The Practice Transformation Academy
Stretch Project Examples

Organizations who participate in the Practice Transformation Academy will have the opportunity to demonstrate quantifiable practice improvements through the development and implementation of a Practice Transformation Stretch Project (Stretch Project). Each organization will design a Stretch Project tailored to meet the needs of their organization’s particular practice transformation efforts.

Use the following examples of stretch projects from previous iterations of the Practice Transformation Academy to help guide you as you craft a stretch project for your application.

Examples of Stretch Projects

Example A:
The goal of our stretch project is to establish a population health approach to identifying emergency room and inpatient service high utilizers who also access behavioral health services in our clinics. We will start the process by modifying previous risk identification techniques to include medical comorbidities. This will allow us to create a risk matrix, the core objective of our stretch project. We will then design care pathways to match clients with appropriate levels of care. The stretch project will not only focus on creating new risk stratification processes, but also on piloting the processes with a subsection of clients within the target population. To monitor progress, we will use EHR data to track the number of clients enrolled in Health Home Care Management and the reduction in hospitalizations connected with obesity, high blood pressure, and diabetes.

Example A Stretch Project Outcomes:
- Significantly shifted staff culture by fostering an environment where factors beyond the client’s behavioral health are considered.
- Established processes for stratifying risk based on a combination of physical, behavioral, and social health factors.
- Established processes for using data to determine severity of risk and calculate an overall risk score, which can be broken down by category.
- Reduced unnecessary tests for the target population.
- Shared a detailed vision for practice transformation within our organization, including clinical goals and outcomes.
- Practice sound business practices and calculate return on investments.

Example B:
Our stretch project aims to reduce hospitalization and readmissions by 25% for high risk clients in detoxification care. We will monitor stretch project progress by tracking the total number of patients compared to the number of high risk patients (percentage of high risk), retention in next level of care within 45 days, cost of care per episode, and the number of readmissions to detox, ER visits, and patients with a primary care provider.
Example B Stretch Project Outcomes:

- Streamlined processes, such as reducing admission paperwork and improving patient flow from intake to room assignment.
- Established baselines for six performance variables and analyzed changes over time (e.g., readmission rate and average length of stay in a detox program).
- Identified high utilizers and determined low, medium, and high-risk patients.
- Designed person-centered care planning that takes risk level into account.
- Implemented joint care planning with local hospital detox units for high utilizers.
- Enhanced patient experience by upgrading space and creating tangible resources with treatment information.
- Engaged with a managed care organization to establish a value-based contract focused on readmissions.