



OneCare Vermont

Draft Strategic Plan: Preview and Comment

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**OneCare Board of Managers
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Strategic Planning Process

In the first half of 2021, OneCare staff and its board of managers engaged in a strategic planning process to define a focused direction for the next three years.

Stakeholder Input

- **40** structured stakeholder interviews representing participants, collaborators, associations, and the business community
- Interviewees sought out input from other vested stakeholders in their organization in advance of the interview
- Interviews conducted and results presented by outside consultant

Employee Engagement

- Survey mirrored stakeholder input questions
- **71%** of employees completed the survey
- Thematic findings shared at the Board Planning Retreat and at a OneCare full staff meeting

National ACO Data

- National data on ACO trends and capabilities to provide a perspective on best practices of ACOs presented by McKinsey Associates

Mission, Vision, Values

- Workgroup made up of a subset of the board and representative team members from each department at OneCare met to review and refresh the organization's mission, vision, and values

OneCare Mission, Vision, and Values

Developed by OneCare Board representatives and employees

Mission

OneCare partners with local health care providers to transform Vermont's health care system to one that focuses on health goals by providing actionable data and innovative payments that foster better outcomes for all.

Vision

A trusted, equitable health care system where patients and providers work together to achieve optimal health and an exceptional care experience for all.

Values

- **Collaboration:** We actively build a culture of partnership & teamwork.
- **Excellence:** We passionately pursue excellence using data-driven results and a quality focus.
- **Innovation:** We lead through innovation, use courage to challenge existing systems, and act as a catalyst for reform.
- **Equity:** We seek out and attend to health disparities so that everyone can attain their full health potential.
- **Communication:** We share information and ideas directly and clearly.
- **Integrity:** We are honest, ethical, and transparent in all that we do.



Strategy Focus #1:

OneCare and its health care provider partners will work together to continuously improve health outcomes.



ACO Core Capability: Network Performance Management

Deliver System Core Capabilities (providers in OneCare):

Care Coordination and Clinical Practice

Objectives:

- Provide targeted support to enhance care coordination efforts and performance.
- Establish clear expectations and resources for participating delivery system to assure focus on common critical areas.

Together the capabilities support the state's APM improvement goals of improving collaboration and strengthening integration to improve health outcomes.

Strategy Focus #2:

OneCare will elevate data and analytics capabilities to support health care provider partners.



ACO Core Capability: Data and Analytics

Deliver System Core Capabilities (providers in OneCare):

Optimized provider performance

Objectives:

- Provide more focused, actionable data and insights to network and evolve cost, quality, and utilization reports to primarily push information to meet advanced network needs.

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Together the capabilities support the state's APM improvement goals of delivering actionable data that bring about activities to drive better care.

Strategy Focus #3:

OneCare and its health care provider partners will work together to move toward a system that pays for value.



ACO Core Capability: Payment Reform

Deliver System Core Capabilities (providers in OneCare):

Redesigned and improved systems of care

Objectives:

- Increase the proportion of value based contracts that have true fixed payments in 2022 and beyond.
- Increase the proportion of independent primary care practices in true capitated programs (CPR) in 2022 and beyond, while building programs for other primary care

Together the capabilities support the state's APM improvement goals of increasing the percentage of Medicare & commercial payments tied to value.

Questions and Comments