

a community  
of  
change  
makers



**Vanderbilt Health**  
Affiliated Network

# Membership Principles

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## Dear VHAN member:

Bolstered by your commitment, resiliency and innovative spirit, our network is reaching new heights in our mission to transform healthcare delivery for providers and patients across the region. You have consistently showed that there are no limits to what we can accomplish when we focus on shared goals and actively work together to care for our communities and one another.

In the past year, I've seen colleagues from across the network lean on one another to discover new ways of improving patient outcomes. Because of your active participation and tireless dedication to improve cost and quality performance goals, VHAN was able to distribute nearly \$13 million in shared savings to network clinicians for 2019 performance—the highest-ever network shared savings distribution.

In the following pages, we outline VHAN's key Membership Principles—created by network members like you—and spotlight network “Changemakers” who are using these principles to drive change in care delivery for their patients and communities. We look forward to highlighting your own stories of performance in the coming months.

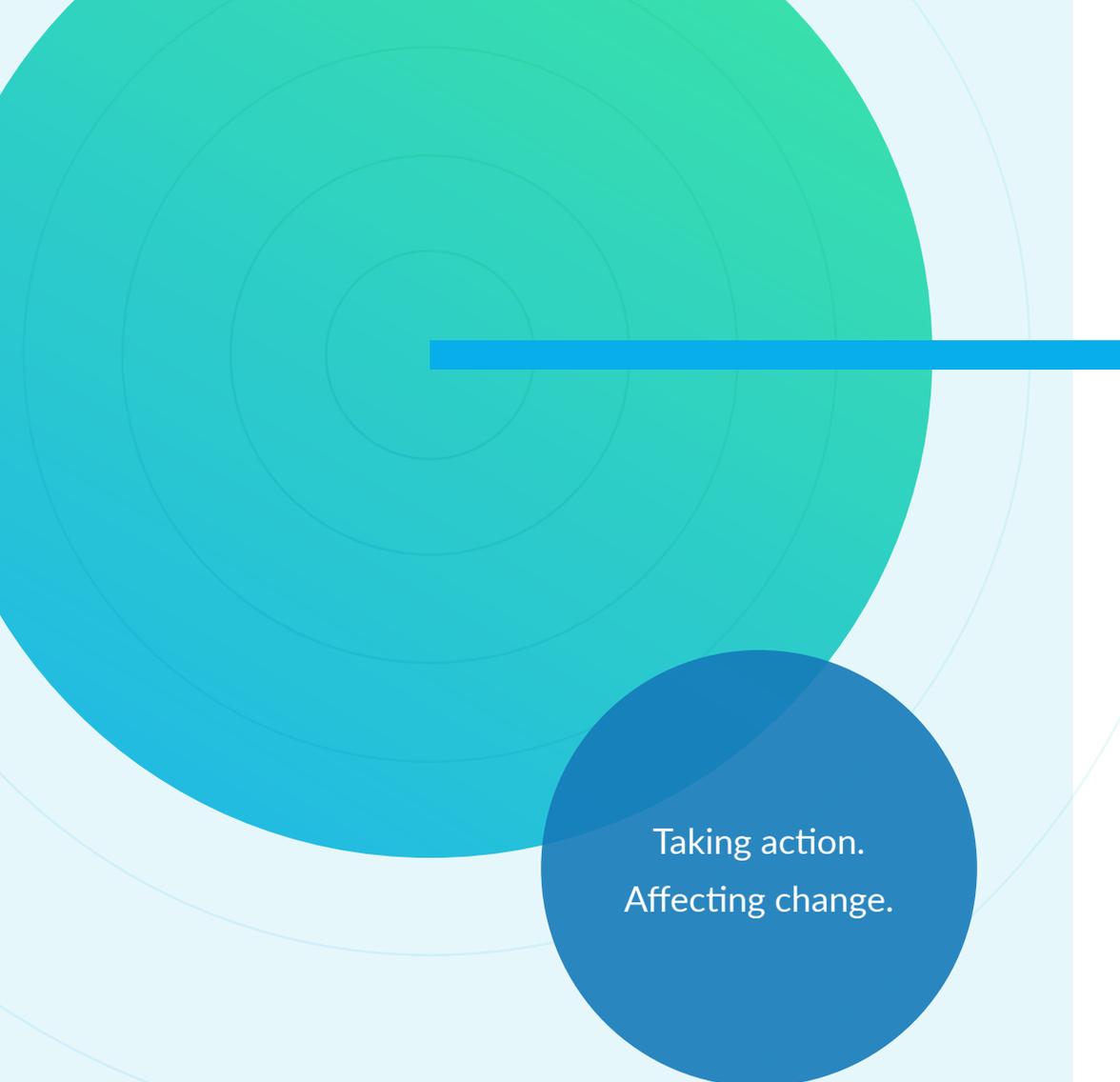
We are all inspired by the power of this network and what it has achieved. Looking forward, I trust we will continue to leverage the strong foundation we have built together to further advance our mission of improving health today and strengthening communities for tomorrow.



**David Posch, MS**  
Executive Director



*“There are no limits to what we can accomplish when we focus on shared goals and actively work together to care for our communities.”*



## VHAN collectively aims to improve value for its members and sustain the health of the communities we serve.

To sustain our reputation as a high-performing, clinically integrated, learning health network appealing to patients and their families, providers, payors and employers, VHAN must design and institute principles that are meaningful and measurable.

Participating member providers, practices and hospitals are not only dependent on their own performance, but also on the performance of others within the network and on VHAN management and staff. These Membership Principles are how we hold each other accountable for high-quality, exemplary performance.

VHAN members have collaboratively developed these Membership Principles to support that effort.

The Membership Principles document, refreshed annually, is built upon elements defined in the VHAN Participation Agreement. It identifies a reciprocal set of commitments designed to support the network and its members in the achievement of our collective aims.

Taking action.  
Affecting change.

A high-performing,  
clinically integrated and  
learning health network



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## Deliver High-Quality, Evidence-Based Care

VHAN delivers patient-centric, well-coordinated care to all patients by employing best practices and evidence-based care.

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# Members

Deliver High-Quality,  
Evidence-Based Care

## Reduce Variation.

Focus on the awareness of and reduction of unwarranted variation in care delivery

## Reach Goals.

Achieve mutually agreed upon quality, performance, and safety goals

## Give Feedback.

Participate, review and provide feedback on clinical program development

## Continuously Improve.

Participate in continuous improvement, network performance initiatives, education and peer review

## Share Insights.

Partner with VHAN members to share best practices within your organization and across the network

## Discuss Initiatives.

Meet with VHAN staff as requested or as necessary based on current clinical, quality and utilization initiatives

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# Staff

Deliver High-Quality,  
Evidence-Based Care

## Meet With VHAN.

Meet with VHAN members as requested or as necessary based on current clinical, quality and utilization initiatives

## Share Best Practices.

Convene and enable best practice sharing and innovations across the network

## Focus on Access.

Provide access to an interdisciplinary care team to enhance care delivery and address complex patient needs

## Share Materials & Information.

Provide distribution of best practices, materials, clinical care paths and reports to help drive high quality care and two-way communication

## Provide Reports.

Provide up-to-date clinical information, performance and variation reports that facilitate best practices and evidence-based medicine

# Heritage Medical Associates (HMA)

HMA is one of the largest independent multi-specialty physician groups in Middle Tennessee with more than 170 primary care physicians, specialists and advanced practitioners in 14 offices across 3 different counties.

## WHAT THEY'RE DOING

Since 2015, HMA has used a team-based approach to consistently surpass quality measure targets **year over year.**

## HOW THEY'RE DOING IT

### Adjusted inefficient processes.

HMA pivoted from asking busy clinic staff to independently address quality gaps to forming a dedicated team to build internal capabilities and workflows that look beyond patients' immediate appointments.

### Developed a team-based approach.

Team members work in tandem to address quality measure care gaps. The team consists of the chief medical officer, a manager of population health, a group of patient liaisons, a director of practice development, director of information systems, nursing director, director of practice development and a manager of informatics.

### Adapted and customized.

Taking into consideration the unique needs of each practice location and provider, the quality team customizes outreach and tailors resources based on the providers' various requirements.

Dr. Paul  
Gentuso

MEET VHAN **CHANGEMAKERS**



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# Optimize Care Through Information Sharing

Transparent, timely and accurate information exchange is critical for informed communication and quality care.

# Members

## Optimize Care Through Information Sharing

Practices should identify administrative and clinical champions to serve as main points of contact and to disseminate information. Additional contacts such as quality and information technology personnel may be requested as applicable.

### **Prioritize Communication.**

Provide contact information for providers and key staff to enable effective communication of patient care issues, important initiatives and updates

### **Share Data.**

Provide access to medical records and share clinical data elements to ensure successful patient care and population health efforts

### **Give Timely Notice.**

Provide timely notice to VHAN regarding new or termed providers, including practice location changes and acceptance of new patients

# Staff

## Optimize Care Through Information Sharing

### **Set Data Standards.**

Provide data standards and formats, including required elements and approved transmission methods

### **Assemble Data Policies.**

Use and disseminate data in compliance with all legal and board-approved policies

### **Update Notices Regularly.**

Provide an efficient way to give notice to VHAN regarding new or termed providers and any practice contact or location updates

### **Improve IT Infrastructure.**

Include members in information technology decisions and planning, while providing appropriate support for implementation

# West Tennessee Healthcare (WTH)

WTH is a public, not-for-profit healthcare system in Jackson, Tenn., providing vital services to an underserved area with more than 40 primary and specialty care clinics and 7 hospitals.

## WHAT THEY'RE DOING

In 2020, WTH implemented a new telehealth program to support patients during the coronavirus pandemic, increasing telehealth appointments by 1300% from March 2019 to March 2020.



## MEET VHAN CHANGEMAKERS

## HOW THEY'RE DOING IT

### Formed a governance council.

WTH started by establishing a council of clinicians, clinic directors, nurses and administrators to develop a telehealth solution for the enterprise. Involving the staff in early planning increased adoption among providers later.

### Provided education.

The council focused on educating patients on the benefits of telehealth visits and provided scripts for staff members to use when scheduling patient visits. After navigating the technological learning curve, physicians and patients discovered the convenience and quality of virtual appointments.

### Prioritized documentation.

WTH leaders provided one-pagers, short presentations and direct phone calls to educate physicians and staff about proper telehealth coding and documentation.



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## Maintain Professionalism

Providing excellence in healthcare, treating others as we wish to be treated and continuously improving our performance are key to amplifying the strengths of our member organizations.

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# Members

## Maintain Professionalism

### **Ensure Patient Confidentiality.**

Keep patient confidentiality at the highest standard

### **Disclose Conflicts of Interest.**

Disclose potential conflicts of interest

### **Remain Compassionate.**

Demonstrate compassion and respect for patients, other clinicians and members of the VHAN network

### **Take Ownership.**

Take ownership and accountability for your work as a valued partner within the network



# Staff

## Maintain Professionalism



# 3

### **Become an Advocate.**

Advocate for network members in ways that advance the needs and enhance our collective success

### **Handle Data Appropriately.**

Maintain the confidentiality, security and appropriate use of data

### **Engage With Intention.**

Implement approaches to communication that are most likely to engage clinicians in a meaningful way

### **Cultivate Diversity & Inclusion.**

Cultivate a culture that values diversity and inclusion as fundamental to our success in the populations we serve

# Cool Springs Internal Medicine and Pediatrics (CSIMP)

CSIMP is a Middle Tennessee-based multi-specialty practice with 50 providers who provide care to 3,000 patients per month.

## WHAT THEY'RE DOING

Since 2016, CSIMP has exceeded quality measure targets every year.

## HOW THEY'RE DOING IT

### Formed a team.

A clinical quality coordinator, office manager and clinical provider meet weekly to streamline the quality measures process and establish a team-based approach to care.

### Provided training.

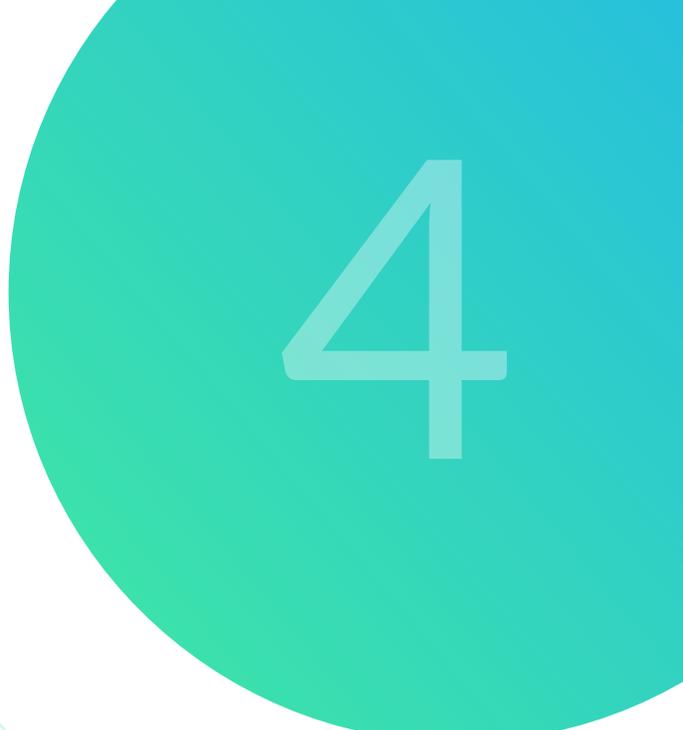
The quality measures team focuses on training, communication and awareness to create a culture that embraces constant changes in payment models.

### Prioritized documentation.

The team focuses on effective documentation and coding, as well as guidance on transitions of care and medication reconciliation.



MEET VHAN **CHANGEMAKERS**



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## Foster Network Stewardship

VHAN members work together to ensure seamless transitions and communications between providers, optimizing patient care and health outcomes across the continuum.



# Members

## Foster Network Stewardship

### Set Up Policies for After-hours Care.

Establish a plan for appropriate after-hours coverage and communicate it to your patients as a best practice

### Make it Easy to Stay in Network.

Enable patients to stay within the VHAN network

#### Refer Patients

Refer patients to other VHAN providers in order to optimize coordination and high-quality care (Exceptions are acceptable for medical necessity or patient choice)

#### Effective Communication

Ensure two-way effective communication between the primary provider, specialist, and other sites of service to ensure coordinated end-to-end patient care

#### Encourage in-network Visits

Encourage visits with an in-network primary provider if patient does not have one

# Staff

## Foster Network Stewardship

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### Share Reports Regularly.

Provide attribution, network adequacy and access reports

### Set Up Strong Referral Processes.

Maintain online provider directory and make referral tools available

### Communicate Frequently.

Ensure members receive orientation, updating and communication of goals

# Women's Group of Franklin

Women's Group of Franklin (WGF) is an independent private practice providing obstetrics and gynecological care to Middle Tennessee women since 2001.

## WHAT THEY'RE DOING

WGF was an early adopter of aligning primary and specialty care services, recognizing the importance of streamlining referral processes.

## HOW THEY'RE DOING IT

### Developed a tailored referral form.

The form defines the parameters for episodic care, co-management and transfers of care. The practice shares test information and other outcomes with both the patient and providers.

### Maintain an efficient referral management tracking system.

When WGF receives a referral from a primary care provider, they ensure the patient's clinical and testing history is received to avoid duplication of services and ensure appropriate scheduling—all while tracking referred patient visits in the EHR.

### Focused on value and continuous improvements.

WGF leaders are focusing on key areas for transformation and meaningful quality and utilization metric improvements. After participating in the VHAN cohort of the CMS Transforming Clinical Practice Initiative, WGF continues to leverage best practices for data-driven and process-oriented approaches to care.



MEET VHAN CHANGEMAKERS

# Vanderbilt Health

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