Health Care Innovation Challenge:
Effective Project Design

Webinar 2

December 6, 2011

Agenda

Introduction

Andrew Shin JD, MPH, *Stakeholder Engagement Group*

Summary & Overview

Dorothy Frost Teeter MHA, *Senior Advisor to Policy and Programs Group*

I. Framing the Narrative

Joe McCannon, *Senior Advisor to the Administrator & Group Director for Learning & Diffusion*

II. Awardee Selection Process & Selection Criteria

Mark Wynn, *Medicare Demonstrations Group*

III. Project Oversight and Support

Dorothy Frost Teeter

IV. Other Information

Andrew Shin

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Health Care Innovation Challenge

An open solicitation to identify a broad range of innovative service delivery/payment models in local communities across the nation.

- Looking for models that **accelerate system transformation** towards better care, better health and lower costs through improvement
- Looking for models that can be **rapidly deployed within six months** of award
- Specific focus on identifying models that will train and develop the **health care workforce of the future**

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Measures of Success

Better health care - Improve individual patient experiences of care

Better health - Focus on the overall health outcomes of populations

Reduced costs - Lower the cost of care for Medicare, Medicaid and CHIP beneficiaries

A successful **Operational Plan** will drive three-part aim outcomes

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Award Information

Funds will be awarded through **cooperative agreements**

- Funding Opportunity Announcement (FOA) released on November 14, 2011
- 2 planned award cycles (March 2012, August 2012)
- Awards expected to range from $1 million - $30 million

Key Dates: 1st Cycle Award Process	
Date	Award Process
December 19, 2011	Letter of Intent by 11:59 pm EST
January 27, 2012	Application Due Electronically by 11:59 pm EST
March 30, 2012	Awards Granted to Selected Applicants
3-years from Award date	End of Period of Performance

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FAQs re: Eligibility

*Not an Exhaustive List

Eligible Organizations Include

- For-profit organizations
- Not-for-profit organizations
- More than one application from same entity
- Local governments
- Applicants participating in other CMS programs
- State universities and state-owned hospitals are eligible

Ineligible Organizations

- States or state agencies

Ineligible Projects

- Projects duplicating or augmenting current CMS demonstrations or programs
- Funding for clinical trials of drugs/devices
- Refunding prior funding cuts

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Health Care Innovation Challenge Webinars

November 17, 2011	Webinar 1: Overview of the Innovation Challenge	• Goals and objectives of the Innovation Challenge • Summary of FOA • Award Information
December 6, 2011	Webinar 2: Effective Project Design	• Application Narrative • Awardee Selection Process & Criteria • Project Oversight and Support
December 13, 2011	Webinar 3: Measuring for Success	• Demonstrating measurable Better Health, Better Care, and Reduced Costs • Operational Plan

*Slides and webcast posted at innovations.cms.gov

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Webinar 2 Overview

	I. Framing the Narrative	II. Selection Criteria and Review Process	III. Project Oversight and Support
Learning Objectives	• Defining Program Goals • Theory of Change • Population Targets • Identifying Partners • Strategy and Workplan	• Selection Criteria • Awardee Selection Process	• Project Oversight • Project Support • Learning and Diffusion
FOA Reference	• FOA IV. iv. Application Narrative, Section 1-4, p. 18	• FOA V.1. Criteria, p. 26 • FOA V.2. Review and Selection Process, p.28	• FOA VI. 4. Reporting, p. 31 • FOA I. 4. 4. Learning & Diffusion, p. 8

*Slide presentation will be followed by a **Questions & Answers** session.

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Illustrative Examples

Example A: Acme software company aims to reduce childhood obesity and asthma rates in a community.

Example B: General hospital aims to reduce preventable emergency dept admissions for frail elderly citizens in their community.

Example C: A formed community collaborative of faith and community-based organizations, local health systems and providers aims to reduce hospital admissions due to mental health emergencies in their community.

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I. Framing the Narrative

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How Do You Tell Your Story Effectively?

Know your story…

- What might you take into consideration as you prepare?
- How might you best communicate your plan?

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What is Your Aim?

Crisp aims matter…

- What is your target population?
- What will you accomplish? By when?
- Do you have SMART aims (specific, measurable, aspirational, realistic, timed)?
- Are there tacit aims that you ought to make more explicit?

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How Will You Build a Will for Change and Leverage Partnerships?

Commitment from relevant leaders and engagement of local stakeholders is crucial…

- Have you secured commitment to aims and ongoing involvement from key leaders?
- Are all key stakeholders – including patients and families – at the table? Is their role nominal or meaningful?
- How will you divide responsibilities and work together?

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What is the Evidence Base for Your Idea?

Clear assessment of the evidence base (degree of confidence) for the proposed innovation is helpful…

- What is the pre-history of the work you propose?
- What is your degree of confidence in the innovation in question?
- What is the evidence in the peer-reviewed literature?

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What is Your Intervention?

Effective application of new ideas requires thoughtful, robust design…

- Is the innovation or practice you seek to introduce or spread clearly beneficial?
- Is there local demand?
- Is it easy to introduce? Complex?
- How long will it take to start work and see progress?

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What is Your Theory of Change?

It is important to make explicit hypotheses about how change will happen…

- What are your primary strategies for driving change?
- How much time, proportionally, will you invest in each?
- What specific tactics will you use to drive better practice?
- How will you configure and deploy your workforce to best achieve your aims?

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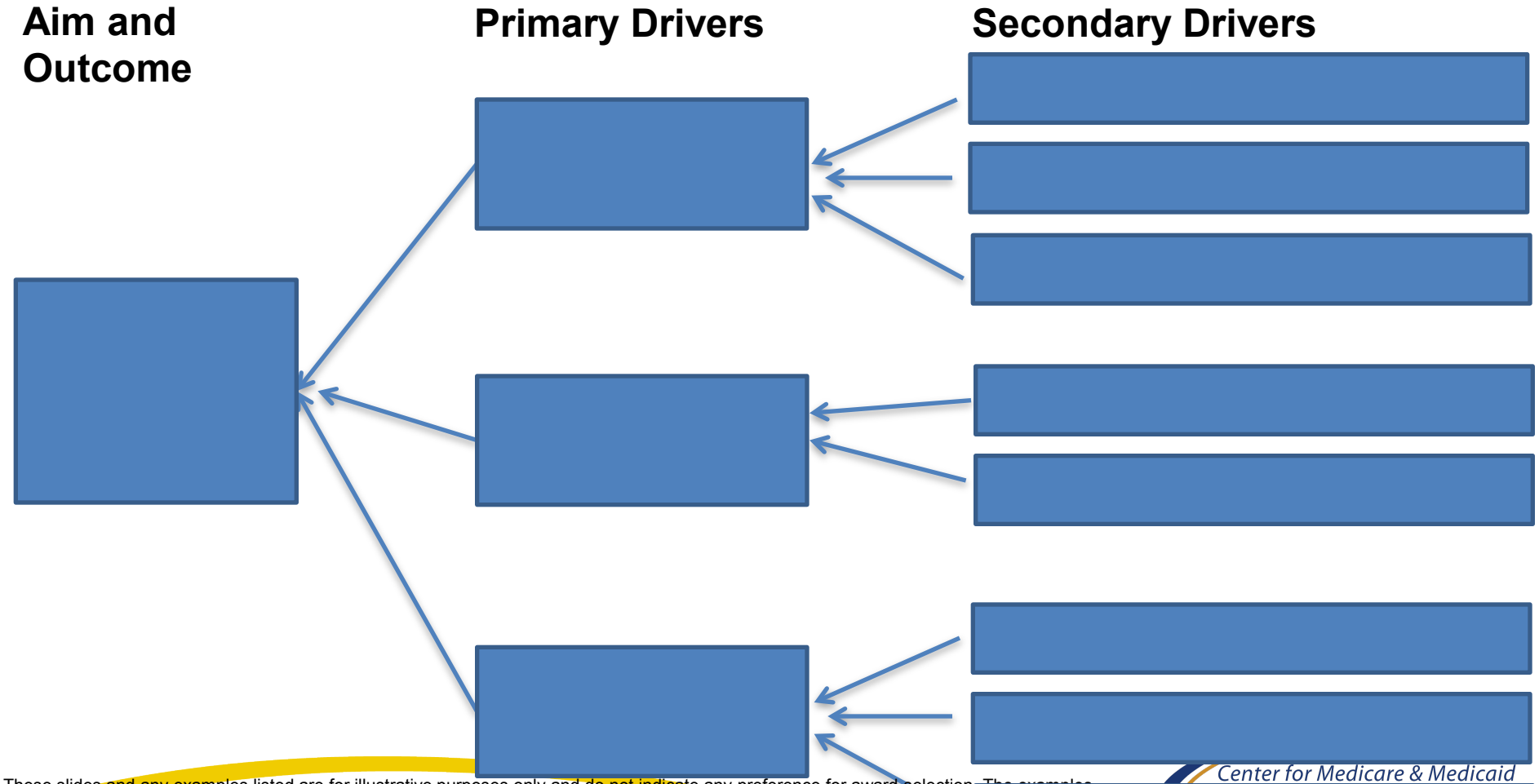
A Driver Diagram



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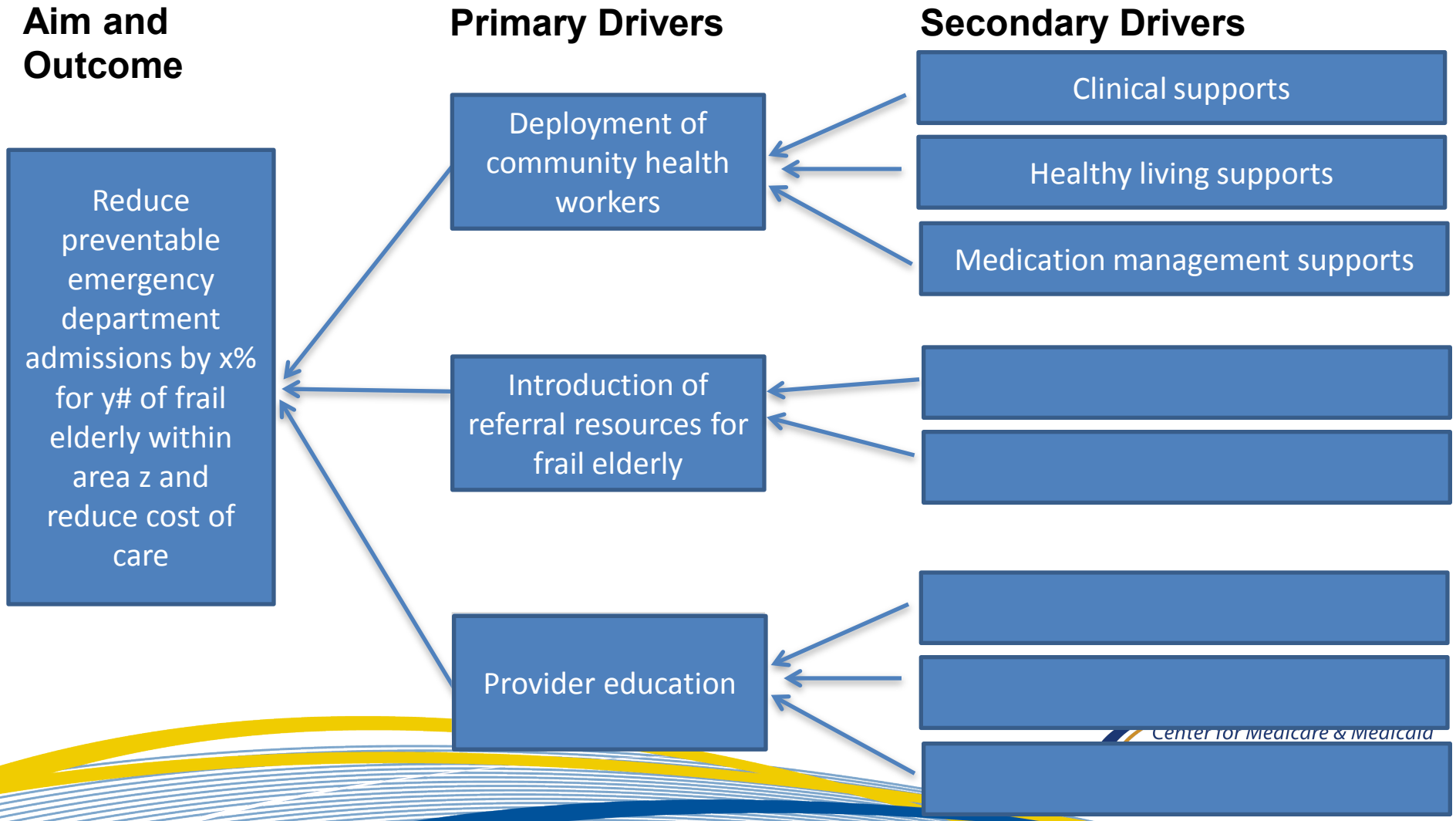
A Driver Diagram (Example)



What are the Unique Characteristics of Your Environment?

Local context will greatly influence the approach to improvement…

- How many organizations will take part?
- What is their geographic distribution?
- How are facilities connected? Formally? Informally?
- Where has success already occurred?
- What are local attitudes toward the change in question?

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What is Your Work Plan?

This planning is prelude to much more significant, sustained action…

- How will you rapidly achieve better care, better health, and lower costs through your work?
- How will you apply a rigorous work process, week in and week out, to achieve improvement?
- How will you collect data and measure progress, locally?
- How will you bring participating organizations together to more rapidly learn and apply new ideas?

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II. Awardee Selection Process & Selection Criteria

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Awardee Selection Process

- Independent review panels staffed by non-Innovation Center government and non-government leaders
- Multiple panelists will review each qualifying applications
- Review based on selection criteria and scoring methodology as described in FOA
- This Challenge seeks diverse models, populations, and geography

*Please refer to the FOA Section V.2. Review and Selection Process, page 28.

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Proposal Evaluation Criteria

Awardees will be selected based on the following criteria:

Project Design 30 pts	• Proposes an innovative approach to achieve better care, better health, and lower costs
Organizational Capacity 25 pts	• Demonstrates a history of operational success and realistic plans for implementation
Workforce 15 pts	• Demonstrates significant workforce impact
Sustainability and Finances 20 pts	• Offers a pathway to sustainability and lower cost
Evaluation 10 pts	• Plans for self-evaluation to assess achievement of project goals

*Please refer to the FOA Section V.1. Criteria, page 26.

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Selection Criteria – Section 1. Project Design (30 pts.)

- Well-designed to meet goals of the Health Care Innovation Challenge
- Evidence-based
- Innovative
- Goals aggressive and feasible
- Replicable
- Integrated with community and coordinated with relevant groups

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Selection Criteria – Section 2. Organizational Capacity (25 pts.)

- Applicant has relevant experience
- Operational plan is specific and has realistic probability of success
- Proposed partnerships likely to be successful
- Rapid implementation, 6 months or sooner
- Project staff have necessary skills and experience

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Selection Criteria – Section 3. Workforce (15 pts.)

- Proposal identifies models of rapid workforce development and deployment
- Applicant will identify, hire, train, and deploy workforce
- Workforce model supports health quality and efficiency
- Workforce model potential for replication and scaling

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Selection Criteria – Section 4. Sustainability and Finances (20 pts.)

- Efficient use of funds
- Overhead and administrative costs are reasonable
- Financial plan is evidence-based
- Likely to be cost effective/ cost saving
- Public/ private partnerships and multi-payer approaches
- Financial sustainability at or before 3 years

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Selection Criteria – Section 5. Evaluation and Reporting (10 pts.)

- Plans to report performance: staffing and staff development, quality of services, numbers of people included, participant contacts, etc.
- Quantifiable means to monitor progress and evaluate impact
- Also cooperate with independent evaluation and monitoring

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III. Project Oversight and Support

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Project Oversight

Each grantee will be assigned an Innovation Center Project Officer (PO)

- PO ensures timely and accurate reporting of:
  - Grant administration and accounting of how awardee spends funding
  - Performance reports
- PO coordinates independent evaluation activities
  - All awardees are expected to cooperate with CMS independent evaluation and monitoring
- PO makes recommendation on project continuation

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Project Support

Awardees will be supported through Learning and Diffusion Activities organized by the Innovation Center

<u>These shared learning activities will</u>

- bring organizations together to learn from one another
  - Participate in learning collaboratives
  - Organize peer networks of innovators
- actively measure success
- share breakthrough ideas to accelerate progress

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IV. Other Information

Resources

Access application electronically at:

- http://www.grants.gov

In order to apply all applicants must

- Obtain a **Dun and Bradstreet Data Universal Numbering System (DUNS)** number which can be obtained at www.dunandbradstreet.com
- Register in the **Central Contractor Registration (CCR)** database. More information at www.ccr.gov

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Resources

Upcoming Webinars

Tuesday December 13, 2011 2:00pm

All slides will be posted online at innovations.cms.gov

Any Questions

- Contact InnovationChallenge@cms.hhs.gov
- FAQs are now online at innovations.cms.gov

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Questions & Answers

Please use the webinar feature to submit any questions you have for the speaker.

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