## Revision History

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Description of Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>8/4/2016</td>
<td>Initial version.</td>
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</table>
| 2.0     | 9/6/2017   | • Included updated references for each section.  
• Updated Driver Diagram to better illustrate multi-payer participation and support of the Oncology Care Model (OCM).  
  o Primary Driver “Strategic Use of Revenue” changed to “Strategic Plan.”  
  o Primary Driver “OCM Payments” changed to “Management of Appropriate Payment Structure,” and includes new secondary driver “Set Benchmarks.”  
• Updated the Access and Continuity secondary driver:  
  o Added reference to Case Study #1: Reducing Potentially Avoidable Hospitalizations and Emergency Department Utilization.  
  o Added five new toolkits/implementation guides.  
• Updated the Care Coordination secondary driver to include one new toolkit/implementation guide.  
• Updated the Patient and Caregiver Engagement secondary driver:  
  o Made minor edits to the change tactics and evidence for all change concepts.  
  o Added a new change tactic to “Provide non-monetary incentives, tools or technology for health behavior change.”  
  o Added four new toolkits/implementation guides.  
• Updated the Team-Based Care secondary driver:  
  o Included additional change tactics for the different change concepts.  
  o Added three new toolkits/implementation guides.  
• Updated the Data-driven Quality Improvement secondary driver:  
  o Included two new change tactics.  
  o Added three new toolkits/implementation guides.  
• Updated the Evidence-based Medicine secondary driver to include one new change tactic.  
• Updated the Strategic Plan secondary driver to include expanded change tactics.  
• Included additional illustrative resources labeled as (new) in Appendix A. |
| 3.0     | 6/1/2018   | • Included updated references for each section.  
  o Moved the full list of references used throughout the document to endnotes.  
• Updated the Driver Diagram:  
  o Removed Beneficiary Incentives as a change concept under the Strategic Use of Revenue Primary Driver, and made it a change tactic under the Strategic Plan Secondary Driver.  
  o Revised the secondary drivers under Management of Appropriate Multi-Payer Structure.  
• Restructured the information for each change concept to include: a business case, specific change tactics, OCM performance measure alignment, and other non-CMS publicly available tools and resources.  
• Included additional/revised existing change tactics for the change concepts under each secondary driver.  
• Updated the Team-Based Care secondary driver:  
  o Modified and streamlined change concepts.  
• Updated the Data-Driven Quality Improvement secondary driver:  
  o Modified and streamlined change concepts. |
## OCM Key Drivers and Change Package

<table>
<thead>
<tr>
<th>Version</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>• Updated the Strategic Use of Revenue primary driver</td>
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<tr>
<td></td>
<td></td>
<td>o Removed Beneficiary Incentives as a secondary driver and incorporated as a change concept/tactic under the Patient and Caregiver Engagement and Strategic Plan secondary drivers.</td>
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<td></td>
<td></td>
<td>• Updated the Management of Appropriate Multi-Payer Structure primary driver:</td>
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<td></td>
<td></td>
<td>o Revised the secondary drivers and associated definitions.</td>
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<tr>
<td></td>
<td></td>
<td>o Revised the change concepts to better align with payer requirements under OCM</td>
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<td></td>
<td></td>
<td>o Added change tactics to align to each change concept.</td>
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<td>• Included additional illustrative resources labeled as (NEW) in Appendix B.</td>
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Introduction

The Center for Medicare and Medicaid Innovation (CMMI) Oncology Care Model (OCM) was established to improve the effectiveness and efficiency of oncology care for Medicare beneficiaries. The OCM payment model aligns financial incentives to support improvement efforts in care coordination, appropriateness of care, and access for those undergoing chemotherapy. In pursuit of these goals, OCM encourages practices to identify and implement practice redesign strategies to improve the quality and experience of oncology care. Practitioners in OCM need to make changes in how they organize and deliver care to be successful and achieve the aims of the model, incorporating evidence and best practices in their approach.

This OCM Key Drivers and Change Package (hereafter referred to as the KDCP) provides a framework for practice redesign, summarizing the essential areas of organizational change, specifically related to structures and processes that drive outcomes and improvement, and suggesting areas of focus for OCM participants. The KDCP is intended to:

- **Suggest key drivers of success** in OCM, presenting the OCM Driver Diagram as a framework (Figure 1).
- **Identify a set of change concepts rooted in evidence** that participants may test and implement within each of the drivers (Table 3). While there are requirements and specific changes that all participants agreed to as a condition of participation in the model, there are likely additional strategies practices will find necessary for success.
- **Present specific tactics OCM practices can implement** to meet the aims of OCM.
- **Provide references and links** to relevant literature and implementation tools and resources, which are hyperlinked directly in the text to allow for immediate access.

The KDCP is not intended to be a checklist for what participants must do, but instead is a body of knowledge and starting point for participants to assess and begin redesigning their approach to care to achieve the OCM aims.

The OCM Learning System continually refines the KDCP, with the entire change package undergoing a comprehensive, annual revision. Throughout the model, participants will implement changes in how they organize and deliver care and share their experiences and results with fellow OCM participants to facilitate ongoing success. This third version of the KDCP is intended to align to practice and payer priorities and support feedback received during the first two performance years of the model. Additional resources and toolkits have been added to this document based on findings from OCM Learning System activities.

OCM participants should carefully review the elements of this KDCP, consider those topics that are most relevant to the practice, and review the applicable resources to help drive organizational change. **As OCM participants, your feedback on which drivers and changes are effective contributes to future iterations of this document.**

* Please reach out to the Learning System team at [OCMSupport@cms.hhs.gov](mailto:OCMSupport@cms.hhs.gov) to share feedback on the KDCP.
**OCM Driver Diagram Overview**

**Purpose and Use of the OCM Driver Diagram**

A driver diagram is a common approach to summarizing the essential areas of action in organizational change or improvement. Key drivers are broken into two levels: primary and secondary. Primary drivers identify the major areas of action necessary to achieve the desired aim. Secondary drivers drill down further into the areas of action (or focus areas for improvement) that lead to each primary driver. Supporting each driver is a set of changes rooted in evidence and practice participants may test and implement within each of the drivers. The definitions of important terms in this section are below in Table 1.

<table>
<thead>
<tr>
<th>Primary Driver</th>
<th>Secondary Driver</th>
<th>Changes</th>
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</thead>
<tbody>
<tr>
<td>Primary drivers identify the major areas of action necessary to achieve the</td>
<td>Secondary drivers drill down further into the areas of action (or focus areas</td>
<td>The changes thought to be necessary to achieve the results from a</td>
</tr>
<tr>
<td>desired aim.</td>
<td>for improvement) that lead to the primary driver.</td>
<td>secondary driver are expressed in broad, conceptual terms (change</td>
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<td></td>
<td></td>
<td>concepts) and as specific tactics (change tactics) through which the</td>
</tr>
<tr>
<td></td>
<td></td>
<td>change concepts are implemented.</td>
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**OCM Driver Diagram**

The OCM Driver Diagram is a tool that suggests the key drivers of success in OCM. It provides an overview of how we expect OCM to work and recommends areas of focus for practices and payers. As the model progresses, changes to this document will reflect how practices and payers improve the quality and experience of care and reduce costs in OCM.

The driver diagram (Figure 1) provides a snapshot of the overall OCM aim and the primary and secondary drivers hypothesized to be necessary to achieve the aim. All subsequent sections of this document tie back to this overarching approach.
Figure 1: Oncology Care Model Driver Diagram
Secondary Driver Definitions

Secondary drivers are critical areas of work for participating OCM practices. Table 2 provides operational definitions for each secondary driver, which are grouped by primary driver. Some definitions come from an external source, while others were developed specific to the purposes of OCM.

<table>
<thead>
<tr>
<th>Primary Driver</th>
<th>Secondary Driver</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comprehensive, Coordinated Cancer Care</td>
<td>Access and Continuity</td>
<td>Access refers to the ability for patients to obtain needed health and health care services in a timely manner, and includes the perceptions and experiences of people regarding their ease of reaching health services or health facilities in terms of proximity, location, time, and ease of approach. Access is a function of both system and individual characteristics and is influenced by social, cultural, economic, and geographic factors. Continuity refers to the development of long-term, trusting relationships between patients and their providers to enable effective and efficient care. Continuity in relationships and in knowledge of patients and their caregivers provides perspective and context throughout all stages of cancer care, including survivorship and end-of-life care.</td>
</tr>
<tr>
<td></td>
<td>Care Coordination</td>
<td>Care coordination involves deliberately organizing care activities and sharing information among all of the participants concerned with a patient’s care to ensure the safe, appropriate, and effective delivery of health care services. Care plans are comprehensive plans of evidence-based, integrated clinical care activities that are patient-specific and are agreed upon by the patient, caregivers, and clinician. The care plan is a tool that is used to facilitate communication and shared decision-making. Fundamental to the care plan are the conversations that a patient and clinician have regarding the patient’s care.</td>
</tr>
<tr>
<td></td>
<td>Patient and Caregiver Engagement</td>
<td>Patient and caregiver engagement is focused on empowering patients and caregivers to serve as active partners and collaborate in shared decision-making with clinicians and the health care team, with the ultimate goal of improving quality and safety. Cancer care teams should ensure that sufficient communication methods are instituted and take into account a patient’s health literacy, information, language, and emotional needs.</td>
</tr>
<tr>
<td></td>
<td>Team-Based Care</td>
<td>Team-based care is defined by the provision of comprehensive health services to individuals, families, and/or their communities by health professionals who work collaboratively along with patients, family caregivers, and community service providers on shared goals within and across settings to achieve coordinated, high-quality care.</td>
</tr>
<tr>
<td>Continuous Improvement Driven by Data</td>
<td>Data-Driven Quality Improvement</td>
<td>Data-driven quality improvement (QI) employs the use a balanced set of measures with a strong evidence base to inform change and practice transformation, identify and understand practice variation, provide clinical decision support, and monitor and sustain successful practices.</td>
</tr>
<tr>
<td></td>
<td>Evidence-Based Medicine</td>
<td>Evidence-based medicine focuses on the integration of clinical expertise, the patient’s preferences or values, and the best research evidence to decide on the option that best suits the patient.</td>
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</table>
Strategic use of Revenue

**Strategic Plan**
Strategic planning is focused on the development of a plan to use the payments for enhanced services and performance-based payments (PBP) to maintain the infrastructure and resources to support enhanced care including, but not limited to, additional staff, increased health information technology (IT) and analytics capabilities, and extended care capabilities.

**Sharing of Performance-Based Payment**
Sharing of PBP requires the development of a customized payment distribution plan that allows savings to be shared with care partners for their role in contributing to patient care.

**Payment for Enhanced Services and Performance**
Implementation of a payment methodology incorporating a two-pronged approach for providing enhanced financial support to partner practices and including: (1) payment for services that are aligned with those included in the definition of enhanced services (e.g., advance payment or per beneficiary/enrollee/member per month payment) and (2) payment for performance using a methodology designed to assess practices’ performance on measures of utilization, cost of care, and/or quality of care for an episode of care (e.g., retrospective lump sum or enhanced monthly payment).

**Engage with Partner Practices**
Engaging with partner practices includes identifying payer-specific participation requirements and practice redesign activities, providing operational support to practices, supporting the interpretation of data for opportunity analysis, and appropriately aligning incentives to drive high-quality, high-value care.

**Quality Improvement**
QI for OCM payers includes aligning practice quality and performance measures to those used by CMS as part of OCM (OCM 1, OCM 2, OCM 3 at a minimum) or other quality measure reporting programs to reduce the administrative burden for practices by limiting the total number of measures reported across all payers.

**Data Sharing**
Provide participating practices with practice- and patient-level data about cost and utilization for their attributed patients at regular intervals (at least quarterly), through reports or other data sharing methods.

### Change Concepts

Supporting each secondary driver is a set of changes thought to be necessary to achieve results in that driver. These changes are expressed in broad, conceptual terms (change concepts) and as specific tactics (change tactics) through which the change concepts are implemented. This is intended to provide a roadmap for action allowing practices to test and implement the specific tactics that work best for them. To best guide practices at the start of OCM implementation, a literature review was conducted to identify the evidence base in each of the secondary driver and change concept areas. The methodology for this review is summarized in Appendix A: Methods for Development of Key Drivers.

Table 3 lists the change concepts aligned to each secondary driver. In some cases, the change concepts are also requirements of OCM participation, and therefore are core elements of model implementation. These are indicated by the bolded “Required Practice Redesign Activity” label.

Note that the secondary driver and change concepts identified for payers are indicated in the Management of Appropriate Multi-Payer Structure primary driver.
<table>
<thead>
<tr>
<th>Primary Driver</th>
<th>Secondary Driver</th>
<th>Change Concept</th>
</tr>
</thead>
</table>
| **Comprehensive, Coordinated Cancer Care** | Access and Continuity | • Required Practice Redesign Activity: Provide 24/7 access to an appropriate clinician who has real-time access to patients’ medical records  
• Increase access to visits  
• Provide access to care and information outside of visits |
| | Care Coordination | • Required Practice Redesign Activity: Provide core functions of patient navigation (PN)  
• Conduct coordinated medication management (for IV and oral therapies)  
• Support referral coordination and management (core function of PN)  
• Improve transitions between care settings (core function of PN)  
• Integrate palliative care |
| | Care Planning and Management | • Required Practice Redesign Activity: Document a care plan that contains the 13 components in the Institute of Medicine (IOM) Care Management Plan  
• Perform risk stratification  
• Conduct monitoring and follow-up from visits  
• Estimate out of pocket cost |
| | Patient and Caregiver Engagement | • Engage patients and caregivers in treatment plan conversations and shared decision-making  
• Conduct patient education, coaching, and self-management support  
• Provide patients with modes to track or share experiences  
• Open medical records and documents (e.g., care plans) for patients to review and revise  
• Partner with patients and caregivers to guide practice improvements |
| | Team-Based Care | • Establish and provide organizational support for care delivery teams  
• Implement collaborative team functions |
| **Continuous Improvement Driven By Data** | Data-Driven Quality Improvement | • Required Practice Redesign Activity: Use data for continuous QI  
• Required Practice Redesign Activity: Use certified electronic health record (EHR) technology  
• Designate regular team meetings to review data and plan/implement improvement cycles |
| | Evidence-Based Medicine | • Required Practice Redesign Activity: Use therapies consistent with nationally recognized clinical guidelines  
• Use clinical decision support systems  
• Provide patients with appropriate opportunities to participate in clinical trials (core function of PN) |
| | Strategic Plan | • Use budgeting and accounting processes effectively to transform care processes and build capability to deliver comprehensive, coordinated cancer care  
• Align practice productivity metrics and compensation strategies with comprehensive, coordinated cancer care  
• Provide nonmonetary incentives, tools/technology, or vouchers for health behavior change |
| | Sharing of Performance-Based Payment | • Engage various care partners in sharing of PBP |
# OCM Key Drivers and Change Package

<table>
<thead>
<tr>
<th>Primary Driver</th>
<th>Secondary Driver</th>
<th>Change Concept</th>
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<tbody>
<tr>
<td>Management of Appropriate Multi-Payer Structure</td>
<td>Payment for Enhanced Services and Performance</td>
<td>• <strong>Required Activity</strong>: Implement a methodology for payment for advanced services</td>
</tr>
<tr>
<td>(Payers, including CMS)</td>
<td></td>
<td>• <strong>Required Activity</strong>: Implement a methodology for payment for performance</td>
</tr>
<tr>
<td></td>
<td>Engage with Partner Practices</td>
<td>• <strong>Required Activity</strong>: Identify practice redesign activities</td>
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<td></td>
<td>• <strong>Required Activity</strong>: Provide operational support to partner practices</td>
</tr>
<tr>
<td></td>
<td>Quality Improvement</td>
<td>• <strong>Required Activity</strong>: Align quality measures</td>
</tr>
<tr>
<td></td>
<td>Data Sharing</td>
<td>• <strong>Required Activity</strong>: Share data and feedback with practices and CMS</td>
</tr>
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</table>
Primary Driver: Comprehensive Coordinated Cancer Care

The comprehensive coordinated cancer care primary driver includes five secondary drivers:

- Access and Continuity
- Care Coordination
- Care Planning and Management
- Patient and Caregiver Engagement
- Team-Based Care

The following sections provide an overview of each secondary driver, and describe the specific change concepts and tactics OCM participants can implement in support of these drivers.

Secondary Driver: Access and Continuity

Through OCM, practices will enhance a core element of comprehensive coordinated cancer care by providing both timely access and continuity of care for patients. Access refers to the ability for patients to obtain needed health and health care services in a timely manner, and includes the perceptions and experiences of people regarding their ease of reaching health services or health facilities in terms of proximity, location, time, and ease of approach. Access is a function of both system and individual characteristics and is influenced by social, cultural, economic, and geographic factors. Continuity refers to the development of long-term, trusting relationships between patients and their providers to enable effective and efficient care. Continuity in relationships and in knowledge of patients and their caregivers provides perspective and context throughout all stages of cancer care, including survivorship and end-of-life care. Relationship continuity can be measured in reference to a single clinician or to a care team. Evidence suggests that improving access and continuity increases the likelihood that patients get the right care at the right time to achieve the best health outcomes, while potentially avoiding costly urgent and emergent care.

To accomplish the goals of access and continuity and achieve more patient-centered, high-quality, cost-effective care for patients and families, OCM practices should focus on the following change concepts, which are described in more detail below:

- Required Practice Redesign Activity: Provide 24/7 access to an appropriate clinician who has real-time access to patients’ medical records
- Increase access to visits
- Ensure access to care and information outside of visits
## Change Concept (Required): Provide 24/7 access to an appropriate clinician who has real-time access to patients’ medical records

### Defining the Change

**The Business Case for Change (NEW)**

Often, patients have medical needs that arise outside of traditional clinic hours. As such, practices should provide patients with access to a licensed clinician who has real-time access to their medical record, 24 hours a day and seven days a week. Ensuring this level of access may help to decrease over-utilization of emergency department (ED) services, duplicative testing, and costs, while improving patient satisfaction. A key element in providing this level of access is ensuring patients are educated about how to contact the practice after hours in case of emergency medical needs.

### Change Tactics

- **Provide access to a clinician from the OCM practice who has access to patients’ medical records (e.g., ensure internal provider on call outside of practice hours).**
- **Provide cross-coverage from clinicians outside the OCM practice with access to patients’ medical records (e.g., grant access to the practice’s EHR).**
- **(NEW) Use protocol-driven nurse triage lines for support between clinic visits and/or after-hours.**
- **(NEW) Provide education to patients around what symptoms are considered emergent, and how to contact the practice after hours before presenting to the ED.**

### OCM Performance Measure Alignment (NEW)

Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:

- **OCM 1:** Risk-adjusted proportion of patients with all-cause hospital admission within the 6-month period.
- **OCM 2:** Risk-adjusted proportion of patients with all-cause ED visits or observation stays that did not result in a hospital admission within the 6-month episode.

### Resources to Support Implementation

**Other Tools, Resources, and Implementation Guides**

- United Kingdom Oncology Nursing Society. Oncology/Hematology 24 Hour Triage: Rapid Assessment and Access Toolkit. [http://www.ukons.org/downloads/Mi_2355814_01_12_16_v1_2.pdf](http://www.ukons.org/downloads/Mi_2355814_01_12_16_v1_2.pdf)
### Change Concept: Increase access to visits

#### Defining the Change

**The Business Case for Change (NEW)**  
Increasing access to visits can be accomplished in many ways. This driver focuses on enhancing patients’ ability to obtain needed health care services in a timely manner. Increasing access by extending clinic hours and offering same-day appointments has been shown to make care more convenient for patients, lead to high levels of patient satisfaction, improve clinical outcomes, decrease the utilization of ED services, and reduce overall health care expenditures.\(^{15,16}\) Shared medical appointments, where multiple patients are seen as a group for similar conditions, may improve health-related quality of life and address medical and psychosocial needs while enhancing communication in cancer care.\(^{17}\) Additionally, evidence suggests that video consultation is both feasible and effective for use in the clinical care of oncology patients and may result in reduced costs.\(^{18}\)

#### Change Tactics

- Offer extended clinic hours (e.g., evening hours, weekend hours).\(^{16,19}\)
- Provide access to same-day appointments and/or urgent care visits.\(^{20,21}\)
- Offer shared appointments or group visits.\(^{17,22}\)
- Offer alternatives for care outside of traditional office visits (e.g., eVisits using secure email and sharing photos via the patient portal, telephone visits, two-way video visits).\(^{18,23}\)

#### OCM Performance Measure Alignment (NEW)

Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:

- OCM 1: Risk-adjusted proportion of patients with all-cause hospital admission within the 6-month period.
- OCM 2: Risk-adjusted proportion of patients with all-cause ED visits or observation stays that did not result in a hospital admission within the 6-month episode.

#### Resources to Support Implementation

**Other Tools, Resources, and Implementation Guides**

- Massachusetts General Hospital. Putting Group Visits into Practice: A Practical Overview to Preparation, Implementation, and Maintenance of Group Visits at Massachusetts General Hospital. [http://www.massgeneral.org/stoecklecenter/assets/pdf/group_visit_guide.pdf](http://www.massgeneral.org/stoecklecenter/assets/pdf/group_visit_guide.pdf)
Change Concept: Provide access to care and information outside of visits

Defining the Change

The Business Case for Change (NEW)
OCM practices are encouraged to provide access to care outside of traditional office visits and sustain continuity of care for their patients. This goal can be accomplished in a number of ways, including providing secure messaging capabilities, implementing call center triage programs, and utilizing remote technology, each of which provides patients with care team touchpoints between traditional office visits. Evidence has shown that patient education for pain and symptom management can decrease unnecessary ED visits as well as lower patient distress levels, leading to higher overall care quality. Additionally, studies have shown that remote symptom monitoring has high acceptability and success in improving clinical outcomes such as pain, depression, and fatigue; improving patient safety; and decreasing health care costs through early detection and intervention.

Change Tactics
- Provide patients with a secure email and/or text-messaging option.
- Offer use of a patient portal for access to health information.
- Use call center triage.
- Employ remote monitoring technology (e.g., remote symptom monitoring).

OCM Performance Measure Alignment (NEW)
Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:
- OCM 1: Risk-adjusted proportion of patients with all-cause hospital admission within the 6-month period.
- OCM 2: Risk-adjusted proportion of patients with all-cause ED visits or observation stays that did not result in a hospital admission within the 6-month episode.
- OCM 5: Preventive Care and Screening: Screening for Depression and Follow-Up Plan.

Resources to Support Implementation

Other Tools, Resources, and Implementation Guides
Secondary Driver: Care Coordination

Through OCM, practices will provide patients with the core elements of care coordination, with the primary goal being to ensure each patient’s needs and preferences are met and bridge gaps between different systems of care. According to the Agency for Healthcare Research and Quality (AHRQ), care coordination involves deliberately organizing care activities and sharing information among all participants concerned with a patient's care to ensure the safe, appropriate, and effective delivery of health care services. Care coordination was identified by the Institute of Medicine (IOM) as one of several priority focus areas for advancing health care quality, and suggests that improving care coordination can result in better outcomes for patients, providers, and payers.

To accomplish the goals of care coordination and achieve more patient-centered, high-quality, cost-effective care for patients and families, OCM practices should focus on the following change concepts, which are described in more detail below:

- **Required Practice Redesign Activity**: Provide core functions of patient navigation
- Conduct coordinated medication management (for intravenous (IV) as well as oral therapies)
- Support referral coordination and management (core function of patient navigation)
- Improve transitions between care settings (core function of patient navigation)
- Integrate palliative care
### Change Concept (Required): Provide core functions of patient navigation

#### Defining the Change

**The Business Case for Change (NEW)**

Patient Navigation (PN) is a patient-centered intervention which addresses barriers to care by providing individualized assistance to patients, families, and caregivers throughout the cancer continuum. Practices can configure their PN program in a variety of ways, ranging from models with one or more designated navigators to those where multiple health care providers share the role of navigation. Additionally, the professional background of staff serving in these roles may vary and include registered nurses, non-clinical professions, volunteers, and social workers. The Association of Community Cancer Centers recommends that organizations consider implementing disease-site-specific navigators, where navigators are assigned based on the patient’s specific cancer diagnosis so they can better serve the unique needs of each patient population. Regardless of its construct, studies have shown when implemented successfully, oncology PN programs may result in improved adherence to treatment guidelines, decreased impact of health system barriers, and enhanced patient quality of life and satisfaction.

#### Change Tactics

The National Cancer Institute Patient Navigator Research Program identifies the following as the core functions of PN:

- Coordinate appointments with clinicians inside and outside the practice to ensure timely delivery of diagnosis and treatment services.
- Maintain communication with patients and families across the care continuum.
- Ensure appropriate medical records are available at scheduled appointments.
- Arrange language translation or interpretation services.
- Facilitate connections to follow-up services.
- Provide access to clinical trials.
- Build partnerships with local agencies and groups (e.g., cancer survivor support groups); maintain a list of community and social services available to patients.

#### OCM Performance Measure Alignment (NEW)

Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:

- OCM 1: Risk-adjusted proportion of patients with all-cause hospital admission within the 6-month period.
- OCM 2: Risk-adjusted proportion of patients with all-cause ED visits or observation stays that did not result in a hospital admission within the 6-month episode.
## Resources to Support Implementation

<table>
<thead>
<tr>
<th>Other Tools, Resources, and Implementation Guides</th>
</tr>
</thead>
<tbody>
<tr>
<td>• George Washington Cancer Center. Advancing the Field of Cancer Patient Navigation: A Toolkit for Comprehensive Cancer Control Professionals. <a href="https://smhs.gwu.edu/cancercontroltap/sites/cancercontroltap/files/PN%20Toolkit%20FINAL.pdf">https://smhs.gwu.edu/cancercontroltap/sites/cancercontroltap/files/PN%20Toolkit%20FINAL.pdf</a></td>
</tr>
</tbody>
</table>
## Change Concept: Conduct coordinated medication management (for IV and oral therapies)

### Defining the Change

<table>
<thead>
<tr>
<th>The Business Case for Change (NEW)</th>
<th>Taking the right medications at the right times is a critical component of cancer care. Medication management is a strategy for engaging with patients and caregivers to create a complete and accurate medication list, reconciling any discrepancies, and providing correct medications at all care transition points. Medication management and reconciliation have demonstrated significant impact in the reduction of inappropriate prescribing. Additionally, evidence has shown that approaches such as patient education, patient counseling, and improved communication with health care professionals can reduce the risk of adverse events and hospital readmissions, which in turn can mitigate costs to the system.</th>
</tr>
</thead>
</table>

### Change Tactics

<table>
<thead>
<tr>
<th>Change Tactics</th>
<th>• Perform medication reconciliation systematically with patients and other members of the care team, including referring and primary care physicians, during care transitions. • Conduct comprehensive medication reviews with patients that include action plans, individualized therapy goals, and planned follow-up for high-risk patients. • Provide medication self-management support and conduct individualized education with patients on their prescribed and over-the-counter medications to improve adherence. • Integrate a pharmacist into the care team to coordinate and provide medication management services.</th>
</tr>
</thead>
</table>

### OCM Performance Measure Alignment (NEW)

<table>
<thead>
<tr>
<th>Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:</th>
<th>• OCM 12: Documentation of Current Medications in the Medical Record.</th>
</tr>
</thead>
</table>

### Resources to Support Implementation

|---|---|
Change Concept: Support referral coordination and management

<table>
<thead>
<tr>
<th>Defining the Change</th>
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<tbody>
<tr>
<td><strong>The Business Case for Change (NEW)</strong></td>
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<tr>
<td>Referral coordination and management is a key change concept that can elicit improvement in the coordination of care for cancer patients. Additionally, this concept is also one of the core functions of PN. Care coordination agreements, which delineate how care responsibilities will be shared across providers and how bidirectional information will flow, and enhanced specialist collaboration may help improve access and quality of care for patients. They may also lower mortality rates without increasing cost among patients with colon cancer. Additionally, using systematic criteria for referrals to outpatient palliative care has demonstrated improvements in candidate selection and timing.</td>
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<table>
<thead>
<tr>
<th>Change Tactics</th>
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<tbody>
<tr>
<td>• Maintain written agreements with care partners (i.e. care coordination agreements, care compacts, or referral agreements).</td>
</tr>
<tr>
<td>• Use systematic criteria for referrals (e.g., refer patients for psychological support services who screen positive for depression).</td>
</tr>
<tr>
<td>• Prepare patients for referral or specialty consultation and set expectations for the referral.</td>
</tr>
<tr>
<td>• Track patients referred to specialists through the entire referral process.</td>
</tr>
<tr>
<td>• Systematically integrate information from referrals into the plan of care.</td>
</tr>
<tr>
<td>• Participate in health information exchange (e.g., exchanging Consolidated-Clinical Document Architecture [C-CDA] documents with other practices).</td>
</tr>
<tr>
<td>• Use structured referral notes.</td>
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</tbody>
</table>

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<thead>
<tr>
<th>OCM Performance Measure Alignment (NEW)</th>
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</thead>
<tbody>
<tr>
<td>Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:</td>
</tr>
<tr>
<td>• OCM 1: Risk-adjusted proportion of patients with all-cause hospital admission within the 6-month period.</td>
</tr>
<tr>
<td>• OCM 5: Preventive Care and Screening: Screening for Depression and Follow-Up Plan.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Resources to Support Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Other Tools, Resources, and Implementation Guides</strong></td>
</tr>
<tr>
<td>• American College of Physicians. Care Coordination - High Value Care Coordination (HVCC) Toolkit. <a href="https://hvc.acponline.org/physres_care_coordination.html">https://hvc.acponline.org/physres_care_coordination.html</a></td>
</tr>
<tr>
<td>• (NEW) Rural Health Information Hub. Rural Care Coordination Toolkit. <a href="https://www.ruralhealthinfo.org/community-health/care-coordination">https://www.ruralhealthinfo.org/community-health/care-coordination</a></td>
</tr>
</tbody>
</table>
## Change Concept: Improve transitions between care settings

### Defining the Change

**The Business Case for Change (NEW)**

Improving transitions between care settings is an important aspect of care coordination, and one of the core functions of PN. Evidence has shown that poor care transitions from the hospital to other care settings can cost an estimated $12 billion to $44 billion per year and result in poor health outcomes and adverse effects such as injuries due to medication errors, complications from procedures, infections, and falls.\(^{49}\) Implementing interventions to manage care transitions can result in reduced readmission rates and hospitalization costs when implemented in a variety of settings.\(^{50}\)

### Change Tactics

- Use structured communications (e.g., forms, standard reports) to communicate across care settings and enable information flow and seamless transitions.\(^{49,51}\)
- Partner with community or hospital-based transitional care services (e.g., Area Agency on Aging).\(^{52}\)
- Follow a structured process for routine and timely follow-up on hospitalizations, ED visits, and stays in other institutional settings.
- (NEW) Work with targeted hospitals where the majority of patients receive services to develop partnerships and achieve timely notification and transfer of information following hospital discharge and ED visits.

### OCM Performance Measure Alignment (NEW)

Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:

- OCM 1: Risk-adjusted proportion of patients with all-cause hospital admission within the 6-month period.
- OCM 2: Risk-adjusted proportion of patients with all-cause ED visits or observation stays that did not result in a hospital admission within the 6-month episode.
- OCM 5: Preventive Care and Screening: Screening for Depression and Follow-Up Plan.

### Resources to Support Implementation

**Other Tools, Resources, and Implementation Guides**

- American Association of Family Physicians. Transitional Care Management 30-Day Worksheet. [https://familymedicine.med.uky.edu/sites/default/files/TCM30day.pdf](https://familymedicine.med.uky.edu/sites/default/files/TCM30day.pdf)
- American College of Physicians. Care Coordination - High Value Care Coordination (HVCC) Toolkit. [https://hvc.acponline.org/physres_care Coordination.html](https://hvc.acponline.org/physres_care Coordination.html)
### Change Concept: Integrate palliative care

#### Defining the Change

<table>
<thead>
<tr>
<th>The Business Case for Change (NEW)</th>
<th>According to the National Cancer Institute, palliative care is provided “to improve the quality of life for patients who have been diagnosed with a serious or life-threatening disease, such as cancer.” The goals of palliative care are supportive, and focus on preventing and treating symptoms and side effects, as well as any related psychological, social, and/or spiritual concerns. Studies have shown that cancer care is becoming more aggressive during the end of life stage. However, integration of palliative and hospice services into routine patient care have demonstrated better patient and caregiver outcomes, including improvement in symptoms, quality of life, satisfaction, caregiver burden, and survival. A study conducted by the National Institutes of Health found that early palliative care patients, when compared to patients receiving late palliative care interventions, had lower rates of inpatient utilization by 33%, intensive care unit visits by 15%, and ED utilization by 20% in the last month of life. In the last 6 months of life, costs decreased by $6,687 per patient for those with early palliative care.</th>
</tr>
</thead>
</table>

#### Change Tactics

- Integrate palliative care into routine cancer care (e.g., via referral to specialist, hiring dedicated staff for palliative care within the practice, automatic referrals within the care pathway).
- Provide access and/or referral to home hospice services.
- (NEW) Educate staff and patients around the purpose and benefits of palliative care.
- Coordinate with home health agencies.
- Provide psychosocial support for patients and family members.

#### OCM Performance Measure Alignment (NEW)

Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:

- OCM 1: Risk-adjusted proportion of patients with all-cause hospital admission within the 6-month period.
- OCM 2: Risk-adjusted proportion of patients with all-cause ED visits or observation stays that did not result in a hospital admission within the 6-month episode.
- OCM 3: Proportion of patients who died who were admitted to hospice for 3 days or more.
- OCM 4a: Oncology: Medical and Radiation – Pain Intensity Quantified.
- OCM 4b: Oncology: Medical and Radiation – Plan of Care for Pain.

#### Resources to Support Implementation

- (NEW) The Center to Advance Palliative Care. Palliative Care Featured Resources. [https://www.capc.org/](https://www.capc.org/)
Secondary Driver: Care Planning and Management

Through OCM, practices will enhance a core element of comprehensive coordinated cancer care by providing care planning and management functions. According to IOM, care plans are comprehensive plans of evidence-based, integrated clinical care activities that are patient-specific and are agreed upon by the patient, caregivers, and clinician.3 The care plan is a tool that is used to facilitate communication and shared decision-making. Fundamental to the care plan are the conversations that a patient and clinician have regarding the patient’s care. Care planning is central to the delivery of high-quality cancer care as it promotes shared decision-making and ensures patients are well informed and understand their diagnosis and options for care.

To accomplish the goals of care planning and management, and achieve more patient-centered, high-quality, cost-effective care for patients and families, OCM practices should focus on the following change concepts, which are described in more detail below:

- **Required Practice Redesign Activity:** Document a care plan that contains the 13 components in the Institute of Medicine (IOM) Care Management Plan
- Perform risk stratification
- Conduct monitoring and follow-up from visits
- Estimate out of pocket cost
## Change Concept: (Required) Document a care plan that contains the 13 components in the Institute of Medicine (IOM) Care Management Plan

### Defining the Change

**The Business Case for Change (NEW)**

In an effort to improve care for patients with cancer, IOM released a report in 2013 entitled “Delivering High Quality Cancer Care,” which calls for the documentation of a comprehensive care plan to facilitate communication and shared decision-making between patients, caregivers, and clinicians. Literature has shown that care management programs can improve the quality of patient care, and the use of care plans can encourage patient participation in decisions about their care and help patients retain important information.

**Change Tactics**

- Document the 13 components of the IOM Care Management Plan (patient information, diagnosis, prognosis, treatment goals, treatment plan, expected response, treatment benefits and harms, quality of life, responsible care team, advance care plan, estimated out-of-pocket costs, psychosocial needs, and survivorship plan) and explore options to integrate the components into health IT systems.
- Update the care plan regularly.
- Share the care plan with clinicians outside the practice (e.g., fax, hard copy, phone, email).
- Share the care plan with patients to facilitate shared decision-making.

**Frequently Asked Questions (NEW)**

Q. What is the expectation relative to documentation of the 13 elements of the IOM Care Plan? Is it considered acceptable if all items are included in the patient record but not necessarily all in one location/document?

A. Practices must document all 13 elements of the IOM Care Plan in the EHR, but these do not have to be in a single spot in the EHR.

Q. If a second episode starts because the patient is still on chemotherapy and the therapy has not changed, is a new IOM Care Plan required?

A. CMS expects the Care Plan for each OCM beneficiary to stay updated over time. Practices do not need to do a new Care Plan for every episode, but CMS expects that over the course of treatment the Care Plans will be kept up-to-date to reflect the course of care.

Q. If one of the 13 elements in the IOM Care Plan is not applicable for a beneficiary, how should the practice note this in the EHR system (e.g., survivorship in a patient who is dying)?

A. If an element of the IOM Care Plan is not applicable for a beneficiary, the practice should note N/A in the EHR.

**OCM Performance Measure Alignment (NEW)**

Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:

- OCM 4a: Oncology: Medical and Radiation – Pain Intensity Quantified.
- OCM 4b: Oncology: Medical and Radiation – Plan of Care for Pain.
- OCM 24: Care Plan (MIPS 47, NQF 0326).
## Resources to Support Implementation

<table>
<thead>
<tr>
<th>Other Tools, Resources, and Implementation Guides</th>
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Defining the Change

The Business Case for Change (NEW)

Assigning a risk status to patients (risk stratification) is an effective tool for personalizing cancer care and providing patients with targeted interventions and resources. The use of a predictive model to proactively identify patients who are at risk of poor health outcomes and likely to benefit from targeted intervention is a solution believed to improve care management for providers transitioning to value-based payment. Additionally, assigning a risk category to each patient allows the medical team to develop a customized treatment plan and has been shown to help coordinators understand what strategic interventions may be useful for each individual patient. Risk stratification and risk assessment can also be used as predictors of future ED utilization, thus guiding proper allocation of resources and identification of patients who may require targeted interventions.

Change Tactics

- Assign a risk status to each patient (e.g., assign a risk level from 1 – 4), which could be determined in a number of different ways (e.g., clinical intuition, aggressiveness of treatment/known complications, disease stage, social determinants, age, data-based algorithms).
- Assign patients to a risk cohort (e.g., elderly patients, patients with certain comorbid conditions, risk of depression).
- Use the risk stratification process to identify and target care management services to patients whom the team believes to be at high risk (e.g., multiple comorbidities, complex condition).

OCM Performance Measure Alignment (NEW)

Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:

- OCM 1: Risk-adjusted proportion of patients with all-cause hospital admission within the 6-month period.
- OCM 2: Risk-adjusted proportion of patients with all-cause ED visits or observation stays that did not result in a hospital admission within the 6-month episode.
- OCM 4a: Oncology: Medical and Radiation – Pain Intensity Quantified.
- OCM 4b: Oncology: Medical and Radiation – Plan of Care for Pain.
- OCM 5: Preventive Care and Screening: Screening for Depression and Follow-Up Plan.
- OCM 30: Closing the Referral Loop: Receipt of Specialist Report (CMS 50v5).

Resources to Support Implementation

Other Tools, Resources, and Implementation Guides

- CMMI. CPC+ Care Delivery Requirements (refer to Section 2, Care Management and two-step risk stratification process). [https://innovation.cms.gov/Files/x/cpcplus-practicecaredlvreqs.pdf](https://innovation.cms.gov/Files/x/cpcplus-practicecaredlvreqs.pdf)
### Change Concept: Conduct monitoring and follow-up from visits

#### Defining the Change

**The Business Case for Change (NEW)**

Monitoring and frequent follow-up from visits is a key strategy for successful care planning and management. It is important for practices to follow-up with patients at key times during their course of treatment, including following: their initial IV chemotherapy visit, the start of a new oral chemotherapy medication, an ED visit, a hospital discharge, and an urgent care or same-day visit. Several studies demonstrate that improved follow-up and continuity can lead to increased patient satisfaction, improved management of treatment side effects, and improved identification of complications before they become costly for patients and the system (e.g., resulting in ED utilization).⁶⁷,⁶⁸

#### Change Tactics

- **(NEW) Monitor and conduct personal outreach (via phone or home visit) to patients following initial treatments (or when symptoms are anticipated), sick patient visits (e.g. urgent care, same-day visit, ED visit, hospitalization), and/or if a patient is high-risk.**
- **Use technology in conducting follow-up (e.g., eVisits, two-way video visits, remote monitoring).**⁶⁹

#### OCM Performance Measure Alignment (NEW)

Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:

- **OCM 1:** Risk-adjusted proportion of patients with all-cause hospital admission within the 6-month period.
- **OCM 2:** Risk-adjusted proportion of patients with all-cause ED visits or observation stays that did not result in a hospital admission within the 6-month episode.
- **OCM 4a:** Oncology: Medical and Radiation – Pain Intensity Quantified.
- **OCM 4b:** Oncology: Medical and Radiation – Plan of Care for Pain.

#### Resources to Support Implementation

**Other Tools, Resources, and Implementation Guides**

- **(NEW) ASCO Cancer.Net. The Importance of Follow-up Care.**
### Change Concept: Estimate out-of-pocket (OOP) cost

#### Defining the Change

**The Business Case for Change (NEW)**

Recent data demonstrates costs associated with cancer care are rising more rapidly than costs in other medical specialties. The “financial toxicity” that results from these costs being passed on to patients can lead to a lack of adherence to prescribed medications and dose adjustments, as well as missed appointments. To combat this, it is recommended that patients be clearly informed of costs as part of delivering high-quality cancer care. Most patients desire and are comfortable discussing OOP costs, though patients would prefer to have these conversations at the point of care with their providers, instead of insurance representatives. Transparency about cost burdens related to treatment ultimately allows patients to make informed choices about their care and may ultimately reduce overall expenses.

**Change Tactics**

- (NEW) Conduct a distress screening and assess for financial distress.
- (NEW) Provide patients with a financial consultation outlining potential OOP costs related to the total cost of cancer care, re-evaluating and recalculating with any changes in treatment.
- (NEW) Provide patients with financial support resources, as needed (e.g., grant applications from local foundations, support from pharmaceutical companies).

**Frequently Asked Questions (NEW)**

Q. What should a practice do if a patient refuses to have a discussion about the OOP costs?

- If a patient refuses to have a discussion about the OOP costs, the practice should document this fact in the EHR.

Q. Is there a specific requirement around the timeframe that needs to be represented by the OOP cost estimate?

- The OOP cost estimate should reflect a minimum of 6 months (i.e., the length of an episode), but can be longer to reflect the timeframe of the treatment plan if the practice chooses. It is important that the practice be clear in its discussions with the patient indicating what time period is being reflected in the estimate.

Q. Does the documentation of the OOP costs in the patient’s medical record have to document the actual amount that was communicated to the patient, or just document that an amount was discussed with the patient?

- Practices must document the actual amount for the estimated OOP costs in the patient’s medical record or an alternative electronic record that is accessible to the care team.

Q. Does the cost of care prediction need to be delivered in a face-to-face conversation, or can this conversation occur via telephone and be documented in the EHR?

- The cost of care estimate must be provided in the method that is preferred by the patient. The practice must document the method of communication in the EHR.

**OCM Performance Measure Alignment (NEW)**

Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:

- OCM 6: Patient-Reported Experience of Care.
## Resources to Support Implementation

<table>
<thead>
<tr>
<th>Other Tools, Resources, and Implementation Guides</th>
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<tbody>
<tr>
<td>• (NEW) ACCC. Distress Screening for Oncology Patients: Practical steps for developing and implementing a comprehensive distress screening program. <a href="https://www.accc-cancer.org/docs/Documents/oncology-issues/articles/JF14/jf14-distress-screening-for-oncology-patients">https://www.accc-cancer.org/docs/Documents/oncology-issues/articles/JF14/jf14-distress-screening-for-oncology-patients</a></td>
<td></td>
</tr>
<tr>
<td>• (NEW) NCCN. NCCN Distress Thermometer and Problem List for Patients. <a href="https://www.nccn.org/patients/resources/life_with_cancer/pdf/nccn_distress_thermometer_r.pdf">https://www.nccn.org/patients/resources/life_with_cancer/pdf/nccn_distress_thermometer_r.pdf</a></td>
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</table>
**Secondary Driver: Patient and Caregiver Engagement**

Through OCM, practices will enhance a core element of comprehensive coordinated cancer care by actively engaging patients and caregivers. According to IOM, patient and caregiver engagement is focused on empowering patients and caregivers to serve as active partners and collaborate in shared decision-making with clinicians and the health care team, with the ultimate goal of improving quality and safety.\(^3\) In order to be most effective, cancer care teams should ensure that sufficient communication methods are instituted and take into account a patient’s health literacy, information, language, and emotional needs.\(^3\) When done effectively, patient and caregiver engagement can improve the quality of care while contributing to better health outcomes and lower costs.\(^78,79\)

To accomplish the goals of patient and caregiver engagement and achieve more patient-centered, high-quality, cost-effective care for patients and families, OCM practices should focus on the following change concepts, which are described in more detail below:

- **Engage patients and caregivers in treatment plan conversations and shared decision-making**
- **Conduct patient education, coaching, and self-management support**
- **Provide patients with modes to track or share experiences**
- **Open medical records and documents (e.g., care plans) for patients to review and revise**
- **Partner with patients and caregivers to guide practice improvements**
## Change Concept: Engage patients and caregivers in treatment plan conversations and shared decision-making

### Defining the Change

**The Business Case for Change (NEW)**
Patient and caregiver engagement is a concept which recognizes and utilizes patients and their families as necessary partners in all levels of the care process. Shared decision-making is an element of patient and caregiver engagement that occurs at specific clinical decision points and involves taking patient values and preferences into account when making care choices. Engaging patients and caregivers in early treatment plan conversations may lead to improved patient satisfaction and health outcomes, decreased health care spending, and the mitigation of the emotional repercussions of a cancer diagnosis.

### Change Tactics

- Use patient decision aids (e.g., option grids, video decision aids).
- Discuss treatment options, including palliative care, early in the course of care.
- Train clinical staff on shared decision-making and communication (e.g., role play; feedback; small group discussions; situation, background, assessment and recommendation (SBAR) technique; teach-back methods; motivational interviewing).

### OCM Performance Measure Alignment (NEW)
Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:
- OCM 3: Proportion of patients who died who were admitted to hospice for 3 days or more.
- OCM 4a: Oncology: Medical and Radiation – Pain Intensity Quantified.
- OCM 4b: Oncology: Medical and Radiation – Plan of Care for Pain.

### Resources to Support Implementation

**Other Tools, Resources, and Implementation Guides**
- ONC for Health IT. Patient Engagement Playbook. [https://www.healthit.gov/playbook/pe/](https://www.healthit.gov/playbook/pe/)
- Patient-Centered Primary Care Collaborative. Patient Engagement Resources. [https://www.pcpcc.org/resources/169](https://www.pcpcc.org/resources/169)
### Change Concept: Conduct patient education, coaching, and self-management support

#### Defining the Change

**The Business Case for Change (NEW)**

Education, coaching, and self-management support are all tools for engaging patients in their care. Most clinical guidelines recommend the use of patient education as a core component of managing patients with cancer pain, as it can empower patients to self-manage, better coordinate and care for themselves, and improve communication with their providers.\(^87\),\(^88\) Effective teaching and coaching methods may include goal-setting with structured follow-up, action-planning, and motivational interviewing.\(^89\) Finally, self-management, with support from the care team, can enhance positive outcomes for cancer patients and survivors, including improved quality of life, reduced pain, and reduced symptom severity.\(^90\)

#### Change Tactics

- Provide web-based (virtual) self-management support.
- Conduct treatment goal-setting with structured follow-up.\(^91\)
- Conduct action-planning to clarify steps to be taken to achieve treatment goals.\(^92\)
- Conduct dedicated “chemo teach” billable visits.
- (NEW) Practice motivational interviewing as a coaching technique.\(^87\)
- (NEW) Provide educational materials at an appropriate literacy level and in the appropriate language.\(^93\)

#### OCM Performance Measure Alignment (NEW)

Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:

- OCM 1: Risk-adjusted proportion of patients with all-cause hospital admission within the 6-month period.
- OCM 2: Risk-adjusted proportion of patients with all-cause ED visits or observation stays that did not result in a hospital admission within the 6-month episode.
- OCM 3: Proportion of patients who died who were admitted to hospice for 3 days or more.
- OCM 4a: Oncology: Medical and Radiation – Pain Intensity Quantified.
- OCM 4b: Oncology: Medical and Radiation – Plan of Care for Pain.

#### Resources to Support Implementation

**Other Tools, Resources, and Implementation Guides**

- Patient-Centered Primary Care Collaborative. Patient Engagement Resources. [https://www.pcpcc.org/resources/1](https://www.pcpcc.org/resources/1)
- (NEW) Cancer.net. Navigating Cancer Care. [https://www.cancer.net/navigating-cancer-care](https://www.cancer.net/navigating-cancer-care)
## Change Concept: Provide patients with modes to track or share experiences

### Defining the Change

**The Business Case for Change (NEW)** Supporting patients in emotional disclosure through journals or other resources can significantly lessen pain and increase wellbeing. Expressive writing such as keeping a journal helps patients cognitively and emotionally process the cancer experience and monitor their action plans. Through integration of thoughts and feelings, patients may develop a coherent narrative of the cancer treatment experience, create meaning, and eventually derive benefit from the experience. For instance, women with breast cancer who wrote about their thoughts and feelings reported fewer symptoms and had fewer unscheduled visits to their doctors. Additionally, psychological interventions help patients and families to alleviate distress and address challenges for those patients with advanced cancer.

### Change Tactics

- Offer journals (digital or paper-based) to patients to track their experiences over the course of treatment and self-monitor their action plans.
- Provide online media for sharing experiences or communicating with family and friends (e.g., CaringBridge).
- Offer psychological services to patients and their families.
- **(NEW)** Provide alternative forms of expression/support for patients (e.g., art therapy, massage therapy, yoga, music therapy, acupuncture).

### OCM Performance Measure Alignment (NEW)

Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:

- OCM 6: Patient-Reported Experience of Care.

### Resources to Support Implementation

**Other Tools, Resources, and Implementation Guides**

- CancerCare. Healing with Words: A Therapeutic Writing Group. [http://www.cancercare.org/support_groups/89-healing_with_words_a_therapeutic_writing_group](http://www.cancercare.org/support_groups/89-healing_with_words_a_therapeutic_writing_group)
### Change Concept: Open medical records and documents (e.g., care plans) for patients to review and revise

#### Defining the Change

**The Business Case for Change (NEW)**

Open medical records are recognized as a promising strategy to support greater patient engagement and self-management,\(^{102}\) and initial evidence has shown that outcomes improve when patients are granted access to their records.\(^{103}\) One way that providers can offer patients access to their medical information and documents is through the use of a patient portal. Evidence indicates that patient portals not only encourage patients to be actively engaged, but also increase their competency to appropriately make health-related decisions.\(^{104}\) However, it is important to note that provider endorsement and patient portal usability contribute to the patient’s ability to become more engaged and involved in their own care.\(^{105}\)

#### Change Tactics

- Offer patients access to their full EHR (e.g., Open Notes).\(^{106,107}\)
- Provide secure email of medical information and documents.
- Provide patient portal with access to medical information and documents.\(^{104}\)

#### OCM Performance Measure Alignment (NEW)

Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:

- OCM 6: Patient-Reported Experience of Care.
- OCM 12: Documentation of Current Medications in the Medical Record (CMS 68v7.1, NQF 0419).

#### Resources to Support Implementation

**Other Tools, Resources, and Implementation Guides**

- Patient-Centered Primary Care Collaborative Resource List. [https://www.pcpcc.org/resources/1](https://www.pcpcc.org/resources/1)
## Change Concept: Partner with patients and caregivers to guide practice improvements

### Defining the Change

**The Business Case for Change (NEW)**

Involving patients in the QI design process and/or in QI teams and committees allows them to offer their experiences as an input to the vision for improvement and helps to increase the overall quality of care. Additionally, engaging patients and caregivers in clinical improvement projects through patient/caregiver surveys, interviews, and focus groups can enhance the project’s quality and impact. One way to actively partner with patients and caregivers is by forming a patient and family advisory council (PFAC), which can improve patient engagement and help increase communication for better outcomes.

### Change Tactics

- Regularly assess the patient care experience by engaging patients through patient/caregiver surveys, interviews, and/or focus groups.
- Include patients in QI teams or committees.
- Establish a PFAC.
- (NEW) Communicate to patients and caregivers about the changes being implemented by the practice.

### OCM Performance Measure Alignment (NEW)

Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:

- OCM 6: Patient-Reported Experience of Care.

### Resources to Support Implementation

**Other Tools, Resources, and Implementation Guides**

- Institute for Patient and Family-Centered Care. Patient and Family Partners Roles. [https://www.pcpcc.org/sites/default/files/Patient%20%26%20Family%20Partner%20Roles.pdf](https://www.pcpcc.org/sites/default/files/Patient%20%26%20Family%20Partner%20Roles.pdf)
**Secondary Driver: Team-Based Care**

Through OCM, practices will enhance a core element of comprehensive coordinated cancer care by supporting team-based care. According to IOM, team-based care is defined by the provision of comprehensive health services to individuals, families, and/or their communities by health professionals who work collaboratively along with patients, family caregivers, and community service providers on shared goals within and across settings to achieve coordinated, high-quality care. Benefits of team-based care may include improved patient safety and quality of care; increased communication between caregivers, providers, and patients; positive perceptions of teamwork; and strong collaborative thinking.

To accomplish the goals of team-based care and achieve more patient-centered, high-quality, cost-effective care for patients and families, OCM practices should focus on the following change concepts, which are described in more detail below:

- Establish and provide organizational support for care delivery teams
- Implement collaborative team functions
## Change Concept: Establish and provide organizational support for care delivery teams

### Defining the Change

#### The Business Case for Change (NEW)
Well-implemented team-based care has the potential to improve comprehensiveness, coordination, quality, access, and patient satisfaction and outcomes.\textsuperscript{110} With a patient-centered team-based care approach, evidence has shown improved performance on process measures such as follow-up time, appropriate screening use, and physician satisfaction.\textsuperscript{114} Team-based care offers many potential advantages, such as increased access to care (e.g., more hours of coverage, shorter wait times), more effective and efficient delivery of additional services that are essential to providing high-quality care (e.g., patient education, behavioral health, self-management support, and care coordination), and an environment in which all medical and nonmedical professionals are encouraged to perform work that is matched to their abilities.\textsuperscript{110}

### Change Tactics

- **(NEW)** Establish consistent team members responsible for patient population/panel (e.g., assign responsibility for the total population, linking each patient to a practitioner/care team).\textsuperscript{115}
- Define and communicate clear roles and responsibilities among care team members to reflect the skills, abilities, and credentials of team members.\textsuperscript{116,117}
- **(NEW)** Support providers in practicing at the top of their license.
- Cross-train staff so skills overlap sufficiently and work can be shared when necessary (e.g., infusion nurses rotate as triage nurses).\textsuperscript{118}
- **(NEW)** Enhance team resources with augmented staff (e.g., health coach, nutritionist, pharmacist, physical therapist, patient navigator, etc.) as appropriate to meet patient needs.

### OCM Performance Measure Alignment (NEW)
Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:

- OCM 1: Risk-adjusted proportion of patients with all-cause hospital admission within the 6-month period.
- OCM 2: Risk-adjusted proportion of patients with all-cause ED visits or observation stays that did not result in a hospital admission within the 6-month episode.

### Resources to Support Implementation

#### Other Tools, Resources, and Implementation Guides

- American Medical Association. Implementing Team-Based Care. [https://www.stepsforward.org/modules/team-based-care](https://www.stepsforward.org/modules/team-based-care)
Change Concept: Implement collaborative team functions

Defining the Change

The Business Case for Change (NEW)
The provision of safe, effective health care is dependent on the presence of high-functioning collaborative teams. Evidence suggests that communication barriers amongst healthcare teams can lead to adverse clinical outcomes. As a result, practices should implement team-focused communication tools, such as shared goals and huddles. Team huddles are brief meetings between physicians and the care team prior to or in between patient care sessions to enhance communication, teamwork, efficiency, and patient safety. Evidence has shown that by regularly participating in huddles, care team members will gain practical skills in pre-visit planning, a more global understanding of practice logistics, a better understanding of patient care core competencies, interpersonal and communication skills, and professionalism. According to AHRQ, daily huddles encourage the care team to discuss safety performance measures, recognize issues from the previous day, increase communication, and anticipate future issues in advance.

Change Tactics
- (NEW) Set shared team goals to optimize processes, resources, and efforts.
- Hold regular (daily, weekly) team huddles to manage workflow and meet patient needs.
- (NEW) Schedule ad hoc meetings for the management of complex patients.
- Use specific evidence-based tools or strategies to ensure timely communication of critical clinical information to all team members (e.g., TeamSTEPPS®).
- (NEW) Establish protocols and standard operating procedures to create workflows to improve efficiencies in care.

OCM Performance Measure Alignment (NEW)
Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:
- OCM 1: Risk-adjusted proportion of patients with all-cause hospital admission within the 6-month period.
- OCM 2: Risk-adjusted proportion of patients with all-cause ED visits or observation stays that did not result in a hospital admission within the 6-month episode.
- OCM 12: Documentation of Current Medications in the Medical Record.
- OCM 30: Closing the Referral Loop: Receipt of Specialist Report (CMS 50v5).

Resources to Support Implementation

Other Tools, Resources, and Implementation Guides
Primary Driver: Continuous Improvement Driven by Data

The continuous improvement driven by data primary driver includes two secondary drivers:

- Data-Driven Quality Improvement
- Evidence-Based Medicine

The following sections provide an overview of each secondary driver and describe the specific change concepts and tactics OCM participants can implement in support of these drivers.

Secondary Driver: Data-Driven Quality Improvement

Through OCM, practices will focus on data-driven QI by using a balanced set of measures with a strong evidence base to inform change and practice transformation, identify and understand practice variation, provide clinical decision support, and monitor and sustain successful practices. Fair, accurate, and robust data is essential to drive continuous QI and helps to measure the effects of improvement interventions.

To accomplish the goals of data-driven QI, and achieve more patient-centered, high-quality, cost-effective care for patients and families, OCM practices should focus on the following change concepts, which are described in more detail below:

- Required Practice Redesign Activity: Use data for continuous quality improvement
- Required Practice Redesign Activity: Use Certified Electronic Health Record (EHR) Technology
- Designate regular team meetings to review data and plan/implement improvement cycles
## Change Concept: (Required) Use data for continuous quality improvement

### Defining the Change

| The Business Case for Change (NEW) | As part of participation in OCM, practices are expected to track performance against selected clinical quality measures to demonstrate current performance, set future goals, and monitor the effects of changes made. Evidence suggests that building the clinical operations, workflow, and technological infrastructure to deliver relevant, consumable data to clinicians drives QI.\(^{130}\) Aggregated, real-time data provides the tools to rapidly identify opportunities for improvement and conduct QI projects to enhance the quality and value of delivered services.\(^ {131}\) Additionally, adoption of a formal model for QI such as plan-do-study-act (PDSA) or Lean Six Sigma has been shown to create a culture in which staff actively participate in improvement activities.\(^ {132}\) PDSA cycles are widely accepted in health care improvement because they provide a structure for iterative tests of change, and their small scale allows for scientific tests of change with minimal resource implications and negative impacts to the system.\(^ {133,134}\) |

<table>
<thead>
<tr>
<th>Change Tactics</th>
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</thead>
<tbody>
<tr>
<td>• Employ a formal model of QI in your practice (e.g., PDSA, Lean Six Sigma).(^ {135})</td>
</tr>
<tr>
<td>• Hold regular team meetings to review data and plan improvement cycles to redesign care processes and workflow.(^ {136})</td>
</tr>
<tr>
<td>• Incorporate review of data with clinical and administrative leadership as a routine component of management processes.</td>
</tr>
<tr>
<td>• Share team/provider-identified data across other team/providers within the practice.</td>
</tr>
<tr>
<td>• Share quality data with patients.</td>
</tr>
<tr>
<td>• Share data with clinical stakeholders outside the practice (e.g., referring physicians, labs, etc.) to engage them in efforts to improve care and patient experience and reduce cost.</td>
</tr>
<tr>
<td>• (NEW) Create a dashboard to track OCM measures and identify opportunities for improvement.</td>
</tr>
</tbody>
</table>

| OCM Performance Measure Alignment (NEW) | Practices that wish to focus on using data for continuous QI may track their progress and performance against any of the currently available OCM measures. |
## Resources to Support Implementation

<table>
<thead>
<tr>
<th>Other Tools, Resources, and Implementation Guides</th>
</tr>
</thead>
<tbody>
<tr>
<td>• National Learning Consortium. CQI Strategies to Optimize your Practice. <a href="https://www.healthit.gov/sites/default/files/nlc_continuousqualityimprovementprimer.pdf">https://www.healthit.gov/sites/default/files/nlc_continuousqualityimprovementprimer.pdf</a></td>
</tr>
<tr>
<td>• Quality Enhancement Research Initiative (QUERI). Quality Improvement Methods. <a href="https://www.queri.research.va.gov/implementation/quality_improvement/all_methods.cfm">https://www.queri.research.va.gov/implementation/quality_improvement/all_methods.cfm</a></td>
</tr>
<tr>
<td>• Institute for Healthcare Improvement. Change Achievement Success Indicator. <a href="http://www.ihi.org/resources/Pages/Tools/ChangeAchievementSuccessIndicatorCASI.aspx">http://www.ihi.org/resources/Pages/Tools/ChangeAchievementSuccessIndicatorCASI.aspx</a></td>
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<tr>
<td>• Institute of Healthcare Improvement. Project Planning Form. <a href="http://www.ihi.org/resources/Pages/Tools/ProjectPlanningForm.aspx">http://www.ihi.org/resources/Pages/Tools/ProjectPlanningForm.aspx</a></td>
</tr>
<tr>
<td>• Institute of Healthcare Improvement. PDSA Worksheet. <a href="http://www.ihi.org/resources/Pages/Tools/PlanDoStudyActWorksheet.aspx">http://www.ihi.org/resources/Pages/Tools/PlanDoStudyActWorksheet.aspx</a></td>
</tr>
<tr>
<td>• The Office of the National Coordinator for Health Information Technology. Health IT Playbook. <a href="https://www.healthit.gov/playbook/">https://www.healthit.gov/playbook/</a></td>
</tr>
</tbody>
</table>
## Change Concept: (Required) Use certified electronic health record technology

### Defining the Change

#### The Business Case for Change (NEW)
To further data driven QI, OCM promotes the use of certified EHR technology for oncology practices, which has benefits for patients, providers, and the practice overall. The use of EHR technology creates opportunities for patient support and empowerment in complex medical situations, as the tool can be used to create and implement comprehensive cancer survivorship care plans and provide a channel for education, communication, and information seeking. EHR technology can also be used to collect data and report quality measures, manage medications, identify high risk patients, and provide prompts and reminders that serve to improve the quality of care. Additionally, EHRs have the potential of enabling direct exchange of clinical information (e.g. test results, care summaries) across clinicians, thus improving processes of care.

### Change Tactics

- Implement certified EHR technology.
- Leverage EHR technology to collect data and report quality measures.
- Manage medication via the EHR (e.g., formulary checks, allergy checks, or drug interaction checks).
- Share data with clinical stakeholders outside the practice (e.g. referring physicians, labs, etc.) to engage them in efforts to improve care and patient experience.
- Develop, store, and disseminate patient-specific educational materials and tools.

### OCM Performance Measure Alignment (NEW)
Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:

- OCM 12: Documentation of Current Medications in the Medical Record.

### Resources to Support Implementation

#### Other Tools, Resources, and Implementation Guides
- ONC. Health IT Playbook. [https://www.healthit.gov/playbook/](https://www.healthit.gov/playbook/)
- HealthIT.gov. Meaningful Use Success Stories and Case Studies. [https://www.healthit.gov/providers-professionals/meaningful-use-case-studies](https://www.healthit.gov/providers-professionals/meaningful-use-case-studies)
## Change Concept: Designate regular team meetings to review data and plan/implement improvement cycles

### Defining the Change

#### The Business Case for Change (NEW)
Researchers have concluded that a commitment to continuous improvement with an organizational structure emphasizing teams is important to foster effective performance. Regular team meetings play a role in the facilitation of sharing information and data, along with planning and implementation of improvement cycles. In other settings, such as nursing homes, practices that used teams in QI projects were more likely to continue improvement work. Organizational culture, relationships between team members, and multidisciplinary and leadership involvement are factors mentioned in systematic reviews as being important to facilitate QI.

#### Change Tactics
- **(NEW)** Schedule and hold regular team meetings to review data/implement improvement cycles.
- **(NEW)** Share team/provider-identified data across other teams/providers within the practice to encourage competition.
- **(NEW)** Create a provider dashboard to track OCM measures (or other quality measures) and identify opportunities for improvement.
- **(NEW)** Engage providers and care teams in QI and practice transformation.
- **(NEW)** Incorporate review of data with clinical and administrative leadership as a routine component of management processes.

#### OCM Performance Measure Alignment (NEW)
Practices may choose track their progress and performance against any of the currently available OCM measures.

### Resources to Support Implementation

#### Other Tools, Resources, and Implementation Guides
Secondary Driver: Evidence-Based Medicine

Through OCM, practices will focus on leveraging evidence-based medicine in delivering care to their patients. Evidence-based medicine focuses on the integration of clinical expertise, the patient’s preferences or values, and the best research evidence to decide on the option that best suits the patient. Studies have shown that the use of evidence-based practice is associated with reduced hospital complications and improved patient documentation. One way for OCM practices to use evidence-based medicine is to follow clinical guidelines, such as those from the National Comprehensive Cancer Network (NCCN) or the American Society of Clinical Oncology (ASCO).

To accomplish the goals of evidence-based medicine and achieve more patient-centered, high-quality, cost-effective care for patients and families, OCM practices should focus on the following change concepts, which are described in more detail below:

- **Required Practice Redesign Activity:** Use therapies consistent with nationally recognized clinical guidelines
- Use clinical decision support systems
- Provide patients with appropriate opportunities to participate in clinical trials (core function of patient navigation)
## Change Concept: (Required) Use therapies consistent with nationally recognized clinical guidelines

### Defining the Change

**The Business Case for Change (NEW)**

The use of therapies consistent with nationally recognized clinical guidelines is a required practice redesign activity in OCM to further promote the use of evidence-based medicine. Clinical guidelines are important tools in evidence-based practice that can reduce health care variation, improve patient outcomes, and improve documentation.\(^{146,145}\) Additionally, a study of non-small cell lung cancer patients concluded treatment in accordance with clinical pathways incurred lower outpatient costs, suggesting that treating patients according to evidence-based clinical practice guidelines is a cost-effective strategy for delivering care.\(^{147}\) The most effective clinical guideline implementation activities include multifaceted interventions, interactive education, and clinical reminder systems.\(^{148}\)

### Change Tactics

- Use therapies consistent with National Comprehensive Cancer Network (NCCN) or American Society of Clinical Oncology (ASCO) guidelines.
- Hold multidisciplinary treatment-planning conferences or workshops (e.g., tumor boards) to apply guidelines to patient care.\(^{149}\)
- Integrate clinical decision support in documentation workflow (e.g., charting, order entry).\(^{150}\)
- Offer clinical staff continuing medical education (CME) credits for expanding and keeping current with oncology care guidelines.

### OCM Performance Measure Alignment (NEW)

Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:

- OCM 3: Proportion of patients who died who were admitted to hospice for 3 days or more.
- OCM 4a: Oncology: Medical and Radiation – Pain Intensity Quantified.
- OCM 8: Adjuvant chemotherapy is recommended or administered within 4 months (120 days) of diagnosis to patients under the age of 80 with AJCC III (lymph node positive) colon cancer.
- OCM 9: Combination chemotherapy is recommended or administered within 4 months (120 days) of diagnosis for women under 70 with AJCC T1cN0M0, or Stage IB - III hormone receptor negative breast cancer.
- OCM 10: Trastuzumab administered to patients with AJCC stage I (T1c) - III and human epidermal growth factor receptor 2 (HER2) positive breast cancer who receive adjuvant chemotherapy.

### Resources to Support Implementation

- **Other Tools, Resources, and Implementation Guides**
### Change Concept: Use clinical decision support systems

#### Defining the Change

**The Business Case for Change (NEW)**
Clinical decision support systems (CDSS) are a component of health IT that encompass a variety of tools to enhance decision-making in the clinical workflow by providing computerized alerts, reminders, clinical guidelines, condition-specific order sets, and focused patient data reports and summaries, among other tools.\(^{151}\) CDSS have shown effectiveness in improving health care process measures across diverse settings, and they support the delivery of evidence-based medicine.\(^{150}\) A meta-analysis of the effectiveness of CDSS noted increased provider adherence to appropriate medical care and clinical practice guidelines.\(^{152}\) Furthermore, patients who were cared for using CDSS had enhanced quality of life with increased management of depression, fatigue and anxiety. Palliative care consults for pain also increased for this patient population.\(^{153}\) Success factors for the use of CDSS include integration with charting or order entry systems and automatic provision of recommendations at the time of decision-making, among others.\(^{150}\) Additionally, sharing team and provider data with other providers, patients, and/or external clinical stakeholders can offer the opportunity to share rapid feedback on some key information for patient management.\(^{19}\)

#### Change Tactics
- Integrate CDSS with the EHR and/or chemotherapy electronic order management system.\(^{150}\)
- Create a structured field for symptom index or functional index supporting patient-reported outcomes (e.g., depression or pain scale) for the purposes of informing treatment decisions.

#### OCM Performance Measure Alignment (NEW)
Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:
- OCM 4a: Oncology: Medical and Radiation – Pain Intensity Quantified.
- OCM 4b: Oncology: Medical and Radiation – Plan of Care for Pain.
- OCM 5: Preventive Care and Screening: Screening for Depression and Follow-Up Plan.
- OCM 8: Adjuvant chemotherapy is recommended or administered within 4 months (120 days) of diagnosis to patients under the age of 80 with AJCC III (lymph node positive) colon cancer.
- OCM 9: Combination chemotherapy is recommended or administered within 4 months (120 days) of diagnosis for women under 70 with AJCC T1cN0M0, or Stage IB - III hormone receptor negative breast cancer.
- OCM 10: Trastuzumab administered to patients with AJCC stage I (T1c) - III and human epidermal growth factor receptor 2 (HER2) positive breast cancer who receive adjuvant chemotherapy.

#### Resources to Support Implementation
- **Other Tools, Resources, and Implementation Guides**
### Change Concept: Provide patients with appropriate opportunities to participate in clinical trials

#### Defining the Change

<table>
<thead>
<tr>
<th>The Business Case for Change (NEW)</th>
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<tr>
<td>OCM practices should provide patients with appropriate opportunities to participate in clinical trials; providing those opportunities is also a core function of PN. Research shows that most patients are unaware of opportunities to participate in clinical trials and are informed of potential trials by their physicians. Therefore, when practices support patients by increasing their knowledge and perceived understanding of clinical trials, it may improve participation rates. Many factors can influence a patient’s decision to enter a clinical trial, including perception of doctor’s preferences, trial design, and impact on treatment efficacy. In adolescents and young adult cancer patients, both survival prolongation and mortality reduction are correlated with clinical trial activity. Additionally, evidence suggests that increased accrual to trials is important to patients, since they provide an opportunity to receive the newest treatments.</td>
</tr>
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#### Change Tactics

- Employ dedicated staff to support clinical trial enrollment and management.
- Hold practice meetings to discuss open clinical trials and accrual.
- (NEW) Actively evaluate patients for eligibility to enter a clinical trial.
- Make patients aware of the database for clinical trials (ClinicalTrials.gov).
- Track the number of patients enrolled in clinical trials.

#### Resources to Support Implementation

<table>
<thead>
<tr>
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<tr>
<td>- (NEW) ClinicalTrials.gov. Learn About Clinical Trials: <a href="https://clinicaltrials.gov/ct2/about-studies/learn">https://clinicaltrials.gov/ct2/about-studies/learn</a></td>
</tr>
</tbody>
</table>
Primary Driver: Strategic Use of Revenue

The strategic use of revenue primary driver includes three secondary drivers:

- Strategic Plan
- Sharing of Performance-Based Payment

The following sections provide an overview of each secondary driver and describe the specific change concepts and tactics that OCM participants can implement in support of these drivers.

Secondary Driver: Strategic Plan

Through OCM, practices will focus on ways to strategically use their revenue to support ongoing practice transformation. Specifically, they will develop a strategic plan to use the Monthly Enhanced Oncology Services (MEOS) payments (payments for enhanced services) and the Performance-Based Payment (PBP) to maintain the infrastructure and resources to support enhanced care, including, but not limited to, additional staff, increased health IT and analytics capabilities, and extended care capabilities.

To develop an effective strategic plan and achieve more patient-centered, high-quality, cost-effective care for patients and families, OCM practices should focus on the following change concepts, which are described in more detail below:

- Use budgeting and accounting processes effectively to transform care processes and build capability to deliver comprehensive, coordinated cancer care
- Align practice productivity metrics and compensation strategies with comprehensive, coordinated cancer care
- Provide nonmonetary incentives, tools/technology, or vouchers for health behavior change
## Change Concept: Use budgeting and accounting processes effectively to transform care processes and build capability to deliver comprehensive, coordinated cancer care

### Defining the Change

**The Business Case for Change (NEW)**

OCM incorporates a two-part payment system for participating practices, creating incentives to improve the quality of care and furnish enhanced services for beneficiaries who undergo chemotherapy treatment for a cancer diagnosis. The two forms of payment include a per-beneficiary MEOS payment for the duration of the episode and the potential for a PBP for episodes of chemotherapy care. The $160 MEOS payment assists participating practices in effectively managing and coordinating care for oncology patients during episodes of care, while the potential for PBP incentivizes practices to lower the total cost of care and improve care for beneficiaries during treatment episodes. Overall, the enhanced payment structure helps support practice’s efforts to change how care is delivered and improve patient outcomes. Practices will need to track, budget for, and strategically use these alternative payments to build or increase capabilities to deliver comprehensive, coordinated cancer care.

### Change Tactics

- **(NEW)** Integrate MEOS payments and PBP into practice accounting and budgeting tools to allocate revenue.
- **(NEW)** Invest revenue in priority areas for practice transformation under OCM (e.g., hire additional staff, such as a patient navigator or data analyst; invest in health IT; contract with consultants; provide beneficiary incentives).

### Resources to Support Implementation

<table>
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<tr>
<th>Other Tools, Resources, and Implementation Guides</th>
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<tr>
<td>Change Concept: Align practice productivity metrics and compensation strategies with comprehensive, coordinated cancer care</td>
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<tr>
<td><strong>Defining the Change</strong></td>
</tr>
<tr>
<td><strong>The Business Case for Change (NEW)</strong></td>
</tr>
</tbody>
</table>
| **Change Tactics** | • **(NEW)** Use productivity measures that include non-visit-based care (e.g., time spent on asynchronous communication via email or patient portal).  
• **(NEW)** Develop compensation strategies for care team members that align incentives to OCM practice transformation activities and quality metrics.  
• **(NEW)** Develop compensation strategies that reward value and team-based care.\(^{165}\) |
| **Resources to Support Implementation** |
## Change Concept: Provide nonmonetary incentives, tools/technology, or vouchers for health behavior change

### Defining the Change

**The Business Case for Change (NEW)**

Consumer behavior heavily impacts the total cost of health care. For example, patients with poor medication adherence cost the United States health care system $100 billion annually. To mitigate these risks, practices can utilize various tools and technology, such as remote monitoring and incentives, to reinforce behavior change in cancer patients. Studies have shown that systematic electronic symptom monitoring has the ability to reduce ED visits by seven percent and increase median survival. A key element of success is performance feedback, which is an important feature in promoting preventive health-related behaviors such as exercising, healthy dieting, and/or medication adherence.

### Change Tactics

- Use remote monitoring technology data to promote active changes in patient health.
- Provide non-monetary incentives to patients for behavior change (e.g., recognition and praise for quitting smoking).

### Frequently Asked Questions (NEW)

Q. What are the OCM guidelines relative to providing incentives to OCM beneficiaries?

A. The practice may choose to provide in-kind patient engagement incentives to OCM beneficiaries, subject to the following conditions:

- The incentive must be provided to the OCM beneficiary by the practice or by an OCM practitioner.
- The item or service provided must be reasonably connected to medical care provided to an OCM beneficiary.
- The item or service must be a preventive care item or service or an item or service that advances a clinical goal for the OCM beneficiary.
- The item or service must not be tied to the receipt of items or services outside the episode.
- The availability of the items or services must not be advertised or promoted except that an OCM beneficiary may be made aware of the availability of the items or services at the time the beneficiary could reasonably benefit from them.
- If the items or services involve technology, they must comply with the provisions in G.4. of the OCM Participant Agreement.
- The cost of the items or services must not be shifted to Medicare or another federal health care program.

### OCM Performance Measure Alignment (NEW)

Practices may use the following measure(s) to track progress and performance on a QI initiative relating to this change concept:

- OCM 6: Patient-Reported Experience of Care.

### Resources to Support Implementation

**Other Tools, Resources, and Implementation Guides**

Secondary Driver: Sharing of Performance-Based Payment

Through OCM, practices will focus on ways to strategically use their revenue to support ongoing practice transformation. As such, practices will need to develop a customized payment distribution plan that allows savings to be shared with care partners for their role in contributing to patient care.

To accomplish the goals of sharing of PBP and achieve more patient-centered, high-quality, cost-effective care for patients and families, OCM practices should focus on the following change concept, which is described in more detail below:

- Engage various care partners in sharing of performance-based payment
### Change Concept: Engage various care partners in sharing of performance-based payment

#### Defining the Change

**The Business Case for Change (NEW)**

Shared savings is a payment strategy used in health care to align incentives to providers by rewarding provider efforts in reducing health care spending for a specific patient population and offering them a percentage of the net savings realized. In OCM, practices may wish to engage various care partners in the sharing of PBP to incentivize value-based care and cost savings. The goal is that providers participating in the shared savings arrangement have a financial stake in controlling costs and are therefore motivated to drive value-based care. Shared-savings distribution should ultimately be fair and transparent, iterative, and designed to maximize the incentive for all providers to drive value.

#### Change Tactics

- **(NEW)** Develop a shared savings methodology that considers a variety of factors (e.g., provider/organization eligibility, patient population, services offered, quality measures and thresholds, and payment structure and frequency).
- **(NEW)** Develop formal partnerships with outside organizations to support patient care and cost savings (e.g., behavioral health services, pharmacy).

#### Resources to Support Implementation

**Other Tools, Resources, and Implementation Guides**

Primary Driver: Management of Appropriate Multi-Payer Structure

OCM is a multi-payer model, through which Medicare and selected third party payers partner in the shared aim of improving the quality of oncology care and reducing cost. Multi-payer partnership is an important goal of OCM, as it creates broader incentives and aims to make full practice-level transformation of care delivery possible. Recognizing that the impact of any one payer alone may be limited, OCM participating payers have committed to establishing an approach aligned with CMS to transform the way in which cancer care is delivered and financially supported in practices participating in the model.

The Management of Appropriate Multi-Payer Structure primary driver includes four secondary drivers, which reflect the required areas for participating payers to align their model with the CMS approach:

- Payment for Enhanced Services and Performance
- Engage with Partner Practices to Drive High-Quality, High-Value Care
- Quality Improvement
- Data Sharing

The following table (Table 4) lists the change concepts and specific change tactics aligned to each secondary driver payers should implement as part of their participation in OCM. The table presents the evidence-base, where available. It is important to note with the recent implementation of Other Payer Advanced Alternative Payment Models (APMs) through the Quality Payment Program, the evidence base to support this driver is still developing.

Table 4: Alignment of Secondary Drivers and Changes for Management of Appropriate Multi-Payer Structure

<table>
<thead>
<tr>
<th>Secondary Driver</th>
<th>Change Concept</th>
<th>Change Tactic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payment for Enhanced Services and Performance</td>
<td>Required Activity: Implement a methodology for payment for advanced services</td>
<td>Implement a methodology for payment for advanced services (e.g., advanced payment or per beneficiary per month payment). Define an episode of care for the purposes of assigning beneficiaries and evaluating and making payments for performance, and share the methodology with partner practices. Address administrative challenges to implementing episode-based payments (e.g., claims adjudication).</td>
</tr>
<tr>
<td></td>
<td>Required Activity: Implement a methodology for payment for performance</td>
<td>Implement a methodology for payment for performance (e.g., retrospective lump sum or enhanced monthly payment). Calculate performance rates.</td>
</tr>
<tr>
<td>Secondary Driver</td>
<td>Change Concept</td>
<td>Change Tactic</td>
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</table>
| Engage with Partner Practices    | **Required Activity:** Identify practice redesign activities | • Require partner practices to implement practice redesign activities that align with those required by CMS.  
• Offer practices suggested clinical guidelines and expectations for coordination of care to meet performance goals.  
• Hold practices accountable for the implementation of required activities. |
| Provide operational support to partner practices | | • Foster partnerships between cancer care clinicians and payers  
• Engage clinicians across the continuum of care to coordinate and manage care.  
• Align incentives to provide high-quality, high-value care. |
| Quality Improvement              | **Required Activity:** Align quality measures        | • Align quality measures to those used by CMS, including but not limited to the OCM Other Payer Core Measure Set (OCM-1, OCM-2, and OCM-3), and other quality measure reporting programs chosen by the payer. |
| Data Sharing                     | **Required Activity:** Share data and feedback with practices and CMS | • Make data available regarding cost of care and utilization of services to practices on at least a quarterly basis.  
• Share aggregate-level data with CMS on an annual basis to inform the model’s ongoing evaluation. |
Appendix A: Methods for Development of Key Drivers

Materials in this change package were developed through a combination of technical discussions and an environmental scan that built upon the technical and programmatic foundation of OCM. Updates to this document were based on lessons learned from the first year of OCM and an updated environmental scan of key drivers.

Methods for Development of the Driver Diagram

The driver diagram framework was initially developed by the CMMI OCM leadership team and technical experts, was disseminated as part of the OCM Request for Applications in Spring 2015, and has been further revised since then by the OCM Learning Community contractor in consultation with CMMI OCM leadership. Definitions and aligned change concepts were developed for each secondary driver and reviewed with CMMI. OCM participation requirements were also mapped to each of the secondary drivers and change concepts.

Given the innovative nature of the model, the evidence base will continue to evolve during the life of the model. This knowledge will be harvested and likely result in improvements to the driver diagram. It is through this iterative process that we refine our understanding of the model and the best approaches to achieve the Model aim.

Methods for the Environmental Scan

A change package provides the evidence base and actionable tools to assist participants with planning for and implementing improvements. Using the driver diagram as a guide, the OCM Learning System contractor conducted the environmental scan through the following process, with the goal of identifying and categorizing the resources that align to the OCM drivers and changes.

Planning the Environmental Scan

1. Reviewed recent environmental scan products and change packages prepared for CMS and CMMI programs to inform the format and process for the OCM Learning Community scan.
2. Reviewed OCM driver diagram provided by CMMI.
3. Defined each secondary driver.
4. Aligned change concepts to each secondary driver.
5. Developed key search terms aligned to the primary drivers, secondary drivers, and change concepts, which were informed by the definitions.
6. Identified key sites, sources, and organizations for research.
7. Employed common reference manager Mendeley to track citations and sources, save sources, categorize themes, and ensure common citation format (https://www.mendeley.com/features/reference-manager/).
8. Developed Level of Evidence criteria for categorizing resources identified via the environmental scan.
9. Prepared and maintained a structured documentation tool and process to capture research and citations for each secondary driver and change concept.

10. Established an online documentation site to house the research content and maintain integrity of document versions.

11. Developed a report outline and approach for the change package to be developed as a result of the environmental scan.

12. Gathered formative information and input from CMMI and OCM Learning Community Team subject matter experts. Prepared various iterations of briefing materials to gain input.

**Execution of the Environmental Scan**

The environmental scan was planned for and conducted in late September to early November 2015. The scan included peer-reviewed and grey literature as well as relevant tools and interventions from prominent organizations in relevant fields. In total, more than 200 resources were reviewed and evaluated. The following steps were implemented to carry out the OCM Key Driver Environmental Scan after the planning phase:

I. The team scanned the medical and social science peer-reviewed literature—including both qualitative and quantitative studies—using PubMed, PsycInfo, Google Scholar, EBSCOhost, and the Cochrane databases.
   a. Search databases using identified keyword search terms.
   b. Review abstract to determine whether the article is relevant.
   c. Retrieve full text for those articles identified as relevant.
   d. Review article in its entirety for specific information according to the abstraction form.
   e. Conduct an internet scan or contact authors for any missing information or tools/training materials used.
   f. Review citation list for relevant articles.
   g. Apply Level of Evidence criteria.
   h. Aligned the citation to the appropriate secondary driver(s) and change concept(s) (note that some apply across several such categories).
   i. Document citation along with relevant information in tracking tool.

II. Steps to scan the grey literature included:
   a. Collect recommendations, documents, and other information from project team members and subject matter experts.
   b. Search websites of organizations identified by CMMI and partners for relevant research, resources, and tools.
c. Search databases that target trade publications—such as Health Business (for hospital administrators) and PAIS (social sciences)—using keyword search terms.

d. Apply Level of Evidence criteria.

e. Aligned the citation to the appropriate secondary driver(s) and change concept(s) (note that some apply across several such categories).

f. Document citation along with relevant information in tracking tool.

III. Other sources: In addition, the team conducted a more targeted search of more than 50 websites for non-peer-reviewed literature and potential tools, such as sites for relevant government agencies, professional associations, and advocacy groups.

IV. In all areas:

a. Held multiple team internal reviews and discussions.

b. Applied updates to searches per changes and improvements in the key drivers, secondary drivers, and definitions.

The Level of Evidence Criteria (see Table 5) adapted for this purpose is based on a schema applied by Melnyk and Overholt,† and used by the AHRQ National Guidelines Clearinghouse, Johns Hopkins Nursing Evidence-based Practice, and the Oxford Centre for Evidence-based Medicine. The purpose is to rate the strength of the evidence for each resource and/or tool. Given the intent to collect case studies throughout OCM implementation and the experimental nature of OCM, participants are encouraged to consider resources of all levels of evidence in planning for improvement.

Table 5: Level of Evidence Criteria

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Level 1 and 2 Studies (experimental)</td>
</tr>
<tr>
<td>II</td>
<td>Level 3 Studies (quasi-experimental)</td>
</tr>
<tr>
<td>III</td>
<td>Level 4 Studies (non-experimental study)</td>
</tr>
<tr>
<td>IV</td>
<td>Level 5, 6 and 7 Studies (qualitative study or expert opinion)</td>
</tr>
</tbody>
</table>

Level 1: Systematic review of relevant randomized control trials

Level 2: At least one well-designed randomized control trial

Level 3: Well-designed control trials without randomization (quasi-experimental)

Level 4: Evidence from well-designed case-control and cohort studies

Level 5: Evidence from systematic reviews of descriptive and qualitative studies

Level 6: Evidence from descriptive or qualitative studies or QI projects

Level 7: Evidence from the opinion of authorities or reports of expert committees

Appendix B: Additional Evidence by Secondary Driver

These tables in the appendix provide further resources for your practice to explore. Both supporting literature and implementation tools were collected. Literature was graded against the criteria described in Table 5 below. For more information on the level of evidence criteria, see Appendix A: Methods for Development of Key Drivers.

Table 6: Change Package Resource Categories

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Experimental</td>
</tr>
<tr>
<td>II</td>
<td>Quasi-experimental</td>
</tr>
<tr>
<td>III</td>
<td>Non-experimental case-control or cohort study</td>
</tr>
<tr>
<td>IV</td>
<td>Qualitative study or expert opinion</td>
</tr>
</tbody>
</table>

Comprehensive, Coordinated Cancer Care

Secondary Driver: Access and Continuity

Required Practice Redesign Activity: Provide 24/7 access to an appropriate clinician who has real-time access to patients’ medical records

Category IV:

Increase access to visits

Category I:

Category IV:
## OCM Key Drivers and Change Package

### Provide access to care and information outside of visits

**Category I:**

**Category IV:**

---

### Secondary Driver: Care Coordination

<table>
<thead>
<tr>
<th>Required Practice Redesign Activity: Provide the core functions of patient navigation</th>
<th><strong>Category I:</strong></th>
</tr>
</thead>
</table>

**Category III:**

**Category IV:**
### Conduct coordinated medication management

**Category IV:**

### Support referral coordination and management

**Category IV:**

### Improve transitions between care settings

**Category I:**

**Category IV:**

### Integrate palliative care

**Category I:**


Category IV:

---

**Secondary Driver: Care Planning and Management**

### Required Practice Redesign Activity:
**Document a care plan that contains the 13 components of the IOM Care Management Plan**

#### Category I:

#### Category II:

#### Perform risk stratification

#### Category III:

#### Category IV:
### Conduct monitoring and follow-up from visits

**Category II:**

**Category IV:**

### Estimate out-of-pocket cost

**Category I:**

### Secondary Driver: Patient and Caregiver Engagement

**Category I:**
<table>
<thead>
<tr>
<th>Provide patient education, coaching, and self-management support</th>
<th>Category I:</th>
</tr>
</thead>
</table>

**Category IV:**

### OCM Key Drivers and Change Package


#### Category II:

#### Category IV:

### Provide patients with modes to track or share experiences

#### Category I:

#### Category III:

### Open medical records and documents (e.g., care plans) for patients to review and revise

#### Category II:

#### Category III:

#### Category IV:
Provide non-monetary incentives, tools, or technology for health behavior change

Category II:

Category III:

Category IV:

**Secondary Driver: Team-Based Care**

Establish and provide organizational support for care delivery teams with consistent team members accountable for the patient population/panel

Category IV:

Define roles and distribute tasks among care team members to reflect the skills, abilities, and credentials of team members

Category II:

Category IV:
## Hold regular team huddles to manage workflow and meet patient needs

### Category II:

### Category III:

### Category IV:

---

## Continuous Improvement Driven by Data

### Secondary Driver: Data-Driven Quality Improvement

#### Required Practice redesign activity: Use data for continuous quality improvement

### Category IV:

#### Required Practice redesign activity: Use certified electronic health record technology

### Category I:

### Category IV:
| Designate regular team meetings to review data and plan/implement improvement cycles | Category II:  

**Category IV:**  

| Incorporate routine clinical and administrative leadership review of data as part of management process | Category IV:  

---

**Secondary Driver: Evidence-Based Medicine**

### Required Practice Redesign Activity: Use therapies consistent with nationally recognized clinical guidelines

**Category I:**  

**Category IV:**  

### Use clinical decision support systems

**Category I:**  
Provide patients with appropriate opportunities to participate in clinical trials

<table>
<thead>
<tr>
<th>Category I:</th>
</tr>
</thead>
</table>

Incorporate routine clinical and administrative leadership review of data as part of management process

<table>
<thead>
<tr>
<th>Category IV:</th>
</tr>
</thead>
</table>

### Strategic Use of Revenue

#### Secondary Driver: Strategic Plan

Use budgeting and accounting processes effectively to transform care processes and build capability to deliver comprehensive, coordinated cancer care

<table>
<thead>
<tr>
<th>Category IV:</th>
</tr>
</thead>
</table>

Align practice productivity metrics and compensation strategies with comprehensive, coordinated cancer care

<table>
<thead>
<tr>
<th>Category IV:</th>
</tr>
</thead>
</table>
### Secondary Driver: Sharing of Performance-Based Payment

<table>
<thead>
<tr>
<th>Category IV:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Engage various care partners in sharing of performance-based payment</strong></td>
</tr>
</tbody>
</table>

### Management of Appropriate Multi-Payer Structure (Payers, including CMS)

<table>
<thead>
<tr>
<th>Secondary Driver: Payment for Enhanced Services and Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Implement a methodology for payment for advanced services</strong></td>
</tr>
<tr>
<td><strong>Category IV:</strong></td>
</tr>
</tbody>
</table>
### Implement a methodology for payment for performance

**Category IV:**

### Secondary Driver: Engage with Partner Practices

**Identify practice redesign activities**

**Category I:**

**Category IV:**

**Provide operational support to partner practices**

**Category III:**

**Category IV:**
### OCM Key Drivers and Change Package

#### Secondary Driver: Quality Improvement


#### Secondary Driver: Data Sharing

References


4 Ibid.

5 Ibid.

6 Ibid.


11 Ibid.

12 Ibid.


51 Ibid.


66 Ibid.


72 Ibid.


105. Ibid.


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