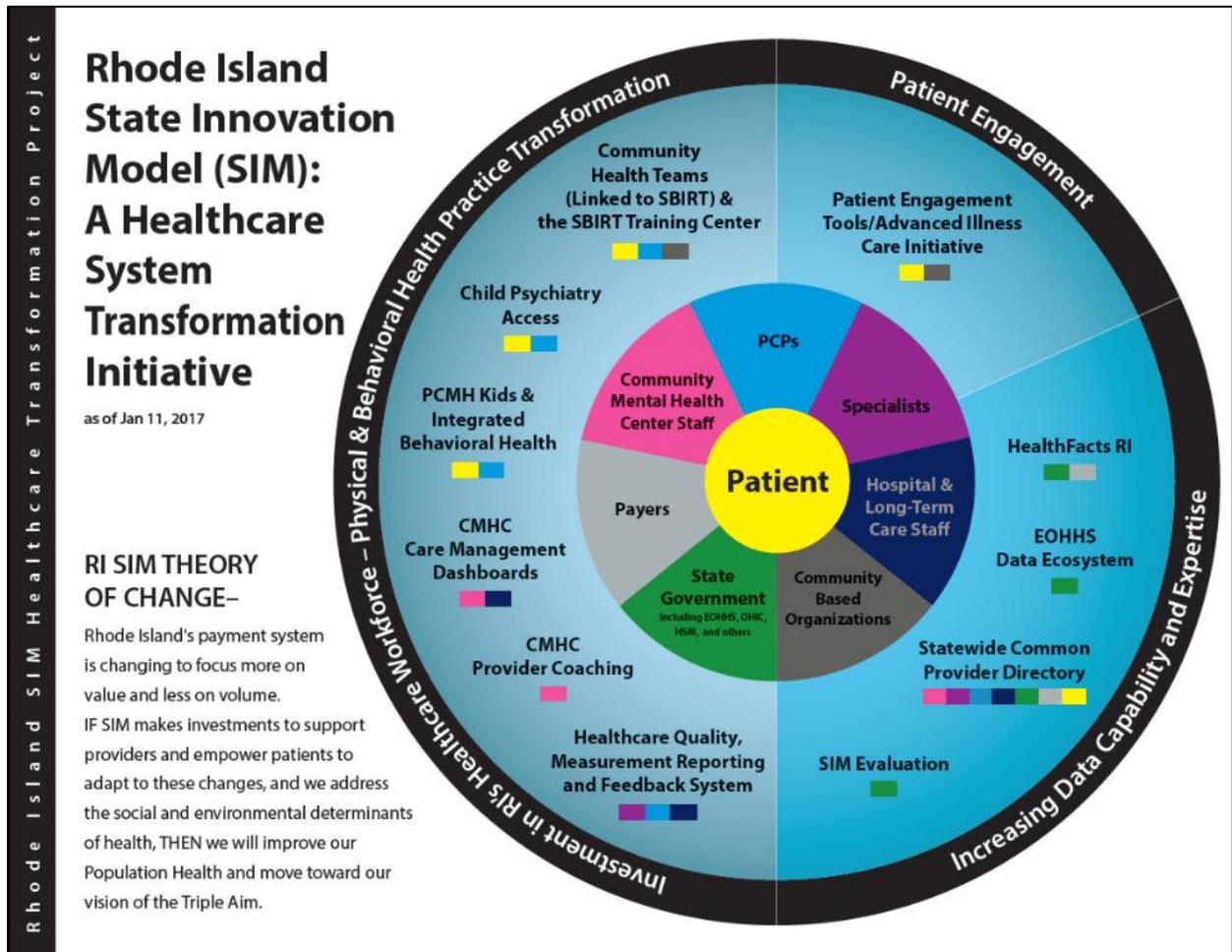


SIM Quarterly Vendor Meeting

Excerpt from the SIM Operational Plan, May 2017

Figure 3: Rhode Island SIM Transformation Wheel



SIM Health Transformation Strategies

SIM's approach to healthcare system transformation combines aspiration and pragmatism, as we align the state's current move away from fee-for-service to value based purchasing with practice transformation and a focus on integrated population health. Rhode Island's SIM Test Grant is built on the premise that transitioning to healthcare payment models that reward value, as opposed to volume, and incentivize providers to work together, is a necessary step toward **building a sustainable healthcare delivery system that reaches the following outcomes:**

- Promotes high quality, patient-centered care that is organized around the needs and goals of each patient;
- Drives the efficient use of resources by providing coordinated and appropriate care in the right setting; and

- Supports a vibrant economy and healthy local communities by addressing the physical and behavioral health needs of residents, including an awareness of the social determinants of health.

To achieve these outcomes, we have identified three key strategies, listed below. Our practice transformation funding supports efforts to link payment to outcomes. We invest in infrastructure both through our health information technology projects and our workforce strategic plan. Finally, we are committed to improving Rhode Island’s population health, especially in seven key focus areas described in depth in our [Integrated Population Health Plan](#) (beginning on page 101). Our SIM budget limitations mean that we were not able to budget as much money in projects to address population health as we did in infrastructure projects.

This has encouraged us to find more creative ways to carry out these activities, leading to our Integration and Alignment project. By identifying ways that state departments were already undertaking population health improvements, we have been able to spark collaborations that leverage people and dollars both inside and outside state government. Details of these three strategies are woven throughout the SIM Operational Plan.

Figure 4: SIM Health Transformation Strategies



End State Vision of Transformation

The following core elements of Rhode Island’s Healthcare Delivery System Transformation Plan provide a roadmap for achieving the strategies listed above.

1. **Coordinated and aligned approaches to expanding value-based payment models in Medicaid and commercial insurance through state purchasing and regulatory levers.** Rhode Island has adopted the goal of having 50% of commercial and Medicaid payments under an Alternative Payment Model (APM) by 2018, and 80% of payments linked to value.
2. **Support for multi-payer payment reform and delivery system transformation with investments in workforce and health information technology.**

- i. *Investment in practice transformation & development of the healthcare workforce:* These investments in training, coaching, and technology improvements aim to add to the skills and resources of the providers working within a transforming health system. This is the largest set of investments, with a proposed budget of \$7.1 million.
 - ii. *Patient engagement:* In order to ensure that patients receive the greatest value from payment reform changes, and that they are maximally engaged in positive health behaviors including self-advocacy, SIM is investing \$2.2 million to provide patients access to tools that increase their involvement in their own care.
 - iii. *Access to increased data capacity and expertise:* Rhode Island's healthcare community agrees that we are not using data as effectively as we could be – and that we lack both standardized data collection, and training of staff responsible for collecting, inputting, and analyzing the data. SIM is investing \$5.3 million in this data capability pillar to help tie data to quality and outcome improvements.
3. **Significant stakeholder engagement** in policy development and SIM investment decisions through the SIM Steering Committee, SIM Workgroups and agency-specific advisory groups. In Rhode Island, healthcare delivery system transformation is a public-private partnership.
4. Fidelity to our State Health Improvement Plan to ensure that transformation is aligned with our vision of **improved integrated physical and behavioral health** for the state's residents, especially in our eight health focus areas.
5. A Multi-Sector/Multi-Agency Approach. One of SIM's main strategies is to reach **a new level of alignment and integration of our existing healthcare innovation initiatives with each other, and with new SIM-funded activities.** This is allowing us to build on current achievements, expand the reach of these initiatives, avoid duplication of funding, and, we expect, save money. The *SIM Integration and Alignment Initiative* aims to maximize impact of public and private investments by building goal directed, sustainable partnerships that we believe will ultimately cultivate a transformational culture of collaboration in Rhode Island.

By the end of the grant period, we aim to produce marked improvements in health care quality, affordability, and population health. Indicators of success will be transformed provider practices poised to succeed under value-based payment arrangements, a capacity to use data more effectively and creatively to make change and monitor system performance, more empowered patients (and families) who act as agents in their care, and a health care system that operates *as a system* and delivers whole person care centered around the goals and needs of each patient.