

AHCCCS Targeted Investments Program

Adult C Quality Improvement Collaborative

Matthew Martin, PhD

Session #7

September 15, 2020

Disclosures

There are no disclosures for this presentation

Agenda

TIME	TOPIC	PRESENTER
11:30 AM – 11:35 AM	Overview <ul style="list-style-type: none">• Agenda	Kailey Love
11:35 AM – 11:55 AM	Process Mapping Overview	Matthew Martin, PhD
11:55 AM – 12:15 PM	Process Mapping Use Case	Lifewell Behavioral Wellness
12:15 PM – 12:50 PM	Discussion and Q&A	All
12:50 PM – 1:00 PM	Next Steps <ul style="list-style-type: none">• 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

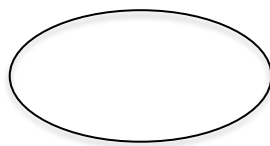
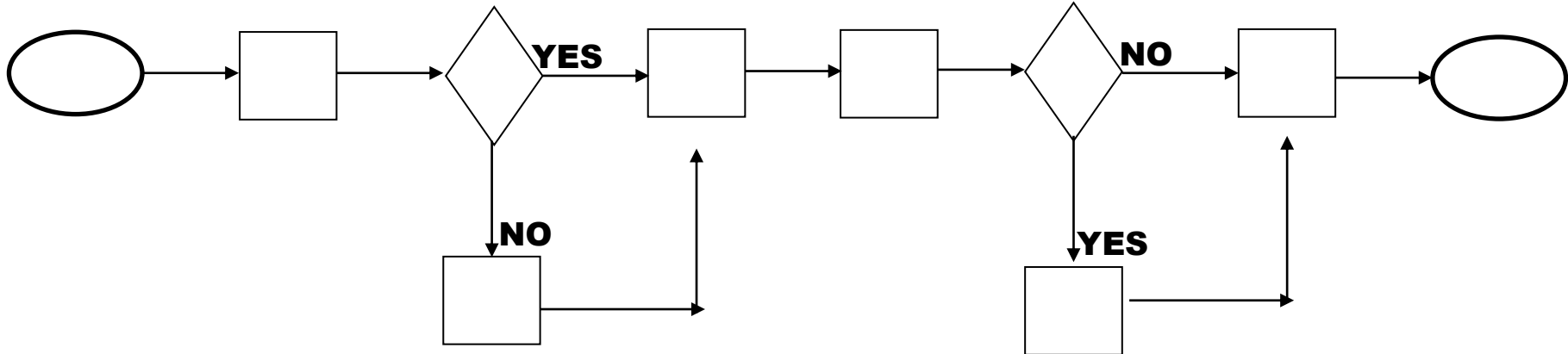
- 1) Process Map
- 2) Statistical Process Control

Process Map

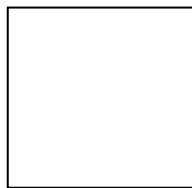
- A diagram with symbols to summarize main process components

Basic Flow Chart

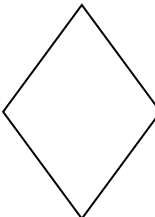
Process Map Template



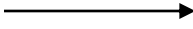
process beginning and end



task

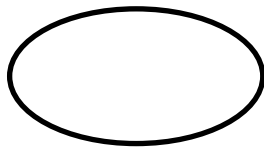
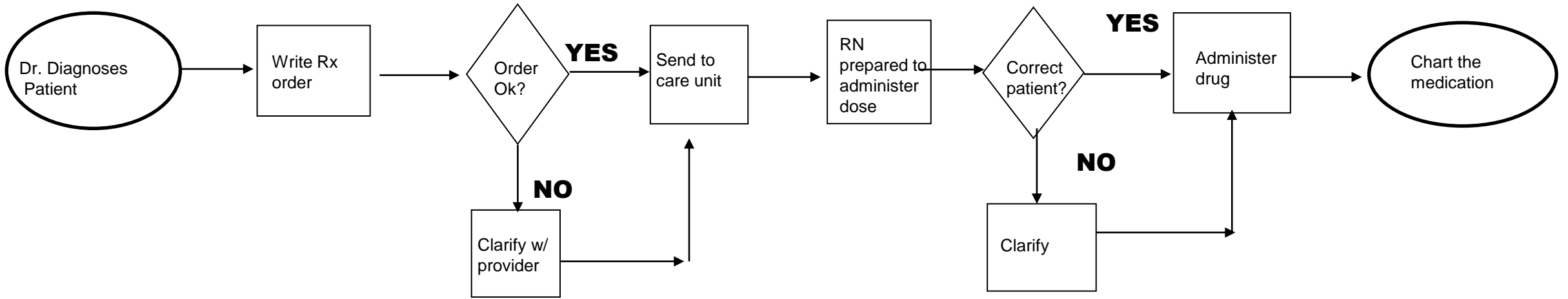


decision

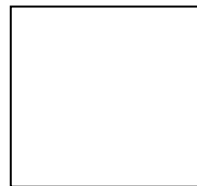


connector

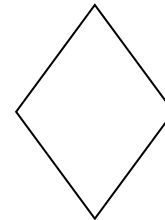
Process Map Example: Simple In-Patient Medication Administration



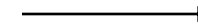
process beginning and end



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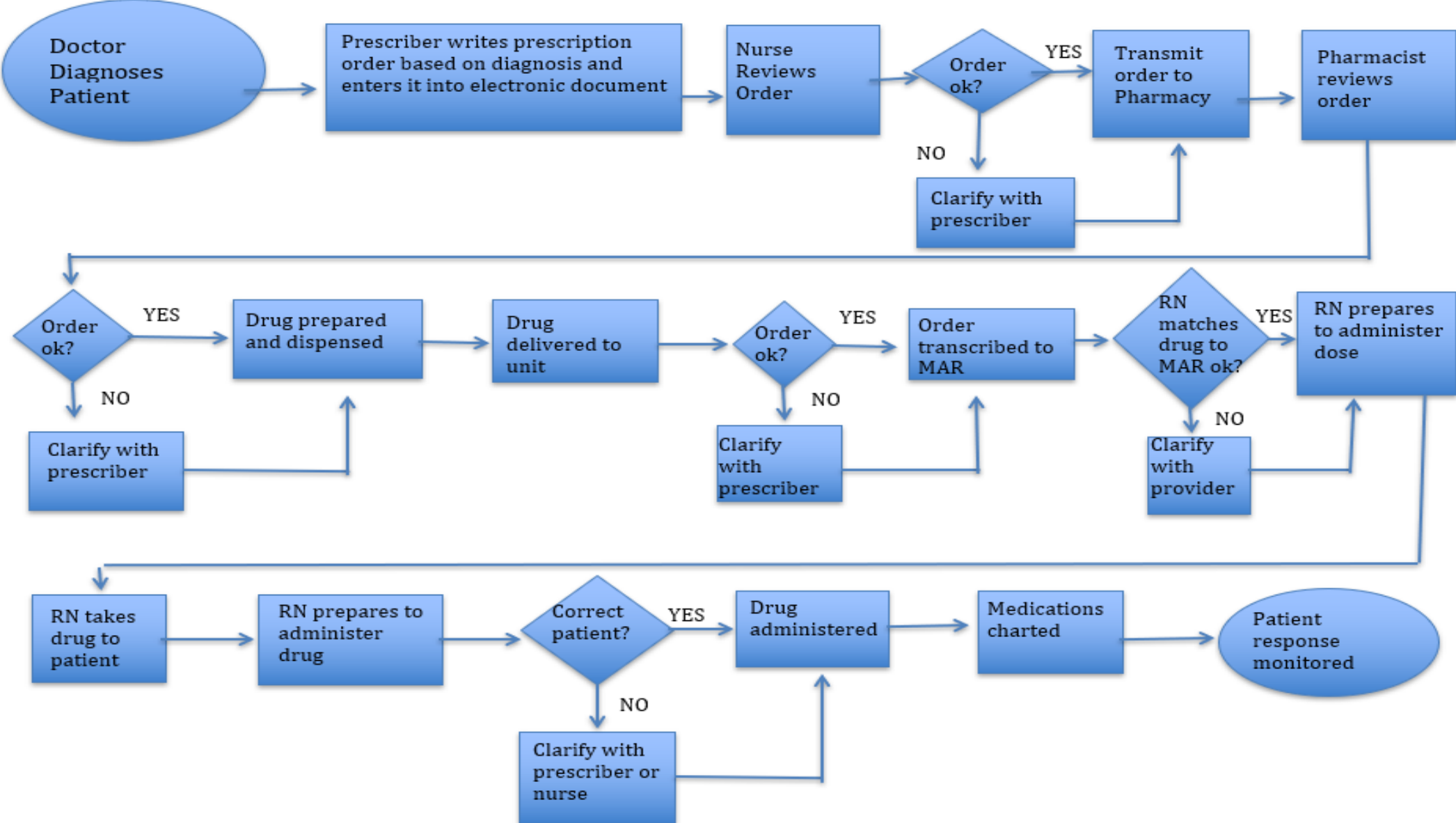


decision



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Process Map Example: Expanded In-Patient Medication Administration



Problem Areas in Process Map

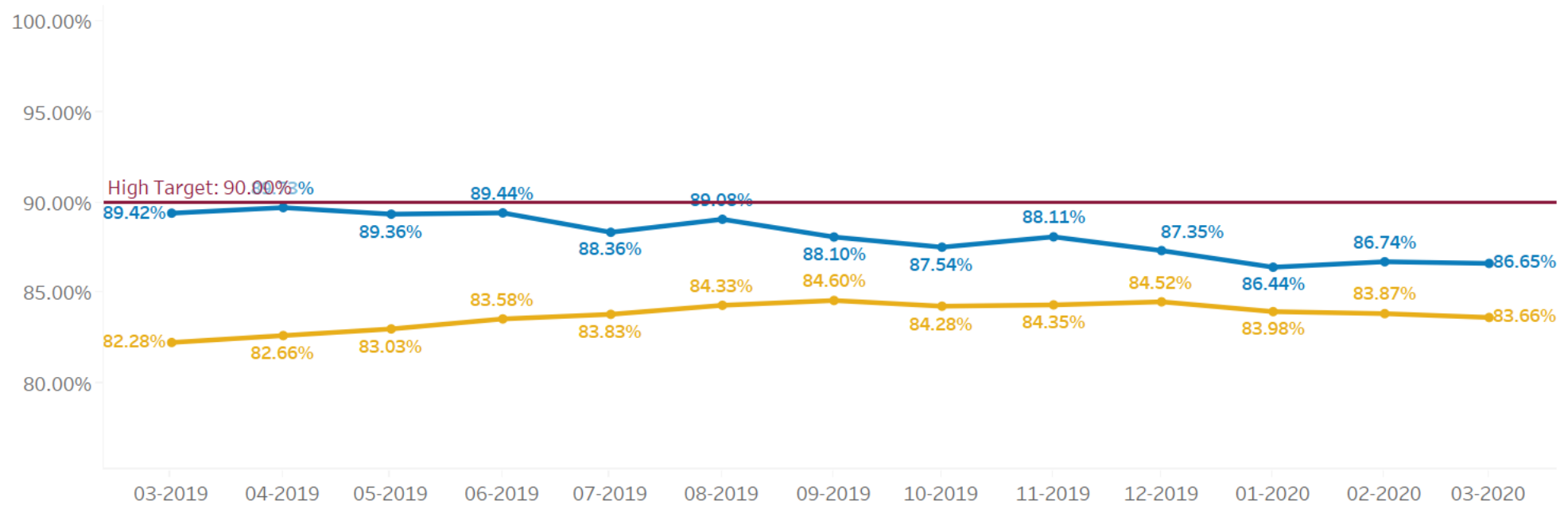
1. Disconnects—where handoff from one group to another is poorly handled
2. Bottleneck—point in process where volume overwhelms capacity
3. Redundancy—activity that is repeated at 2 points in process, e.g., data entry at more than 1 point
4. Rework—work is fixed or corrected (at another point in process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

Lifewell Performance

Select Filters: 1. Provider: LIFEWELL BEHAVIORAL WELLNESS 2. Area of Concentration: ADULT BH 3. Measure: Follow-Up After Hospitalization for Mental Illness: 18 and older (30-day)

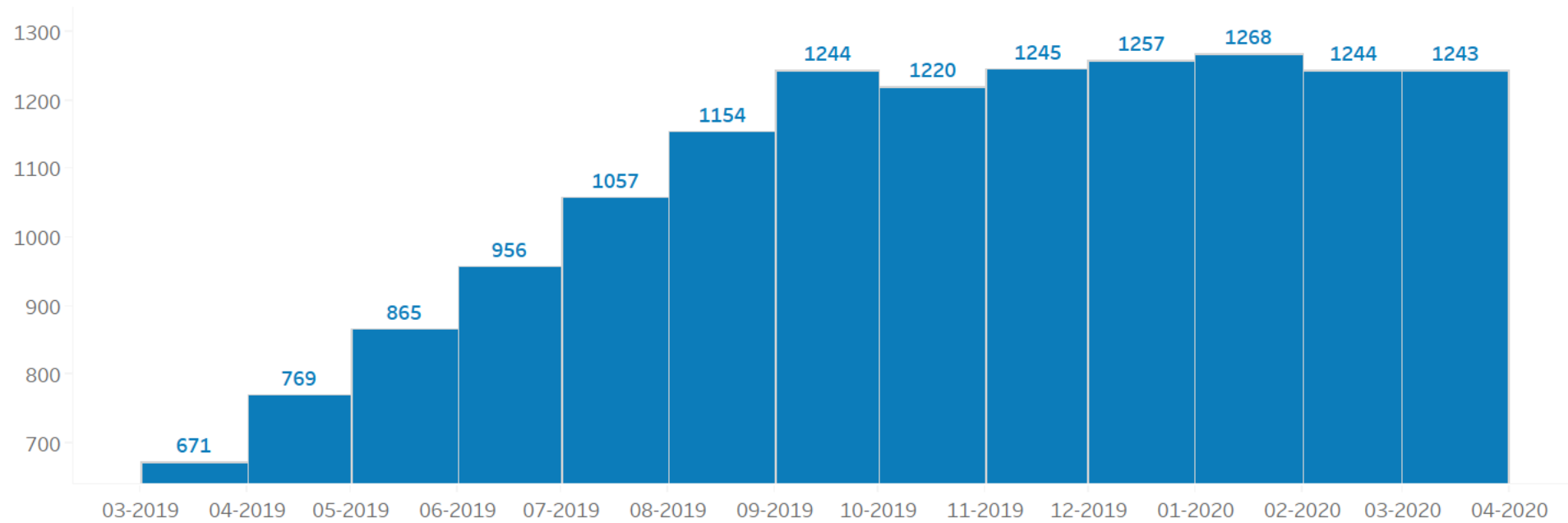
Performance on Measure (Each month is a 12-month report period)

LIFEWELL BEHAVIORAL WELLNESS vs. Providers in same Area of Concentration

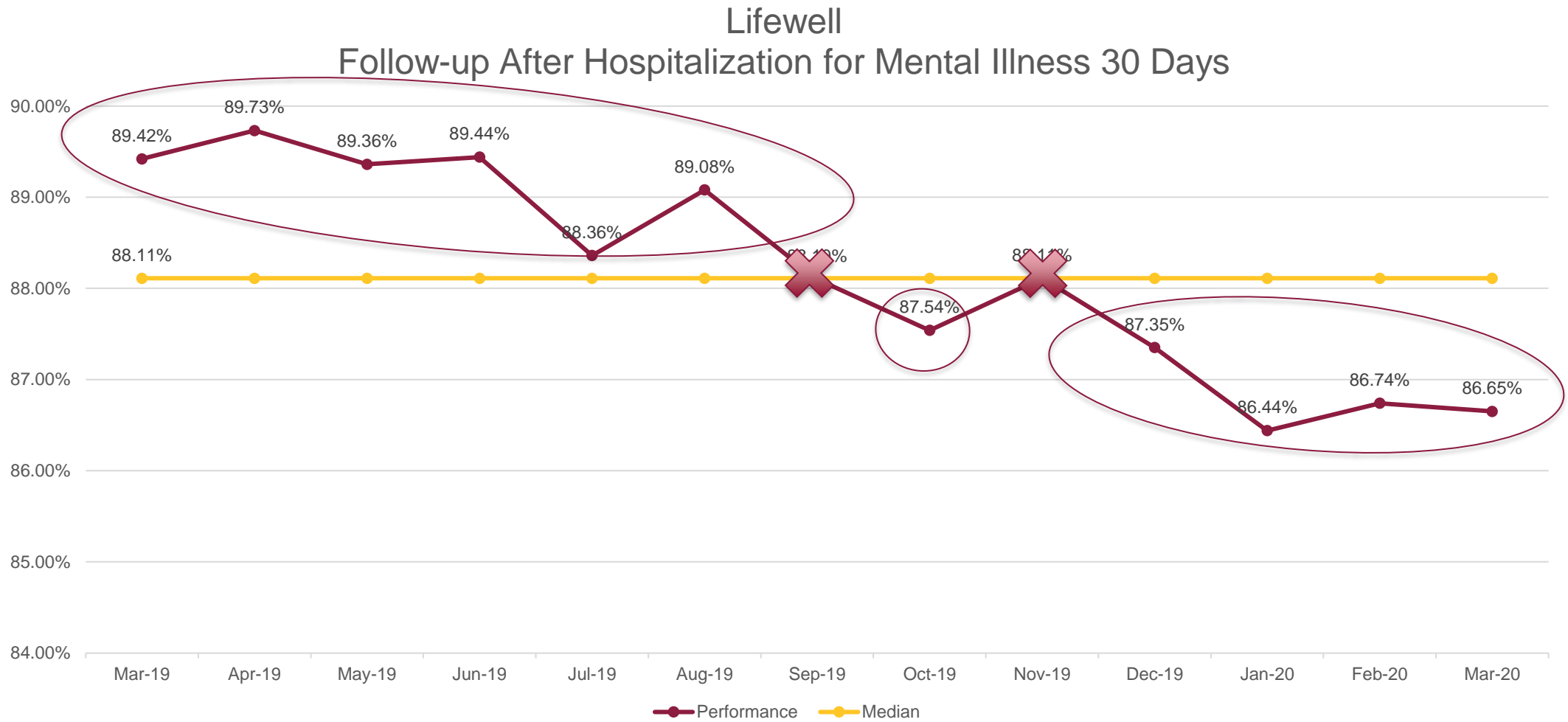


Denominator

Denominator
LIFEWELL BEHAVIORAL WELLNESS



Run Chart



Lifewell Behavioral Wellness

Nicole Cupp-Herring, Executive VP, CCO
Thomas Williams, Project Manager for TIP

Types of Services Lifewell Provides

- Outpatient services
- SMI Direct Care Clinics
- Rehabilitation and Employment services
- Residential and Community Living services
- Housing and Property Management



Mitchell HUB - GMH/SA and SMI Outpatient Services
Central and Indian School

Outpatient Services Detail

Individual/Group Counseling (SMI/GMH) :

Women's Intensive Outpatient Day Tx

Co-Occurring Program

General Mental Health Program

Individual Substance Abuse Recovery/Relapse Prevention

SMI Outpatient Services and Day Treatment

Substance Abuse Treatment/Co-ed Group

Anger Management

Employment Services

Supported Education

Psychosocial Rehab Services

Co-location

Peer Support

Prescriber Services (GMH)

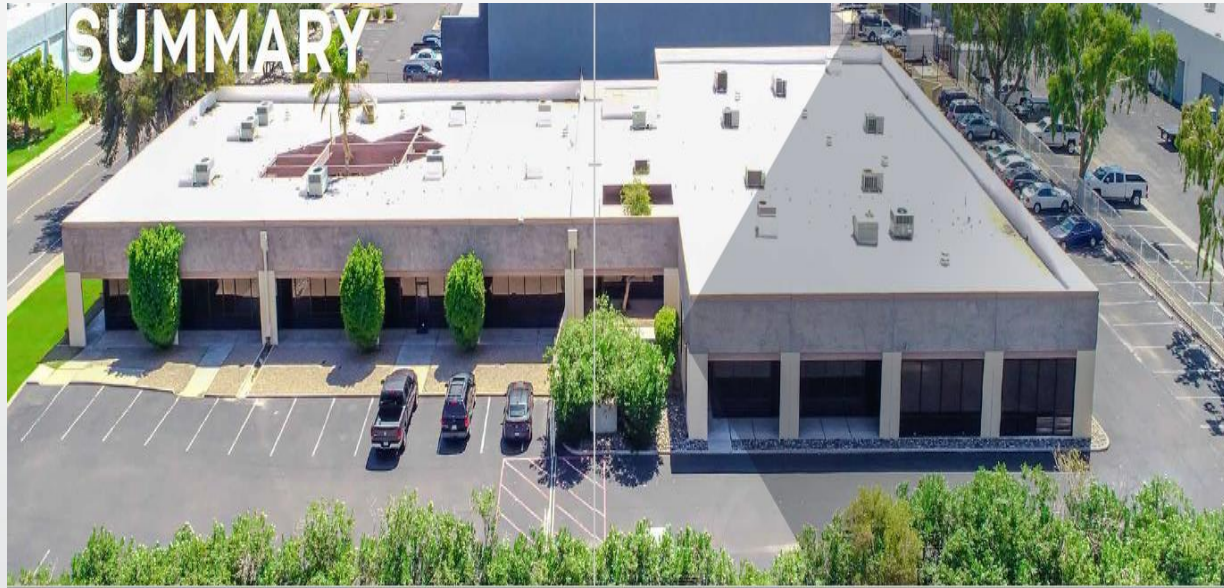
Assessments/Intake Agency

SMI Direct Care Clinics



- Began operating three of the former CHOICES clinics on 8/1/15; and began operating a fourth SMI clinic on 5/18/18.
- Clinic locations are Oak, Windsor, South Mountain and Desert Cove (was Royal Palms)
- Approximately 5,500 SMI members; and an addition of about 250 staff
- Case management, prescriber services, rehab and peer staff
- Two ACT Teams

Lifewell Physical Health Services



Royal Palms Clinic – was the first Lifewell Integrated Care Clinic. Now moved to Desert Cove (pictured above) as of 7/29/2020...I-17 and north of Peoria.

- Lifewell is participating in the Targeted Investments Program provided by AHCCCS
- Commitment to move toward Integration of Behavioral and Physical Health Services at all outpatient HUBS and SMI Direct Care Clinics
- SMI Clinics have received an updated license to provide “IC” services
- Start date for Royal Palms was January 2019 and June 2019 for remaining three clinics
- Lifewell has a physical health practitioner who travels between clinics to provide services

Residential and Community Living Services (SMI and GMH)

Women's Residential Program (GMH/SA, SABG Pregnant and Parenting)

Transitional Living (30-day)

FlexCare Plus

Community Living

FlexCare

Support Services

Home and Community Based Services

Co-Occurring SMI Residential Program

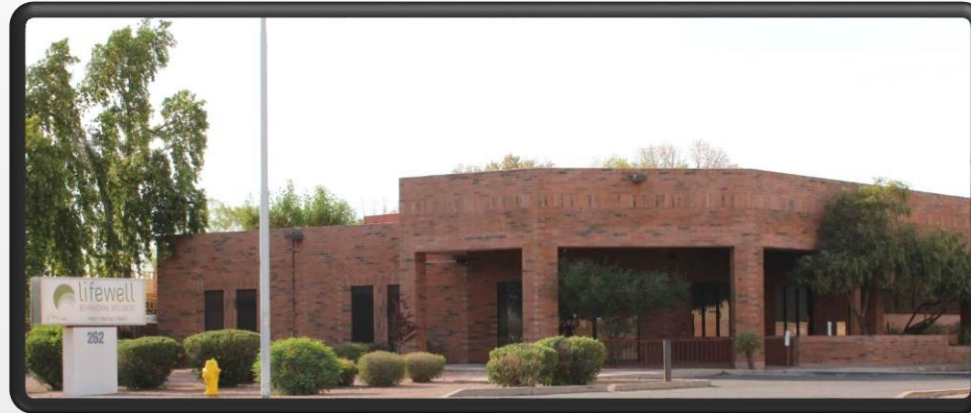
Housing and Property Management

- **Housing**

- Desert Esperanza
- Desert Sol
- Villa Davis
- Pinchot Apartments

- **Property Management**

- MMIC SMIAffiliated
- HUD Properties



University HUB –
GMH/SA and SMI
Outpatient Services

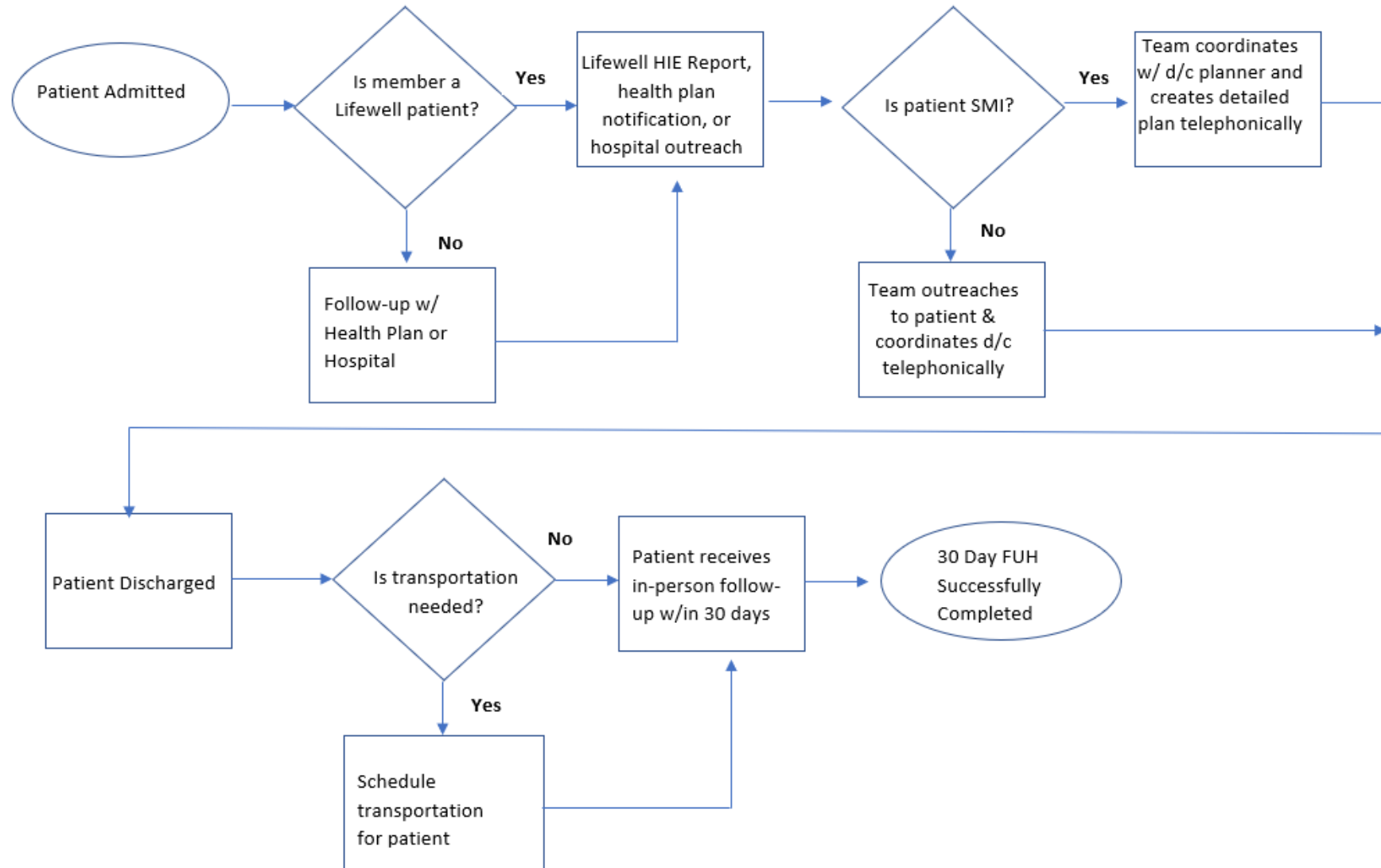
University and Mesa Dr.

Beryl HUB –
GMH/SA and SMI
Outpatient Services

Dunlap and 27th Ave.



Process Map



Problem Areas in Process Map

1. Disconnects—where handoff from one group to another is poorly handled
 - Someone attributed to Lifewell, but they are not wanting to receive services from Lifewell. If patient declines services, communicate to health plan.
 - There are members that do not show for appointment.
 - There are others attributed to Lifewell, but Lifewell is not receiving notifications (HIE, health plan, hospital). When reviewing internal data, performing higher (even higher than TIP data) – the ones that Lifewell is aware of, perform higher on.
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
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Discussion Questions

1. Is this the performance you expected for the first three months?
 - Anticipated performance due to internal monitoring (performing for 30-day FUH in high 90's based on internal tracking)
2. What has led to this performance?
 - Slight drop in performance due to large bolus of patients attributed.
 - Internally reporting allows Lifewell to conduct more real time tracking.
3. Did you change anything in your process January through March?
 - Have been working on the TIP measures over the past year, focusing on training and education for staff. Nothing was changed specifically in Jan-March.
4. What do you want to do to improve for the rest of the year?
 - As a result of the efforts described above, Lifewell's internal information indicates that Lifewell has met and exceeded target (above 90%). We will continue to monitor.

Q&A

- Please insert any questions in the Q&A box

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