

Performance Improvement Monthly Meeting

November 17th, 2021



Overview

1. Wake-up Trivia
2. Pop Health Reminder
3. Plan for December PI Meeting
4. 2021 PI goals: Year-in-Review
5. Group Feedback on 2021
6. IHI Forum Update



Trivia Questions!



Question 1 of 5

Q: Which animal has the highest blood pressure?

A: A giraffe!



Question 2 of 5

Q: What happens on Autumn Equinox?

A: The number of hours of daylight and darkness is equal.



Question 3 of 5

Q: Which state produces the most pumpkins?

A: Illinois



Question 4 of 5

Q: How thick is ice that can be skated on safely?

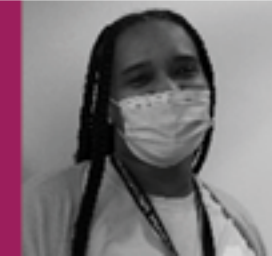
A: Four inches.



Question 5 of 5

Q: At work, one in three people have admitted that they have experienced this.

A: Getting their lunch stolen.



Population Health Reminder

- Uninsured clients with OB referrals
 - Pop Health is tracking these clients to ensure they are accessing care
 - Reminder to Medical providers: Please keep making Shannon aware when making these referrals



Plan for December 15th PI meeting

- Present on 2022 PI Goals (been approved by P+PI Committee, to go to board next)
- Present Results from 2021 Client Experience Survey (CES)
 - Group discussion: Determining 2022 CES Goal based on results
- Population Health Updates
- IHI debrief



2021 PI Goals: Year in Review

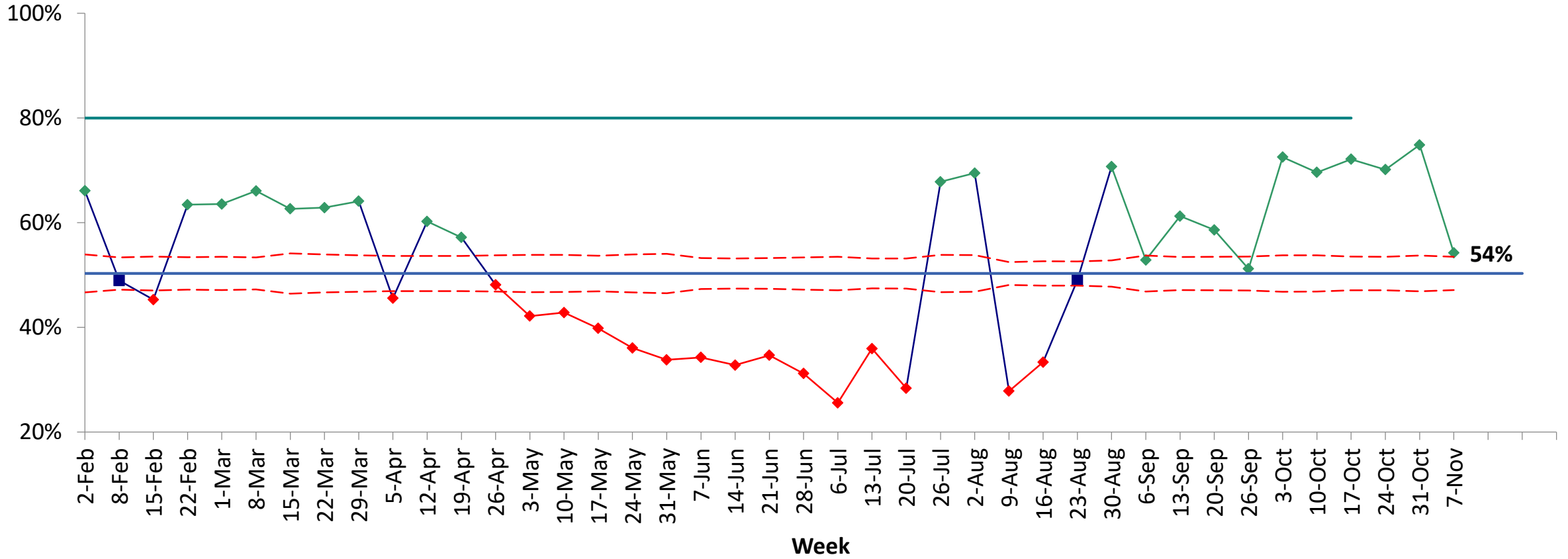
*Note: We do not have current data to share out for most of these goals due to the Athena migration



- Phone Access
- Childhood Immunizations
 - Referrals
- Depression Remission
 - Diabetes
 - SDH

Phone Access

All Workgroups - % of Phone Calls answered by a person



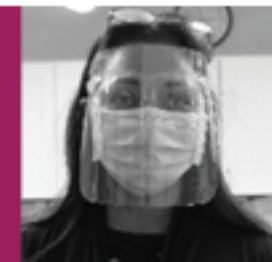
Year in Review – Phone Access

2021 Data Lessons Learned:

- Volume and capacity in our current state is main limiting factor
- Transfers and voicemails create added barriers for clients to get answers
- Scheduling appointments via phone is highly valuable for clients and HCH
- Held 3 demo sessions on the Mitel Call Center software capabilities → decided to move forward with the call center software model in 2022

Phone Workgroup

Gary Welsh
Marc Fratus
Aaron Perseghin
Keiren Havens
Tolu Thomas
Crystal Lee
Mona Hadley
La Keesha Arrington-Vega
LaVeda Bacetti



Looking to the Future – Phone Access

- 2022 Mitel Call Center:
 - Implementation: Q1 of 2022
 - Integrated software from Mitel allowing for scheduling, chart reviews, call volume tracking etc.
 - Hiring 4 additional call center employees
 - 1 coordinator for the call center department
 - Development of SoPs and Trainings for the new Call Center
 - Outline the responsibilities and workflows of the call center



Childhood Immunization

Childhood immunization: By December 31, 2021, 50% of children will have completed all the recommended vaccines by their second birthday.

Childhood Immunization	
Facilitator	Ziad Amer/Tracy Russell
Champion	Iris Leviner
HIT	Maia Gibbons
Members	Erick Torres
	Brittany Rice
	Jess Friedman
	Max Romano



Year in Review – Childhood Immunizations

- Peds RN was hired! Erick conducted chart audits to see who was due for vaccines
- Proactively tracked clients overdue for a vaccine and made outreach calls to schedule vaccine appointments
 - Highly successful intervention (latest summary table on next slide)
- Continued using CDC one-pager (which was translated into Spanish) of Peds vaccine schedule as education tool
- Incorporated Peds this year into the Flu & Coat drive event
- Utilizing bi-directional capability of Athena with Immunet to update our vaccine records
- Vaccine Inventory: reconciled our numbers in immunet, tracking closely to limit lapses in availability of frequently administered vaccines



Peds Vaccine Outreach Efforts

Total Count	Key
23	Patient completed: Either because they got their vaccines or circumstances prevent us from taking further action.
2	Patient has upcoming appointment to update vaccines
8	Unable to reach patient
6	Missed appt currently trying to reschedule
LAST UPDATED: 11/12/2021	



Looking to the Future – Childhood Immunizations

- Peds RN to continue same workflow around tracking and reaching out to clients under 2 who are past-due for vaccines
- Vaccine reconciliation in Athena: PI/HIT to create staff training around this
- Continue to have a Peds-specific Flu & Coat drive annually (with earlier planning/advertising of event in 2022)



Referrals Tracking

40% of referrals will be completed (specialist/radiology appointment completed and note scanned into EMR) within 3 months of referral initiation

Baseline Data: 7%

Referrals Tracking		
January Launch	Facilitator	Tolu Thomas/Tracy Russell
	Champion	Mona Hadley
	HIT	Wynona China
	Members	Adrienne Trustman Wanda Hopkins Max Romano Crystal Lee
	Consults	Angela Robinson Lisa Hoffman Margaret Flanagan Greg Myers



Year-in-Review – Referrals Tracking

- Referrals inbox is up to date
 - We began 2021 with a lag time of over 45 days to process a referral - Currently about 7 days!
 - 30-60-90 day referrals are being tracked and closed out or followed-up on (manually)
- Referrals workflow has evolved and Check-out process finalized:
 - Matrix is up-to-date
 - Referrals team now documenting each step of the process so staff are aware of status of each referral
 - Pilot of real-time referrals distribution for in-person clients was successful – expansion of pilot was on hold post-Athena migration & now back up and occurring across care teams



Looking to the Future – Referrals Tracking

- Write out full referral process and workflow for Athena
 - Athena Rep is supporting this effort & creating Visio documents
- Will be making Referrals completion rate a quality indicator – this measure will continue to get reported out to the agency monthly to maintain visibility
- Increase # CSRs distributing referrals in real time to ALL CSRs
- Ensure all clients' insurance information is up-to-date in Athena
 - This allows for better referral processing times and better access for clients
- Finalize TAP Workflow (in near future)
- Develop reports to track external referrals completion



Depression Remission

A. Remission:

10% of adults diagnosed with major depression or dysthymia who scored positively on an initial PHQ9 (>9) will demonstrate remission ***between 10-14 months***

Baseline Data: 2.3% (2020 anticipated UDS)

Depression Remission		
February Launch	Facilitator	Ziad Amer
	Champion	Jan Ferdous
	HIT	Maia Gibbons
	Members	Arianne Jennings Karen Ross-Taylor Meredith Johnston
	Consult	Tyler Gray



Year in Review – Depression Remission and Screening

- HIT created monthly reports for BH team members – identified clients past-due for PHQ-9 screening and those with elevated scores
- Conducted a supervision PDSA seeking to improve depression treatment plans
 - Beneficial but stalled with the Athena migration
- Identified screening workflow in Athena
 - Conducted Athena-specific training on tracking history of PHQ-9 scores, documentation and measure satisfaction
- Agreed on PHQ-9 administration intervals, proper referrals to BH and Workflow



Looking to the Future – Depression Remission and Screening

- BH to continue to conduct PHQ-9s every 90 days (internal policy) and aiming for depression remission in 10-14 months (UDS measure)
- Currently focused on reinforcing Athena-related workflow training
 - At supervision and monthly team meeting
- 2022: return to focused supervision sessions to discuss specific clients' treatment options for depression
- Data tracking and continuous improvement
 - Working with the BH team to quickly identify areas of opportunity in 2022



Diabetes

A. By December 2021, the proportion of clients across the Agency who have an A1C <9 or who are tested will increase to 87%.

Baseline Data: 56%

B. Reduce disparities within racial and ethnic groups by **25%** for clients who have an A1C >9 or who were not tested compared to the agency average

Diabetes	
Facilitator	Tracy/Ziad
Champion	Laura Garcia (green team)
HIT	Joseph VerValin
Members	Julia Davis (green team) Kelsey Nicks Client Representative Shannon Riley
REI rep	N/A
Consults	421 nursing team



Year in Review - Diabetes

- Pop Health leading patient education sub-committee
 - Developed 6 week curriculum to educate clients on their diabetes treatment
 - Partnering with UMD PH students to create toolkit of community health resources for peds clients
 - Finalized medication refill one-pager and getting posters made for windows
- Piloted use of BRIEF health literacy tool (4 questions)
- Conducted analysis of diabetes-specific peer review by medical providers to identify areas of strength and weakness
- Partnering with two JHSPH student interns (Lane Davis & Madelin Martinez) to address health disparities in the LatinX diabetes/prediabetes populations through surveying our adult and peds clients + conducting lit review
- Medical Providers: created weekly Curbside consults (optional)



Looking to the Future - Diabetes

- Utilizing results from student interns to improve/inform prediabetes + diabetes care of our Latino population
- Explore closing the gap on diabetic foot exams at a more systematic level
- BRIEF Health literacy tool – staff training needed
- Once reports are available: bring back diabetes-focused care team discussions
- Nursing
 - Piloting 6-week pt education curriculum folders



SDH– Food Insecurity and Transportation Challenges

90% of clients who answer “yes” to food insecurity OR transportation challenges will be connected to a Case Manager or Community Health Worker

Baseline Data: 71% (2020 PI plan data)



Year in Review – Social Determinants of Health

- Developed (in centricity) a tracking tool to monitor the ask rate and referral rate
 - Will need to be retooled for Athena
- Early on SDH committee recognized that staff were not regular asking SDH questions and referring clients – PI committee disbanded
 - PI met with individual departments to discuss SDH including info on the importance of SDH, the department’s ask rate, and workflow. Encouraged staff to **LOOK! ASK! REFER!**
- Athena: Added an abbreviated SDH tool under Social History section
- Created and disseminated a training on SDH in Athena in Health Care Source (HCS)
- Created an emergency food pantry that distribute 100 bags/month



Looking to the Future – Social Determinants of Health

- Reinforce Training on workflow around SDH – make annual!
- Make SDH ask rates a quality indicator in 2022
 - Will track month to month what proportion of clients with visits had all the questions asked
 - Ultimately hope to find a way to track connection with CM/CHW for needed resources
- Continue to find ways to lower barriers for clients needing support from an SDH standpoint



Flu Vaccine Rates*

Population	Agency Rates
Adults	23% (1190/5027)
Peds	36% (294/803)

Location	Rates of adult vaccine completion
421 Fallsway	22% (781/3510)
Baltimore County	27% (185/663)
West Baltimore	26% (224/854)

*Data pulled from Athena; as a result, there is overlap across populations/locations depending on how a provider gets designated. Also, immunet is not bidirectional so data only includes clients who we have documented in Athena have been vaccinated. This may exclude clients who have been vaccinated elsewhere and who we did not manually update.



Group Feedback on PI in 2021

In 2021, I liked...	In 2022, I would like to see...
N/A	Frontline staff (who are responsible for implementing PI changes) have more time for this work
	More staff equipped & trained to in PI methodology
	More frontline staff involved in dialoguing + decision-making (the agency is also very siloed so more opportunities for increased cross-location and cross-team collaboration/feedback)
	Better ways to communicate out info to staff (e-mail overload) – using things like bulletin boards, portal, etc. – so that staff can stay up to speed with priority agenda items and stay in the know

Annual IHI Forum: December 5-8, 2021 (Sun-Wed)

- IHI Virtual Conference
 - 19 Attendees:

Staff Nominated (all opting to attend)	Quality/HIT team members
Monica Martin, Suzanne Setayesh, Rosita Harris, Julia Davis, Danielle Brodie, Terretta Ross, Darrin Coley, Audrey Kelly, Erick Torres, Tyler Cornell, La Keesha Arrington, Angela Robinson	Wynona China, Margaret Flanagan, Lisa Hoffman, Ziad Amer, Shannon Riley, Tracy Russell, Tolu Thomas

- Conducting internal group discussion sessions during the conference
- Post-conference materials to be shared on the portal!



**It is the long history of humankind (and animal kind,too)
that those who learned to collaborate and improvise most
effectively have prevailed.**

-Charles Darwin

Together, ordinary people can achieve extraordinary results.

-Becka Schoettle

**Talent wins games but teamwork and intelligence win
championships.**

-Michael Jordan



THANK YOU!

