Medicaid IAP National Learning Webinar

Diving Deeper into Driver Diagrams & Delivery System Reform Success Using Quality Improvement Techniques

October 2, 2018

A Few Quick Notes…

- To send a **text question**: Click the green Q&A icon in the lower left-hand corner of your screen

- To view in **full screen**: Click full screen button in the lower right-hand corner of the screen.

- To return to the **original view**: Press the "Escape" key on your keyboard.

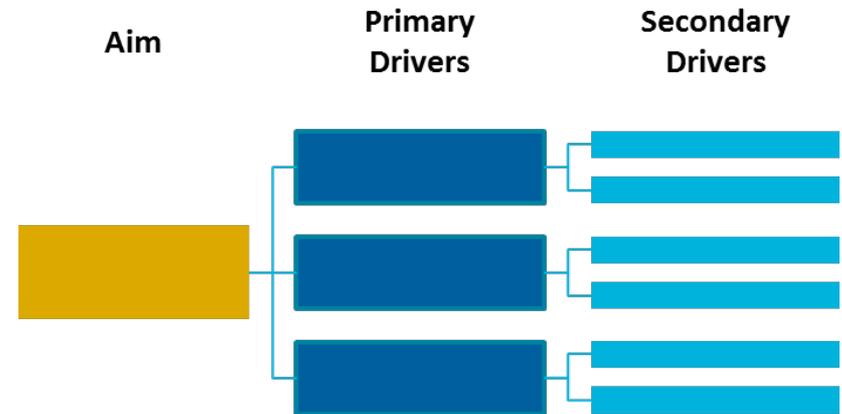- For **technical support**: Click the "Support" option in the upper right-hand corner of your screen.

Please note that today's session is being recorded.

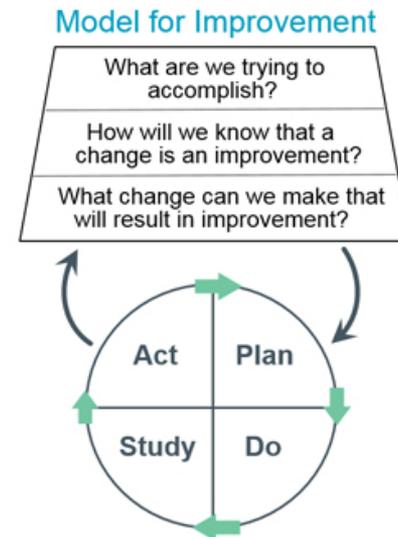IAP | Medicaid Innovation Accelerator Program

Our Plan For Today

1 **Discuss how to develop and refine your driver diagram**

- *Spotlight:* Michigan's Children's Oral Health Initiative (OHI) Value-Based Payment (VBP) Team

2 **Review what comes after drafting the driver diagram**

- Measuring progress
- Iterative testing
- Updating the driver diagram

Our Facilitators

Katherine Griffith

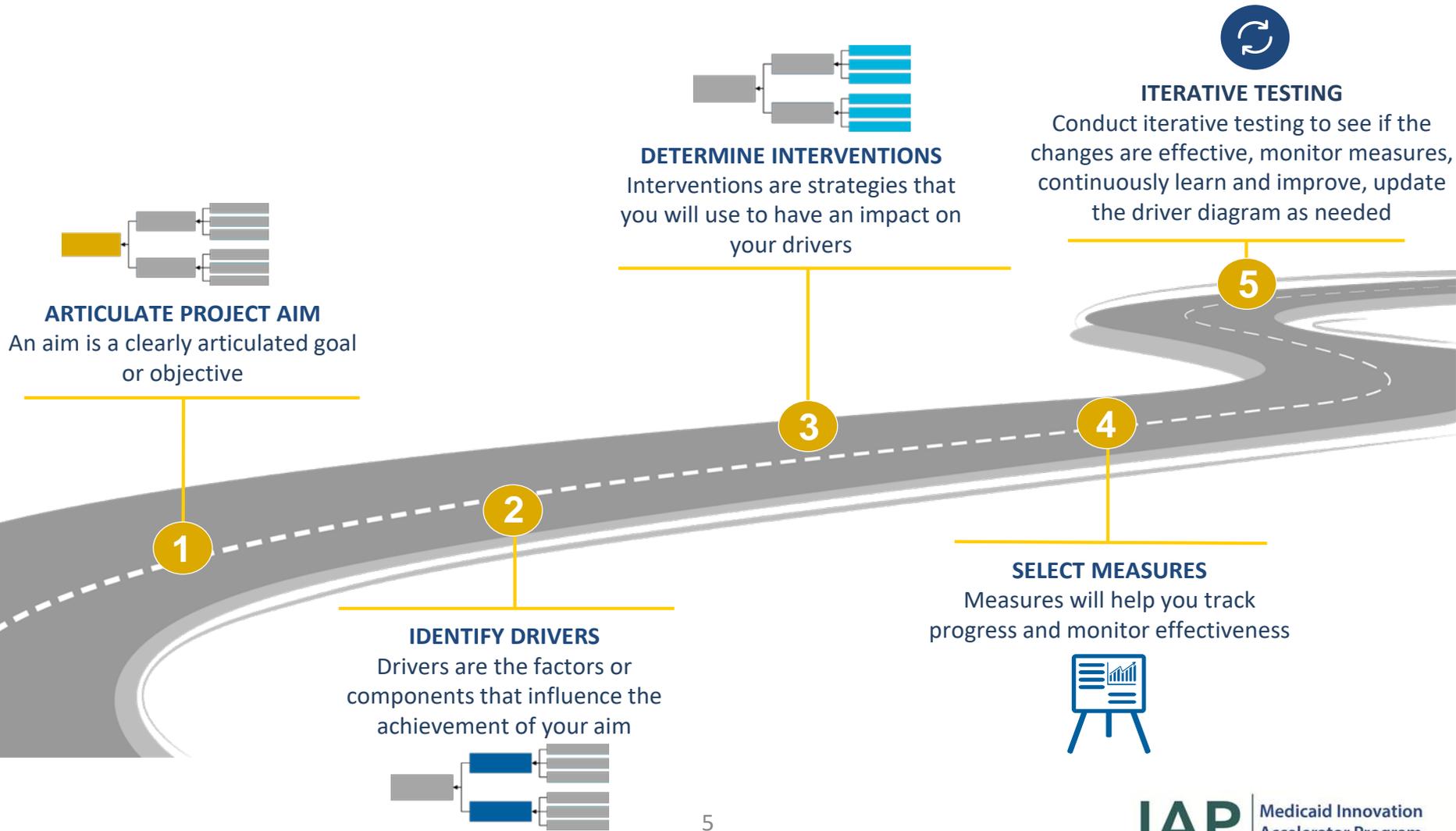- Senior Advisor, Medicaid Innovation Accelerator Program (IAP)

Jim Hardy

- Performance Improvement Subject Matter Expert, Medicaid Innovation Accelerator Program (IAP) Performance Improvement
- Former State Medicaid Director

Lindsay Parra

- Performance Improvement Coach

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Refresher: Quality Improvement Journey

ARTICULATE PROJECT AIM
An aim is a clearly articulated goal or objective

IDENTIFY DRIVERS
Drivers are the factors or components that influence the achievement of your aim

DETERMINE INTERVENTIONS
Interventions are strategies that you will use to have an impact on your drivers

SELECT MEASURES
Measures will help you track progress and monitor effectiveness

ITERATIVE TESTING
Conduct iterative testing to see if the changes are effective, monitor measures, continuously learn and improve, update the driver diagram as needed

1
2
3
4
5

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Key Tool: Driver Diagrams

Building a Driver Diagram Step-by-Step

1   Agree on the project "aim."

Aim

2   Brainstorm all of the system elements, or drivers that team members feel are necessary to achieve the aim.

3   Logically cluster and group the drivers and define high-level "headers" that summarize the groups.

Drivers

4   Check the drivers for duplicates, clarity, missing elements, and team consensus.

5   Use arrows to show cause-and-effect relationships.

6   Define the interventions or strategies that the project will use to have an impact on the drivers.

Strategies

7   Define project measures for tracking progress.

Measures

8   Review and update driver diagrams regularly.

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Step 1: What Makes a Good Aim?

☑ It's **a Vision that Resonates and is Meaningful**. It inspires people to do the work and generates stakeholder buy-in.

☑ It's **Measureable and Time-bound**, the data exist, and we are able to collect it.

☑ It's **Ambitious** and not something that has already been accomplished.

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Step 2: Brainstorming Your Drivers

Come up with changes that will impact your aim. *Think about what needs to change, what your program can do, and what actions should be taken.*

- What **strategies** are needed to accomplish the aim?

- What **barriers** might prevent accomplishment of the aim?

- What **levers** do the organizations and agencies that this team represents have in accomplishing the aim?

- Are there **other organizations or stakeholders** who might help?

- Are there **others who have accomplished this aim** in the past? What did they do?
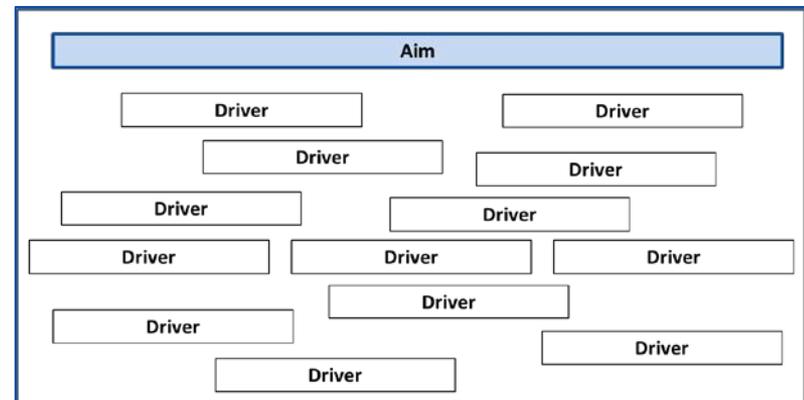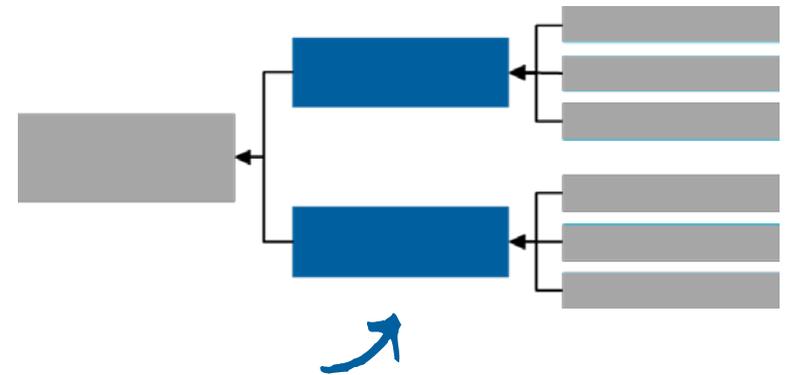
Steps 3 – 5: Developing Drivers

3

Cluster drivers

Group drivers that are similar in idea or intent. Summarize each group with a "header."
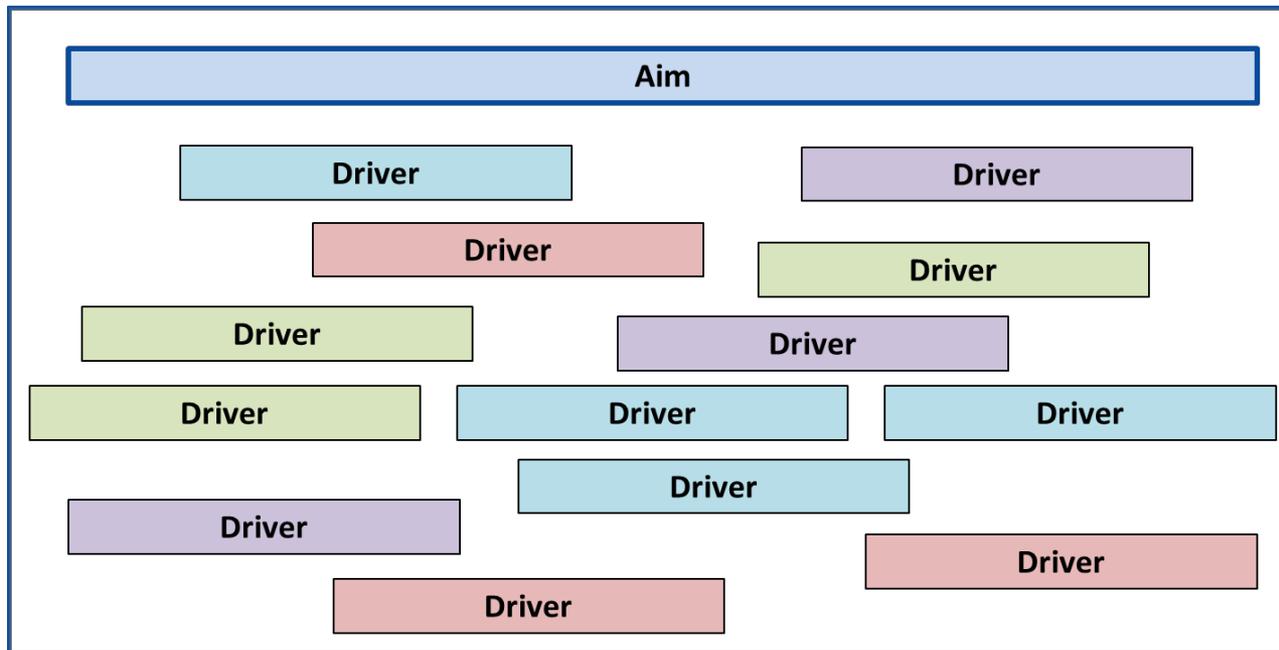
Steps 3 – 5: Developing Drivers

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Clarify drivers

Remove duplicates and clarify any missing elements to gain consensus.
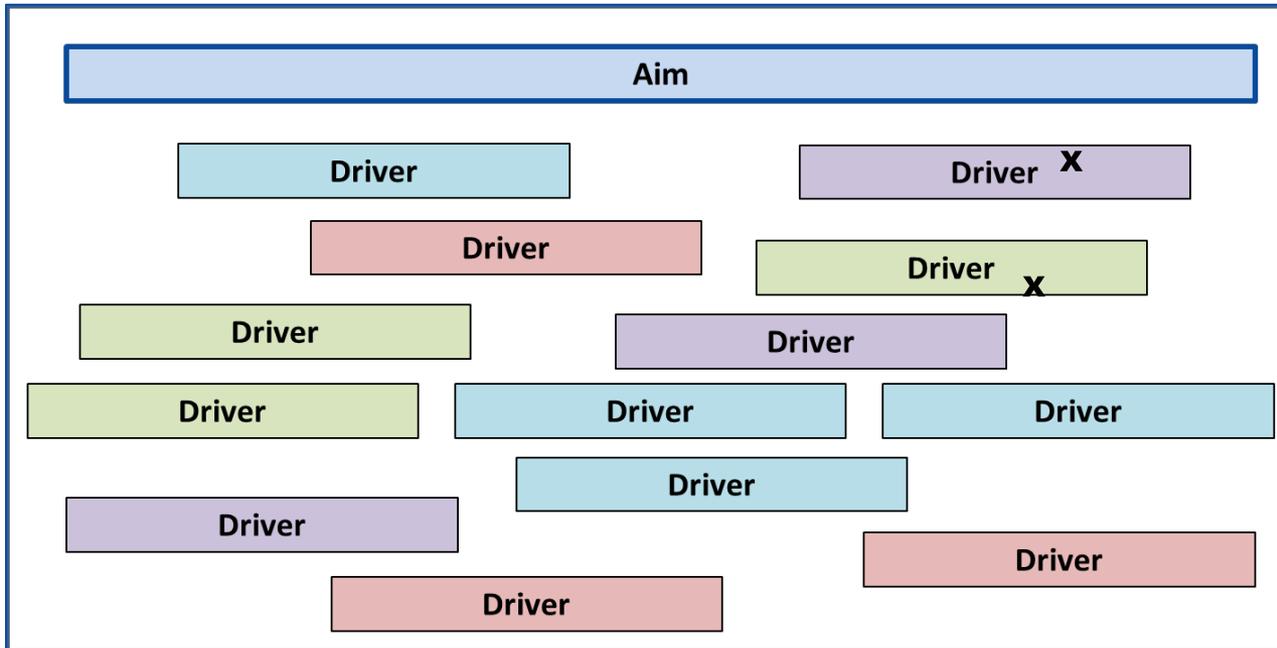
Steps 3 – 5: Developing Drivers

5

Identify links (cause and effect relationships) between drivers
Draw links between the drivers, categorizing primary and secondary drivers. Think about which drivers lead to other drivers, which ones are near-term, and which are medium-term.

Medium-term goals

Short-term goals

Aim

Driver

Driver

Driver

Driver

Driver

Driver

Driver

Driver

Driver

Driver

Driver

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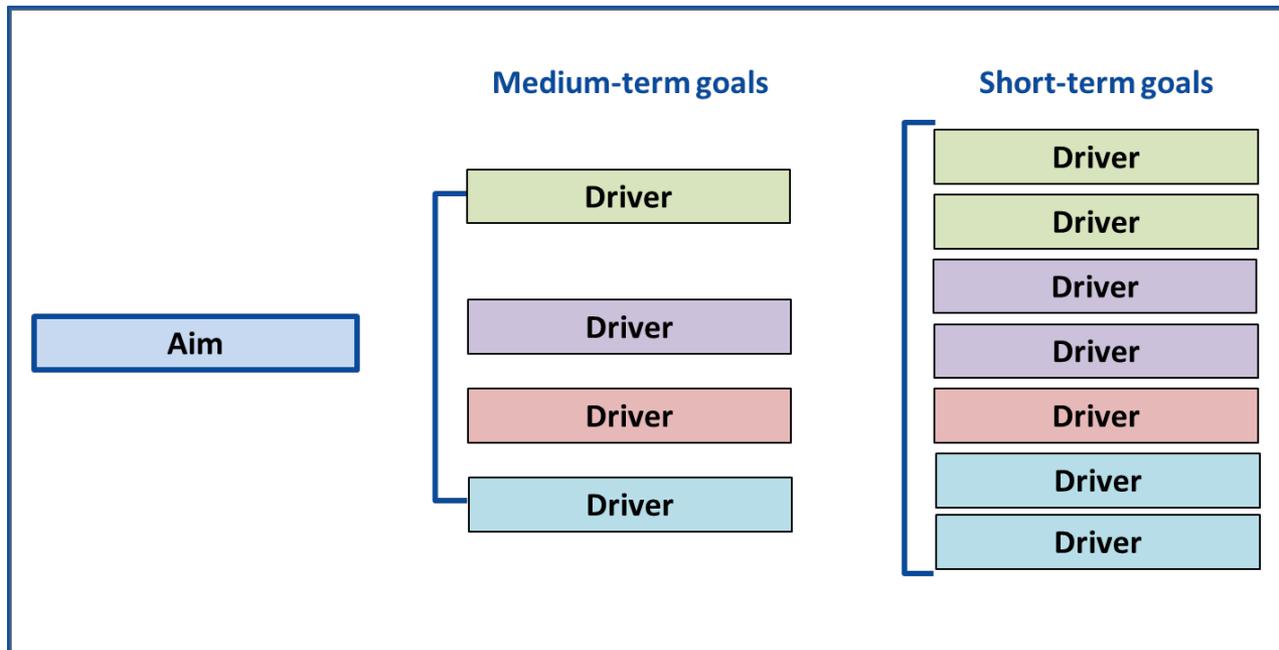
Michigan's Driver Diagram Journey

We are pleased to be joined by Dr. Sandhya Swarnavel!

Michigan Medicaid Managed Care, Quality Improvement and Program Development, Quality Analyst

Michigan's team determined they needed <u>to change the target population</u> in their driver diagram.

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Michigan Driver Diagram *(Initial)*

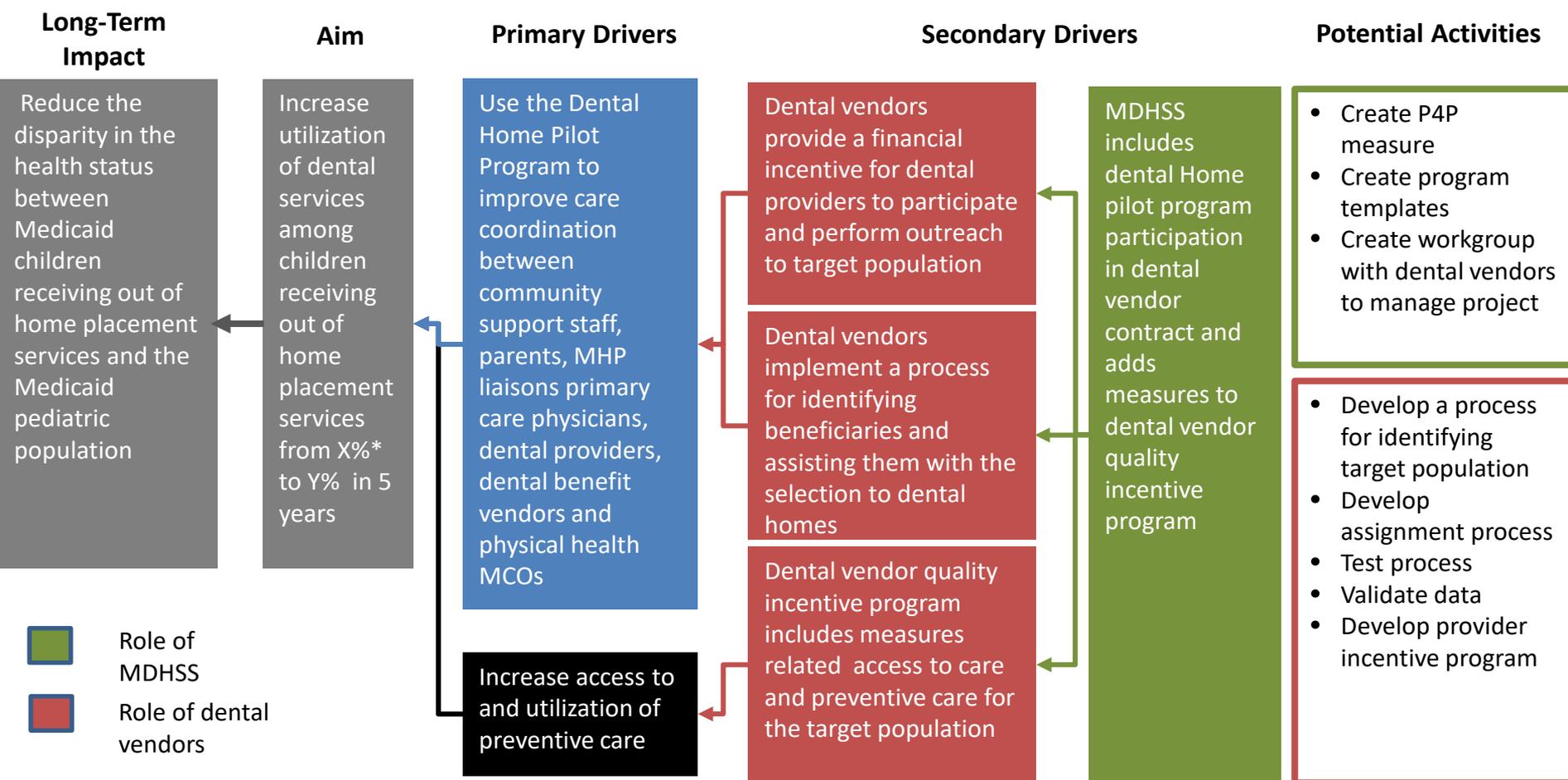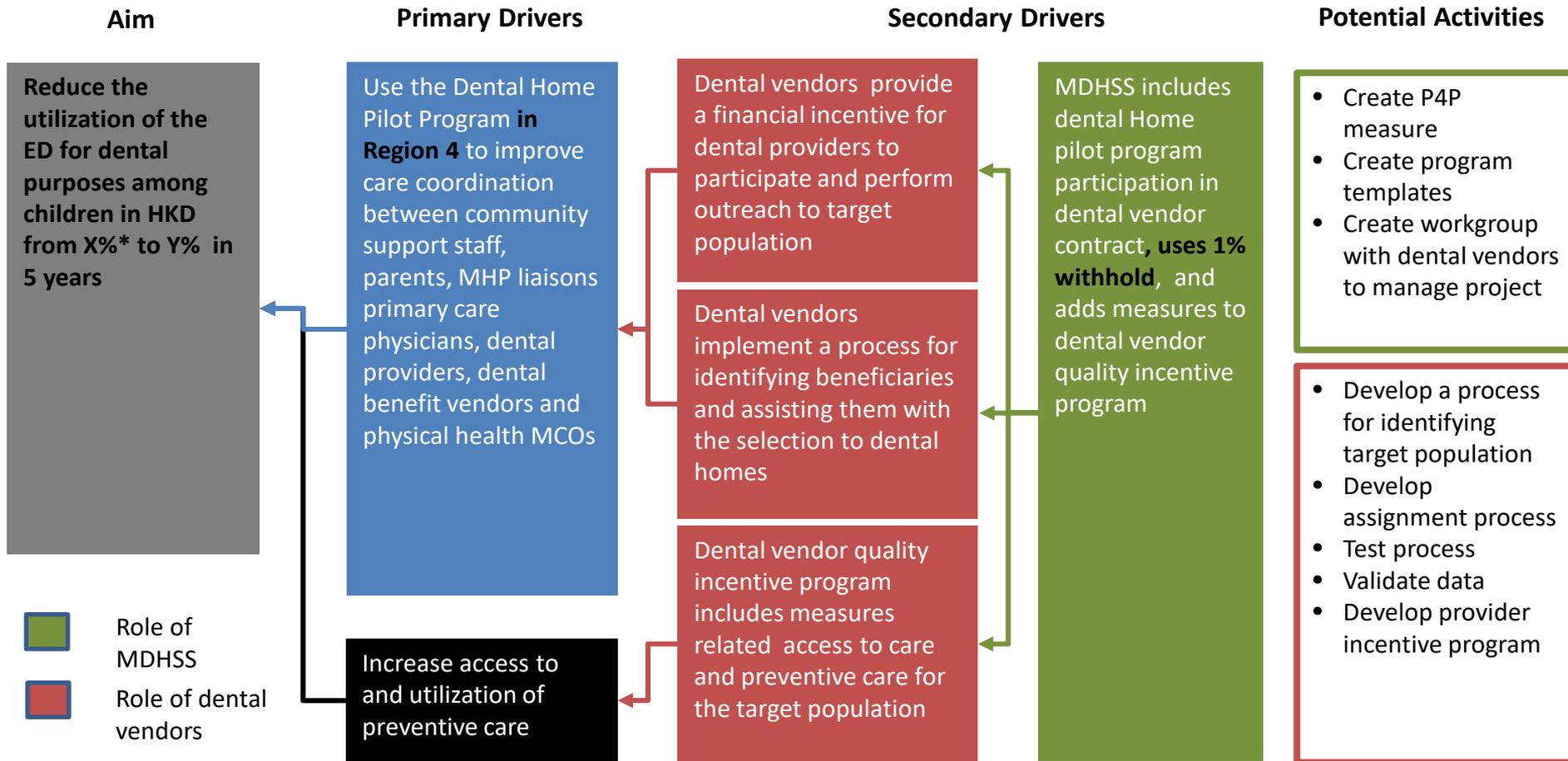| Long-Term Impact	Aim	Primary Drivers	Secondary Drivers		Potential Activities
Reduce the disparity in the health status between Medicaid children receiving out of home placement services and the Medicaid pediatric population	Increase utilization of dental services among children receiving out of home placement services from X%* to Y% in 5 years	Use the Dental Home Pilot Program to improve care coordination between community support staff, parents, MHP liaisons primary care physicians, dental providers, dental benefit vendors and physical health MCOs	Dental vendors provide a financial incentive for dental providers to participate and perform outreach to target population	MDHSS includes dental Home pilot program participation in dental vendor contract and adds measures to dental vendor quality incentive program	• Create P4P measure • Create program templates • Create workgroup with dental vendors to manage project
			Dental vendors implement a process for identifying beneficiaries and assisting them with the selection to dental homes		• Develop a process for identifying target population • Develop assignment process • Test process • Validate data • Develop provider incentive program
		Increase access to and utilization of preventive care	Dental vendor quality incentive program includes measures related access to care and preventive care for the target population		

Legend:
- Role of MDHSS (green)
- Role of dental vendors (red)

Note: Driver diagrams reflect primary and secondary drivers that Michigan identified to address its aim statement; however, not all of the identified drivers will be addressed as part of the 2-year Innovation Accelerator Program OHI technical support opportunity. Detailed technical support activities for the drivers to be addressed as part of the OHI technical support opportunity will be included within the Technical Support Plan.

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Michigan Driver Diagram *(Updated)*

Aim	Primary Drivers	Secondary Drivers		Potential Activities

Aim

Reduce the utilization of the ED for dental purposes among children in HKD from X%* to Y% in 5 years

Primary Drivers

Use the Dental Home Pilot Program **in Region 4** to improve care coordination between community support staff, parents, MHP liaisons primary care physicians, dental providers, dental benefit vendors and physical health MCOs

Increase access to and utilization of preventive care

Secondary Drivers

Dental vendors provide a financial incentive for dental providers to participate and perform outreach to target population

Dental vendors implement a process for identifying beneficiaries and assisting them with the selection to dental homes

Dental vendor quality incentive program includes measures related access to care and preventive care for the target population

MDHSS includes dental Home pilot program participation in dental vendor contract, **uses 1% withhold**, and adds measures to dental vendor quality incentive program

Potential Activities

- Create P4P measure
- Create program templates
- Create workgroup with dental vendors to manage project

- Develop a process for identifying target population
- Develop assignment process
- Test process
- Validate data
- Develop provider incentive program

Legend:
- Role of MDHSS
- Role of dental vendors

Note: Driver diagrams reflect primary and secondary drivers that Michigan identified to address its aim statement; however, not all of the identified drivers will be addressed as part of the 2-year Innovation Accelerator Program OHI technical support opportunity. Detailed technical support activities for the drivers to be addressed as part of the OHI technical support opportunity will be included within the Technical Support Plan.

Changes are indicated in bold black text

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The next step for Michigan: Measures and Iterative Testing

Measures	Iterative Testing
Measures: Used to track progress, to test and modify theories for improvement, and to monitor for overall effectiveness	**Iterative Testing:** Rapidly testing and refining ideas for achieving outcomes by using information from process measurements

Iterative testing uses measurement results to determine the degree of improvement(s) caused by the DSR over time. Since the testing is "iterative", you will repeatedly test, measure, make updates to the DSR, and test again.
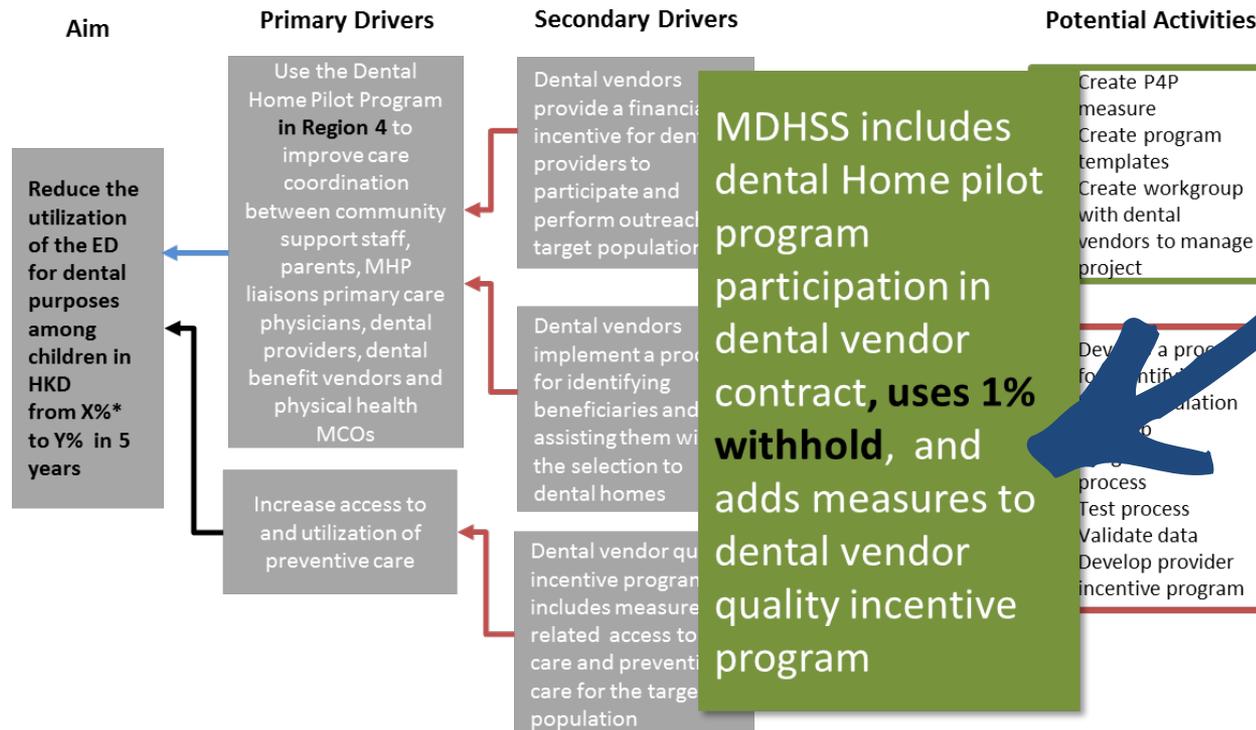
When selecting measures for iterative testing, you must determine:

- *The data to collect*

- *Reliable data sources*

- *Any calculations required to understand data*

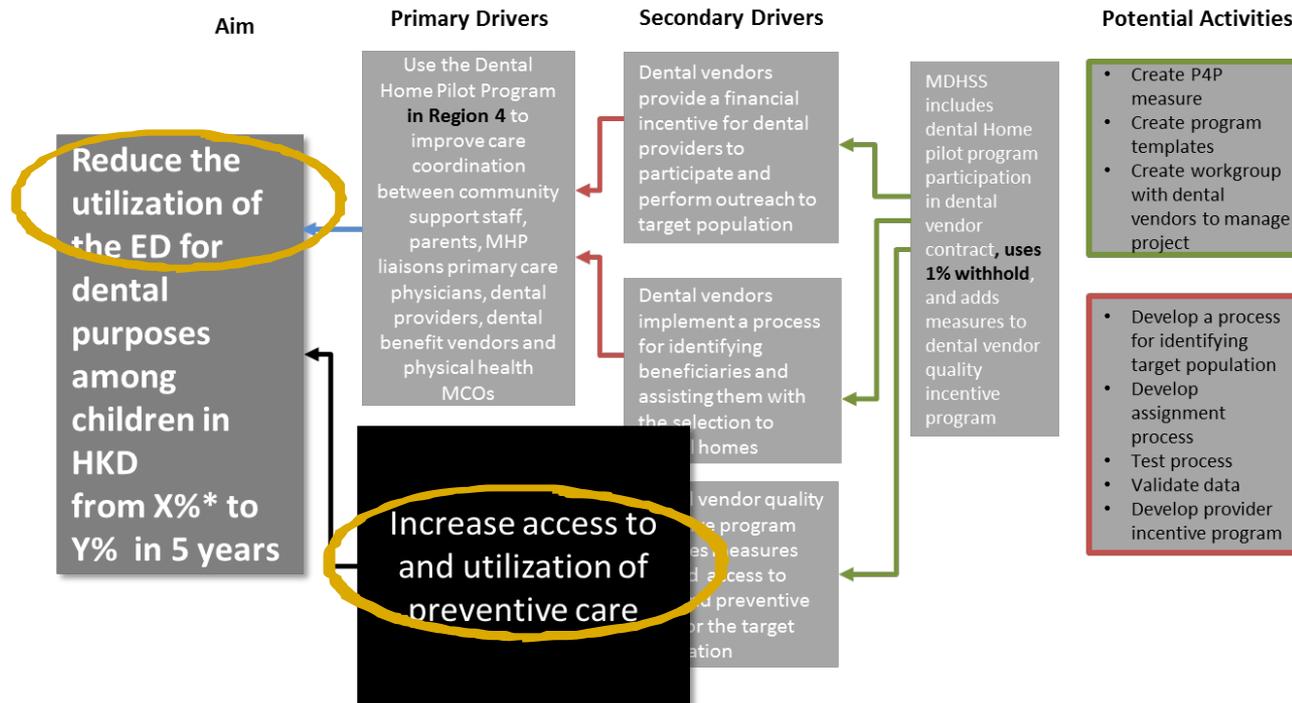- *The timing for measurements*

- *The scale of the measurement*

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Measurement and Testing in Michigan

What measures is Michigan developing first? How will they be used?

Aim

Reduce the utilization of the ED for dental purposes among children in HKD from X%* to Y% in 5 years

Primary Drivers

Use the Dental Home Pilot Program **in Region 4** to improve care coordination between community support staff, parents, MHP liaisons primary care physicians, dental providers, dental benefit vendors and physical health MCOs

Increase access to and utilization of preventive care

Secondary Drivers

Dental vendors provide a financia[l] incentive for den[tal] providers to participate and perform outreac[h] target populatio[n]

Dental vendors implement a proc[ess] for identifying beneficiaries and assisting them wi[th] the selection to dental homes

Dental vendor qu[ality] incentive program includes measure[s] related access to care and preventi[ve] care for the target population

Potential Activities

Create P4P measure
Create program templates
Create workgroup with dental vendors to manage project

Dev[elop] a proc[ess] [or] identify[...] [...]ulation
[...]p
[...] process
Test process
Validate data
Develop provider incentive program

MDHSS includes dental Home pilot program participation in dental vendor contract, **uses 1% withhold**, and adds measures to dental vendor quality incentive program

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Measurement and Testing in Michigan

What other measures will Michigan develop? What will the team learn from them?

Aim	Primary Drivers	Secondary Drivers		Potential Activities

Aim: Reduce the utilization of the ED for dental purposes among children in HKD from X%* to Y% in 5 years

Primary Drivers: Use the Dental Home Pilot Program **in Region 4** to improve care coordination between community support staff, parents, MHP liaisons primary care physicians, dental providers, dental benefit vendors and physical health MCOs

Increase access to and utilization of preventive care

Secondary Drivers: Dental vendors provide a financial incentive for dental providers to participate and perform outreach to target population

Dental vendors implement a process for identifying beneficiaries and assisting them with the selection to [dental] homes

MDHSS includes dental Home pilot program participation in dental vendor contract, **uses 1% withhold** and adds measures to dental vendor quality incentive program

[...] vendor quality [...] program [...] measures [...] access to [...] preventive [...] for the target [...]ation

Potential Activities:
- Create P4P measure
- Create program templates
- Create workgroup with dental vendors to manage project

- Develop a process for identifying target population
- Develop assignment process
- Test process
- Validate data
- Develop provider incentive program

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Why Conduct Iterative Testing?

To *understand which of our strategies are moving us closer to our aim*, and which are not

To *determine where to invest more (or less)* of our time, money, and resources

To *provide evidence to support our strategies* when communicating with our stakeholders

To *make better, data-driven decisions*

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How to Conduct Iterative Testing?

Once a team finalizes their driver diagram, teams are encouraged to **create an iterative testing plan** to help organize measures, data sources, key questions, etc. Teams are also encouraged to **schedule regular iterative testing meeting touchpoints** to discuss updates, implications, and next steps.

An iterative testing plan includes the following:

- Measures
- Testing steps
- Data sources
- Data collection techniques
- Data analysis techniques
- Timelines

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Iterative Testing Example Template

This is an example template of an iterative testing plan

Your team may find it helpful to organize the iterative testing plan by frequency and data sources.
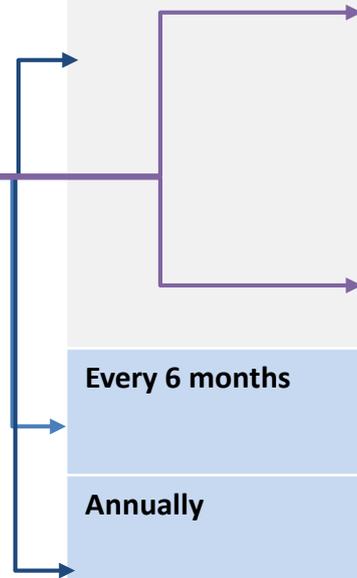
Frequency	Data Source	Measure	Calculations or Analysis Performed	Key Questions
Every 2 months	**Claims data**	XXXX		Examples: • Are more providers using the bundled code this cycle than last? • Is there a group of providers that uses the code more often than others? • Why might some providers be using this code more than others?
		XXXXX		
	Survey tool	XXXX		• Have patients reported more at home dental care?
Every 6 months				
Annually				

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Example Iterative Testing Meeting Agenda

State Team Quarterly Iterative Testing Meeting

Item	Lead	Details
Data Updates	**Jane**, Data Lead	• Provide update across the pilot region on the measures that are collected quarterly • Discuss meaning of emerging trends • Discuss whether trends can be linked to particular providers or population types
Discuss Implications	**Sandy**, Team Lead with **Tim**, **John**, **Sally**, Regional Pilot Leads	• Discuss whether additional outreach needed for any lagging regions • Determine whether long-term trends indicate if the current strategies are showing success • Determine whether long-term trends suggest the current strategies should be amended
Next Steps	**Andrew**, Quality Improvement Lead	• Based on discussion of implications, identify any changes that will need to be made to the strategies outlined in the driver diagram • Discuss any additional analysis needed to better understand the measures

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Discussions During an Iterative Testing Meeting…

Thank you for joining! We want to hear from you!

- **Complete the survey that appears at the conclusion of this webinar.**

- **Reach out with any additional questions. We are here to help support your learning.**

- **Let us know if you have ideas for additional quality improvement learning opportunities!**

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