Reaching into QA Maturity Level 3 & Beyond

Continuous Improvement Learning Session

Presented by:
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Purpose of this Learning Session

- County Incentives Contract

- Please submit the names of those attending from your County to Rahem.Mulatu@state.co.us

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Introductions

- **Rahem Mulatu- County Program Administrator**

- **Vanessa Garcia – Continuous Improvement Specialist**

- **Arturo Serrano – Continuous Improvement Specialist**

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Overview

- **Ground Rules & Google functionality**
- **Recap of 1st Quarter QA Meetings**
- **QA Learning Session**
- **Post Learning Session Expectations and Due Dates**

Ground Rules

- Arrive on time.

- Keep your microphone muted.

- If possible remain on video at all times.

- Please do your best to stay engaged during the duration of this Session.

- In Continuous Improvement everyone's voice matters. Please ask questions or share any thoughts/ideas that might come up. We will do our best to address all questions during the Session.
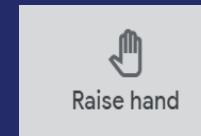
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Google Functionality

- **At anytime feel free to add a comment or question within the chat feature.**

- **You can use the Raise hand icon at any time during the Learning Session(bottom right of your screen).**

Questions?

Recap of 1st Quarter QA Meeting's

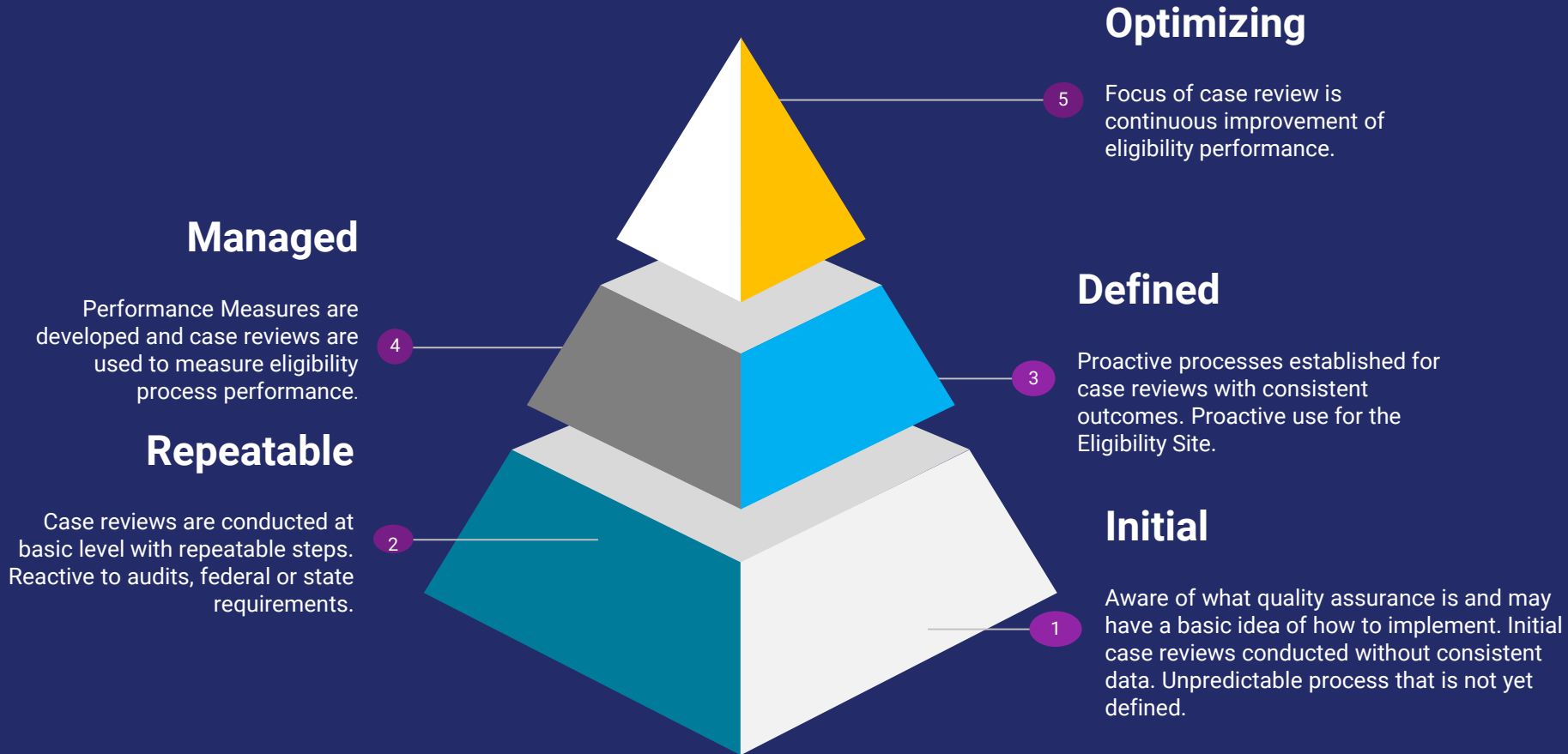# Why we need to improve MA Quality Assurance?

- Ensuring MA timeliness and accurate eligibility determinations for Colorado residents.

- Audit findings with fiscal implications for State & Counties.

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Quality Assurance Maturity Model

Optimizing

5 — Focus of case review is continuous improvement of eligibility performance.

Managed

4 — Performance Measures are developed and case reviews are used to measure eligibility process performance.

Defined

3 — Proactive processes established for case reviews with consistent outcomes. Proactive use for the Eligibility Site.

Repeatable

2 — Case reviews are conducted at basic level with repeatable steps. Reactive to audits, federal or state requirements.

Initial

1 — Aware of what quality assurance is and may have a basic idea of how to implement. Initial case reviews conducted without consistent data. Unpredictable process that is not yet defined.

How will we improve the County QA process?

- The Department will be providing tools and resources that will help mature your QA process.

- The Department will share County QA best practices.

- The Department has hired a QA team which will be conducting Statewide QA reviews.

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Questions?

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Broomfield County Quality Assurance

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Broomfield County QA Process

- The Cases to be reviewed are pulled automatically by a report created by our systems administrator.

- QA samples are accessed from a shared file titled Case Audit Reports.

- At the beginning of the month two random cases are pulled for each worker, for the previous month sample to be reviewed.

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Broomfield County QA Process

- **After two cases have been reviewed for the worker, an email is sent to the worker and supervisor with details on the findings and what action needs to be taken to correct the case.**

- **Supervisors and leads meet with workers to discuss QA reviews to identify trends, and better practices to assist the team with findings and individual needs for each worker.**

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Broomfield County QA Tools

- The systems administrator runs a random case sample report for the selection of QA cases.

BROOMFIELD *Benefits* **TEAM**

Broomfield Cases Authorized by Worker Cases
Audit Program: MA (Medicaid) - December 2020

ablea@broomfield.org

Case Number	Day	Task Type	Program(s)	Case Name / HOH
1█	12/15/2020	RRR - No Interview	MA (Medicaid)	N█████a
1█	12/17/2020	RRR - No Interview	MA (Medicaid)	O████a

Total Number of Tasks by Case Count: 25

bmrivera@broomfield.org

Case Number	Day	Task Type	Program(s)	Case Name / HOH
1b	12/04/2020	New Applications - Med Only	MA (Medicaid)	m████d
1b	12/08/2020	RRR - No Interview	MA (Medicaid)	h████n

Total Number of Tasks by Case Count: 31

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Broomfield County QA Tools

- The tool we currently use for data entry on QA Reviews, is a spreadsheet.

- Broomfield is currently using a measurement tool that is integrated to the QA Review tool. The measurement tool tracks eligibility errors, procedural errors, with a break down on date entry, missing documents, and system issues.

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Broomfield County QA Tools

- On a separate tool we track the errors after the QA is complete, by worker by month..

- Broomfield is in the current process of developing a tool that will help us identify error rates percentage by worker and by program. It will have a break down on Procedural Error, and Eligibility errors.

REVIEW MONTH	CASE #	CASE NAME	HLPG(S) REVIEWED	CASEWORKER NAME		REVIEWER NAME	DATE REVIEWED	Processed Timely Y/N (if no documented on review & in CBMS or case file Y/N)	Did Data Entry Errors impact determination Y/N	Did appl lack documentation to support determination Y/N	Did Application/RRR get authorized incorrectly (Y/N)	COMMENTS:
January-20	1B▇▇7	P▇▇ra	MA	▇▇▇	R	Flor Rodriguez	6/9/2020	YES	NO	NO	NO	No eligibility errors found, but a data entry recomendation; Client reported self-employed with expenses. Case manager entere the Net income,and not the gross or the expenses reported.
January-20	1▇▇6	T▇▇er	MA	▇▇▇	M	Flor Rodriguez	6/9/2020	YES	NO	NO	NO	No data or eligibility errors found.

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Broomfield County using QA for Continuous Improvement

- We have used QA findings to identify trending errors. The findings have lead the department to identify the root cause of repetitive errors, therefor it helped us to adjust our business process and identify training needs.

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Questions?

Broomfield County Contact Info

- Elizabeth Ortiz- Eortiz@broomfield.org

- Flor Rodriguez- Frodriguez@broomfield.org

- Karin Anastos-Kanastos@broomfield.org

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"Lean Tools"

What is Lean?

- **Lean is a collection of tools that helps organizations identify bottlenecks and solve problems, create countermeasures that lead to action plans for improvement.**

- **In a Medicaid eligibility context, Lean identifies steps in the eligibility process that may lead to error, ways to reduce duplication, and ways to improve processing times.**

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Collection of Lean Tools

- **A3 - 8 Step Problem Solving**
- **Fishbone Tool**
- 5 Whys
- Value Stream Mapping
- 8 Waste & Waste Walk
- **PDCA – Plan, Do, Check, Act**
- Performance Matrix e.g. – XMR charts

What is an A3?

- An A3 is a blank template of paper, split up into eight sections.

- Use an A3 to guide your thinking through the 8-step problem solving method, and to share your ideas, plans and work.

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Why an A3?

A3 8-step problem solving worksheet

Problem

Responsible person   People involved   bale

1 Clarify the Problem (Plan)	5 Develop countermeasure (Plan)	6 Run experiments to validate countermeasures(Do)
Current situation:		Owner Support people Dates
Desired situation:		
2 Breakdown the Problem (Plan)		
3 Set the Target (Plan)	7 Monitor results from experiments(Check)	
	8 Standardize successful countermeasures (Act)	
4 Root cause analysis (Plan)		

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An A3 captures

A specific problem	Material to help people see where the problem occurs	Targets for improvement	Analysis around the root cause of the problem
A list of possible countermeasures, with prioritization	A detailed plan for an experiment to try out a countermeasure	Status of results from the experiment	Decisions made about what to do after an experiment ends

A countermeasure is a suggested or proposed solution. We don't call them solutions because they're ideas about what might address the problem—you can call it a solution once you know it works.

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Why use an A3?

A3 is structured, but flexible. An A3 is completed in a small group.

It is the way you "do" continuous improvement, using the Plan, Do, Check, Act (PDCA) cycle. It is a tool for conversation and building shared understanding.

It is a way to show respect for people by getting everyone involved in problem solving.

It is a snapshot of your thinking about a particular problem that is affecting your work and impeding the delivery of value to your customers.

Questions?

Pulse Check

- ## Why use an A3?
  - A3 is structured, but flexible. An A3 is great for small groups and gives everyone a voice in the process.

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Pulse Check

- ## What is an A3?
  - An A3 is a blank template of paper, split up into eight sections.

Pulse Check

- Why an A3?
  - Those that developed these steps could capture all the ideas/steps on this A3 – 11 by 17 paper. A part of lean is visual management and they wanted display these plans in the office so that everyone could see the A3 process = the plan/experiment.

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Pulse Check

- What does an A3 capture?
  - Analysis around the root cause of the problem

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Let's review an A3 step by step for this Learning Session!

Post Learning Session Expectations and Due Dates

- Complete and Finalize the Action Plans.

- Action Plans will be due March 18, 2021!
    - Email: Rahem.Mulatu@state.co.us

- If you need additional assistance with Action Plans, you can call into the optional Countermeasure Action Plan call February 24 @ 1:00 PM-2:00 PM.

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Questions?

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Continuous Improvement Webpage
https://www.colorado.gov/pacific/hcpf/continuous-improvement-team

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Thank you!