



January 15, 2016

To: SIM Steering Committee
From: SIM Maine Leadership Team
Re: Strategic Objective Review Decisions and Sustainability Direction

The Maine State Innovation Model was designed to test innovations across a spectrum of strategies with the intent of ultimately reducing the cost of healthcare, improving healthcare quality, and improving population health. The initial approach was broad based by design in order to determine where the most traction could be obtained toward these goals.

An important tenet of any innovation is to test interventions and adjust as learning is obtained through experience and data. Recently, the SIM Program released the first SIM evaluation report, as completed by The Lewin Group, which provided some encouraging information on areas of progress. Concurrently, an ad hoc group of the SIM Steering Committee, known as the Strategic Objective Review Team, was formed to review the vast majority of the SIM activities to provide recommendations for adjustment based on the perceived value that those objectives are providing toward the SIM core measures and the triple aim. Those recommendations were discussed at SIM steering committee meetings where additional input and perspective was added, and then escalated to the Maine Leadership Team for final decision.

The SIM Maine Leadership Team reviewed those recommendations and associated comments and discussion from the Steering Committee, and made decisions that will direct SIM activity for the remainder of the SIM cooperative agreement. Importantly, initial evaluation findings are directionally supportive of these decisions. Examples include:

- Significant cost avoidance results for Health Homes, and promise in cost avoidance for the Behavioral Health Homes
- Improved results in key SIM Core measures such as non-emergent ED use and fragmented care
- Coordinated learning activities for practices, especially where peer to peer learning opportunities are facilitated, enhanced with focus on practical application and implementation

All of the decisions are designed to enable the SIM Program to concentrate activities where data is beginning to show results in the SIM outcome areas, with the objective of accomplishing the most dramatic and direct impact on those outcomes for the remainder of the SIM test period.

Summary of the SIM Maine Leadership Team Decisions

The Maine Leadership Team was generally supportive of the majority of the SORT recommendations, and agrees with the overall theme of a need for greater focus on tangible outcomes as supported by the

availability of data to measure progress. Each decision made by the Maine Leadership Team regarding the SIM Objectives was made with these key themes in mind, and details of each decision are available in the attached “MLT Decisions” document.

- The MLT confirmed recommendations on 17 SIM objectives where both SORT and Steering Committee consensus was reached.
- For two objectives where Steering Committee consensus wasn’t reached, the MLT has decided upon the initial SORT recommendation.
- For one objective the MLT decided to override the decision made by the SORT and Steering Committees.

Again, details on these decisions can be found in the attached documentation.

The final decisions are based on the assessment of the value of SIM objectives toward SIM goals, and the supporting data provided through the SIM evaluation. The Maine Leadership Team made these difficult decisions in an attempt to concentrate activity in order to maximize shorter term outcome results that are the focus of the SIM test. We continue to believe that multi-stakeholder dialogue is important to longer term healthcare transformation.

Additional information regarding the specific focus areas that SIM will target will be communicated in the very near future, and the Maine Leadership team will be looking to the steering committee to provide input to the best options to maximize results in these focus areas for the remainder of SIM.

HealthCare Transformation Sustainability Perspective

The development of sustainability strategies for those healthcare transformations that are effective also remains a key focus for the remainder of SIM. The below points represent the Maine Leadership Team’s perspective on where transformation strategies and efforts would be most impactful toward a more effective, value based healthcare system.

- The development and refinement of healthcare models that have specific focus on improvement of quality and cost and are designed to share the risk in obtaining said results between providers and payers
- Technologies that improve communications between providers, payers, case managers, and other parties that partner in patient care
- Technologies that improve communication between physical and behavioral healthcare providers
- Technologies that improve patients’ ability to effectively engage with their providers and manage their own health
- Targeted focus on the provision of transparent data on cost and quality
- Increasing public reporting of behavioral health cost and quality data
- The development of informational tools that align healthcare cost and quality measures across organizations and payer populations
- Technical assistance to support providers, both physical and behavioral health, that focus on quality improvement and cost reduction **outcomes**. This technical assistance model should be coordinated and collaborative among all payers, providers.
- Extension and expansion of the National Diabetes Prevention Program

- Continued investment in the availability of Community Health Workers where that remains successful

Thank you for all that you do to guide healthcare transformation in Maine. We look forward to even greater results due to this concentrated focus for the remainder of the SIM Cooperative Agreement.

Sincerely,

Commissioner Mary Mayhew

On behalf of the entire Maine Leadership Team