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.

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Please note that today’s session is being recorded.
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
Refresher: Quality Improvement Journey

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

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

3. **SELECT MEASURES**
   Measures will help you track progress and monitor effectiveness.

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

5. **ITERATIVE TESTING**
   Conduct iterative testing to see if the changes are effective, monitor measures, continuously learn and improve, update the driver diagram as needed.
Key Tool: Driver Diagrams

Building a Driver Diagram Step-by-Step

1. Agree on the project “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.

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.

7. Define project measures for tracking progress.

8. Review and update driver diagrams regularly.
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.
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

Cluster drivers
Group drivers that are similar in idea or intent. Summarize each group with a “header.”

Aim

Driver

Driver

Driver

Driver

Driver

Driver

Driver

Driver

Driver
Steps 3 – 5: Developing Drivers

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

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.
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 to change the target population in their driver diagram.
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

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 and adds measures to dental vendor quality incentive program

Increase access to and utilization of preventive care

Role of MDHSS

Role of dental vendors

Long-Term Impact

Aim

Primary Drivers

Secondary Drivers

Potential Activities

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.
Michigan Driver Diagram (Updated)

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

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

Potential Activities

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

• 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

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
# The next step for Michigan: Measures and Iterative Testing

<table>
<thead>
<tr>
<th>Measures</th>
<th>Iterative Testing</th>
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<tbody>
<tr>
<td><strong>Measures</strong>: Used to track progress, to test and modify theories for improvement, and to monitor for overall effectiveness</td>
<td><strong>Iterative Testing</strong>: Rapidly testing and refining ideas for achieving outcomes by using information from process measurements</td>
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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
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 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 vendors quality incentive program includes measures related to access to care and preventive care for the target population

Potential Activities

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

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

Develop a process for identifying beneficiaries
Test process
Validate data
Develop provider incentive program
What other measures will Michigan develop? What will the team learn from them?

**Aim**

- **Reduce the utilization of the ED for dental purposes among children in HKD from X% to Y% in 5 years**
- **Increase access to and utilization of preventive care**

**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

**Secondary Drivers**

- Dental vendors provide a financial incentive for dental providers to participate and perform outreach to target population
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**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
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*
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
### Iterative Testing Example Template

#### This is an example template of an iterative testing plan

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Data Source</th>
<th>Measure</th>
<th>Calculations or Analysis Performed</th>
<th>Key Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Every 2 months</td>
<td>Claims data</td>
<td>XXXX</td>
<td></td>
<td>Examples:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Are more providers using the bundled code this cycle than last?</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Is there a group of providers that uses the code more often than others?</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Why might some providers be using this code more than others?</td>
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<tr>
<td>Survey tool</td>
<td>XXXX</td>
<td></td>
<td></td>
<td>• Have patients reported more at home dental care?</td>
</tr>
<tr>
<td>Every 6 months</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Annually</td>
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State Team Quarterly Iterative Testing Meeting

<table>
<thead>
<tr>
<th>Item</th>
<th>Lead</th>
<th>Details</th>
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| 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 |
Discussions During an Iterative Testing Meeting...

“Based on this information, do we see any changes that we need to make to our driver diagram?”
- Andrew, PI Lead

“Yes, there’s been an increase in enrollment in dental homes and utilization of preventive services in Region 4 last quarter.”
- Jane, Data Lead

“Are there any emerging trends across in our pilot region, Region 4?”
- Sandy, Team Lead

“Jane is right. Region 4 had an increase of 10% last quarter. Our strategy is showing success.”
- Sally, Regional Pilot Lead

“Yes, there’s been an increase in enrollment in dental homes and utilization of preventive services in Region 4 last quarter.”
- Jane, Data Lead
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!