

# Align

A Summit on  
INCREASING  
VALUE IN  
HEALTH CARE

NOVEMBER 13-14, 2014 | WASHINGTON, DC



Featuring Lessons from

THE ROBERT WOOD JOHNSON FOUNDATION'S ALIGNING FORCES FOR QUALITY INITIATIVE

## WEDNESDAY, NOVEMBER 12

8:00 a.m.	<b>PROJECT DIRECTORS' MEETING</b>		
9:00 a.m.	(exact timing and agenda TBD—planning underway by two PD leads)	<b>CONSUMER-ONLY MEETING</b>	
10:00 a.m.	Congressional Room—Lobby Level	(planning underway by Consumer Engagement Leadership Consortium committee)	
11:00 a.m.	(8:00 a.m.–5:00 p.m.)	Salon G	
12:00 p.m.		(9:00 a.m.–3:30 p.m.)	
1:00 p.m.			
2:00 p.m.			
3:00 p.m.			
4:00 p.m.			
5:00 p.m.			
6:00 p.m.			
7:00 p.m.			<b>DINNER AND NETWORKING EVENT FOR AF4Q "FAMILY"</b>
8:00 p.m.			By Invitation Only
9:00 p.m.			Newseum (6:30 p.m.–10:00 p.m.)

# Agenda

## DAY 1: THURSDAY, NOVEMBER 13

6:00 a.m.– 7:00 a.m.	<b>FUN RUN/WALK</b>		
7:30 a.m.– 8:45 a.m.	<b>CASUAL NETWORKING BREAKFAST</b> Grand Ballroom	<b>BREAKFAST SESSION (Optional)</b> <b>Designing Meaningful Evaluations of Complex Health Care Improvement Initiatives</b> Salon F (7:45 a.m.–8:45 a.m.)	
9:00 a.m.– 10:00 a.m.		<b>OPENING PLENARY</b> <b>Measuring Value: The Promise of Transparency</b> <i>What's Working, and Where Do We Need to Go?</i> Grand Ballroom	
10:00 a.m.– 10:20 a.m.	<b>BREAK</b>		
10:20 a.m.– 11:50 a.m.	<b>BREAKOUT 1</b> <b>The End Game: How to Use Data to Improve Quality</b> Salon D-E	<b>BREAKOUT 2</b> <b>The Data Journey: Getting to Value</b> Salon F-G	<b>BREAKOUT 3</b> <b>Driving Quality Improvement</b> Salon I
12:00 p.m.– 1:30 p.m.	<b>LUNCH PLENARY</b> <b>Paying for Value: Does Money Talk?</b> <i>What's Working, and Where Do We Need to Go?</i> Grand Ballroom		
1:35 p.m.– 3:00 p.m.	<b>BREAKOUT 4</b> <b>Cost of Care: Creating a Demand for Value Across Communities</b> Salon D-E	<b>BREAKOUT 5</b> <b>The "Buy Side": Leveraging Purchasing Power</b> Salon F-G	<b>BREAKOUT 6</b> <b>Paying for Value</b> Salon I
3:00 p.m.– 3:15 p.m.	<b>BREAK</b>		
3:15 p.m.– 5:15 p.m.	<b>SPOTLIGHT TALKS</b> <b>A Snapshot:</b> <i>Stories From AF4Q Communities</i> Grand Ballroom		
5:30 p.m.– 7:00 p.m.	<b>NETWORKING RECEPTION (Open to All Registered)</b> JW Marriott Hotel • Penn Avenue Terrace • Lobby Level		

**DAY 2: FRIDAY, NOVEMBER 14**

7:00 a.m.– 8:45 a.m.	<p><b>CASUAL NETWORKING BREAKFAST</b> Grand Ballroom</p>	<p><b>THE LAUNCH OF THE COLLABORATIVE HEALTH NETWORK*</b> (By Invitation Only) Salon F (7:30 a.m.–8:30 a.m.)</p>	<p><b>ALIGN WITH YOGA</b> Rayburn Room (7:00 a.m.–8:00 a.m.)</p>
9:00 a.m.– 10:00 a.m.	<p><b>PLENARY</b> <b>Delivering Value: A Transformation Has Begun</b> <i>What's Working, and Where Do We Need to Go?</i> Grand Ballroom</p>		
10:00 a.m.– 10:15 a.m.	<p><b>BREAK</b></p>		
10:15 a.m.– 11:45 a.m.	<p><b>BREAKOUT 7</b> <b>The Far-Reaching Value of a Patient-Centered Culture</b> Salon D-E</p>	<p><b>BREAKOUT 8</b> <b>Aligning for Value</b> Salon F-G</p>	<p><b>BREAKOUT 9</b> <b>Re-Engineering Delivery</b> Salon I</p>
11:45 a.m.– 12:30 p.m.	<p><b>LUNCH</b> Grand Ballroom</p>		
12:30 p.m.– 1:30 p.m.	<p><b>CLOSING PLENARY</b> <b>Building a Culture of (High-Value) Health</b> Grand Ballroom</p>		

\* This session is invite-only and will give an inside look at the Collaborative Health Network, a new initiative of the Network for Regional Healthcare Improvement. Funded by the Robert Wood Johnson Foundation, the Network is designed to accelerate the adoption of what is working at the community level and to identify the next generation of challenges. For more information and questions, please email Lindsay Wolfe (lwolfe@nrhi.org).

# Plenary & Breakout Descriptions



## SUMMIT MODERATOR

**Jackie Judd**

Former correspondent for ABC News, Jackie Judd is a nationally recognized television reporter and anchor. She is also an independent communications consultant focusing on health care issues in the nonprofit community.

## DAY 1: THURSDAY, NOVEMBER 13

### OPENING PLENARY

#### Measuring Value: The Promise of Transparency *What's Working, and Where Do We Need to Go?*

When *Aligning Forces for Quality* (AF4Q) was taking shape nearly a decade ago, information about the cost and quality of health care was hard to find. Thanks in part to the pioneering work of AF4Q's regional health care collaboratives, transparency is a thriving force on the health care landscape. Along with being accessible, information must also be useful to everyone who gets, gives, and pays for care. Panelists will explore the role that information about cost and quality is playing to spur quality improvement and consumer choice, what can be done to make it more useful to both consumers and providers, and the long-term impact of transparency on both the practice and consumption of health care.

### SPEAKERS

**LaRay Brown:** Senior Vice President, Corporate Planning, Community Health and Intergovernmental Relations, New York City Health and Hospitals Corp.

**Pamela S. Dickson:** Associate Vice President, RWJF

**Patty Gabow:** RWJF Trustee

**Meg Gaines:** Associate Dean for Academic Affairs and Experiential Learning; Director, Center for Patient Partnership, University of Wisconsin Law School

**Earl Steinberg:** CEO, xG Health Solutions, Inc.; EVP, Innovation and Dissemination, Geisinger Health System

### BREAKOUT 1: The End Game: How to Use Data to Improve Quality

The understanding that you can't manage what you don't measure is at the heart of AF4Q, so today measuring and reporting on the quality of health care is central to the work of most of the participating Alliances. This breakout will explore how health care providers have used measuring and reporting to improve the care they deliver. Examples include: how data are being used to find positive deviants among a community's clinics so their best practices can be benchmarked and spread; how data are being used to attack specific chronic conditions, such as diabetes, high blood pressure, and depression, and where data didn't exist, how measures were created to collect them; how data are being used to find and manage so-called super-utilizers; and how patient experience data are being used to "flip the clinic" to deliver patient-centered care more efficiently and effectively.

### MODERATOR

**Patty Gabow:** RWJF Trustee

### SPEAKERS

**Francis Afram-Gyening:** President and CEO, Care Alliance Health Center

**Shari Bolen:** Physician, Better Health Greater Cleveland

**Lester J. Hartman:** Medical Home Director, Westwood-Mansfield Pediatric Associates

**Tim Hernandez:** Clinical Practice Director, Entira Family Clinics

**Samantha Obeck:** Quality Improvement Coordinator, AF4Q-South Central PA

**BREAKOUT 2: The Data Journey: Getting to Value**

The amount of data available to businesses and consumers is growing rapidly. The data revolution has transformed how health care is delivered and consumed, providing doctors with the tools they need to improve clinical decision making, enabling health care systems to focus on delivering value rather than volume, energizing employers and purchasers to design value-based insurance products, and empowering consumers to make informed decisions about their care.

The key to these efforts, however, is not just data, but data that are meaningful and actionable. This session will highlight the efforts of AF4Q communities to build sophisticated resources that are providing access to comprehensive data sets, driving the transformation of delivery and payment systems.

**MODERATOR**

**Earl Steinberg:** CEO, xG Health Solutions, Inc.; EVP, Innovation and Dissemination, Geisinger Health System

**SPEAKERS**

**Craig Brammer:** CEO, The Health Collaborative/Greater Cincinnati Health Council/HealthBridge

**Pam Mariea-Nason:** Executive, Community Health Division, Providence Health & Services

**John Toussaint:** CEO, ThedaCare Center for Healthcare Value

**BREAKOUT 3: Driving Quality Improvement**

Across care settings, AF4Q Alliances have used data to systematically build and improve the local quality improvement infrastructure. For some communities, driving regional quality improvement was a core capability even before joining AF4Q; other Alliances built the capacity from the ground up. All Alliances experienced successes and lessons learned. This breakout session features four regional multi-stakeholder Alliances operating in diverse health care markets that leveraged timely, actionable data to drive meaningful quality improvement at the regional level.

**MODERATOR**

**LaRay Brown:** Senior Vice President, Corporate Planning, Community Health and Intergovernmental Relations, New York City Health and Hospitals Corp.

**SPEAKERS**

**Ronald Adams:** (Reactor) Regional Chief of Internal Medicine, HealthSpan Physicians, LLC

**Kathy Cummings:** Project Manager, Institute for Clinical Systems Improvements

**Thomas Love:** Data Director, Better Health Greater Cleveland;

**Tomas Moran:** President, Health Metrics Systems, Inc.

**Susan Nelson:** Medical Director, Common Table Health Alliance

## PLENARY &amp; BREAKOUT DESCRIPTIONS | THURSDAY, NOVEMBER 13

**LUNCH PLENARY****Paying for Value: Does Money Talk?***What's Working, and Where Do We Need to Go?*

Spurred by growing information about unwarranted variations in both the price and quality of health care, public and private sectors are pressing for a payment system that rewards value over volume. This panel will look at efforts to understand what health care actually costs by developing metrics to calculate the total cost of patient care across all providers. It will explore new strategies and tactics being used by purchasers, including the federal government's value-based purchasing program, and the role of regional health care collaboratives in driving this change. The panel will also probe what the new emphasis on value means for patients.

**SPEAKERS**

**Lawrence M. Becker:** Director, Strategic Partnerships and Alliances, Corporate Human Resources, Xerox Corporation

**Patrick Conway:** Chief Medical Officer and Deputy Administrator for Innovation and Quality, Centers for Medicare and Medicaid Services

**Donna Cryer:** President and CEO, Global Liver Institute; Blogger for DC Patient

**Elizabeth Mitchell:** President and CEO, Network for Regional Healthcare Improvement

**Ron Sims:** Former Deputy Secretary of U.S. Department of Housing and Urban Development

**Anne Weiss:** Director, Value in Health and Health Care, RWJF

**BREAKOUT 4: Cost of Care: Creating a Demand for Value Across Communities**

What does it cost? It's a question most health care providers can't readily answer. A handful of communities participating in the AF4Q initiative have been working with local health plans and providers to answer this question and are now at a tipping point. The regional health improvement collaboratives in Maine, Oregon, and Minnesota will soon begin publicly reporting National Quality Forum-endorsed total cost of care and resource use measures. Based on multi-payer commercial data, this information will enable cost comparisons among providers within and across regions and enable stakeholders to make meaningful change in their communities.

Cost information is a disruptive force, and with support from the Network for Regional Healthcare Improvement and the Robert Wood Johnson Foundation, AF4Q communities are engaged in robust discussions with community stakeholders. This session will offer a frank discussion of both the opportunities and barriers these communities have faced as they seek to report cost data. Panelists from Maine, Minnesota, Oregon, and HealthPartners, which developed the measures, will address the potential uses of the data, the technical issues, and the political tensions they have encountered.

**MODERATOR**

**Elizabeth Mitchell:** President and CEO, Network for Regional Healthcare Improvement

**SPEAKERS**

**Jim Chase:** President, Minnesota Community Measurement

**Mylia Christensen:** Executive Director, Oregon Health Care Quality Corporation

**Michael DeLorenzo:** Director of Health Analytics, Maine Health Management Coalition

**Susan Knudson:** Vice President of Health Informatics, HealthPartners

**Ted Rooney:** Project Director, Maine Quality Counts

**BREAKOUT 5: The “Buy Side”: Leveraging Purchasing Power**

As one of the largest purchasers of health care, employers are uniquely positioned to push for changes in how care is delivered and paid for, furthering efforts to create a high-quality, high-value system. However, employers often face barriers to being a change agent. In some markets, an employer's leverage isn't enough to move the market. By engaging employers and other stakeholders to work collaboratively, AF4Q has provided employers with the information and resources they need to negotiate more effectively with health plans and providers to transform local delivery systems. This session will highlight how three AF4Q communities have worked with public and private employers to strengthen their market influence through a collective voice and leverage their purchasing power to push for changes to benefit design, care delivery, and payment systems in their region.

**MODERATOR**

**Lawrence M. Becker:** Director, Strategic Partnerships and Alliances, Corporate Human Resources, Xerox Corporation

**SPEAKERS**

**Frank Johnson:** Director of System and Payment Reform, Maine Health Management Coalition

**Karen Mueller:** EVP, HORAN

**Mark A. Saiz:** Insurance & Benefits Manager, City of Albuquerque

**Richard Shonk:** Chief Medical Officer, The Health Collaborative/Greater Cincinnati Health Council/HealthBridge

**Mark Tyndall:** Executive Director, New Mexico Retirement Health Care Authority

**Ramona Welton:** Vice President, Maine State Employees Association, SEIU Local 1989, State Employee Health Commission

**BREAKOUT 6: Paying for Value**

Purchasers are increasingly interested in assessing and buying value in health care based on information about quality and cost. Accountable care delivery is being discussed on a national level, but few tools and little guidance exist to help purchasers assess an accountable care organization's capability to deliver value. To complicate matters, little information exists for purchasers to help them identify value and understand the variations in price, utilization, and quality. To address these issues, the Washington Health Alliance developed two tools:

1. The Value Portfolio, which combines data on price, utilization, and mortality/adverse event rates
2. The Purchaser Guidelines to Evaluate Contracts for Accountable Care Organizations (ACOs) to assess ACO capability

This session will highlight the AF4Q community in Washington state's success in creating transparency that empowers purchasers to recognize and demand value. The panelists will share their insights on the importance of persistence in collaborating with data suppliers to find creative solutions for delivering user-friendly information to purchasers. The right data can help guide purchaser efforts to improve value in an environment where it has been difficult to gain access to quality and pricing data.

**MODERATOR**

**Ron Sims:** Former Deputy Secretary of U.S. Department of Housing and Urban Development

**SPEAKERS**

**James Andrianos:** President, Calculated Risk, Inc., Healthcare Consulting

**Dorothy F. Teeter:** Director, Washington State Health Care Authority

**Caroline Whalen:** King County Administrative Officer & Director, Department of Executive Services

**Karen Wren:** Benefits Manager, Point B Management Consultants

## SPOTLIGHT TALKS

### A Snapshot:

#### *Stories From AF4Q Communities*

Snapshots can't tell you the whole story, but they offer a glimpse inside the whole. AF4Q is a complex program embedded in the ever-changing landscape of American health care. Spotlight Talks will shine a light on how small pockets in each community succeeded, skimming the surface of the successes and lessons learned from the AF4Q experience. The stories illustrate the experiences in each community—the challenges, the hard-won victories—in improving health care quality, equity, and value.

## BREAKFAST SESSION

### Designing Meaningful Evaluations of Complex Health Care Improvement Initiatives

The *Aligning Forces for Quality* evaluation has evolved over the years in response to the changing landscape of health policy, as well as the changing priorities of the program. Evaluators were challenged with creating a design that maintained both integrity for the initial objectives of the program and adaptability to change over time.

Dennis Scanlon, principal investigator, Pennsylvania State University, will introduce the key aspects of the AF4Q evaluation design and discuss some of the challenges and successes. Panelists will reflect on the AF4Q evaluation as well as their own approaches to complex program evaluations. A *Health Affairs* panelist will share insights on what they look for when reporting on evaluations of large-scale health care improvement efforts like these.

#### MODERATOR

**Dennis Scanlon:** Pennsylvania State University

#### SPEAKERS

**Rob Lott:** *Health Affairs*

**Marsha Gold:** Mathematica Policy Research

**Mike Furukawa:** Agency for Healthcare Research & Quality

## Social Media

Follow the conversation on social media.  
Use **#hcvalue** and **#af4q** on Twitter,  
Instagram, and Facebook.





## DAY 2: FRIDAY, NOVEMBER 14

## PLENARY

**Delivering Value: A Transformation Has Begun***What's Working, and Where Do We Need to Go?*

Across America, people who get, give, and pay for care are pressing health care systems toward the new goal of delivering high-value health care. This panel will review the strides taken by AF4Q's 16 regional health care collaboratives, from medical homes to the management of "super-utilizers." It will examine the latest efforts to improve the practice of medicine on the front line, including better utilization of medical resources and the new emphasis on population health. In addition, it will explore what it means for care to be "patient-centered," how better patient engagement can improve care, and whether empowered consumers are changing the way care is delivered.

## SPEAKERS

**Linda Burnes Bolton:** Vice President, Nursing & Chief Nursing Officer, Cedars-Sinai; RWJF Trustee

**Bruce Japsen:** Health Care Journalist/Columnist, *Forbes*

**Susan Mende:** Senior Program Officer, RWJF

**Arnie Milstein:** Professor, Stanford School of Medicine; Medical Director, Pacific Business Group on Health

**Lyn Paget:** Managing Partner, Health Policy Partners

**Alicia Staley:** Chief Patient Officer, Akari Health

## BREAKOUT 7: The Far-Reaching Value of a Patient-Centered Culture

Creating a patient-centered culture cannot be accomplished in a silo or without the meaningful participation of consumers. It involves weaving the voices of patients and families throughout the system, permeating the existing culture and transforming it into one that is patient-centered at every level. AF4Q communities have collaborated to engage consumers in three key areas: 1) taking control of their own health, 2) improving their care system, and 3) becoming active members of multi-stakeholder Alliances leading change at the regional level. The experiences of the AF4Q communities suggest that sustained, effective, and meaningful consumer engagement at all levels can catalyze a patient-centered culture shift. The communities have developed complementary strategies that engage consumers at all three levels. This session highlights three communities' journeys to transform their culture into one that values putting the patient in the center.

## MODERATOR

**Lyn Paget:** Managing Partner, Health Policy Partners

## SPEAKERS

**Karen Jones:** Vice President and Chief Medical Officer, WellSpan Medical Group

**Lisa Letourneau:** Executive Director, Maine Quality Counts

**Anna Owings:** Patient Partner, I Can! Challenge Graduate

**Jay Reed:** Partner, Aalfs, Evans & Company, LLP

**Jennifer Rottmann:** Board Member and Consumer Representative, Maine Quality Counts

**Jessica Osborne-Stafsnes:** Patient Engagement Specialist, California Center for Rural Health Policy at Humboldt State University

## PLENARY &amp; BREAKOUT DESCRIPTIONS | FRIDAY, NOVEMBER 14

**BREAKOUT 8: Aligning for Value**

When it comes to transforming health care, the whole is truly greater than the sum of its parts. AF4Q Alliances have brought together those who give care, get care, and pay for care to demonstrate that when communities align individuals, organizations, quality measures, and resources through multi-stakeholder collaborations, they can generate measurable improvements in the quality and value of local health care. This session will highlight lessons from AF4Q Alliances in Cincinnati, Minnesota, and West Michigan. The panelists will share insights, breakthroughs, and challenges that came their way as they worked to combine individual and group efforts to push their Alliances toward a high-value health care system.

**MODERATOR**

**Bruce Japsen:** Health Care Journalist/  
Columnist, *Forbes*

**SPEAKERS**

**Laura Randall:** Vice President, Operations,  
and Director of Communications,  
The Health Collaborative/Greater  
Cincinnati Health Council/HealthBridge

**Sanne Magnan:** President and  
CEO, Institute for Clinical Systems  
Improvement

**Corey Waller:** Medical Director,  
Spectrum Health Medical Group  
Center for Integrative Medicine

**BREAKOUT 9: Re-Engineering Delivery**

The health care system is fragmented, and care is often compartmentalized, with providers treating patient symptoms rather than looking at the needs of the whole patient. When this happens, patients often fall through the cracks due to lack of communication between clinicians, complex conditions, or other outside factors, such as lack of transportation or access to a primary care doctor. Providing high-quality care and avoiding problems for patients require rethinking the way care is delivered at critical moments, such as in the transition from hospital to home or when a patient first arrives at the emergency department. AF4Q communities have implemented and improved strategies that re-imagine and re-engineer the way care is delivered locally in their communities. This session highlights lessons from five AF4Q communities that transformed care delivery by addressing the needs of the whole patient where they are, thus improving quality and driving down costs.

**MODERATOR**

**Arnie Milstein:** Professor, Stanford School  
of Medicine; Medical Director, Pacific  
Business Group on Health

**SPEAKERS**

**Dana Corwin:** Nurse Coordinator,  
Chautauqua County Office for the Aging

**Rosemary Den Ouden:** Chief Operating  
Officer, Humboldt Del Norte  
Foundation and Independent Practice

**Jenifer Hughes:** Senior Vice President,  
Administrative Network, Inc., Oakland  
Southfield Physicians

**Cathy Lauridsen:** Director of Clinical  
Services, Kansas City Quality  
Improvement Consortium

**Helena Peterson:** Program Manager,  
Community Care Team, Maine Quality  
Counts

## CLOSING PLENARY

### Building a Culture of (High-Value) Health

The special closing session of the ALIGN Summit will feature RWJF President and CEO Risa Lavizzo-Mourey sharing her own views on how lessons from AF4Q can further national and local efforts to improve the quality and value of U.S. health care and shape Foundation efforts to create a nationwide Culture of Health.

#### SPEAKERS

**Risa Lavizzo-Mourey:** President and CEO, RWJF

## THURSDAY & FRIDAY: NETWORKING OPPORTUNITIES

### FUN RUN/WALK



Interested runners and walkers should meet at the hotel lobby level for a tour of Washington's most iconic monuments and memorials. The running route is approximately 4 miles, and the walking route is 2 miles. All paces are welcome!

**Thursday, 6:00 a.m.**  
JW Marriott Lobby

### NETWORKING EVENT



All Summit attendees are invited to join us for an evening of networking over cocktails and appetizers. Dinner will not be provided, but a number of restaurants are a short walk away for your convenience. We regret that we cannot accommodate non-meeting guests, spouses, or children.

**Thursday, 5:30 p.m.-7:00 p.m.**  
Penn Avenue Terrace  
JW Marriott Hotel

### ALIGN WITH YOGA



Start the day right with a Vinyasa Flow yoga class, designed to build strength and flexibility. All levels of practice are welcome. Yoga mats, towels, and water will be provided.

**Friday, 7:00 a.m.-8:00 a.m.**  
Rayburn Room  
JW Marriott Hotel