

## Site Visit and Interview Guide

Date	
Location	
Names and Titles of Participants	
JSI Staff	

### Provider Organization Interview Questions

#### Introduction

- Please tell us about your organization (size, who you serve, service area).
- Are there VCHIP-specific activities that you have undertaken?
- How are you involved with the regional collaborative?

#### Care Integration

- What is the nature of care integration and care coordination within your organization – do you provide care coordination or do you work with other organizations providing these services?
  - If you coordinate with others, how do you work together?
  - How is it organized to get what is needed done (probe formal arrangements, agreements or informal structures)?
- How did your program(s)/service(s) develop? Is this something that continued to evolve; is it modeled after other programs; or were there other influences to developing the program?
- What patients/consumers are eligible? How is need for care coordination determined?
  - How many patients/consumers at your organization are receiving care coordination services?
- What is working about your care integration approaches? What challenges are you facing?
- What are the skill sets and knowledge that you need to do this work? Is it expected that you have them before you begin this work or are there formal or informal opportunities to learn?
- What has your involvement and experience been with the Integrated Communities of Care Learning Collaboratives and Core Competency training for front-line care coordinators?
- What is new in this field and how are you incorporating it into your work?
- What specifically has VHCIP meant for care integration? (It may be that group is not able to answer because they do not differentiate their efforts in this way.)
- How do you define success with regard to care integration? Have processes been established to measure success and support ongoing quality improvement?
- Do you have any data or information that could be shared with us to understand this better?
- Have there been any unintended consequences?
- Are there models (or parts of models) that you think should be spread?
- How is care integration financed?
- Does the way it is financed influence what gets done and the way it gets done? What are the advantages and disadvantages to this?

- What do you see as the future of care integration in your HSA?
- What is needed (training, shared learning opportunities, data, other infrastructure, regulations, etc.) to sustain or get to the next level? How should payment for these services be done?
- We are doing two surveys: one for care integrators/care coordinators and one for physicians. Are there any specific questions regarding care integration that you think would be valuable to ask of either or both groups?

## Payment Reform

- What is your involvement in VHCIP payment reform activities (ACO, Blueprint, P4P, Hub and Spoke program for medication assisted treatment for people with opioid dependence, IFS, Medicaid Pathway)?
- What were the critical factors in your organization's decision to participate/not to participate in various VHCIP payment reform activities?

### *For organizations participating in payment reform activities:*

- How do alternative payment arrangements support practice transformation?
- What practice transformations have taken place at your organization, including but not limited to care integration?
- How do individual providers participate in alternative payment arrangement? How have providers responded to these payment models? Why do individual providers choose to or choose not to participate in alternative payment models?
- How do alternative payment models change the way that individual providers deliver care?
- Have alternative payment methodologies had an impact? In what ways (e.g., quality of care, costs of care, patient satisfaction, practice transformation)? How do you know (prompt for data supporting this impact)?
- Are there any unintended consequences related to payment reform?

### *For both organizations participating and not participating in payment reform activities:*

- Are there non-financial incentives that influence patient care, quality, and/or provider collaboration? Examples may include dissemination of clinical practice guidelines, provider performance reporting and provider education.
- What do you see as the future of shared savings or other alternative payment arrangements (next generation payment reforms, such as shared savings with downside risk, global budgeting)?
- What is needed to increase the capacity of your organization or providers to engage in risk sharing (training shared learning opportunities, data, other infrastructure, regulations, etc.)?
- What else is needed to sustain or get to the next level of payment reform?
- As part of our work JSI is conducting a survey of physicians and a survey of care coordinators. For the two surveys, are there any specific questions regarding payment reform that you think would be valuable to ask of either or both groups?

## Data and Data Infrastructure

- What types of data are needed to inform and maintain transformation? Is this currently available and how do you obtain it?
- Are the right data being communicated? What is missing? What is redundant? What is unnecessary?

- Has VHCIP, specifically, influenced the availability or accessibility of data (if known)?
- What health information technology now exists that better enables use of data (VITL, EHRs, registries, etc)?
- How are data from these sources being received, understood and applied?
- What is the infrastructure or resources necessary to take full advantage of existing data? Is this something your organization has or what do you lack?
- What is the usability of the technology (prompt for designed well, satisfied, efficiency of use, memorable, low errors with use, easy to learn)?
- What assistance or support is provided to those intended to use data via one of these technology platforms?
- Are there unintended consequences associated with data systems, data reporting, data use?
- Looking ahead, what would be a useful initiative related to data? What would benefit the work you do and overall patient care?
- For the two surveys, are there any specific questions regarding data or data infrastructure that you think would be valuable to ask of either or both groups?

## Accountable Care Organization Interview Questions

- What provider types are included in your ACO network (prompt specifically for community service organizations)? What are the primary reasons for providers to be a part of your ACO? What are the resistance points?
- Which ones are participating in shared savings and which ones are not? What are the primary reasons for providers to be part of shared saving? What are the resistance points?
- What is the overall readiness of your network to participate in alternative payment methods (prompt for capacity to accept risk)? What is needed to improve this readiness/capacity?
- What services does the ACO implement to support the shared saving arrangements (e.g. care management, data, etc.)?
- How does participation in these payment arrangements impact care integration, coordination, and provider collaboration (including community social service providers)?
- What are the main drivers to achieving savings under the Shared Savings Program? What are the main drivers for not achieving savings?
- Are you/your organization involved in Medicaid Pathway activities? If so, what do you see as important outcomes of this activity to inform future payment reform?
- Are there other incentives (other than shared savings) offered both financial and non-financial to provider organizations? If so, which ones?
- How have VHCIP activities prepared provider organizations for future payment reform under an All Payor system? What additional support or technical assistance is needed to make this transition?
- What is needed to increase the capacity of organizations or providers to engage in risk sharing (training, shared learning opportunities, data, other infrastructure, regulations, etc.)? Do these needs vary by organization type or provider type?
- What questions should we ask of individual providers as part of the provider survey?

# Regional Collaborative Group Interview Questions

## Introduction

Please provide us with some background information about your regional group:

- What types of partners are involved? What has been the history?
- Are there VCHIP-specific activities that you have undertaken?
- What do you do well?
- What are the key challenges that you're facing?

## Care Integration questions in RCC Group Interview

- What CI approaches are you using in your HSA, VHCIP supported or otherwise?
  - Description of programs should include:
    - Name of program
    - Overarching goals
    - Key activities
    - Description of major contextual factors (geography, existing relationships between providers, regional collaborations, IFS efforts, etc.)
    - Payment mechanisms
- What's working about your care integration approaches? What challenges are you facing?
- How have you involved consumers in your regional collaborative?
- (If various approaches) How do these multiple programs work together (prompt for duplication of effort and communication across programs)?
- What has your involvement and experience been with the Integrated Communities Care Management Learning Collaborative and Core Competency training for front-line care coordinators?
- What specifically has VHCIP meant for care integration? (it may be that group is not able to answer because they do not differentiate their efforts in this way.)
- Patients eligible (including risk stratification practices)
  - # of clients/patients served through care integration (or best estimate)
- Are there particular clients/patients who are best served by each program; are there particular clients/patients who have been less engaged or for whom the programs are not as well suited?
- Providers/organizations involved (medical, community services)
  - # of providers/organizations participating (if available)
- Are there particular provider/organization types that are best served by each program; are there particular provider/organization types for which the programs are less suited?
- How effective is each program and how is this determined (ask for data if available) (prompt for patient outcomes as well as organizational outcomes)?
- Do you have the data you need to determine effectiveness? If not, what types of data would be helpful?
- Have there been any unintended consequences?
- Are there models (or parts of models) that you think should be spread?
- What do you see as the future of care integration in your HSA?
- What is needed (training, shared learning opportunities, data, other infrastructure, regulations, etc.) to sustain or get to the next level? How should payment for these services be done?

- We are doing two surveys: one for care integrators/care coordinators and one for physicians. Are there any specific questions regarding care integration that you think would be valuable to ask of either or both groups?

### Payment reform questions in RCC group interview

- Within your HSA, what is your involvement in VHCIP payment activities (ACO, Blueprint P4P, Hub and Spoke program for medication assisted treatment for people with opioid dependence, IFS, Medicaid Pathway)?
- What is working about these alternative payment methodologies? What challenges are you facing?
- What is capacity by types of organizations to engage in risk sharing?
- How have consumers been involved?
- Within your HSA, which providers/organizations are involved with shared savings (prompt for community social service providers)? What providers/organizations are not involved? What facilitates participation and what challenges participation?
- Are there non-financial incentives that influence patient care, quality, and/or provider collaboration? Examples may include dissemination of clinical practice guidelines, provider performance reporting and provider education.
- Has shared savings had an impact? In what ways (e.g., quality of care, costs of care, patient satisfaction, practice transformation)? How do you know (prompt for data supporting this impact)?
- Has payment reform influenced preventive services?...movement toward population health?
- Are there strategies regarding payment reform you use that you think should be spread?
- Are there any unintended consequences related to payment reform?
- What do you see as the future of shared savings or other alternative payment arrangements (next generation payment reforms, such as shared savings with downside risk, global budgeting)?
- What is needed to increase the capacity of organizations or providers to engage in risk sharing (training, shared learning opportunities, data, other infrastructure, regulations, etc.)? Do these needs vary by organization type or provider type?
- What else is needed to sustain or get to the next level of payment reform?
- As part of our work JSI is conducting a survey of physicians and a survey of care coordinators. For these two surveys, are there any specific questions regarding payment reform that you think would be valuable to ask of either or both groups?

### Data and Data Infrastructure questions in RCC group interview

- What types of data are needed to inform and maintain transformation? Is this currently available and how do you obtain it?
- What are the strengths and weaknesses of the HIT or delivery methods of this data? Are there resources to support data use or use of the tools to access data?
- Are there other efforts aimed at promoting the use of data? What are the strengths and weaknesses of these efforts?
- Throughout your HSA, how widespread is availability and accessibility of data and use of statewide data systems?

- Are there partners for which data availability and accessibility is higher/lower? What are the facilitating factors for availability and accessibility? What are the challenges?
- What successes have there been relative to data availability, accessibility, and use (prompt for driving practice transformation, understanding population health)? Are there strategies you are using that can be spread?
- Are there unintended consequences associated with data systems, data reporting, data use?
- What is needed to sustain current data availability and accessibility and what is needed to take it to the next level?
- What is needed to sustain current data infrastructure, and what is needed to take it to the next level?
- For the two surveys, are there any specific questions regarding data or data infrastructure that you think would be valuable to ask of either or both groups?

# Sub-Grant Interview Questions

## Introduction

- Please provide us with some background information about your sub-grant:
  - Overarching goals
  - Key activities
  - Partners are involved?
  - Where did this come from, where did the idea take hold?
- What is working about your project? What are the key challenges that you're facing?
- (If multiple partners or overlapping programs) How do these multiple programs work together (prompt for duplication of effort and communication across programs)?
- What specifically has VHCIP meant for this project?
- Are there any intersections with care integration? With payment reform? With data infrastructure or data use?
- Reach: Patients eligible (including risk stratification practices); # of clients/patients served (or best estimate); Are there particular clients/patients who are best served by the program; are there particular clients/patients who have been less engaged or for whom the programs are not as well suited?
- Adoption: Providers/organizations involved (medical, community services); # of providers/organizations participating (if available); are there particular provider/organization types that are best served by the program; are there particular provider/organization types for which the programs are less suited?
- Effectiveness: How effective is the program and how is this determined (ask for data if available)? (prompt for patient outcomes as well as organizational outcomes). Do you have the data you need to determine effectiveness? If not, what types of data would be helpful? Have there been any unintended consequences? Are there models (or parts of models) that you think should be spread?
- Maintenance: What do you see as the future of this project or program? What is needed (training, shared learning opportunities, data, other infrastructure, regulations, etc.) to sustain or get to the next level? How should payment for these services be done?