



Creating an Optimal
Environment for Quality
Healthcare for Individuals,
Families, and Communities

How to Begin a Medicaid and Children's Health Insurance Program (CHIP) Quality Improvement Project: Skills, Stories, and Resources

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CMS 2024
Quality
Conference
Resilient and Ready Together

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Agenda

- Introduction
- Quality improvement tool overview
- West Virginia quality improvement project
- Question and answer
- Overview of Medicaid and CHIP QI technical assistance (TA) tools developed by CMCS

Objectives

- Introduce tools to identify improvement opportunities, measures, and partners
- Learn about the application of QI tools from a West Virginia project
- Learn about new Medicaid and CHIP QI technical assistance (TA) tools developed by CMCS



Introduction to tools to identify improvement opportunities,
measures, and partners

and

Learn from West Virginia about the application of QI tools

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Understand the Problem

- What is the problem you are trying to improve?
- What is your baseline data?
- Write an aim statement
- Tools
 - Aim statement worksheet



Aim Statements

- A good aim statement is specific, measurable, and answers the questions
 - What are we trying to accomplish?
 - For whom?
 - How much?
 - By when?
- An aim statement should be brief, easy to understand, and keeps your team on track during your QI project.



Aim Statement

The: Insert the name of your QI project team or state.

Click or tap here to enter text.

Intends to accomplish: Write an overarching statement describing what you intend to achieve with your state QI project. Your aim should be important and meaningful to your team and to the population or system you want to improve. You might find it useful to use words such as increase, decrease, reduce, improve, and so on.

Click or tap here to enter text.

For: Describe the target population, system, or group that will benefit the most from the improvement.

Click or tap here to enter text.

By improving: List the performance goal or goals most closely aligned with your state QI project aim, what your team will measure, and how you will know you were successful. Make sure you will be able to track progress toward your aim, noting your baseline and target (you may add your baseline later if you don't know it now).

Click or tap here to enter text.

By: Choose the time frame during which your state QI team will accomplish their improvement(s).

Click or tap here to enter text.

Aim Statement

The [name of your QI project team] intends to accomplish [planned achievement], for [target population], by improving [concrete, measurable target goal], by [date].

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Improve Initial Health Assessments for Children and Youth in Foster Care: Aim Statement



- By December 2022, WV Medicaid will improve timely completion of initial health assessment rate from 72.2% to 80% for our foster and adopted child welfare population

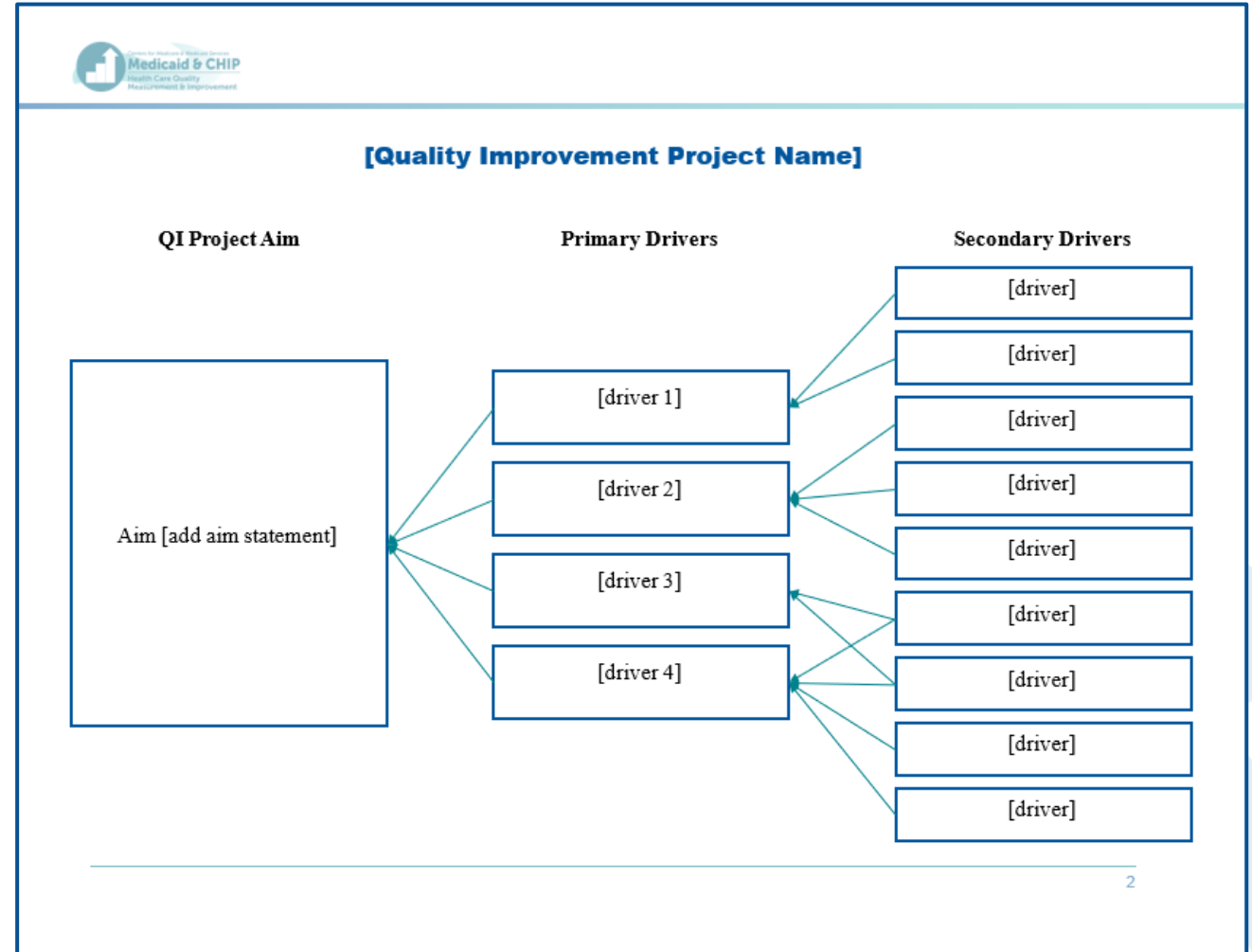


Deciding on What to Improve

- How can you understand the problem and start thinking about improvements?
- Useful Tools
 - Driver diagram
 - Cause and Effect diagram (also, Ishikawa or fishbone diagram)
 - Process flow map

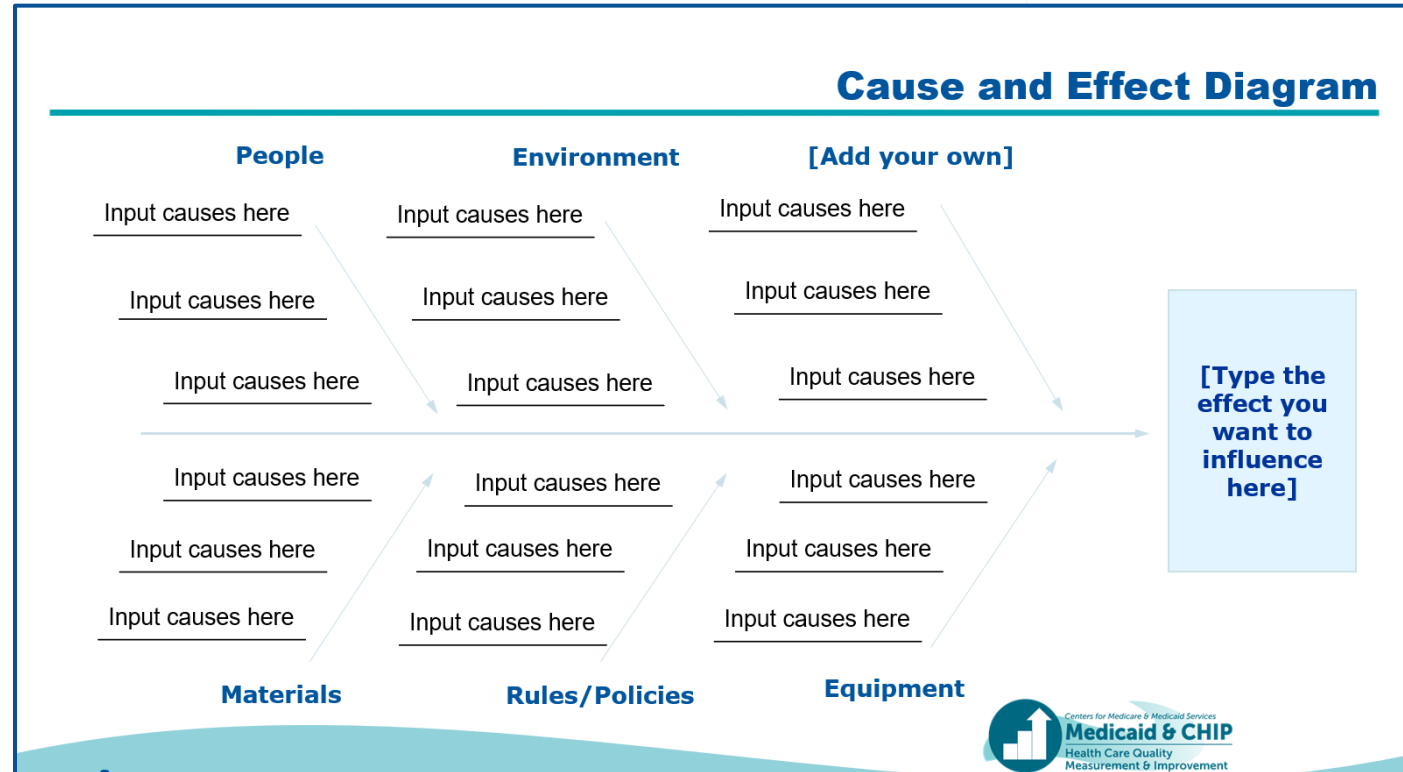
Driver Diagrams

- A driver diagram is a visualization of your theory of change
 - The norms, processes, or systems that affect your aim
 - Where there are opportunities for impact, and
 - What changes need to be adopted or tested to improve outcomes.



Cause and Effect Diagrams (Ishikawa, fishbone)

- Cause and effect diagrams: identify and organize factors contributing to an outcome that you want to improve
- Can be used as a brainstorming exercise or way to group problems into categories for improvement
- Also known as fishbone (for their shape) or Ishikawa (after their inventor) diagrams



Process Flow

- What is a process flow?
 - A visual display of process steps. Represent current process. Helps visualize what happens between the beginning and the end; to improve the process and their outcome
 - Process flows reveal rework, needless complexity, delays
- Creating a process flow
 - Begin by listing the major steps in your process using a block diagram
 - Then list the activities or steps involved in each major step or block
 - Build a map from the beginning of the process to the desired end, including actual timeframes for each step

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Measurement & Improvement

Flowchart Shapes

- Copy and paste the shapes below into the next page to create a flowchart of the steps.
- Add more pages if needed.

[Insert text to describe the start or end of the process]

[Insert text to describe an activity or task]

[Insert text to describe an input or output]

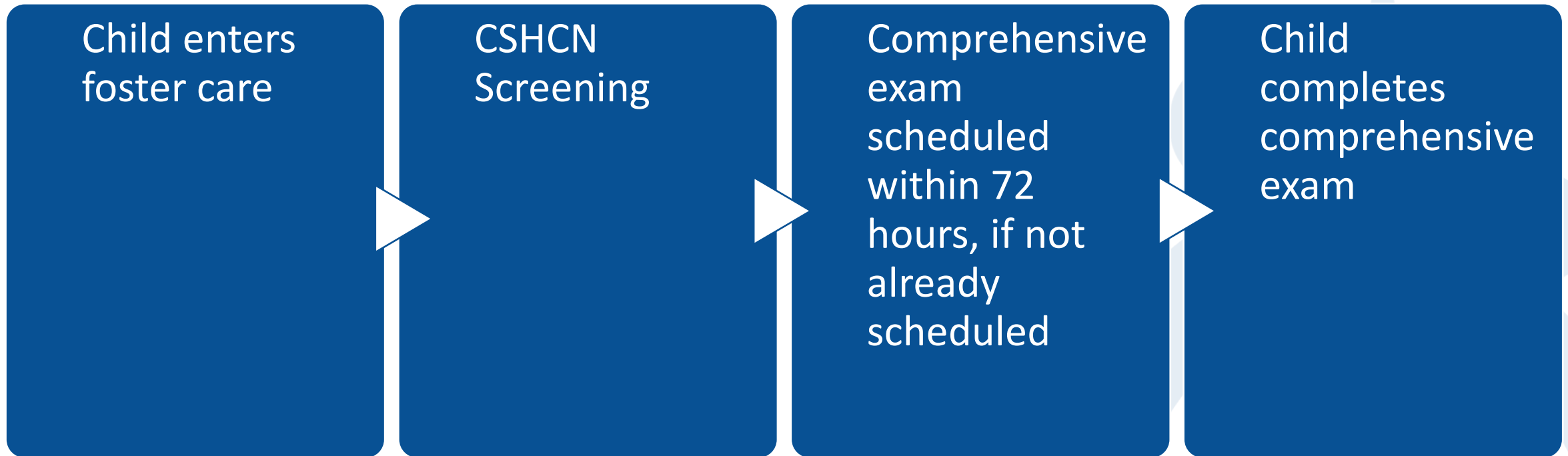
[Insert text to describe a decision]

[Insert text to describe a process delay]

Flow arrow

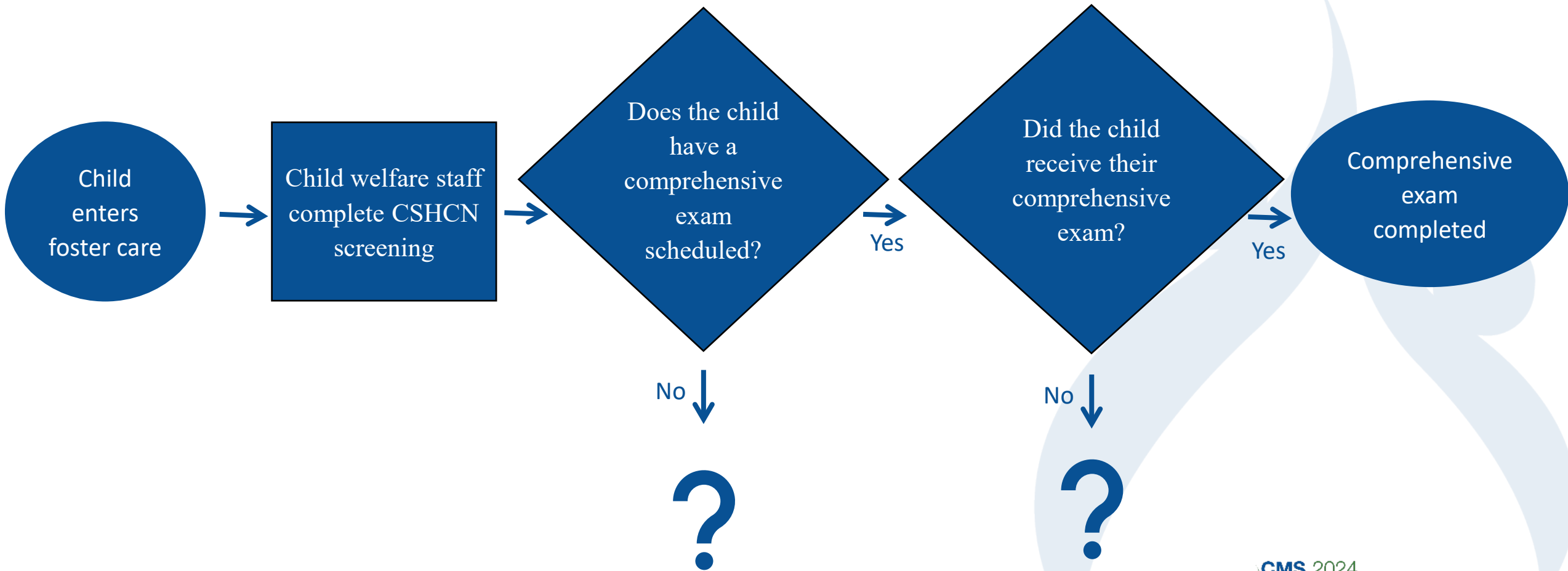
2

Improve Initial Health Assessments for Children and Youth in Foster Care: Process Flow Block Diagram

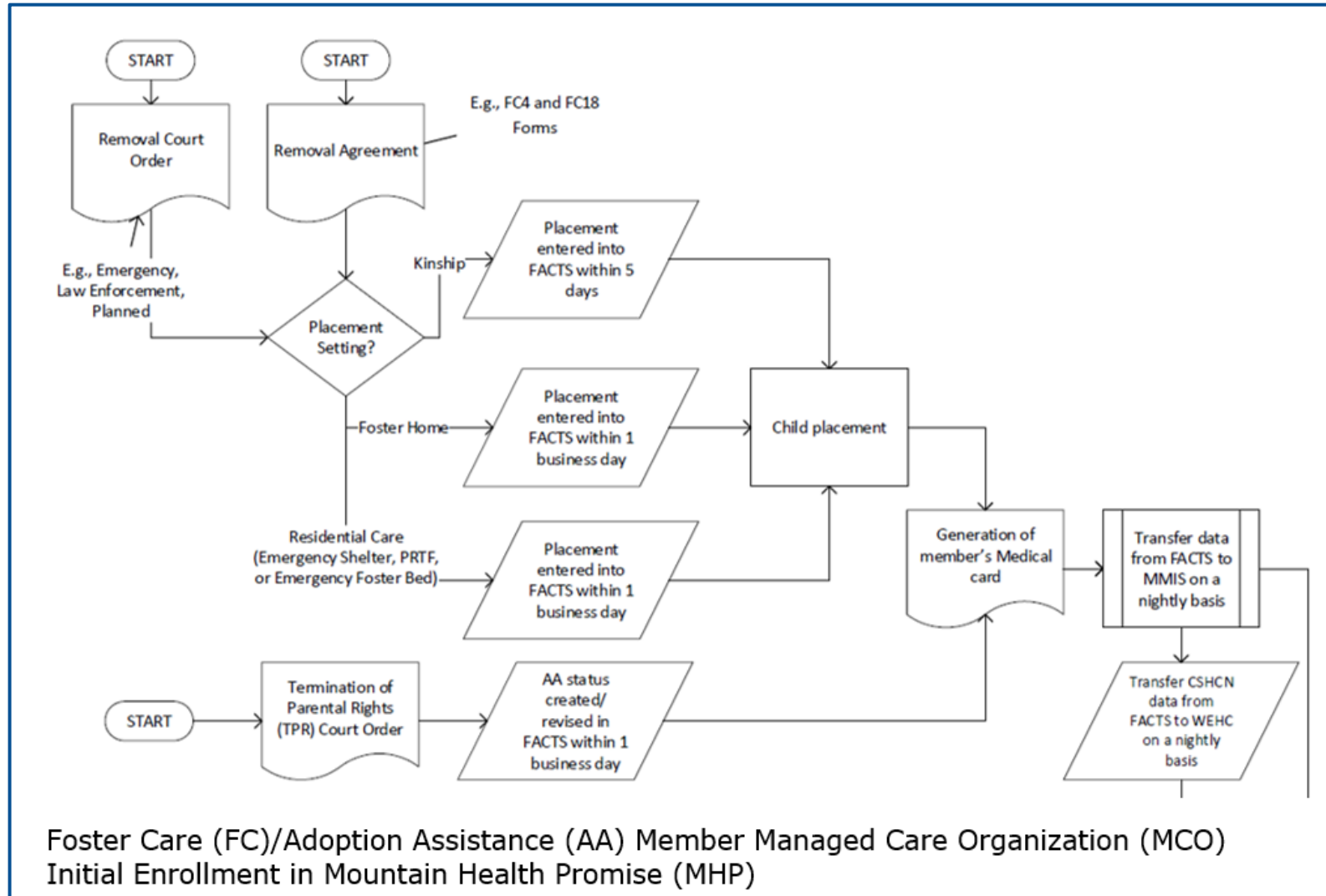


CHSCH: Children with Special Health Care Needs

Improve Initial Health Assessments for Children and Youth in Foster Care: Process Flow



Improve Initial Health Assessments for Children and Youth in Foster Care: Process Flow




Testing Change

- Why do small test change ideas?
- How small is small?
- How will you know your change is an improvement?
 - What will you measure?
- Tools used to learn by testing a change
 - PDSA
 - Run charts (data over time)



PDSA Cycle

- Plan-Do-Study-Act (PDSA) cycles are a scientific tool used to plan, conduct, and learn from low-risk testing
- Most improvement projects require multiple PDSA cycles that start small, vary the testing conditions, and scale up



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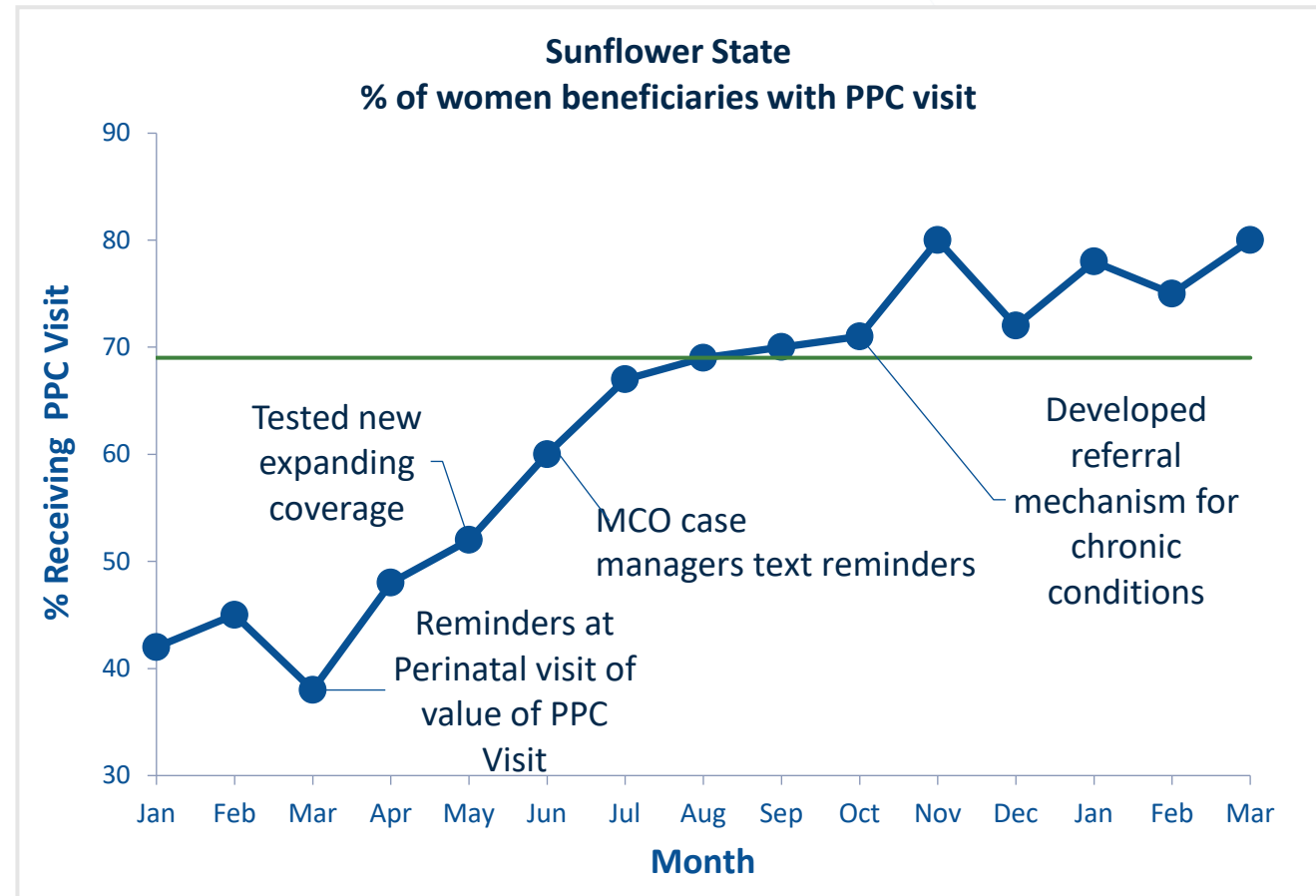
PDSA Worksheet

Organization:	Date:
PDSA # (for tracking):	Primary or secondary driver (if applicable):
Plan	<p>What question(s) would you like to answer with this test?</p> <ul style="list-style-type: none"> What is your test? Who is conducting the test (for example, a quality improvement team member or partner, a provider, or other)? Who is the subject of the test (for example, a provider, a Medicaid or CHIP beneficiary, or other)? When will the test start (date)? When will the test end (date)? What data will be gathered to answer your question(s)? <p>What do you predict will happen at the end of your test? Be specific.</p>
Do	<p>Was the test conducted as planned? What happened that wasn't part of the plan?</p>
Study	<ul style="list-style-type: none"> What did the data tell you? How did your predictions compare to what actually happened? Did anything surprise you?
Act	<p>Based on what you learned from this test, what action will you take next for this change idea?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Adapt <input type="checkbox"/> Abandon <input type="checkbox"/> Adopt <p>If you are adapting or abandoning, what will you test next?</p>

3

Run Charts

- Data is essential for quality improvement. Put your data on a run chart – it is one of the best ways to see if you are moving in the right direction
- A run chart is simply data displayed over the time of your project
- Use annotations to show where you used change ideas



Improve Initial Health Assessments for Children and Youth in Foster Care: PDSA and Run Chart



■ PDSAs

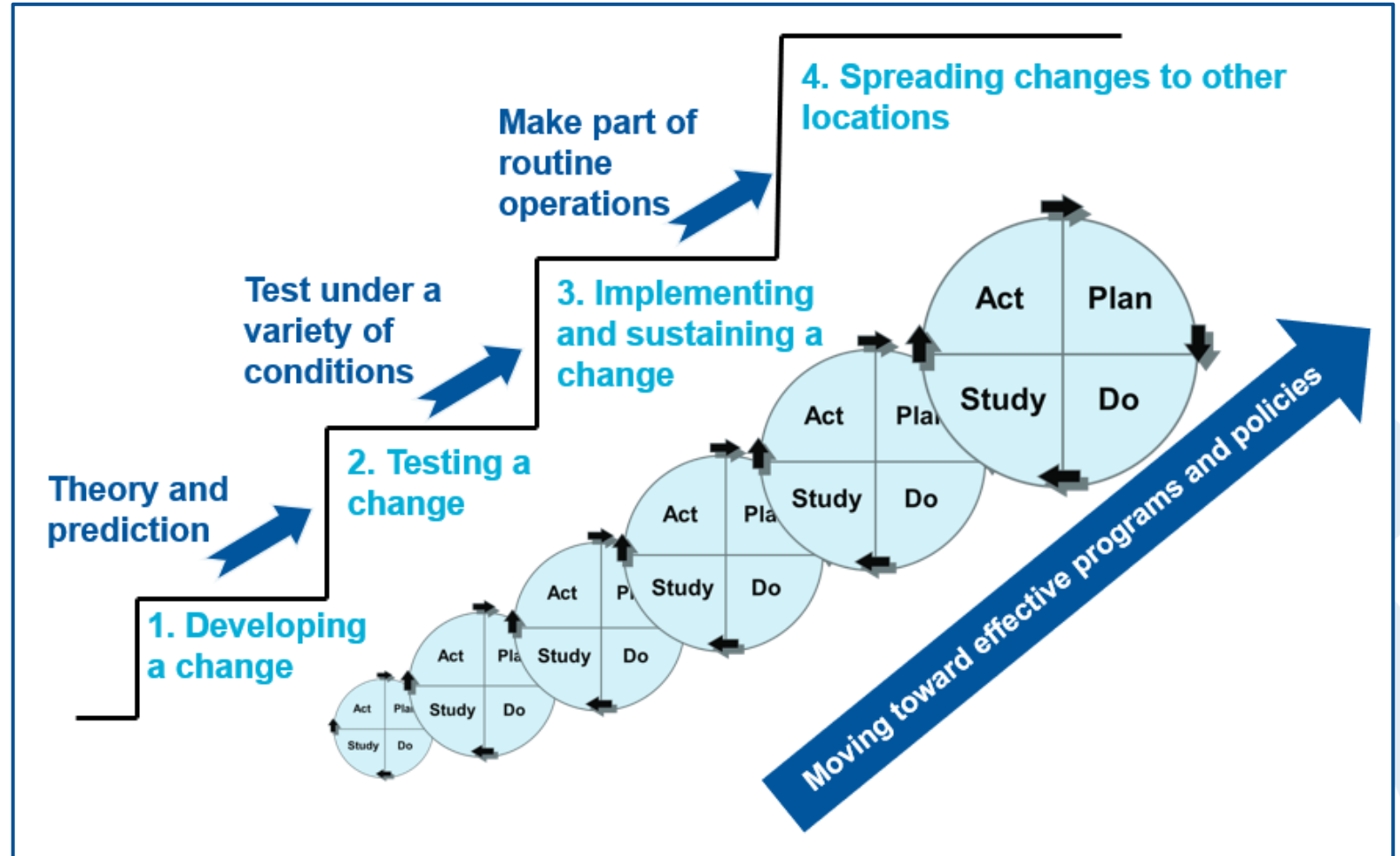
- Send email to staff managers addressing the important of timely data entry on new placements
- Make sure all foster care liaisons had access to FamilyConnect and the appointments tab
- Foster care liaisons will list appointments in the FamilyConnect appointment tab for future visits
- Care managers to be aware and follow up on appointments

■ Run chart measures

- Percentage of foster children initially placed who were entered in FACTS within 24 hours after placement
- Appointment scheduled within 72 hours
- Percentage of children screened within one year
- Follow up on clinical referrals

Sequence of Improvement

- When do you spread and make your change a part of a new process or system?
 - Implementation
 - Spreading



Advice for Other States

- What did you learn?
- What worked?
- What would you do differently?





Question & Answer





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Learn about new Medicaid and CHIP QI technical assistance (TA) tools developed by CMCS

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CMCS Quality Improvement Resources

The screenshot displays the Medicaid.gov website. At the top left is the Medicaid.gov logo with the tagline "Keeping America Healthy". To the right is a search bar and a link to "FAQs". A dark blue navigation bar contains the following menu items: "Federal Policy Guidance", "Resources for States", "Medicaid", "CHIP", "Basic Health Program", "State Overviews", and "About Us". Below the navigation bar is a breadcrumb trail: "Home > Medicaid > Quality of Care > Improvement Initiatives".

The main content area is titled "Quality Improvement Initiatives". On the left is a vertical sidebar with the following categories: "Improvement Initiatives", "Maternal & Infant Health", "Foster Care", "Well-Child Care", "Oral Health", "Asthma", "Reducing Obesity", "Behavioral Health", "Tobacco Cessation", "Vaccines", "Health Disparities", "Care Transitions", "Patient Safety", "Emergency Room Diversion Grant Program", and "Home and Community-Based Services (HCBS) Quality".

The main text area contains the following content:

Quality Improvement Initiatives

The Center for Medicaid and CHIP Services (CMCS) Quality Improvement (QI) Program provides state Medicaid and CHIP agencies and their quality improvement partners with the information, tools, and expert support they need to improve care and health outcomes, as demonstrated by performance on Medicaid and CHIP Child and Adult [Core Set](#) measures. Technical assistance is available to help states build QI knowledge and skills, develop QI projects, and implement, spread and scale-up QI initiatives.

Quality Improvement Areas of Focus

[Maternal and Infant Health Initiative](#)

- [Postpartum Care Learning Collaborative](#)
- [Infant Well-Child Learning Collaborative](#)
- [Low-Risk Cesarean Delivery Learning Collaborative](#)

[Foster Care Learning Collaborative](#)

[Well-Child Care](#)

Care of Acute and Chronic Conditions

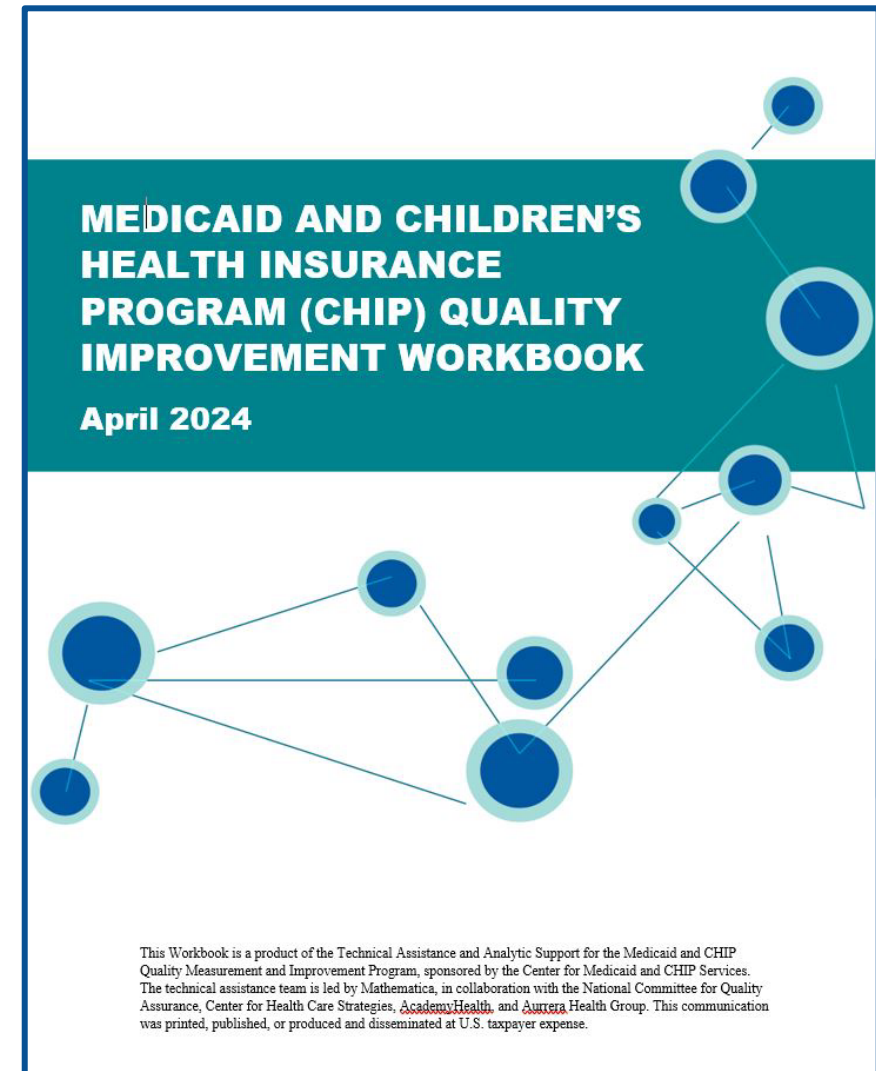
- [Improving Asthma Control](#)
- [Reducing Obesity](#)

Behavioral Health Care

- [Behavioral Health Learning Collaborative](#)

General QI TA tools

- Includes all the tools mentioned early and more, for example
 - How to put together a team
 - Worksheets on implementation and sustainability
 - QI Coordination Planner for Managed Care Plans
 - Crafting key messages



Topic Specific QI TA tools

- Tools that provide targeted TA
 - Driver diagrams and change ideas tables
 - Recommended measures for QI
 - “Getting Started with QI” Videos
 - Webinars that feature topic background, state stories, and state QI projects
- Topics include:
 - Infant well-child visits
 - Asthma management
 - postpartum care
 - Oral health care
 - Foster care
 - Behavioral health follow-up care
 - Tobacco cessation
 - Managed care QI

Medicaid.gov
Keeping America Healthy

Search Medicaid.gov Q FAQs

Federal Policy Guidance Resources for States Medicaid CHIP Basic Health Program State Overviews About Us

Home > Medicaid > Quality of Care > Improvement Initiatives > Well-Child Care

Improvement Initiatives

- Maternal & Infant Health
- Foster Care
- Well-Child Care**
- Oral Health
- Asthma
- Reducing Obesity
- Behavioral Health
- Tobacco Cessation
- Vaccines
- Health Disparities
- Care Transitions
- Patient Safety

Well-Child Care

Improving Infant Well-Child Visits

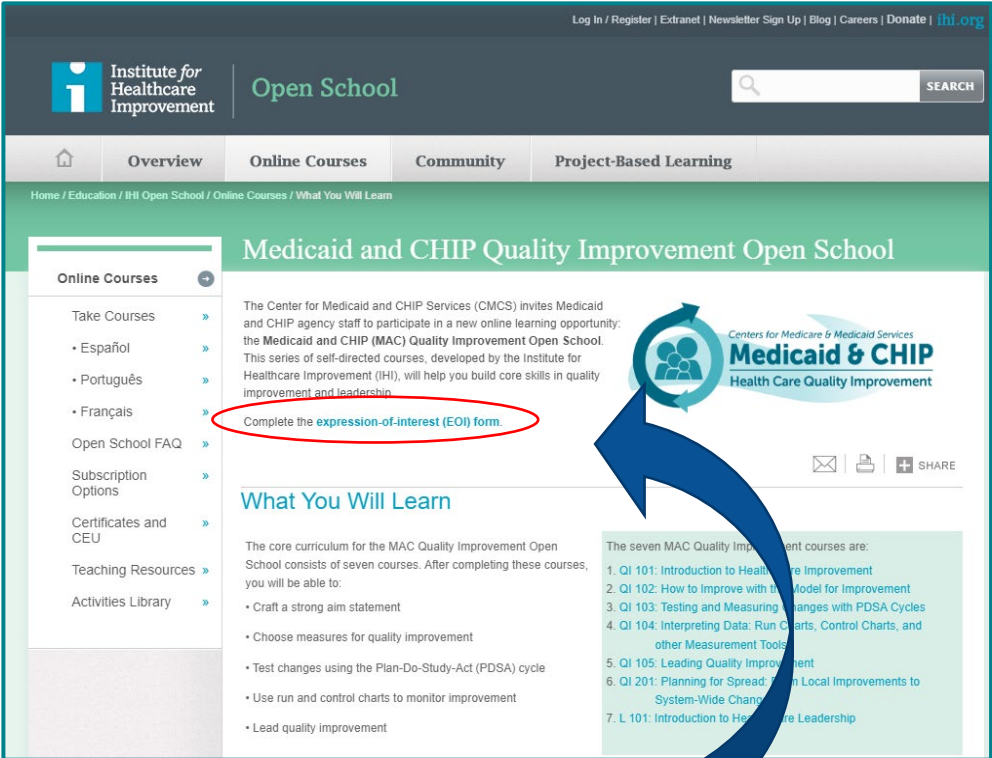
High-quality well-child visits can improve children's health, support caregivers' behaviors to promote their children's health, and prevent injury and harm. The American Academy of Pediatrics and Bright Futures recommend nine well-care visits by the time children turn 15 months of age. These visits should include a family-centered health history, physical examination, immunizations, vision and hearing screening, developmental and behavioral assessment, an oral health risk assessment, a social assessment, maternal depression screening, parenting education on a wide range of topics, and care coordination as needed.¹ When children receive the recommended number of high-quality visits, they are more likely to be up-to-date on immunizations, have developmental concerns recognized early, and are less likely to visit the emergency department.² However, many infants do not receive the recommended number of infant well-child visits.

The Centers for Medicare & Medicaid Services (CMS) offers quality improvement (QI) technical assistance (TA) to help states increase the attendance and quality of well-child visits for Medicaid and Children's Health Insurance Program (CHIP) beneficiaries ages 0 to 15 months.

1. [QI TA resources](#), to help state Medicaid and CHIP staff and their QI partners get started improving the use of infant well-child visits for their beneficiaries
2. [Improving Infant Well-Child Visit learning collaborative resources](#), to share different approaches to improving well-child visit care and state examples

Medicaid and CHIP QI Open School

- **MAC QI Open School courses will help QI staff develop, strengthen, and use QI skills, including**
 - Understanding and applying the Model for Improvement
 - How to craft an effective aim statement
 - How to choose and use measures for QI
 - Using PDSA cycles to develop strong programs and policies
 - Access to the Institute for Healthcare Improvement’s extensive resource library



To get started fill out an Expression of Interest (EOI) form at <https://forms.gle/uWQV5cTKS9MUSS4q8>

Questions? Email MACQualityImprovement@mathematica-mpr.com



MAC QI Office Hours



■ MAC QI Office Hours

- Offered multiple times every month with an Improvement Advisor and with a Division of Quality and Health Outcomes, Center for Medicaid and CHIP Service staff
- There is no need to sign-up in advance
- Bring your QI questions

To learn about upcoming Office Hours, join the Office Hours distribution list by emailing MACQualityImprovement@mathematica-mpr.com

For additional information and support



Contact us at:

MedicaidCHIPQI@cms.hhs.gov