



2022 Impact Report

California Quality Collaborative,
a program of Purchaser Business
Group on Health

NOVEMBER, 2022



A Letter from the Vice President of Care Transformation

The California Quality Collaborative (CQC), a program of the Purchaser Business Group on Health (PBGH), is accelerating change on the frontlines of our state’s delivery systems to better meet the tremendous health needs of Californians, which were exacerbated by COVID-19. The pandemic catalyzed momentum for partnership and collaboration to solve collective challenges in new ways and for the common good. Solutions to complex problems require more than sharing best practices, we need system change. With its foundational roles as a neutral convener and provider of technical assistance, CQC is well positioned to deliver long-needed fundamental change for Californians and the nation.

CQC’s efforts to mobilize and align the California health care delivery system through collectively defining and scaling advanced primary care are rippling throughout the state. Over 16 million Californians — 42% of the state’s population — have health coverage through contracts that incorporate CQC’s advanced primary care measure set. The measures have been adopted by some of the state’s largest purchasers and employers, including the California Public Employees Retirement System (CalPERS), Covered California and the California Department of Health Care Services (Medi-Cal), as well as state regulatory agencies, health plans and other payers.

Additionally, CQC is expanding its work to address mental health needs and health disparities, as well as forging new multi-stakeholder partnerships for collective action.

We are reaching the tipping point for real change that leverages the potential of advanced primary care to improve health outcomes for all Californians. In 2022, we:

- Secured commitments from [six large payers](#) in California (Aetna CVS Health, Aledade, Blue Shield of California, Health Net, Oscar Health and UnitedHealthcare) are working together through 2025 to adopt and scale CQC’s advanced primary care standards, improving care and health outcomes for seven million Californians.
- Improved clinical outcomes for diabetes and asthma and piloted innovative virtual care solutions for 720,000 Californians with seven provider organizations. During the two-year [CalHIVE](#) improvement collaborative, participants saw a 7.6% improvement in Hemoglobin A1C control among patients with diabetes, greater than trends seen across California.
- Designed two new improvement collaboratives, launching in 2023, for small and independent primary care practices to [improve mental health care](#) and reduce health disparities.



Sincerely,
Crystal Eubanks
Vice President, Care Transformation

Aim	Sub-Aims
Californians have access to and receive Advanced Primary Care that incorporates collaboration with high-value specialty expertise.	Expand telehealth services as part of a longitudinal relationship with a care team
	Increase the integration of behavioral health care
	Reduce disparities in care and outcomes
	Close deferred care gaps resulting from COVID-19

Advanced Primary Care Alignment and Action

CQC continues to define and scale advanced primary care in collaboration with stakeholders across California. We are working to build alignment across payers and purchasers, reduce provider burden, increase investment in primary care and accelerate adoption of value-based payments. This past year saw two major advances regarding the adoption of measures by the state's stakeholders — a robust effort by payers to tackle a range of barriers to widespread adoption of advanced primary care and large purchasers requiring health plans to include measures of advanced primary care in their contracts.

These advancements are an outgrowth of the [Advanced Primary Care Measurement Pilot](#) begun in 2021, and set the stage for similar work to take root nationwide.

Bringing California's Biggest Health Plans and Provider Organizations to the Table

- CQC and the Integrated Healthcare Association launched the California Advanced Primary Care Initiative with six payers (Aetna CVS Health, Aledade, Blue Shield of California, Health Net, Oscar Health, United Healthcare)

serving seven million commercial lives in California, which represents 18% of the population. These organizations committed to work toward four goals outlined in a [Memorandum of Understanding](#) through 2025 to increase investment in and access to advanced primary care. Organizations are designing and will pilot a common value-based payment model.

Recommendations to Enable Advanced Primary Care in California



Transparency

Report:

- Primary care investment
- Growth of hybrid payment models
- Performance on the APC measure set



Primary Care Payment

- Adopt hybrid payment model that supports APC
- Ensure patient access to continuous relationship with PCP/team



Investment:

- Increase overall investment in primary care
- Set quantitative investment goals, without increasing total cost of care



Practice Transformation

- Support integration of behavioral health services
- Expand data collection, exchange, stratification based on race, ethnicity, language (REaL) data
- Deliver targeted technical assistance

California's Largest Purchasers Adopt Advanced Primary Care Measures



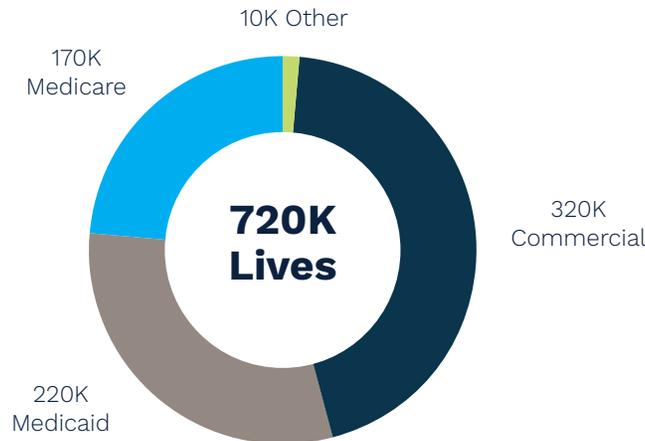
CQC's advanced primary care measure set has been adopted by California's largest purchasers and employers, covering more than 42% of the state's population. Adopting organizations include those participating in the Advanced Primary Care Measurement Pilot - Covered California, California

Public Employees' Retirement System (CalPERS), eBay and San Francisco Health Services System - and the California Department of Health Care Services (Medi-Cal), as well as other state regulatory agencies, health plans and payers.

Achieving High-Quality Virtual Care

CQC completed the two-year [CalHIVE Telehealth & Virtual Care Improvement Collaborative](#) which supported more than 1,300 clinicians as they worked to improve access and outcomes of care delivered through telehealth services for more than 720,000 Californians.

California Lives Touched by CalHIVE



- Launched in 2020 in response to the COVID-19 pandemic, the collaborative helped participating health care organizations adopt and refine their telehealth services. As a result of their engagement, participants saw a rapid improvement in chronic disease care that had been disrupted by the pandemic.
- CalHIVE organizations provided care to over 56,000 patients with diabetes, more than 14,000 of which have seen improvements in their health outcomes and reengaged in care to support ongoing management of their condition.
- With a 7.6% improvement in Hemoglobin A1C control among patients with diabetes, CalHIVE organizations improved more rapidly than trends seen across California. This reflects participants maximizing their use of telehealth and remote patient monitoring services to reengage patients in care disrupted by the pandemic.
- CalHIVE organizations have improved performance in supporting patients with asthma with medication management, bridging the gaps in deferred care due to COVID-19 and bringing their performance levels back to pre-pandemic levels.

7.6% Improvement Rate

14,000 patients with improved outcomes

How They Did It

The improvements seen by participating organizations of the CalHIVE initiative were achieved with the guidance of CQC improvement advisors. The teams strengthened their capabilities in several key ways.



Organizations implemented systems to collect and act on patient feedback about their experience with telehealth services. PrimeCare, now part of Optum, responded to telehealth visit feedback by developing educational materials to help patients make the most of virtual appointments.

Participating organizations innovated on their use of telehealth and virtual care tools to impact patient outcomes. Desert Oasis Healthcare now offers virtual appointments and access to remote patient monitoring tools via its mobile health unit, deployed to work sites and community locations convenient to patients.

Teams across the program worked to revise and adopt workflows supporting a hybrid schedule of virtual and in-person care. Choice Medical implemented an appointment triage tool that guided patients and scheduling staff to the modality of care that would best serve a patient's needs.

Organizations received small grants that were used to invest in and pilot sustainable long-term changes. Providers and care teams at both Desert Oasis Healthcare and EPIC Management now receive timelier feedback and have developed processes to respond to and incorporate patient feedback into care processes. Central City Community Health Centers piloted and formally adopted a provider incentive program.

Lessons from the experience of the participating provider organizations and recommendations for the future of telehealth are available in this [CQC publication](#).

Practice Transformation on the Horizon

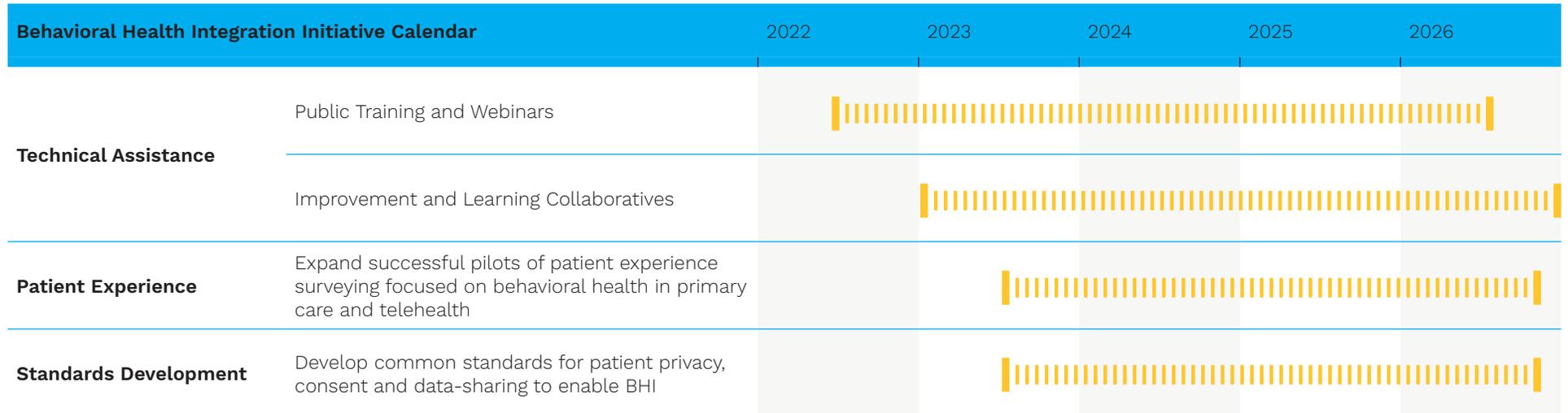
CQC’s foundation is built on providing impactful technical assistance support to care teams across payers and systems throughout California. Two technical assistance programs were designed and will be launched in 2023 — a multi-year behavioral health integration initiative and a program that aims to build advanced primary care capabilities for practices in Los Angeles to tackle health disparities.

- Increasing accountability for mental health screening and treatment in primary care is a central attribute of advanced primary care. With support from the Centene Corporation, CQC’s Behavioral Health Integration Initiative will accelerate integration efforts by small and

independent primary care practices throughout the state of California from 2023-2027. As part of this effort, CQC opened applications for the [CalHIVE Behavioral Health Integration Improvement Collaborative](#), a 36-month program within the initiative that aims to improve integration of behavioral health services within primary care and depression screening for 650,000 Californians served by eight provider organizations.

- In Los Angeles, a majority of Medi-Cal primary care visits across the county occur outside of Federally Qualified Health Centers (FQHCs). The Los Angeles marketplace is supported by a strong presence of independent small practices

who see these patients, however are under resourced and overlooked when it comes to technical assistance. With support from the California Health Care Foundation and to better support these practices, CQC designed a new collaborative called [Equity and Quality Improvement at Independent Practices in Los Angeles](#). This collaborative will partner with small (1-2 physicians) to mid-sized (3-12 physicians) practices providing care to Medi-Cal enrollees to strengthen and accelerate quality improvement, build advanced primary care capabilities and measurably improve care for enrollees of color.



Building Capacity for Improvement



CQC held over 50 learning events in 2022 to disseminate best practices, foster peer sharing and learning and identify actions for change among more than 160 organizations. Our [free public](#) webinars highlighted efforts to scale advanced primary care, on-the-ground experience integrating behavioral health, recommendations to increase the collection and use of demographic

data and essons from the CalHIVE collaborative for how to deliver high-quality virtual care.

CQC facilitated two in-person training courses in 2022 with a focus on the practical application of the concepts shared.

Acknowledgments

Thank you to the individuals and organizations that support the CQC and its initiatives.

The [CQC Steering Committee](#) is a multi-stakeholder advisory committee to the CQC program, comprised of leaders from all facets of California's health care delivery system working together to effect positive change.

CQC is sponsored by the following health plans:



CQC is a program of the Purchaser Business Group on Health.

Join Us

Learn more about CQC and its quality improvement initiatives and resources at www.pbgh.org/california-quality-collaborative

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