Background

The Health Care Payment Learning & Action Network (LAN) is a public-private partnership launched by HHS to extend Secretary Burwell's Medicare goals to the private sector and states – that is, to shift 30% of health care payments into alternative payment models (APMs) by 2016 and 50% by 2018.
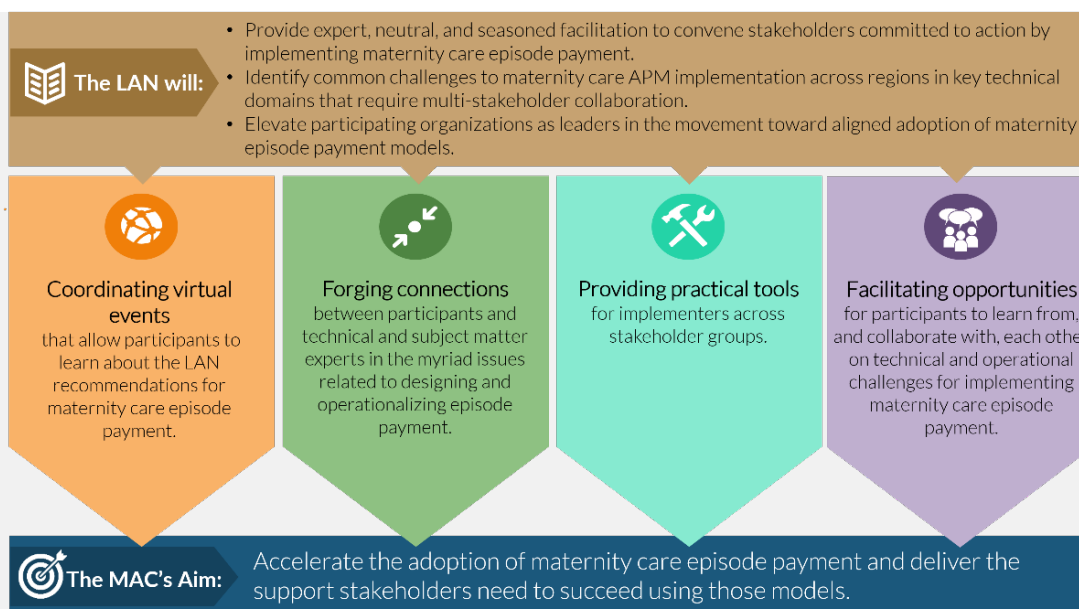
The LAN reaches over 6,000 participants involved in payment reform nationwide. LAN leadership encompasses a wide variety of voluntary stakeholders representing diverse perspectives from patients, consumers, providers, purchasers, states, and public and commercial payers.

One promising area for payment innovation and alignment of alternative payment models is episode payments to improve patient outcomes, enhance health system performance, and control costs. The LAN's Clinical Episode Payment (CEP) Work Group developed a set of recommendations for how to design a person-centered maternity care episode payment model. Episode based payments are one tool in a broad toolkit of strategies to focus on value over volume; and maternity care is particularly well suited to this approach.

As the LAN pivots from a conceptual learning phase into an action and implementation phase, we believe episode based payments generally and maternity care specifically have great potential. We are looking to support stakeholders interested in implementing maternity care payment models and engaging them in a Maternity Multi-Stakeholder Action Collaborative (MAC).

What is the Maternity Multi-Stakeholder Action Collaborative (MAC)?

The MAC is a LAN-supported collaborative composed of stakeholders that have prioritized a commitment to action by implementing maternity care episode payment. LAN support will be in the form of:

The LAN will:
- Provide expert, neutral, and seasoned facilitation to convene stakeholders committed to action by implementing maternity care episode payment.
- Identify common challenges to maternity care APM implementation across regions in key technical domains that require multi-stakeholder collaboration.
- Elevate participating organizations as leaders in the movement toward aligned adoption of maternity episode payment models.

Coordinating virtual events that allow participants to learn about the LAN recommendations for maternity care episode payment.

Forging connections between participants and technical and subject matter experts in the myriad issues related to designing and operationalizing episode payment.

Providing practical tools for implementers across stakeholder groups.

Facilitating opportunities for participants to learn from, and collaborate with, each other on technical and operational challenges for implementing maternity care episode payment.

The MAC's Aim: Accelerate the adoption of maternity care episode payment and deliver the support stakeholders need to succeed using those models.

The LAN will not be in a position to offer MAC participants any financial support, or in-kind support in the form of "on-the-ground" personalized consulting or technical assistance. Rather, this is a voluntary effort aimed at supporting interested stakeholders in implementing maternity care payment models.

Why is the LAN focusing on maternity care?

The LAN's CEP Work Group developed episode payment recommendations in three clinical areas: maternity care, elective joint replacement, and coronary artery disease. The LAN is initially focusing on maternity care for a number of reasons: maternity is a high-volume and high cost episode that affects a significant percentage of women and families across the private and public payer sectors; rising maternity care costs are not correlating with improved outcomes; despite the existence of evidence-based care trajectories, patients often receive unwarranted variation in care; and there are enormous opportunities within the delivery of maternity care to engage women and their families in a way that supports person-centered care and may positively affect outcomes for women and babies.

Who is the MAC designed to support?

The MAC is designed to support multiple stakeholders across the maternity care improvement spectrum. For example, the MAC can provide valuable support to organizations by offering assistance in how to link alternative payment to needed clinical/delivery system reforms. The MAC can also support organizations that have already developed episode payment models for other clinical areas, and are now interested in pursuing this model for maternity care. Regardless of where an organization lays on the spectrum, the underlying commitment that organizations make is to actively participate in the MAC activities. While MAC participants will not be required to match their episode payment efforts to the LAN's Clinical Episode Payment Recommendations on Maternity Care, these recommendations will serve as core guidance to the work of the MAC.

How will participating in the MAC help you meet your goals?

The LAN understands that organizations within a state and across states may not be at the same stage regarding design, testing, and implementation of alternative payment models. For organizations that have decided to make maternity care episode payment a priority, participation in the MAC will provide an opportunity to collaborate with other participants in your region and across the country. This allows implementers at the beginning stages to collaborate with participants who are further along to learn promising practices and lessons learned with implementation. The MAC will also connect those who are further along in the adoption and implementation process to a larger, collaborative network to work through next steps in this process and further drive implementation toward nationwide alignment of episode models.

This action collaborative will seek representation from all stakeholder groups, including states (Medicaid and state employees), commercial payers, purchasers, and patients. Participants will provide input to the LAN on their highest priority topics and challenges related to maternity care improvement through the implementation of episode payment. With this information, the LAN will develop a series of events and collaborative learning agendas that provide value to the participants' as they seek to improve

maternity care for their patient populations. **The LAN will facilitate a MAC participant-driven agenda.** One tool the LAN will use to frame the discussion of MAC goals is the Clinical Episode Payment recommendations for maternity care episode payment. With guidance from MAC participants, the LAN will funnel the discussions from the collaborative learning events into the creation of practical tools that implementers (payers, providers, and purchasers) can use to implement maternity episode payment to redesign the maternity care delivery models.

Participation in the MAC will provide a structured environment that will enable efficient sharing of ideas and promising practices, with the goal of helping you accelerate design and/or implementation within your organization and with your partners. In the long-term, participation will put participants in the position of being a leader in the movement toward accelerated, aligned adoption of maternity care episode payment models across the nation. Finally, by participating in the MAC, participants will be a key driver of providing the LAN with input to update the LAN recommendations based on your experiences, creating a bi-directional learning opportunity.

Participants should note that the LAN episode payment recommendations are provided with the understanding of the evolving health care system, and the many forces seeking to accelerate the movement from FFS to paying for value. These include the federal initiatives established by the Affordable Care Act, including the CMS Innovation Center and its models like the Bundled Payment for Care Initiative (BPCI) and the Comprehensive Primary Care Plus (CPC+). This also includes recent legislation aimed at accelerating the adoption of APMs like the Medicare Access and CHIP Reauthorization Act (MACRA).

What is the time commitment for participating in the MAC?

As mentioned, this is a voluntary initiative. The LAN anticipates two to four hours of MAC activities taking place each month. MAC participants may be asked to devote additional time to review information and prepare for these activities. The success of the MAC will be driven by the active participation of its members.

Where can I find more information about the LAN's maternity care episode payment recommendations?

The LAN's recommendations for designing a maternity care episode payment model were released on the hcp-lan.org website on August 1, as part of a comprehensive White Paper titled, *Accelerating and Aligning Clinical Episode Payment Models*. The recommendations are built around the goal of improving outcomes and experience of care, and reducing costs, for the woman and her baby.

While MAC participants will not be asked to commit to designing a maternity episode payment model that is identical to the LAN recommendations, the recommendations will be used as a focal point.

Next Steps

The LAN is actively seeking interested organizations to participate. If you would like more information or discuss how your organization can engage in this work, please contact Action Collaborative Lead Tanya Alteras at talteras@mitre.org.

About the LAN

The U.S. Department of Health and Human Services (HHS) established the Health Care Payment Learning & Action Network (LAN) in 2015 as a collaborative network of public and private stakeholders, including health plans, providers, patients, employers, consumers, states, federal agencies, and other partners within the health care community. By making a commitment to changing payment models, by establishing a common framework and aligned approaches to payment innovation, and by sharing information about successful models and encouraging use of best practices, the LAN is working to reduce barriers and accelerate the adoption of APMs.

The LAN currently oversees two Action Collaboratives: the Maternity Multi-Stakeholder Action Collaborative (MAC) and the Primary Care Payer Action Collaborative (PAC). Both seek to actively support stakeholders in adoption of alternate payment models (APM). The LAN's leaders and members encompass a wide range of stakeholders representing diverse perspectives from patients, consumers, providers, purchasers, states, and public and commercial payers. LAN leadership and membership have committed to supporting the shared goal of accelerating APM adoption to achieve better care, smarter spending, and healthier people.