

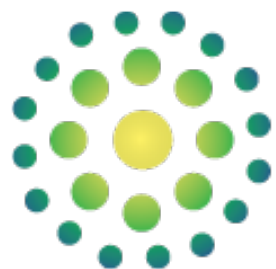


## **PACE 2.0: Ready to Grow**

Peter Fitzgerald, Executive Vice President, Strategy & Policy, NPA  
Anita Gibson, Senior Director, Project Management & Policy Communications, NPA  
Mary Naber, President/CEO, PACE Southeast Michigan  
Ursula Robinson, Executive Director, PACE of the Triad

# Agenda

- PACE 2.0 Overview
- Developing the Growth Model
- Exponential Growth Drivers
- Field Testing
- Disseminating
- Q&A



# PACE 2.0

## Overview

The PACE 2.0 initiative is supported by  
West Health and The John A. Hartford Foundation.



The John A. Hartford  
Foundation

# PACE Needs to Grow

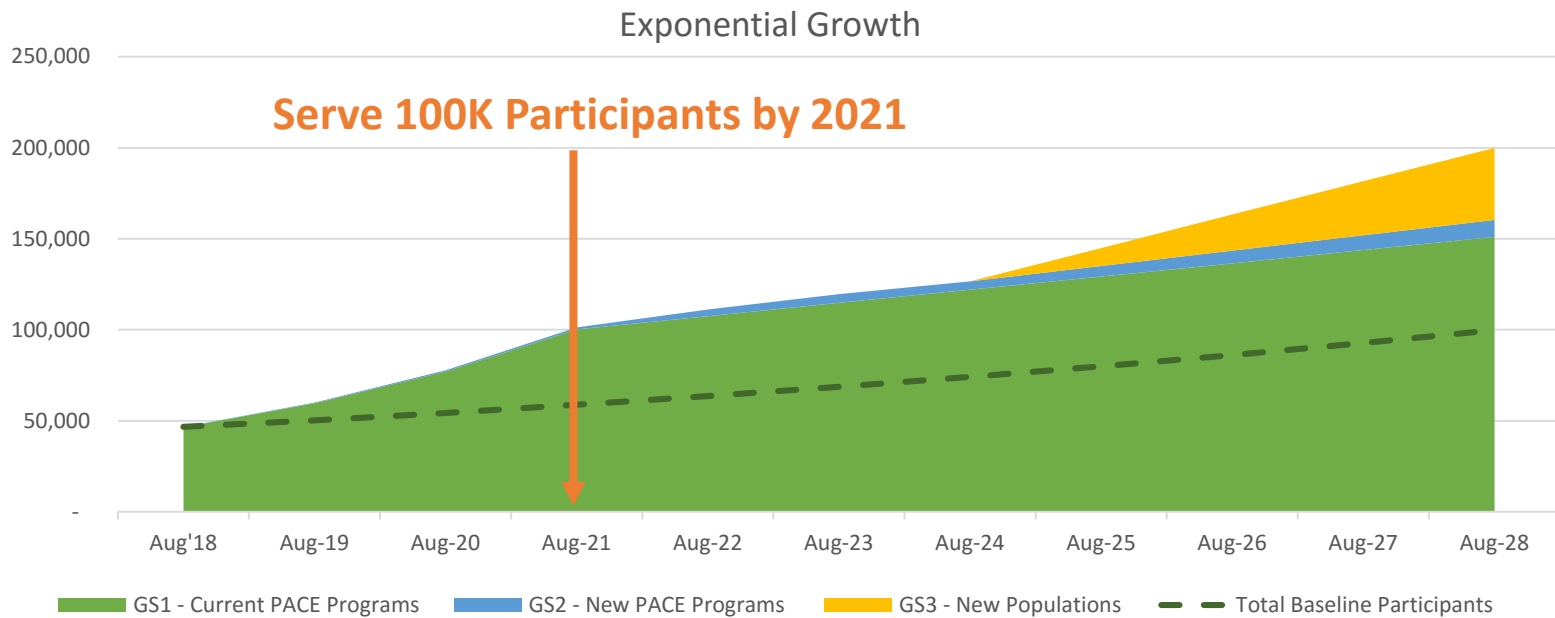
- Too many people that could be helped by PACE are not enrolled, resulting in:
  - Reduced quality of life
  - Greater risk for hospital and ER admissions
  - Fewer years of life
- Incremental growth will not solve the problem; exponential growth is needed:
  - What growth strategies achieve exponential growth?
  - What dissemination methods work to apply these strategies?

# The PACE 2.0 Initiative

- Launched in 2017 to achieve exponential growth
- Funded by The John A. Hartford Foundation and West Health
- Partners include:
  - The Billions Institute
  - Watson Health/Truven Analytics
  - L&M Consulting
  - RTI (Supported by The Commonwealth Fund)

# Our PACE 2.0 Goal

## Serve 200K participants by 2028!



# Scale and Spread

## *Serving more people through:*

- **Scale (Growth Stream 1)** – Currently operating PACE organizations, serving our current target population
- **Spread (Growth Stream 2)** – Current & new PACE organizations expanding into new service areas, serving our current target population
- **Scale & Spread (Growth Stream 3)** – Serving new populations

# Growth Stream 1 – How to Scale Current Programs?

- Retain essential elements
- Develop growth model – Driver Diagram
  - Identify “bright spots” achieving high growth
    - ✓ Net Monthly enrollment: 10-15
    - ✓ Market penetration: 20% or more
  - Field Test Model
- Disseminate and support model’s implementation



# PACE Essential Elements

*Maintain high quality service while we grow*

**HIGH  
FUNCTIONING IDT**

**EFFECTIVE,  
ONGOING CARE  
COORDINATION**

**CLINICAL  
UTILIZATION  
MANAGEMENT**

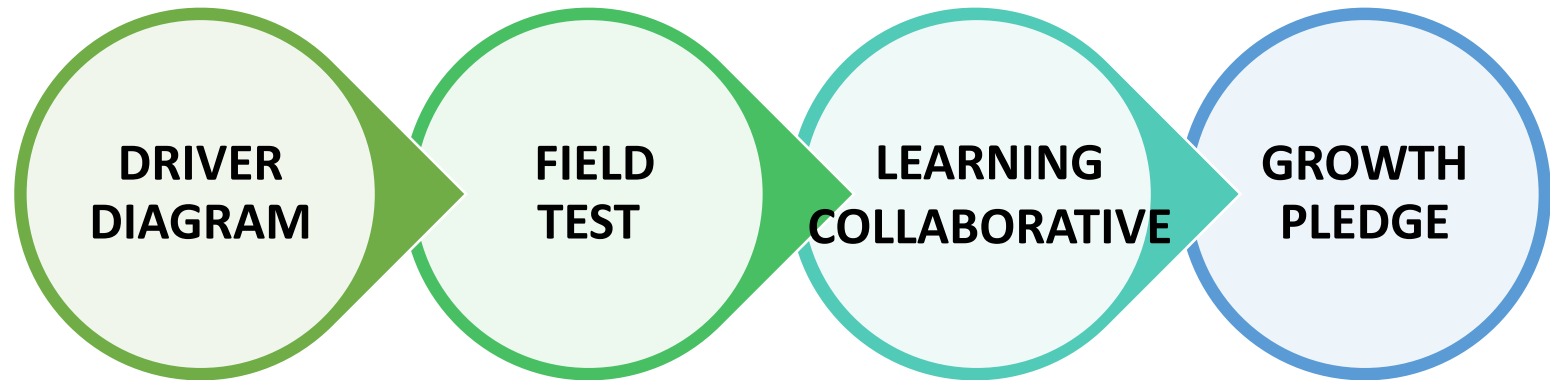
**PRESENCE IN THE  
HOME**

**EFFICIENT  
TRANSPORTATION  
SYSTEM**

**SOCIALIZATION  
SYSTEMS**

# Developing an Exponential Growth Model

# Exponential Growth



- Identify key growth drivers & scalable tactics

- Test growth model method, drivers & tactics

- Conduct multi-site collaborative to refine growth model

- Share toolkit with NPA members

# Bright Spots



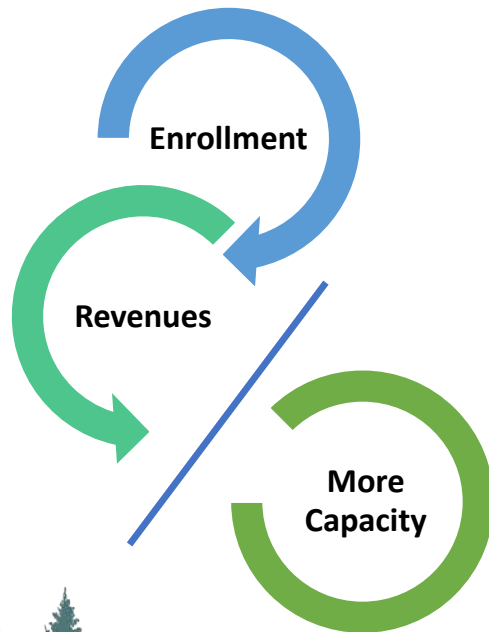
**BRIGHT SPOTS: 10-15 NET  
MONTHLY ENROLLMENT/20%  
MARKET PENETRATION**

- PACE SE Michigan – **Mary Naber**
- St. Paul’s PACE – **Carol Hubbard**
- AltaMed – **Maria Zamora**
- Palm Beach PACE – **Alan Sadowsky**
- Piedmont Health SeniorCare – **Marianne Ratcliffe**
- Rocky Mountain PACE, Cambridge Health Alliance – **Tom Reiter** (now with West PACE)

# PACE Growth Mindset

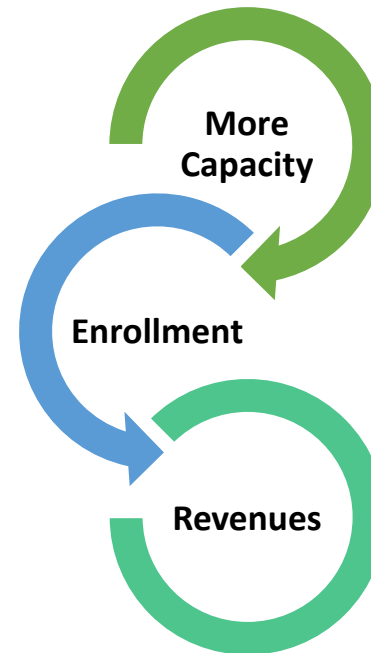
*If they come, we'll Build it!*

**Incremental Growth**



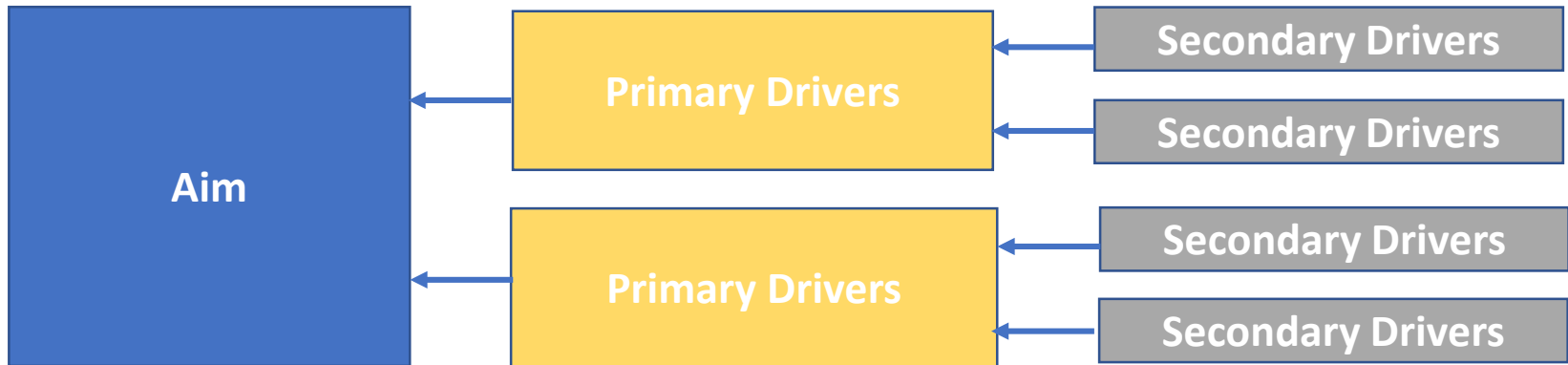
*If we Build it, they'll come*

**Exponential Growth**



# What the Driver Diagram Includes

- Tree Diagram depicts a Theory of Change
- Illustrates the causal relationship between the **Drivers** and the **Aim**
- Not static – updated regularly



# Aims: Definition and Guidance

## *An aim is:*

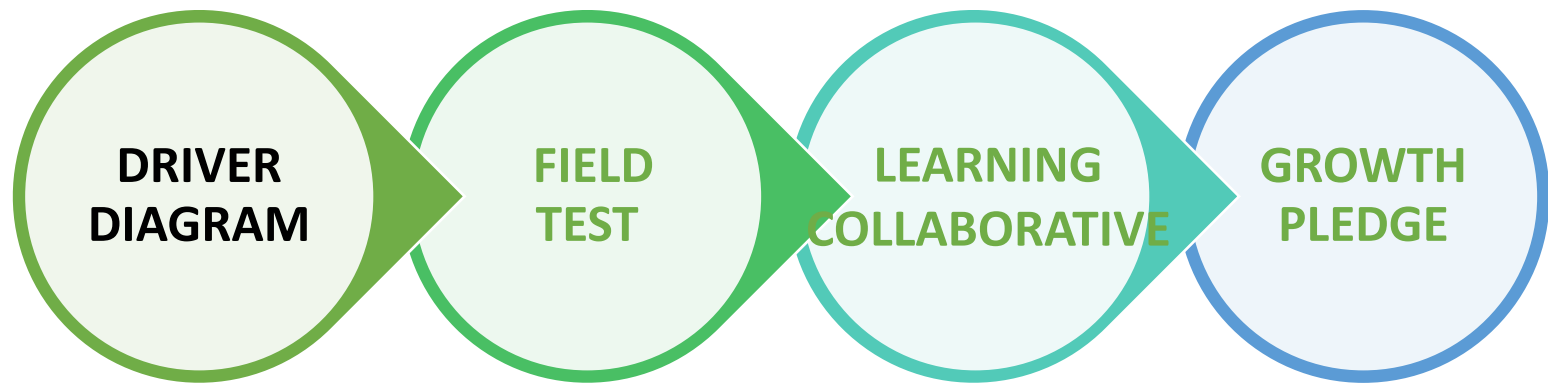
- “How much improvement, to what, for whom, and by when?”
- **Agreement of stakeholders** on the theory about what changes are necessary to achieve that aim

## *An aim should be:*

- **Bold** but attainable
- Create a **sense of urgency** within the system
- Realistic **based on current evidence**
- **Motivating** to the system with attainable aims & measures

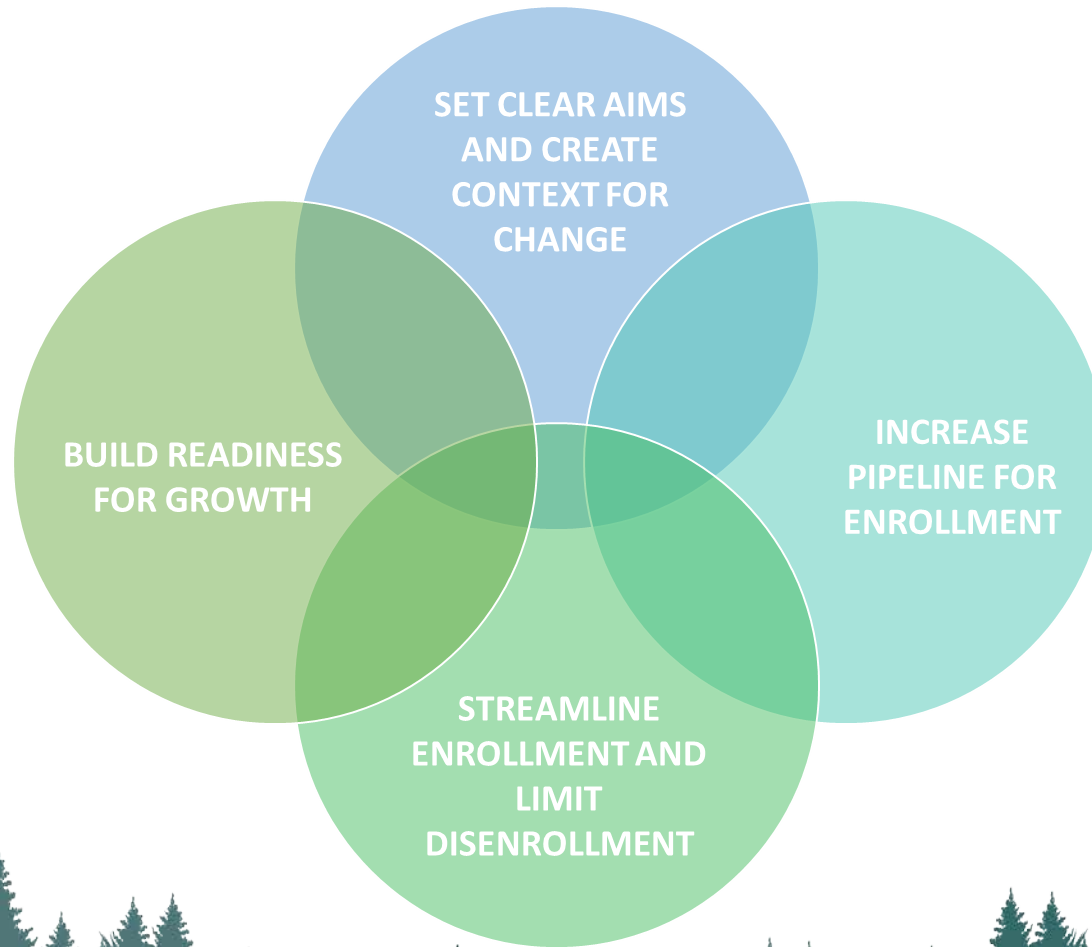
*Early definition of aim increases  
odds of program success*

# Exponential Growth Drivers





# Growth Strategy: Primary Drivers



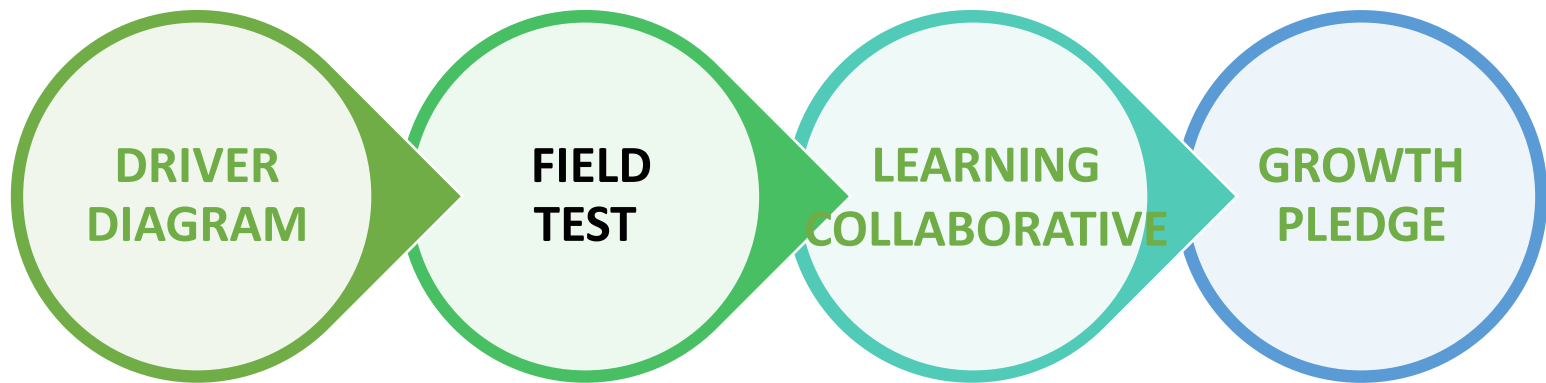
# Primary & Secondary Growth Drivers

Primary Drivers	Secondary Drivers
<p><b>1</b></p> <p><b>Clear Aims and A Context for Change</b></p>	<ul style="list-style-type: none"> <li>• Prepare the ground</li> <li>• Culture that Embraces Change</li> </ul>
<p><b>2</b></p> <p><b>Pipeline for Enrollment</b></p>	<ul style="list-style-type: none"> <li>• Market Potential for Your Specific PACE Organization</li> <li>• Brand Awareness in the Community</li> <li>• Targeted Outreach</li> <li>• Qualified Leads</li> </ul>

# Primary & Secondary Growth Drivers

Primary Drivers	Secondary Drivers
<p><b>3</b></p> <p><b>Streamlined Enrollment &amp; Limited Disenrollment</b></p>	<ul style="list-style-type: none"> <li>• Efficient Assessment to determine if lead is able to live in community and to gather clinical eligibility information requirements</li> <li>• Eligibility determination of nursing home level of care and financially eligible</li> <li>• Enrollment in PACE through CMS and Medicaid</li> <li>• Early Service Relationship</li> <li>• Limited Disenrollment</li> </ul>
<p><b>4</b></p> <p><b>Readiness for Growth</b></p>	<ul style="list-style-type: none"> <li>• Forecasting</li> <li>• Staffing Needs (HR)</li> <li>• Infrastructure and Systems that Allow for Expansion</li> <li>• Improvement Capability among Staff</li> <li>• Real-time Data to Guide Growth</li> </ul>

# Field Testing the Growth Model



# Preparing for the Field Test



Leadership Support

Our Fabric

Our Values

Front-Line Ownership

# 3-Month Field Test

- 1.5 day kick-off training
  - Growth model, aim setting, testing tactics
- Conducted field test June – August 2018
- Goals shared – Engaged staff across the organization as well as participants

# 3-Month Field Test (Continued)

- 4 teams (1 for each driver)
  - Weekly driver team meetings
  - Weekly team leader meeting
- $\geq 100$  rapid-cycle tests completed
- Tracked results
  - PDSAs (Plan, Do, Study, Act)
  - Aim measures (net enrollment, growth)
  - Balancing measures (quality)

# Example – Driver 1: Set Clear Aims and Create Context for Change

Conducted Staff Surveys to Ensure the Message was Heard and Appropriately Interpreted

Follow-up Emails from the Executive Director to “Repeat the Basics”

Additional Meetings for Targeted Staff Who Could Not Attend the Monthly Staff Meeting Presentations

PowerPoint Presentations and Driver Team Check-Ins at Monthly Staff Meetings

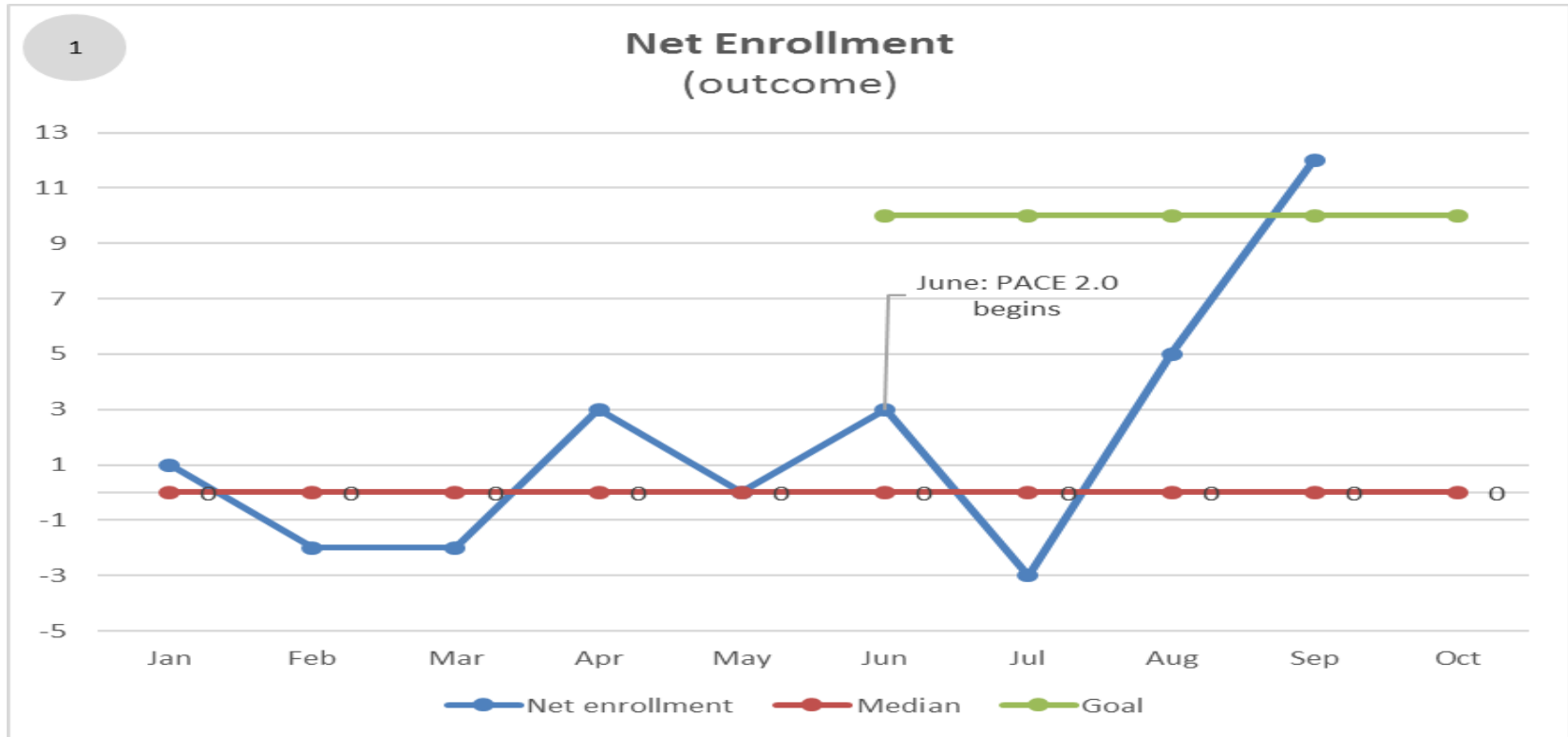
By Providing Ongoing Communication About Our Growth Aim



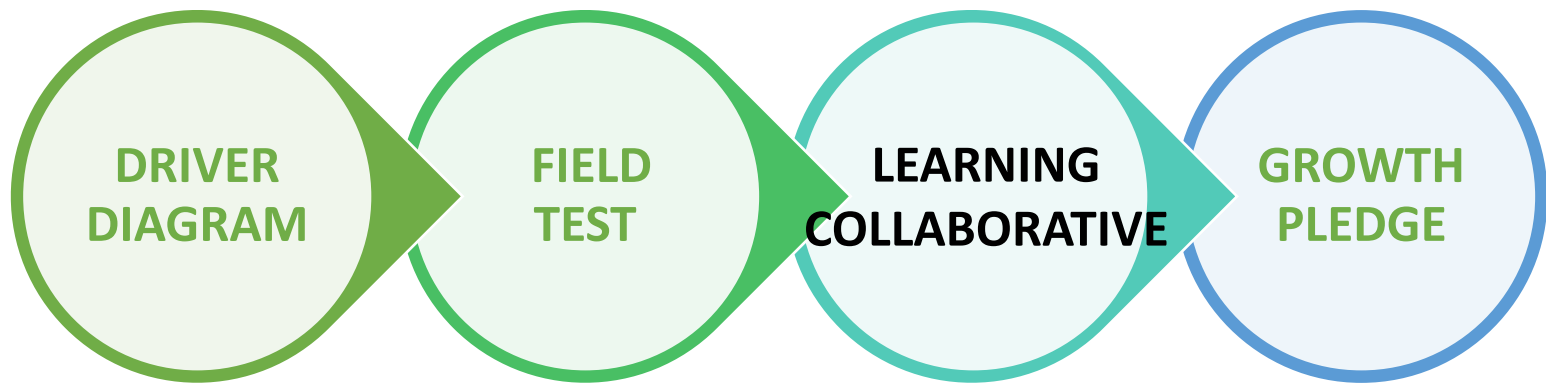
CULTURE  
CHANGE



# September Net Enrollment 4x June Net Enrollment



# Disseminating the Growth Model



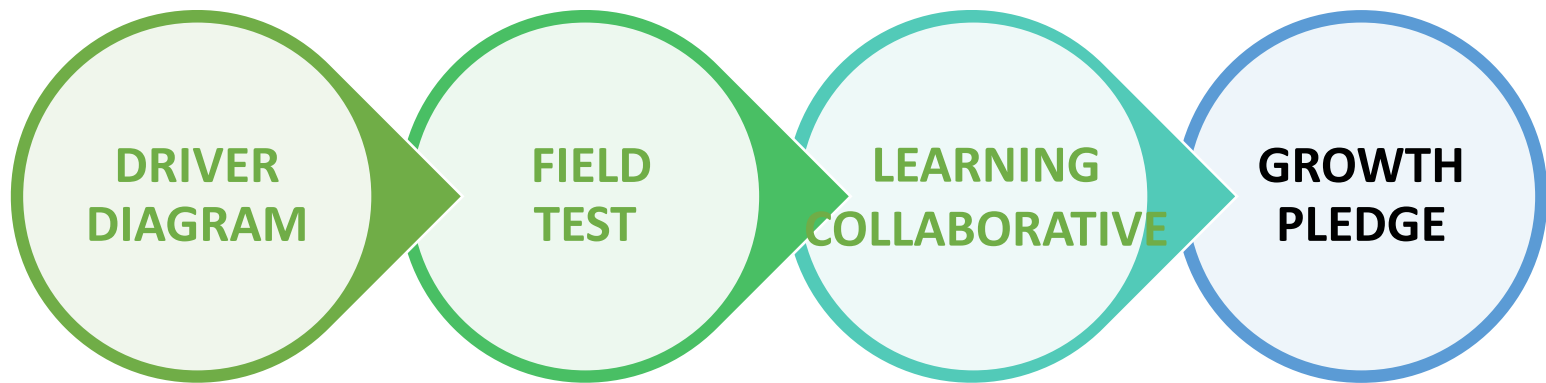
# West Coast PACE 2.0 Learning Collaborative

## *The Collaborative will help spread & refine growth tactics*

- Includes 10 PACE organizations from California, Washington, and Oregon
- Kicked-off with an in-person learning session on October 3<sup>rd</sup>
- Will continue for 12-months with bi-weekly all team calls and 3 more in-person learning sessions with coaches & Bright Spot faculty
- Participants will conduct rapid cycle tests of tactics, collect data, and share lessons learning

***Learnings will be incorporated in the driver diagram and shared with the broader NPA membership***

# Disseminating the Growth Model



# Growth Pledge

*Asking PACE organizations to pledge a growth goal, with supporting information from NPA:*



# Growth Pledge

By August 30, 2021, [My PACE Organization] will serve [X number] of participants, enabling them to live their highest quality of life;

This will require an average net monthly enrollment between March 1, 2018 and August 30, 2021 of [Y number] participants and will result in a market penetration of [Z percent].

# Q&A

**Peter Fitzgerald**, National PACE Association  
[peterf@npaonline.org](mailto:peterf@npaonline.org)

**Anita Gibson**, National PACE Association  
[anitag@npaonline.org](mailto:anitag@npaonline.org)

**Mary Naber**, PACE Southeast Michigan  
[Mary.Naber@pacesemi.org](mailto:Mary.Naber@pacesemi.org)

**Ursula Robinson**, PACE of the Triad  
[Ursula.Robinson@pacetriad.org](mailto:Ursula.Robinson@pacetriad.org)