

WELCOME

Action Plan Webinar



L.A. Care
HEALTH PLAN®

For All of L.A.

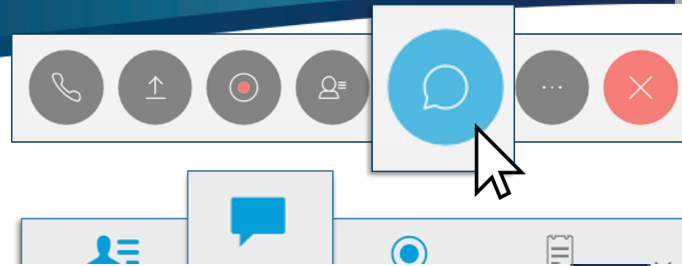
CALL: +1-415-655-0002

ACCESS CODE: 2488 704 3865

Attendee ID: Each attendee has their own unique ID.

*Select the I will "call in" option, a window will open with the call in number, access code, and your attendee ID

Everyone is *automatically* **MUTED**. . .
Please communicate via the **CHAT** feature



We will begin at
12:00 PM PST

Thank you

Housekeeping

- Attendance and participation will be tracked via log-in.
- Questions will be managed through the Chat.
- Send a message to the Host if you experience any technical difficulties.
- PPT will be disseminated as PDF.



Quality Improvement: 2023 Action Plan Webinar



L.A. Care
HEALTH PLAN®

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**ELEVATING
HEALTHCARE**
IN LOS ANGELES COUNTY
— SINCE 1997 —

June 12, 2023

Overview

- Introduction
- Action Plan Methodology
- Action Plan Timeline
- Action Plan Welcome Packet
- Components of a Good Action Plan
 - Writing Out Your S.M.A.R.T Goal
 - S.M.A.R.T Goal Example
 - Planned Activities Example
- Baseline Rate Resources
- Action Plan Escalation Plan
- Member Experience Tips
- Contact



Introduction

- **Action Plans in VIIP+P4P Programs**
 - Added Action Plans to Medi-Cal VIIP in MY 2017 as a way for IPAs to improve lower performing domains.
 - Expanded Action Plans to LACC VIIP and CMC VIIP in MY 2020.
- **Action Plan Goal**
 - Ensure IPAs and Plan Partners have **interventions in place** for **lower performing domains** and **measures**.
 - Holding L.A. Care, Plan Partners and IPAs **accountable** for lower performing areas.
 - **Working collaboratively** with IPAs to provide guidance and support on goals and planned activities.
 - **Improve Health Plan ratings** for MCAS, QRS and Stars measures.
- **Action Plan Evaluation**
 - L.A. Care analysis has indicated there is a **strong correlation between Action Plan submission** (initial, update & final) and **VIIP performance improvement**.



Action Plan Methodology

- **2023 Action Plan Methodology**

- IPAs will submit an Action Plan for two domains and be able to choose their measures based on a priority list that has been pre-selected by the VIIP team.
- IPAs will work on one measure within the Member Experience domain and either a HEDIS or Utilization Management Managed Care Accountability Set (MCAS), Quality Rating System (QRS) and/or Centers for Medicare & Medicaid Services (CMS) STARS measure sets based on lines of business (LOB).

- **Action Plan Domains**

- **Member Experience**

- Adult Getting Needed Care
- Adult Ratings of HealthCare
- Adult Ratings of PCP
- Adult Timely Care and Service
- Child Getting Needed Care
- Child Ratings of HealthCare
- Child Ratings of PCP
- Child Timely Care and Service



Action Plan Methodology Cont..

- **HEDIS or Utilization Management**

- **Medi-Cal**

- Well-Child Visits in the First 30 Months of Life: First 15 Months
- Well-Child Visits in the First 30 Months of Life: Age 15 Months-30 Months
- Childhood Immunization Status: Combination 10
- Lead Screening in Children
- Follow-Up After Emergency Department Visit for Mental Illness: Follow-Up Within 30 Days of ED Visit
- Topical Fluoride for Children

- **LACC**

- Childhood Immunization Status: Combination 10
- Colorectal Cancer Screening
- Controlling High Blood Pressure
- Hemoglobin A1c Control for Patients With Diabetes: HbA1c Control



Action Plan Methodology Cont..

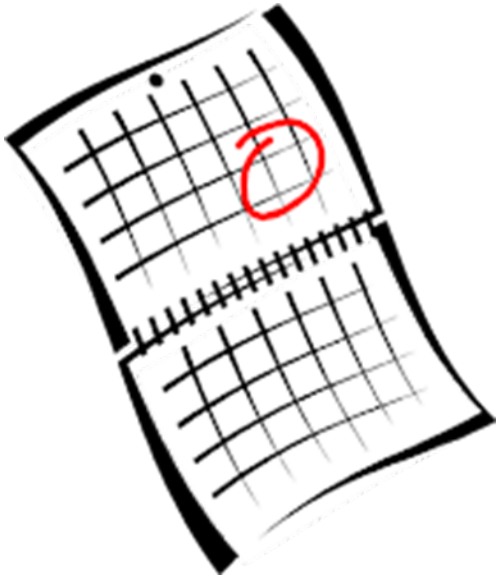
- **HEDIS or Utilization Management**
 - **D-SNP**
 - Breast Cancer Screening
 - Colorectal Cancer Screening
 - Controlling Blood Pressure
 - Diabetes Care - Blood Sugar Controlled
 - Medication Adherence for Cholesterol (Statins)
 - Medication Adherence for Diabetes Medications
 - Medication Adherence for Hypertension (RAS Antagonists)



Action Plan Timeline

Action Plan Cycle	Deadline
Initial Action Plan	July 21, 2023
Update to the Action Plan	October 13, 2023
Final Action Plan Results	January 19, 2024

Mark Your Calendars!



Action Plan Welcome Packet

- **Action Plan Welcome Letter**

- 2023 Methodology
- Domains and measures
 - If the measure assignments are the same, you can use the same goal and planned activities across lines of business, please list them in each LOB section
- Timeline

- **Action Plan Template**

- Initial, Update and Final sections to fill out per line of business

- **Action Plan Guide**

- Action Plan Introduction
- How to write a S.M.A.R.T goal
- S.M.A.R.T goal examples
- Baseline rates resources
- Best practices



Action Plan Welcome Packet Cont...



VIIP + P4P Program Action Plan Template

✓ All calculated results should be attainable by the final due date of January 19, 2024 to determine if the goal was met or not.

ORGANIZATION NAME: [TYPE NAME HERE]

ACTION PLAN DUE DATES

Initial – July 21, 2023
Update- October 13, 2023
Final - January 19, 2024

<u>Goal</u>	<u>Planned Activities</u>	<u>Responsible Departments & Target Dates for Completion</u>
<p>Initial:</p> <ol style="list-style-type: none"> Write out your goal in S.M.A.R.T goal format. Make sure to include your baseline rate, goal rate and indicate the source of your data (L.A. Care report, internal report, etc). Please refer to the Action Plan Guide for more details on writing out a S.M.A.R.T goal. <p>Update:</p> <ol style="list-style-type: none"> Provide updated rates from your data source. <ol style="list-style-type: none"> Additionally, provide a revised goal if it is requested in your Initial Action Plan feedback. <p>Final: Provide the final goal for your measure.</p>	<p>Initial:</p> <ol style="list-style-type: none"> Provide the planned activities your organization will implement to meet your goal. Add pertinent details that explain the planned activities. <p>Update:</p> <ol style="list-style-type: none"> Provide any notable updates on where your organization is with planned activities thus far. <ol style="list-style-type: none"> Are the planned activities going as planned or have there been any barriers? If so, how are you working towards them? Will you be able to meet your planned completion date? If not, what is the plan moving forward? <p>Final:</p> <ol style="list-style-type: none"> Provide a final update on your planned activities. <ol style="list-style-type: none"> Was your organization able to complete the planned activities stated? Were any modifications needed? Share any challenges or success, how you got through barriers, what can be done differently moving forward, etc. 	<p>Initial:</p> <ol style="list-style-type: none"> Provide the responsible party that will assist with meeting the goal and planned activities. Include the target date of completion for each planned activity. <p>Update:</p> <ol style="list-style-type: none"> Provide a status update if target dates will be met (if not, provide new dates) and teams responsible to complete the interventions and meet the goal. <p>Final: If target dates were not met, provide details on changes that will be made moving forward.</p>



Action Plan Welcome Packet Cont...

Medi-Cal Initial		
Action Plan Goal	Planned Activities (List Out in Bullet Points)	Responsible Department(s) & Target Date(s) for Completion
Domain 1: Measure 1: Goal: Baseline Rate: Goal Rate: Source of Data:		
Domain 2: Measure 2: Goal: Baseline Rate: Goal Rate: Source of Data:		
Medi-Cal Update		
Domain 1: Measure 1: Goal: Updated Rate:		



Action Plan Welcome Packet Cont...

Domain 2: Measure 2: Goal: Updated Rate:		
Medi-Cal Final		
Domain 1: Measure 1: Goal: Final Rate: Goal Met <input type="checkbox"/> Goal Not Met <input type="checkbox"/>		
Domain 2: Measure 2: Goal: Final Rate: Goal Met <input type="checkbox"/> Goal Not Met <input type="checkbox"/>		



Components of a Good Action Plan

- **What is L.A. Care looking for?**

- 1. Initial Action Plan**

- I. Well written goal using the S.M.A.R.T goal format
- II. Baseline rate from a source that provides updated rates throughout the year
- III. Well thought out and realistic planned activities

- 2. Update to the Action Plan**

- I. Updated mid-year rate (if applicable)
- II. Status update on planned activities
- III. Barriers and accomplishments thus far
 - I. If there are barriers with the goal or planned activities, please indicate how you plan on resolving it or what changes you plan on implementing

- 3. Final Action Plan Results**

- I. Final reported rate
- II. Final update on planned activities
- III. Indicate if goal was met
 - I. If goal was not met, please indicate what changes you would implement
- IV. Concluding thoughts on what did and did not work



Writing Out Your S.M.A.R.T Goal

- S.M.A.R.T goals help IPAs have clearly defined objectives that are **organized, realistic** and **trackable over a period of time**.
- An example of a good S.M.A.R.T goal statement might look like this:
 - Our goal is to [quantifiable objective with baseline rate and goal rate] by [timeframe or deadline]. [Key players or teams] will accomplish this goal by [what steps you'll take to achieve the goal]. Accomplishing this goal will [result or benefit]¹
- S.M.A.R.T Goals Do's & Don'ts
 - **Do's**
 - Use active words
 - Provide a baseline and goal rate
 - Make sure your goal is equally ambitious and realistic²
 - **Don'ts**
 - Be vague or have an open-ended goal
 - Set too many goals
 - Use baseline rates that can't be tracked through the year²

1. <https://www.atlassian.com/blog/productivity/how-to-write-smart-goals#:~:text=What%20are%20SMART%20goals%3F,within%20a%20certain%20time%20frame.>

2. <https://www.clearvoice.com/blog/smart-goal-examples/>

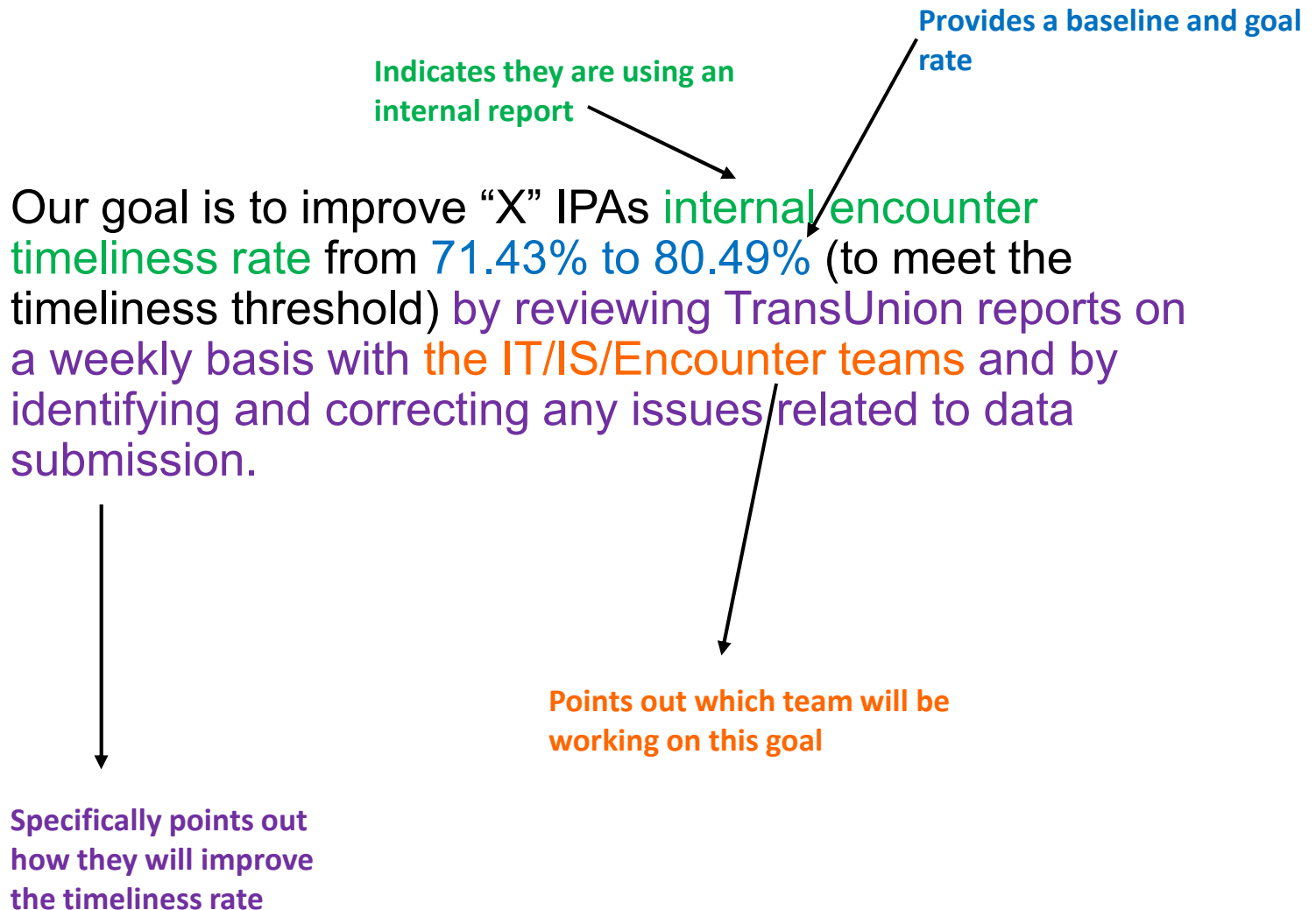


Writing Out Your S.M.A.R.T Goal Cont...

- **Specific**
 - What needs to be accomplished?
 - What actions will you take?
 - Who is responsible for carrying out the action?
- **Measurable**
 - Is the goal results based?
 - What data will be used to prove the target is met?
 - Where will this data come from?
- **Attainable**
 - Is the goal challenging, but within reason?
 - Does the IPA and their staff have the skills and experiences necessary to achieve the goal?
 - Is achievement of the goal within the IPAs control?
 - Can the IPA reasonably expect to successfully complete the goals identified?
- **Relevant**
 - Does the goal clearly connect to IPAs organizational goals?
 - Does the IPA understand how their goal contributes to improving patient care?
- **Time-Bound**
 - Does the goal specify a date or elapsed amount of time by when each goal needs to be completed?



S.M.A.R.T Goal Example



Planned Activities Examples

- Examples of **well thought out** and **detailed** planned activities that indicate what steps will be taken to achieve the goal:
 - Submit encounter data weekly
 - Review, correct and reconcile encounter data errors that show up in the TransUnion error report
 - Monitor PCP encounter data submission monthly
 - Provide PCP level encounter data reporting
 - Outreach to PCPs with untimely (greater than 30 days from DOS) encounter data submission
 - Outreach to PCPs with low encounter volume submission
 - Remind PCPs who fall below timeliness benchmark to submit encounter data within 30 days from DOS
 - Remind PCPs who fall below volume benchmark to increase volume submission
 - Provider Outreach to educate on the importance of submitting accurate data timely



Baseline Rate Resources

- Examples of resources IPAs can use to pull baseline rates:
 - **Member Experience**
 - L.A. Care MY 2022 CG-CAHPS Summary Reports
 - Internal IPA Patient Survey
 - Grievances
 - **HEDIS**
 - L.A. Care MY 2021 Payment/Performance Report
 - L.A. Care Provider Opportunity Report (POR)
 - **Encounters**
 - L.A. Care Encounter Reports
 - Internal IPA Encounter Reports
 - TransUnion Reports



Baseline Rate Resources Cont...

- **Utilization Management**
 - L.A. Care Utilization Management POR Reports
- **Medication Management**
 - L.A. Care POR - Medication Adherence & Reconciliation
- **Care Management**
 - L.A. Care Annual Wellness Exam (AWE) Reports
 - L.A. Care Quarterly Care Management Reports



Action Plan Escalation Process

- L.A. Care will implement escalation process to ensure IPAs submit their completed Action Plans in a timely manner:
 1. Pre-Escalation Steps
 - I. L.A. Care will reach out to IPAs to gather updated Action Plan contacts for Action Plan distribution and communication.
 - II. L.A. Care will copy internal Provider Network Management (PNM) Account Managers and Anthem and Blue Shield Promise QI leads on all Action Plan communication.
 2. If IPAs do not submit their initial, update or final Action Plan in a timely manner, this issue will be reported/escalated to the appropriate departments.
 - I. **Internal Departments:**
 - a. Provider Contract and Relationship Management (CRM)
 - b. Provider Network Management (PNM)
 - c. Enterprise Performance Optimization (EPO)
 - d. Oversight Committee (QOC) and/or its sub-committees
 - II. **External Departments:**
 - a. IPA/MSO leadership



Member Experience Tips



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Presented by Brigitte Bailey, MPH, CHES
Senior Program Manager, Quality Improvement Clinical Initiatives



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Where to Start?

- Review your CG-CAHPS scores
 - Compare your scores to benchmarks
 - Identify strengths and weaknesses
 - Share this information with your entire team & have follow up meetings
- Assess availability of additional data to supplement scores
 - Consider fielding your own patient surveys to gather more details
 - Track grievances, no-show rates
- Conduct root cause analysis for weak areas
- Create SMART goals
- Identify specific interventions to reach goals
- Assess effectiveness of interventions
 - Ask for patient feedback
 - Highlight successes
 - Address challenges and barriers



Strategies for Getting Needed Care & Getting Care Quickly

- Offer appointments same-day and during extended hours
- Use appointment slots wisely
 - Identify sources of unnecessary visits based on outdated protocols
 - E.g., follow-up visits for UTIs
 - Use calls and secure messaging to address concerns that do not require a visit
 - E.g. normal pap results
- Use any visit as an opportunity to conduct preventive screenings and services
 - Reduces the demand for additional visits
- Use appointment reminders
 - Text, call, postcard, secure messaging



Strategies for Getting Needed Care & Getting Care Quickly

- Prioritize appointments for first prenatal visit, after ER or inpatient discharge
- Track referrals and follow-up after specialty visits, ER visits, or hospitalizations
- Educate patients on how to access after-hours urgent care services
 - Refer them to L.A. Care's online page for "Know Your Care Options" → <https://www.lacare.org/members/getting-care>
 - L.A. Care Nurse Advice Line – 1-800-249-3619

= reduces no-show rates and scheduling backlog



Courteous, Effective Phone & Voicemail Practices

- Test automated phone triage processes are user-friendly
- Minimize the time configured to “out-of-office”
- Confirm that the after-hours message is DMHC-compliant
- Address voicemails from patients within one business day
- Meet the needs of non-English speaking patients
 - L.A. Care provides free interpreting services for members
 - Telephonic Interpreting Services: (855) 322-4034



Create a Culture of Positive Patient Experience

- Each site should set goals and review outcomes as a team
- Routinely discuss patient satisfaction at staff meetings
 - Share success stories
 - Discuss how to handle patient complaints or issues
 - Review practices even if they seem like common sense, such as knocking before entering an exam room
- Regular staff customer service training
 - Include content in new employee orientation
 - Content on working with difficult patients, managing late arrivals, etc.
- Staff appreciation
 - Public recognition of great customer service
 - Rewards for patient engagement



Customer Service Standards

- Greet patients upon arrival
 - Keep patients informed of wait time
 - If the schedules falls behind, provide alternative options to patients
 - Streamline your intake process
- Treat all patients with respect
 - Create a positive environment
 - Do not reinforce negative impressions of the health plan, medical group, Medi-Cal, etc.
- Establish high standards for service excellence
 - e.g. all patient calls returned within 24 hours



Practitioner Tips to Connect & Communicate

- At the beginning of the visit:
 - Make eye contact and shake hands with the patient
 - Mutually establish an agenda
- During the visit:
 - Listen and observe
 - Encourage the patient to express their key concerns and prioritize their health goals
 - Seek to create a connection
 - Demonstrate empathy, understanding their personal challenges
- At the end of the visit:
 - Summarize the treatment plan
 - Affirm the patient understands
 - Summary should be in the context of the patient's goals



The CLEAR and HEART Models

- **The CLEAR Model**

- Connect with the patient as a person: take the social history first
- Listen to see things from the patient's perspective: let the patient talk and explore with curiosity
- Explain: keep language short and simple
- Ask, teach and motivate effectively: from the patient's perspective – inquire if the patient understands or needs anything else
- Reconnect with a plan of partnership and hope – go over instructions for if anything comes up

- **The HEART Model**

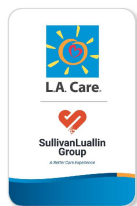
- Hear: let the upset person get the whole story out – without interrupting
- Empathize: look at the situation through the other person's eyes; acknowledge their right to be upset
- Acknowledge: name their emotions – by showing them you understand, you'll begin to diffuse the situation
- Review: restate the person's concern and ask for details – ask “What can I do to help?”
- Take responsibility: explain what you can do and thank them for the chance to help



Take Advantage of L.A. Care Resources

- **Creating a Positive Patient Experience Training Series**
 - Series of patient experience trainings by the SullivanLuallin Group. Hosted in the Fall and Spring.
 - Host a training for your staff if you are in-network with L.A. Care.
- Check out our [Patient Satisfaction Tips](#).
- Attend our upcoming webinars:
 - Stay up-to-date online at: www.lacare.org/QI-webinars.
- Order provider and patient resources through the L.A. Care provider portal.

OPTION 1



C.L.E.A.R. Model

Connect: Get patient with correct staff and skills

Listen: You understand the issue from the patient's perspective

Explain: Keep language clear and simple

Ask: Ask the patient what you need to know to solve the problem

Respond: Respond to the patient's needs in a timely and appropriate manner

How to handle complaints with "H.E.A.R.T.":

Hear: Let the patient vent and let them know you understand the issue

Explain: Look at the problem through the patient's perspective

Acknowledge: Acknowledge the right to complain

Resolve: Resolve the problem as quickly and as fairly as possible. "We'll work this out."

Thank: Thank the patient for the feedback. We're glad to hear from you and we appreciate your input.

OPTION 2

How to handle complaints with "H.E.A.R.T.":

Hear: Let the patient vent and let them know you understand the issue

Explain: Look at the problem through the patient's perspective

Acknowledge: Acknowledge the right to complain

Resolve: Resolve the problem as quickly and as fairly as possible. "We'll work this out."

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C.L.E.A.R. Model

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10 WAYS to Improve Patient Experience and Satisfaction

L.A. Care wants to help you improve patient satisfaction. Value-based payments are well underway and patient satisfaction is more important than ever. Patient satisfaction may impact your Pay-for-Performance payouts and, more importantly, improve health outcomes. Use these tips to maximize your award.

INCREASE PATIENT SATISFACTION BY IMPLEMENTING THESE IMPORTANT TIPS INTO YOUR PRACTICE.

RESPECT AND COMMUNICATION IS KEY

- Greet your patient by name and introduce yourself
- Give an accurate time expectation for waiting to be seen and how long the visit may take
- Explain procedures step-by-step, why the service is important, and how to ask additional questions
- Use the "teach back" method to ensure patients understand what you are saying
- Thank your patients for coming in to see you
- Ask your patients (formally or informally) if they were satisfied with their care

IMPROVE ACCESS TO CARE

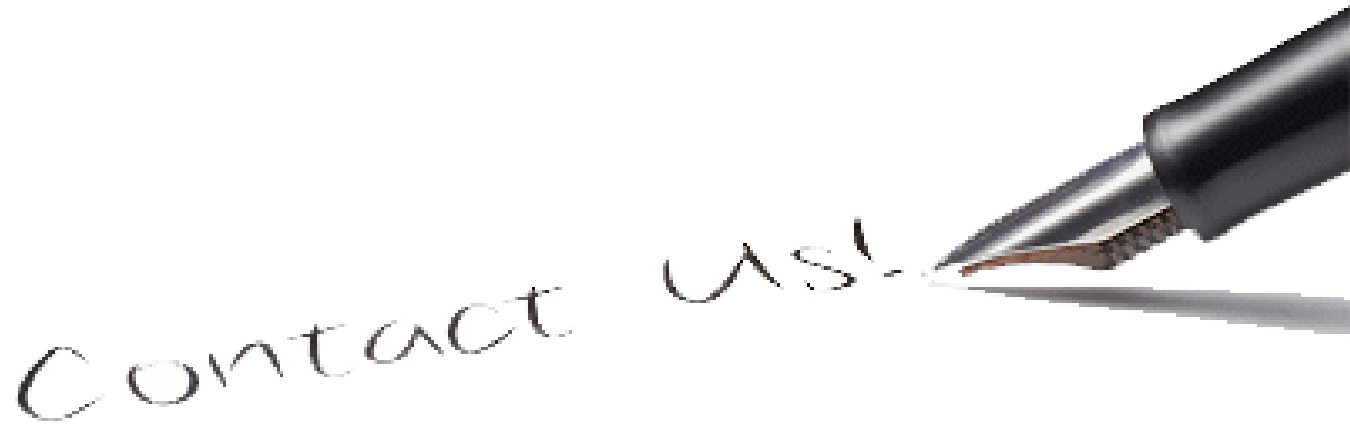
- Hold evening and/or weekends clinics
- Block time for same-day appointments to reduce your "no-show" rates by up to 50%

HAPPY STAFF = HAPPY PATIENTS

- Celebrate and encourage great customer service when you see it or hear it
- Offer staff training on customer service to improve self-confidence

For more tips on improving patient satisfaction visit our website at www.lacare.org/providers/provider-resources/medrx/resources or email us at quality@lacare.org

Contact



- VIIP@lacare.org - VIIP Program & Action Plans
- Quality@lacare.org – Interventions

Thanks!

