The Practice Transformation Academy for Care Transitions Network Members
Preparing for value-based payments

The National Council for Behavioral Health is pleased to open applications for the Practice Transformation Academy ("The Academy"), with a select number of slots dedicated to organizations enrolled in the Care Transitions Network for People with Serious Mental Illness. The Academy is a one-year program designed to increase participating organizations’ capacity to engage in value-based payment arrangements and complements the work of the Care Transitions Network to help organizations progress through the five phases of transformation. With a faculty of national experts in healthcare finance, quality improvement, and value-based payments, the Academy aims to help organizations shift from pure volume-based payment to payments more closely associated with health care outcomes. By incentivizing quality instead of quantity, value-based care advances the triple aim of providing better care for individuals, improving population health management strategies, and reducing healthcare costs.

Overview

The Academy is designed to cultivate internal champions to plan for and enact the steps necessary for organizational success in value-based payment arrangements. Through comprehensive technical assistance, the Academy builds capacity for organizations to adopt value-based payments. Participating organizations will gain a better understanding of value-based payment models in behavioral health, quality improvement, data collection, and alignment of clinical delivery and payment systems, in order to successfully implement value-based payment approaches. Through a combination of in-person meetings, practice coaching calls, and technical assistance webinars, the Academy will foster the fundamental principles organizations need to demonstrate change across departments. As a result of their participation, organizations will experience measurable outcomes, including:

- Cultivation of buy-in amongst internal stakeholders;
- Development of a committee structure to operationalize transformation;
- Creation of a concrete work plan that prioritizes organizational efforts;
- Establishment of compelling value propositions through the utilization of data;
- A comprehensive quality improvement and project management strategy.

Participating organizations will have the opportunity to demonstrate quantifiable practice improvements through the development and implementation of a Practice Transformation Stretch Project (Stretch Project). The Stretch Project is a unique initiative customized to benefit each respective organizations’ efforts to transition to value-based payments.
Value-Based Payment Steering Committee and Practice Transformation Lead

Participating organizations will assemble a Value-Based Payment (VBP) Steering Committee comprised of both clinical and administrative leadership. The VBP Steering Committee will set the vision of the transformation strategy. Examples of potential committee members include: CEO, Chief Program Officer, Chief Operating Officer, Chief Financial Officer, Chief Medical Officer, and administrative leadership (e.g. vice presidents, middle management, human resources, etc.). Committee members will have the opportunity to engage in the Academy coaching calls and webinars.

The VBP Steering Committee will identify a Practice Transformation Lead to serve as a representative, who will communicate mechanisms for change back to the VBP Steering Committee. The Practice Transformation Lead will become a strategic champion of their organization’s drive towards transformation to prepare for value-based payments. As a change agent, the Practice Transformation Lead will help their organization cultivate a stronger culture of continuous quality improvement across all departments and functions.

Practice Transformation Leads will drive their organization’s value-based payment initiatives. As such, providers and/or administrators with experience in change management, quality improvement, and data analysis make excellent candidates for the Practice Transformation Lead. It is essential that the Practice Transformation Lead has strong relationships with executive leadership, clinical, and administrative staff, in order to encourage and facilitate commitment to change across the entire organization. The Practice Transformation Lead must have the direct support of the organization’s CEO in order to institute the change necessary to successfully achieve practice transformation.

The Practice Transformation Lead will be the applicant for the Practice Transformation Academy.

Activities

Practice Transformation Leads must commit to participating in the following activities beginning January 2017:

- **Academy Orientation Webinar**, a virtual meeting of all the participants on **Tuesday, January 24th, 2017 from 2:00pm to 3:30pm ET** to meet the other participants and National Council faculty and to review participation commitments and technical assistance events.
- **Kick-off Meeting**: an all-day, in-person workshop on **Tuesday, March 7th, 2017** in Albany, New York (*CEOs or other C-Suite sponsor of all participating organizations must attend this meeting with their Practice Transformation Lead*)
- **Stretch Project Implementation**: design and implementation of a Stretch Project, and report out at end of the project year
- **Five (5) Informational Webinars**: bimonthly, virtual, interactive technical assistance
Five (5) Coaching Calls for Stretch Project Implementation: bimonthly, one-hour, one-on-one coaching calls with the Practice Transformation Lead and, depending on organizational means, their implementation team or their steering committee

Mid-Year Meeting: an all-day, in-person workshop in September 2017 in Albany, New York (Practice Transformation Leads only)

Two (2) Executive Conference Calls: one-hour calls with the CEOs from all participating organizations

Application Review Criteria

This is a competitive application process. Applications will be reviewed based on the following criteria:

- Identification of a Practice Transformation Lead who aligns with the description above and has the capacity to participate in all events;
- Support and motivation of Executive Leadership to promote and facilitate change;
- Willingness and ability to inculcate learnings within the organization;
- Organizational commitment to stretch beyond current enterprise and focus on the activities necessary to implement successful practice transformation; and
- Commitment to the implementation of a Practice Transformation Stretch Project with the support of faculty coaching.

Financial Contribution

Care Transitions Network funders cover all costs associated with faculty and meeting rooms. Participants will be responsible for the cost of travel (e.g., airfare, hotel, ground transportation and meals) for the two in-person meetings.

Program Introduction Webinar

An introductory webinar will take place on Tuesday, January 24th, 2017 from 2:00pm to 3:30pm ET to serve as an orientation for organizations accepted to the Academy.

Application Submission

All applications are due by 11:59pm ET on Wednesday, January 11th, 2017 and must be submitted online through the following link: Practice Transformation Academy for Care Transitions Network Members

Selected applicants will be notified on or before January 20th, 2017.
Questions about the application or this initiative? Contact Julia Schreiber at JuliaS@TheNationalCouncil.org.
Practice Transformation Academy:
Care Transitions Network Enrolled Organizations

Sample Application

This application is for Care Transitions Network Enrolled Organizations. Unsure if your organization is enrolled? Check the list of enrolled organizations HERE. If your organization is not enrolled in the Care Transitions Network, please go HERE to fill out the application for the general Practice Transformation Academy.

Submission Instructions

Completed applications must be submitted online by 11:59pm ET on Wednesday, January 11th, 2017.

Please be sure to complete each of the following application components before submitting your application:

- Program Introduction
- Part I: National Council Membership
- Part II: Organizational Profile
- Part III: Practice Transformation Lead Profile
- Part IV: Short Answer Section
- Part V: Participation Checklist & Applicant Confirmation
- Letter of Support from CEO
- 1-Page Resume
- Professional Headshot/Picture
- Organizational Chart

Note: Only completed applications will be reviewed

Questions
Any questions regarding the Practice Transformation Academy should be directed to Julia Schreiber at JuliaS@thenationalcouncil.org or (202) 629-5783.

Please note: This is sample application. All applications must be completed and submitted through the online application system. To begin your application, please click here: Practice Transformation Academy for Care Transitions Network Members
## Practice Transformation Academy
### 2017-2018 Application

### Part I. Care Transitions Network Enrollment

The National Council for Behavioral health is pleased to offer a select number of slots designated for CTN members, free of charge.

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<thead>
<tr>
<th>Is your organization enrolled in the Care Transitions Network? (click <a href="#">here</a> for a list of enrolled organizations).</th>
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<td>☐ Yes</td>
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<td>☐ No</td>
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<td>☐ I don’t know</td>
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If you answered “no” to the question above, please go [here](#) to complete the application for National Council members/non-members not enrolled in the Care Transitions Network. If you selected “I don’t know,” please refer to the list of enrolled organizations or contact Julia Schreiber at JuliaS@thenationalcouncil.org.

### Part II. National Council Membership

Is your organization a member of the National Council for Behavioral Health?

Access the list of member organizations to find out if your organization is a member of the National Council for Behavioral Health. If you selected "I don't know" after referencing the list, please contact Julia Schreiber at JuliaS@TheNationalCouncil.org.

How did you hear about the Practice Transformation Academy?

### Part I: Organizational Profile

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<th>Organization Name</th>
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<th>Organization Address</th>
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<th>CEO’s Name:</th>
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<th>CEO’s Email:</th>
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<th>Type of Organization:</th>
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<td>☐ 1. Hospital</td>
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<td>☐ 2. Physician Practice Group</td>
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<td>☐ 3. FQHC/Community Health Center/Primary Care Clinic</td>
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<td>☐ 4. Community Mental Health Clinic</td>
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<td>☐ 5. Substance Use Treatment Clinic</td>
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<td>☐ 6. Other (Specify):</td>
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Which of the following describes your organization? (Check all that apply.)

1. Freestanding community behavioral health care provider
2. Hospital-based behavioral health care provider
3. Stand-alone addiction provider organization
4. Other (Specify):

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<tr>
<th>How many people are employed by the organization?</th>
<th>Total # of employees</th>
<th>Total # of clinicians</th>
<th>Total # of prescribers</th>
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Which most closely describes the organization’s geographic location?

- Rural
- Urban
- Suburban
- Other: Specify

Please indicate the percentage of your consumers/patients who receive these services:

- Adult Mental Health
- Adult Addictions
- Children’s Mental Health
- Children’s Addictions

Please indicate payment sources:

- Medicaid
- Medicare
- Private Insurance
- No Insurance
- No Insurance

Part III: Practice Transformation Lead Profile

First Name:

Last Name:

Credentials:

Job Title:

Organization:

Email Address:  
City:  State:  Zip Code:

Phone Number:  
Work Phone
Cell Phone

Number of years at current organization:

Part IV: Short Answer Section

Please provide a brief biography. (max 300 words)

Please highlight the roles you have played in quality improvement/practice transformation efforts in your organization, as well as any leadership roles you have taken on. If applicable, please include promotions and/or changes to your role at your organization over time. (max 300 words)

Please describe your motivation for applying to the Practice Transformation Academy. Why is preparedness for value-based payments a priority for your organization? (Examples include: system pressures, lack of common understanding across internal stakeholders, lack of a framework, etc.) (max 400 words)
The Practice Transformation Academy will enhance your quality improvement skills, management skills and strategies, and the knowledge base to facilitate your practice’s transition to value-based payment. Which of these skill sets would you most like to improve upon and why? (max 400 words)

The Stretch Project is a unique initiative customized to address each respective organization’s transformation efforts. Please provide a brief overview of a proposed Stretch Project for your organization. (Examples include: implement a risk stratification process, develop care pathways for high risk populations, use data to develop value propositions for payers, etc.) (max 400 words)

### Part V: Attachments

Please enclose the following attachments with your application:

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<td>A. <strong>Letter of Support from CEO.</strong> Please note: Letters of Support must clearly articulate acknowledgement and support for Practice Transformation Lead’s participation in all program activities, including in-person meetings, webinars, and coaching calls, as well as implementation of a Stretch Project.</td>
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<td>B. <strong>1-page Resume.</strong> Resumes must highlight educational and employment history, voluntary activities, association/professional society membership, and any awards/publications.</td>
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<td>C. <strong>Professional Headshot/Picture.</strong> Pictures of program participants will be featured on the National Council’s website.</td>
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<td>D. <strong>Organizational Chart.</strong> Please provide your agency’s entire organizational chart and highlight the Practice Transformation Lead’s position.</td>
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### Part IV: Participation Checklist & Authorized Signature

By checking the boxes below, I affirm that I will attend/participate in these mandatory program commitments.

- [ ] Academy Orientation Webinar: Tuesday, January 24th, 2017 from 2:00pm to 3:30pm ET
- [ ] One-day kick-off meeting: Tuesday, March 7th 2017 in Albany, NY
- [ ] One-day mid-point meeting: September 2017 in Albany, NY (date TBD via participant poll)
- [ ] Five (5) 1:1 Coaching Calls: To be scheduled based on participant availability.
- [ ] Two (2) CEO Conference calls with all participating organization (dates TBD via poll)

Along with the Practice Transformation Lead, we’d like your organization’s CEO, or another C-suite sponsor, to attend the kick-off meeting on March 7th in Albany, NY. Will your CEO, or another C-suite sponsor, be able to attend?

- [ ] Yes
- [ ] No
- [ ] I don’t know

Thank you for taking the time to apply for the Practice Transformation Academy.