

2018 CALL FOR IDEAS



AlohaCare Community Innovation Investment Program

“Waiwai Ola”

AlohaCare is seeking to identify opportunities to partner with, and fund, primary care innovation in the communities we serve that promote achievement of the Quadruple Aim of better outcomes, lower costs, improved patient and provider experiences.

AlohaCare is a local, non-profit health plan founded in 1994 by Hawaii’s Community Health Centers. Today, AlohaCare has over 70,000 health plan members. We are the third largest health plan in Hawaii. We partner with nearly 6,000 physicians, specialists and providers in the care of our members. We have over 230 employees located in offices on Oahu, the Big Island, Maui and Kauai. Our commitment to improve the health of the people of Hawaii is articulated in our organizational vision, mission and values.

AlohaCare Vision

We envision empowered, healthy communities living in the spirit of aloha.

AlohaCare Mission

Our mission is to serve individuals and communities in the true spirit of aloha by ensuring and advocating for access to quality health care for all. This is accomplished with emphasis on prevention and primary care through community health centers that founded us and continue to guide us as well as with others that share our commitment.

Our Commitment

By “empowered, healthy communities” and by “ensuring and advocating for access to quality health care for all,” we mean that:

- AlohaCare’s core business will focus on being recognized as the best and most successful plan in serving the Medicaid and the dually-eligible Medicaid and Medicare populations of Hawaii; and,
- AlohaCare’s core role will be that of a facilitator in helping communities become more empowered to ensure access to quality health care for all.

By “serve individuals and communities,” we mean that we must constantly build and maintain special health plan expertise and capabilities that can successfully and effectively solve the most persistent challenges in meeting the health care needs of individuals within this population in the communities in which they live.

By the “spirit of aloha,” we mean that the principles of aloha by which we conduct our core business will result in the highest levels of member and provider satisfaction and of member retention among those organizations who serve these populations.

By “with emphasis on prevention and primary care through community health centers,” we mean that our main emphasis as a health plan in achieving our mission will come about largely through our core partnership and collaboration with the community health centers and our focus on primary care and prevention.

By “with others that share our commitment,” we mean that, in addition to our emphasis in working with community health centers, we will also work in close partnership and collaboration with physicians, other health care providers, social service organizations and communities that share our mission commitment.

Values

Our core values are based on the values surrounding “Aloha” in our culture.

- Fairness
- Honesty
- Loyalty
- Respect/Dignity
- Trust

“Waiwai Ola” Program Overview

Primary care is central to good health. Healthy individuals add vitality to their communities. “Waiwai Ola” or Health Richness, affirms AlohaCare’s belief that the physical and mental health of individuals is pivotal to the health of the community. Entities and organizations that provide, deliver and advance better health are essential and valuable to the individual, to the community, and to richness of life in the community.

This opportunity invites primary care providers/organizations, in partnership with other community-based entities, to submit program proposals that address one of the topics listed below that are focus areas for AlohaCare and align with statewide efforts:

1. Behavioral Health Integration
2. Social Determinants of Health
3. Build Capacity and Improve Access to Primary Care
4. Ohana Nui
5. Improve Outcomes for High-Need, High-Cost Individuals

Proposals will be evaluated based on the criteria listed below. Your ideas should:

- Innovate the way care is delivered
- Significantly impact care in the community
- Be of importance to the community it is serving
- Emphasize partnerships
- Be person-centered and person-engaged
- Promote payment reform and alignment
- Potential for sustainability
- Support AlohaCare’s Mission, Vision, and Values

Topic categories and proposal evaluation criteria are described in greater detail below. Finalists will present their proposal to AlohaCare’s selection committee, which will determine the proposals that will receive funding and other support.

Selected ideas will be developed through a Technical Assistance (TA) process grounded in a quality improvement framework to refine ideas into performance improvement projects prior to piloting. Awardees will have an ongoing relationship with AlohaCare through its Health Care Transformation team.

Timeline

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| July 2, 2018 | RFI Opens |
| July 2-July 24, 2018 | <p>Coaching sessions available upon request</p> <ul style="list-style-type: none"> • Need help refining your idea? Schedule a coaching session with a Conduent Healthy Communities Institute (HCI) consultant. Contact claire.lindsay@conduent.com to schedule a session. Please note the following when requesting a coaching session: <ul style="list-style-type: none"> o One coaching session per applicant o Please schedule your sessions as soon as possible o Sessions will generally be one hour in duration o To help optimize the potential value and benefit to you, please provide a summary of your question or insight on the focus for your session |
| July 31, 2018 | Deadline to submit your completed form to Stella Catalan via email scatalan@alohacare.org |
| August 2018 | <p>Project Selection</p> <ul style="list-style-type: none"> • Finalists will be invited to present their ideas to the committee |

Eligibility

Organizations meeting one or more of the following criteria are eligible to respond to this RFI:

- Contracted primary care organization providing primary care to at least 100 AlohaCare members
- Partnerships where contracted primary care entities are collaborating with other providers or community organizations (ex: CHC in cooperation with non-profit community organization, etc.)
- Accountable care organization (ACO), integrated delivery network (IDN) or independent practice association (IPA) representing contracted primary care physicians

Funding

The AlohaCare Board of Directors has set aside \$5 million dollars of 2017 net income to fund this call for ideas. Our goal is to make an annual decision to set aside a portion of net income to continually reinvest in the communities we serve. We want to help inspire and incubate ideas to create change in how care is delivered, test proof of concept, evaluate and scale up successful approaches.

It is not our intent to administer this as a grant program. All selected pilot programs will undergo an evaluation after one year to assess program status and outcomes. We understand that different programs may have different life cycles but expect respondents to articulate how their idea can become sustainable. We anticipate that successful programs may be renewed, perpetuated and/or become part of a provider organization's ongoing contract with AlohaCare.

Respondents are encouraged to select and design programs that address one of the focus issues listed below that significantly impacts the communities they serve. The scope of a proposed project, which includes the potential size of the population that may be served and/or influenced, will be considered when determining program funding, if selected. AlohaCare funding will be scaled for respondents with a larger membership base and total funding will consider the total number of people reached by the interventions.

As a community-based undertaking, services provided through a funded project should be open to individuals in the community that meet a project's participation criteria; project participation is **not** limited to AlohaCare members only.

Category Definitions

The following category descriptions provide an explanation of what we are trying to achieve together and do not direct how the goal will be achieved. You are encouraged to develop innovative, community-based, collaborative programs and initiatives that will address your selected topic, attain your intended outcome and improve health care delivery.

- ***Behavioral Health Integration:*** To meet the needs of individuals with both medical and behavioral care needs, primary care providers are integrating behavioral health (mental health and substance use) care services at the primary care level using different models. We are looking for interdisciplinary approaches to address critical behavioral health needs in the community such as (but not limited to) substance abuse and impact on overall health, severe mental illness and effect on homelessness, aging and chronic illness, autism and the behavioral needs of children. We seek your ideas to help promote and build person-centered primary care capacity for behavioral health that supports a process of recovery.
- ***Social Determinants of Health:*** Social determinants of health are the structural determinants and conditions in which people are born, grow, live, work and age. These include factors such as economic stability, neighborhood and physical environment, education, food, community and social context, and the health care system. We are looking for initiatives that address the broader determinants of health, including food, shelter, employment and education. These initiatives should create linkages between health care and social services to incentivize providers to coordinate and integrate care.
- ***Build Capacity and Improve Access to Primary Care:*** Hawai'i is facing shortages and challenges in the distribution of its health care work force. To address a shortage of primary care providers, increasing workforce capacity and flexibility can help expand access. We are looking for initiatives that will build capacity, promote multidisciplinary team-based care, and improve access to primary care. These initiatives may address technology solutions, include community health workers and peer-support specialists, and leverage evidence-based, best practices for health promotion training.
- ***ʻOhana Nui:*** ʻOhana Nui, meaning extended or large family, is an adaptation of the national two-generation approach that capitalizes on Hawai'i's unique multi-generational family structure and provides a framework for human service delivery that positions extended families for a chance at greater well-being. We are looking for initiatives that use a multi-generational lifecycle approach to service delivery, including those that address social capital, early childhood education, postsecondary and employment pathways, health and well-being, and/or economic assets (the five pillars that create an intergenerational cycle of opportunity).
- ***Improve Outcomes for High-Need, High-Cost Individuals (HNHC):*** Sometimes referred to as “super-utilizers,” high-need, high-cost patients often have multiple conditions and account for a disproportionate share of health care spending. We are looking for initiatives that promote the implementation of evidence-based best practices that specifically target HNHC individuals to reduce avoidable and preventable episodes, improve transitions, and encourage better communication and coordination.

Criteria Definitions

Submissions will be rated based on the potential the idea has in the following domains.

- *Innovate the way care is delivered:* Develop innovative and high-quality healthcare programs with aloha.
- *Impact care in community:* Ability to have a measurable impact on the issue and includes a set of metrics that measure the impact.
- *Be of importance to the community it is serving:* Importance of problem to community, taking into account severity and/or magnitude.
- *Emphasize partnerships:* In order for comprehensive healthcare delivery system transformations to occur, it is imperative that multiple payers and delivery systems work together to accomplish the goals.
- *Address payment reform and alignment:* Continue to promote further developments in value-based purchasing and alternative payment methodologies. Improve health by providing access to integrated health care with value-based payment structures, value based purchasing, outcome-based performance and population metrics. Make good use of public funds.
- *Person-centered and person-engaged:* Initiatives should endeavor to engage individuals as active participants in care delivery in close cooperation with health care professionals to ensure that interventions meet individual needs.
- *Potential for sustainability:* Ultimately, our goal is to improve, in a self-sustaining manner, the quality of care and health outcomes by identifying, promoting and helping to adopt and adapt best practices in the delivery of health services in our communities. Applicants should articulate how their proposal can become financially self-sustaining by reducing costs for unnecessary or avoidable higher cost services.
- *Align with AlohaCare's Mission, Vision, and Values:* See above background section.

For questions, please contact:

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