

## ***Neighborhood Health Plan of Rhode Island 2010 Quality Improvement Annual Evaluation***

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## I. Executive Summary

### **Introduction**

Neighborhood Health Plan of Rhode Island's (Neighborhood) Quality Improvement (QI) Program strives to ensure that its members have access to high quality health care services that result in positive health outcomes. The QI Program extends to all departments within the organization, at all levels, in recognition that teamwork and collaboration are essential for quality improvement.

Neighborhood produces the annual evaluation to assess the effectiveness of its QI Program. During 2010, the Program encompassed 40 initiatives covering the broad performance areas of Clinical Quality Improvement (20 initiatives), Service Quality Improvement (15 initiatives), and Improvement of Patient Safety and Coordination of Care (5 initiatives). For each initiative, this evaluation summarizes the progress and achievements during the year, including:

- A description of the quality improvement activities undertaken;
- Measurable performance achievements, with trended data when available;
- Identification of those issues and barriers preventing achievement of the goals;
- Interventions adopted or identified to overcome these barriers;
- Goals identified for the upcoming year;
- Proposed interventions for goal achievement in the upcoming year; and
- Summary of the overall effectiveness of the program.

The Quality Improvement Program Annual Evaluation is reviewed by the Clinical Affairs Committee, which serves as Neighborhood's Quality Improvement Committee, prior to being submitted for review and approval by the Board of Directors. The Committee and the Board likewise review and approve the Quality Improvement Program Description and Workplan for the upcoming year.

### **Overview of Our Work in 2010**

#### *Recognition and Accolades*

- Ranked 7<sup>th</sup> best among America's Medicaid Health Plans in the national ranking performed by the National Committee for Quality Assurance (NCQA) Health Insurance Plan Ranking.
- Maintained the highest accreditation ranking of "Excellent" held since 2001 based on its submission to NCQA, including annual HEDIS<sup>®</sup> rates and CAHPS<sup>®</sup> performance. Neighborhood is scheduled for a full NCQA accreditation survey in the Fall of 2011.

#### *Preventive Health*

- Achieved performance above the HEDIS<sup>®</sup> 2010 Quality Compass 90th percentile in the following measures:
  - Well Child Visits in the First 15 Months of Life
  - Children's Access to Primary Care Practitioners (12-24 months, 25 months to 6 years, and 7 to 11 years)
  - Cervical Cancer Screening
- Continued collaboration and partnership with the Rhode Island Department of Health's KIDSNET Program for the exchange of lead screening encounter and immunization data.
- Worked with Televox<sup>™</sup> to transmit automated voicemail reminders to families with children of 8 months and 17 months who missed recommended vaccines
- Offered performance based incentives to selected high-volume primary care sites for specified effectiveness of care and access and availability of care measures
- Maintained Adolescent Preventive Care Guidelines

### Health Management

- Implemented the Transitions of Care Program that outreaches to a targeted population post-hospitalization, based on diagnosis or post elective surgery, to address: medication self-management and medication reconciliation, use of a personal health record to coordinate care between providers, timely primary care provider and/or specialty care follow-up visits post hospitalization, and knowledge of red flags indicating a worsening of the health condition, how to respond, and when to contact a physician
- Provided telephonic outreach to members seen in Lifespan Emergency Rooms during regular business hours to educate members to contact their PCP for non-emergent episodes of care, rather than utilizing the emergency room, and to ensure members have an identified PCP
- Implemented Communities of Care, a program to support and encourage the primary care relationship and to decrease non-emergency and avoidable ER utilization. The program includes: improved service coordination, defined member responsibilities, and associated incentives and rewards
- Collaborated with the Rhode Island Chronic Care Collaborative in support of its efforts to improve diabetes care
- Offered and provided incentives to providers for prenatal health risk assessments submitted to Neighborhood in the first or second trimester

### Behavioral Health

- Continued educational presentations to residential and community based providers regarding the continuum of behavioral health care and Case Management.
- Continued medical/behavioral health case management internal case rounds for all lines of business.
- Completed several internal trainings for staff regarding behavioral health.
- Achieved HEDIS® 2010 Quality Compass 90<sup>th</sup> percentile for *Follow Up After Hospitalization for Mental Illness within 30 Days*.
- Achieved HEDIS® 2010 Quality Compass 90<sup>th</sup> percentile for *Follow Up Care for Children Prescribed Attention-Deficit/Hyperactivity Disorder Medication (ADD) for both the Initiation and the Continuation & Maintenance Phase*.
- Conducted chart audits for PCPs regarding annual screening for depression and alcohol.
- Added language to all the behavioral health hospital contracts requiring the hospitals to notify Beacon Case Management of any child or adult for whom the hospital was not able to secure a follow up appointment within 7 days.
- Expanded the Crisis Stabilization services for adults.
- Neighborhood updated the Institute for Clinical Systems Guidelines (ICSG) for the diagnosis and management of ADHD.

### Patient Safety

- Educated members on reading prescription drug labels and taking medication safely.
- Conducted site assessments at fifty-one (51) practices in accordance with Neighborhood's standards for safety, cleanliness, medical record keeping, patient education, access to care and patient satisfaction.
- Provided timely notification to patients and their practitioners of voluntary and/or FDA safety mandated drug recalls/withdrawals.
- Completed drug utilization review on members with high volume and/or complex prescription drug therapy.
- Successfully identified and outreached to patients impacted by pharmaceutical recalls and withdrawals and their prescribing practitioners.

### Improvements in Service to Members and Providers

- Provided performance-based incentives to community health centers to improve patient satisfaction relative to wait time and overall satisfaction.
- Conducted member focus groups to gain better insight on members' knowledge of their benefits and general recommendations for the Plan.
- Implemented the quarterly collection of data according to HEDIS specification to allow for rapid and timelier improvement.
- Achieved performance above CAHPS® 2010 Quality Compass 90<sup>th</sup> percentile in following measures: Rating of Health Plan and Shared Decision Making.

### **Challenges and Barriers to Improvement**

Neighborhood identifies the challenges and barriers to improvement encountered within each specific quality improvement activity undertaken; these are reflected in the text of each activity / area of focus described in the Annual Evaluation. Recommended activities and interventions for the upcoming year consider these challenges and barriers in working towards success and achievement of the Plan's goals. Some of the challenges encountered across two or more of the quality improvement activities undertaken throughout 2010 included, but were not limited to:

- Quality improvements competed with the organization-wide reallocation of resources for the implementation of a new claims system.
- Significant reliance on HEDIS for outcome measurement and performance improvement activities is disadvantageous for rapid and strategic PDSA cycles.
- Limited / incomplete demographic information, including contact information and race / ethnicity data, makes targeted outreach, education and case/disease management difficult or not possible for some members. Neighborhood's members are transient and do not always contact the Plan to inform us of with address changes.

### **Overall Program Effectiveness**

Neighborhood's improvement efforts strive to impact the quality of care and service provided to our members and practitioners. Review of Neighborhood's quality improvement activities as described herein demonstrates that Neighborhood was successfully able to achieve the following:

- Continued expansion and creation of a deeper integration of the medical and behavioral health case and disease management programs available to members.
- Maintained the health plan's focus on the importance of preventive care, health management, and accessing appropriate care in our initiatives to educate and connect with members, work with providers, and enhance our internal operations.
- Demonstrated our continued commitment to and appreciation of collaborative partnership with both members and providers by seeking new members for our quality improvement and Board-level committees.
- Promoted the awareness and concepts of inter-departmental organizational quality improvement to create greater operational efficiency and capacity.
- Exhibited improvements in HEDIS® performance, contributing to earning the distinction of being recognized as the #7 Medicaid health plan in United States according to the national ranking developed by the National Committee for Quality Assurance (NCQA).