About CCSI's Consulting Services

VALUE-BASED PAYMENT SUCCESS

Be ready to successfully meet the requirements of a value-based payment environment.
We partner with you to assess and elevate your current practices, to understand and improve your fiscal models, and help you define and demonstrate your impact to your stakeholders.

STRATEGIC ANALYSIS & QUALITY IMPROVEMENT

Measure your results. Demonstrate your effectiveness. Learn from your experience.
Our consulting staff bring the technical expertise, coupled with the "real world" community experience needed to help you to "measure what matters" and put your data to use to understand performance, drive improvement, and maximize your impact.

STRATEGIC PLANNING

Set your organization's course for the future.
Our experienced consultants partner with you to develop a roadmap to support capacity building within your organization. We help you to assess and understand changes in the external environment as well as your current infrastructure, workforce, and internal processes so that you can develop your strategy for continued successful growth and development.

PRACTICE TRANSFORMATION

Transform the way you deliver services.
Successful programs and services rely heavily on ensuring that staff at all levels have the skills and expertise needed for their increasingly complex and demanding work. CCSI's expert staff work with you to clarify your priorities, deliver training in key areas, such as trauma-responsive practice, motivational interviewing, cultural competence, health equity – and to help you implement, sustain and spread these practices throughout your organization, building your capacity and helping to ensure lasting results.

Today's Presenters

Briannon O'Connor, PhD
Director of Strategic Analytics & Performance Improvement

Lynette Thelen, MBA
Senior Consultant

Learning Objectives

▶ **Review why data is important in the evolving Value Based Payment environment**

▶ **Introduce tools to describe the impact of your organization within the context of the health care delivery system**

▶ **Discuss best practices and tips for selecting meaningful measures to communicate your impact**

▶ **Identify some examples of how to visualize data to tell a story**

▶ **Learn how to dig deeper into data and drive improvement efforts**

Why is Data Important to You?

"The goal is to turn data into information, and information into insight."

Carly Fiorina

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Why is Data Important to You?

- ▶ **It's the right thing to do for people served**

- ▶ **Supports the wise use of limited resources and encourages informed decision making**

- ▶ **Heightens accountability to make a difference/impact**

- ▶ **Encourages an organization to take on meaningful challenges**

- ▶ **Positions an organization for success in a redesigned health care delivery system, including participation in Value-Based Payment arrangements**

What Are The Components of an Organization that Effectively Uses Data to Drive Performance?

Elements of a Performance Driven Organization
Developed by CCSI Consulting
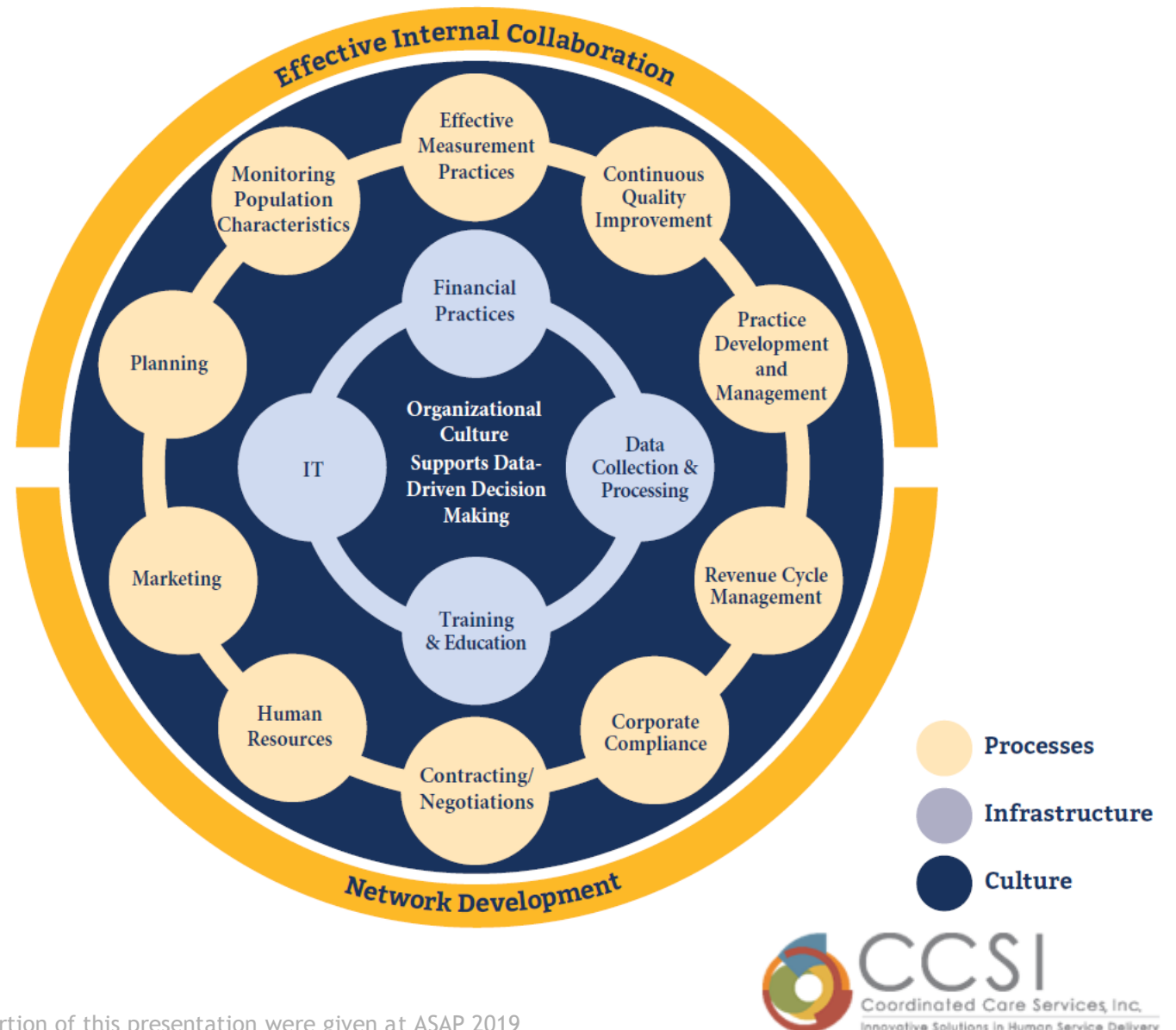
Where Should You Focus Your Energy?

Consider what you do best

- What is the impact of your service? What do you do well?
- Why do individuals/families/youth seek out this service?
- What outcomes are you and your staff most proud of?
- What have other service providers told you about what you do well? Why do other providers refer to you? What are you known for?
- What do your consumers say about what you do well?
- What would the alternatives be if this service didn't exist?

On Your Own

Brainstorm your thoughts on what your organization does well.

Use questions on previous slide as thought starters.
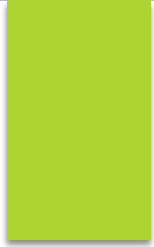
Focus and Prioritize

Consider…

- **How does your impact fit within the big picture of state goals, Value-Based Payment metrics, Managed Care priorities, etc.?**

- **How do you create a measure of it?**

Identifying Meaningful Measures

Deciding what to measure

- **Visible**
  - Fit within value proposition, mission statement
  - All team members, providers, stakeholders can easily recall and describe the measures the same way
- **Evolving**
  - Start with data already being collected or easy to collect
  - Fit data collection or review into workflows
  - 2-3 outcomes at any time
- **Goal-oriented**
  - Meaningful
  - Fits within the state's goals
  - Useful to the organization
  - Likely to show change

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Tips for Measurement

Who are you measuring?

Define denominator/ eligible population

How are you measuring?

Surveys vs. questionnaires vs. clinician ratings vs. administrative data

Collect consistent data elements across programs, clinics, time

Use discrete, continuous data where possible - avoid free text or "other"

What are you measuring?

Meaningful indicator of clinical improvement

Operationally define your measures: fly on the wall/audit mentality

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Master the basics

A lot that can be done with key data elements valuable across systems (agencies, providers, counties, etc.)

1. **Who is served? Demographics, understanding your population and demographics**

2. **How are they served? Utilization, quantifying the services you provide**

3. **How well are they served? Outcomes, understanding the value of your service**

4. **What is the cost of serving them? Fiscal data, how effectively are you using your resources in support of your mission**
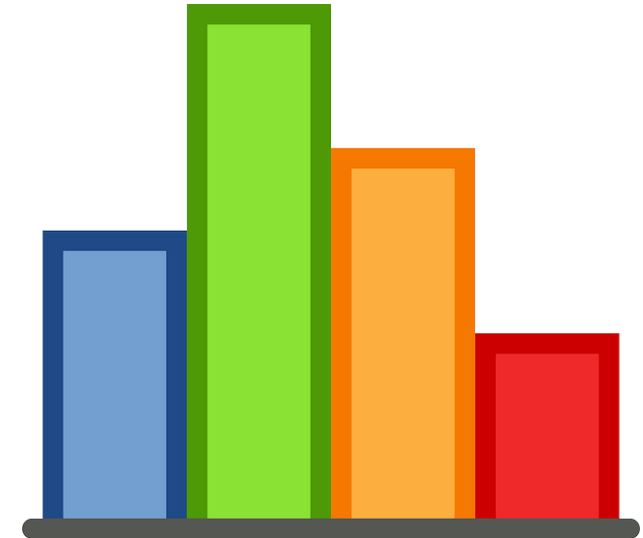
It's also important to consider what **not** to measure

Data that isn't actionable (or required) is a waste of time and resources

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Data Summary and Visualization Tool

The greatest value of a picture is when it forces us to notice what we never expected to see.

John W. Tukey

<u>Visualization Tool-Customizable Excel Workbook available:</u>

https://www.ctacny.org/sites/default/files/Data%20Visualization%20Tool_PDA_v5.23.18.xlsx

► Basic data entry with auto-populated visualizations set up to look at questions of interest

► Likely too much data at once: make thoughtful "menu" choices!

► Your data team may be able to do this without the tool

► Consider the concepts, data views, cuts, questions

► Most people aren't making the most of what they have

<u>Tool auto-populates a real-time analysis of performance</u>

► **Demographics**

► **Utilization**

► **Outcomes**

► **Finance**

Data Collection vs. Information Visualization

			Demographics								
ID Number ▼	Name ▼	Gender ▼	Age ▼	Age Grouping ▼	Ethnicity ▼	Race ▼	Payor ▼	Diagnosis/presenting concern ▼	Housing Status ▼	Chronic Condition ▼	Primary Language ▼
0000N	Mickey Mouse	Female	8	6-12 years	Not Hispanic or	White	Medicaid	Autism spectrum disorder	With parents	Yes	English
0010N	Montana Max	Female	14	13-17 years	Not Hispanic or	White	Private Pay	Anxiety disorder	With parents	Yes	English
0020N	Babs Bunny	Male	28	22-34 years	Not Hispanic or	More than one Race	Medicaid	Depression	Private residence	No	English
0094N	Goofy Smith	Female	67	65+ years	Not Hispanic or	Asian	Medicare	Depression	Private residence	No	Chinese
0140N	Don Duck	Female	32	22-34 years	Not Hispanic or	American Indian or Alaskan Native	Medicaid	Bipolar Disorder	Homeless	Yes	English
0200N	Minnie Mouse	Male	15	13-17 years	Hispanic or Lati	More than one Race	Commercial	Bipolar Disorder	Institution	Unknown	Spanish
5951N	Daisy Duck	Male	49	45-54- years	Not Hispanic or	White	Commercial	Depression	With parents	No	English
5751N	Pappa Smurf	Transgender	13	13-17 years	Not Hispanic or	White	Private Pay	Anxiety disorder	With parents	No	English
5351N	Jimmy Neutron	Male	14	13-17 years	Hispanic or Lati	White	Medicaid	Conduct Disorder	Institution	Yes	Spanish
4789N	Doc McStuffins	Female	17	13-17 years	Not Hispanic or	White	Medicaid	Anxiety disorder	With parents	Yes	Russian
2369N	Ben Ten	Male	19	18-21 years	Not Hispanic or	White	Commercial	Depression	Homeless	Yes	Russian
2458N	Robin Titan	Male	11	6-12 years	Not Hispanic or	Black or African American	Medicaid	Conduct Disorder	With parents	Yes	English
5524N	Tweety Bird	Transgender	13	13-17 years	Not Hispanic or	White	Medicaid	Depression	With parents	Yes	English
5987N	Bugs Bunny	Male	58	55-64 years	Not Hispanic or	White	Commercial	Autism spectrum disorder	Institution	No	English
5963N	Daffy Duck	Male	36	35-44 years	Not Hispanic or	White	Medicaid	Depression	With parents	Unknown	English
3467N	Jerry Mouse	Female	6	6-12 years	Not Hispanic or	White	Medicaid	Depression	With parents	Yes	English
4682N	Tom Cat	Male	8	6-12 years	Hispanic or Lati	More than one Race	Medicaid	Depression	With parents	Yes	Spanish
4683N	Peter Pan	Male	4	0-5 years	Not Hispanic or	Black or African American	Commercial	Anxiety disorder	Homeless	No	Spanish

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Visualized Data

- ▶ **Easier to understand**

- ▶ **Easier to detect patterns, trends, and outliers**

- ▶ **Creates ability to develop clear and concise messages out of complex data sets**

Diagnosis Distribution	
Diagnosis	**Percentage**
Bipolar Disorder	11%
Conduct Disorder	11%
Autism Spectrum Disorder	11%
Anxiety Disorder	22%
Depression	45%
Total	**100%**
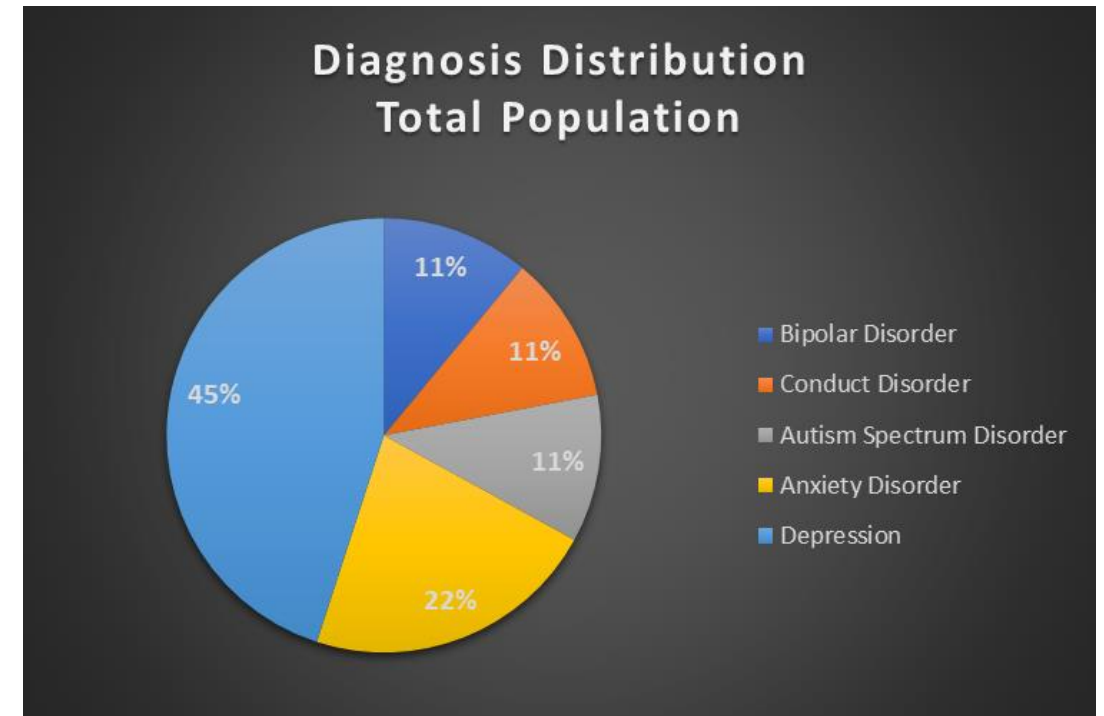
Diagnosis Distribution
Total Population
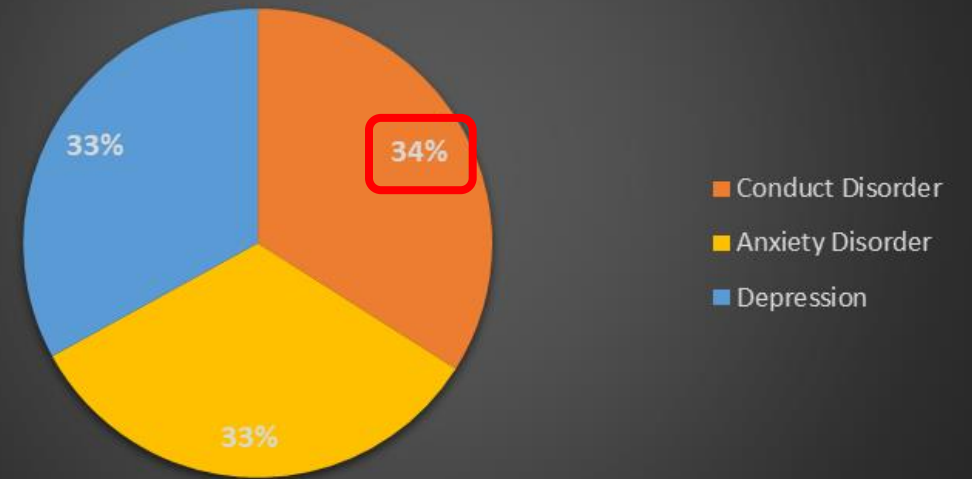
- Bipolar Disorder
- Conduct Disorder
- Autism Spectrum Disorder
- Anxiety Disorder
- Depression

11% 11% 11% 22% 45%

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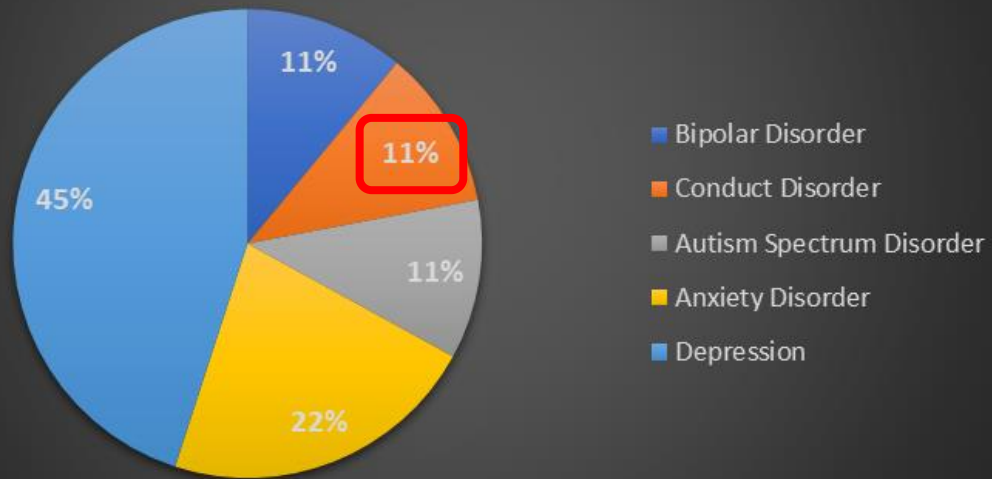
Visualized Data

Visualized Data

- ▶ **Easier to understand**

- ▶ **Easier to detect patterns, trends, and outliers**

- ▶ **Creates ability to develop clear and concise messages out of complex data sets**

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Program1	Budget	Actual	Variance
Expense	235,813	236,514	701
Revenue	238,153	239,411	1,258
Surplus/(Loss)	2,340	2,897	**557**
Units	1,887	1,880	(7)
Cost per unit	124.97	125.81	0.84
Revenue per unit	126.21	127.35	1.14

Program2	Budget	Actual	Variance
Expense	112,131	113,028	897
Revenue	107,880	108,441	561
Surplus/(Loss)	(4,251)	(4,587)	**(336)**
Units	731	812	81
Cost per unit	153.39	139.20	(14.19)
Revenue per unit	147.58	133.55	(14.03)

Digging Deeper Into the Data

Digging Deeper Into the Data

- ▶ More isn't always better
  - ▶ Focus on a select menu of options
- ▶ Ask specific questions of the data
- ▶ Be flexible
  - ▶ One size does not fit all
  - ▶ Use data to tell your story and highlight what is unique about your organization

What are your data telling you?

What are your data telling you?

What do you need to know?

What does the data tell you?

What are you going to do about it?

What do you expect to happen?

How do you know?

What is the question? → **DATA** → Plan / Do / Study / Act → **Result** → **DATA**

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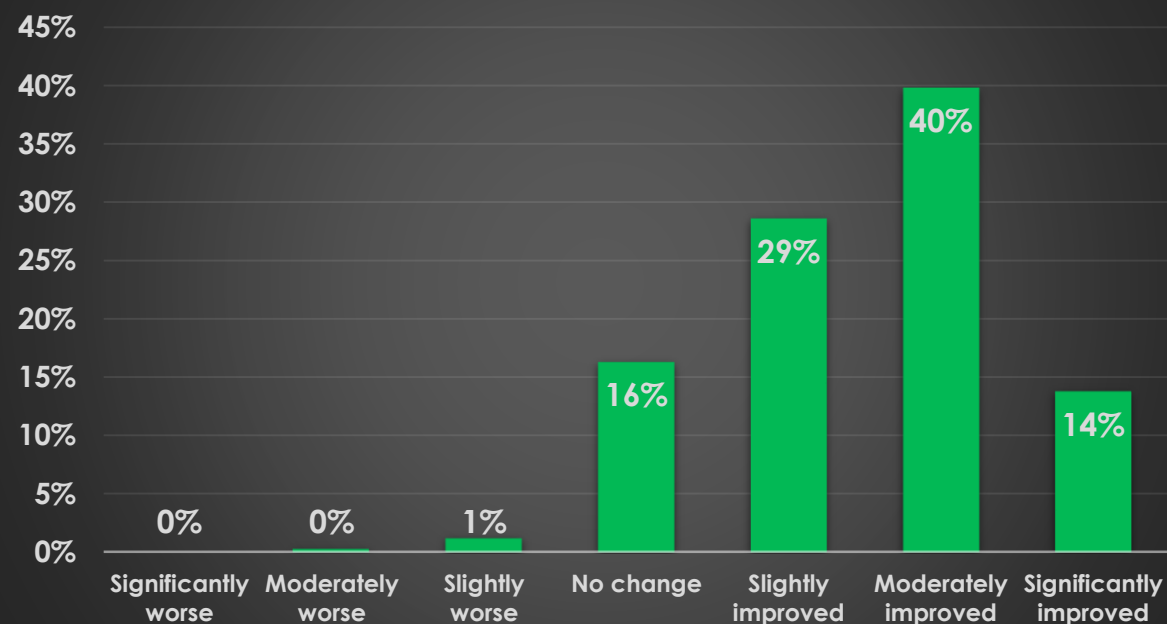Innovative Solutions in Human Service Delivery

How do client outcomes compare between main location and satellite clinic?

Goal: All locations offering the same level of service

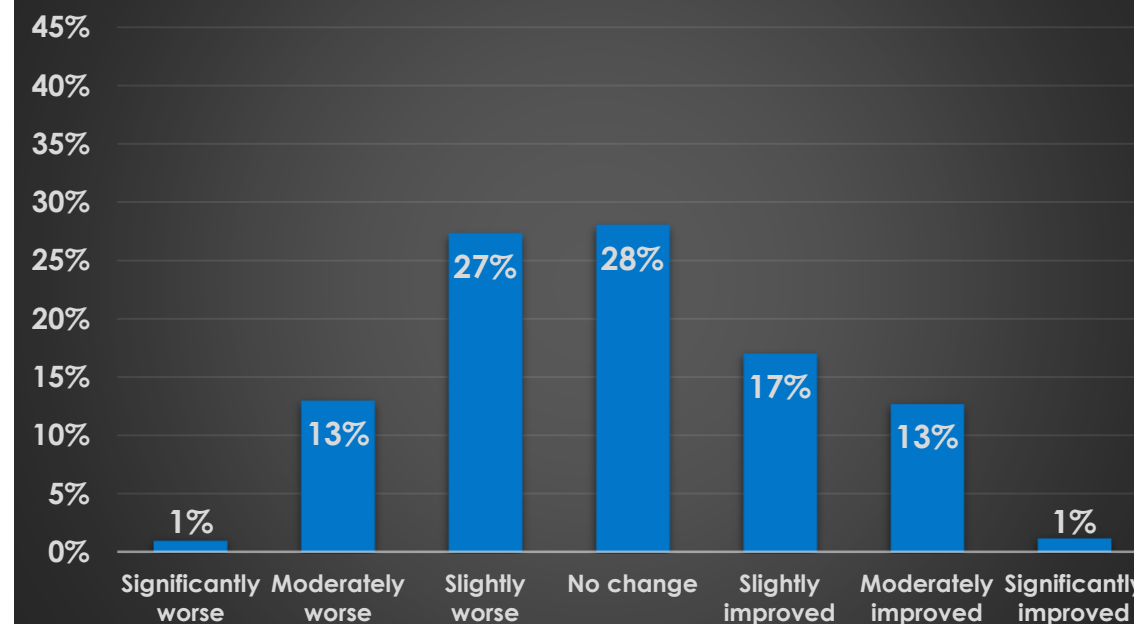**What do you need to know?**

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Main Location

Category	Percentage
Significantly worse	0%
Moderately worse	0%
Slightly worse	1%
No change	16%
Slightly improved	29%
Moderately improved	40%
Significantly improved	14%

Satellite Clinic

Category	Percentage
Significantly worse	1%
Moderately worse	13%
Slightly worse	27%
No change	28%
Slightly improved	17%
Moderately improved	13%
Significantly improved	1%

What does the data tell you?

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Quick reminder: **P**lan. **D**o. **S**tudy. **A**ct.

- **Framework to guide continuous improvement initiatives**

- **Develop a plan to drive change (Plan)**

- **Carry out the test, implement the change (Do)**

- **Observe and learn from the results (Study)**

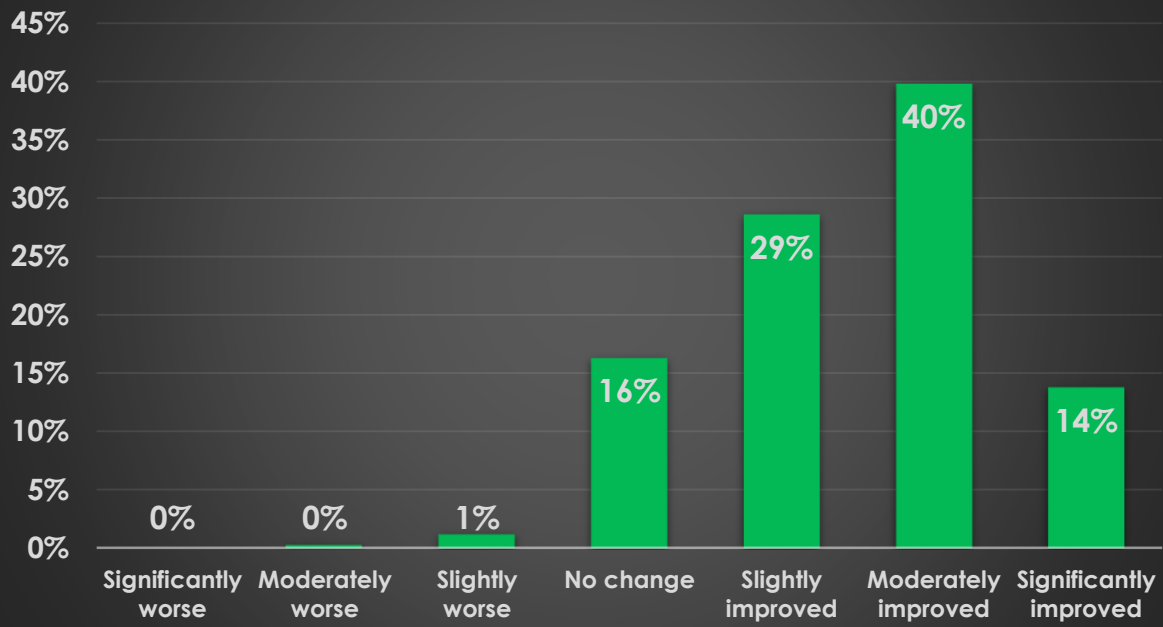- **Determine what modifications should be made (Act)**

Plan

Do

Study

Act

What are you going to do about it?

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What is the question? → **DATA** → Plan / Do / Study / Act → **Result** → **DATA**

Main Location

Category	Value
Significantly worse	0%
Moderately worse	0%
Slightly worse	1%
No change	16%
Slightly improved	29%
Moderately improved	40%
Significantly improved	14%

Satellite Clinic

Category	Value
Significantly worse	1%
Moderately worse	13%
Slightly worse	27%
No change	28%
Slightly improved	17%
Moderately improved	13%
Significantly improved	1%

What are you going to do about it?

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- **<u>Plan</u>**: Improve treatment plan adherence with focused efforts on improved supervisor support

- **<u>Do</u>**: Implement required Supervisors' Academy for 3 months

What are you going to do about it?

- **<u>Study</u>: 89% of supervisors participated in most sessions**
  - Time-limited chart audits conducted by Quality Team found improved treatment plan writing, trend towards adherence but not enough time has passed to really see differences at the clinician level
  - Supervision time has increased

- **<u>Act</u>:**
  - Provide monthly booster sessions focused on streamlining documentation
  - Conduct another chart audit in 3 months to see if there is evidence of impact

What are you going to do about it?

Where do you go from here?

Where do you go from here?

Create/repurpose a time-limited workgroup

Describe your impact – connect your services to system goals

Review what you are measuring today

Visualize your data – what is it telling you?

Drive meaningful change – enact one PDSA cycle

Consultant Contact Details

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Discussion?

Questions?

Save the Date

Next Webinar
March 18th, 2020
Noon