

Becoming a Leading Voice for Health System Transformation: The PCPCC's Strategic Plan, 2013–2016

Our Mission

Founded in 2006, the Patient-Centered Primary Care Collaborative (PCPCC) is dedicated to advancing an effective and efficient health system built on a strong foundation of primary care and the patient-centered medical home. The PCPCC achieves its mission through the work of its five Stakeholder Centers, led by experts and thought leaders dedicated to transforming the U.S. health system that specialize in unique disciplines and target unique audiences. These centers focus on:

- [Advocacy & Public Policy](#)
- [Care Delivery & Integration](#)
- [Employers & Purchasers](#)
- [Outcomes & Evaluation](#)
- [Patients, Families, & Consumers](#)

Today, the PCPCC's membership represents more than 1,000 stakeholder organizations throughout the U.S. that work collaboratively to:

- **Share results and outcomes** from medical home initiatives that aim to improve health outcomes, enhance quality of care, and lower total health care costs;
- **Educate public policymakers and the private sector** on the benefits of investing in team-based primary care and the medical home; and
- **Convene a diverse group of thought leaders** to promote awareness, innovation, and learning in patient-centered primary care.

Key Trends

The acknowledgement that primary care is central to a transformed U.S. health system has been critical in driving PCPCC's mission and role, as well as articulating its value to our members and target audiences. The PCPCC's strategic direction will continue to be driven by environmental trends in the marketplace and mission-based strategies, including the following:

Despite growing evidence of the medical home's value and impact, some stakeholders remain uninformed or skeptical. In 2012, PCPCC reported quality and cost results from dozens of medical home initiatives that demonstrated up to 70% reductions in emergency room visits, 40% lower hospital readmissions, and hundreds of millions in health care dollars saved. However, much work needs to be done to educate the health care industry, consumers, policymakers, and others about the medical home and its impact on the Triple Aim. PCPCC has emerged as a trusted and credible voice for articulating the medical home's value and impact across industries and disciplines, and must continue to strengthen its voice on behalf of primary care and the medical home.

The general public is largely unaware of the definition and value of the medical home. The term "medical home" is not well understood by many, particularly consumers and others outside the core primary care space. In light of budget challenges and entitlement reform, there is even more pressure to move the emphasis beyond the medical home, and to the larger health 'ecosystem' or medical neighborhood, and the communities in which patients and

families live. The PCPCC must advance the current dialogue beyond *practice* transformation, and position the medical home as a critical element of health *system* transformation.

Testing and adoption of new payment models are expediting care delivery reform. Driven by the need to reduce costs and improve efficiency, many emerging payment innovation models feature advanced primary care as a key solution to reducing costs and improving quality. These payment reforms also emphasize key features of the medical home model, and are helping to reduce avoidable hospitalizations and the prevalence of preventable conditions. The PCPCC represents a ‘connector’ organization that can educate other stakeholders about the alignment of payment reform and care delivery innovations through its events, publications, resources, and other learning opportunities.

Demand is growing for consumer education around high-quality care and medical home. With the roll out of health insurance marketplace, patients are now taking on increased responsibility, and could potentially receive rewards, for making smarter, informed health care choices and improving their health. However, because the consumer has historically been insulated from their care decisions, consumers are generally under-informed or misinformed about the expectations and definitions of high-quality, patient-centered care. The PCPCC can be a unique resource that educates consumers about the benefits and features of high quality providers and practices, and in effect arm them with the knowledge and tools to make smarter choices and improve their health.

Federal economic policy continues to be driven by debt and deficit reduction, and entitlement reform, with health care policy at the forefront of the agenda. It is critical to educate federal lawmakers about the medical home’s impact on cost, particularly as health care spending is at center of major economic policy discussions. While many government agencies are familiar with the medical home model, there is limited collective knowledge on Capitol Hill or among other policymakers and actuaries to help them make important spending decisions that prioritize patient-centered care. The PCPCC must strengthen the medical home’s position as a foundational element of a high-performing health care system.

Our Vision

The PCPCC has played an instrumental role in placing the medical home at the center of health system transformation efforts, and must continue to do so, especially as the private and public sector align their interests in favor of patient-centered primary care. However, while the medical home model appears to be heading toward a ‘tipping point’ of widespread adoption, there is wide variation in its definition, implementation, and evidence of its success.

To address this, the goals and objectives of this strategic plan will build on PCPCC’s unique leadership position, and will continue to strengthen its role as an educator, convener, advocate, and go-to resource across a wide range of stakeholders. A key element of this strategic plan is raising the PCPCC’s profile as a credible and centralized communicator of medical home evidence and results; and building on the far-reaching success of past strategic initiatives through our Stakeholder Centers, such as publications, convenings, resources, and toolkits.

We recognize that this is an extraordinary opportunity for the medical home to serve as a catalyst for health system transformation, and we stand ready to collaborate with partners, colleagues, and patients to make this transformation a reality.

Strategic Framework

Maximize Stakeholder Centers to enhance thought leadership position

1

The five PCPCC Stakeholder Centers make up our core programming content by driving strategic initiatives, and providing leadership and expertise to develop resources, programs and special projects that advance the Triple Aim. This Strategic Plan strengthens and reinvests in the Centers, and clarifies their specific deliverables that support the PCPCC mission.

Objectives

- Utilize Center cabinet leadership as thought leaders and advisors on all major PCPCC activities
- Focus the activity of Centers toward tangible thought leadership communications
- Convene leadership retreats to encourage peer-to-peer collaboration around priorities and activities
- Restructure and reorganize Centers to be better streamlined and integrated
- Redesign PCPCC's website to provide Centers with communications and resource 'hubs'

Launch strategic initiatives that reengage target audiences

2

The PCPCC is initiating two strategic initiatives to enhance employer and purchaser-, and consumer engagement. Both initiatives build on core audiences and activities of the Centers and include: (1) an Employer/Purchaser Summit; and (2) development a Consumer Engagement Campaign in collaboration with key stakeholders.

- Convene an Employer-Purchaser Summit/s to reengage audiences around the medical home and payment reform
- Set the stage for a public engagement campaign that enhances voice and role of patients, families, and caregivers within the medical home movement
- Collect and disseminate case studies and best practices that highlight the role of patients in quality improvement, practice transformation, and professional integration in care teams

Adopt a formal business plan to sustain and strengthen PCPCC

3

The new business model establishes clear financial and performance metrics to guide the organization and its staff over the next three years. The model will provide the resources necessary to pursue PCPCC's core objectives, and the added capacity to explore new initiatives.

- Identify revenue targets to achieve reasonable and attainable revenue growth
- Set annual core revenue goals at an approximate 10% growth rate
- Adjust membership program by adding new membership levels
- Shift the 501(c)6 activities of the PCPCC into the 501(c)3 foundation in order to strengthen the fundraising program and capacity to secure grants and sponsorships

Develop and implement a strategic communications plan

4

The PCPCC communications strategy and accompanying plan builds on all strategic goals, and serves to enhance visibility and support for the PCPCC and the patient-centered medical home.

- Position PCPCC as a consistent, effective, and responsive voice on behalf of the medical home, primary care, and its diverse membership
- Enhance visibility for PCPCC's core activities/products by supporting Stakeholder Centers as vehicles for communicating messages to target audiences
- Improve PCPCC's communications infrastructure so it can respond effectively, nimbly, and consistently to breaking issues, research, and public policy opportunities and threats