

Return to Green Training

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Overview

RCA techniques

- > 5 Why's
- > Fish Bone Diagram
- > Pareto Analysis



What is Waste?

Waste is:

- "Muda" in Japanese
- A strain on the organization's resources and time
- Doesn't add value to the customer
- Customer is not willing to pay for



Learning to See Wastes

Process improvement requires us to look at our process in a new way



Return to Green: 8 Wastes



Transportation

Unnecessarily moving things parts, papers, information from one location to another



Inventory

Making more than customer demand, building up unnecessary stocks



Motion

Unnecessary movement; people walking to get things



Waiting

Delays between operations because missing paperwork; waiting for paperwork, people, processes



Over Production

Making too much or too many. Completing a task before it is needed. Making more than customer ordered



Over Processing

Duplicate or redundant operations, performing steps that are not required. Often because "we always do it this way"



Defects

Failing to produce a quality work first time generating adjustments or rework or scrap.



Skills

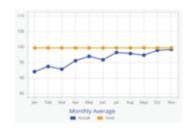
Failing to use skills and capabilities of caregivers. Not listening to ideas or learning from each other



KPI Name, Status, and Date

1. CURRENT TREND

Simple, clear, and accurate trend chart showing progress against baseline, entry, target, and stretch goals



- We're only serious about our godes when we start keep score!
- Within 5 seconds can anyone see if we are winning or losing?

3. ROOT CAUSE ANALYSIS CONCLUSIONS

A method of problem solving used for identifying the root causes of problems and mistakes in order to identify appropriate and lasting solutions



- A few of the more popular RCA tools include the 5 Whys analysis and the Ishikawa (or Fishbone) diagram
- Have we completed a thorough analysis of the most significant (80/20 rule) causes of the problem and do we really understand what is going on?

2. PARETO ANALYSIS



Vilfredo Pareto, an Italian economist in the mid and late 1800s, observed that 80% of the land in Italy was owned by 20% of the population, and the same applied abroad

- Not a law (doesn't apply everywhere), but an observation that 80% of consequences come from 20% of the causes (80/20 rule)
- Using data, do we know where to focus our attention to have the biggest and quickest impact?

4. ACTION REGISTER

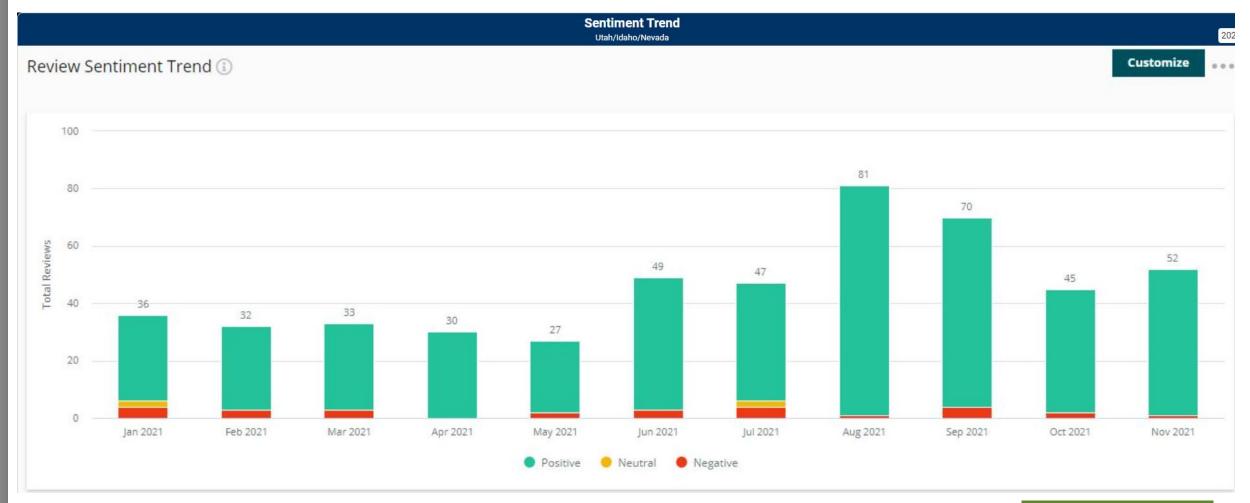
ACTION	OMMER	DATE	COMPLETION	COMMENTS
	_		\vdash	
	+		\rightarrow	

A visual method for driving accountability that creates a sense of urgency and allows all team members to see who is actually doing the work

- A tool used to break down projects into manageable pieces where critical tasks, target dates, and ownership responsibilities are documented and reviewed regularly
- Have we identified the critical tasks that will lead to an improvement and are we accountable for completing them on time?

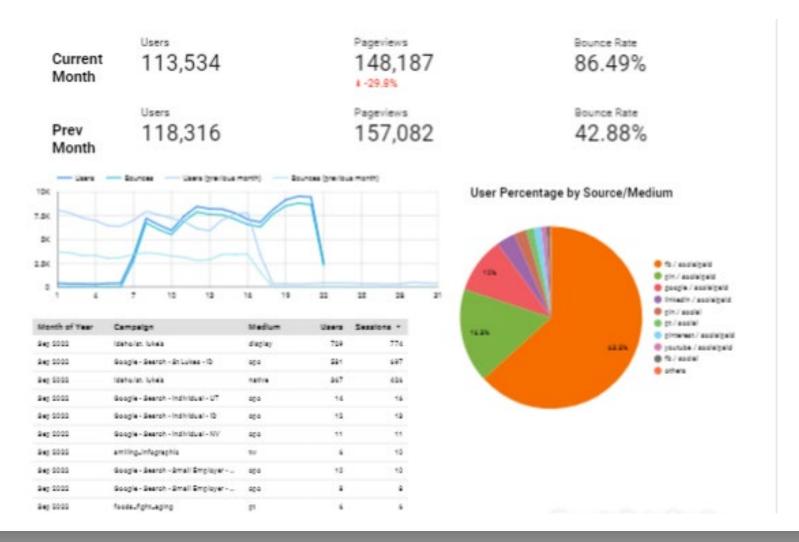


Sentiment Trend

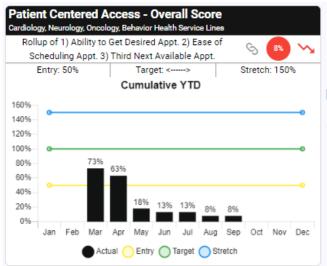


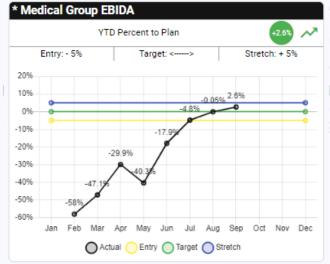


Monthly Blog Stats and Top Referral Sources/Mediums



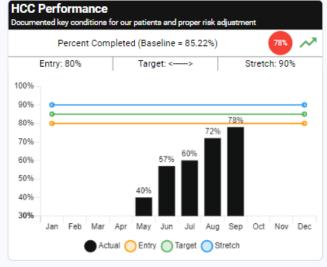


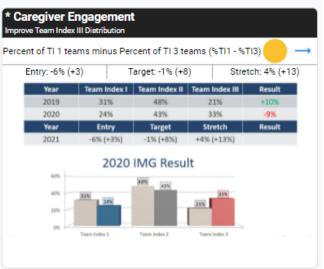














5-Why Analysis

Issue:

• The Washington monument is disintegrating.

Whv?

• Harsh chemicals are used to clean it.

Why?

Due to the quantity of pigeon feces.

. Why? • Due to the quantity of spiders.

Why?

Due to the quantity of gnats.

Why?

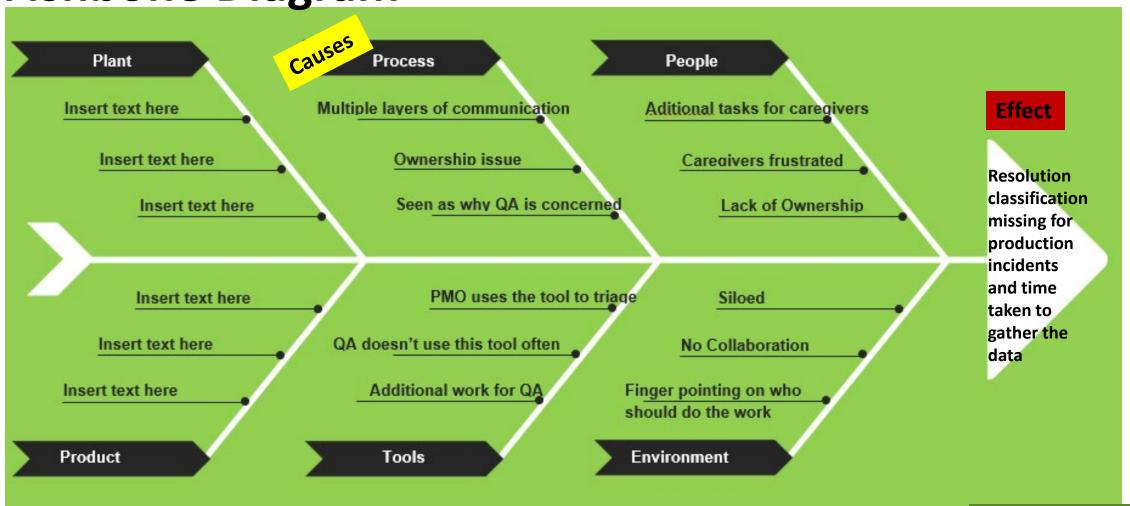
Gnats are attracted to the lights at dusk.

CM:

• Turn the lights on later (after dusk).

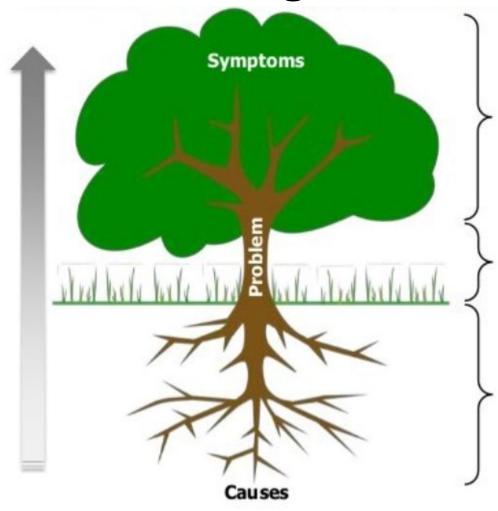


Fishbone Diagram



selecthealth.

Understanding Root Causes



Symptoms

- Result or outcome of the problem
- What you see as a problem (Obvious)

Achy, weak, tired

The Problem

Gap from goal or standard

Fever

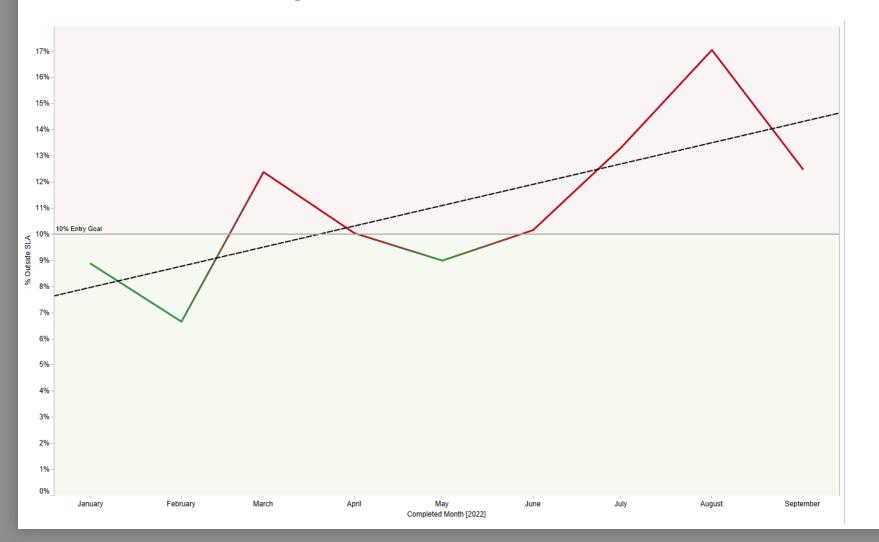
Causes

 "The Roots" – system below the surface, bringing about the problem (Not Obvious)

Infection



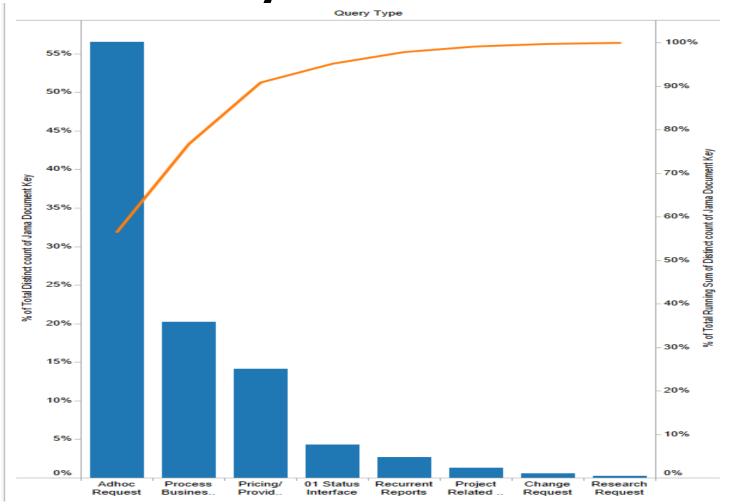
SVX - Query Turnaround. Ex: Current Trend



- 1. Is it simple, clear, and accurate?
- 2. Can you see baseline, entry, target, and stretch goals?
- 3. Within 5 seconds can anyone tell if we are winning or losing?
- 4. What could be done to improve this trend chart?
- 5. Does it motivate the team to action?



Pareto Analysis



- 1. Based on the data, where should the team focus their attention?
- 2. Does this chart tell us if we're getting better or worse?
- 3. What conclusions should the Cardiology team determine from this information?
- 4. What could the Neurology team do with this information?
- 5. Should the Oncology team be happy with their Ability to Get Desired Appt results?
- 6. Does this Pareto Chart follow the 80/20 rule?



RCA Analysis

Gap/Root Cause Analysis Conclusions

- 01 status result of the SQL Server upgrade/IS freezes should see improvement on this.
- Ad Hoc Addition of more caregivers in query training.
 Will need config training. Discuss and extend help in
 huddle. Holly doing the easy and we are getting the
 more complex requests. Are the CS SLAs still correct for
 this?
- PPR's monitoring.
- Process Business Requests We can do some research on these to see what is happening. Pre-Analysis is with us.
- Research Requests Not a lot of these. These are just questions.

- 1. Is it clear from the conclusion statements that the team really understands what's going on?
- 2. What method or tool did the teams use to come to these conclusions?
- 3. Based on the information presented, should we expect to Query turnaround time results improve?
- 4. What could be done to improve these RCA conclusions?
- 5. How do we know if the root cause(s) of the problem was discovered?



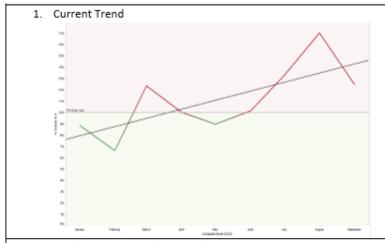
Action Register

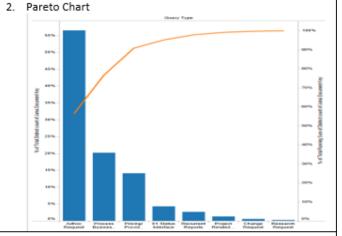
Action Steps	Who	When	Status
Update Templates	PJ	10/01/22	In Progress
Update query SLA to be department specific	Malene	01/01/23	To Do
Educate CS on templates/monitoring	Malene/PJ	09/20/22	Completed
Work with BSS on criteria submissions	Kristina	10/01/22	In Progress
Update documentation	Malene/PJ	10/01/22	To Do
Educate BSS on queries they can submit	Malene	10/01/22	To Do
Look at having non-Claims areas submit QRs instead of emails	Malene	01/01/23	To Do
Update FEBE	Malene/PJ	01/01/23	To Do
Review Ad Hoc requests to determine if SLA is accurate	Malene	10/01/22	In Progress
Implement QR Audit to ensure accuracy and reduce back and forth	Malene	10/01/22	In Progress

- 1. Do we know if these Action Steps will lead to an improvement?
- 2. Is it super clear who is supposed to do what and by when?
- 3. What should we conclude if we still have these tasks on the Action Register on March 1, 2023?
- 5. Does this Action Register keep the team accountable for accomplishing important tasks?



SVX – Query Turnaround RTG (53%)





- 3. Gap/Root Cause Analysis Conclusions
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Google Star Rating

Short Term Solution (through end of 2021)

Review Solicitation

- Updated Consent and Conditions of Services Opt out vs. Opt in. Working with Kassie Campbell in legal.
- Vendor we have chosen manages opt outs.
- Need to verify locations and physicians.
- Need data source- manual upload of patients. Bob Lambert
- Need strategy for managing negative comments
- Budget ask from MG



IMG-UT Implemented Ideas RTG (0/63) – Sep. 2021



IMG-UT Implemented Ideas RTG (0.63) - Sep 2021

1. Current Trend



2. Pareto Analysis					
DEPARTMENT	p-	Employee Count F	YTD Goal	Ideas YTD	YTD Variance
Intrmtn Neurosciences Institut		97.0	71.8	37.0	-34.8
Medical Center IM Hospitalists		82.0	60.7	1.0	
Professional Claims Management		77.0	57.0	1.0	
Int Heart Institute-Cardiology		66.0	48.8	105.0	
■Southwest Cardiology-St George		58.0	42.9	0.0	
 Cottonwood Instacare 		57.0	42.2	8.0	
Layton Clinic		55.0	40.7	72.0	
Patient Services		52.0	30.5	11.0	
Intrmtn OB-GYN Special ists		51.0	37.7	79.0	
Avenues Womens Center		51.0	37.7	88.0	
Heber Valley Clinic		50.0	37.0	38.0	
■Park City Specialty Clinic		49.0	36.2	0.0	
North Ogden Clinic		48.0	35.6	49.0	
■St George Hospitalists		47.0	34.8	0.0	
SL Clinic - Family and Int Med		47.0	34.8	25.0	
McKay-Dee Hospitalists		47.0	34.0	0.0	
Logan Regional Orthopedics		46.0	34.0	33.0	
Bountiful Instacare		45.0	34.0	50.0	
Alta View Pediatrics		46.0	34.0	39.0	
Wasatch GB-GYN		45.0	33.3	113.0	
Southwest Ortho and Sports Med		44.0	32.6	17.0	
Prof Documentation and Coding		44.0	32.6	164.0	
Utah Valley Instacare		43.0	31.0	1.0	
Southridge Surgical Spec		42.0	31.1	19.0	
McKay Dee Behavioral Health		42.0	31.1	48.0	
Intermountain MFM Specialist		42.0	31.1	0.0	-31.1
Budge Clinic OB-GYN		42.0	31.1	54.0	
Layton PW Instacare		41.0	30.3	12.0	-18.3
Taylorsville Instacare		40.0	29.6	8.0	-21.6
Taylorsville Clinic		40.0	29.6	40.0	
Redrock Peds		40.0	29.6	58.0	

3. Gap/Root Cause Analysis Conclusions

- Focus: Many priorities at Clinic Manager level. Submitting and implementing ideas may be a lower priority.
- Communication: Keeping implemented ideas top-of-mind has been challenging. Who should the communication come from?
- Accountability: Lack of accountability at the frontline clinic levels. Who should ensure ideas are being implemented?
- Tracking: Confusion over how and where implemented ideas should be tracked: online vs physical huddle board.
- Purpose / Objective: Some are not clear on why we implement ideas. Why is this a goal at Intermountain Healthcare?

4. Action Register

Action Steps	Who	When	Status
Contact and teach lower-performing clinics the "why" behind implementing ideas at Intermountain	Jacque D. Todd T.	10/1/21	In Process
Implement a communication plan for ensuring ideas are top-of-mind and a key focus for our teams	MG Market/SL Leaders	10/1/21	In Process
Highlight 3 – 5 top implemented ideas weekly	Jacque D. Todd T.	10/4/21	In Process
Hold lower-performing clinic managers accountable for improvement.	MG Market/SL Leaders	Weekly	In Process

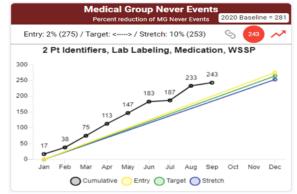


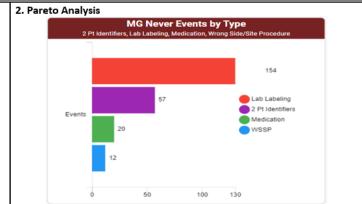
MG Never Events RTG (243) – Sep. 2021



MG Never Events RTG (243) - September 2021

1. Current Trend





3. Gap/Root Cause Analysis Conclusions

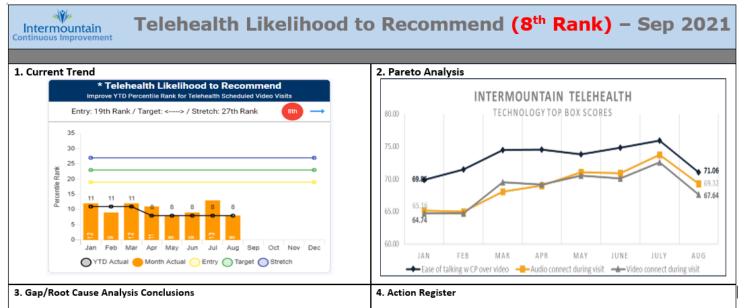
- Lab Labeling
 - Not following process
 - Staffing shortages leading to sense of lack of time and "hurried"
 - Serial COVID lab specimen process changes (collection type, curbside, bring back to medical model, self-collect)
 - RedCap versus SafetyNet goals and reporting
- · 2 Patient Identifiers
 - Not following process
 - Staffing shortages
 - RedCap versus Safety Net goals and reporting

4. Action Register

Action Steps	Who	When	Status
Creation of Lab Specimen Label K-Card	Todd Thompson and MG Nurse Leaders		COMPLETE
Caregiver training to K-Card	RN/MA Coordinators		COMPLETE
Safety Pause completed for all Specimen Labeling Errors and 2 Patient Identifiers	RN/MA Coordinators	Within 1-5 days of event	Ongoing
Additional card created for COVID saliva collection	Todd Thompson and MG Nurse Leaders	February 2021	COMPLETE
Caregiver training to saliva collection K-Card	RN/MA Coordinators	March 2021	COMPLETE
Reconcile SafetyNet and Redcap goals/metrics – SBAR sent 9/8/2021. Change trend and pareto to RedCap metrics	Susan Brown	September 2021	Ongoing
Analyze data for markets, service lines and COVID testing impact sent 9/8/2021	Susan Brown	September 2021	COMPLETE
Specific plan to address discrepancies in FM and Urgent Care/COVID testing sites	Susan Brown Anthony Wallin MD Ross Fulton	October 2021	Ongoing



Telehealth Likelihood to Recommend (8th Rank) - Sep. 2021



- Video connection during visit
- Audio connection during visit
- · Ease of talking with care provider over video

Action Steps	Who	When	Status
Patient Readiness – redesign patient-facing website with updated step-by-step, videos, phone number	Brian Roundy, Elise Graham, Brian Wayling		Completed
White Glove Onboarding Process – all pts offered tech assistance support for Video Visits	Brian Roundy, Elise Graham, Brian Wayling		Completed
Technology Enhancements – monitor all network traffic to fine tune, maximize efficiencies, experience	Brian Roundy, Elise Graham, Brian Wayling		Completed
Caregiver Coaching – clinic coaching completed for those with systemic issues	Brian Roundy, Elise Graham, Brian Wayling		Completed
Eliminate "panicked patient" experience – address most common inbound issue of appt time has passed	Brian Roundy, Elise Graham, Brian Wayling		On Schedule
Reintroduce Video Visits in Clinics – address significant variance in VV utilization for similar clinic types	Brian Roundy, Elise Graham, Brian Wayling		On Schedule
Train to "Round" on VV Experiences – set up comments report in PG for VV surveys	Brian Roundy, Elise Graham, Brian Wayling		On Schedule
Additional Tools to Create Accountability – create additions to the current suite of Tableau dashboards	Brian Roundy, Elise Graham, Brian Wayling		On Schedule



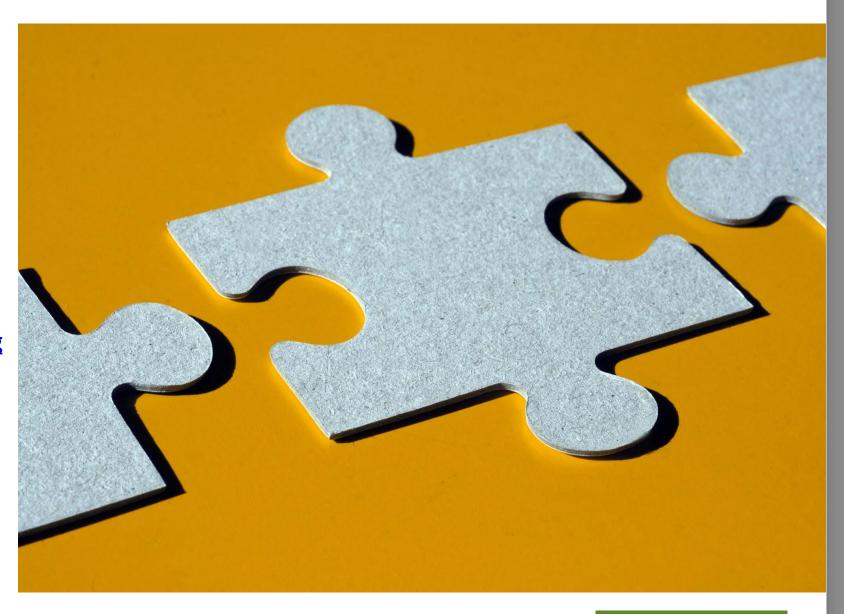
Challenge

- Return to Green Plans for all KPIs not meeting target (or not trending to meet target)
- Well-developed 4-box Return to Green (RTG) Plan with an action register detailing accountability
- Create, update, and post monthly
- Follow up



QUESTIONS?

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Medical Home Updates

Amanda Knott, RN

SelectHealth Medical Home Consultant





Overview

- > What's New for 2023
 - 2023 measure updates
 - Medical Home Program expansion
- > Questions



Measure Updates for 2023

- > Pediatric
 - Adolescent Well-Care Visits (age 12-21 years) will be split into two measures
 - Age 12-17 yrs. will be a weighted measure
 - Age 18-21 yrs. will be a "reporting only" measure
- > Adult
 - Colon Cancer Screening measurement age will start at 46
 - Diabetic Eye Exam will become a weighted measure
 - Family Practice providers may choose to participate in pediatric measures



We're Growing

New Medical Home Specialty Programs in 2023:

- Behavioral Health Program (adult and pediatric)
 - Follow-up after Hospitalization for Behavioral Health Admission (7 and 30 day)
 - Follow-up after Behavioral Health ED Visit (7 and 30 day)
 - Readmission Rates- reporting only
- Nephrology Program
 - A1c <8
 - Diabetic Eye Exam
 - Kidney Health Evaluation
 - Readmission Rates
 - Blood Pressure Control



We're Growing!

- > Idaho clinics to join in 2023
- > Growth of Medical Home team



THANK YOU!

Sudhir Sabbavarapu

Continuous Improvement Senior Consultant Return to Green Speaker

Amanda Knott, BSN, RN

Medical Home Consultant Medical Home Update Speaker

How did we do?

Please take a few moments to let us know. This <u>survey</u> should take you less than 3 minutes and will provide us with feedback to help us improve future gatherings.

