The Practice Transformation Academy
Preparing for value-based payments

The National Council for Behavioral Health is pleased to open applications for the Practice Transformation Academy ("The Academy"), a one-year program designed to increase participating organizations’ capacity to engage in value-based payment arrangements. 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 measureable 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 the National Council faculty and to review participation commitments and technical assistance events.
- **Practice Assessment Tool** an assessment to evaluate organizational readiness for value-based payments (to be completed between the orientation webinar and the kick-off meeting)
- **Kick-off Meeting**: an all-day, in-person workshop on **Thursday, March 16th, 2017** in Washington, DC (*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 Washington, DC (*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**

The participant fee for National Council Members is $8,000 and $10,000 for non-members. This fee will cover all travel expenses (e.g., airfare, hotel and ground transportation), faculty costs, and meeting rooms. Fees must be received by **5:00pm ET on Friday, February 10th**.

**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 Application](#)

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
Sample Application

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 Application
### Part I. 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 II. Organizational Profile

| Organization Name | | |
|-------------------|-------------------|
| Organization Address | | |
| Organization Phone Number | | |
| CEO’s Name: | | |
| CEO’s Email: | | |
| CEO’s Phone: | | |

**Type of Organization:**

- 1. Hospital
- 2. Physician Practice Group
- 3. FQHC/Community Health Center/Primary Care Clinic
- 4. Community Mental Health Clinic
- 5. Substance Use Treatment Clinic
- 6. Other (Specify):

**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):

<table>
<thead>
<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>
</tr>
</thead>
<tbody>
<tr>
<td>Total # of employees:</td>
<td>____</td>
<td>____</td>
<td>____</td>
</tr>
</tbody>
</table>

**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

Name: |
Part V. Attachments
Please enclose the following attachments with your application:

A. **Letter of Support from CEO.** 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.

B. **1-page Resume.** Resumes must highlight educational and employment history, voluntary activities, association/professional society membership, and any awards/publications.

C. **Professional Headshot/Picture.** Pictures of program participants will be featured on the National Council’s website.
D. **Organizational Chart.** Please provide your agency’s entire organizational chart and highlight the Practice Transformation Lead’s position.

### Part VI: 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 16th 2017 in Washington, DC
- [ ] One-day mid-point meeting: September 2017 in Washington, DC (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 to attend the kick-off meeting on March 16th in Washington, DC. Will your CEO be able to attend?

- [ ] Yes
- [ ] No
- [ ] I don’t know

I understand the participation fee for the Practice Transformation Academy is $8,000 for National Council members and $10,000 for non-members. If selected, I commit to paying the participation fee by Friday, February 10, 2017.

- [ ] I agree

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