PACE 2.0: Ready to Grow

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Agenda

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

The PACE 2.0 initiative is supported by West Health and 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?
• Launched in 2017 to achieve exponential growth
• Funded by The John A. Hartford Foundation and West Health
• Partners include:
  o The Billions Institute
  o Watson Health/Truven Analytics
  o L&M Consulting
  o RTI (Supported by The Commonwealth Fund)
Our PACE 2.0 Goal

Serve 200K participants by 2028!

Exponential Growth

Serve 100K Participants by 2021

- GS1 - Current PACE Programs
- GS2 - New PACE Programs
- GS3 - New Populations
- Total Baseline Participants
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
  
  o Identify “bright spots” achieving high growth
  
    ✓ Net Monthly enrollment: 10-15
    ✓ Market penetration: 20% or more

  o Field Test Model

• Disseminate and support model’s implementation
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

- **DRIVER DIAGRAM**
  - Identify key growth drivers & scalable tactics

- **FIELD TEST**
  - Test growth model method, drivers & tactics

- **LEARNING COLLABORATIVE**
  - Conduct multi-site collaborative to refine growth model

- **GROWTH PLEDGE**
  - Share toolkit with NPA members
Bright Spots

- 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)

Bright Spots: 10-15 NET MONTHLY ENROLLMENT/20% MARKET PENETRATION
If they come, we’ll Build it!  
Incremental Growth

If we Build it, they’ll come  
Exponential Growth

Enrollment → More Capacity → Revenues → Enrollment

More Capacity → Enrollment → Revenues → More Capacity
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

![Diagram of a Tree Diagram depicting a Theory of Change with causal relationships between Drivers and Aim.](image-url)
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

- Driver Diagram
- Field Test
- Learning Collaborative
- Growth Pledge
Growth Strategy: Primary Drivers

- Set Clear Aims and Create Context for Change
- Increase Pipeline for Enrollment
- Streamline Enrollment and Limit Disenrollment
- Build Readiness for Growth
## Primary & Secondary Growth Drivers

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<tr>
<th>Primary Drivers</th>
<th>Secondary Drivers</th>
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| **1. Clear Aims and A Context for Change**  | • Prepare the ground  
|                                              | • Culture that Embraces Change                                                   |
| **2. Pipeline for Enrollment**               | • Market Potential for Your Specific PACE Organization  
|                                              | • Brand Awareness in the Community  
|                                              | • Targeted Outreach  
|                                              | • Qualified Leads                                                               |
### Primary Drivers

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<tr>
<th>Streamlined Enrollment &amp; Limited Disenrollment</th>
<th>Secondary Drivers</th>
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<tr>
<td>• Efficient Assessment to determine if lead is able to live in community and to gather clinical eligibility information requirements</td>
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<tr>
<td>• Eligibility determination of nursing home level of care and financially eligible</td>
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<td>• Enrollment in PACE through CMS and Medicaid</td>
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<tr>
<td>• Early Service Relationship</td>
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<tr>
<td>• Limited Disenrollment</td>
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### Readiness for Growth

| • Forecasting |
| • Staffing Needs (HR) |
| • Infrastructure and Systems that Allow for Expansion |
| • Improvement Capability among Staff |
| • Real-time Data to Guide Growth |
Field Testing the Growth Model

1. Driver Diagram
2. Field Test
3. Learning Collaborative
4. Growth Pledge
Preparing for the Field Test

Leadership Support
Our Values
Front-Line Ownership

Our Fabric

NPA 2018 Annual Conference • October 21-24, 2018 • Portland Hilton Downtown • Portland, OR
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
• 4 teams (1 for each driver)
  o Weekly driver team meetings
  o Weekly team leader meeting
• ≥ 100 rapid-cycle tests completed
• Tracked results
  o PDSAs (Plan, Do, Study, Act)
  o Aim measures (net enrollment, growth)
  o Balancing measures (quality)
Example – Driver 1: Set Clear Aims and Create Context for Change

- By Providing Ongoing Communication About Our Growth Aim
  - PowerPoint Presentations and Driver Team Check-Ins at Monthly Staff Meetings
  - Additional Meetings for Targeted Staff Who Could Not Attend the Monthly Staff Meeting Presentations
  - Follow-up Emails from the Executive Director to “Repeat the Basics”
  - Conducted Staff Surveys to Ensure the Message was Heard and Appropriately Interpreted

By Providing Ongoing Communication About Our Growth Aim
September Net Enrollment 4x June
Net Enrollment

Net Enrollment
(outcome)

June: PACE 2.0 begins

Jan Feb Mar Apr May Jun Jul Aug Sep Oct

Net enrollment Median Goal
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 3rd
- 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

- Driver Diagram
- Field Test
- Learning Collaborative
- Growth Pledge
Growth Pledge

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

- Market Size Estimates
- External Growth Constraints Assessment Tools
- Quality Measures & Essential Elements
- Key Growth Drivers & Tactics
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

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