

## THE BUSINESS CASE: MULTIPLE LENSES FOR ASSESSING VALUE

Hypothesis or value proposition:		
Business Case Lens	Key Questions	Potential Data Sources (organization-specific)
Impact on Clinical Outcomes/Quality	<p>What clinical outcomes would we expect our intervention to impact?</p> <p>Is there a difference in the clinical outcomes of patients after receiving social health support?</p> <p>Is there a difference in clinical outcomes between patients who screen positive and receive support and those who may screen positive but choose not to receive any support?</p>	EHR
Patient Experience	Has implementation of your social health integration program had an impact on those receiving support that is different from either documented experience prior to implementation or the experience of patients not receiving the social health intervention?	Patient activation metrics Follow up surveys Existing organizational surveys
Staff Experience	Is the social health integration program having an impact on staff experience (joy in work)?	Sample interviews Surveys
Productivity/ Efficiency	<p>Is the social health integration program having an impact on care team productivity?</p> <p>Have no-shows been reduced?</p> <p>Have providers been able to see more patients?</p> <p>Have internal clinic costs been reduced in any way?</p>	No show data Visit volumes Clinic expenses normalized by volume Practice management syst Visit Logs Accounting system
Cost Reduction	<p>Has total cost of care been reduced for patients receiving a social health intervention---compared to before the intervention or compared to patients who did not receive the intervention?</p> <p>Has any utilization been reduced for patients receiving a social health service as compared to before the program was in place or compared to patients not receiving the service? Consider rates of ED visits, inpatient admissions, outpatient visits.</p>	Available claims data Payer data reports  Volume data for ED visits, Hospital admissions or readmissions, clinic visits---normalized for number of patients
Cost Avoidance	For patients without insurance...are patients who receive a social health service experiencing fewer ER visits and readmissions?	Hospital records
Revenue	<p>Are there any impacts on clinic revenue that have resulted from implementation of the social health integration program?</p> <ul style="list-style-type: none"> <li>• Has the clinic added any new patients?</li> <li>• Have any additional service-related fees been generated? (E.g. social work fees, CCM)</li> <li>• Are there any current incentive-based contracts that provide rewards for improved clinical outcomes or reduced utilization that has been experienced by persons receiving a social health intervention?</li> </ul>	Practice management system
Impact on Stakeholders	<p>Has the social health integration program had a positive impact on any key stakeholders (e.g. obtaining referrals, perceptions of collaboration, actual funding or revenue increases, meeting enrollment or volume requirements, contributing to organization community benefit accounting, etc.?). What data do they need and track? How does your work help their mission?</p> <p>Is the organization feeling a better sense of readiness for future value-based payment arrangements?</p>	Key interviews