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

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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.

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)
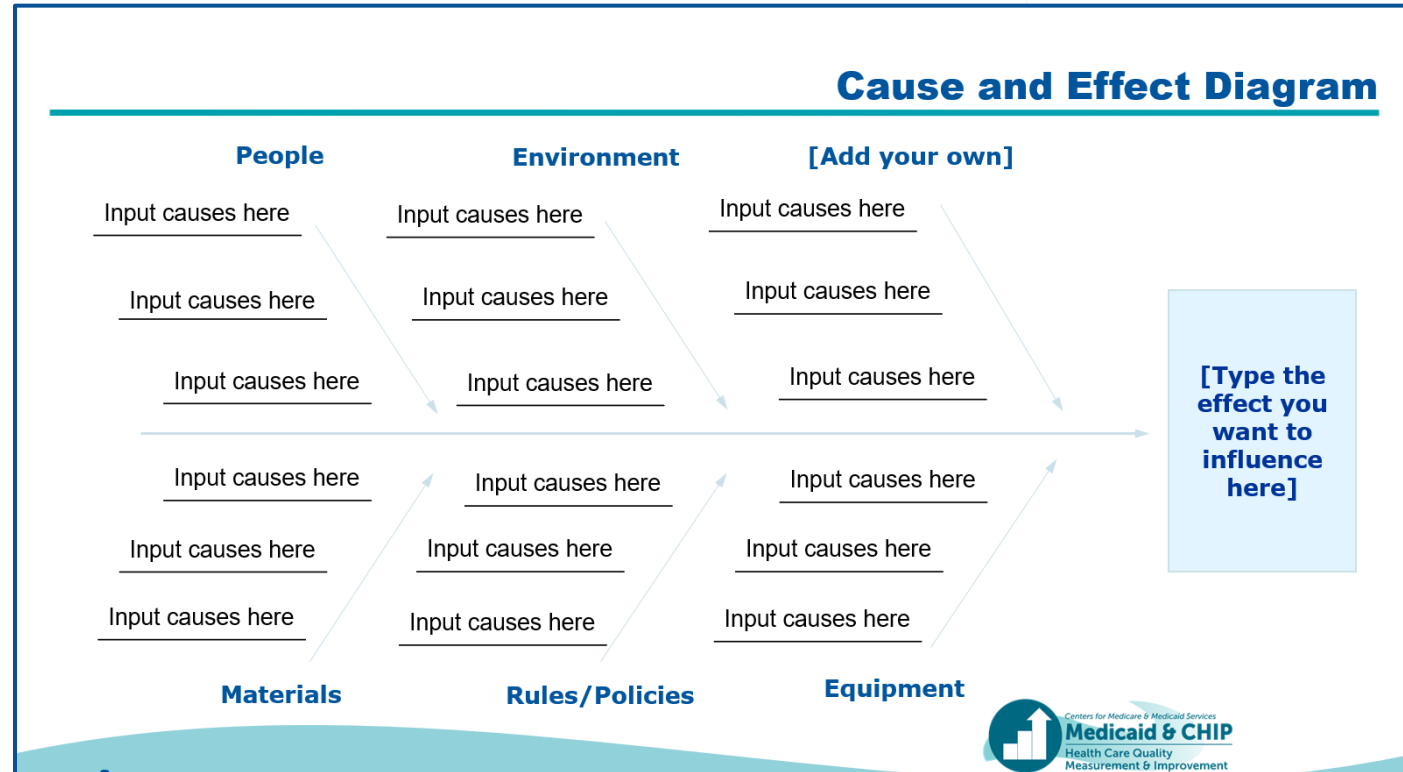 - Process flow map

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.
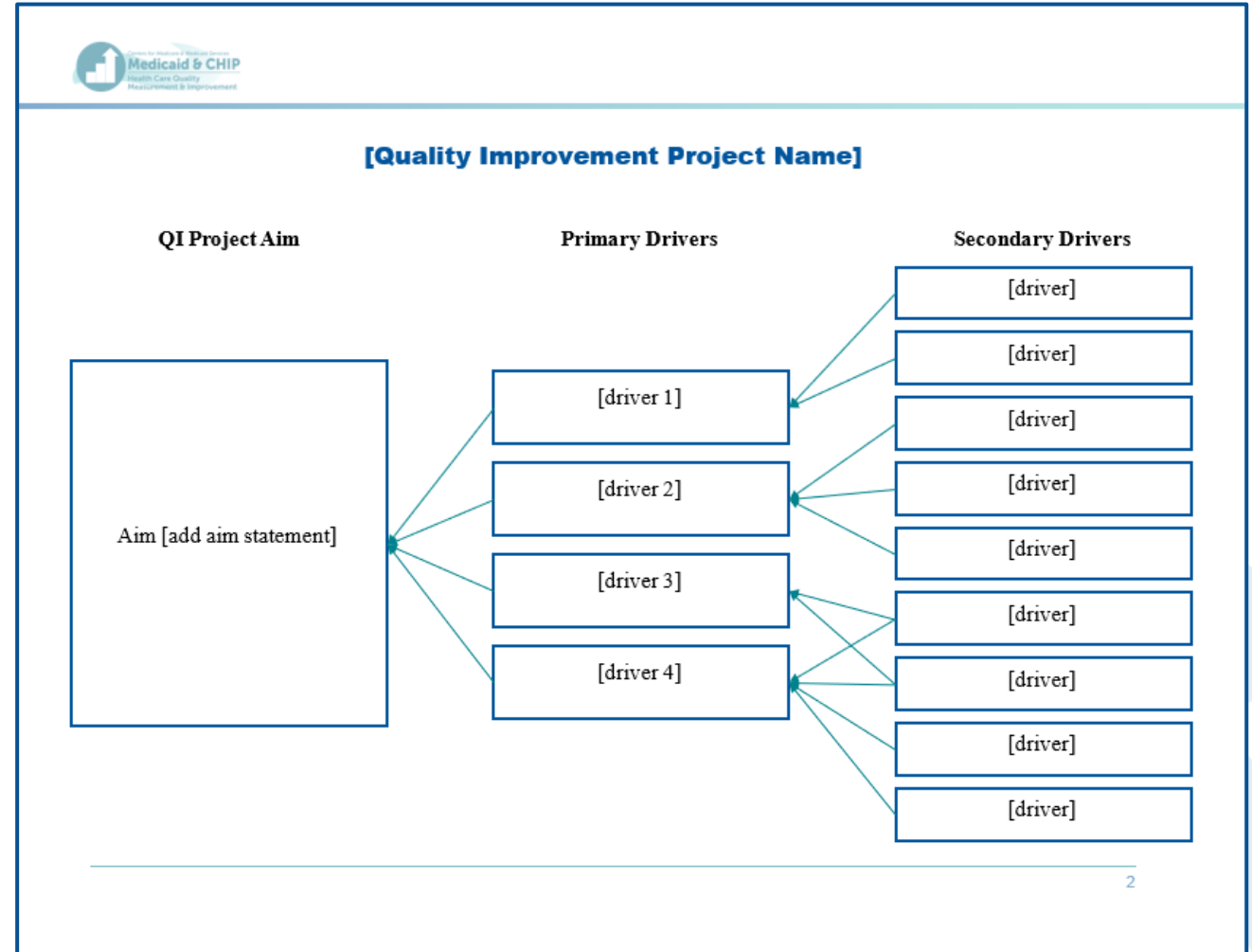
Cause and Effect Diagrams (Ishikawa, fishbone)

- Cause and effect diagrams: identify and organize factors contributing to an outcome that you want to improve

- Can are 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
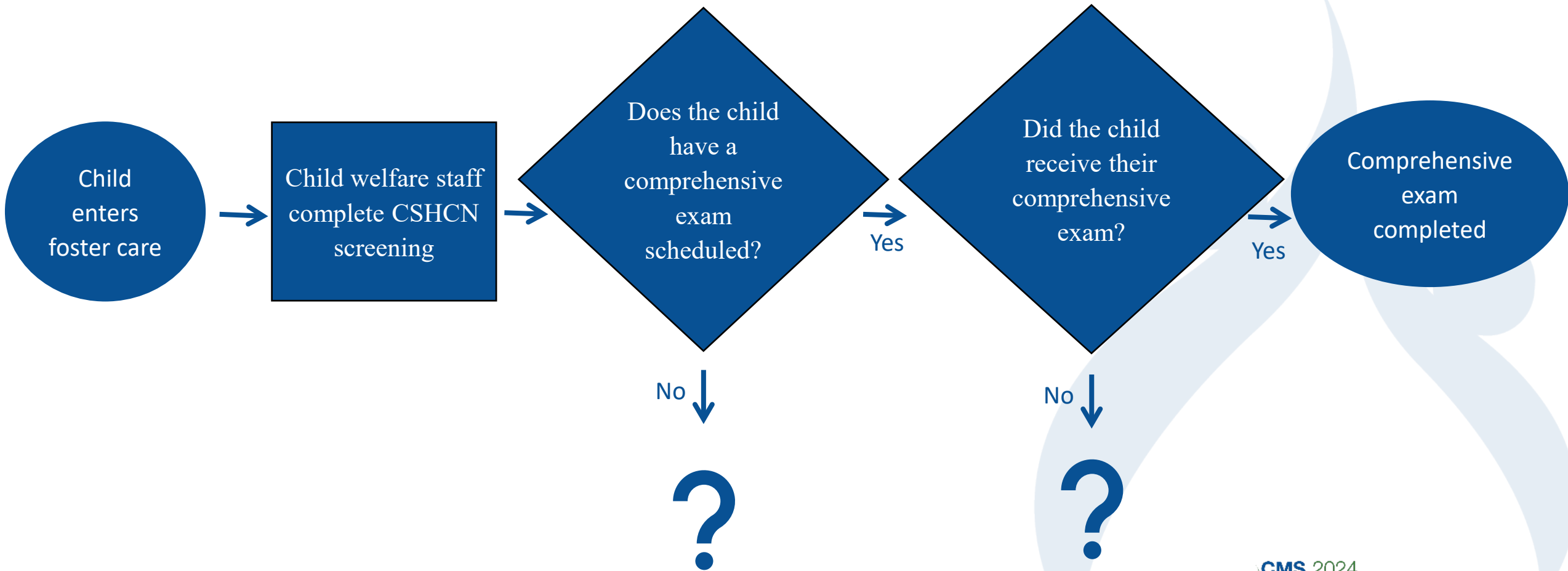 - Build a map from the beginning of the process to the desired end, including actual timeframes for each step

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

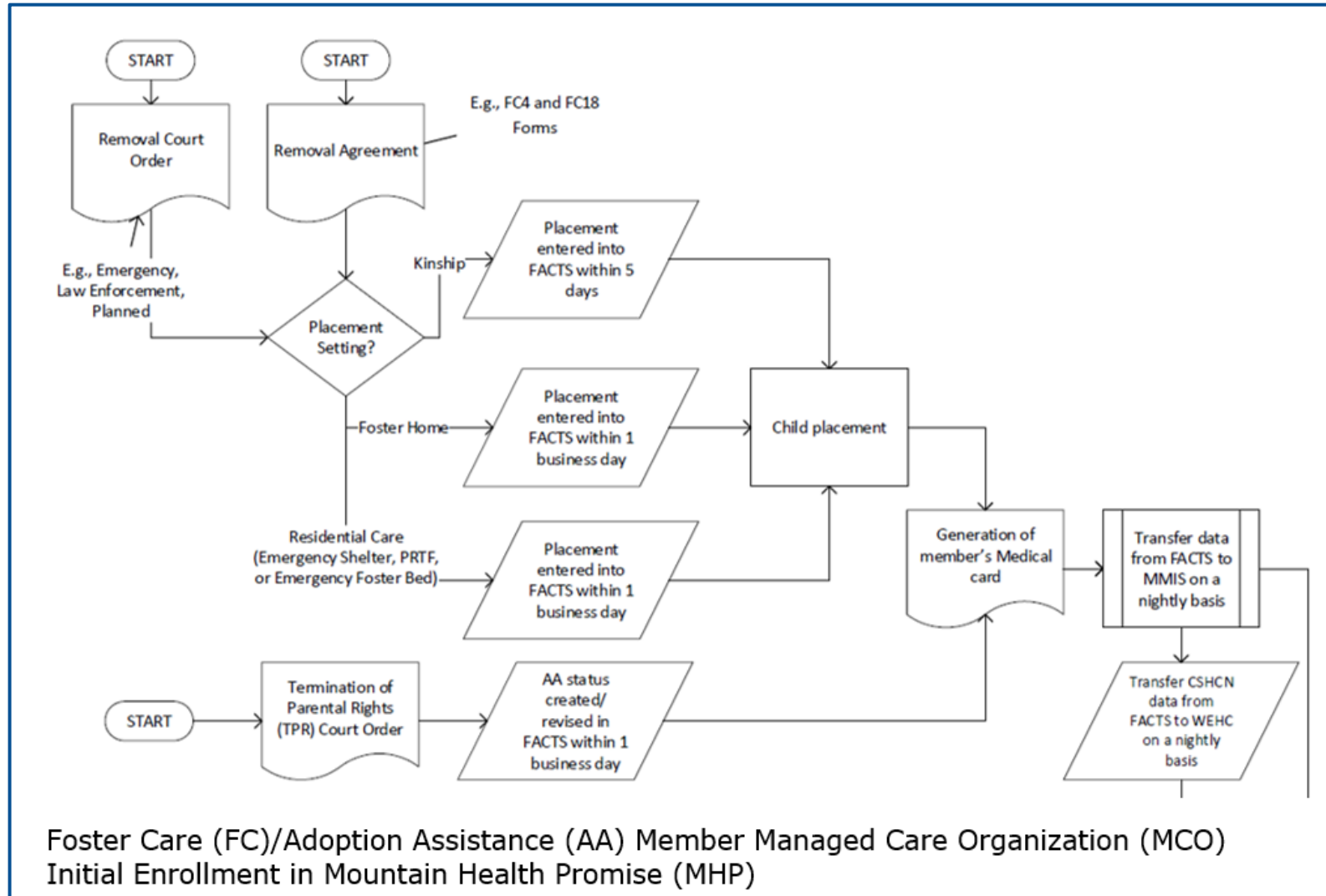| Child enters foster care | → | CSHCN Screening | → | Comprehensive exam scheduled within 72 hours, if not already scheduled | → | Child completes comprehensive exam |
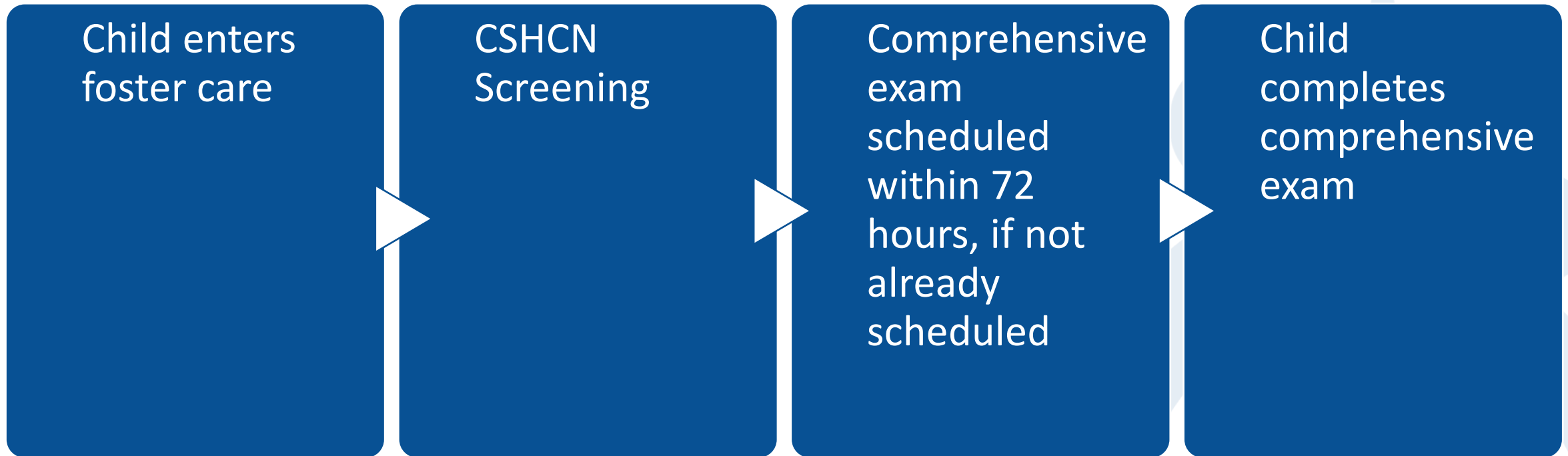
CHSCH: Children with Special Health Care Needs

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

Child enters foster care → Child welfare staff complete CSHCN screening → Does the child have a comprehensive exam scheduled?

- Yes → Did the child receive their comprehensive exam?
  - Yes → Comprehensive exam completed
  - No → ?
- No → ?

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

Foster Care (FC)/Adoption Assistance (AA) Member Managed Care Organization (MCO) Initial Enrollment in Mountain Health Promise (MHP)

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

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

Sunflower State
% of women beneficiaries with PPC visit

Y-axis: % Receiving PPC Visit (30, 40, 50, 60, 70, 80, 90)
X-axis: Month (Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Jan, Feb, Mar)

Annotations:
- Tested new expanding coverage
- Reminders at Perinatal visit of value of PPC Visit
- MCO case managers text reminders
- Developed referral mechanism for chronic conditions

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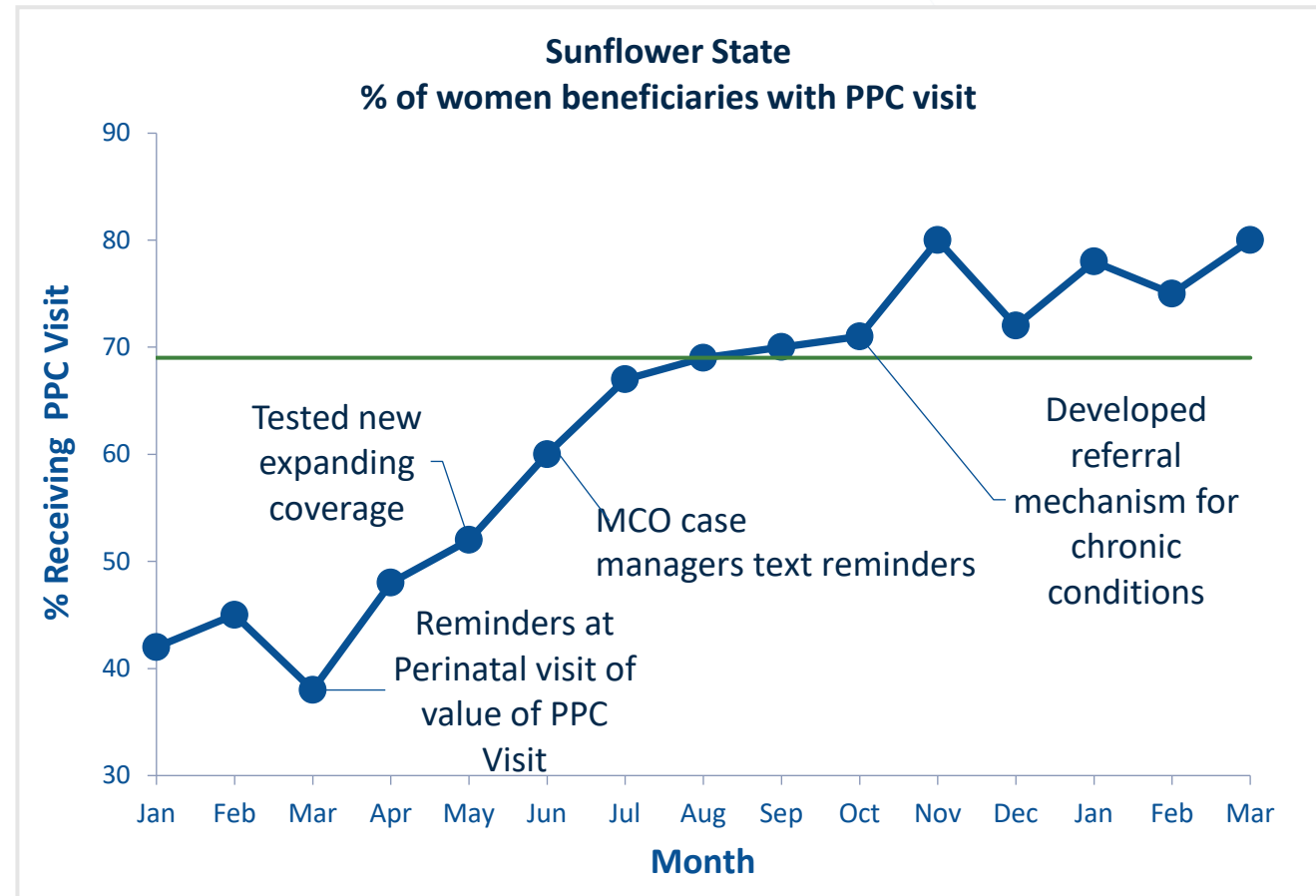
Improve Initial Health Assessments for Children and Youth in Foster Care: PDSA and Run Chart
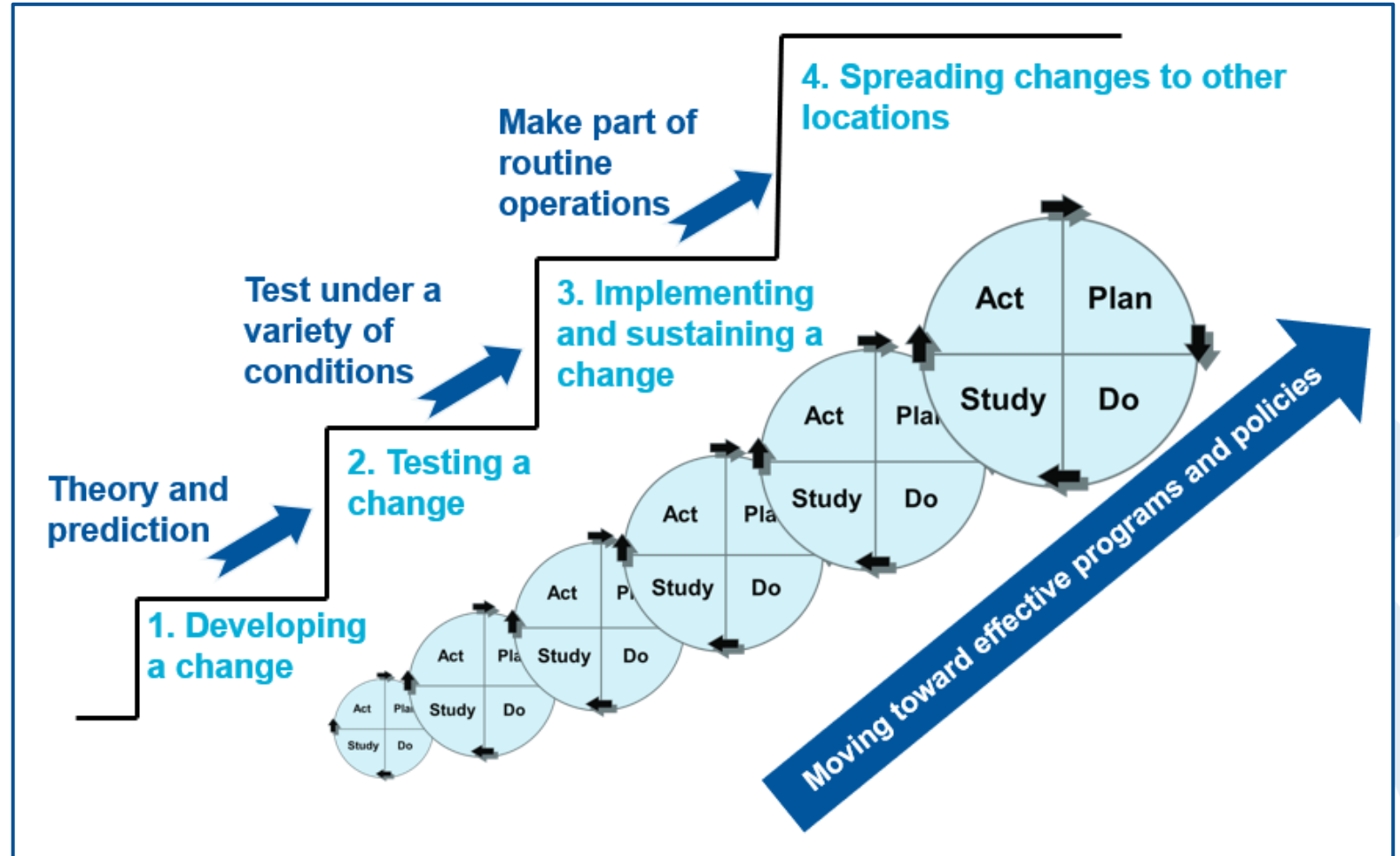
PDSAs

- 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

R. Lloyd. Quality Health Care: A Guide to Developing and Using Indicators. 2nd edition, Jones and Bartlett, 2019: 343.

Advice for Other States

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

Question & Answer

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

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CMCS Quality Improvement Resources

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

MEDICAID AND CHILDREN'S HEALTH INSURANCE PROGRAM (CHIP) QUALITY IMPROVEMENT WORKBOOK

April 2024

This Workbook is a product of the Technical Assistance and Analytic Support for the Medicaid and CHIP Quality Measurement and Improvement Program, sponsored by the Center for Medicaid and CHIP Services. The technical assistance team is led by Mathematica, in collaboration with the National Committee for Quality Assurance, Center for Health Care Strategies, AcademyHealth, and Aurrera Health Group. This communication was printed, published, or produced and disseminated at U.S. taxpayer expense.

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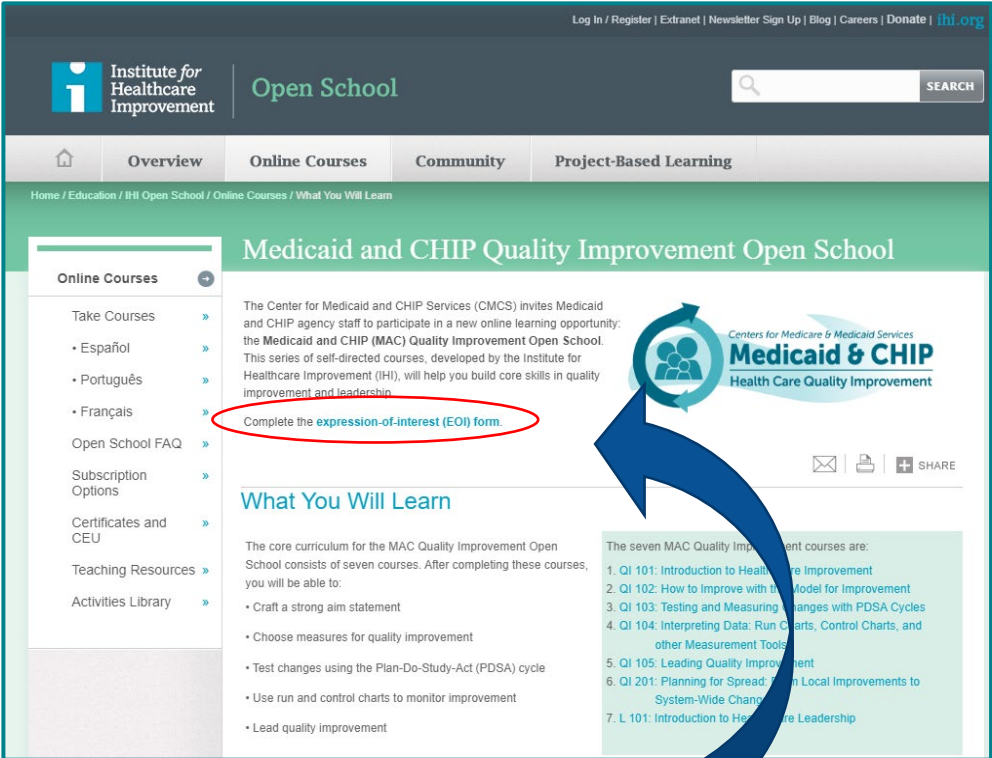
To get started fill out an Expression of Interest (EOI) form at
https://forms.gle/uWQV5cTKS9MUSS4q8

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