

AHCCCS Targeted Investments Program

Quality Improvement Workgroup #2

Peds BH 7 & 30 Day FUH

TIP Year 6: Quality Improvement Workgroup Series
February 28, 2022: QIW #2 Session #2

Disclosures (for CEUs)

There are no disclosures

Learning Objectives (for CEUs)

1. Describe use of Plan-Do-Study-Act (PDSA) cycle intervention to achieve key metrics
2. Apply PDSA cycle to the Follow-up After Hospitalization for Mental Illness target

Agenda

TIME	TOPIC
12:00 to 12:02 PM	Overview
12:02 to 12:05 PM	Review Aim Statement, Interventions, and Metrics
12:05 to 12:10 PM	Overview of Plan-Do-Study-Act (PDSA) Cycle
12:10 PM to 12:40 PM	Plan-Do-Study-Act (PDSA): <ul style="list-style-type: none">• Create PDSA Cycles• Establish PDSA Ramps• Develop Project Plan• Launch Multiple PDSA Ramps
12:40 PM to 12:50 PM	Discussion and Q&A
12:50 PM to 1:00 PM	Homework and Next Steps

Quality Improvement Workgroup #2

Case Study Organization

Southwest Behavioral Health Services (SBHS)

Contact Information:

- Kathy Villa, MS, LAC, SCCS West Program Director,
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- Kristen Evans-Hardy, MSW, LMSW, Program Director,
KristenEH@sbhservices.org
- Jennifer Tyler, Quality Management,
jennifert@sbhservices.org

Last Session's “Homework”

1. Develop Aim Statement
2. Identify and Prioritize Obstacles (what to change)
3. Identify Intervention (how to change)
4. Establish Measures (measuring progress of change)

Priorities	Obstacles	Intervention	Metrics

Last Session's Case Study Example

Component 1: **SBHS** Aim Statement

- Aim Statement:

- Increase the **7-day** follow-up after hospitalization (FUH) rate 14 percentage points (71% to 85%) from February 14, 2022 to August 30, 2022
- Increase the **30-day** follow-up after hospitalization (FUH) rate 2 percentage points (94% to 96%) from February 14, 2022 to August 30, 2022

Last Session's Case Study Example Component 2, 3, & 4: **SBHS** Priorities, Interventions, and Measures

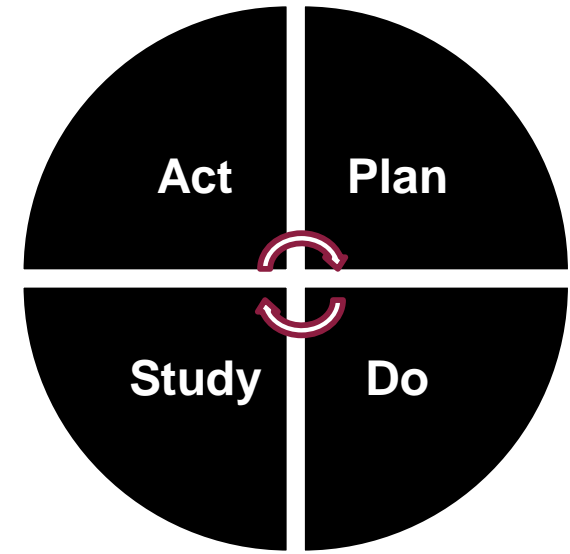
Priorities	Obstacles	Intervention	Metrics
1	Staffing shortages	<ul style="list-style-type: none"> Secure leadership support for recruitment follow-up Create incentive package for recruitment and retention Conduct proactive HR outreach to qualified candidates 	<ul style="list-style-type: none"> Identify new recruitment methods # of staff retained # of new staff hired # of interviews scheduled
2	Hospital coordination	<ul style="list-style-type: none"> Improve notification of hospital admissions (health plans, hospitals) Improve notification from hospital discharge team Ensure appointment availability for 7-day FUH Institute hospital cooperation with daily coordination of care Rapid hospital credentialing privileges and badging for Recovery Transition Specialist (RTS) to hospital 	<ul style="list-style-type: none"> % of h/d appointments with no admissions notification % of h/d appointments without daily coordination of care % of appointments missing 7-day FUH due to lack of appointment availability # of RTS credentialed and badged with hospitals
3	Guardian engagement	<ul style="list-style-type: none"> Educate guardian/family on importance of follow up appointments Connect with guardian during child's hospitalization Ensure guardian is part of the discharge planning 	<ul style="list-style-type: none"> % of guardian's engaged in hospital staffing # of guardian sessions during child's hospitalization % of guardians present for discharge planning

Today's Goal

1. Plan-Do-Study-Act (PDSA)
 - Plan: Develop
 - Do: Implement
 - Study: Evaluate
 - Act: Lock-in or Revise & Re-do
2. Establish PDSA Ramp
3. Launch Multiple PDSA Ramps

Plan-Do-Study Act (PDSA)

- PDSA is a model for carrying our change to improve quality
 - Plan: define the objectives and outline the steps
 - Do: implement the activity
 - Study: analyze the results
 - Act: apply the results to your next cycle or implement the activity on a full scale



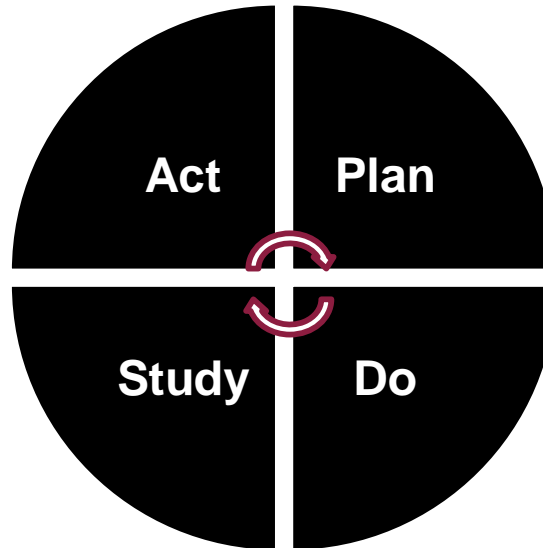
Quality Improvement Framework*

Aim Statement

Identify & Prioritize Obstacles

Identify Interventions

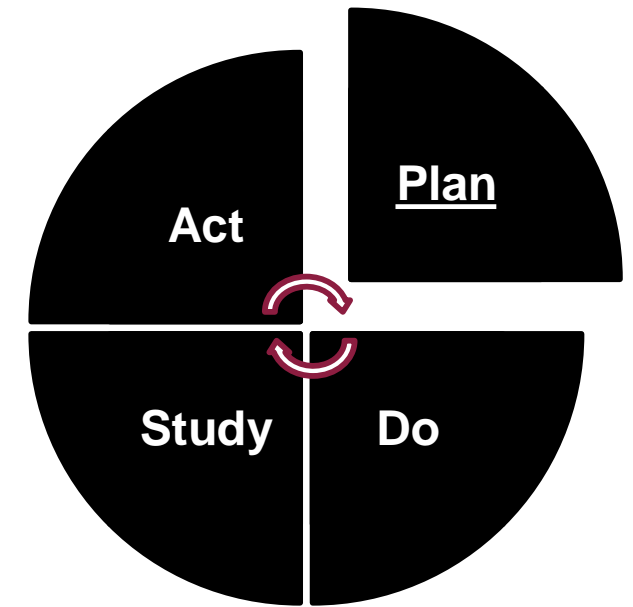
Establish Measures



*Modified from the IHI Model for Improvement

Plan-Do-Study-Act

- Plan: Identify intervention and determine tasks needed to implement intervention
 - Who will implement the plan?
 - What exactly will be done?
 - Where will they implement the plan?
 - When will the plan be implemented and how long will it take?



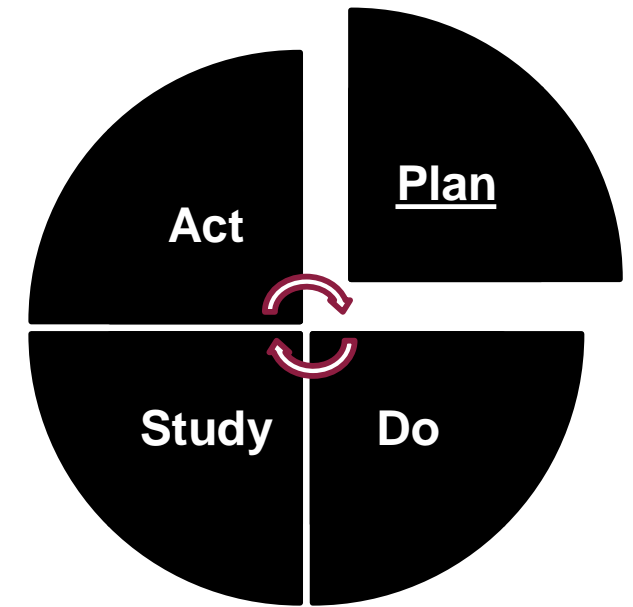
Component 4: **SBHS** Measures

Priorities	Obstacles	Intervention	Metrics
1	Staffing shortages	<ul style="list-style-type: none"> Secure leadership support for recruitment follow-up Create incentive package for recruitment and retention Conduct proactive HR outreach to qualified candidates 	<ul style="list-style-type: none"> % of staff retained # of new staff hired # of interviews scheduled
2	Hospital coordination	<ul style="list-style-type: none"> Improve notification of hospital admissions (health plans, hospitals) Improve notification from hospital discharge team Ensure appointment availability for 7-day FUH Institute hospital cooperation with daily coordination of care Rapid hospital credentialing privileges and badging for Recovery Transition Specialist (RTS) to hospital 	<ul style="list-style-type: none"> % of h/d appointments with no admissions notification % of h/d appointments without daily coordination of care % of appointments missing 7-day FUH due to lack of appointment availability # of RTS credentialed and badged with hospitals
3	Guardian engagement	<ul style="list-style-type: none"> Educate guardian/family on importance of follow up appointments Connect with guardian during child's hospitalization Ensure guardian is part of the discharge planning 	<ul style="list-style-type: none"> % of guardian's engaged in hospital staffing # of guardian sessions during child's hospitalization % of guardians present for discharge planning



SBHS Plan-Do-Study-Act

Aim: Increase the 7-day follow-up after hospitalization (FUH) rate 14 percentage points (71% to 85%) from February 14, 2022 to August 30, 2022		
Goal: Reduce staffing shortages		
		Cycle 1: Secure leadership support for recruitment follow-up
Plan	Who?	TIP Team
	What?	Secure VP leadership support approval to hire Recovery Transition Specialists (RTS) position(s). Secure HR leadership support to hire RTS position(s).
	Where?	SBHS.
	When?	6-weeks



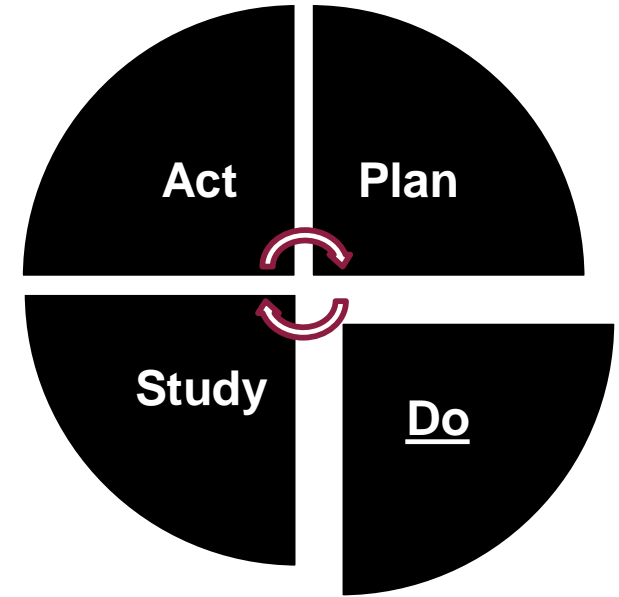
Cycle =
Intervention

Plan Discussion

- To the audience:
 - Can an action plan, which describes who/what/where/when be useful for your TIP QI team?

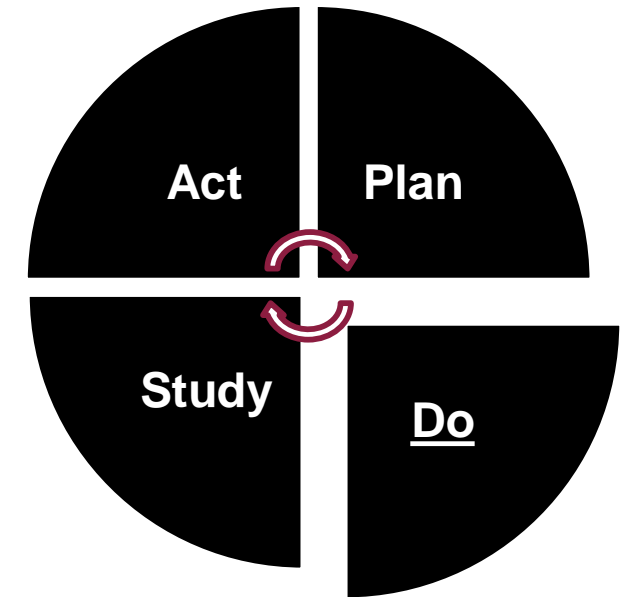
Plan-Do-Study-Act

- Do
 - Execute your plan
 - Collect data to measure change
 - Observe what happens
 - How did staff, patients, react?
 - How did the change fit into the process?
 - Did you have to modify the plan?
 - Identify unexpected problems



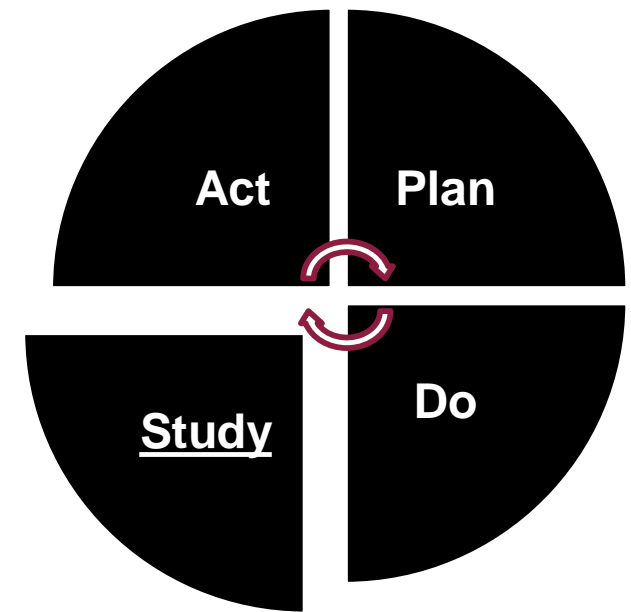
SBHS Plan-Do-Study-Act

Aim: Increase the 7-day follow-up after hospitalization (FUH) rate 14 percentage points (71% to 85%) from February 14, 2022 to August 30, 2022		
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Plan	Who?	TIP Team
	What?	Secure VP leadership support approval to hire Recovery Transition Specialists (RTS) position(s). Secure HR leadership support to hire RTS position(s).
	Where?	SBHS.
	When?	6-weeks
Do	How?	Orient leadership to TIP goals. Conduct monthly meetings with SBHS VP and HR leadership to secure support, approval, and update plan.



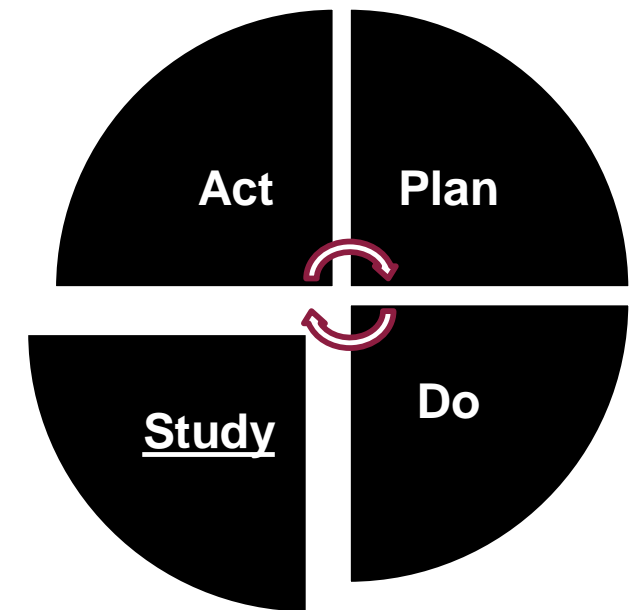
Plan-Do-Study-Act

- Study
 - Study the effect of the change
 - Evaluate the results and how they compared to the predictions
 - Did you meet the goal?
 - What did you learn?



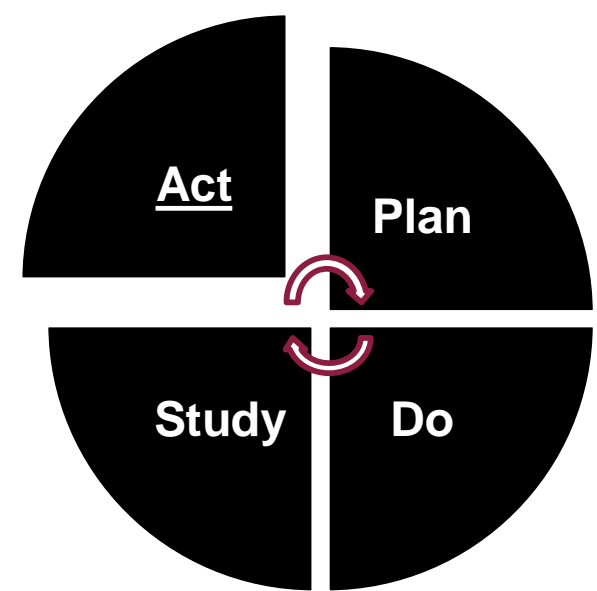
SBHS Plan-Do-Study-Act

Aim: Increase the 7-day follow-up after hospitalization (FUH) rate 14 percentage points (71% to 85%) from February 14, 2022 to August 30, 2022		
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Plan	Who?	TIP Team
	What?	Secure VP leadership support approval to hire Recovery Transition Specialists (RTS) position(s). Secure HR leadership support to hire RTS position(s).
	Where?	SBHS.
	When?	6-weeks
Do	How?	Orient leadership to TIP goals. Conduct monthly meetings with SBHS VP and HR leadership to secure support, approval, and update plan.
Study	Evaluate	VP leadership support obtained (yes/no); HR leadership support obtained (yes/no); # of monthly meetings leadership attended; engagement of leadership at monthly meetings



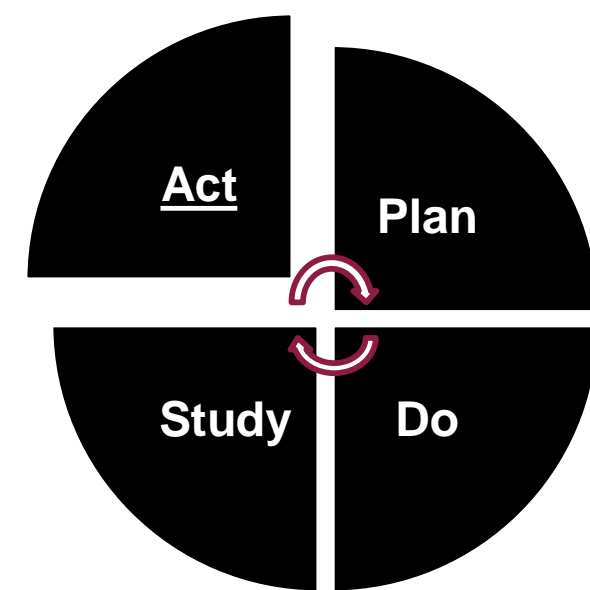
Plan-Do-Study-Act

- Act
 - If plan met, lock it in and monitor
 - If plan not met, revise and re-do
 - Describe what modifications to the plan will be made for the next cycle from what you learned
 - If it did not work, what can you do differently in your next cycle?



SBHS Plan-Do-Study-Act

Aim: Increase the 7-day follow-up after hospitalization (FUH) rate 14 percentage points (71% to 85%) from February 14, 2022 to August 30, 2022		
Goal: Reduce staffing shortages		
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Plan	Who?	TIP Team
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	Where?	SBHS.
	When?	6-weeks
Do	How?	Orient leadership to TIP goals. Conduct monthly meetings with SBHS VP and HR leadership to secure support, approval, and update plan.
Study	Evaluate	VP leadership support obtained (yes/no); HR leadership support obtained (yes/no); # of monthly meetings leadership attended; engagement of leadership at monthly meetings
Act	Lock-in or Revise & Re-do	If plan met = monitor If plan not met = revise and do-over



PDSA Cycle Discussion

- To the audience:
 - Have any organizations used PDSA cycles to improve performance?
 - Was it a positive or negative experience?

PDSA Ramp

- A conceptual illustration that represents progressive development and improvement of a specific process to improve an output or outcome
- A PDSA Ramp involves a series of iterative cycles (interventions)

Component 4: **SBHS** Measures

Priorities	Obstacles	Intervention	Metrics
1	Staffing shortages	<ul style="list-style-type: none"> Secure leadership support for recruitment follow-up Create incentive package for recruitment and retention Conduct proactive HR outreach to qualified candidates 	<ul style="list-style-type: none"> # of staff retained # of new staff hired # of interviews scheduled
2	Hospital coordination	<ul style="list-style-type: none"> Improve notification of hospital admissions (health plans, hospitals) Improve notification from hospital discharge team Ensure appointment availability for 7-day FUH Institute hospital cooperation with daily coordination of care Rapid hospital credentialing privileges and badging for Recovery Transition Specialist (RTS) to hospital 	<ul style="list-style-type: none"> % of h/d appointments with no admissions notification % of h/d appointments without daily coordination of care % of appointments missing 7-day FUH due to lack of appointment availability # of RTS credentialed and badged with hospitals
3	Guardian engagement	<ul style="list-style-type: none"> Educate guardian/family on importance of follow up appointments Connect with guardian during child's hospitalization Ensure guardian is part of the discharge planning 	<ul style="list-style-type: none"> % of guardian's engaged in hospital staffing # of guardian sessions during child's hospitalization % of guardians present for discharge planning



SBHS's PDSA Ramp

Aim: Increase the **7-day** follow-up after hospitalization (FUH) rate 14 percentage points (71% to 85%) from February 14, 2022 to August 30, 2022

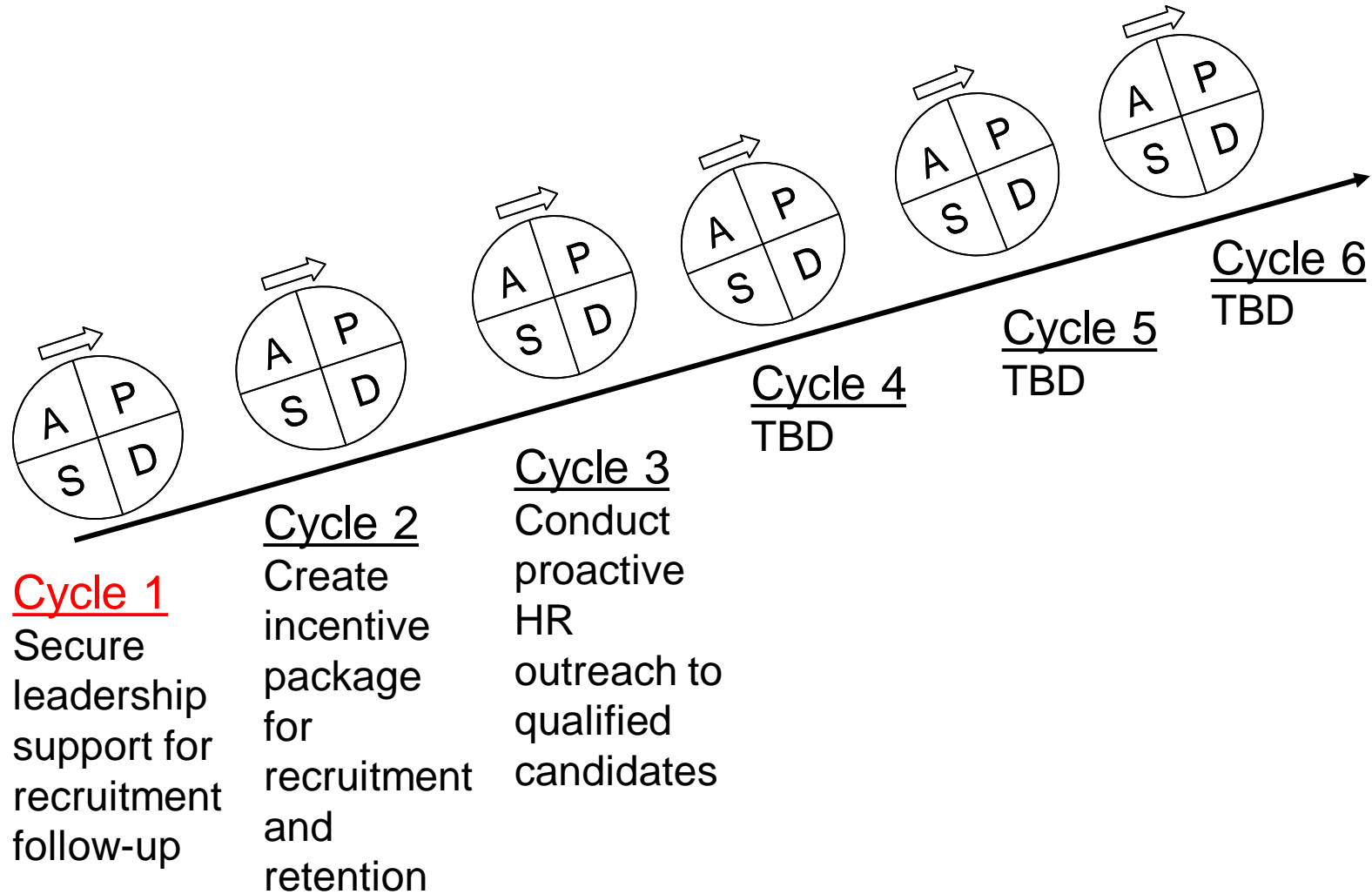
Goal: Reduce staffing shortages

		Cycle 1: Secure leadership support for recruitment follow-up	Cycle 2: Create incentive package for recruitment and retention	Cycle 3: HR outreach to qualified candidates	Cycle 4: Training for new hires
Plan	Who?	TIP Team	TIP Team	TIP Team	TIP Team
	What?	Secure VP leadership support approval to hire Recovery Transition Specialists (RTS) position(s). Secure HR leadership support to hire RTS position(s).	Create incentive package for RTS position.	Identify hiring channels for RTS candidates. Identify new recruitment methods. Identify qualified RTS candidates. Conduct proactive HR outreach for candidates.	Finalize training plan. Conduct training for new RTS hires. Orient new RTS hires to team and clinics. Complete necessary credentialing.
	Where?	SBHS.	SBHS.	SBHS.	SBHS.
	When?	6-weeks	6-12 weeks	12-16 weeks	16-24 weeks
Do	How?	Orient leadership to TIP goals. Conduct monthly meetings with SBHS VP and HR leadership to secure support, approval, and update plan.	Monthly meetings with SBHS VP and HR leadership to develop incentive package.	Conduct outreach.	Conduct training.
Study	Evaluate	VP leadership support obtained (yes/no); HR leadership support obtained (yes/no); # of monthly meetings leadership attended; engagement of leadership at monthly meetings	Incentive package created (yes/no); retention package created (yes/no)	# of qualified candidates identified; # of qualified candidates outreached to; # of candidate interviews scheduled; # of interviews completed	# of training sessions completed; # of staff retained
Act	Monitor or Revise	If plan met = monitor If plan not met = revise and do-over	If plan met = monitor If plan not met = revise and do-over	If plan met = monitor If plan not met = revise and do-over	If plan met = monitor If plan not met = revise and do-over

SBHS's Metrics

Metrics		Week																	
Cycle	Numerator/Denominator	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18+
Cycle #1: Secure leadership support for recruitment																			
VP leadership support obtained	Yes/No	x	x	x	x	x	x												
HR leadership support obtained	Yes/No	x	x	x	x	x	x												
Leadership engagement	# of meetings leadership attended	x	x	x	x	x	x												
	# of meetings total	x	x	x	x	x	x												
Cycle #2: Create incentive package for recruitment																			
Incentive package created	Yes/No							x	x	x	x	x	x						
Retention package created	Yes/No							x	x	x	x	x	x						
Cycle #3: HR outreach to qualified candidates																			
Identify qualified candidates	# of qualified candidates												x	x	x	x	x		
	# of candidates proposed																		
Proactive HR outreach	# of candidates outreached to												x	x	x	x	x		
	# of qualified candidates												x	x	x	x	x		
Cycle #4: Training for nw hires																			
Conduct training	# of training sessions completed																x	x	x
	# of required training sessions																x	x	x
Staff retention	# of staff retained																x	x	x
	# of staff hired																x	x	x

SBHS's PDSA Ramp



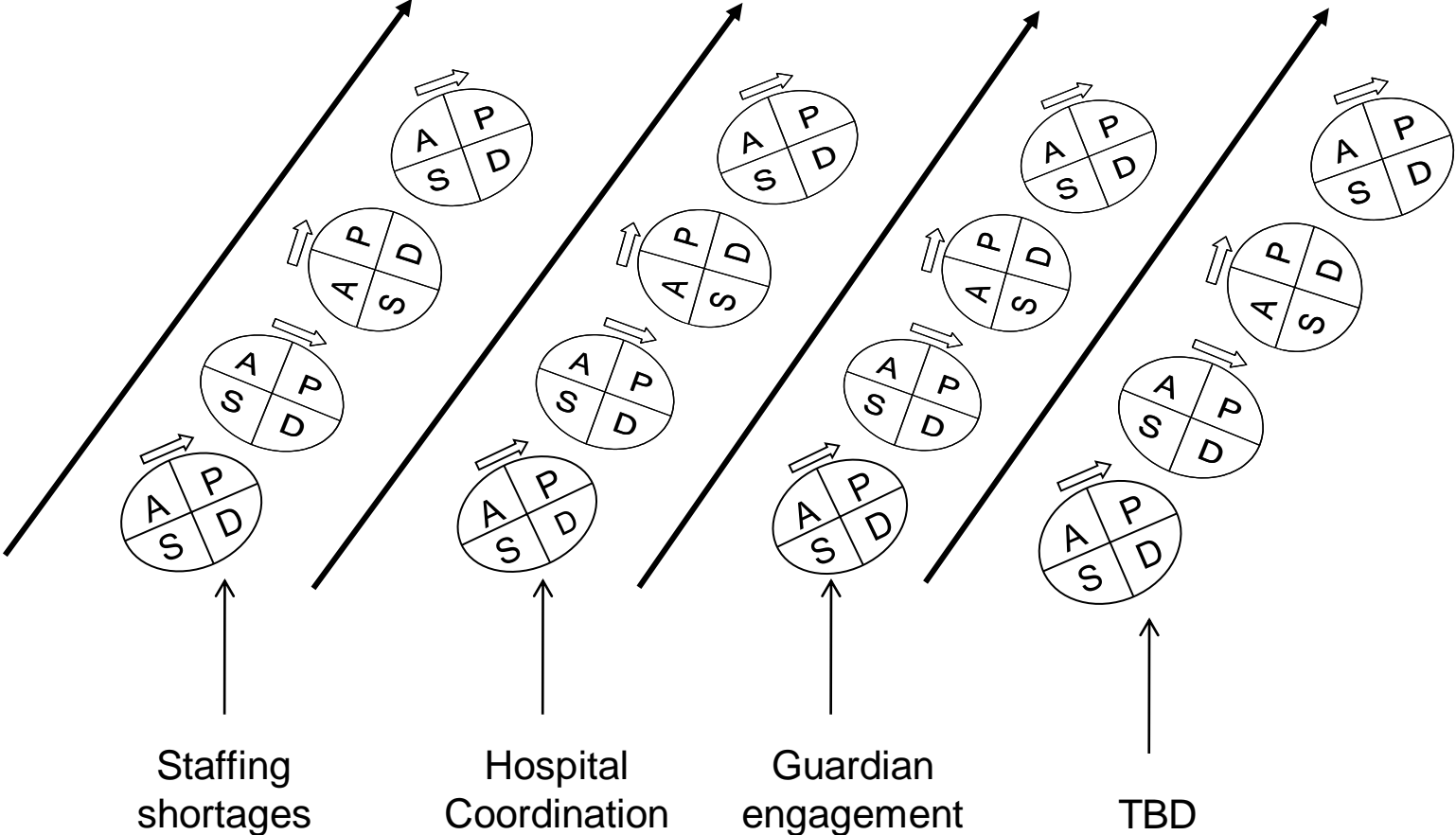
PDSA Ramp Discussion

- To the audience:
 - Have any organizations used a PDSA Ramp to improve performance?
 - Was it a positive or negative experience?

Multiple PDSA Ramps

- A PDSA Ramp for each specific priority to improve an outcome

SBHS's Multiple PDSA Ramps



QIW #1 Session 2: “Homework”

1. Plan-Do-Study-Act (PDSA)
 - Plan: Develop
 - Do: Implement
 - Study: Evaluate
 - Act: Lock-in or Revise & Re-do
2. Establish PDSA Ramp
3. Launch Multiple PDSA Ramps

“Homework”

Ramp #1: PDSA Cycles

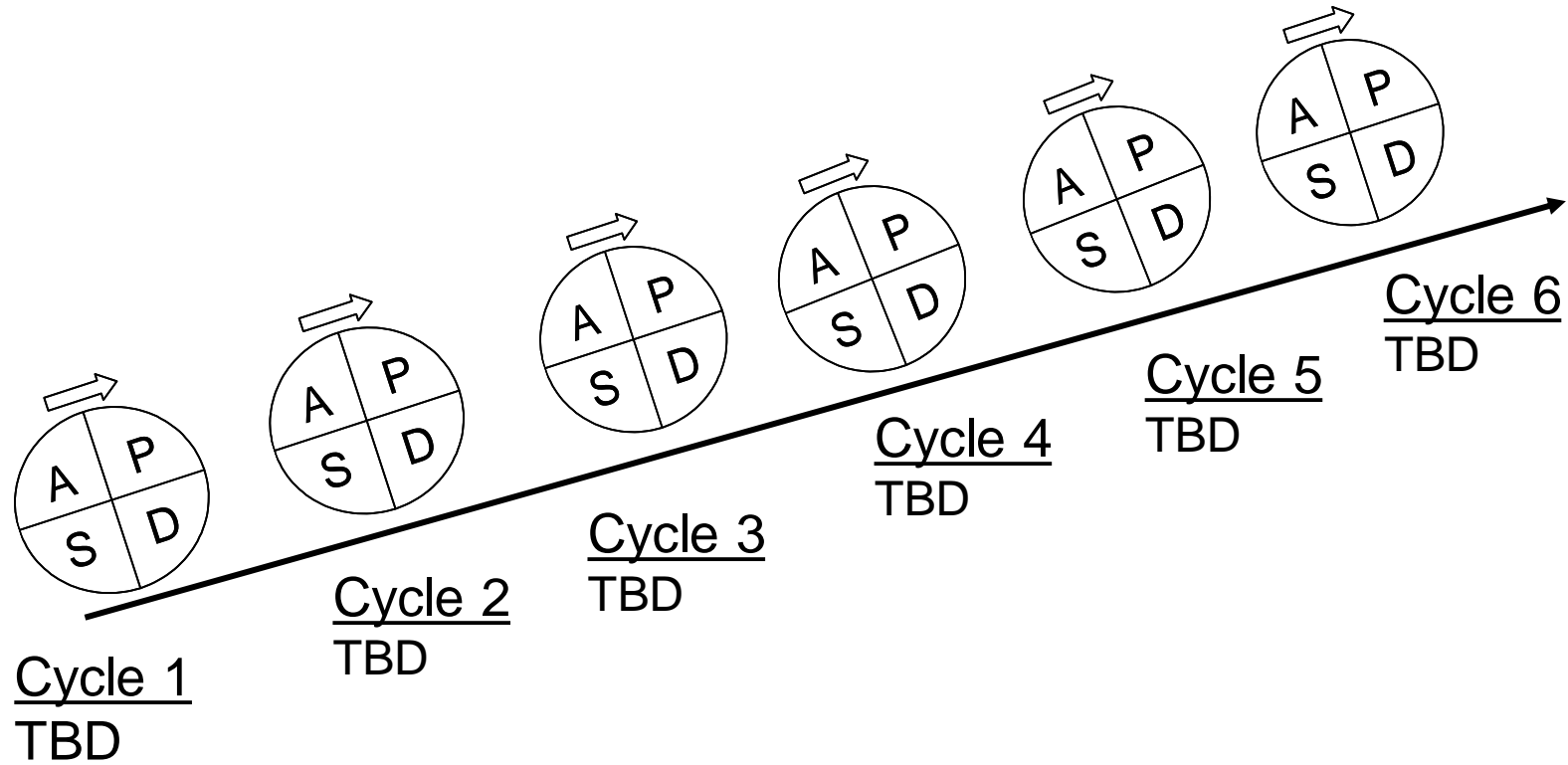
Aim: Increase the 7-day follow-up after hospitalization (FUH) rate ___ percentage points (___% to ___%) from ___ to ___					
Goal:					
		Cycle 1:	Cycle 2:	Cycle 3:	Cycle 4:
Plan	Who?				
	What?				
	Where?				
	When?				
Do	How?				
Study	Evaluate				
Act	Monitor or Revise				

“Homework” Metrics

Metrics													
Cycle #1:	Numerator/Denominator	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12
Cycle 2:													
Cycle #3:													
Cycle #4:													

“Homework”

Multiple PDSA Ramps



QIW #2 Session 3: Focus

- Monitoring Metrics & ARCS Dashboards

Next Steps

- Continuing Education Units (CEU): Post Event Survey
 - Once session has ended, CEU survey will appear in browser
 - If issues accessing, please email TIPQIC@asu.edu
 - All CEU's for 2022 will be awarded following all 2022 QIC sessions (ETA November 2022)
- Attendees to complete recommended 'homework' prior to session #3
- Questions or concerns?
 - Please contact ASU QIC team at TIPQIC@asu.edu if questions or concerns

Thank you!

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