



# **Neighborhood Health Plan of Rhode Island 2022 Quality Improvement Annual Evaluation**

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# Executive Summary

## **A. Introduction**

Neighborhood Health Plan of Rhode Island's (the Plan or Neighborhood) Quality Improvement (QI) Program strives to ensure that its members have access to high quality health care services that are responsive to their needs and 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 QI Annual Evaluation to assess the effectiveness of its QI Program. During 2022, the QI Program encompassed 57 initiatives covering the broad performance areas of Clinical Quality Improvement (29 initiatives), Service and Operations Quality Improvement (21 initiatives), and Patient Safety and Coordination of Care Quality Improvement (7 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 issues and barriers preventing achievement of the goals;
- Interventions adopted or identified to overcome those 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.

Neighborhood monitors and evaluates the care and services provided to its members through collection and analysis of several data sources, including, but not limited to, Healthcare Effectiveness Data and Information Set (HEDIS®), Quality Rating System, Qualified Health Plan Enrollee Experience Survey, and Consumer Assessment of Healthcare Providers and Systems (CAHPS®) results, provider satisfaction survey results, accessibility and availability standards, and utilization trends. HEDIS and CAHPS data are collected by third-party vendors certified by the National Committee for Quality Assurance (NCQA) and are validated by an NCQA-approved auditor contracted by Neighborhood. Surveys performed by external vendors are validated by the vendor according to contract requirements. Data produced internally are validated by business leads and by the Medicaid & Commercial and INTEGRITY Quality and Operations Committees.

The QI Program Annual Evaluation is reviewed by the Clinical Affairs Committee, which serves as Neighborhood's QI Committee, prior to being submitted for review and acceptance by the Board of Directors. The Clinical Affairs Committee and the Board of Directors also review and approve the QI Program Description and Work Plan for the upcoming year.

*Note: This evaluation is not meant to take the place of other detailed program evaluations such as the program evaluations for disease and health management programs. However, it will provide a comprehensive overview of outcomes across Neighborhood.*

## **B. Overview of Work in 2022**

### **Operational/ Quality Recognition and Achievements**

- One of thirteen (out of 188) Medicaid Health Plan in the country to achieve a rating of 4.5 or 5 out of a maximum possible rating of 5 in the National Committee for Quality Assurance (NCQA) Health Plan Ratings 2022.

- The only Medicaid Health Plan in the state of Rhode Island to achieve 4.5 out of 5 stars in the NCQA Health Plan Ratings 2022.
- Achieved 5 out of 5 stars in Childhood Immunizations, BMI Percentile Assessment, Prenatal Checkups and Immunizations, Postpartum Care, and Breast and Cervical Cancer Screenings in the Prevention Rating category – a testament to Neighborhood’s exceptional network of providers and their strong partnership with Neighborhood to serve Medicaid members, in particular mothers and children.
- Attained 75% of the 2021 Quality Withhold for the INTEGRITY product line (MMP Demonstration Year 5), by passing 11 out of the 14 measures on the basis of performance. This achievement represents about \$9.3 million of the available QW incentive dollars. (Neighborhood received notification of the final report from CMS in 2022.)
- Successfully led several organization-wide Quality Improvement Work Groups with the goals of improving gaps in care for prevention screenings and achieving an improved flu immunization rate for the 2022-2023 flu season across all product lines.
- Rating of Health Plan (9+10) remained at the Medicaid Quality Compass 90<sup>th</sup> percentile benchmark for the 18<sup>th</sup> consecutive year.
- Achieved a +65 Net Promoter Score (NPS), resulting in Neighborhood achieving the 2022 corporate goal of maintaining an overall Medicaid NPS of “Excellent”. (NPS is a metric used in customer experience programs to measure the loyalty of customers to a company.)
- Overall provider satisfaction with Neighborhood remained high at 64.7% in 2022, achieving Neighborhood corporate goal.
- Successfully implemented an enhanced race and ethnicity project where files from five difference sources were integrated to improve the overall race and ethnicity data for all three product lines (Medicaid, MMP and Commercial) from 50.5% to 88.2%.
- The Health Equity Committee implemented three sub-groups. The sub-groups are charged with developing and implementing a plan to address disparities with a focus on behavioral health, maternal health and childhood obesity.
- Updated the Clinical Provider Resource Guide on the Neighborhood website and shared with Accountable Entities. The Guide includes an overview HEDIS and non-HEDIS Quality Measures as well as best practices.

### **Health Management / Preventive Health**

- Implemented a High Performer Program for network Providers. The network practices that achieve the highest rates for HEDIS quality measures in the Plan’s network are awarded a “Certificate of Recognition” for outstanding performance on quality measures.
- Enhanced the Wellness Rewards Program aimed at several screening and prevention HEDIS measures including, but not limited to, well visits, immunizations, lead screening, and routine diabetes care. The Plan distributed 1,102 member rewards.
- Continued to provide members education on the importance of being immunized for COVID-19 and influenza, as well as the importance of getting preventive screenings and well visits through social media and radio campaigns.
- Continued to provide members and providers with education on the Plan’s Disease Management and Care Management Programs through Provider and Member Newsletters.
- Achieved or maintained Medicaid National QC 90th or 95th percentile rating for HEDIS measures for Prevention and Screening (23), Access and Availability of Care (3) and Utilization of Services (2).

### **Patient Safety and Care Coordination**

- Credentialed 878 practitioner applications and 137 organizational providers for network entry.
- Re-credentialed 1,603 practitioner applications and 58 organizational providers for re-entry into the network.
- Reviewed 220 new cases for quality of care complaints and closed 100% of the cases within 60 calendar days. Of the 220 cases, 174 were member complaints and 46 were concerns.
- Reviewed 92 Class I or II drug recalls for potential member impact, and 314 members were notified of the recalls.
- Conducted 1,909 Comprehensive Medication Reviews across all products as part of the Medication Therapy Management, an improvement over CY 2021 (1,489).
- For new INTEGRITY enrollees, completed 349 of the required initial Comprehensive Functional Needs Assessments (CFNAs) within 90 days of enrollment, representing 60.7% completion rate.
- For new INTEGRITY enrollees, completed 1,491 of the required initial Health Risk Assessments (HRAs) within 90 days of enrollment, representing 77.5% completion rate.
- For existing INTEGRITY members, completed 4,773 (89.1%) of the required Comprehensive Functional Needs Assessments (CFNAs) and 4,970 (65.4%) Health Risk Assessments (HRAs) reassessments and 694 (98.9%) Wellness Reassessment within the contractual timeframe.
- Care plans for INTEGRITY members were completed within 15 days of assessment for 96.9% of the 17,227 members enrolled for 90 days or longer.

### **C. Challenges and Barriers to Quality Improvement**

Neighborhood identifies the challenges and barriers to improvement encountered within each specific quality improvement activity undertaken; these are reflected in the text for 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 Neighborhood's goals. Some of the challenges encountered across multiple quality improvement activities undertaken throughout 2022 that were, but were not limited to, the following:

- The COVID-19 pandemic was and continues to be a key driver of barriers for the organization, the providers' offices as well as Neighborhood members. The providers' offices continue to be impacted by the COVID-19 pandemic in terms of staffing as well as getting their patients in for preventive visits. Additionally, members continue to express concerns with going into the providers' offices for routine appointments.
- Neighborhood shifted from having most of its workforce off-site in a remote work environment to having its workforce back in the traditional office setting. This shift continues to be a challenge as staff adjust to a hybrid work solution in terms of quality improvement work groups and other meetings.
- The Plan continued to restructure the clinical areas of the organization to accommodate for current and potential growth and to better align selected business areas.
- Reliance on HEDIS for outcome measurement and performance improvement activities, which is disadvantageous for rapid improvement cycles (e.g., Plan, Do, Study, Act). The Plan continues to assess alternative ways to measure and respond to outcome measures including analyzing the HEDIS rates throughout the year.
- Member contact information continues to be limited thus making targeted outreach, education and case/disease management difficult or impossible for some members.

## **D. Overall Program Effectiveness**

Neighborhood's QI improvement efforts strive to impact the quality of care and service provided to its members and practitioners. Annually, the Plan assesses the overall effectiveness of its QI Program through the production of the QI Annual Evaluation to ensure that there is adequacy of resources, assesses the QI committee structure, practitioner participation and leadership involvement, and makes changes to its QI program as necessary for the upcoming year. In 2022, the Plan continued to be focused and committed to its QI structure for organization-wide quality improvement activities. Participating network practitioners, the Plan's QI staff, the Chief Medical Officer's staff and staff throughout the organization are members of the QI committees and sub-committees contributing to the QI Program. As part of its focus on continuous quality improvement, Neighborhood continues to look for opportunities to improve how it resources QI activities, inclusive of physician participation, and makes adjustments when indicated. Despite COVID-19 being a key barrier for the Plan, its providers, members and employees, Neighborhood successfully submitted final audited HEDIS data for all three products (Medicaid, Exchange and Medicare-Medicaid Plan). Neighborhood demonstrated improvement in several prevention and screening as well as behavioral health measures. The Plan achieved a rating of 4.5 or 5 out of a maximum possible rating of 5 in the National Committee for Quality Assurance (NCQA) Health Plan Ratings 2022 - one of thirteen health plans (out of 188) Medicaid Health Plan in the country to achieve this rating. Neighborhood is the only Medicaid Health Plan in the state of Rhode Island to achieve 4.5 out of 5 stars in the NCQA Health Plan Ratings 2022. Additionally, the Plan achieved a +65 Net Promoter Score (NPS), which is classified as "Excellent" resulting in the achievement of its 2022 corporate goal of maintaining "Excellent" NPS (NPS is a metric used in customer experience programs to measure the loyalty of customers to a company.)

Review of the Plan's quality improvement activities as described herein demonstrates that Neighborhood was successfully able to achieve the following:

- Maintained the 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.
- Continued to promote the awareness and concepts of inter-departmental organizational quality improvement to create greater operational efficiency and capacity.
- Implemented an enhanced race and ethnicity project where files from five different sources were integrated to improve the overall race and ethnicity data for all three product lines (Medicaid, MMP and Commercial) from 50.5% to 88.2%.
- Successfully led several organization-wide Quality Improvement Work Groups with the goals of improving gaps in care for prevention screenings and achieving an improved flu immunization rate for the 2022-2021 flu season across all product lines.
- Conducted four focused QIPs for the Medicaid product in the areas of: Developmental Screening in Children, Lead Screening in Children, Follow Up Care for Children Prescribed ADHD Medication, and Child and Adolescent Access to Primary Care Practitioners.
- Conducted two focused QIPs for the INTEGRITY product in the area of transitioning members from nursing home facilities to the community and improving The Plan's performance on the Care for Older Adult HEDIS measures.
- Conducted a Chronic Care Improvement Project for the INTEGRITY product focusing on improving selected diabetes screening measures for this population.