



# Capabilities Statement

Yale New Haven Health's Center for Outcomes Research & Evaluation (CORE) and ATW Health Solutions are partnering to leverage their expertise in measurement, improvement, and social sciences, working collaboratively to develop integrated models that reduce health disparities.



ATW HEALTH SOLUTIONS™



CENTER FOR OUTCOMES  
RESEARCH & EVALUATION

EQUITY | ENGAGEMENT | QUALITY | SAFETY



ATW HEALTH SOLUTIONS™



CENTER FOR OUTCOMES  
RESEARCH & EVALUATION

In a transformative collaboration initiated in June 2023, Yale New Haven Health's Center for Outcomes Research & Evaluation (CORE) and ATW Health Solutions have joined forces to address pressing health equity issues. CORE, a leading national outcomes research center, focuses on enhancing health through targeted projects evaluating clinical decision-making and healthcare interventions. ATW Health Solutions pioneers healthcare systems improvement, integrating patients' values into transformative solutions. This partnership, a significant milestone in advancing healthcare quality, safety, and equity, harnesses the expertise of nationally recognized experts in measurement, improvement, and social sciences. Emphasizing patient engagement and the voices of marginalized communities, the collaboration aims to develop integrated models that reduce healthcare disparities. By marrying the research capabilities of CORE with the patient-centric approach of ATW Health Solutions, this partnership seeks to serve as a national blueprint for improved healthcare outcomes, aligning with both organizations' broader mission to make a lasting impact on diverse communities' well-being.



ATW HEALTH SOLUTIONS™

*We connect community with healthcare.*

# Women-Owned Small Business (WOSB)



ATW HEALTH SOLUTIONS™

ATW Health Solutions, a social impact and advisory consulting company based in Chicago, Illinois, is a certified women-owned small business (WOSB) under the U.S. Small Business Administration's 8(a) Business Development program.



Dr. Knitasha Washington,  
FACHE

ATW Health Solutions has earned national recognition for its work transforming healthcare delivery systems, impacting policy, and improving quality and safety. With a focus on quality, safety, and health equity, we have partnered with public and private organizations and government agencies to transform systems locally and nationally. Founded by healthcare transformation expert and visionary

Dr. Knitasha Washington, ATW Health Solutions is an innovative, value-driven organization committed to improving healthcare for all. We apply an evidence-based approach, embedding data and analytics into performance measurement. Our client solutions seamlessly integrate patient-centeredness and equity as core strategies—resulting in demonstrated value.

## AWARD-WINNING CONTRIBUTIONS

ATW Health Solutions served as a significant subcontractor for the Centers for Medicare & Medicaid Services (CMS) Partnership for Patients (PfP) during 2011–2019.

In 2016, CMS recognized Dr. Washington for contributions to shaping patient and family engagement and health equity strategies and programs.

This work, in partnership with Hospital Engagement Networks, resulted in:

**An estimated  
87,000 lives saved**

**2.1 million fewer  
patient harms**

**\$19.8 billion in  
cost savings**



## Our Vision

Continually transform healthcare delivery and policy to improve the lives of all people.



## Our Mission

Expand the use of data and evidence to transform healthcare delivery systems and positively impact the health outcomes of all people through strategic partnerships with patients, caregivers, governments, providers, payers, businesses, and researchers.

*Our equity and engagement content serves as a trusted voice in the industry.*

“Overall, [ATW] has done an excellent job. Given what I know today about [ATW’s] ability to perform in accordance with this contract most significant requirements, I would recommend them for similar requirements in the future.”

– HHS, Office of Minority Health



ATW HEALTH SOLUTIONS™

## 2022–2023 Programs

**20+ years of raising healthcare standards.  
We are solutions-oriented and people-focused.**

### The impact of our work:

> Recruited and onboarded more than 300 individuals to serve as patient, community, and industry representatives on federal and commercial projects (i.e., CMS MIDS, HRSA HCCES, and NCQA)

> Completed peer-reviewed publication Community Engagement for Early Recognition and Immediate Action in Stroke (CEERIAS): Pre and Post COVID-19

➤ *Community Engagement for Early Recognition and Immediate Action in Stroke (CEERIAS): Pre and post COVID-19*

> Completed peer reviewed publication Look to the Past to Improve Our Future: Improving Quality, Safety, and Equity Through Community and Patient Engagement

➤ *Look to the Past to Improve Our Future: Improving Quality, Safety and Equity Through Community and Patient Engagement*

> Speaker for the 2023 CMS Office of Minority Health Inaugural Health Equity Conference

> From 2021–2023 ATW has graduated more than 20 interns from our internship program

**U.S. Department of Health and Human Services Health Resources and Services Administration (HRSA) Health Center Program's Community Engagement Structure (HCCES) for Strategy in Equity & Excellence**

### U.S. Department of Health & Human Services Office of Minority Health

- Promoting Behavioral Health Among Black Youth Study
- AAPI Anti-Discrimination Training
- Minority Leadership Development Program
- Disparities Impact Strategy

### Centers for Health Care Strategies

Strategies Building Engagement Capacity for Communities of Color

### National Committee for Quality Assurance (NCQA)

Supporting Age-Friendly Health Systems: Implementing and Disseminating Person-Driven Outcome Measures

### U.S. Department of Health & Human Services Centers for Medicare & Medicaid Services (CMS)

- MIDS Person and Family Engagement
- Health Equity Data Analytics System (HEDAS)
- TMF Health Quality Institute NQIIC Equity Technical Support

### Robert Wood Johnson Foundation

Equity & Patient-Centered Measurement v3.0

“[ATW] managed costs with high degrees of accuracy and timeliness. Performance exceeded expectations. Notably, [ATW] maintained this high level of performance during the transition of Government payment systems. Breakdowns on the federal side were significant and prolonged. The contractor actively engaged in the problem-solving efforts that extended over approximately six months.”

– U.S. Dept. of Health & Human Services Office of Minority Health



# Our Products and Services

## Program Development & Management

- Project Management
- Program Design
- Program Review & Evaluations
- Program Support

## Quality Improvement

- Health Equity
- Population Health
- Patient & Family Engagement
- Community and Stakeholder Engagement
- Patient Experience
- Performance Improvement & Patient Safety
- Measures Development

## Data Science & Technology

- Integrated PFE Index Assessment (IPIA)
- Patient Satisfaction (CAHPS)
- Patient Partner Innovation Community (PPIC) Network

## Training & Curriculum Development

- Conference Planning
- Learning & Content Development

## Research, Evaluations and Policy

- Basic, Applied, Operations, & Market Research
- Quantitative Analysis / Qualitative Analysis
- Policy Review & Analysis
- Environmental Scans

## Administrative & Technical Assistance

- Planned & Ad-hoc Support
- Business Support Services

## Strategic Planning

- Planning & Facilitation
- Implementation

## Staffing

- Workforce Development
- Administrative & Clinical Personnel

## NAICS Codes

541990 | 541690 | 541720 | 541611  
541618 | 561330 | 611710 | 611713



“We utilized the [IPIA Engagement and Equity Assessment] product to establish strategic goals with Senior Leadership and to execute.”

– The Ohio State  
Wexner Medical Center

## CERTIFICATIONS & GOVERNMENT VEHICLES



U.S. Small Business Administration



## PRIME GOVERNMENT CONTRACTING VEHICLES

GSA MAS - 47QRAA22D006G  
GSA STARS 3 -I47QTCB22D0598

- Small Business Administration 8(a) Program
- State of Illinois Central Management Services WMBE
- City of Chicago Certified Minority Supplier
- Economically Disadvantaged Women-Owned Small Business

“[ATW’s] performance exceeded expectations. The key personnel and consultants were highly qualified and provided the level of expertise needed to ensure the project’s success. The expertise provided included all aspects of the project which had levels of complexity related to research, policy analysis, population health and social determinants of health. The contractor was able to address and facilitate content development with nationally recognized experts without difficulty.”

– HHS, Office of Minority Health



CENTER FOR OUTCOMES  
RESEARCH & EVALUATION

Designing the Future of Healthcare



## CORE'S MISSION:

To improve health and healthcare through targeted research and evaluation projects that combine scholarship and service to have a positive impact on policy and people's lives.

## Who we are:

- Yale-New Haven Health's Center for Outcomes Research & Evaluation (CORE) is one of the first and preeminent outcomes research centers.
- Our more than 150 employees include diverse statisticians, clinician scientists, health services researchers, data analysts and scientists, data managers, and project managers.
- We play a central role in advancing the science of quality measurement, integrating new methods into outcomes research, and producing transformational changes in the care of patients through outcomes research and its application.
- We have an incomparable track record of pioneering new approaches and producing strong scholarship in top journals, followed by translation into practice and policy.
- Our work has been funded through grants and contracts from federal agencies, including the Centers for Medicare & Medicaid Services (CMS), National Institutes of Health (NIH), Agency for Healthcare Research and Quality (AHRQ), Centers for Disease Control and Prevention (CDC), Department of Defense (DOD), Department of Veterans Affairs (VA), Food and Drug Administration (FDA), and National Library of Medicine (NLM).

## Work with CMS:

- CORE has been developing measures and innovative solutions for CMS for over 25 years, developing more than 70 measures for use in federal payment programs for various care settings.
- Our measures cover health areas such as safety, mortality, readmission, complications, healthcare utilization, patient-reported outcomes (PROs), and health equity.
- We are experts in the development of clinical outcome measures, patient-reported outcomes performance measures (PRO-PMs), structural measures, and electronic clinical quality measures (eCOMs) that leverage electronic health record data, including social determinants of health.
- Our measures are used in many CMS programs, including Hospital Inpatient and Outpatient Quality Reporting, Hospital Readmission Reduction (HRRP), Hospital Value-Based Purchasing, and Quality Payment Programs. We developed and evolved CMS's Hospital Quality Star Ratings with favorable patient input.
- We are competent with Medicare Fee-For-Service, Medicare Advantage, and Medicaid data, including T-MSIS data. We have worked with the Center for Medicaid and CHIP Services will develop and respecify measures for use by states.
- CORE has successfully supported key areas of strategic innovation for CMS, including CMS's Digital Quality Measurement Transformation and ongoing multi-stakeholder engagement supporting data interoperability and standardization.







## Staff expertise:

- Our staff have a combined 200+ years of proven expertise in health analytics and data science, including machine learning and data modeling and simulation, health services research, policy analysis, research design and methodology, and stakeholder engagement, as well as clinical medicine, nursing, and social work.
- We have published in peer-reviewed journals on healthcare access and affordability, care coordination and quality, digital transformation, health equity and disparities research, health informatics, health policy, maternal health, Medicare and Medicaid, patient engagement, patient safety, payment reform, population health, and urban and safety net healthcare.
- We employ rigorous data security policies and procedures to protect sensitive data. We are mission-driven to improve patient outcomes and use measurement to enhance our internal processes regularly.
- Our analytic team has decades of experience with complex datasets, designing measure specifications, data collection/extraction tools, quality assurance processes, analytic reports, and data analyses. Our analysts are experienced in cutting-edge technology, such as leveraging artificial intelligence (AI) and natural language processing (NLP) to enhance measure validity.

## 3 Strategic Focus Areas

### 1 Focus on Equity:

- We are academic leaders in the assessment of healthcare equity, with hundreds of academic articles and numerous partnerships and initiatives with leading groups around the country. Our recent article in *JAMA* (Caraballo 2023) quantified the excess deaths among Black Americans over the last 20 years, including the early pandemic.
- We work closely with the Yale Equity Research and Innovation Center (ERIC), led by Dr. Marcella Nunez-Smith.
- We support cross-programmatic CMS Health Equity initiatives, most notably the development of CMS's Health Equity Index, methodologies for stratifying measure results by social drivers of health, and the development of CMS's Addressing Social Needs eCOMs.
- We use novel approaches and thoughtful stakeholder input to design durable solutions to account for clinical case mix differences while illuminating disparities in provider performance.
- We have worked closely with the Office of Minority Health (OMH) and met regularly with the Health Equity Summary Score (HESS) development team to ensure alignment.



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## 3 Strategic Focus Areas

### 2 Focus on Digital Quality Measurement:

- Supported the development of CMS's Digital Quality Measurement (dQM) Roadmap, providing guidance on data standardization, aggregation, measure alignment, and technology advancement.
- Developed and implemented four dQMs, with four additional dQMs in development.
- Developed an initial prototype for the CMS Measure Calculation Tool to enable low-burden electronic medical record (EMR) data abstraction and dQM calculation.
- Supported CMS's coordinated responses to the Office of the National Coordinator (ONC) Health Information Technology for Economic and Clinical Health (HITECH) Act's US Core Data for Interoperability (USCDI) and USCDI+ quality annual updates.



### 3 Focus on Patient Reported Outcomes:

- Created initial Person and Family Engagement Network for use in CMS measure development and accompanying best practice guidance for CMS's Measure Management Systems Blueprint and Person and Family Engagement Toolkit.
- Integrated person and family voice into all phases of quality measure development and testing.
- Supported novel incentivized PRO data collection through the Center for Medicare and Medicaid Innovation (CMMI) Comprehensive Care for Joint Replacement (CJR) payment model.
- Developed the first PRO-PM for use in CMS's Hospital Inpatient Quality Reporting Program since Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS), the Total Hip/Knee Arthroplasty PRO-PM, and are supporting its implementation. Have since developed PRO-PMs for CMS's Hospital Outpatient Quality Reporting Program (HOQR) and CMS's Merit-based Incentive Payment System (MIPS).



## Capabilities:



### Expertise:

- Health Services Research
- Health Analytics and Data Science
- Machine Learning and Data Modeling and Simulation
- Clinical Care
- Policy Analysis
- Research Design and Methodology
- Data Management
- Project Management
- Stakeholder Engagement



### Quality measure types:

- Structural Measures
- Outcome Measures
- Claims-Based Measures
- Hybrid Measures
- Electronic Clinical Quality Measures
- Patient-Reported Outcome Performance Measures



### Quality measure lifecycle:

- Measure Development
- Measure Testing
- Technical Expert Panel Facilitation
- Patient and Family Engagement
- Consensus-Based Entity Endorsement
- Measure Reevaluation





# ATW HEALTH SOLUTIONS™

[atwhealth.com](http://atwhealth.com)

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## Our Equity & Engagement Content Serves as a Trusted Voice in Industry

