Medical Assistance Performance (MAP) Measure Owner Training (External)

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Agenda

- Definitions
- Background
- What is Performance Measurement?
- All Things XmR Charts
- Signals and Accountability
- HCPF MAP Measure Owner Responsibility
- Eligibility Site MAP Measure Owner Responsibility
- Review MAP Dashboards
- Where will they live?
- Process
- Questions

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Definitions

- **PuMP:** Performance Measurement Process developed by Stacey Barr
- **Result Oriented Goal:** state of performance that can be continually improved through series of actions
- **Performance Measure:** A quantification that provides objective evidence of the degree to which a performance result (goal) is occurring over time
- **Target:** degree of performance we are aiming to achieve (i.e. 95% Timeliness)
- **Benchmark:** degrees of performance between undesired current performance and target performance (example: current timeliness 90%, benchmark for next month= 93% until we reach 95%)
- **Lead Indicator:** A performance measure that allows us to take action before impacting a lag indicator
- **Lag Indicator:** A performance measure that cannot be changed (i.e. current timeliness)

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Definitions Cont'd

- Compliance: these measures are tied to contracts or to ensure CO does not fall below expected standards
  - ➢ can be passed down from federal partners
- Outcome: these measures focus on the outcomes HCPF strives to achieve to meet strategic goals
- Diagnostic: these measures are used to help diagnose where there are bottlenecks in MA processes
- Smart Chart: little version of XmR chart displayed on the Dashboards (Stacey Barr coined this term for XmR Charts).
- Lead time: Total amount of time from start to finish in a process
- Cycle Time: Total amount of time for a step in the process

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Background: Why are we doing this?

- Transparency around performance and performance expectations
- Common understanding of performance
- Common language around performance
- Build a communication flow between HCPF and Eligibility Sites regarding performance
- Make movement toward our goals visible

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What is Performance Measurement?

Performance measurement is a tool to identify when improvement is needed and tells us whether our efforts had the impact we wanted. There are two types of impact we aim for in reaching our target:
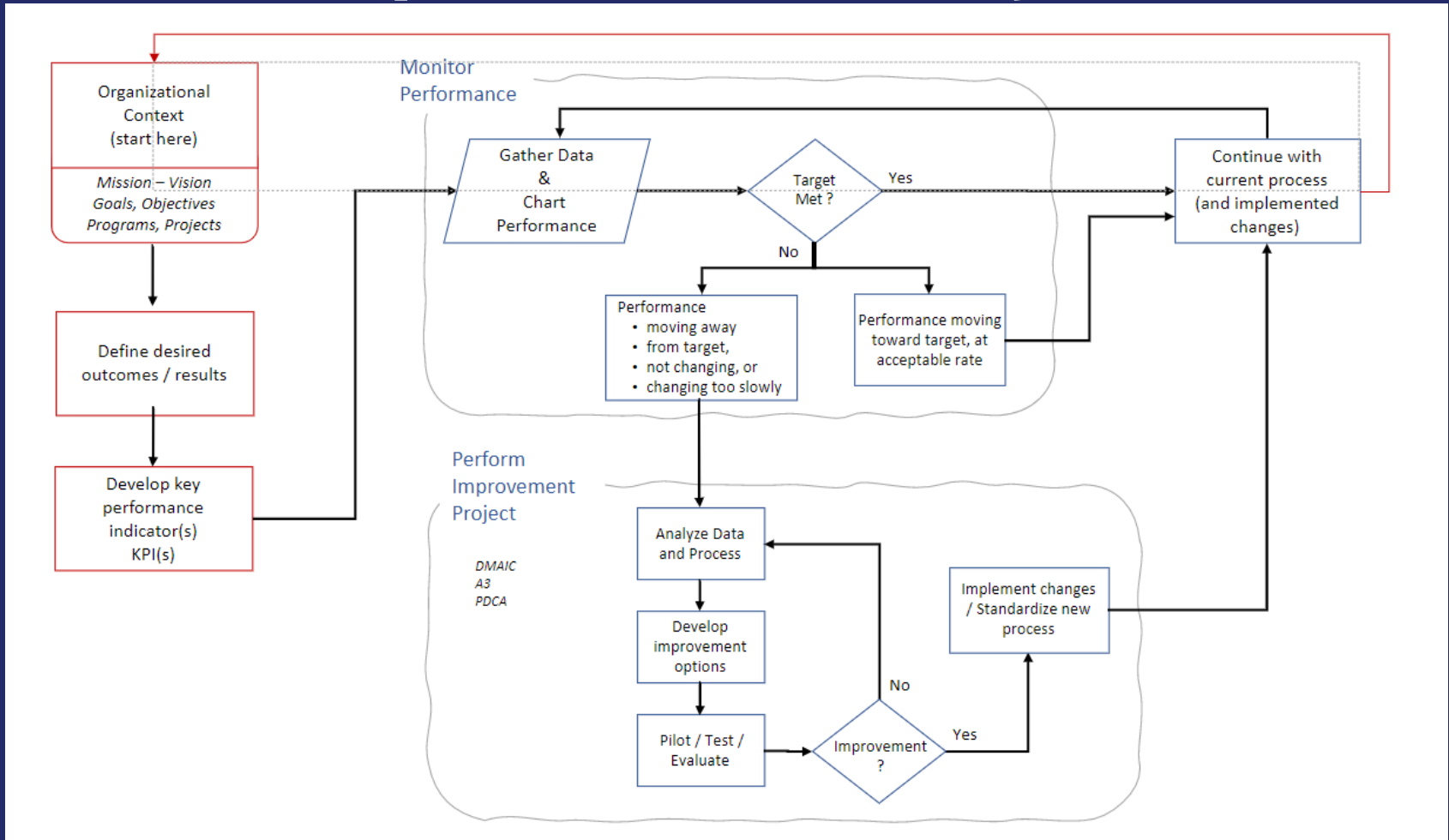
Reduce Variation

Improve Precision

Improvement Cycle

Performance Tool

XmR Charts!!!

These will drive the MAP Dashboards and actions we will take.

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XmRs: Why use XmR charts?

- Performance happens over time
- All processes have natural variation
- Objective
- Helps prevent 'knee-jerk' reactions
- Builds lines of communication
- Why not another chart?
  - XmR charts are a line chart with two other components: central line, natural process limits
  - They tell us what is normal so we know when to react and when not to
  - Performance is measured over time

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XmRs: What are they?

"XmR charts are a statistical tool that evolved from the quality movement, many decades ago. They are from the family of statistical process control, or process behaviour, charts.

The fundamental purpose of this type of chart is to help us know if and when performance has changed, so we can avoid one of two judgment errors:

Error 1: We waste time trying to fix a problem that isn't even there.

Error 2: We don't even see a problem that is there.

And charts like the XmR chart achieve this purpose by displaying our measures over time, with enough historical context, and with clear rules for discerning true signals of change from the normal random variation." (Stacey Barr, 2018)

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XmR Anatomy

Customer Complaints (X chart)

1. Measure values
2. Central Line
3. Natural Process Limits

Stacey Barr, 2018

1. Measure Values: what we are measuring (i.e. timeliness)
2. Central Line: Average of the first 5 of your Measure Values over time
3. Natural Process Limits: The natural limits of variation in your process

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Upper and Lower Natural Process Limits

- These help to monitor your process and demonstrate whether your process is stable (low variation) and consistent over time (precision) and help to identify when changes need to be made.

- Although your process may be stable it also needs to be acceptable. Example: Timeliness. Eligibility Sites need to maintain 95% or above; if your data is stable but under 95% it's not acceptable.
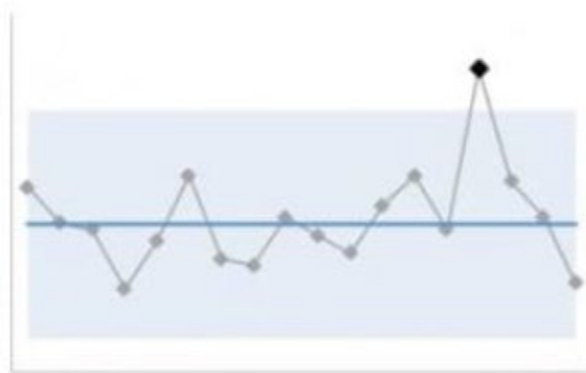
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XmR Signals and HCPF Responses

Three Signals in XmRs:

SIGNAL 1: Outlier or special cause

When a measure value falls outside the Natural Process Limits, it means that more than just the routine variation is at play. It's a signal that something else has happened.

Stacey Barr, 2019

HCPF Response: Investigate what caused the outlier, if possible, but don't react because it is outside our control and likely won't happen again.
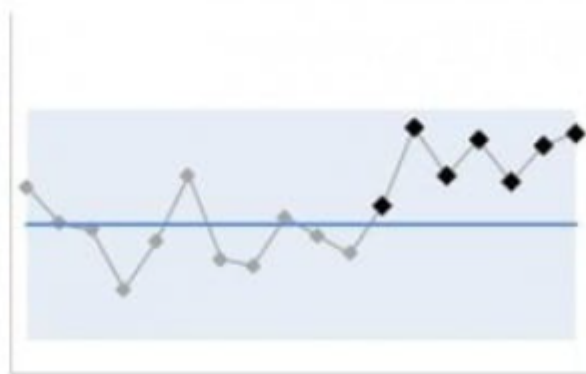
XmR Signals and HCPF Responses Cont'd

SIGNAL 2: Long run

To be convinced that a change in the level of performance has happened, we need to see seven (yes, seven) points in a row on the same side of the Central Line. The probability that a pattern like that is part of routine variation is close to zero (0.78%, to be precise). Seven points, not three or five or one.

Stacey Barr, 2019

HCPF Response:

Investigate!

If there is an improvement we want to know what caused the improvement to share with other sites.

If there is decline in performance, we need to identify the root cause and develop countermeasures for improvement.

This could be internal to HCPF or external with Eligibility Sites.

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XmR Signals and HCPF Responses Cont'd

SIGNAL 3: Short run

You're no doubt thinking to yourself 'I can't wait for seven months before I can know if I should take action!' You can either measure more frequently to pick up signals sooner (as long as it makes sense to), or plan for bigger signals.

A bigger signal appears as a short run, of three out of four consecutive measure values closer to a Natural Process Limit than they are to the Central Line. The probability of this pattern happening also has a very close to zero probability.

HCPF Response:

Investigate!

Likely, the cause of this signal is an initiative that had substantially large impact; this could be internal to HCPF or external with Eligibility Sites.

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XmR Signals and HCPF Responses Cont'd

Little to no substantial progress toward the target:

- May have low variation (good) and low precision (bad)
- May have high variation (bad) and low precision (bad)
- Example of low variation and low precision and not making substantial progress toward target:

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Signals and Accountability

Some signals may require eligibility sites to have an Improvement Action Plan (IAP) or Corrective Action Plan (CAP). Director-level measures not meeting the target or not making substantial progress toward the target may result in an IAP/CAP.

IAPs:

- Short Run: 4 consecutive months closer to the upper or lower control limit and above or below target
- 2 months sudden, unexplained and unexpected drop below target/outside upper or lower control limit
- No substantial or too slow of progress toward the target

CAPs:

- Long run: 7 consecutive months on the same side of the central line above or below the target

HCPF Performance Measure Owner will trigger IAP/CAP when one of these signals is found. An Operational Memo is forthcoming that creates the structure to implement IAPs/CAPs with Sites.
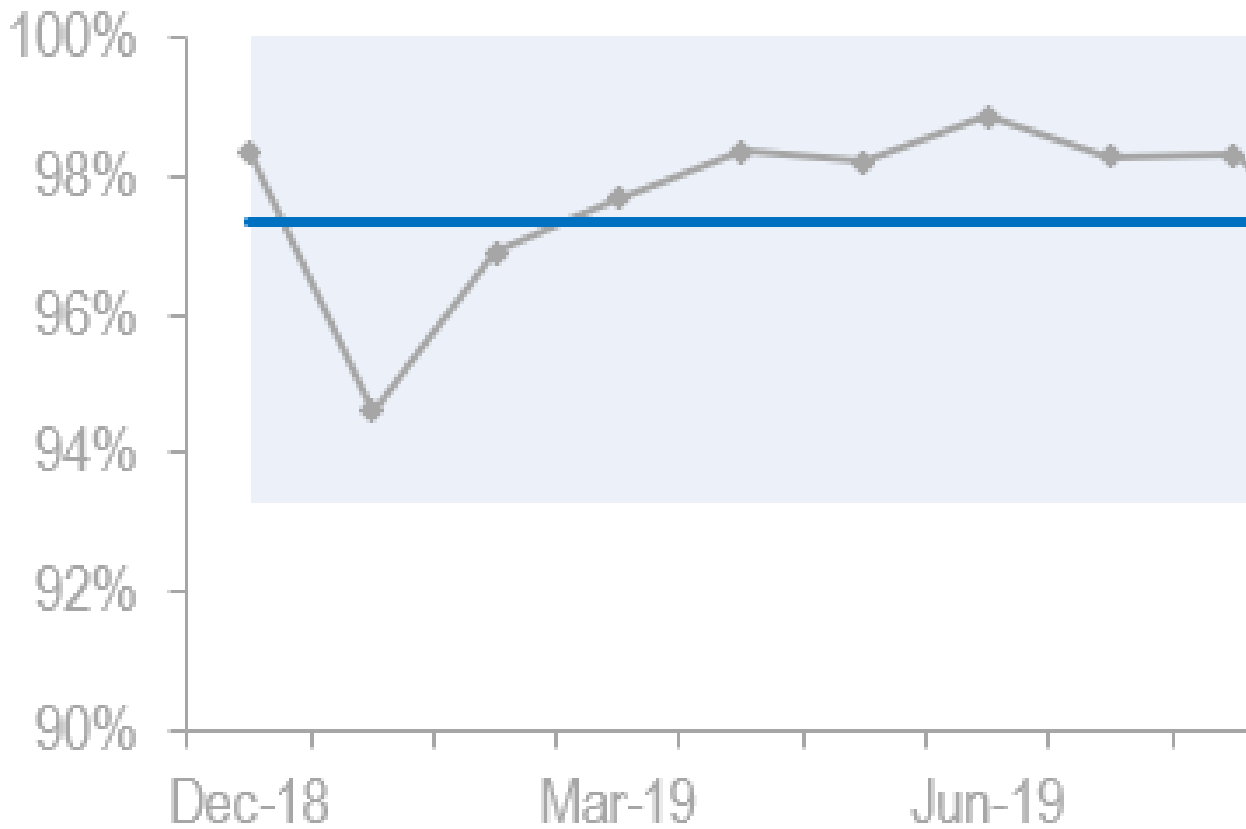
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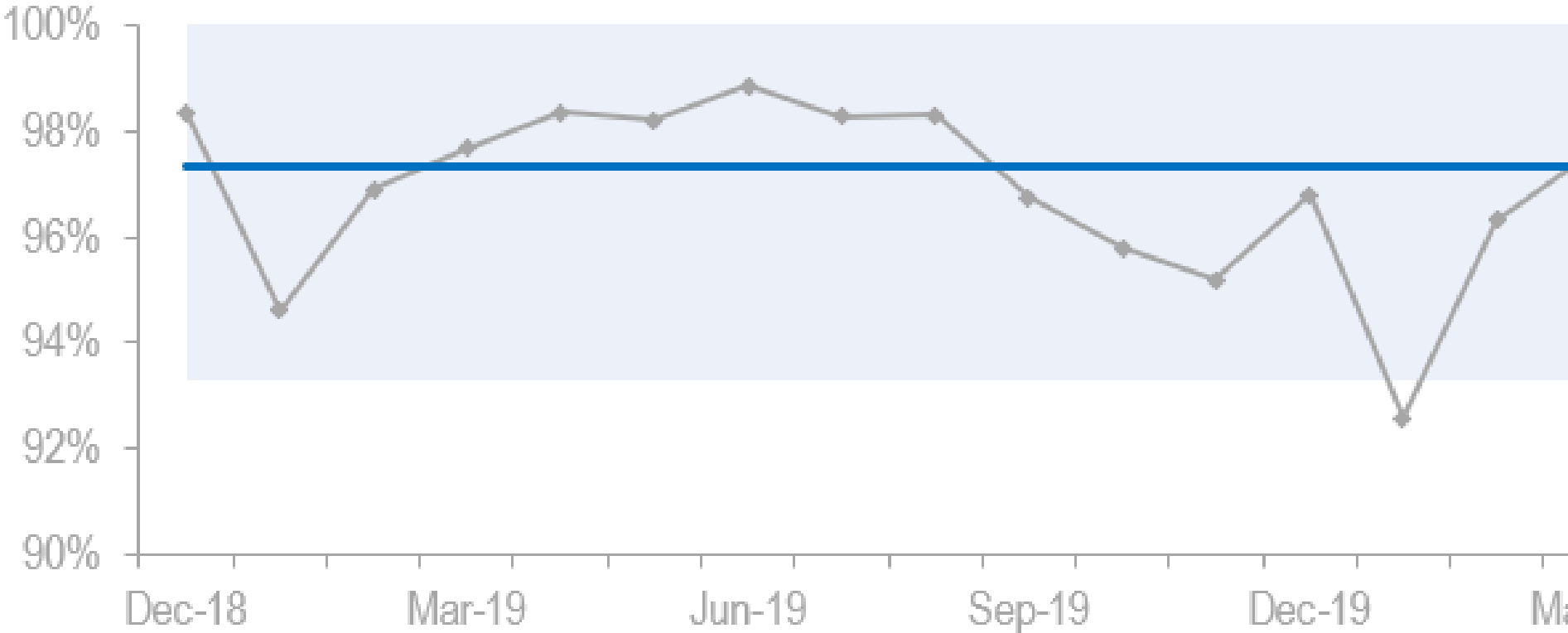Department of Health Care
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Example

RRR Timeliness

Example

HCPF MAP Measure Owners

Meet the HCPF MAP Measure Owners!

MAP Dashboards and their Owners:

- Accuracy: Josh and Nicole
- Applications: Vanessa and Steve
- RRRs: Arturo and Steve
- Ongoing Case Maintenance: TBD

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MAP Dashboards: Tentative Timelines

- Eli Kaplow, Eligibility Data Analyst, is the primary data owner
- Currently
  - Accuracy MAP Dashboard is being developed in Tableau with fake data. Estimated to be ready April with real data.
  - Applications MAP Dashboard data is being developed in Excel. Pending to start estimated to be ready by March (currently in the folder).
  - RRR MAP Dashboard data is being developed in Excel. Pending to start estimated to be ready early April.
  - Ongoing Case Maintenance is TBD
- Initiating action: after baseline = 4-5 data points

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MAP Measure Owner Accountability

Medical Assistance performance is a partnership between HCPF and Eligibility Sites, therefore, accountability is both our responsibility.

Accountability of MAP Measure Owners:

1. Monitor
2. Interpret to identify performance gaps
3. Initiate action, when needed

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Monitor

- Each HCPF MAP Measure Owner has been assigned measures on the MAP Dashboards
- Regularly monitoring performance for signals
- Track if there are gaps in the Dashboard
  - Are there areas we are missing a measure?
  - Are the measures on the MAP Dashboard actionable for the WIG it is attached to?

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Interpret and Identify Performance Gaps

- Interpret what the data is telling you
  - Is there a wide amount of variation?
  - Is the precision acceptable?
- Signals: are there signals?
  - Reminder: Outlier, long run, short run
- Do benchmarks need to be added? Adjusted?
- Do targets need to be adjusted?

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Initiate Action

Based on signals, does action need to be taken?

- Action looks like:
  - ➢ Signal indicates something has changed= investigate!
  - ➢ HCPF MAP Measure Owner is responsible for researching if something happened systemically
    - ▪ Did something change with training, guidance, CBMS?
  - ➢ HCPF MAP Measure Owner is responsible for reaching out to the Eligibility Site if systemic issue is ruled out
    - ▪ Does is require an IAP? CAP?

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Initiate Action Cont'd

*Dashboard Actions:

- Use the leading measures to analyze what may be causing the director (and/or lag) measures
- Update Target Status and Actual performance for the month
- Update the sections "Cause" and "Response" if it is a systemic cause. What is the response?
  - ➢ Could be monitor closely because a fix went in
  - ➢ Could be implementing a fix: system, guidance, training, etc.
- If it was site caused, work with the Eligibility Site performance owner and update the "Cause" and "Response" fields based on their findings
  - ➢ Full process in development
  - ➢ There will be a desk aid and SOP for both internal and external owners

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Eligibility Site Responsibilities

- Identify who will be the MAP Measure Owner on their side
  - This owner will be our point of contact for MAP Measure signals and actions
- ES MAP Measure Owner is responsible for researching cause of signal and developing action plans (IAPs and CAPs) to remediate
- ES MAP Measure Owner is responsible for communicating status and plans to HCPF MAP Measure Owner
- Attend trainings, Knowledge Transfer calls, CBMS build trainings, etc that will aid in identifying root cause

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MAP Dashboards: Where will they live?

- Sharepoint Site: https://cohcpf.sharepoint.com/sites/External-MAP/SitePages/Home.aspx
  - ➢ Each site has their own folder with updated monthly dashboards
  - ➢ Statewide Data Documents = Resources and *raw data to be used to improve the performance measures
- Updated Monthly
  - ➢ 15th of the month
- Sites' identified Measure Owners will be added to this page in April.

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High Level Process

- Process begins with HCPF uploading dashboards on the 15th of the month with raw data
- HCPF reviews (Eligibility Sites should too)
- HCPF investigates and signals in data
- HCPF reaches out to Eligibility Site, if needed

Process Maps

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Information Sharing with County Leadership

- After the 15th of each month, the MAP Dashboards will also be sent, via email, to:
  - County Directors
  - County Secondary Directors, such as Division Directors and Supervisors
  - County Commissioners
- The MAP Dashboards will be in PDF format for this distribution, which is informational only
- Eligibility Site Measure Owners will work through the SharePoint site as previously mentioned

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Questions?

Resources (References)

Barr, Stacey (2018). How to build an XmR chart for you KPI. https://www.staceybarr.com/measure-up/build-xmr-chart-kpi/

Barr, Stacy (2019). How to get the truth out of your KPIs using Smart Charts [XmR Charts]. https://www.staceybarr.com/products/onlinecourses/usingsmartcharts/

HCPF Public Webpage: https://www.colorado.gov/pacific/hcpf/medicaid-oversight-and-accountability-task-group

Contact Info

Nicole Duran Jones
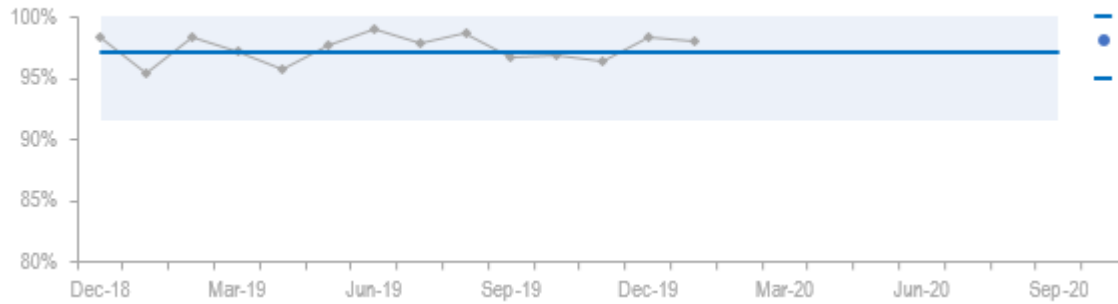Performance Improvement Team Supervisor
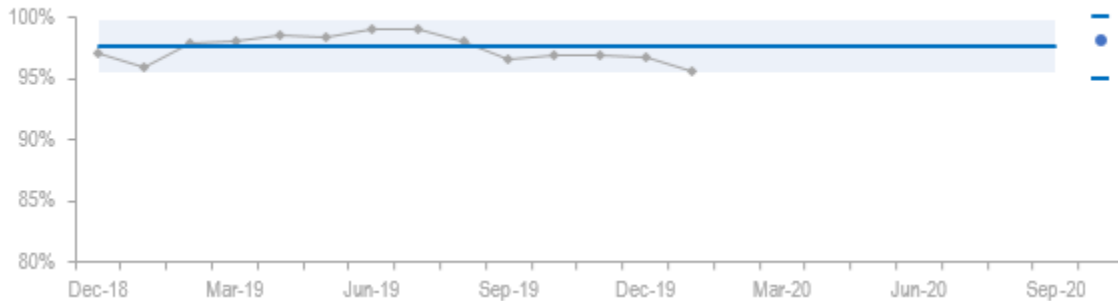nicole.duranjones@state.co.us

Thank you!

XmR Visuals

Apps Timeliness - Small Size Counties

Apps Timeliness - Medium Size Counties

Apps Timeliness - Large Size Counties