



# Return to Green Training

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# Return to Green

## Overview

### RCA techniques

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



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## 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

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## 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



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## 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 goals when we start keeping score!
- **Within 5 seconds can anyone see if we are winning or losing?**

### 2. PARETO ANALYSIS

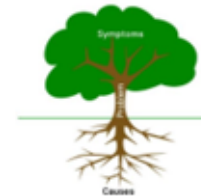


Vilfredo Pareto, an Italian economist in the mid and late 1800s, observed that 80% of the land in Italy was owned by 20% of the population, and the same applied abroad

- 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?**

### 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?**

### 4. ACTION REGISTER

Accountability Process - Action Register

ACTION	OWNER	TARGET DATE	COMPLETION DATE	COMMENTS

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?**

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## Sentiment Trend



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## Monthly Blog Stats and Top Referral Sources/Mediums





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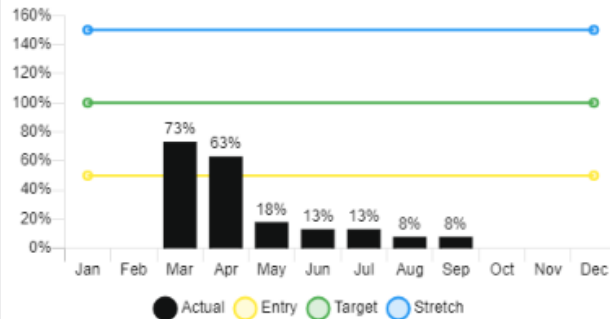
## Patient Centered Access - Overall Score

Cardiology, Neurology, Oncology, Behavior Health Service Lines

Rollup of 1) Ability to Get Desired Appt. 2) Ease of Scheduling Appt. 3) Third Next Available Appt.

Entry: 50% Target: <-----> Stretch: 150%

Cumulative YTD

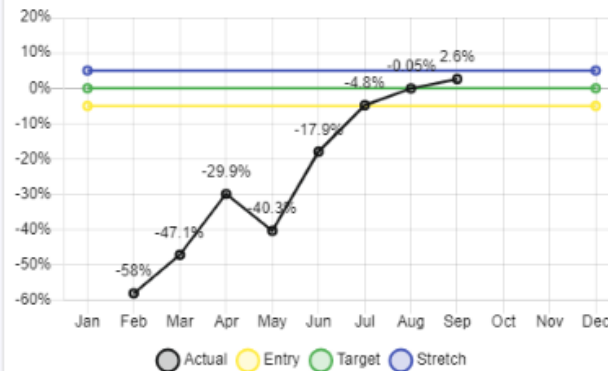


## \* Medical Group EBIDA

YTD Percent to Plan

+2.6%

Entry: - 5% Target: <-----> Stretch: + 5%



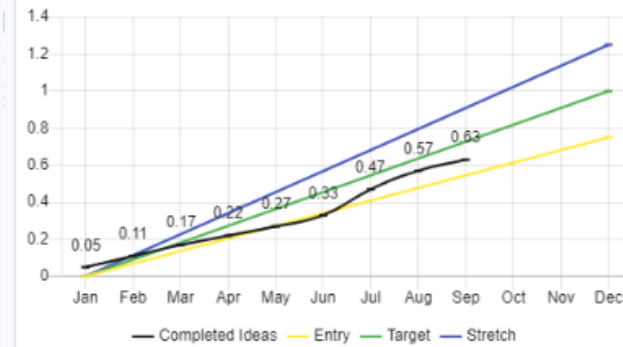
## \* MG Implemented Ideas

Average Number of Ideas Implemented per Employee

2020 Baseline = 1.43 (9,373)

0.63

Entry: 0.75 (4,875) Target: 1.00 (6,500) Stretch: 1.25 (8,125)



## Patient Centered Access Chart

Cardiology, Neurology, Oncology, Behavioral Health Service Lines

Colored Bars are Cumulative YTD

	Mar	Apr	May	Jun	Jul
Same Day Response Overall Score	77.6% At Entry	77.4% At Entry	77.0% Below Entry	77.0% Below Entry	77.0% Below Entry
Ability to Get Desired Appt Score	58 At Entry	55 At Entry	52 Below Entry	49 Below Entry	49 Below Entry
Ease of Scheduling Appt Score	54 At Entry	52 At Entry	51 Below Entry	50 Below Entry	50 Below Entry
Third Next Available Appt	11 At Entry	11 At Entry	11 At Entry	12 At Entry	12 At Entry

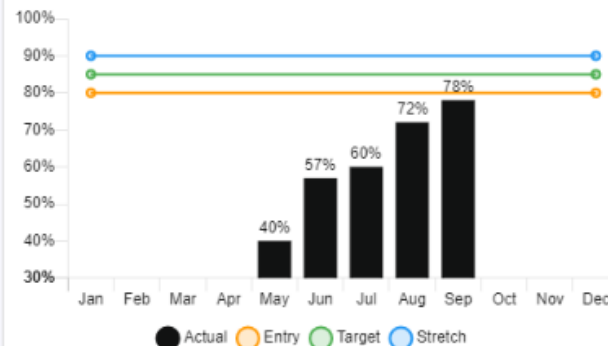
## HCC Performance

Documented key conditions for our patients and proper risk adjustment

Percent Completed (Baseline = 85.22%)

78%

Entry: 80% Target: <-----> Stretch: 90%



## \* Caregiver Engagement

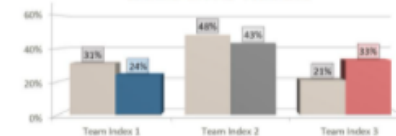
Improve Team Index III Distribution

Percent of TI 1 teams minus Percent of TI 3 teams (%TI1 - %TI3)

Entry: -6% (+3) Target: -1% (+8) Stretch: 4% (+13)

Year	Team Index I	Team Index II	Team Index III	Result
2019	31%	48%	21%	+10%
2020	24%	43%	33%	-9%
Year	Entry	Target	Stretch	Result
2021	-6% (+3%)	-1% (+8%)	+4% (+13%)	

## 2020 IMG Result



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## 5-Why Analysis

Issue:

- The Washington monument is disintegrating.

Why?

- 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?

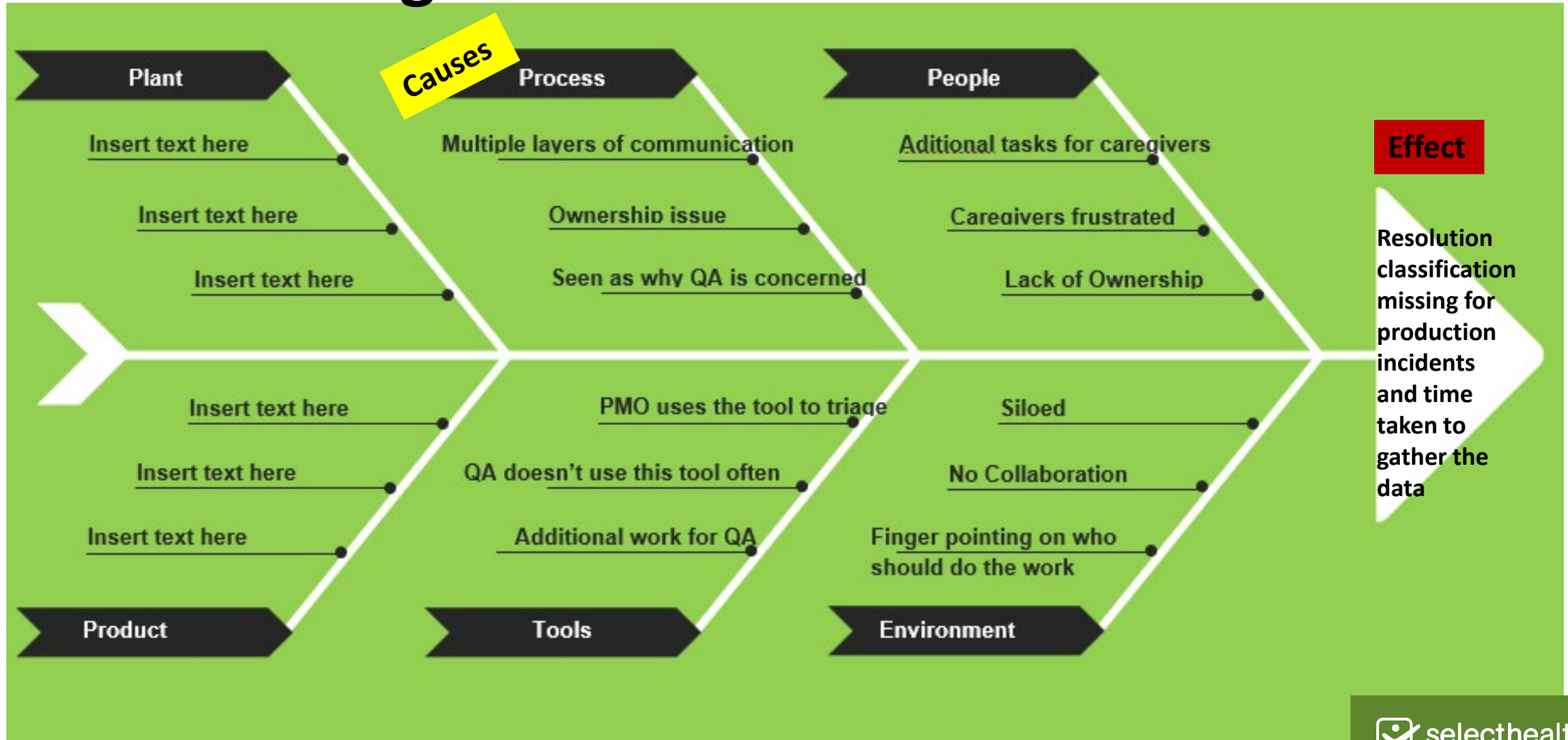
- Gnats are attracted to the lights at dusk.

CM:

- Turn the lights on later (after dusk).

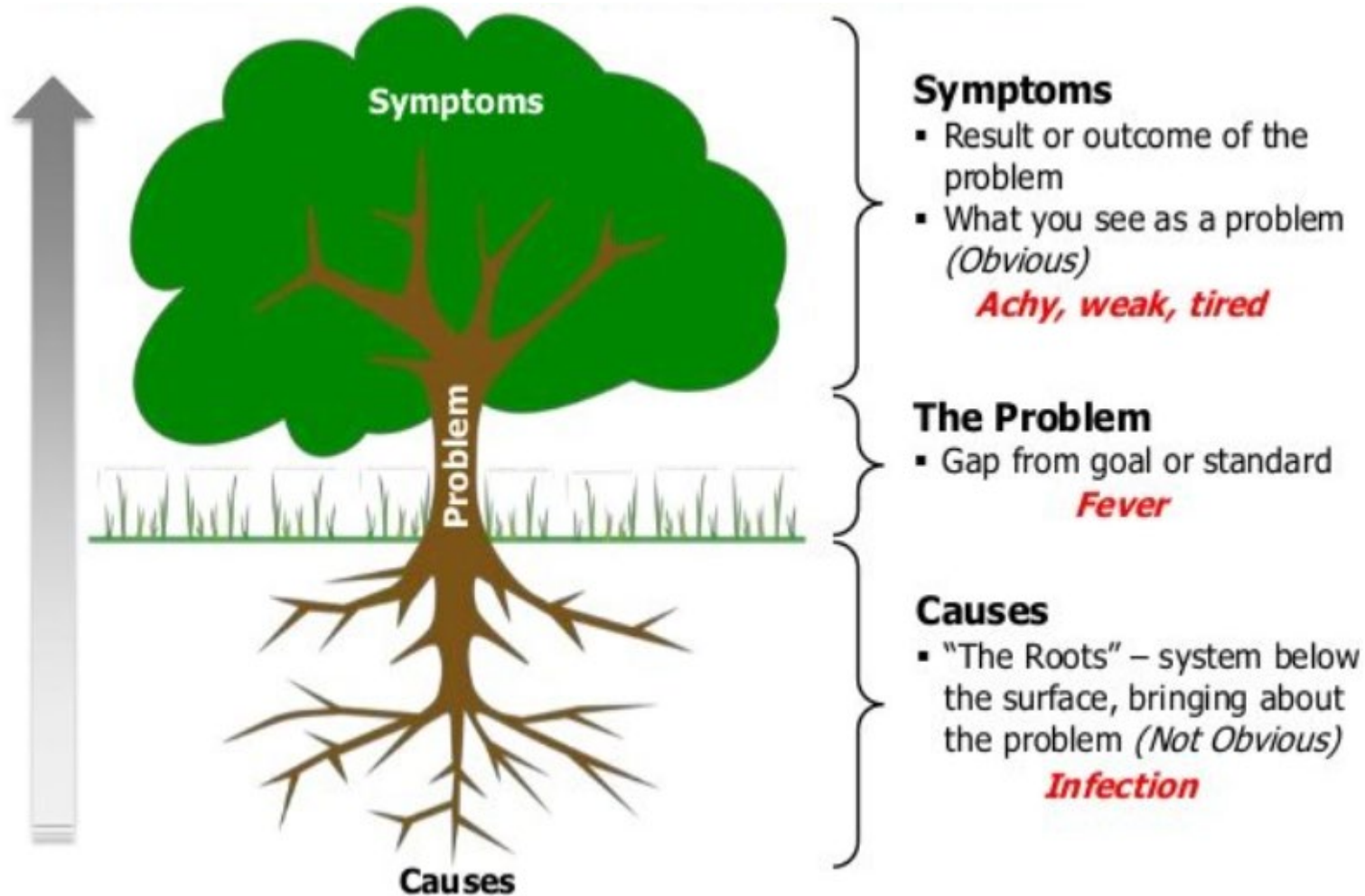
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## Fishbone Diagram



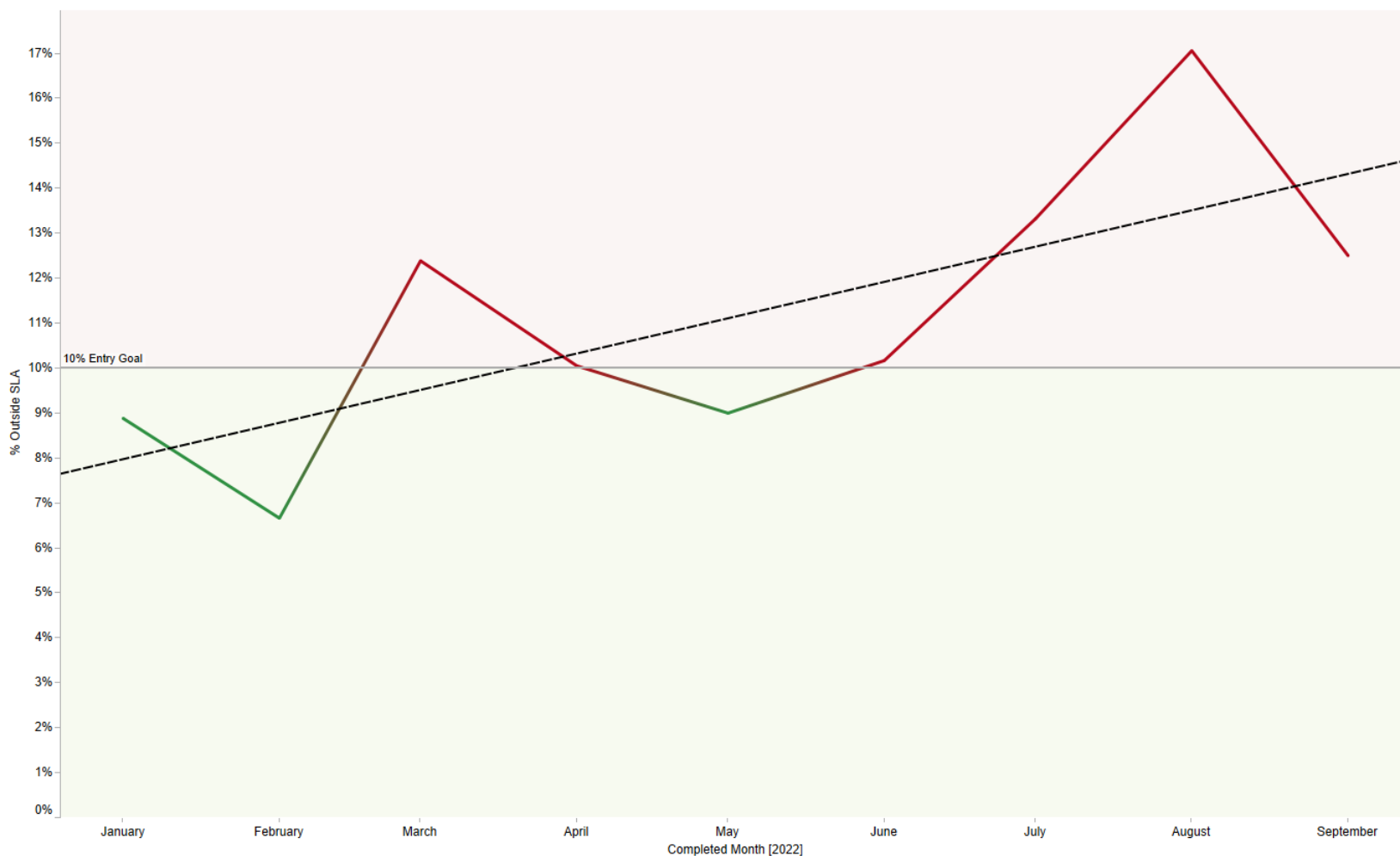
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## Understanding Root Causes



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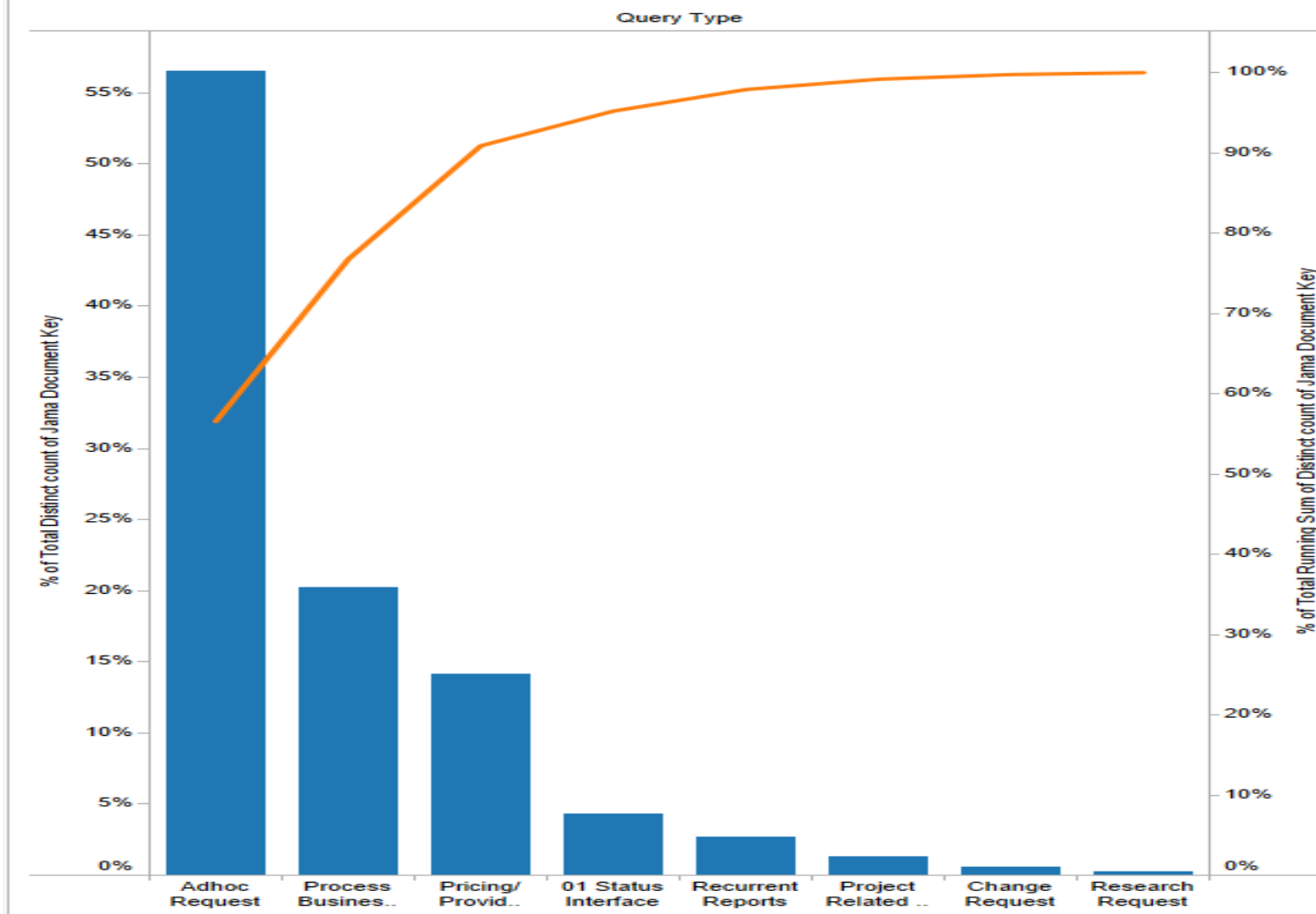
## SVX – Query Turnaround. Ex: Current Trend



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?

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## 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?



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## 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?

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## Action Register

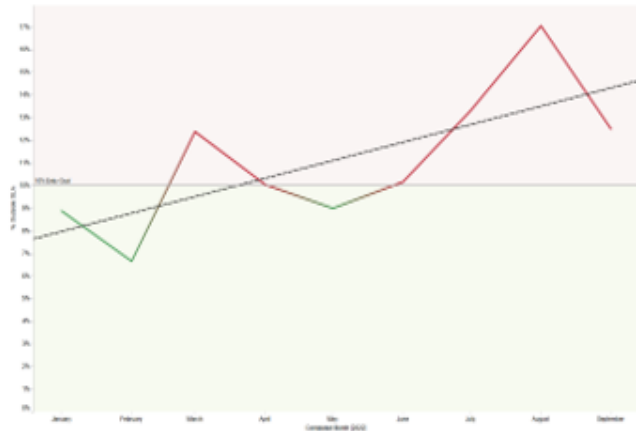
Action Steps	Who	When	Status
Update Templates	PJ	10/01/22	In Progress
Update query SLA to be department specific	Malene	01/01/23	To Do
Educate CS on templates/monitoring	Malene/PJ	09/20/22	Completed
Work with BSS on criteria submissions	Kristina	10/01/22	In Progress
Update documentation	Malene/PJ	10/01/22	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?

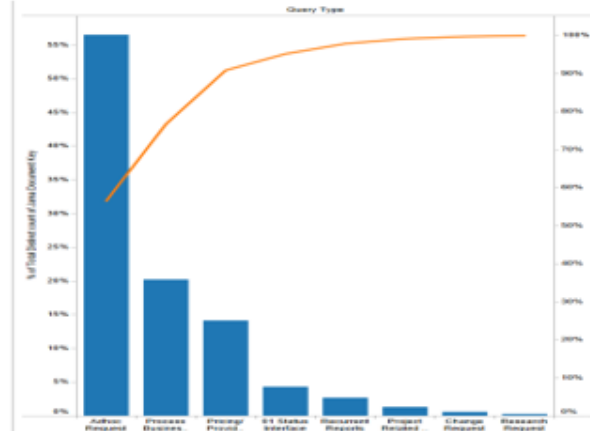
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## SVX – Query Turnaround RTG (53%)

1. Current Trend



2. Pareto Chart



3. Gap/Root Cause Analysis Conclusions

- 01 status - result of the SQL Server upgrade/IS freezes - should see improvement on this.
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4. Action Register

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## Google Star Rating

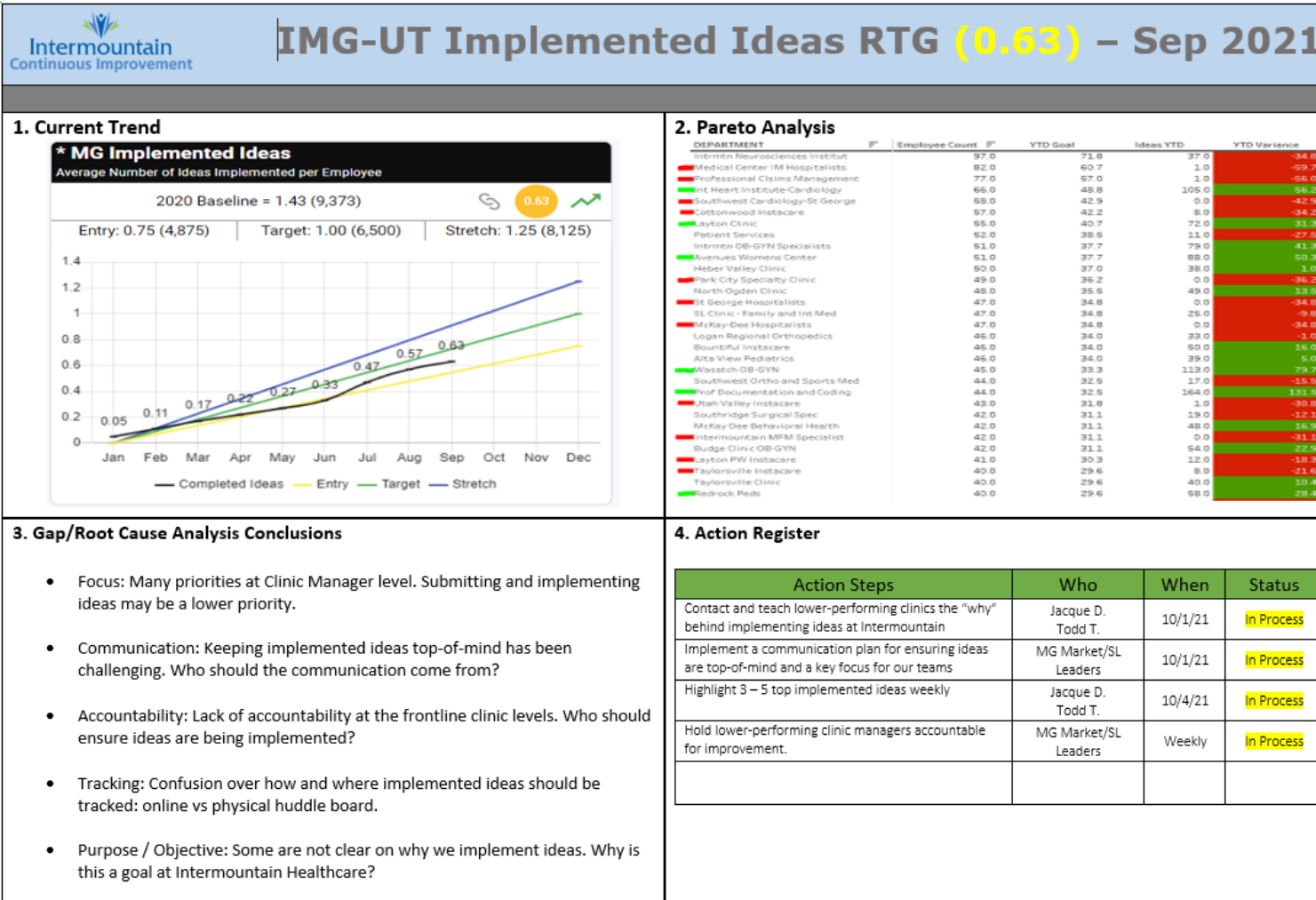
Short Term Solution (through end of 2021)

### 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

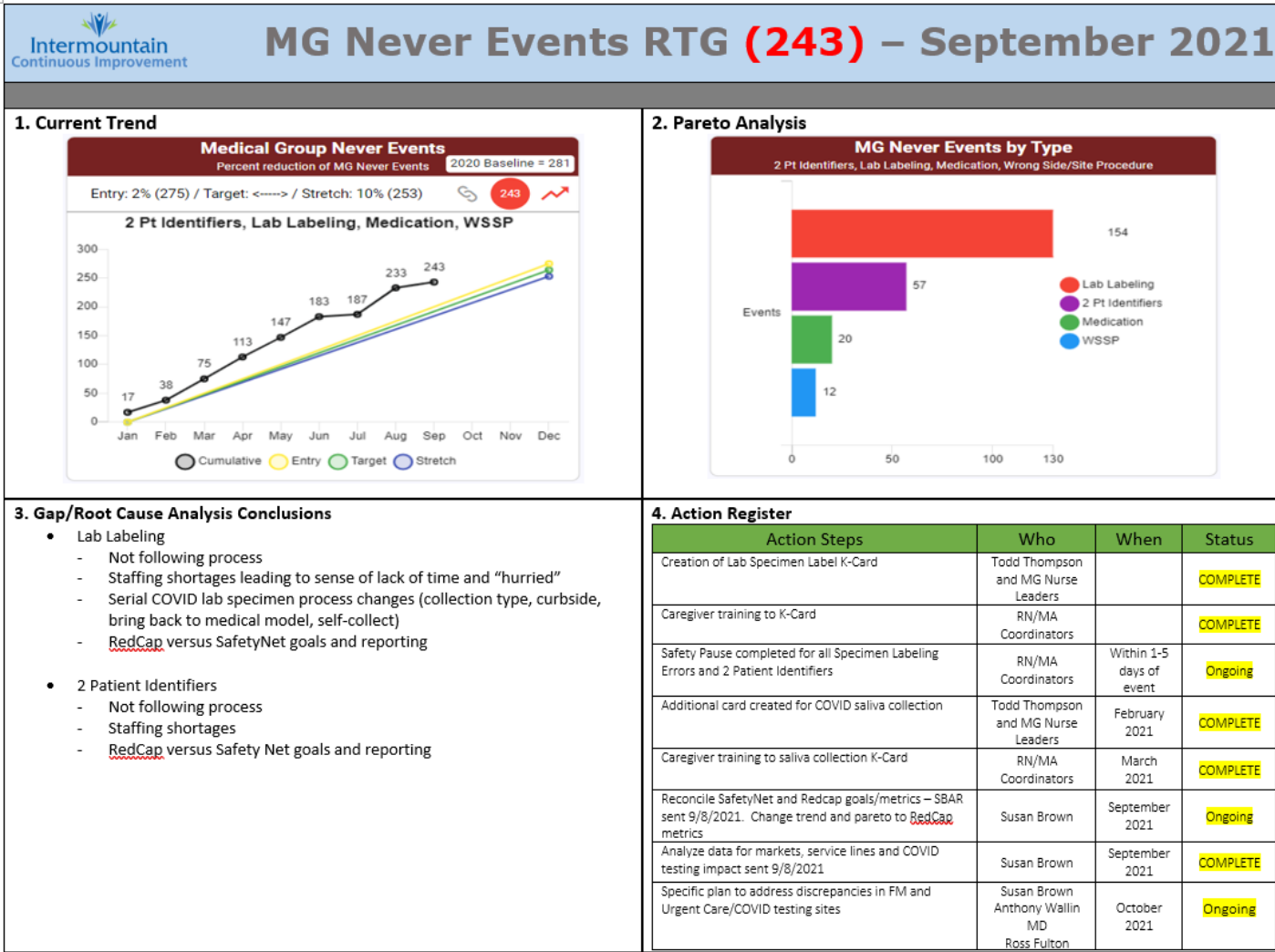
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## IMG-UT Implemented Ideas RTG (0/63) – Sep. 2021



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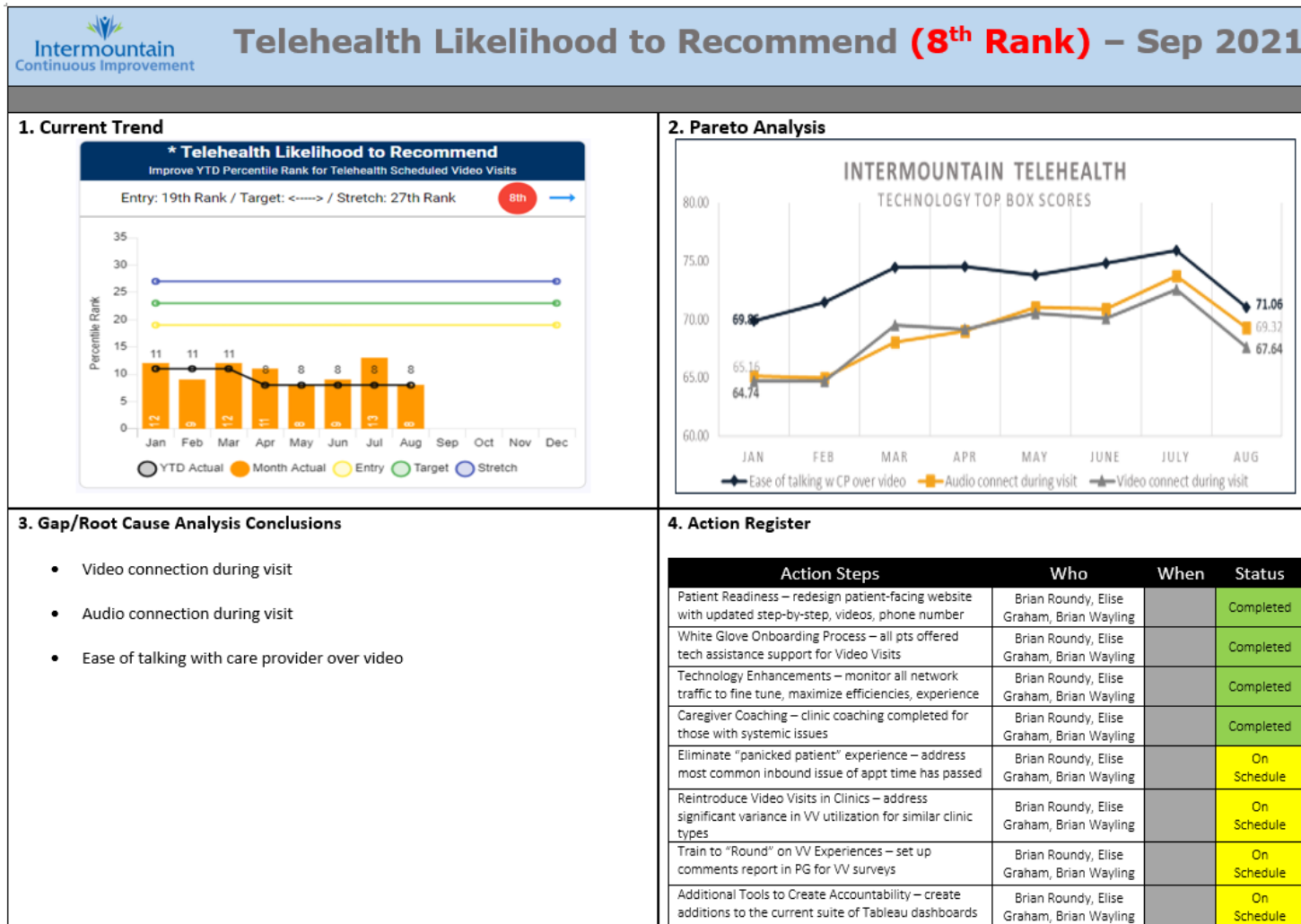
## MG Never Events RTG (243) – Sep. 2021





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## Telehealth Likelihood to Recommend (8<sup>th</sup> Rank) – Sep. 2021



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## 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



## Medical Home Updates

Amanda Knott, RN

SelectHealth Medical Home Consultant



# Medical Home Updates



## Overview

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

# Medical Home Updates

## 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



# Medical Home Updates

## 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

# Medical Home Updates

## 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 [survey](#) should take you less than 3 minutes and will provide us with feedback to help us improve future gatherings.*