Adult A Quality Improvement Collaborative

William Riley, PhD
Matthew Martin, PhD

Session #7
September 3, 2020

ASU College of Health Solutions — Arizona State University

AHCCCS | Targeted Investments — Arizona Health Care Cost Containment System

ASU College of Health Solutions — Arizona State University — Center for Health Information and Research

Disclosures

There are no disclosures for this presentation

Agenda

TIME	TOPIC	PRESENTER
11:30 AM – 11:35 AM	Overview • Agenda	Kailey Love
11:35 AM – 11:55 AM	Process Mapping Overview	William Riley, PhD Matthew Martin, PhD
11:55 AM – 12:15 PM	Process Mapping Use Case	Terros
12:15 PM – 12:50 PM	Discussion and Q&A	All
12:50 PM – 1:00 PM	Next Steps • Post Event Survey	Kailey Love

Learning Objectives

1. Critically analyze a process for performance improvement

2. Apply process mapping technique to targeted investment program metric

What is a Process?

- Series of steps to produce product or service
- Almost always cross functional
- Is a value chain
- Organization is only as effective as its processes
- A sequence of steps which transform some input into a final output

Effectiveness of Care

Table: Percentages of Patients Receiving Recommended Treatment

Effectiveness of Care Measures	2016	2017	2018
Childhood Immunization Status – VZV (Chicken Pox)	92.0	92.0	92.0
Cervical Cancer Screening	74.3	74.3	75.2
Controlling High Blood Pressure	62.4	62.2	61.3
Persistence of Beta Blocker Treatment After Heart Attack	84.4	85.4	82.1
Comprehensive Diabetes Care – Eye Exams	53.6	55.0	55.9
Colorectal Cancer Screening	62.0	63.0	64.1

Process Improvement

Process Improvement

    – How to improve when poor performance

        • System

        • People

Process Improvement

- ____% of problems are in the process

- ____% of problems are the people

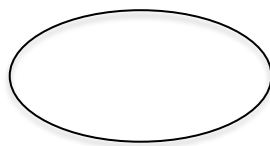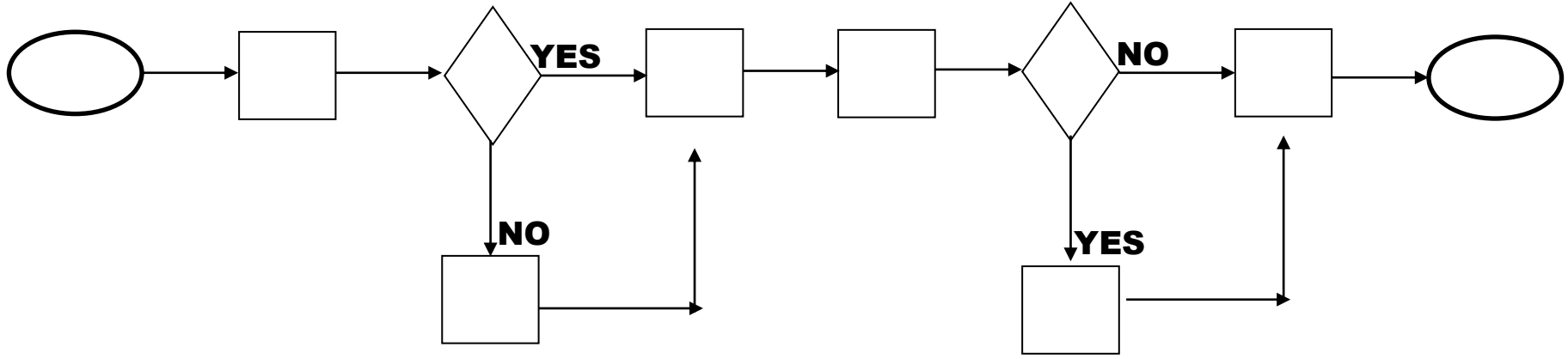# Two Techniques to Analyze Process

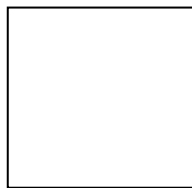1) Process Map

2) Statistical Process Control

Process Map

- A diagram with symbols to summarize main process components

Basic Flow Chart Process Map Template
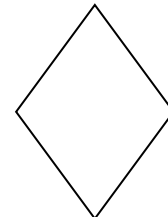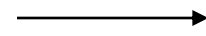
YES

NO

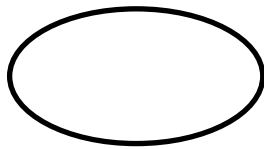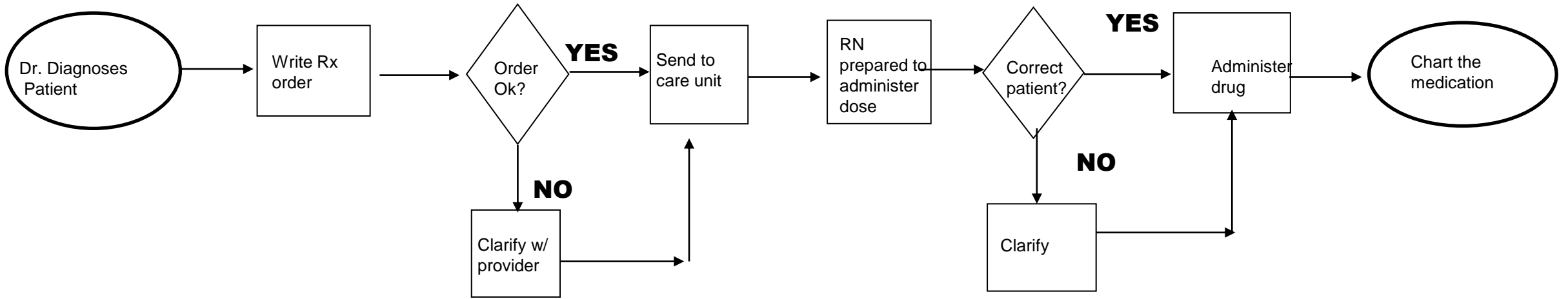NO

YES

process beginning and end

task

decision
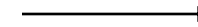
connector

Process Map Example: Simple In-Patient Medication Administration

Dr. Diagnoses Patient → Write Rx order → Order Ok? — **YES** → Send to care unit → RN prepared to administer dose → Correct patient? — **YES** → Administer drug → Chart the medication

Order Ok? — **NO** → Clarify w/ provider → Send to care unit

Correct patient? — **NO** → Clarify → Administer drug

process beginning and end (oval)

task (square)

decision (diamond)

connector (arrow)

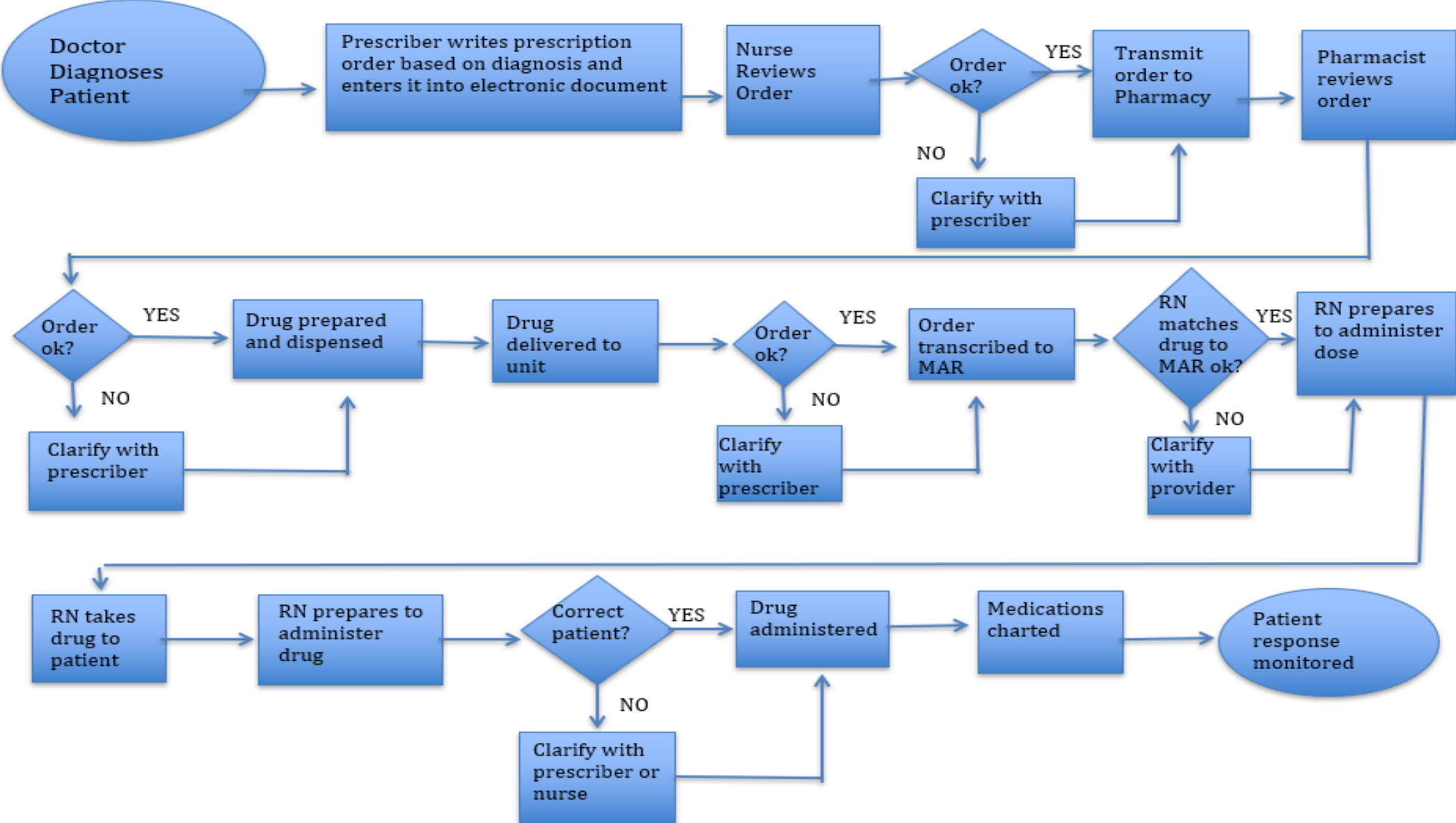# Process Map Example: Expanded In-Patient Medication Administration
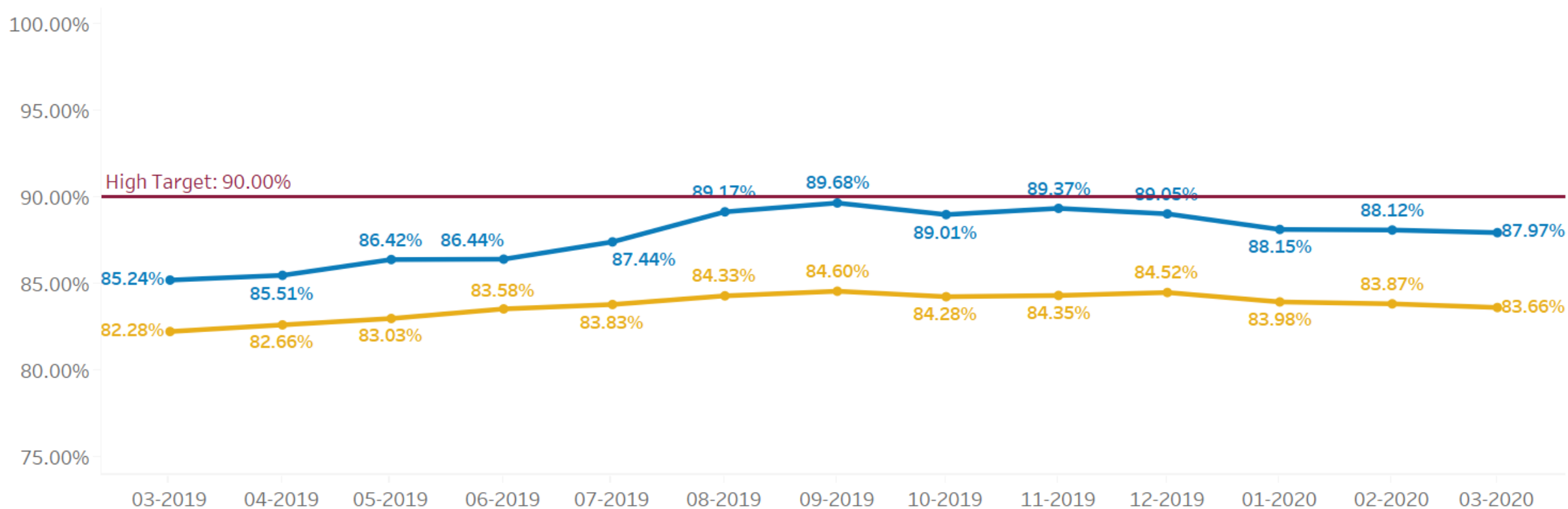
Problem Areas in Process Map

1. Disconnects—where handoff from one group to another is poorly handled
2. Bottleneck—point in process where volume overwhelms capacity
3. Redundancy—activity that is repeated at 2 points in process, e.g., data entry at more than 1 point
4. Rework—work is fixed or corrected (at another point in process or returned)
5. Inspection—point in the process where appraisal occurs--creates potential delay

Performance

Denominator

Denominator
TERROS INC

Month	Value
03-2019	752
04-2019	780
05-2019	788
06-2019	804
07-2019	812
08-2019	831
09-2019	872
10-2019	819
11-2019	809
12-2019	813
01-2020	802
02-2020	825
03-2020	823
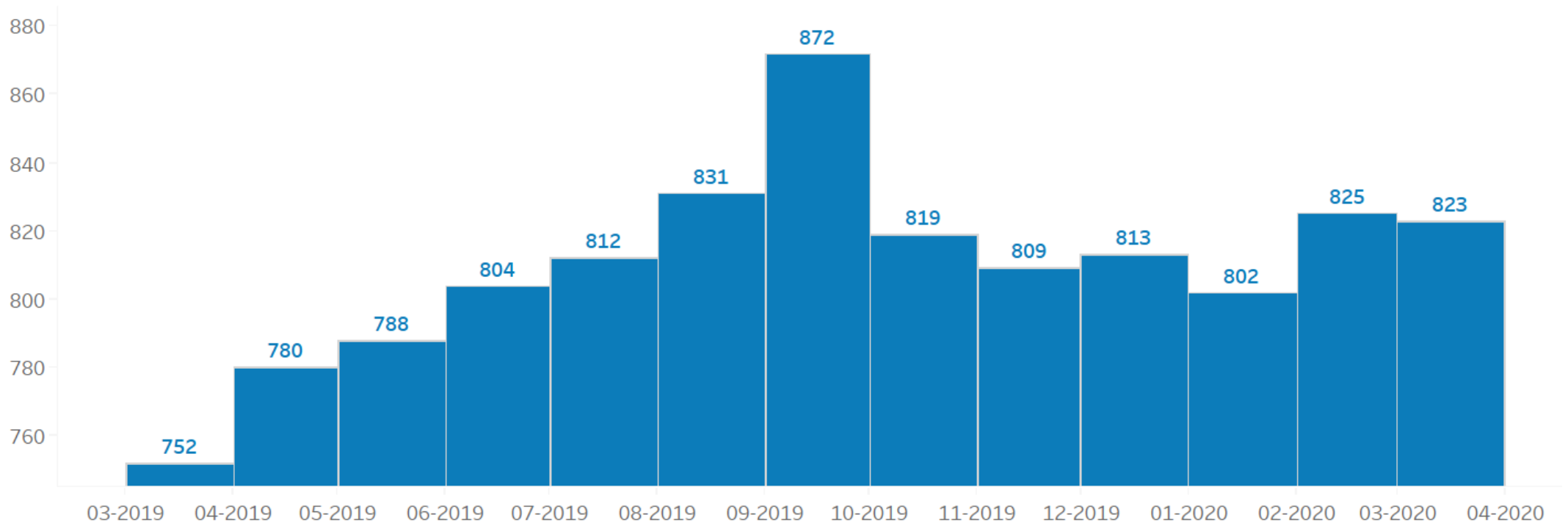
Run Chart

Terros
Follow-up After Hospitalization for Mental Illness 30 Days

	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Performance	85.24%	85.51%	86.42%	86.44%	87.44%	89.17%	89.68%	89.01%	89.37%	89.05%	88.15%	88.12%	87.97%
Median	88.12%												

Legend: ●—— Performance   ●—— Median
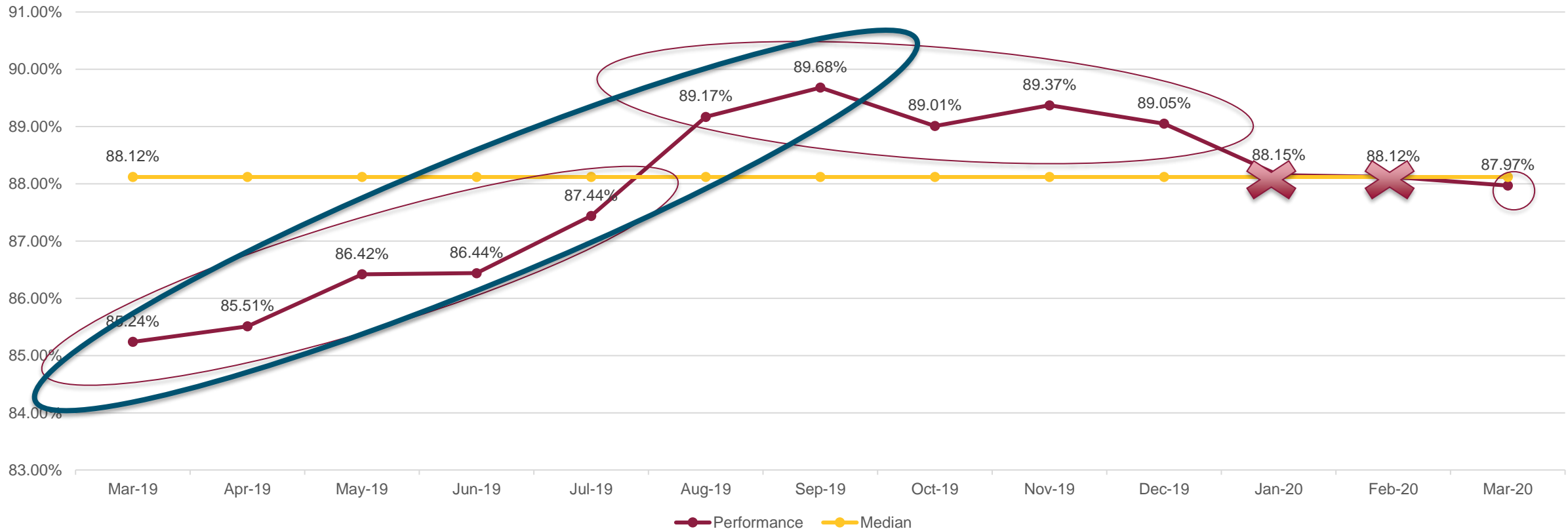
Terros

Lani Horiuchi

Deborah McMullen

Ray Young

Overview of Terros

Founded in **1969** as a **substance abuse recovery** and **crisis services** provider

A **Behavioral Health** and **Primary Care** provider in Arizona.

- Telehealth
- Counseling
- Substance Use Treatment
- Primary Care services
- Mobile Crisis
- Arizona Families FIRST
- HIV/STI services
- Children's services
- Justice services
- Adult Therapeutic Day Treatment (ATDT)
- Medication Assisted Treatment (MAT)
- *And more...*

50 Years
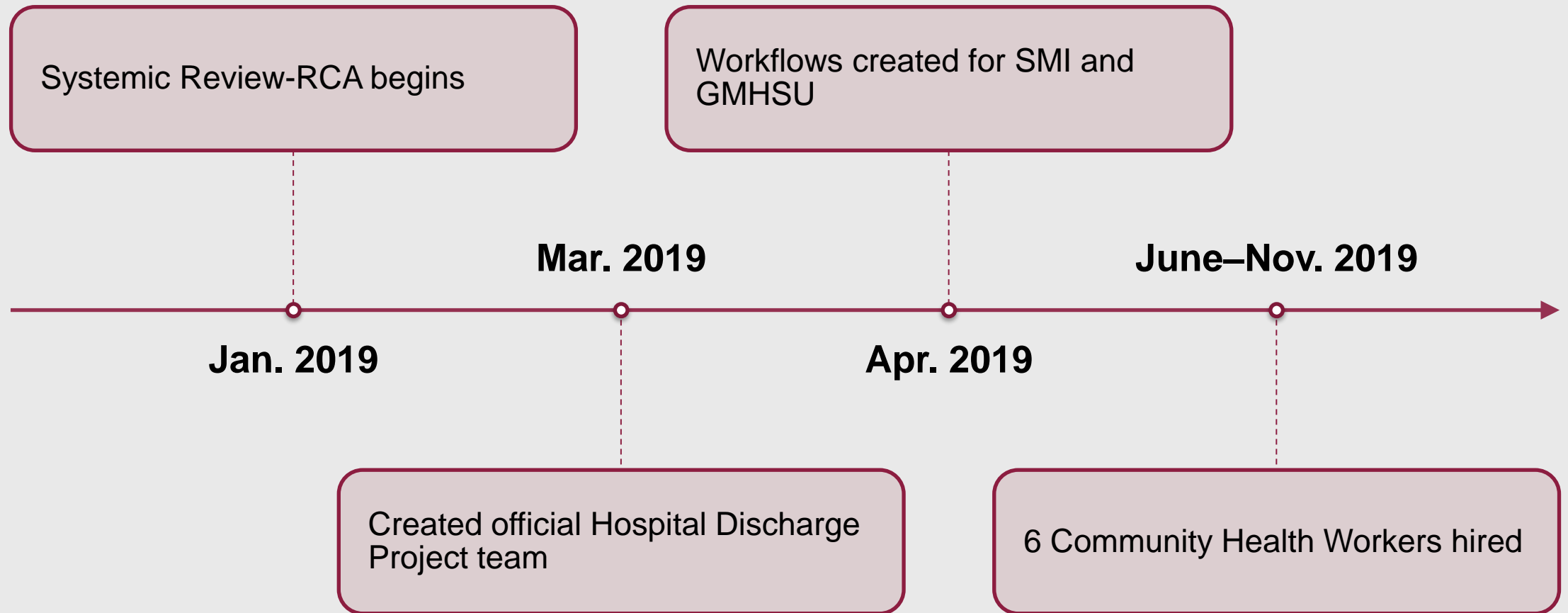**Terros HEALTH**
Inspiring Change for Life

Discussion Questions

1. What might have caused your process to improve March '19 through September '19?
2. What resulted in your performance October '19 through March '20?
3. Please explain your current state process map.
4. What are the pain points or problem areas in your process?
5. What do you want to do to improve for the rest of the year?

Question #1

What might have caused your process to improve March '19 through September '19?

Systemic Review-RCA begins

Workflows created for SMI and GMHSU

Mar. 2019

June–Nov. 2019

Jan. 2019

Apr. 2019

Created official Hospital Discharge Project team

6 Community Health Workers hired

Question #2

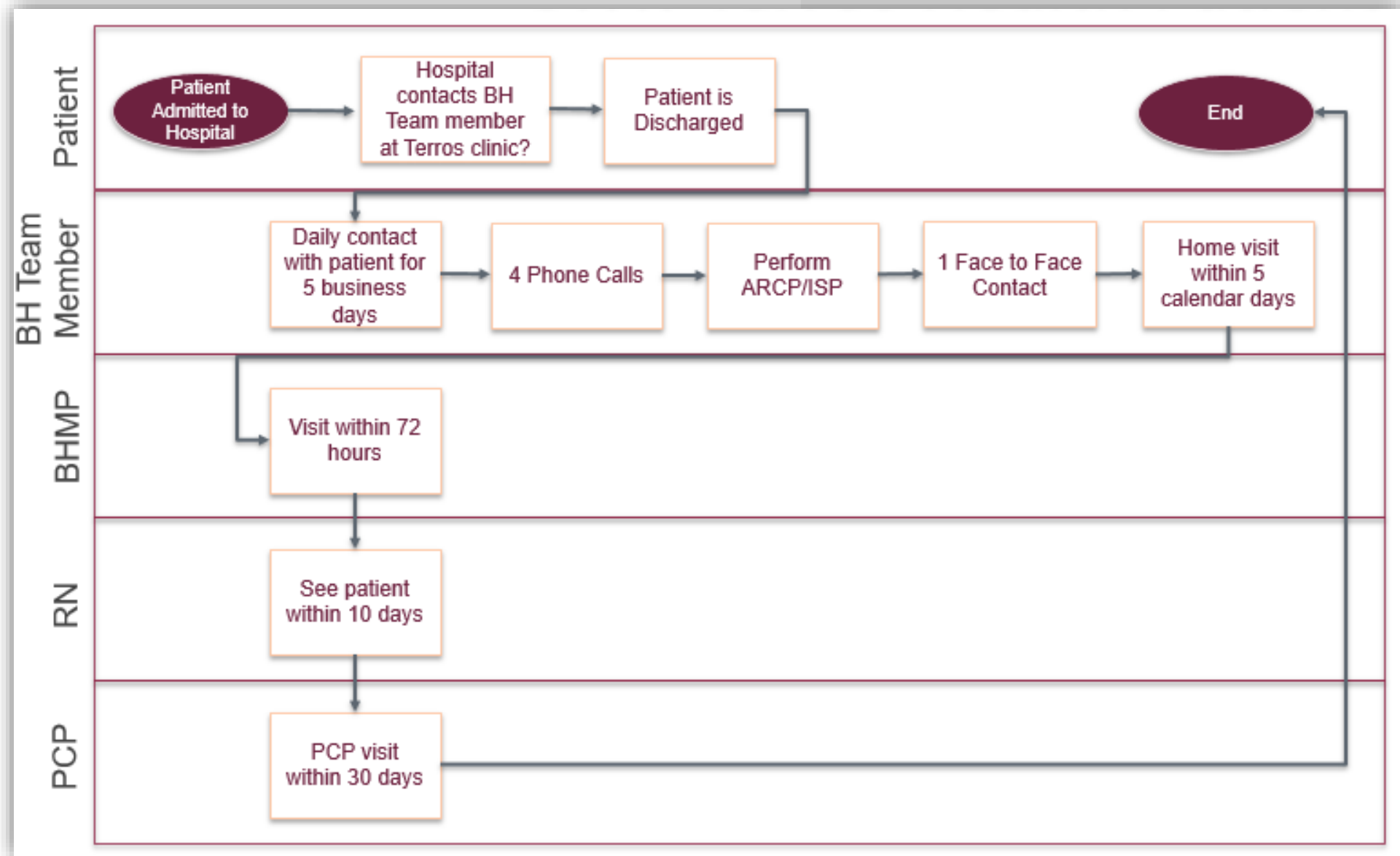*What resulted in your performance October '19 through March '20?*

COMMUNITY HEALTH
WORKERS SHORT STAFFED
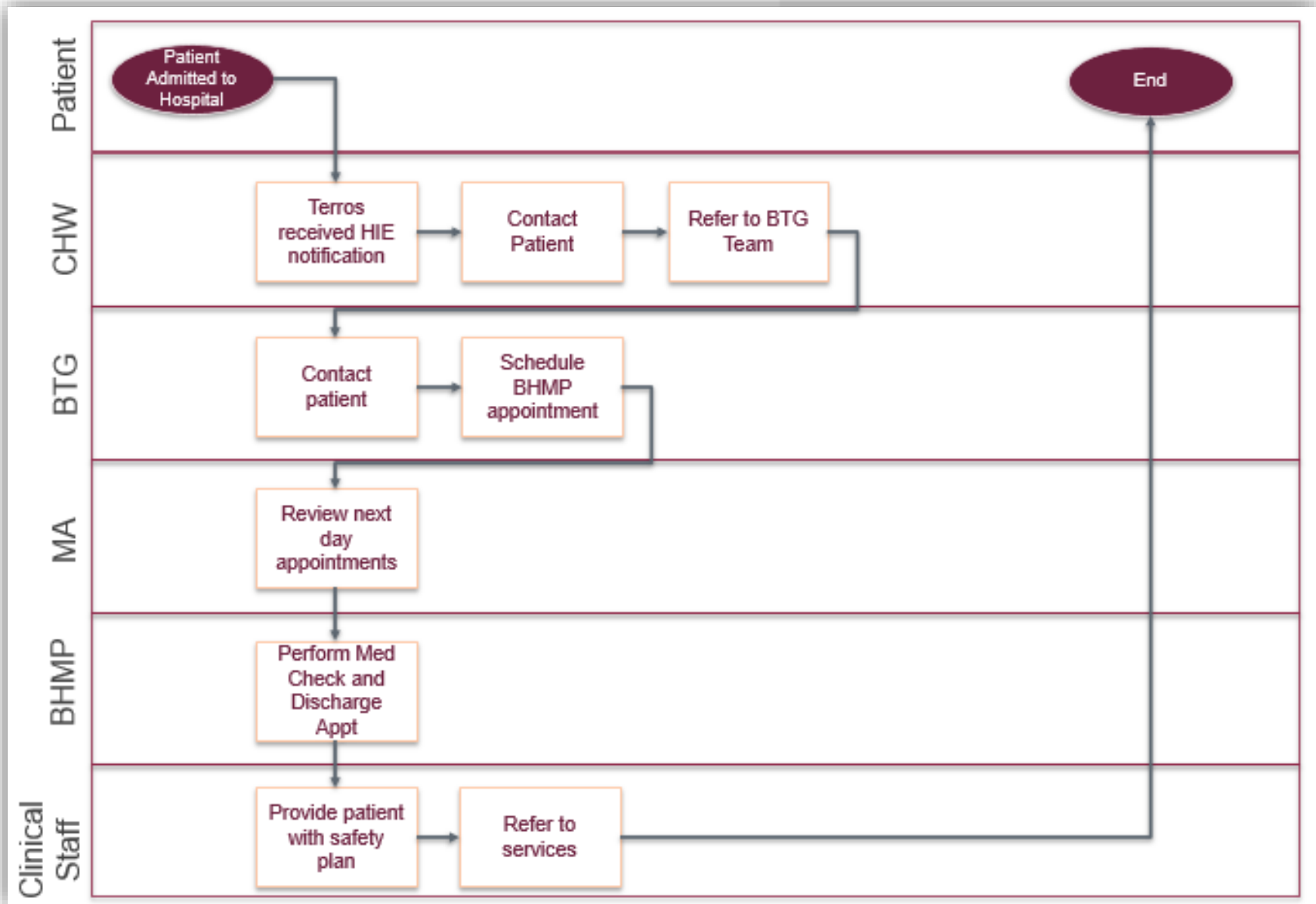
OVERALL PROJECT
BECOMES OPERATIONAL

Question #3 *Process Map*

SMI:Terros Health Patient

Question #3 *Process Map*

GMHSU:Terros Health Patient

Question #4

What are the pain points or problem areas in your process?

Homelessness

Incorrect contact information

HIE unpredictability

SDOH (transportation, telephone, etc)

Question #5

What do you want to improve for the rest of the year?

Workflow Follow-Up

Training

Community Health Worker capacity

Q&A

Next Steps

- Next Steps
  - Post-Event Survey: 2 Parts
    - General Feedback Questions
    - Continuing Education Evaluation
  - Continuing Education will be awarded post all 2020 QIC sessions (November 2020)

- Questions or concerns?
  - Please contact ASU QIC team at TIPQIC@asu.edu if questions or concerns regarding performance data

Thank you!

TIPQIC@asu.edu