Introduction

Steve Farmer, MD, FACC, FASE
- Medical Officer
- CMS Innovation Center
- Practicing Cardiologist
Webcast Outline

- The CMS Innovation Center and BPCI Advanced
- Clinical Concept
- BPCI Advanced Model Overview
  - Model Development
  - Participation Requirements
  - Strategies for Success
  - Why Should I Participate in the Model?
- CMS Innovation Center Partnership
- Summary
INTRODUCTION

The CMS Innovation Center and BPCI Advanced
The CMS Innovation Center

- As part of the Center for Medicare and Medicaid Services (CMS), the CMS Innovation Center provides national leadership in the transition from volume to value

- The center tests innovative service and delivery models that reduce costs while preserving or enhancing quality

- Guiding principles
  - Patient centered care
  - Provider choice and incentives
  - Choice and competition in the market
  - Transparent model design and evaluation
Model Scenarios for Success

1. Quality ↑ Cost =

2. Quality = Cost ↓

3. Quality ↑ Cost ↓

Best Case
BPCI Advanced Tests a Different Approach to Payment

A bundled clinical episode links physician, hospital, and post-acute care payments to quality and cost.

Participants may earn additional payments from CMS, but may owe money back to CMS, if costs are higher than expected.
CLINICAL CONCEPT
Patients Often Experience a Fragmented Healthcare System

Under FFS, healthcare can be challenging to navigate

- Providers often treat patients with incomplete information.
- Patients often receive conflicting advice.

Providers acting independently hold little accountability for cost or outcomes of care

Status Quo: Fee for Service (FFS)
Fee-for-Service (FFS): Hospitalization

Hospitalist

Hospital

Hazard

Patient Experience
FFS: SNF

SNF Team → SNF Stay → Patient’s Home → Patient Experience
FFS: Primary Care Physician (PCP) and Cardiologist
FFS Experience: Summary

Hospitalist

SNF Team

Cardiologist

Patient
Bundled Clinical Episodes: A New Concept

- BPCI Advanced requires new thinking
- Participants must now coordinate the entire episode
Clinical Episodes Better Reflect How Patients Experience Care

Shifts emphasis from *individual services* towards a coordinated *clinical episode*

Establishes an “accountable party”

Clinical episodes are assessed on the *quality and cost* of care
Clinical Episode: Bundled Payment Experience

Hospitalist and PCP

The SNF Team

Patient’s Cardiologist
BPCI Advanced Builds on Experience

Evidence From:
- Commercial payer models
- Centers for Medicare and Medicaid Services (CMS)
- CMS Innovation Center models

Stakeholder Input:
- Stable target prices provided in advance
- Performance assessments account for patient and provider characteristics
BPCI Advanced is Different Than BPCI

**Streamlined design**
- One model, 90 day episode period
- Single risk track
- Inpatient and Outpatient episodes
- Preliminary target prices provided in advance
- Payment tied to performance on quality measures

**Greater focus on physician engagement and learning**

**Designed as an Advanced APM under the Quality Payment Program**
Who Leads Clinical Episodes?

Physician Group Practices (PGPs)

Acute Care Hospitals (ACHs)
A Convener is a Medicare enrolled provider or supplier or an entity that is not enrolled in Medicare.

Conveners may:

• Facilitate participation by smaller PGPs or ACHs
• Provide data and analytic feedback
• Offer logistical and operational support
• Bear financial risk to CMS under the Model
29 Inpatient (IP) Clinical Episodes, Continued

Spine, Bone, and Joint Episodes
• Back & neck except spinal fusion
• Spinal fusion (non-cervical)
• Cervical spinal fusion
• Combined anterior posterior spinal fusion
• Fractures of the femur and hip or pelvis
• Hip & femur procedures except major joint
• Lower extremity/humerus procedure except hip, foot, femur
• Major joint replacement of the lower extremity
• Major joint replacement of the upper extremity
• Double joint replacement of the lower extremity

Kidney
• Renal failure

Infectious Diseases
• Cellulitis
• Sepsis
• Urinary tract infection

Neurology
• Stroke
29 Inpatient (IP) Clinical Episodes

Cardiac Episodes
- Acute myocardial infarction
- Cardiac arrhythmia
- Cardiac defibrillator
- Cardiac valve
- Pacemaker
- Percutaneous coronary intervention
- Coronary artery bypass graft
- Congestive heart failure

Pulmonary Episodes
- Simple pneumonia and respiratory infections
- COPD, bronchitis, asthma

Gastrointestinal Episodes
- Major bowel procedure
- Gastrointestinal hemorrhage
- Gastrointestinal obstruction
- Disorders of the liver excluding malignancy, cirrhosis, alcoholic hepatitis (New Episode for BPCI Advanced)
3 Outpatient (OP) Clinical Episodes

- Percutaneous Coronary Intervention (PCI)
- Cardiac Defibrillator
- Back & Neck Except Spinal Fusion
Hospital Medicine & 11 Specialties Represented

Cardiology Episodes:
- Cardiology
- Cardiac Surgery

Kidney Episodes
- Nephrology

Gastrointestinal Episodes:
- Gastroenterology
- General Surgery
- Colorectal surgery

Spine, Bone, Joint Episodes
- Orthopedics
- Neurosurgery

Pulmonary and Infectious Diseases Episodes:
- Pulmonary
- Critical Care

Neurology Episodes
- Neurology
How Does BPCI Advanced Work?

Clinical episode triggered by either an inpatient hospital stay (Anchor Stay) or outpatient procedure (Anchor Procedure)

Clinical episode attributed to PGP or ACH

Care provided under standard FFS payments

At the end of each performance period, quality and cost performance are assessed
Clinical Episode Length

**IP Clinical Episode:**
Anchor Stay
+ 90 days beginning the day of discharge

**OP Clinical Episode:**
Anchor Procedure
+ 90 days beginning on the day of completion of the outpatient procedure
Services Included in the Clinical Episode

- IP or OP hospital services that comprise the Anchor Stay or Anchor Procedure (respectively)
- Physicians’ services
- Other hospital OP services
- IP hospital readmission services
- Long-term care hospital (LTCH) services
- Hospice services
- Inpatient rehabilitation facility (IRF) services
- Skilled nursing facility (SNF) services
- Home health agency (HHA) services
- Clinical laboratory services
- Durable medical equipment (DME)
- Part B drugs
Service-level Exclusions from the Clinical Episode

Blanket exclusions:
- Blood clotting factors to control bleeding for hemophilia patients
- New technology add-on payments under the IPPS
- Payments for items and services with pass-through payment status under the OPPS

Part B services:
- Excluded only if incurred during a excluded ACH admission or readmissions
- BPCI Advanced will not follow the clinically related criteria guiding Part B exclusions used in BPCI
The ACH Benchmark Price accounts for three central factors:

1. Patient case-mix
2. Patterns of spending relative to the ACHs peer group
3. Historic Medicare FFS expenditures efficiency in resource use specific to the ACHs Baseline Period
• Physicians may have distinctive practice profiles, informed by:
  o Care philosophy
  o Training / experience
  o Context

• Limited feedback on how quality and cost profiles compare to peers

• PGP benchmark prices are anchored on the ACH where episodes occur, but are adjusted for each PGPs historical experience
  o Allows more physicians to participate
  o Establishes a pathway for practice refinement over time
BPCI Advanced Qualifies as an Advanced Alternative Payment Model

Eligible clinicians who meet patient count or payment thresholds may become Qualified APM Participants (QPs) and receive the 5% APM Payment.

For ACH Participants, eligible clinicians will be assessed individually for purpose of QP determination.

For PGP Participants, eligible clinicians will be assessed as a group for purpose of QP determination.
Advanced Alternative Payment Model (APM) Criteria

- Participants must use CEHRT to document and communicate clinical care with patients and other healthcare professionals
- Payment will be linked to quality
- Participants are eligible for payments as much as 20% of the Target Price, but also at risk for as much as 20% of the Target Price
Quality Measures

Will include **claims-based measures through 2020**

Additional measures with varying reporting mechanisms may be added in the future
## Initial Quality Measures

<table>
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<th>Quality measures for:</th>
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<td><strong>All Clinical Episodes</strong></td>
<td>All-cause Hospital Readmission Measure</td>
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<td><em>(National Quality Forum [NQF] #1789)</em></td>
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<td></td>
<td>Care Plan</td>
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<td><em>(NQF #0326)</em></td>
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<td><strong>Specific Clinical Episodes</strong></td>
<td>Perioperative Care: Selection of Prophylactic Antibiotic: First or Second Generation Cephalosporin</td>
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<td><em>(NQF #0268)</em></td>
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<td>Hospital-Level Risk-Standardized Complication Rate (RSCR) Following Elective Primary Total Hip Arthroplasty (THA) and/or Total Knee Arthroplasty (TKA)</td>
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<td><em>(NQF #1550)</em></td>
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<td>Hospital 30-Day, All-Cause, Risk-Standardized Mortality Rate (RSMR) Following Coronary Artery Bypass Graft Surgery</td>
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<td><em>(NQF #2558)</em></td>
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<td>Excess Days in Acute Care after Hospitalization for Acute Myocardial Infarction</td>
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<td><em>(NQF #2881)</em></td>
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<td>AHRQ Patient Safety Indicators</td>
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Risk Will Be Constrained For Low Volume Participants

- Unusual patient cases can distort performance for low volume participants
- As a protection, risk will be constrained for particular clinical episode volumes
BPCI Advanced is a Partnership Between the CMS Innovation Center and Participants

• Providers
  o Care for patients on the front line
  o Engage in continuous quality improvement

• CMS Innovation Center
  o Provides greater transparency on cost and quality of services provided
  o Establishes payment mechanisms that support improved care processes
  o Rewards providers that deliver greater value
CMS Innovation Center Learning Systems Have Three Broad Functions

1. Identify and package **new** knowledge and best practices

2. Leverage data and participant input to guide change and improvement

3. Build **learning communities** and networks to disseminate successful strategies
Three Channels For Care Transformation

- CMS learns from participants
- Participants learn from each other
- Participants learn from CMS
Strategies for Success

- Patient Education
- Data and Dashboards
- Care Navigation
- Multidisciplinary Steering Committees
- Changing or Standardizing Care Protocols
- Post-Acute Care Preferred Provider Networks
Why Should You Participate?

• If successful, the model will result in **streamlined, coordinated care episodes**
  o Improve the patient experience
  o Improve outcomes
  o Decrease costs

• The model affords **new flexibilities** in care delivery

• As pressure on fee for service reimbursements continues, **the world is shifting towards alternative payment models**

• **Advanced APM** under the Quality Payment Program
BPCI Advanced: The Patient Experience

- Seamless, streamlined experience
- Avoids complications
- Achieves better outcomes
- Improves patient experience

“After my hospital admission, I was scared and uncertain. The doctors and nurses made sure I understood the plan. They made sure I knew what to look out for and who to call when problems occurred.”
Summary

• **BPCI Advanced is a new voluntary Advanced APM**
  - Builds on prior experience
  - Responsive to stakeholders

• **Establishes responsibility for clinical episodes**
  - Aims to catalyze health system transformation
  - Successful participants (quality, cost) may receive additional payments

• **Will be an Advanced APM in the Quality Payment Program**
NEXT STEPS
Learning Resources

Webcasts

More details of the model can be found in two presentations:
• Model Overview
• Application Process

Available at the CMS Innovation Center website:
https://innovation.cms.gov/initiatives/bpci-advanced

Print Resources

You can find a variety of resources, including a Model Timeline, Fact Sheet, FAQs (General and Physician-focused), Episode Definitions, and an Application Process Handout on the CMS Innovation Center website.

Questions

If you have questions, contact the BPCI Advanced Model team at:
BPCIAdvanced@cms.hhs.gov

To Apply by March 12, 2018

Visit the BPCI Advanced Application Portal:
https://app1.innovation.cms.gov/bpciadvancedapp
Key Dates

START

- Request for Applications Released 1/9/2018
- Application Portal Opens 1/11/2018
- Application Portal Closes 3/12/2018
- CMS screens Applicants March – June 2018

CMS offers Participant Agreements to Applicants June 2018

Signed Participant Agreements due to CMS August 2018

CMS distributes Target Prices to Applicants May 2018

Clinical Episode selections and program deliverables due to CMS August 2018

Model Go Live 10/1/18

First date for QP determination March 31, 2019

Next Application Period 1/1/20

Journey Continues

UNTIL 12/31/23