



Health care and Human Services Policy Research and Consulting

VALUE-BASED HEALTH CARE

The Centers for Medicare & Medicaid Services (CMS) is committed to transforming health care payment policy, focusing on improving outcomes and delivery, as well as lowering costs. The Lewin Group (Lewin) is partnering with CMS to help the federal agency learn what works and disseminate best practices.

OVERVIEW

CMS has engaged Lewin to support its widespread initiatives to implement and evaluate payment practices promoting value over volume, with the goal of lowering health care costs while preserving or improving health care quality.

Lewin, a trusted partner to federal, state and local governments for over 45 years, is pleased to participate in these demonstration projects, which have the potential to transform health care delivery and positively impact the health of millions.

As a contractor for CMS, Lewin will provide operational support, evaluation capabilities, and technical assistance to dozens of demonstration programs designed to improve outcomes, enhance delivery and reduce cost. Through the creation of learning systems and collaboratives, Lewin will facilitate the dissemination and adoption of best practices to enhance knowledge sharing and collaboration.

DEMONSTRATION EVALUATIONS

As part of these CMS initiatives, Lewin is carrying out two evaluation contracts:

Evaluation and Monitoring of the Bundled Payments for Care Improvement Initiative

Lewin is examining whether bundled payment — a value-based payment model in which reimbursement is based on the expected cost of episodes of care instead of fee per service — does, in fact, lead to lower cost, and whether the switch to bundled payment has any impact on quality of care.

SERVICES

The Lewin Group provides nationally respected, policy-focused empirical research, hands-on technical assistance and evaluation services for federal agencies, state and local governments, associations, and providers.

Research and policy analysis

- Policy analysis of current program implementation and proposed changes
- Tested cost models for project service demand and financing
- Environmental scans and gap analyses to help decision-makers prioritize efforts

Technical assistance and consulting

- Strategic planning for the implementation of new initiatives
- Training and implementation support for community organizations and providers
- Dissemination of best practices and evidence-based models
- Learning communities for peer-to-peer exchanges

Evaluation

- Process and outcome evaluation of major state and federal initiatives
- Performance measurement tools to evaluate whether programs meet their goals
- Active partnerships with stakeholders to assess the social, political and economic contexts of our work

Under the bundled payment model, providers are rewarded if they reduce health care cost or usage as compared to historical data. Such an incentive carries the inherent risk that, as costs are cut, quality of care may be diminished. Examining four different bundled payment models, Lewin is analyzing service use and cost and evaluating health outcomes.

Based on the results of these evaluations, CMS may modify its implementation of bundled payment, extend bundled payment to more providers or expand bundled payment to more service areas.

Evaluation of the Comprehensive End-stage Renal Disease Care (CEC) Initiative

Through its Comprehensive ESRD Care Initiative, CMS is identifying, testing and evaluating new ways to improve care for Medicare beneficiaries with ESRD, including a bundled payment approach based on financial incentives. Nephrologists and dialysis facilities that reduce costs will be rewarded with a percentage of the savings, as long as they achieve certain quality thresholds. Providers that achieve the greatest quality improvement will receive a larger share of the cost savings.

The Lewin Group is monitoring and evaluating program participants to determine whether the bundled payment model facilitates cost reduction while improving patient care. Analyses will be based on primary data collected via surveys, interviews, focus groups and direct observation, and secondary data from claims, surveys, clinical quality measures, medical records and market information.

LEARNING SYSTEMS

Lewin is carrying out four learning system contracts:

Learning System for Bundled Payments for Care Improvements for At-Risk Awardees

The Lewin Group is developing and managing a learning system to increase the likelihood of success for organizations currently implementing the Bundled Payments for Care Improvement (BPCI) initiative and participants of CMS' Comprehensive Care for Joint Replacement Model. Learning system activities include a monthly newsletter; collecting and analyzing data to strengthen learning system activities; maintaining a collaboration site to foster shared learning; coordinating with other BPCI providers; developing web-based learning sessions; engaging affinity and action groups; and collecting and reporting learning system data to CMS.

“The staff of the Lewin Group is outstanding. They always hire high-quality people that are intensely engaged in the work. My level of confidence in products created by the team is very high.”

— HHS CLIENT

Center for Medicare & Medicaid Innovation (CMMI) Integrated Learning System

With passage of the Affordable Care Act, CMMI has funded numerous innovative demonstration programs designed to help improve health service delivery, enhance patient outcomes and reduce cost. The CMMI Integrated Learning System will bring together demonstration participants to talk about what they are doing, what they are finding valuable, the challenges they are encountering, and what changes they are making as a result.

Lewin is designing, implementing and maintaining this learning system to establish processes and procedures for cross-model collaboration. The system will capture, share, package and disseminate information to all participants, providing opportunities to share and collaborate, and facilitating rapid cycle quality improvement.

Home Health Value-Based Purchasing (HHVBP) Model Technical Assistance

The HHVBP model incentivizes home health agencies operating under the prospective payment system to provide higher quality and more efficient care by tying their reimbursements to improved patient outcomes. Lewin will provide technical assistance to the home health agencies regarding the model itself, such as instructing agencies on the various components of the model, the operational logistics and quality metrics, and develop a system for education, best practices, and shared learning.

Transforming Clinical Practice Initiative (TCPI): National Development, Management and Improvement

Through working with CMS on the TCPI initiative, The Lewin Group will help clinicians improve the way they deliver care by developing, managing and incorporating quality improvement processes into a road map for change. This road map will prepare and equip clinicians to participate in new payment models, such as value-based payment.

Among its core responsibilities, Lewin will provide technical assistance and support for practice transformation networks — peer-based learning networks designed to coach, mentor and assist clinicians in developing core competencies specific to practice transformation. Support and alignment networks — professional associations and public-private partnerships already working in practice transformation that will provide a system for workforce development.

“[The Lewin Group project manager] was a great asset in brainstorming about policy options. ... It was great to have a knowledgeable manager to bounce ideas and options for discussion as an aid to setting project priorities. It was also good to benefit from Lewin’s nationwide experience.”

— STATE MEDICAIDa AGENCY

“[The Lewin Group] has a comprehensive knowledge about issues and key players and experts in the field.”

— FEDERAL AGENCY

ABOUT THE LEWIN GROUP

The Lewin Group is a premier national health care and human services consulting firm with more than 45 years' experience finding answers and solving problems for leading organizations in the public, nonprofit and private sectors. We understand the industry and provide our clients with high-quality products and insightful support to help them maximize the delivery of programs and services that make a difference in the lives of their constituents.

CONTACT US

To learn more about The Lewin Group and how we can help your agency, please contact us at 1-877-227-5042 or inquiry@lewin.com.

“The Lewin Group has substantive expertise in federal and state health policy; nuanced approach that blends qualitative and quantitative analysis; excellent organizational culture of responsiveness to clients; high standards for quality and completeness of deliverables.”

— HEALTH FOUNDATION

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