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1			TLC-MD Implementation Plan	262 days	Fri 1/1/16	Sat 12/31/16
2			Administrative / Infrastructure	261 days?	Fri 1/1/16	Fri 12/30/16
3			Marketing and Awareness Building	37 days	Fri 1/1/16	Mon 2/22/16
4			iii. Community engagement	1 day	Fri 1/1/16	Fri 1/1/16
5			Milestone: Finalize community engagement plan, including communications with the public and non-provider organizations (e.g. schools, churches, homeless services, housing providers, law enforcement)	21 days	Fri 1/1/16	Fri 1/29/16
6			1. Identify community resources and organizations participating in activities impacting population health, including food, clothing, transportation assistance	6 days	Fri 1/1/16	Fri 1/8/16
7			2. Recruit participants for TLC-MD leadership and participation	11 days	Wed 1/6/16	Wed 1/20/16
8			3. Develop schedule of communications and events to stimulate engagement with population health activities	5 days	Mon 1/11/16	Fri 1/15/16
9			4. Create NGO council to coordinate ongoing outreach and participation	21 days	Fri 1/1/16	Fri 1/29/16
10			Milestone: Finalize partnership agreements or contracts with NGOs	34 days	Wed 1/6/16	Mon 2/22/16
11			1. Negotiate and draft partnership agreements with key NGOs	16 days	Mon 2/1/16	Mon 2/22/16
12			2. Identify appropriate committees for NGO representation, including Finance	1 day	Wed 1/6/16	Wed 1/6/16
13			Milestone: Finalize agency coordination plan aimed at engaging appropriate public sector agencies at state and local levels (e.g. local departments of health and mental hygiene, Social Services, Corrections, etc.)	21 days	Fri 1/1/16	Fri 1/29/16
14			1. Identify all appropriate agencies in the TLC-MD service area	1 day	Fri 1/1/16	Fri 1/1/16
15			2. Recruit participants from the various public agencies in coordination with municipal authorities	1 day	Fri 1/1/16	Fri 1/1/16
16			3. Develop an action plan for coordinating agency activities with the TLC-MD for discussion, review, and adoption by the Agencies and Municipal Authorities	21 days	Fri 1/1/16	Fri 1/29/16
17			Go-live on marketing website	0 days	Fri 1/1/16	Fri 1/1/16
18			Governance	61 days	Wed 1/6/16	Wed 3/30/16
19			i. Governance structure updates	51 days	Wed 1/6/16	Wed 3/16/16
20			Milestone: Finalize governance structure and sub-committee structure	6 days	Wed 1/6/16	Wed 1/13/16
21			1. Identify the size and number of standing committees	6 days	Wed 1/6/16	Wed 1/13/16
22			2. Confirm composition and membership of TLC-MD Board of Directors	6 days	Wed 1/6/16	Wed 1/13/16
23			3. Install all members of the TLC-MD Board of Directors	6 days	Wed 1/6/16	Wed 1/13/16
24			4. Install all members of the 5 standing committees	6 days	Wed 1/6/16	Wed 1/13/16
25			Milestone: Establish a clinical governance structure, including clinical quality committees for each TLC-MD project	41 days	Wed 1/20/16	Wed 3/16/16
26			1. Draft and adopt Charter for Clinical Committee for TLC-MD	26 days	Wed 1/20/16	Wed 2/24/16
27			2. Recruit Membership for Project-level clinical Quality Sub-committees for each of TLC-MD's selected projects	6 days	Wed 1/20/16	Wed 1/27/16
28			3. Draft and adopt Charters for each project-level Clinical Quality sub-committee	16 days	Wed 2/24/16	Wed 3/16/16
29			4. Identify and adopt evidence-based protocol for each project	16 days	Wed 2/24/16	Wed 3/16/16
30			5. Draft and adopt Charters for Sub-committees	16 days	Wed 2/24/16	Wed 3/16/16
31			6. Develop regular meeting schedules for Committee and Sub-Committees	16 days	Wed 2/24/16	Wed 3/16/16
32			7. Select/Develop initial metrics for tracking performance	16 days	Wed 2/24/16	Wed 3/16/16
33			Milestone: Finalize bylaws and policies or Committee Guidelines where applicable	16 days	Wed 1/6/16	Wed 1/27/16
34			1. Develop draft bylaws for review by Board of Directors	16 days	Wed 1/6/16	Wed 1/27/16
35			2. Adopt TLC-MD Bylaws	16 days	Wed 1/6/16	Wed 1/27/16
36			3. Identify key policies regarding participation in TLC-MD governance	16 days	Wed 1/6/16	Wed 1/27/16
37			4. Draft and adopt dispute resolution policies and procedures	16 days	Wed 1/6/16	Wed 1/27/16
38			5. Develop, adopt, and communicate policies and procedures regarding non- or under-performing providers	16 days	Wed 1/6/16	Wed 1/27/16
39			6. Develop and adopt Compliance policies and procedures	16 days	Wed 1/6/16	Wed 1/27/16

ID		Task Mode	Task Name	Duration	Start	Finish
40			ii. Governance process updates	21 days	Wed 3/2/16	Wed 3/30/16
41			Milestone: Establish governance structure reporting and monitoring processes	21 days	Wed 3/2/16	Wed 3/30/16
42			1. Develop a dashboard to track progress of each TLC-MD projects	21 days	Wed 3/2/16	Wed 3/30/16
43			2. Identify key program metrics to assess workstream progress in financial management, clinical management, workforce management, IT management	21 days	Wed 3/2/16	Wed 3/30/16
44			3. Develop tools for collecting and reporting data from all participating providers	21 days	Wed 3/2/16	Wed 3/30/16
45			4. Deploy tools to all participating providers	21 days	Wed 3/2/16	Wed 3/30/16
46			5. Communicate Compliance policies and procedures to the partners and vendors of the TLC-MD, as appropriate	21 days	Wed 3/2/16	Wed 3/30/16
47			Financial Sustainability	258 days	Wed 1/6/16	Fri 12/30/16
48			Financial Sustainability Strategy Updates	21 days	Wed 2/3/16	Wed 3/2/16
49			Milestone: Finalize finance structure, including reporting structure	21 days	Wed 2/3/16	Wed 3/2/16
50			1. Establish the financial structure of the Governance organization and the role and responsibilities of the Finance Committee and Compliance Committee and related functions	21 days	Wed 2/3/16	Wed 3/2/16
51			2. Define the Roles and Responsibilities of the Lead and Finance function	21 days	Wed 2/3/16	Wed 3/2/16
52			3. Develop charter for the finance function and establish schedule for Finance Committee meetings.	21 days	Wed 2/3/16	Wed 3/2/16
53			4. Develop TLC Org chart that depicts the complete finance function with reporting structure to Executive Body and oversight committees	21 days	Wed 2/3/16	Wed 3/2/16
54			5. Obtain Executive Body approval of Finance Function charter and organization structure chart	21 days	Wed 2/3/16	Wed 3/2/16
55			Milestone: Assessment of TLC-MD Project Impacts	21 days	Wed 2/3/16	Wed 3/2/16
56			1. Develop matrix of TLC-MD Projects and identify expected impact on provider cost, patient volumes, revenue, LOS or other based upon project goals and participation	21 days	Wed 2/3/16	Wed 3/2/16
57			2. Review DRAFT of Project Impact matrix with Finance Committee	21 days	Wed 2/3/16	Wed 3/2/16
58			3. Finalize Project Impact Matrix identifying project participation, expected impact of projects and provider specific view.	21 days	Wed 2/3/16	Wed 3/2/16
59			4. Review and obtain approval of Project Impact Matrix from Finance Committee and Executive Body as basis for Sustainability and applicable portions of funds flow plan	21 days	Wed 2/3/16	Wed 3/2/16
60			Milestone: Conduct Current State Financial Assessment and Project Impact Assessment	21 days	Wed 2/3/16	Wed 3/2/16
61			1. Revise, as needed, Financial Assessment and Project Impact Assessment document(s). Update for required metrics and provider specific metrics.	21 days	Wed 2/3/16	Wed 3/2/16
62			2. Distribute Current State Financial Assessment and Project Impact Assessment documents to providers	21 days	Wed 2/3/16	Wed 3/2/16
63			3. Review results of Current State Financial Assessment and Project Impact Assessment returned from providers	21 days	Wed 2/3/16	Wed 3/2/16
64			4. Prepare report of Current State Financial Status for Executive Body	21 days	Wed 2/3/16	Wed 3/2/16
65			5 Define procedure for ongoing monitoring of financial stability and obtain approval from Executive Body.	21 days	Wed 2/3/16	Wed 3/2/16
66			Progress reports on the effort to transition to value-based payment systems including CCM Billing	128 days	Wed 7/6/16	Fri 12/30/16
67			Milestone: Develop detailed baseline assessment of revenue linked to value-based payment, preferred compensation modalities for different provider-types and functions, and MCO strategy.	128 days	Wed 7/6/16	Fri 12/30/16
68			Milestone: Establish Value Based Payment Work Group	128 days	Wed 7/6/16	Fri 12/30/16
69			1. Develop VBP Work Group representative of TLC-MD system. Consider representation from TLC providers, PCMH, FQHCs and plans.	128 days	Wed 7/6/16	Fri 12/30/16
70			2. Develop VBP Work Group Charter.	128 days	Wed 7/6/16	Fri 12/30/16
71			Milestone: Develop education and communication strategy for network.	16 days	Wed 4/6/16	Wed 4/27/16

ID		Task Mode	Task Name	Duration	Start	Finish
72			3. Develop education and communication plan for providers to facilitate understanding of value based payment (VBP), to include levels of VBP, risk sharing, and provider/MCO contracting options.	16 days	Wed 4/6/16	Wed 4/27/16
73			4. Develop educational materials to be used during provider outreach and educational campaign.	16 days	Wed 4/6/16	Wed 4/27/16
74			Milestone: Conduct Stakeholder Engagement with Providers	126 days	Wed 1/6/16	Wed 6/29/16
75			5. Conduct education and outreach campaign for TLC system providers to broaden knowledge among the network of the various VBP models and to enable the PPS to employ those models in a coordinated approach (campaign to include in-person and web-based ed	126 days	Wed 1/6/16	Wed 6/29/16
76			6. Develop a stakeholder engagement survey to assess the provider population and establish a baseline assessment of (at least) the following This will enable us to make a more informed decision as to the most effective contracting strategy	126 days	Wed 1/6/16	Wed 6/29/16
77			7. Roll out stakeholder engagement survey to the provider population to determine baseline demographics.	126 days	Wed 1/6/16	Wed 6/29/16
78			8. Conduct provider outreach sessions to supplement the stakeholder engagement survey and engage stakeholders in open discussion.	126 days	Wed 1/6/16	Wed 6/29/16
79			9. Compile stakeholder engagement survey results and findings from provider engagement sessions and analyze findings.	126 days	Wed 1/6/16	Wed 6/29/16
80			Milestone: Conduct stakeholder engagement with MCOs	1 day	Wed 7/6/16	Wed 7/6/16
81			10. Conduct stakeholder engagement sessions with MCOs to understand potential contracting options and the requirements (workforce, infrastructure, knowledge, legal support, etc.) necessary to conduct and finalize plan negotiations.	1 day	Wed 7/6/16	Wed 7/6/16
82			11. TLC Board to sign off on preference for TLC central role in contracting.	1 day	Wed 7/6/16	Wed 7/6/16
83			Milestone: Finalize TLC VBP Baseline Assessment	1 day	Wed 7/27/16	Wed 7/27/16
84			12. Develop initial Coalition VBP Baseline Assessment, based on feedback from provider and MCO stakeholder engagement sessions and survey results	1 day	Wed 7/27/16	Wed 7/27/16
85			13. Circulate the Baseline Assessment for open comment among network providers to help ensure accuracy and understanding.	1 day	Wed 7/27/16	Wed 7/27/16
86			14. Update, revise and finalize VBP Baseline Assessment.	1 day	Wed 7/27/16	Wed 7/27/16
87			Milestone: Finalize a plan towards achieving 90% value-based payments across network by year 3 at the latest	1 day	Fri 12/30/16	Fri 12/30/16
88			Milestone: Prioritize potential opportunities and providers for VBP arrangements.	108 days	Wed 8/3/16	Fri 12/30/16
89			1. Analyze health care bundle populations and total cost of care data provided by the Department of Health (DOH), to identify VBP opportunities that are more easily attainable and prioritize services moving into VBP.	108 days	Wed 8/3/16	Fri 12/30/16
90			2. Identify VBP accelerators and challenges within TLC related to the implementation of the VBP model, including existing ACO and MCO models with current VBP arrangements, existing bundled payments, or shared savings arrangements a, and necessa	108 days	Wed 8/3/16	Fri 12/30/16
91			3. Align providers and PCMHs to potential VBP accelerators and challenges to identify which providers and PCMHs are best aligned to expeditiously engage in VBP arrangements.	108 days	Wed 8/3/16	Fri 12/30/16
92			4. Identify providers and PCMHs within the Coalition with the greatest ability to negotiate VBP arrangements and operate in a VBPO model. Providers and PCMHs will be divided into three categories (Advanced, Moderate and Low) based on 1) findings derived f	108 days	Wed 8/3/16	Fri 12/30/16
93			5. Conduct engagement sessions between 'advanced' providers/PCMHs and MCOs to discuss the process and requirements necessary for engaging in VBP arrangements.	108 days	Wed 8/3/16	Fri 12/30/16

ID		Task Mode	Task Name	Duration	Start	Finish
94			6. Re-assess capability and infrastructure of providers and PCMHs that have been identified as 'advanced,' in order to assess for strengths and weaknesses in ability to continue as early adopters of VBP arrangements.	108 days	Wed 8/3/16	Fri 12/30/16
95			Milestone: Develop timeline for VBP adoption.	108 days	Wed 8/3/16	Fri 12/30/16
96			7. Develop a realistic and achievable timeline for "Advanced" providers and PCMHs to become early adopters of VBP arrangements, taking into account findings of the baseline assessment, alignment with VBP accelerators, and ability to engage in VBP arrangem	108 days	Wed 8/3/16	Fri 12/30/16
97			8. Allow for the recording of lessons learned from "Advanced" providers' engagement with VBP arrangements.	108 days	Wed 8/3/16	Fri 12/30/16
98			9. Develop phases 2 and 3 for "Moderate" and "Low" providers and PCMHs to adopt VBP arrangements using lessons learned, and develop early planning states for advanced providers to move into Level 2 arrangements when appropriate.	108 days	Wed 8/3/16	Fri 12/30/16
99			10. Engage key financial stakeholders from MCOs, and providers to discuss options for shared savings and funds flow. Key elements of this step will include effectively analyzing provider and Coalition performance, methods of dispersing shared savings and	108 days	Wed 8/3/16	Fri 12/30/16
100			Milestone: Finalize VBP Adoption Plan	108 days	Wed 8/3/16	Fri 12/30/16
101			11. Collectively review the VBP Adoption Plan with the TLC Providers	108 days	Wed 8/3/16	Fri 12/30/16
102			12. Update, modify and finalize VBP Adoption plan.	108 days	Wed 8/3/16	Fri 12/30/16
103			IT Systems	16 days	Wed 2/3/16	Wed 2/24/16
104			Current state analysis	16 days	Wed 2/3/16	Wed 2/24/16
105			Milestone: Perform current state assessment of IT capabilities across network, identifying any critical gaps, including readiness for data sharing and the implementation of interoperable IT platform(s).	1 day	Wed 2/24/16	Wed 2/24/16
106			Data Sharing	16 days	Wed 2/3/16	Wed 2/24/16
107			Milestone: Develop roadmap to achieving clinical data sharing and interoperable systems across Coalition network	1 day	Wed 2/24/16	Wed 2/24/16
108			Milestone: Develop a specific plan for engaging attributed members in Qualifying Entities	1 day	Wed 2/24/16	Wed 2/24/16
109			Milestone: Develop a data security and confidentiality plan.	1 day	Wed 2/24/16	Wed 2/24/16
110			Milestone: Integrate CRISP and VQHC functionality into model	16 days?	Wed 2/3/16	Wed 2/24/16
111			Implement Predictive Modeling of all admissions at Coalition hospitals	16 days?	Wed 2/3/16	Wed 2/24/16
112			Clinical Improvement	1 day?	Wed 3/2/16	Wed 3/2/16
113			Care Management	129 days	Fri 1/1/16	Wed 6/29/16
114			Deployment of eQHealth	44 days	Fri 1/1/16	Wed 3/2/16
115			Clinical Care Management Partner Testing	86 days	Wed 3/2/16	Wed 6/29/16
116			Medication Adherence	86 days	Wed 3/2/16	Wed 6/29/16
117			Diabetes Education	86 days	Wed 3/2/16	Wed 6/29/16
118			Vitamin D supplementation	86 days	Wed 3/2/16	Wed 6/29/16
119			Community Engagement	1 day	Thu 6/30/16	Thu 6/30/16
120			Progress Reports on the Implementation of the Cultural Competency/ Health Literacy Strategies	1 day	Thu 6/30/16	Thu 6/30/16
121			Milestone: Finalize cultural competency / health literacy strategy.	1 day	Thu 6/30/16	Thu 6/30/16
122			Milestone: Develop a training strategy focused on addressing the drivers of health disparities (beyond the availability of language-appropriate material).	1 day	Thu 6/30/16	Thu 6/30/16
123			Practitioner Engagement	218 days	Wed 3/2/16	Fri 12/30/16
124			Practitioner engagement / involvement in the TLC-MD program	218 days	Wed 3/2/16	Fri 12/30/16
125			Milestone: Develop practitioner communication and engagement plan	1 day	Fri 12/30/16	Fri 12/30/16

ID		Task Mode	Task Name	Duration	Start	Finish
126			Milestone: Develop training / education plan targeting practitioners and other professional groups, designed to educate them about the TLC-MD program and your Coalition-specific quality improvement agenda	1 day	Fri 12/30/16	Fri 12/30/16
127			Clinical Integration	126 days	Wed 7/6/16	Wed 12/28/16
128			Clinical Integration	126 days	Wed 7/6/16	Wed 12/28/16
129			Milestone: Perform a clinical integration 'needs assessment'	1 day	Wed 12/28/16	Wed 12/28/16
130			Milestone: Develop a Clinical Integration Strategy	1 day	Wed 12/28/16	Wed 12/28/16
131			Continuous Learning	261 days	Fri 1/1/16	Fri 12/30/16
132			Performance Reporting	261 days	Fri 1/1/16	Fri 12/30/16
133			Reporting Structure	261 days	Fri 1/1/16	Fri 12/30/16
134			Milestone: Establish reporting structure for TLC-wide performance reporting and communication	1 day	Fri 12/30/16	Fri 12/30/16
135			Performance Reporting Culture	261 days	Fri 1/1/16	Fri 12/30/16
136			Milestone: Develop training program for organizations and individuals throughout the network, focused on clinical quality and performance reporting	1 day	Fri 12/30/16	Fri 12/30/16
137			Milestone: Create performance reports for clinical programs	261 days?	Fri 1/1/16	Fri 12/30/16