



Quality Performance Improvement Project

Healthy Families Program Quality Performance Improvement Project

Background

A key component of a quality improvement project is the identification of a) **successful practices** and b) **opportunities for improvement**.

During the last three years, MRMIB has collected and published health plan performance information pertaining to five areas of preventive care. Using a standardized tool (the Health Plan and Employer Data Information Set, or HEDIS) to "evaluate" plan performance, MRMIB has information on the provision of immunizations, well-child and well-adolescent visits, access to primary care providers and outpatient follow-up after a psychiatric inpatient admission. In addition to the HEDIS measures, MRMIB also has information on the number of newly enrolled children receiving a health assessment within the first 120 days of enrollment.

The maturity of the program and stability of the subscriber population will allow MRMIB and participating health plans to review performance and initiate discussions on ideas for improvement. The program's maturity also allows MRMIB and plans to begin uncovering "best practices" that contribute to high performance.



At the request of the Board, staff considered ways to identify plan performance that warranted improvement and to provide feedback to the plans in this regard. Although HFP plan performance overall was on par or better than NCQA benchmarks for Medicaid and commercial plans, performance on *well adolescent visits* and *mental health follow-up after an inpatient admission* were alarmingly low.

Purpose and Process of the HFP Quality Performance Improvement Project

The intent of the HFP Quality Performance Improvement Project is to provide annual feedback to plans regarding program performance overall, as well as individual plan performance as indicated by performance scores for a particular year and improvement or deterioration in performance over a multi-year period.

The following tables present an overview of the methodology used to calculate plan performance, actual plan achievement, and an approach to providing annual feedback.

- ▶ **Table 1** – Examples of the methodology used to calculate performance scores.
- ▶ **Table 2** – Actual plans scores for the 2000 and 2001 reporting period.
- ▶ **Table 3** – Matrix of plan performance and proposed corrective action. (*Feedback*)

- ✓ *Health plans achieving **high scores** in reported performance measurement areas will be asked to share information about the factors contributing to their success. Scores for these plans are identified with  **Best Practices Profile**.*
- ✓ *Health plans achieving **low scores** in these same performance measurement areas will be required to submit corrective action plans. Scores for these plans are identified with  **Corrective Action Strategy**.*

This year, **all participating health plans will submit a corrective action plan for improving their performance in well adolescent visits and follow-up after a mental health inpatient admission.** Some plans will be asked, however, to provide information on ways they have achieved a higher than average performance rate on well-adolescent visits compared to the overall HFP average.

Because this framework is the first attempt to promote quality improvement systematically, staff will monitor the results from this effort and refine the framework if necessary.

Table 1 – Methodology for Calculating Performance

Methodology For Calculating Performance Scores

Calendar Year 2000/2001 Results

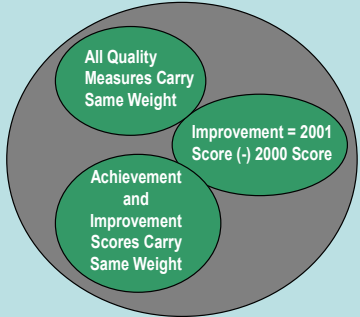
- ✓ Childhood Immunization – C2
- ✓ Well Child Visit
- ✓ Adolescent Well Visit
- ✓ Access to PCP (Combined)
- ✓ 120 Day IHA

Calculation of Scoring Results

Achievement Component =
1 point for each percent scored.

Improvement Component = 1 point added or subtracted for each positive or negative change in score. (20 Max)

Total Score = Achievement Points + Improvement Points



Methodology For Ranking Plans

- Calculate Plan Total Score
 - Rank Plans Highest to Lowest
 - Generate Mean and Standard Deviation for All Plans Scores
 - Identify Plans Above and Below One Standard Deviation from Mean
 - Classify Plans as High, Average or Low Scoring Plans
- High = > 1Std.dev Above Mean Low = < 1Std.dev Below Mean

Communicate Results to Individual Plans

- Address Strengths and Weaknesses
- Solicit Best Practices and Recommendations (*High Scores*)
- Present strategies for improving future scores (*Low Scores*)

Quality Performance Measurement (Example)

| Plan | 2001 Achievement | | | | 2000 Achievement | | | | 2000 to 2001 Improvement | | | | Quality Measurement Score | | |
|-----------|------------------|-----------------------|---------------|-------------------------------|------------------|-----------------------|---------------|-------------------------------|--------------------------|-----------------------|---------------|-------------------------------|---------------------------|-------------|---------|
| | Well Child Visit | Adolescent Well Visit | Access to PCP | 120 Day Initial Health Assess | Well Child Visit | Adolescent Well Visit | Access to PCP | 120 Day Initial Health Assess | Well Child Visit | Adolescent Well Visit | Access to PCP | 120 Day Initial Health Assess | Achievement | Improvement | Overall |
| Plan Name | 69 | 35 | 85 | 76 | 44 | 26 | 57 | 49 | 25 | 9 | 28 | 27 | 265 | 20 | 285 |
| Plan Name | 64 | 32 | 94 | 67 | 59 | 31 | 93 | 57 | 5 | 1 | 1 | 10 | 257 | 17 | 274 |
| Plan Name | 74 | 36 | 92 | 54 | 61 | 40 | 87 | 52 | 13 | (4) | 5 | 2 | 256 | 16 | 272 |
| Plan Name | 66 | 32 | 91 | 50 | 55 | 34 | 82 | 48 | 11 | (2) | 9 | 2 | 239 | 20 | 258 |
| Plan Name | 58 | 31 | 91 | 61 | 56 | 25 | 88 | 59 | 2 | 6 | 3 | 2 | 241 | 13 | 255 |
| Plan Name | 63 | 34 | 87 | 27 | 62 | 29 | 86 | 51 | 1 | 5 | 1 | (24) | 211 | (17) | 195 |
| Plan Name | 54 | 27 | 61 | 28 | 49 | 25 | 54 | 21 | 5 | 2 | 7 | | 170 | 20 | 190 |
| Plan Name | 43 | 18 | 51 | 22 | 40 | 20 | 41 | 25 | 3 | (2) | 10 | (3) | 134 | 8 | 142 |
| Plan Name | 40 | 16 | 43 | 32 | 62 | 22 | 26 | 19 | (22) | (6) | 17 | 13 | 131 | 2 | 134 |
| Mean | 62 | 31 | 80 | 44 | 58 | 30 | 73 | 40 | 4 | 2 | 7 | 4 | 218 | 11 | 228 |
| SD | 9 | 7 | 14 | 14 | 11 | 8 | 18 | 13 | 10 | 7 | 9 | 9 | 35 | 12 | 38 |
| Minus 1SD | 53 | 25 | 67 | 30 | 47 | 22 | 55 | 26 | (6) | (5) | (2) | (5) | 182 | (1) | 190 |
| Plus 1SD | 71 | 38 | 94 | 58 | 68 | 38 | 91 | 53 | 13 | 8 | 17 | 14 | 253 | 22 | 267 |

Calculation and Ranking

- Step #1 – Achievement Scores Summed
- Step #2 – Improvement Scores Calculated and Summed
(No Improvement for CI for 2001 = Limited Sample)
(Maximum improvement points +20 to -20)
- Step #3 – Total Scores Calculated
- Step #4 – Average and Standard Deviation Calculated
- Step #5 – Plans Sorted Highest to Lowest
- Step #6 – High Achievement >1SD identified in GREEN
- Step #7 – Low Achievement <1SD identified in RED

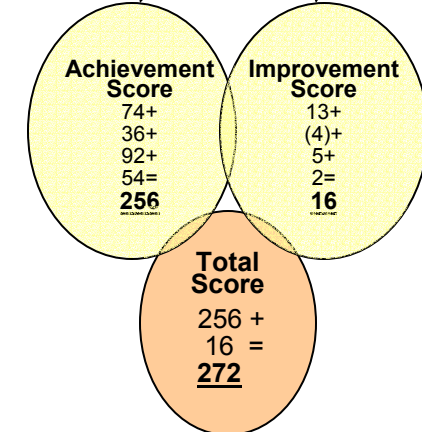


Table 2 - Quality Performance Measurement - Scores By Plan

| Plan | 2001 Achievement | | | | 2000 Achievement | | | | Improvement 2000 to 2001 | | | | Quality Measurement Score | | |
|-----------------------------------|--------------------------|-----------------------|---------------|-------------------------------|------------------|-----------------------|---------------|---------------------------|--------------------------|-----------------------|---------------|-------------------------------|---------------------------|-------------|------------|
| | Well Child Visit | Adolescent Well Visit | Access to PCP | 120 Day Initial Health Assess | Well Child Visit | Adolescent Well Visit | Access to PCP | Day Initial Health Assess | Well Child Visit | Adolescent Well Visit | Access to PCP | 120 Day Initial Health Assess | Achievement | Improvement | Overall |
| | Health Plan of San Mateo | 69 | 35 | 85 | 76 | 44 | 26 | 57 | 49 | 25 | 9 | 28 | 27 | 265 | 20 |
| Kaiser Permanente | 64 | 32 | 94 | 67 | 59 | 31 | 93 | 57 | 5 | 1 | 1 | 10 | 257 | 17 | 274 |
| Santa Barbara Regional Health | 74 | 36 | 92 | 54 | 61 | 40 | 87 | 52 | 13 | (4) | 5 | 2 | 256 | 16 | 272 |
| Kern Family Health Care | 66 | 32 | 91 | 50 | 55 | 34 | 82 | 48 | 11 | (2) | 9 | 2 | 239 | 20 | 258 |
| Blue Cross EPO | 58 | 31 | 91 | 61 | 56 | 25 | 88 | 59 | 2 | 6 | 3 | 2 | 241 | 13 | 255 |
| Santa Clara Family Health Plan | 73 | 36 | 88 | 54 | 72 | 45 | 81 | 51 | 1 | (9) | 7 | 3 | 251 | 2 | 254 |
| Blue Cross HMO | 63 | 35 | 84 | 58 | 63 | 27 | 81 | 56 | 0 | 8 | 3 | 2 | 240 | 13 | 253 |
| Central Coast Alliance For Health | 69 | 32 | 92 | 40 | 70 | 16 | 92 | 33 | (1) | 16 | (0) | 7 | 233 | 20 | 253 |
| Alameda Alliance For Health | 67 | 34 | 87 | 45 | 61 | 30 | 69 | 35 | 6 | 4 | 18 | 10 | 233 | 20 | 253 |
| Health Plan of San Joaquin | 65 | 24 | 89 | 60 | 58 | 28 | 87 | 62 | 7 | (4) | 2 | (2) | 238 | 3 | 240 |
| Ventura County Health Care | 57 | 27 | 89 | 44 | 49 | 17 | 88 | 39 | 8 | 10 | 1 | 5 | 217 | 20 | 237 |
| Community Health Group | 68 | 32 | 88 | 42 | 66 | 38 | 81 | 39 | 2 | (6) | 7 | 3 | 230 | 6 | 235 |
| Inland Empire Health Plan | 70 | 41 | 83 | 20 | 58 | 41 | 51 | 28 | 12 | 0 | 32 | (8) | 214 | 20 | 234 |
| CALOPTIMA | 63 | 38 | 74 | 36 | 58 | 31 | 67 | 28 | 5 | 7 | 7 | 8 | 211 | 20 | 231 |
| Universal Care | 57 | 35 | 85 | 44 | 65 | 33 | 83 | 41 | (8) | 2 | 2 | 3 | 221 | (1) | 221 |
| Molina | 58 | 39 | 65 | 33 | 39 | 29 | 53 | 25 | 19 | 10 | 12 | 8 | 195 | 20 | 215 |
| San Francisco Health Plan | 74 | 40 | 75 | 39 | 84 | 47 | 85 | 41 | (10) | (7) | (10) | (2) | 228 | (20) | 208 |
| Contra Costa Health Plan | 52 | 24 | 85 | 44 | 56 | 28 | 85 | 34 | (4) | (4) | (0) | 10 | 205 | 2 | 206 |
| Blue Shield HMO | 53 | 24 | 70 | 38 | 45 | 23 | 63 | 22 | 8 | 1 | 7 | 16 | 185 | 20 | 205 |
| Sharp Health Plan | 63 | 34 | 87 | 27 | 62 | 29 | 86 | 51 | 1 | 5 | 1 | (24) | 211 | (17) | 195 |
| HealthNet | 54 | 27 | 61 | 28 | 49 | 25 | 54 | 21 | 5 | 2 | 7 | 7 | 170 | 20 | 190 |
| Community Health Plan | 43 | 18 | 51 | 22 | 40 | 20 | 41 | 25 | 3 | (2) | 10 | (3) | 134 | 8 | 142 |
| UHP HealthCare | 40 | 16 | 43 | 32 | 62 | 22 | 26 | 19 | (22) | (6) | 17 | 13 | 131 | 2 | 134 |
| Mean | 62 | 31 | 80 | 44 | 58 | 30 | 73 | 40 | 4 | 2 | 7 | 4 | 218 | 11 | 228 |
| SD | 9 | 7 | 14 | 14 | 11 | 8 | 18 | 13 | 10 | 7 | 9 | 9 | 35 | 12 | 38 |
| Minus 1SD | 53 | 25 | 67 | 30 | 47 | 22 | 55 | 26 | (6) | (5) | (2) | (5) | 182 | (1) | 190 |
| Plus 1 SD | 71 | 38 | 94 | 58 | 68 | 38 | 91 | 53 | 13 | 8 | 17 | 14 | 253 | 22 | 267 |

Table 3 - Plan Performance Designations

| Plan | Childhood Immunization | Well Child Visits | Adolescent Well Visits | Access To Primary Care Practitioner | 120 Day Initial Health Assessment | Quality Measurement Designation |
|-----------------------------------|---|-------------------|------------------------|-------------------------------------|-----------------------------------|---------------------------------|
| Alameda Alliance For Health | U N D E R R E V I E W | | | | | |
| Blue Cross EPO | | | | | ↑ | |
| Blue Cross HMO | | | | | | |
| Blue Shield HMO | | | | ↓ | | |
| CALOPTIMA | | | | | | |
| Central Coast Alliance For Health | | | | | | |
| Community Health Group | | | | | | |
| Community Health Plan | | | ↓ | ↓ | ↓ | ↓ |
| Contra Costa Health Plan | | | ↓ | ↓ | | |
| Health Plan of San Joaquin | | | | ↓ | | ↑ |
| Health Plan of San Mateo | | | | | | ↑ |
| HealthNet | | | | | ↓ | ↑ ↓ |
| Inland Empire Health Plan | | | | | | ↓ |
| Kaiser Permanente | | | | | | ↑ |
| Kern Family Health Care | | | | | | |
| Molina | | | | ↑ | | |
| San Francisco Health Plan | | | | | | |
| Santa Barbara Regional Health | | | ↑ | | | |
| Santa Clara Family Health Plan | | | ↑ | | | |
| Sharp Health Plan | | | | | | ↓ |
| UHP HealthCare | | | ↓ | ↓ | ↓ | |
| Universal Care | | | | | | |
| Ventura County Health Care | | | | | | |

↑ Best Practices Profile

Letter **acknowledging the plan's superior performance**. A request to delineate the successful practices implemented to achieve either above average results and/or improvements from the prior year.

↓ Corrective Action Strategy

Letter requesting a **strategy for improving performance** for this measure. The report shall include a summary of current procedures along with suggested improvements and an implementation timeline.