



SOUTH CAROLINA OFFICE OF
RURAL HEALTH

Investment. Opportunity. Health.

Improving Quality Reporting in Provider-based RHCs

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Webinar Agenda

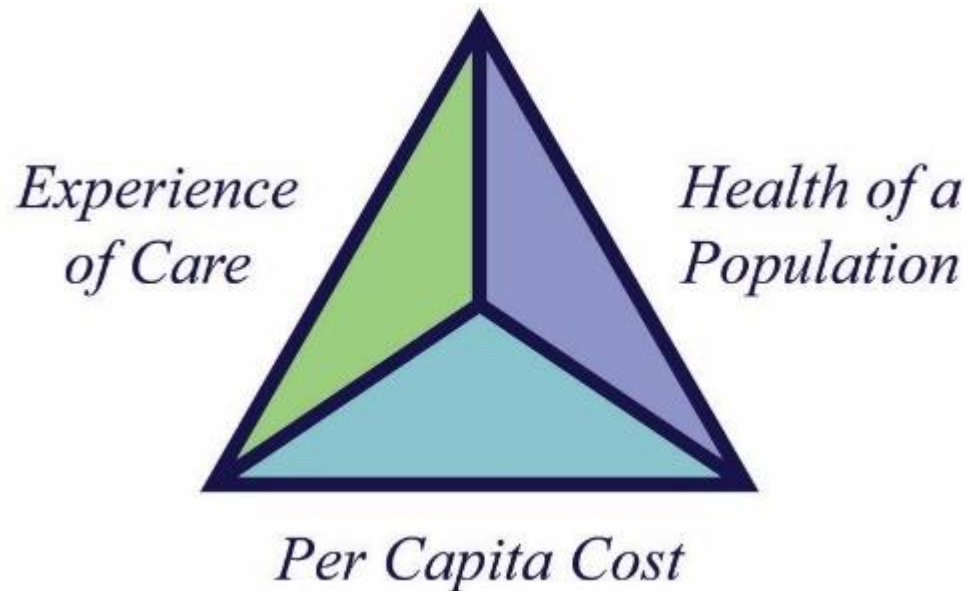
Quality Improvement Overview

Quality Improvement Metrics

Quality Improvement Methodology

Triple Aim for Healthcare Improvement

Improve the experience of care, improve the health of populations, and lower the per-capita cost of care.



Source:

<http://www.ihl.org/engage/initiatives/TripleAim/Pages/default.aspx>

Triple Aim & Value

The diagram illustrates the Triple Aim equation for Value. On the left, a large red letter 'V' is positioned above the word '(VALUE)' in red. To its right is a grey equals sign. Further right, a horizontal line is drawn. Above this line, the letter 'Q' in orange is positioned above the word '(QUALITY)' in orange, followed by a grey plus sign, and then the letter 'S' in blue is positioned above the word '(SERVICE)' in blue. Below the horizontal line, a large green dollar sign '\$' is positioned above the word '(COST)' in green.

Source: <http://www.ihl.org/engage/initiatives/TripleAim/Pages/default.aspx>

Quality Reporting & The 5 Stages of Grief

- Denial → Anger → Depression → Bargaining → Acceptance

Denial

Your
data is
wrong

Anger

I'm calling
the C-Suite
and emailing
every email
listserve I can
find!!!

Bargaining

Why Can't
You Just Give
Me The
Money?

Depression

There's no
reason to work
on this. We will
never meet
these
ridiculous
goals!

Acceptance!

WE CAN
DO IT!!!

What is the Cure?

Five stages of Grief:

- Denial
- Anger
- Depression
- Bargaining
- Acceptance

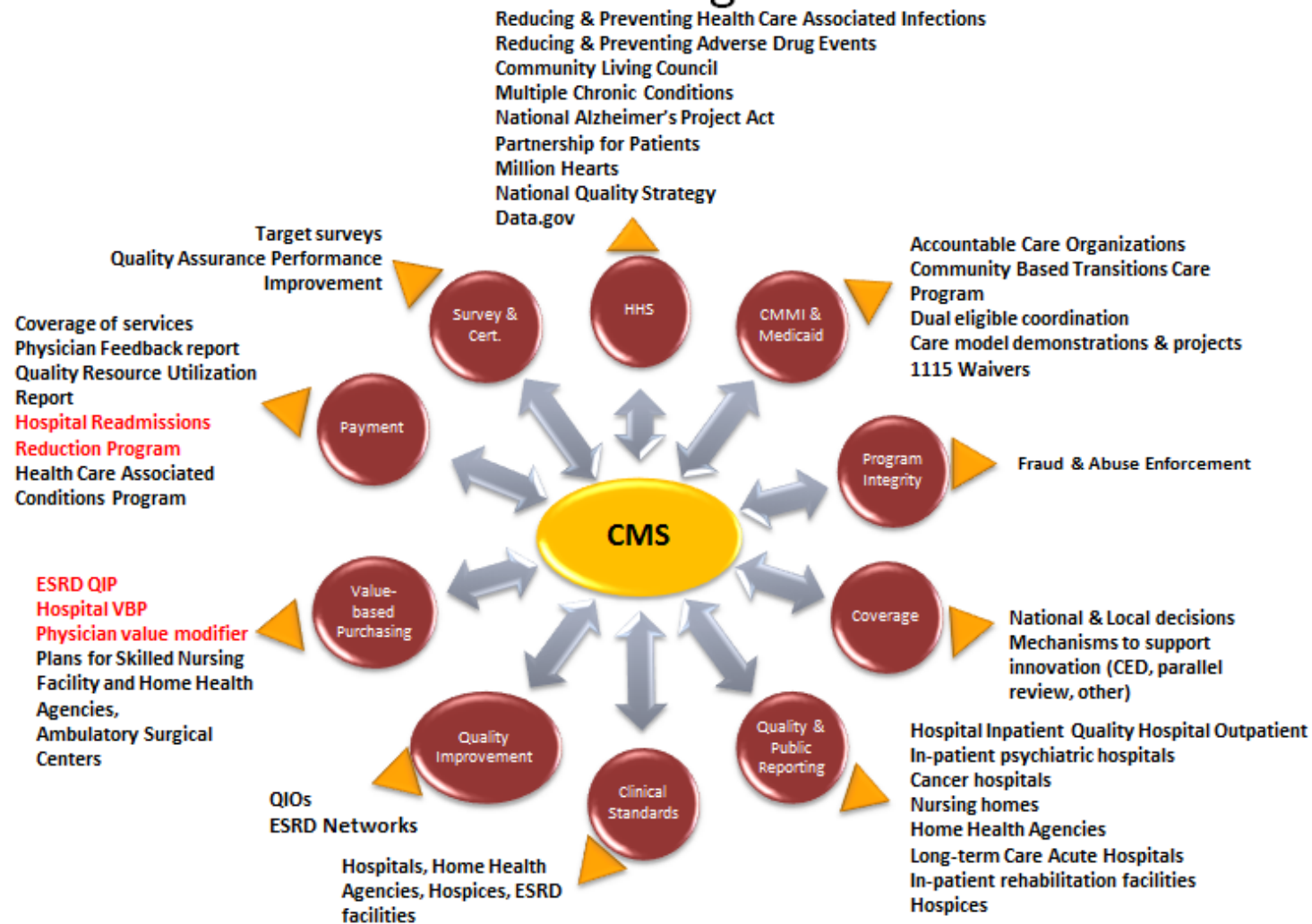
Quality Improvement

A formal approach to the analysis of performance and systematic efforts to improve it:

- Ensures changes are for the better/positive
- Employs data and small tests to identify improvement opportunities
- Based on improvement science, used to raise the standard of excellence
- Best practices & innovation

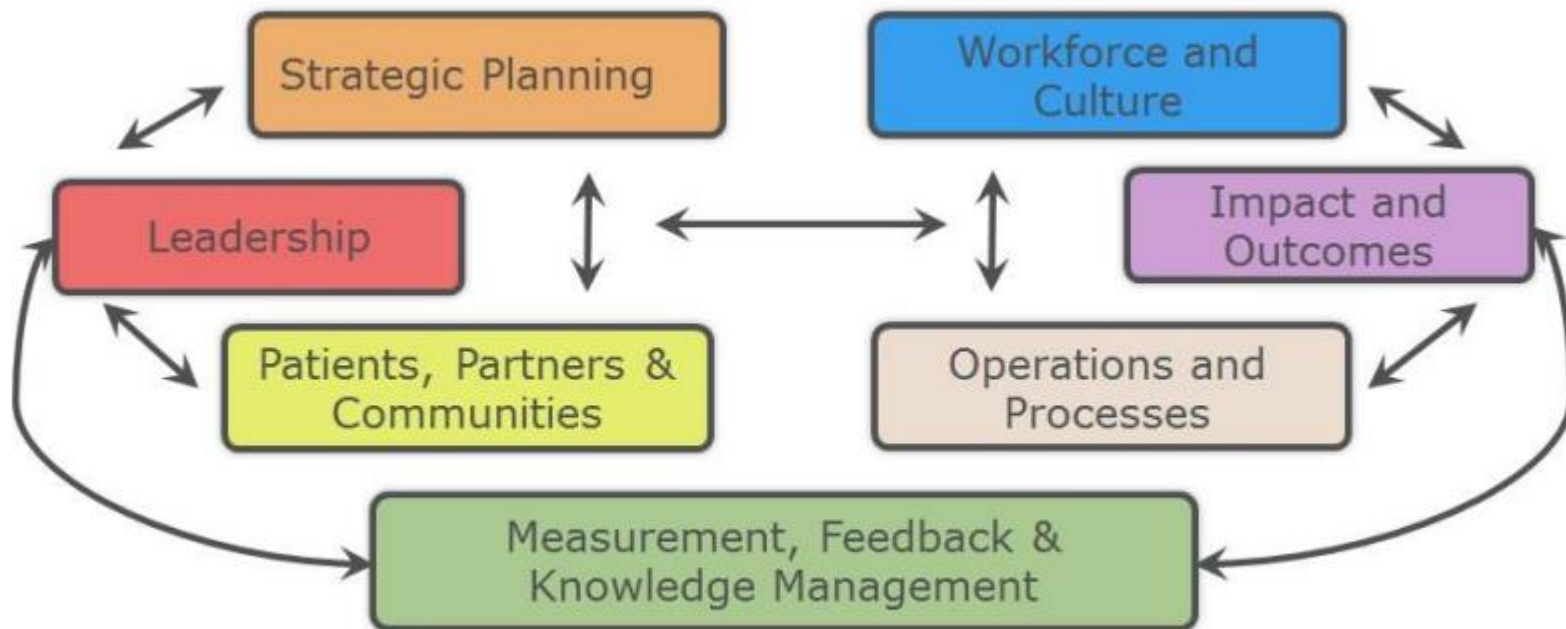


Quality Improvement Metrics



Picture: <https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/Value-Based-Programs/Value-Based-Programs.html>

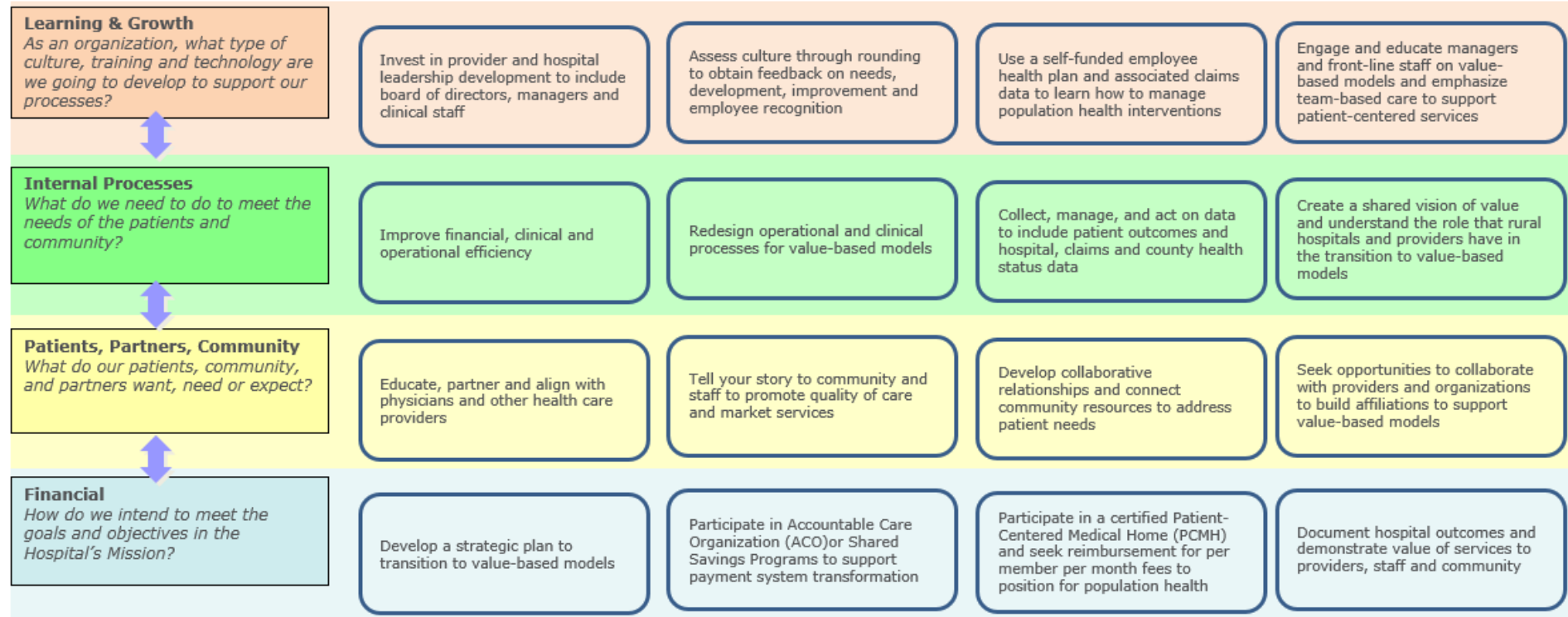
The Baldrige Framework



Creating a Blueprint for CAH Performance Excellence

Picture: https://idph.iowa.gov/Portals/1/Files/WICPortal/Resources_13_2013_WIC_Contractor_s_Meeting_OI_Presentation.pdf

Hospital Transition to Value Strategy Map



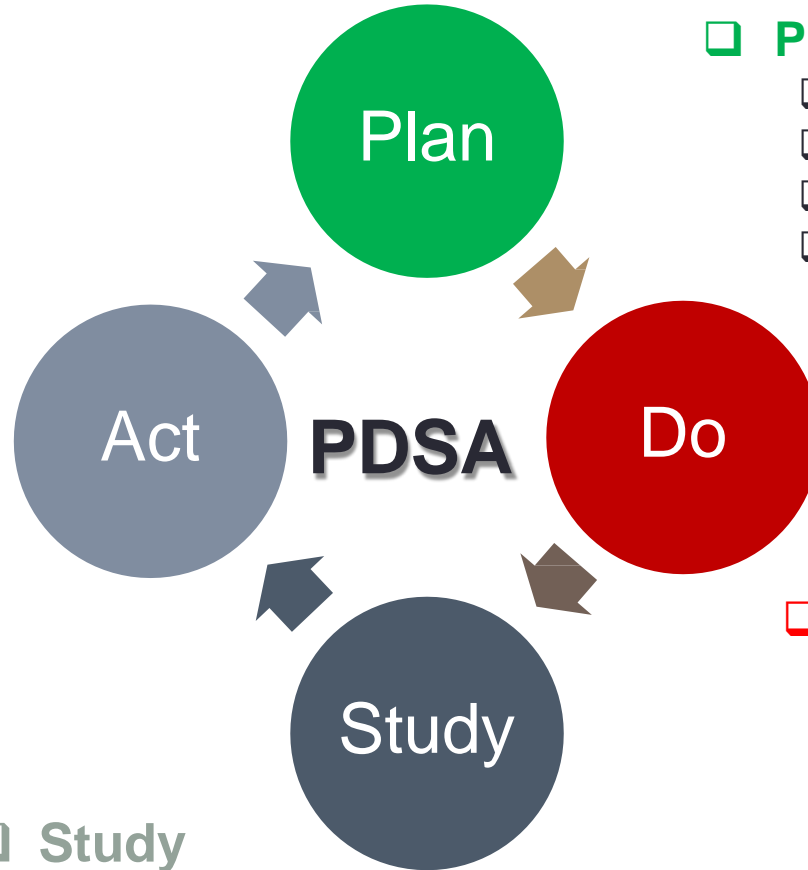
<https://www.ruralcenter.org/sites/default/files/Value-Based%20Strategy%20Map%20Template%208%201%202017.docx>

Hospital Transition to Value Balanced Scorecard

Learning and Growth What skills, training and technology needs to be improved to support key processes? What training, resources and support do staff need to work effectively?											
What	Action Plan	How		Who	When	Results					
Strategic Objective: What is the strategy to achieve?	Initiative(s): What actions are needed to achieve objective?	Measure: What indicator is required to track and monitor the objective?	Target: For each indicator, what performance level is required to achieve the objective?	Responsible: Team member to track and report measure.	Frequency: How often to report measure?	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Avg.	Trend: Show graph to indicate change over time

https://www.ruralcenter.org/sites/default/files/Value-Based%20Balanced%20Scorecard%20Template%208%201%2017_0.docx

Plan, Do, Study, Act



Act

- Did your change make a positive or negative change?
- If positive Standardize within your practice
- Monitor your change over time
- What will you work on next?

Study

- Collect data
- Analyze data

Plan a Change

- Identify opportunity
- What is the problem
- Suggest the causes
- Design the change

Do

- On a small scale implement change
- Where you can control setting

PDSA – Before You Begin

Aim



What are we trying to accomplish?

Measures

How will we know that a change is an improvement?

Ideas

What changes can we make that will result in improvement?

What Are We Trying To Accomplish?

AIM: A specific, measurable, time-sensitive statement of expected results of an improvement process.

Actionable and Useful Aims

- Quantifiable answer to the question above
- Provide rationale & importance to patient, practice and community
- Specifies the target population and time period

Bringing Aim into Focus

- Know thy measure
- Brainstorming
- Frontline input
- Best Practices/Bright Spots
- Change packages/Implementation guide

PDSA – Before You Begin

Aim

Measures

Ideas



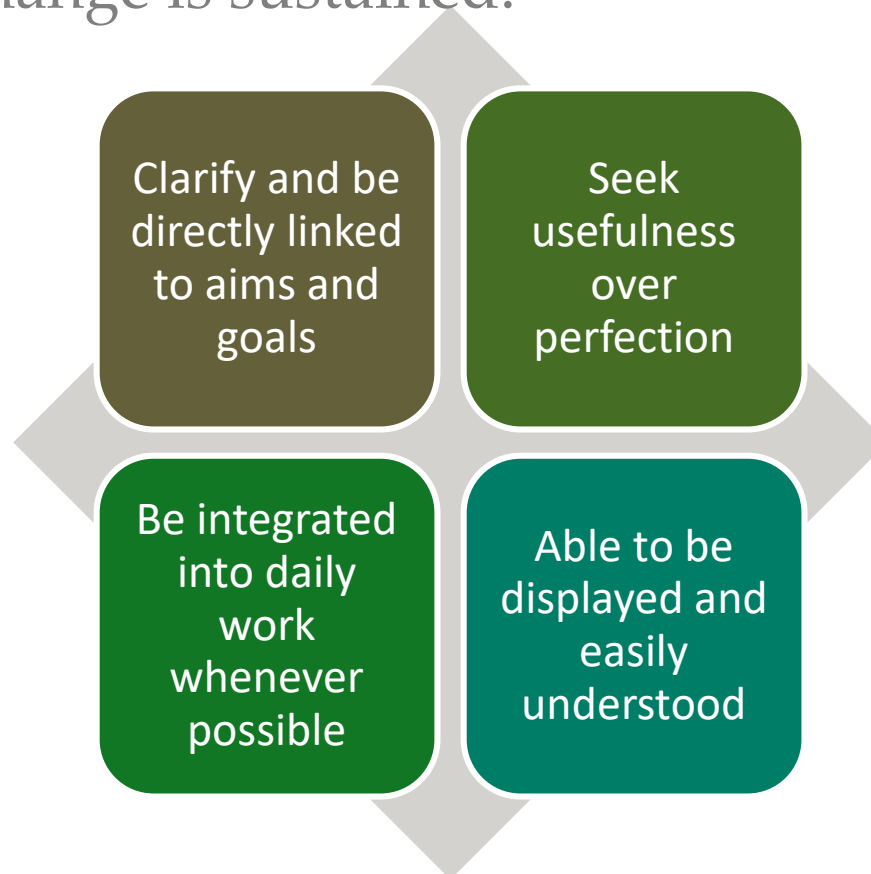
What are we trying to accomplish?

How will we know that a change is an improvement?

What changes can we make that will result in improvement?

How Will We Know The Change is an Improvement?

MEASURES: Measures are indicators of change. They are the cornerstone to incremental quality improvement and also ensure change is sustained.



Where to Measure

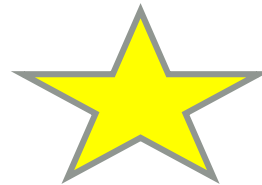
- Use your Own Data
 - Electronic Medical Records
 - Practice Management System
 - Billing system
 - Chart reviews
 - Patient feedback
- Use National Data Sources
 - [Blue Cross Blue Shield Health Index](#)
 - [CMS Data Navigator](#)
 - [Health System Data Center](#)
 - [Kaiser State Health Facts](#)
 - [National Ambulatory Medical Care Survey \(NAMCS\);
National Hospital Ambulatory Medical Care Survey \(NHAMCS\)](#)
 - [Rural Data Portal](#)

PDSA – Before You Begin

Aim

Measures

Ideas



What are we trying to accomplish?

How will we know that a change is an improvement?

What changes can we make that will result in improvement?



**"If you are unable to understand
the cause of a problem, it is
impossible to solve it."**

- Naoto Kan -

- Perceived Process (What we think is happening)
 - Reality Process (What is really happening)
- Ideal Process (efficient, effective, measurable and reliable process)

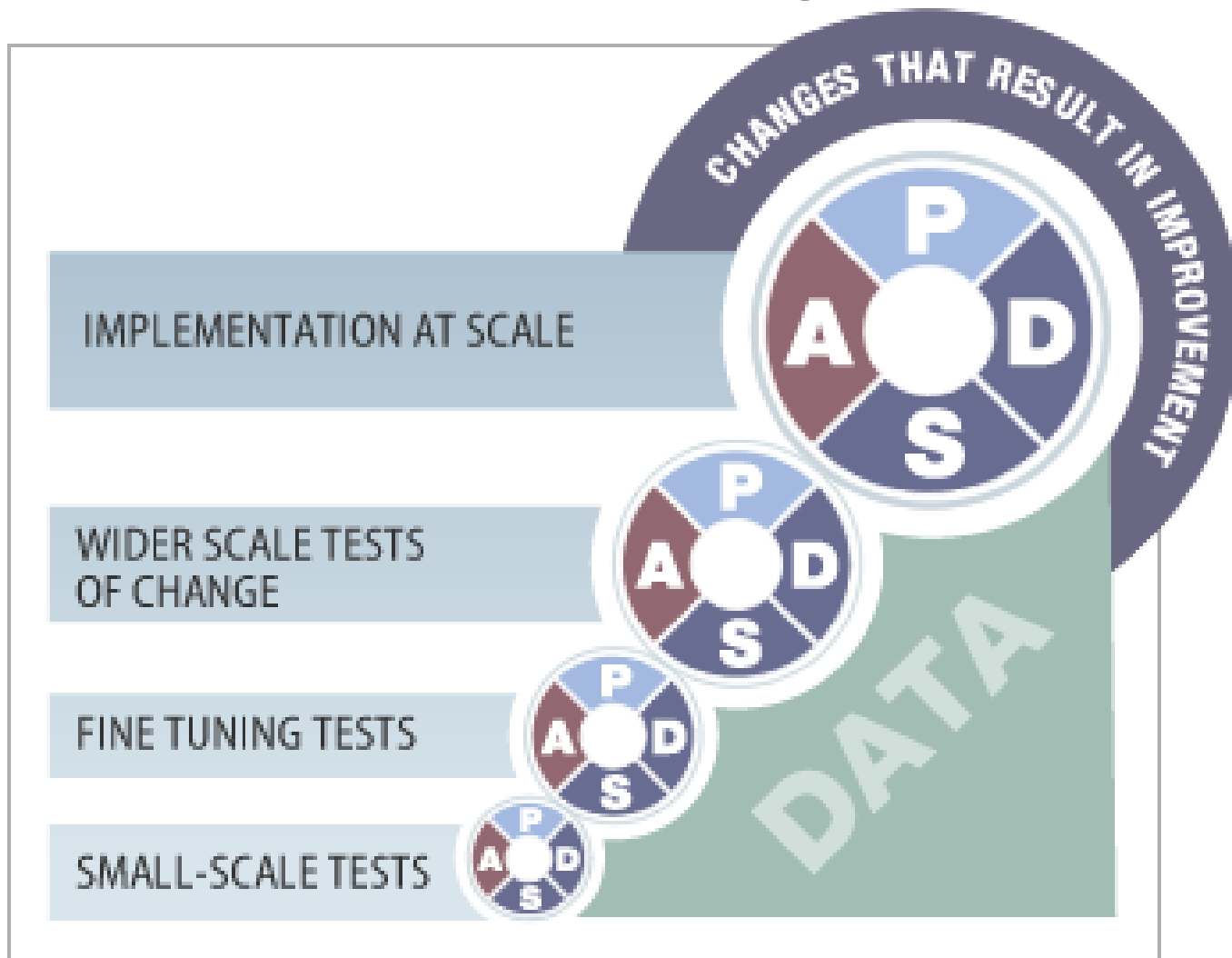
Improvement Strategies

- Eliminate Waste – hand-offs
- Improve Work Flow – order process
- Optimize Inventory – availability of vaccines
- Change the Work Environment
- Enhance the Producer/Customer Relationship – patient engagement
- Manage Variation – one system, one practice
- Design systems to avoid mistakes -- huddles
- Focus on the Product or Service

Selecting Ideas to Test

- Direct link to the aim
- Likely impact of the change (Avoid low-impact changes.)
- Potential for learning
- Feasibility
- Logical sequencing
- Series of tests that will build on one another
- Scale of the test (e.g., 3 times NOT 30)
- Shortness of the cycle (1 week NOT 1 month)
- Size of the group (to start smaller is better)

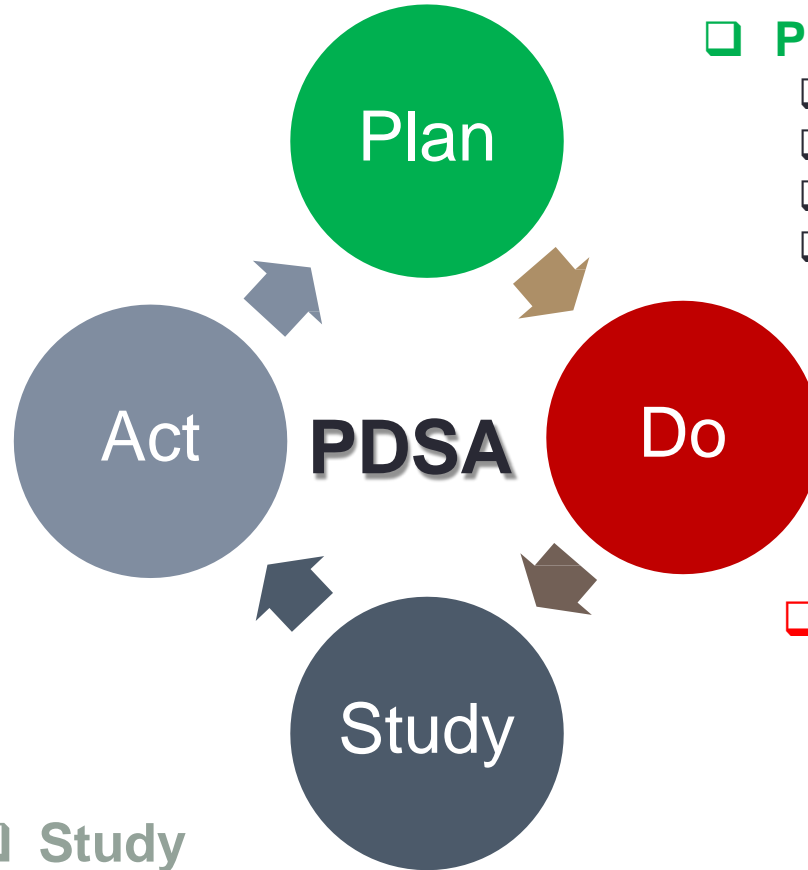
Run and Repeat



Key Points for PDSA Cycles

- Always document the questions you want to address and make a prediction prior to doing a PDSA
- Do initial cycles on smallest scale possible
 - Think baby steps...a “cycle of one” usually best
 - “Failed” cycles are good learning opportunities when small
- Learn from “failed” tests:
 - Was test conducted well?
 - Does the change tested need modification in our setting?
 - Were measures sufficient to detect improvement?
 - Was prediction/theory wrong?

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SHIP Purchasing Menu

Value-Based Purchasing (VBP) Investment Activities

Activities that support improved data collection to facilitate quality reporting and improvement. **Refer to [SHIP Resources](#) and [SHIP 2019 Allowable Investments](#)**

A. Quality reporting data collection/related training (e.g. eCQM implementation)

B. HCAHPS data collection process/related training

C. Efficiency or quality improvement training in support of VBP related initiatives

D. Provider-Based Clinic Quality Measures Training

E. Alternative Payment Model and Merit-Based Incentive Payment Training

SHIP Purchasing Menu

Accountable Care Organization (ACO) or Shared Savings Investment Activities Activities that support the development or the basic tenets of ACOs or shared savings programs. Refer to SHIP Resources and SHIP 2019 Allowable Investments.
A. Computerized provider order entry hardware/software and/or training
B. Pharmacy services implementation
C. Disease registry training and/or software/hardware
D. Efficiency or quality improvement training in support of ACO or shared savings related initiatives
E. Systems performance training
F. Mobile health hardware and/or software
G. Community paramedicine training and/or hardware/software installation/use
H. Health Information Technology Training for Value and ACOs

SHIP Purchasing Menu

Payment Bundling (PB) or Prospective Payment System (PPS) Investment Activities

Activities that improve hospital financial processes. **Refer to [SHIP Resources](#) and [SHIP 2019 Allowable Investments](#).**

A. ICD-10 software

B. ICD-10 training

C. Efficiency or Quality Improvement Training in support of PB or PPS related initiatives

D. S-10 Cost Reporting Training

E. Pricing Transparency Training

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