelmed and threaten their ability to simultaneously provide care for patients and transform their practices.

For more than 16 years, the Practice Transformation Team at Rocky Mountain Health Plans (RMHP) has fostered relationships with clinicians, helping them provide patient-centered, coordinated, team-based care to the residents of Western Colorado.

Participating practices show a slower rate of annual trended cost increases in both Medicaid and commercial lines of business compared to non-participants.

The RMHP team provides a suite of evidence-based tools and the talent, including Quality Improvement Advisors, Clinical Informaticists and Integrated Behavioral Health Advisors. The result: Practices advancing toward the Quadruple Aim:

Practice transformation requires talent, tools and tenacity. Primary care practices in Western Colorado have the tenacity. Rocky Mountain Health Plans has the tools. Both have the talent.

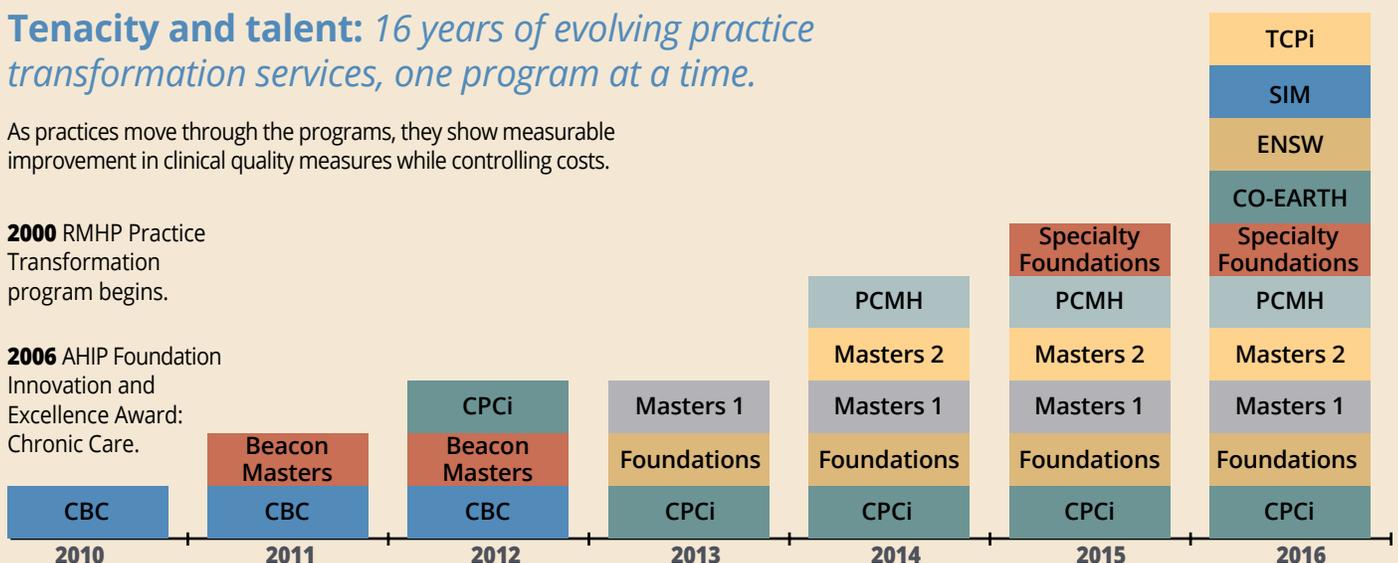
- Improve the health of the populations they serve—better patient outcomes;
- Enhance the patient experience of care (including quality, access and reliability);

## Tenacity and talent: 16 years of evolving practice transformation services, one program at a time.

As practices move through the programs, they show measurable improvement in clinical quality measures while controlling costs.

**2000** RMHP Practice Transformation program begins.

**2006** AHIP Foundation Innovation and Excellence Award: Chronic Care.



- Control the per-capita cost of care;
- Improve clinician satisfaction.<sup>1</sup>

As practices move toward the Quadruple Aim, they are better prepared for value-based reimbursement.

## Tailored, evidence-based approach

RMHP's approach to practice transformation succeeds because it's based on practice and community needs while maintaining close alignment with state and federal transformation programs.

Participating primary care practices advance through curricula based on engaged leadership, data-driven improvement, empanelment, team-based care, patient-team partnership, population management, continuity of care, prompt access to care, comprehensiveness and care coordination, and integration.<sup>2</sup>

The destination is the same—advanced primary care—but each practice is unique. The RMHP team takes the time to better understand the practice, its workflow and its goals. It then develops a customized, hands-on approach to meet those specific needs. Because practices—and practice team members—are different, RMHP offers a variety of training modalities, designed to fit each learning style.

Experts guide the practice each step of the way, providing the tools necessary for success, whether it's integrating new technologies or effectively collecting and reporting results.

<sup>1</sup> Bodenheimer T, Sinsky C. From triple to quadruple aim: care of the patient requires care of the provider. *Ann Fam Med.* 2014 Nov-Dec;12(6):573-6.

<sup>2</sup> Bodenheimer T, et al. "The 10 building blocks of high-performing primary care." *Ann Fam Med.* 2014;12(2):166-171.

## BY THE NUMBERS

*Practice Transformation Team at Rocky Mountain Health Plans*

- 90** Practices touched over the years
- 72** Programs deployed in practices
- 60** Practices, mostly primary care, currently active; some are involved in multiple programs
- 59%** Practices completing the transformation pathway, with more nearing completion
- 17** Team members

RMHP's step-wise approach to transformation gives physicians and their teams the opportunity to fundamentally redesign their practices and prepare for value-based payments while achieving the Quadruple Aim.

## The tools: One-stop shop for transformation

Participating practices receive educational support *tailored to their particular needs and learning goals.* These include

- **Face-to-face practice coaching:** Quality Improvement Advisors and Clinical Informativists meet with practice staff onsite to coach, train and share resources.
- **Learning collaboratives:** These day-long, face-to-face learning opportunities feature noted subject-matter experts and thought leaders. They also give practices the opportunity for peer-to-peer learning.

### LEGEND

**Colorado Beacon Consortium (CBC)** was a three-year federal program

demonstrating how strengthening local HIT infrastructure supports improvements in the quality and efficiency of health care.

**Comprehensive Primary Care initiative (CPCi)**, offered through the CMS Innovation Center, is a four-year multi-payer initiative to strengthen primary care. The RMHP practice transformation team serves as regional faculty for Western Colorado.

**Foundations/Specialty Foundations** is an introductory level course in which participants learn basic QI skills at the practice level.

**CO-EARTH (CO**lorado is **E**xpanding **A**ccess to **R**ural **T**eam-based **H**ealthcare) is a rural practice transformation, integrated behavioral health program.

**PCMH recognition**—Objective: Level 3 NCQA recognition.

**Masters**—Level 1 practices focus on care management of high-risk patients and coordination of care across the medical neighborhood. Level 2 practices expand on this and incorporate patient experience measures.

**Foundations Specialty Program** is an introductory level course for specialty practices. Participants learn basic QI skills to improve, develop and/or implement skills, processes and infrastructure.

**Evidence NOW Southwest (ENSW)** builds strong primary care practices able to implement new evidence-based interventions, initially focusing on cardiovascular risk reduction.

**Colorado State Innovation Model (SIM)** facilitates the evolution to comprehensive primary care models that include behavioral health integration.

**Transforming Clinical Practice Initiative (TCPI)** prepares clinicians to be successful with new payment models that require new approaches to care delivery, effective care coordination and demonstrated value.

## Advanced primary care

The RMHP Practice Transformation pathway successfully moves primary care practices toward delivery of advanced primary care. Practices that complete the RMHP pathway *and* an additional capstone program (e.g., NCQA PCMH recognition) or are in good standing in the Comprehensive Primary Care initiative are considered an advanced primary care practice.

As of 2016, 59 percent of participating practices had become advanced primary care practices.

Additionally, webinars, content-specific modules, clinical quality measure (CQM) tool kits and an extensive library of templates, tools and other resources are available to practices. These elements all work together. From health IT support to guidance on advanced primary care delivery, it's all part of the move to providing value.

RMHP is a resource *for* and provides resources—tools and talent—to the larger community.

### The talent: RMHP's brain trust

Practices have access to the 17-member multi-disciplinary Practice Transformation Team; the team includes a physician, a PhD behavioral health expert, RNs, MBAs and IT experts with advanced degrees. Their job is to guide and support practices as they step up to advanced primary care.

The 10 Quality Improvement Advisors and three Clinical Informaticists are deployed to practice sites to provide hands-on guidance to practices, helping them stay on task and report data so they can achieve their own goals.

- Clinical Informaticists assist practices with optimizing health IT and the use of EMRs and data mapping, data reports, report building, registries and other tasks. They provide face-to-face coaching on the meaning and application of the practice's data.
- Quality Improvement Advisors provide hands-on support to in workflow analysis, efficiency, effectiveness and other areas. They also teach quality improvement techniques.

- The Integrated Behavioral Health Advisor helps practices develop the skills, processes and infrastructure support the delivery of integrated behavioral health in primary care settings.

### Proven results: A stairway to success

The evidence supports the value of practice transformation<sup>3</sup> and the step-wise approach RMHP takes.<sup>4</sup> RMHP's own experience also attests to this success:

- Participating practices show a slower rate of annual trended cost increases in both Medicaid and commercial lines of business compared to non-participants.
- Glowing practice testimonials are evidence that practices are implementing components of the Quadruple Aim.
- Six key CQMs<sup>5</sup> improve as practices advance toward advanced primary care status.
- Practices improved on crucial medical functions of the patient-centered medical home.

<sup>3</sup> Knox L, et al. Developing and Running a Primary Care Practice Facilitation Program: A How-to Guide AHRQ December 2011.

<sup>4</sup> Bodenheimer T, et al. "The 10 building blocks of high-performing primary care." *Ann Fam Med*. 2014; 12(2):166-171.

<sup>5</sup> Depression screening and follow up; adult BMI screening and follow up; diabetes HbA1c control; tobacco screening and cessation; breast cancer screening; colorectal cancer screening

#### For more information:

- 📞 Cynthia Mattingley RN, BSN manager, practice transformation, at 970.254.5752
- ✉ Email: [cynthia.mattingley@rmhp.org](mailto:cynthia.mattingley@rmhp.org)
- 🐦 Follow us on Twitter: @rmhpcommunity
- 🌐 [RMHPCOMMUNITY.ORG/PRACTICE-TRANSFORMATION](http://RMHPCOMMUNITY.ORG/PRACTICE-TRANSFORMATION)



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