Medi-Cal Managed Care Division

state of california

Medi-Cal Managed Care External Quality Review Organization

2007-2008 Annual Report of Performance for San Francisco Health Plan

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DHCS
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Improving Health in the Communities We Serve

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Introduction

The Medi-Cal Managed Care Division (MMCD) of the California Department of Health Care Services (DHCS) contracts with managed care plans to provide care to 3.4 million Medi-Cal beneficiaries enrolled in managed care plans in 23 counties throughout California. Healthcare providers within each plan's contracted network provide comprehensive healthcare services—primary and preventive care, as well as the full range of specialty care mandated by federal and state law.

Federal law pertaining to Medicaid managed care programs (42 CFR § 438.240) requires the DHCS to contract with an External Quality Review Organization (EQRO) to independently evaluate the quality of care provided to Medi-Cal beneficiaries enrolled in any of California's managed care plans. The DHCS has retained the services of the Delmarva Foundation for Medical Care, Inc. (Delmarva) as its EQRO to provide this independent evaluation as to whether the care and service delivered meets the federal standards for quality, access, and timeliness. Among the services provided by the EQRO is an annual assessment of each contracted plan's "… quality outcomes and timeliness of, and access to, the items and services for which the organization is responsible under the contract…" as stated in Title 42 of the U.S. Codes.

This annual review is for the reporting years 2007 and 2008, covering performance results and quality improvement activities during 2006 and 2007.

Definitions

The terms quality, access, and timeliness provide the framework for this plan-specific review of San Francisco Health Plan ("SFHP" or "the plan"). Consistency in meaning and use of these key terms are important for a thorough understanding of this report, so definitions are provided below:

- **Quality**, as it pertains to external quality review, is defined by the Centers for Medicare & Medicaid Service (CMS) as "the degree to which a Managed Care Organization (MCO) or Prepaid Inpatient Health Plan (PIHP) increases the likelihood of desired health outcomes of its enrollees through its structural and operational characteristics and through the provision of health services that are consistent with current professional knowledge." (CMS, 2008.)

- **Access** (or accessibility) to health care, according to the Agency for Healthcare Research and Quality (AHRQ), means having "the timely use of personal health services to achieve the best health outcomes. Attaining good access to care requires three discrete steps: gaining entry into the health care system; getting access to sites of care where patients can receive needed services; and, finding providers who meet the needs of individual patients and with whom patients can develop a relationship based on mutual communication and trust." (AHRQ, 2007.)

- **Timeliness,** according to AHRQ, is defined as "…the health care system's capacity to provide health care quickly after a need is recognized….Measures of timeliness include waiting time spent in doctors' offices and emergency departments (EDs) and the interval between identifying a need for specific tests and treatments and actually receiving those services." (AHRQ, 2007.)

It is important to note that some interdependence exists among the categories (also referred to as "domains") of quality, access, and timeliness. A measure or attribute identified in one of the categories of quality, access, or timeliness may also be noted under one or both of the other two categories throughout this review.

Data Sources

Delmarva used five sets of standards or information sources for the evaluation of performance. Each of the sources listed were used to systematically assess the contracted health plan's ability to provide its members with care that meets the requirements for quality, access, and timeliness:

- The Healthcare Effectiveness Data and Information Set (HEDIS®)[1] is a nationally recognized set of performance measures developed by the National Committee for Quality Assurance (NCQA). These measures are used by health care purchasers to assess the quality, access, and timeliness of care and service provided to members of managed care plans.

- In June 2007, each DHCS health plan submitted its results to Delmarva for the 12 required HEDIS measures, which reflect 16 measurement indicators, since several measures have multiple indicators.[2] The 2007 HEDIS results reflect data collected for the period January 1, 2006, through December 31, 2006.

[1] HEDIS is a registered trademark of the National Committee for Quality Assurance (NCQA, 2008).

[2] In 2007 and 2008, the DHCS required plans to report on 12 HEDIS measures. Some of these measures have multiple indicators (such as the *Comprehensive Diabetes Care* measure), so results are presented for the total number of indicators – 16 in 2007 and 23 in 2008. This report refers to the total number of indicators reported as "measures" since a result is reported for each indicator.

- In June 2008, each DHCS health plan submitted its results for the 12 required HEDIS measures, which reflect a total of 23 indicators. The 2008 HEDIS results reflect data collected for the period January 1, 2007, through December 31, 2007.[3] For a more detailed explanation of HEDIS, see the "Quality Assessment" discussion later under "HEDIS Performance Measures" and Appendix A: HEDIS.

- AHRQ developed the Consumer Assessment of Healthcare Providers and Systems (CAHPS®)[4] surveys to support the assessment of consumers' experiences with health care. This report utilizes results from the 2007 4.0H Adult Medicaid and the 3.0H Child Medicaid. Delmarva conducted these surveys between February and May 2007. For a more detailed explanation of CAHPS, see "Appendix B: CAHPS".

- Summaries of plan-conducted Quality Improvement Projects conducted during the period January 1, 2006, and December 31, 2007.

- The DHCS's Audits and Investigations Division and the California Department of Managed Health Care conduct routine medical surveys (audits) to assess compliance with contract requirements and state regulations. Findings from any audits conducted during the period January 1, 2006, and December 31, 2007, will be discussed in this report.

- Grievance and appeal data by contracted plans submitted to the DHCS and reports prepared by MMCD's Office of the Ombudsman during 2006 and 2007.

Report Organization

This report provides the plan's background and discusses each data source within the framework of quality, access, and timeliness. Due to some variations between the measures reported in the 2007 and 2008 HEDIS reports, the results and analysis of this source are presented separately by year. Where appropriate, sustainability of the plan's performance is discussed. The plan's performance is compared to other plan models of similar type and other state and national benchmarks. The document concludes with the plan's overall strengths and recommendations for improving the plan's quality of care, access to care, and timeliness of care for its members.

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[3] The annual *Report of the Performance Measures for Medi-Cal Managed Care Members* is produced for the DHCS by the EQRO from the measurement results and comparisons of all contracted plans.

[4] CAHPS is a registered trademark of the Agency for Healthcare Research and Quality (AHRQ, 2008).

Background

Medi-Cal beneficiaries receive their health care through three models of health care delivery: County Organized Health Systems (COHS), Two-Plan, and Geographic Managed Care (GMC). COHS plans are county-operated managed care organizations. Enrollment is mandatory for almost all Medi-Cal beneficiaries within a county operating a COHS. The Two-Plan model consists of two plan types: Commercial Plans (CPs), which are commercially-operated managed care plans; and Local Initiatives (LIs), which are community-developed managed care plans that operate as quasi-governmental agencies. In a Two-Plan model, county members choose between an LI and a CP. Enrollment is mandatory for specified beneficiaries. In the GMC model, enrollees choose from several commercially-operated plans within a certain geographic area. Enrollment is mandatory for specified Medi-Cal beneficiaries.

SFHP is a full-service, not-for-profit, health service plan contracted in San Francisco County as an LI plan. San Francisco Health Plan has been licensed in accordance with the provisions of the Knox-Keene Health Care Service Plan Act since August 13, 1996. As of March 2008, SFHP's total Medi-Cal enrollment was 31,874 members.

Quality of Care Assessment

According to the CMS (2008), "[q]uality is how well the health plan keeps its members healthy or treats them when they are sick. Good quality health care means doing the right thing at the right time, in the right way, for the right person and getting the best possible results." The section below describes the measures used to assess SFHP's healthcare delivery with regard to quality.

HEDIS Performance Measures

Delmarva categorized the HEDIS performance measures used in this report into quality, access, and timeliness areas for assessment. For a more detailed explanation of HEDIS and the specific HEDIS measures used in this report, see Appendix A: HEDIS.

Changes in HEDIS Performance Measures from 2007 to 2008

Health plans reported on 12 measures for the HEDIS 2007 reporting year, which included multiple indicators for *Comprehensive Diabetes Care* and *Prenatal and Postpartum Care*. The 2007 reporting year represents the data collection period January through December 2006. MMCD made some performance measure changes between 2007 and 2008 reporting years as explained below.

MMCD retired the *Chlamydia Screening for Women* performance measure from the required measurement set. The required HEDIS measures included several other measures focused on women's health screening (*Breast Cancer Screening* and *Cervical Cancer Screening*), and overall plan results for *Chlamydia Screening* had trended upward for a number of years. As a result, MMCD decided to eliminate the *Chlamydia Screening* measure and, instead, require the *Ambulatory Care* measure in order to focus more on the entire Medi-Cal managed care population, including seniors and persons with disabilities.

The *Ambulatory Care* measure provides utilization information across the whole spectrum of the population – from birth to 85+ years of age. Plus, this measure provides insight regarding emergency room (ER) use, which is an area of particular interest to MMCD because many members use the ER for avoidable visits and, as a result, may not be getting appropriate preventive care and follow-up care with chronic conditions. The *Ambulatory Care* measure consists of four indicators:

- *Ambulatory Care—Outpatient Visits (Total Visits per 1,000 Member Months)*
- *Ambulatory Care—Emergency Department Visits (Total Visits per 1,000 Member Months)*
- *Ambulatory Care—Ambulatory Surgery/Procedures (Total Procedures per 1,000 Member Months)*
- *Ambulatory Care—Observation Room Stays (Total Stays per 1,000 Member Months)*

Additionally, in order to increase the focus on chronic diseases, MMCD added three more *Comprehensive Diabetes Care* indicators:

- *Comprehensive Diabetes Care—HbA1c Good Control (<7.0%)*
- *Comprehensive Diabetes Care—HbA1c Poor Control (>9.0%)*
- *Comprehensive Diabetes Care—LDL-C Control (<100mg/dL)*

Comparisons of HEDIS Performance Measures

This report contains several charts displaying HEDIS rates for SFHP and state and national benchmarks used for assessing plan performance. The plan's multi-year performance is also evaluated.

In some years, MMCD makes changes to the required measures. Moreover, NCQA continually updates the technical specifications for HEDIS measures. Some of the specification changes or a combination of changes can cause a significant change in the results and make comparisons with previous years' rates inappropriate. MMCD does not hold the plan to the Minimum Performance Level (MPL) in the baseline year (the first year a score is reported) and does not compare results to previous years in years when a measure's specifications have changed substantively. For these reasons, rates for measures may be displayed in the charts, but not compared in the narratives.

2007 HEDIS Quality Performance Measures

Table 1 provides SFHP's 2007 HEDIS results for those measures specifically related to clinical quality of care along with the state's 2007 Medi-Cal managed care weighted averages[5] and the 2006 national Medicaid averages for these measures.

Table 1. 2007 HEDIS Quality Measure Results Comparing San Francisco Health Plan to State and National Programs.

2007 Quality Measure	2007 San Francisco Health Plan Rate*	2007 Medi-Cal Managed Care Weighted Average*	2006 HEDIS National Medicaid Average*
Appropriate Treatment for Children With Upper Respiratory Infection	92.6%	78.9%	82.5%
Chlamydia Screening in Women	58.2%	52.8%	50.6%
Inappropriate Antibiotic Treatment for Adults With Acute Bronchitis†‡	71.6%	71.0%	69.4%
Use of Appropriate Medications for People With Asthma	92.1%	86.8%	85.7%
Comprehensive Diabetes Care—Eye Exam (Retinal) Performed	64.8%	54.1%	48.6%
Comprehensive Diabetes Care—HbA1c Testing	86.0%	79.5%	76.2%
Comprehensive Diabetes Care—LDL-C Screening‡	77.9%	75.9%	80.5%
Comprehensive Diabetes Care—Medical Attention for Nephropathy‡	74.9%	81.0%	48.8%
Cervical Cancer Screening‡	77.2%	67.9%	65.0%

* Rates obtained from the *Report of the 2007 Performance Measures for Medi-Cal Managed Care Members*.
† For this 2007 measure, a lower rate indicates better performance.
‡ Due to significant changes in technical specifications, MPLs and HPLs had not yet been established for 2007. The rate is displayed for informational purposes only and will not be compared to benchmarks.

SFHP scored better than the 2007 Medi-Cal managed care weighted average and 2006 national Medicaid average in all five of the comparable HEDIS measures in the quality domain: *Appropriate Treatment for Children With Upper Respiratory Infection, Chlamydia Screening in Women, Use of Appropriate Medications for People With Asthma, Comprehensive Diabetes Care—Eye Exam (Retinal) Performed*, and *Comprehensive Diabetes Care—HbA1c Testing*.

[5] For each measure, a Medi-Cal managed care weighted average has been calculated to provide a comparative statistic. A weighted average, unlike a simple average, accounts for variations in membership across plans.

2008 HEDIS Quality Performance Measures

Table 2 provides SFHP's 2008 HEDIS results for those measures specifically related to clinical quality of care along with the state's 2008 Medi-Cal managed care weighted averages and the 2007 national Medicaid averages for these measures.

Table 2. 2008 HEDIS Quality Measure Results Comparing San Francisco Health Plan to State and National Programs.

2008 Quality Measure	2008 San Francisco Health Plan Rate*	2008 Medi-Cal Managed Care Weighted Average*	2007 HEDIS National Medicaid Average*
Appropriate Treatment for Children With Upper Respiratory Infection	94.4%	83.1%	83.3%
Avoidance of Antibiotic Treatment in Adults With Acute Bronchitis†‡	31.4%	28.4%	†
Use of Appropriate Medications for People With Asthma	90.1%	88.8%	87.1%
Comprehensive Diabetes Care—Eye Exam (Retinal) Performed	66.5%	58.1%	51.4%
Comprehensive Diabetes Care—HbA1c Testing	86.4%	82.1%	78.0%
Comprehensive Diabetes Care—HbA1c Good Control (<7.0%)‡	39.3%	32.6%	¶
Comprehensive Diabetes Care—HbA1c Poor Control (>9.0%)‡§	27.7%	42.6%	48.7%
Comprehensive Diabetes Care—LDL-C Screening	79.4%	77.8%	71.1%
Comprehensive Diabetes Care—LDL-C Control (<100 mg/dL)‡	46.0%	34.2%	30.6%
Comprehensive Diabetes Care—Medical Attention for Nephropathy	82.2%	78.3%	74.6%
Cervical Cancer Screening	74.2%	68.7%	65.7%

* Rates obtained from the *Report of the 2008 Performance Measures for Medi-Cal Managed Care Members*.
† The 2007 measure was called *Inappropriate Antibiotic Treatment for Adults With Acute Bronchitis,* and a lower score was better. The 2008 measure is called *Avoidance of Antibiotic Treatment in Adults with Acute Bronchitis,* and a higher score is better.
‡ 2008 is the first year MMCD required reporting of this measure. Because MPLs and HPLs had not yet been established, the rate is displayed for informational purposes only and will not be compared to benchmarks.
§ A lower rate for this measure is better as it represents better diabetes control.
¶ NCQA first-year measure for 2008; national benchmark not available for 2007.

SFHP scored better than the 2008 Medi-Cal managed care weighted average and 2007 national Medicaid average in all seven of the comparable HEDIS measures in the quality domain: *Appropriate Treatment for Children With Upper Respiratory Infection*, *Use of Appropriate Medications for People With Asthma*, *Comprehensive Diabetes Care—Eye Exam (Retinal) Performed*, *Comprehensive Diabetes Care—HbA1c Testing*, *Comprehensive Diabetes*

Care—LDL-C Screening, *Comprehensive Diabetes Care—Medical Attention for Nephropathy,* and *Cervical Cancer Screening*. MMCD retired the *Chlamydia Screening for Women* performance measure from the required measurement set for 2008.

CAHPS Survey Results Pertaining to Quality

During this reporting period, the 2007 CAHPS 4.0H Adult Medicaid and 3.0H Child Medicaid Surveys were conducted among members of Medi-Cal managed care's contracted health plans. The table reflects survey results for three populations: Adult, Child, and Children with Special Health Care Needs (CSHCN). (See Appendix B: CAHPS for further detail.)

Delmarva chose two CAHPS composite areas to most appropriately represent the quality domain in this report: *Getting Needed Care* and *How Well Doctors Communicate*. Table 3 shows the plan's CAHPS scores for these composite categories.[6]

Table 3. 2007 CAHPS Quality Survey Results Comparing San Francisco Health Plan and the Medi-Cal Managed Care Weighted Average.

2007 CAHPS Composite	Population	2007 San Francisco Health Plan Results	2007 Medi-Cal Managed Care Weighted Average*
Getting Needed Care	Adult	35%	40%
	Child	75%	80%
	CSHCN†	73%	‡
How Well Doctors Communicate	Adult	55%	59%
	Child	59%	52%
	CSHCN†	60%	‡

* Medi-Cal average was calculated from scores of all contracted health plans and weighted to be proportionate to plan enrollment.
† CSHCN - Child with Special Health Care Needs.
‡ MCMC overall averages were not calculated for CSHCN members because they are subsets of the same sampling and data cannot be used due to possibility of double counting. Refer to Appendix B: CAHPS for further detail.

SFHP's composite score for *Getting Needed Care* indicates some possible areas for improvement with just 35 percent of adult members responding that they always got the care they needed, 5 percentage points lower than the 2007 Medi-Cal managed care weighted average in this category. For the composite regarding *How Well Doctors Communicate*, 55 percent of SFHP's adult members indicated their doctor always communicated well, ranking SFHP lower than the Medi-Cal managed care weighted average.

[6] See Appendix B: CAHPS for further detail about categories and DHCS's "Results of the 2007 CAHPS for Medi-Cal Managed Care Health Plans" for more detail about calculation methods.

While parents/guardians of child members appeared more pleased in these two areas than SFHP's adult members, the plan's score still fell 5 percentage points below the Medi-Cal managed care weighted average in the composite, *Getting Needed Care*. However, for the area, *How Well Doctors Communicate*, SFHP's rate exceeded the benchmark by 7 percentage points.

Quality Improvement Projects

One of SFHP's Quality Improvement Projects (QIPs)—*Diabetes Care Improvement Project*—is categorized in the quality domain for assessment purposes.

Diabetes Care Improvement Project

- ***Relevance:***

  Diabetes is the second most prevalent chronic condition in the SFHP member population. Based on its performance on the HEDIS Comprehensive Diabetes Care measures, the plan concluded that it had a great deal of room to improve.

- ***Goals:***
  - Achieve 74.9 percent on the HEDIS *Comprehensive Diabetes Care—HbA1c Testing* indicator by Remeasurement 1.
  - Achieve 60.6 percent on the HEDIS *Comprehensive Diabetes Care—Eye Exam (Retinal) Performed* indicator by Remeasurement 1.
  - Achieve 70.0 percent on the HEDIS *Comprehensive Diabetes Care—LDL-C Screening* indicator by Remeasurement 1.
  - Achieve 55.2 percent on the HEDIS *Comprehensive Diabetes Care—Nephropathy Screening* indicator by Remeasurement 1.
- ***Best Interventions:***
  - Created a diabetes database to identify population and assess risk.
  - Implemented a risk-based outreach program via care managers to assess needs and coordinate resources for moderate and high-risk diabetic members.
  - Implemented an outreach program to target providers by providing education and distributing patient profile information.
- ***Outcomes:***
  - HEDIS *Comprehensive Diabetes Care—HbA1c Testing*
    2005 (Baseline): 71.3%
    2006 (Remeasurement 1): 86.0%
  - HEDIS *Comprehensive Diabetes Care—Eye Exam (Retinal) Performed*
    2005 (Baseline): 58.9%
    2006 (Remeasurement 1): 64.8%

- HEDIS *Comprehensive Diabetes Care—LDL-C Screening*
  2005 (Baseline): 65.2%
  2006 (Remeasurement 1): 77.9% (Rate not comparable due to change in methodology.)
- HEDIS *Comprehensive Diabetes Care—Nephropathy Screening*
  2005 (Baseline): 52.6%
  2006 (Remeasurement 1): 74.9% (Rate not comparable due to change in methodology.)

➢ ***Attributes and Barriers to Outcomes:***

- Attribute: Strong interventions taken by SFHP appear to have played a role in improving rates.
- Barriers: Members and providers are not aware of available resources.

This QIP reported Remeasurement 1 results during this reporting period. SFHP demonstrated improvement in the two comparable measures. Two measures were not comparable due to a change in methodology.

Medi-Cal Audit Findings

SFHP was not audited during this reporting period.

Sustainability of Quality Indicators

Sustainability of quality improvement correlates with a health plan's ability to bring about positive change in health care processes. For the purpose of this report, a plan's ability to achieve sustainability is generally categorized as follows:

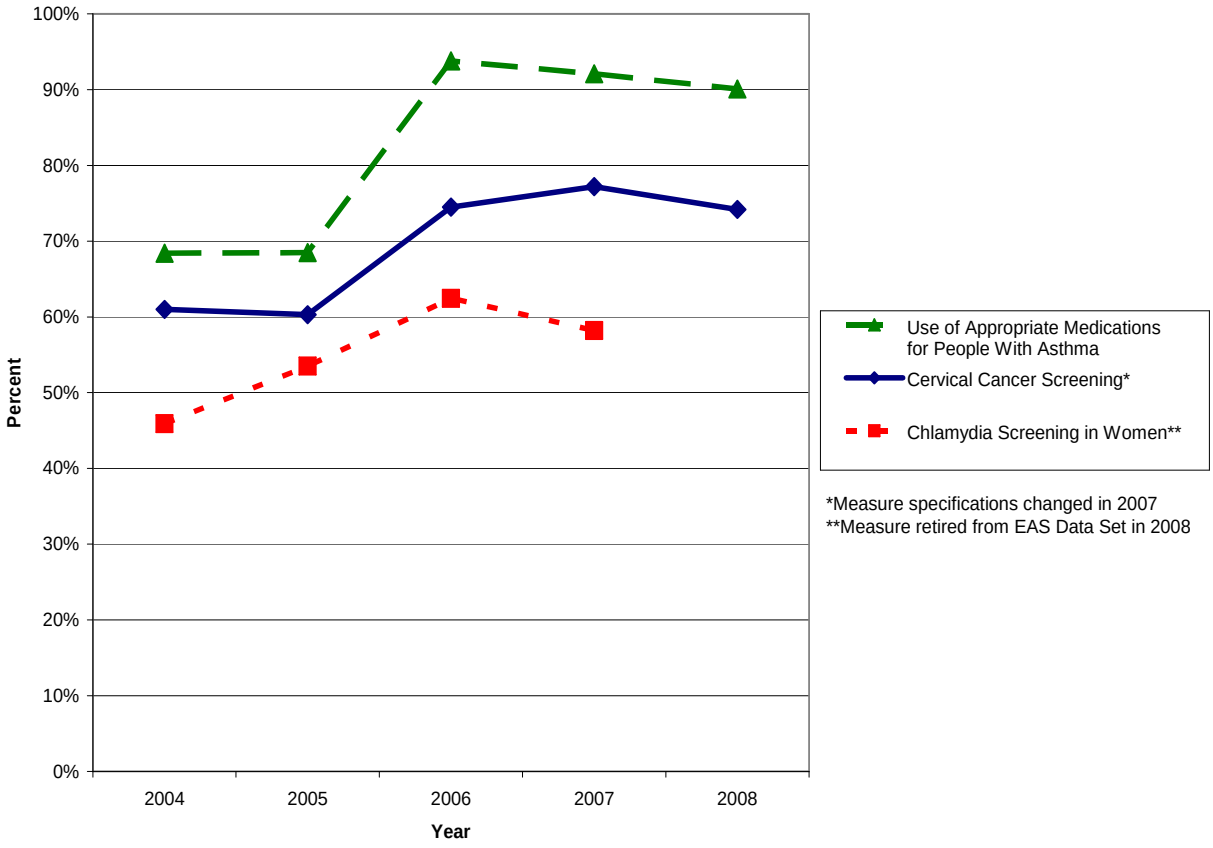
➢ Sustained improvement – performance level improves at some point and then levels off or continues to improve.
➢ Maintaining performance level – rates over multiple years reflect no meaningful change (generally a flat line).
➢ Declining – performance goes down.

Figure 1 shows the plan's sustainability of performance in a trending graph. Note that performance measurement results are trended when three or more years of data are available.

There were HEDIS technical specification changes in 2006 for the *Use of Appropriate Medications for People With Asthma* measure, which resulted in more accurate identification of true asthmatics in the denominator. Likewise, in 2007, the *Cervical Cancer Screening* measure had specification changes; however, both measures remained trendable over the four-year period. MMCD retired the *Chlamydia Screening in Women* measure in 2008.

Despite rate declines in some years, the plan showed overall improvement of performance during the measurement period on all three quality indicators: *Use of Appropriate Medications for People With Asthma, Cervical Cancer Screening*, and *Chlamydia Screening in Women*.

Figure 1. San Francisco Health Plan's Sustainability of Quality of Care Indicators.



Grievance and Ombudsman Reports

The Medi-Cal Managed Care Division (MMCD) requires that contracted health plans maintain grievance systems as required by state law (California Code of Regulation Title 28, Section 1300.68). All grievances received by a plan—in writing or verbally—must be tracked in a grievance log. Plans submit quarterly reports to MMCD, as well as to the Department of Managed Health Care, with detailed information about pending grievances and those that were not resolved within 30 days (MMCD All Plan Letter No. 03-008).

MMCD's Office of the Ombudsman also provides assistance to members who have questions or problems related to provider and plan services, as well as other areas, such as Medi-Cal eligibility. The Office of the Ombudsman functions, in part, to help solve problems from a neutral standpoint to ensure that members receive all medically necessary covered services for which plans are contractually responsible. Complaints or issues that are not resolved immediately by the Office of the Ombudsman are entered into the Ombudsman

Case Management System (OCMS) for tracking and follow-up. The Office of the Ombudsman also assists members who wish to request a formal hearing with the State Fair Hearings Board.

It should be noted that the DHCS monitors plans' quarterly grievance reports and MMCD Office of the Ombudsman monthly statistics in order to understand what aspects of provider and plan performance generate more or less grievances, calls, or requests for State Fair Hearings over time. Unusual patterns in grievances, calls, or hearing requests are discussed with plans when appropriate. The DHCS does not generally perceive any particular number of grievances, calls, or hearing requests as indicators of poor plan performance. Rather, these statistics are an ongoing indication of the degree to which plan members are using the various avenues available to them to ask questions or raise concerns about healthcare quality and plan service.

San Francisco Health Plan's Grievance Reports

SFHP reported a total of 55 grievances in quarterly reports during three quarters of 2006 and two quarters of 2007. SFHP categorized grievances as follows:

- Coverage disputes (6)
- Disputes involving medical necessity (19)
- Quality of care (2)
- Access to care, including appointments (11)
- Quality of service (11)
- Other (6)

Office of the Ombudsman's Reports[7]

- 2006: 28 OCMS cases (0.9% of all cases; 0.929 cases per 1,000 members)
- 2006: 5 State Fair Hearings (0.5% of all cases; 0.166 cases per 1,000 members)
- 2007: 17 OCMS cases (0.4% of all cases; 0.561 cases per 1,000 members)
- 2007: 6 State Fair Hearings (1.2% of all cases; 0.198 cases per 1,000 members)

[7] OCMS cases and State Fair Hearings are presented as a percentage of all managed care plan cases and rates per 1,000 members.

Summary of Quality

Delmarva assessed SFHP in five areas of the quality domain: HEDIS performance measures, CAHPS survey results, QIPs, grievance and Ombudsman reports, and sustainability of quality indicator results. No audit results were available for this reporting period.

When comparing SFHP's 2007 rates to the Medi-Cal managed care weighted averages and the 2006 national Medicaid average, the plan performed better in all five of the comparable HEDIS measures in the quality domain: *Appropriate Treatment for Children With Upper Respiratory Infection, Chlamydia Screening in Women, Use of Appropriate Medications for People With Asthma, Comprehensive Diabetes Care—Eye Exam (Retinal) Performed*, and *Comprehensive Diabetes Care—HbA1c Testing.*

For the 2008 reporting year, SFHP's rates were higher than both benchmark performance rates for all seven comparable HEDIS measures: *Appropriate Treatment for Children With Upper Respiratory Infection*, *Use of Appropriate Medications for People With Asthma*, *Comprehensive Diabetes Care—Eye Exam (Retinal) Performed*, *Comprehensive Diabetes Care—HbA1c Testing*, *Comprehensive Diabetes Care—LDL-C Screening*, *Comprehensive Diabetes Care—Medical Attention for Nephropathy,* and *Cervical Cancer Screening.*

When SFHP's parents/guardians were surveyed regarding *How Well Doctors Communicate*, the plan's results were higher than the Medi-Cal managed care weighted average for the Child category. However, SFHP showed lower performances than the Medi-Cal managed care weighted average for the CAHPS composite *Getting Needed Care* in both Adult and Child categories.

SFHP worked on one QIP categorized in the quality area: *Diabetes Care Improvement Project.* This QIP reported Remeasurement 1 results during this reporting period. SFHP demonstrated improvement in the two comparable measures. Two measures were not comparable due to a change in methodology.

Finally, in the sustainability area, SFHP showed recent rate declines in two of the measures and a two-year rate decline for the third measure. The plan demonstrated an overall improvement of rates from the 2004 measurement period for all three measures.

Access to Care Assessment

One of MMCD's goals is to protect enrollee access to care. Access is an essential component of a quality-driven system of care. The findings with regard to access for SFHP follow.

2007 HEDIS Performance Measures Pertaining to Access

Delmarva used two HEDIS measures *Adolescent Well-Care Visits* and *Prenatal and Postpartum Care—Postpartum Care* as indicators for access to care in this report. Table 4 shows SFHP's 2007 results for these access-related HEDIS measures.

Table 4. 2007 HEDIS Access Measure Results Comparing San Francisco Health Plan to State and National Programs.

2007 Access Measure	2007 San Francisco Health Plan Rate*	2007 Medi-Cal Managed Care Weighted Average*	2006 HEDIS National Medicaid Average*
Adolescent Well-Care Visits	46.5%	36.9%	40.6%
Prenatal and Postpartum Care—Postpartum Care	55.9%	58.7%	57.0%
* Rates obtained from the *Report of the 2007 Performance Measures for Medi-Cal Managed Care Members*.			

SFHP reported a score higher than both the Medi-Cal managed care weighted average and the 2006 national Medicaid average for the *Adolescent Well-Care Visits* measure. SFHP reported a score lower than both benchmarks for the *Prenatal and Postpartum Care—Postpartum Care* measure.

2008 HEDIS Performance Measures Pertaining to Access

Table 5 shows 2008 results obtained by SFHP for these for these access-related HEDIS measures.

Table 5. 2008 HEDIS Access Measure Results Comparing San Francisco Health Plan to State and National Programs.

2008 Access Measure	2008 San Francisco Health Plan Rate*	2008 Medi-Cal Managed Care Weighted Average*	2007 HEDIS National Medicaid Average*
Adolescent Well-Care Visits	52.8%	39.6%	43.7%
Prenatal and Postpartum Care—Postpartum Care	64.2%	59.1%	59.1%
* Rates obtained from the *Report of the 2008 Performance Measures for Medi-Cal Managed Care Members*.			

SFHP reported 2008 scores higher than both the Medi-Cal managed care weighted averages and the 2007 national Medicaid average for the *Adolescent Well-Care Visits* and *Prenatal and Postpartum Care—Postpartum Care* measures.

CAHPS Survey Results Pertaining to Access

Delmarva chose the CAHPS composite, *Getting Care Quickly*, to represent the access domain of this report. The results of this composite are presented in Table 6 and discussed below.

Table 6. 2007 CAHPS Access Survey Results Comparing San Francisco Health Plan and the Medi-Cal Managed Care Plan Average.

2007 CAHPS Composite	Population	2007 San Francisco Health Plan Result	2007 Medi-Cal Managed Care Weighted Average*
Getting Care Quickly	Adult	35%	45%
	Child	41%	37%
	CSHCN†	43%	‡

* Medi-Cal average was calculated from scores of all contracted health plans and weighted to be proportionate to plan enrollment.
† CSHCN - Child with Special Health Care Needs.
‡ MCMC overall averages were not calculated for CSHCN members because they are subsets of the same sampling and data cannot be used due to possibility of double counting. Refer to Appendix B: CAHPS for further detail.

SFHP's composite score for *Getting Care Quickly* showed 35 percent of adult members indicated they always received care quickly, 10 percentage points lower than the Medi-Cal managed care weighted average. Forty-one percent of parents/guardians of SFHP's child members indicated their child always received care quickly. The child member composite score is higher than the adult member score and the child Medi-Cal managed care weighted average.

Quality Improvement Projects

SFHP engaged in two Quality Improvement Projects (QIPs) that were categorized in the access domain. Both of these QIPs are statewide collaborative projects:

- *Increasing the Rate of Adolescent Well-Care Visits*
- *Avoidable Emergency Room Visits*

Increasing the Rate of Adolescent Well-Care Visits

- ***Relevance:***

  While SFHP's HEDIS 2004 score was slightly above the national 2003 Medicaid average (38.4 percent compared to 36.7 percent), underutilization of routine adolescent well-care services was identified as an important topic to address. Adolescents represent 21.4 percent of the plan's Medi-Cal managed care membership.

- ***Goal:***

  Achieve the stretch goal of 50.3 percent (NCQA HEDIS 90th percentile) for the *Adolescent Well-Care Visits* indicator by 2006.

- ***Best Interventions:***
  - Implemented member incentives for completed adolescent well-care visits: two free movie tickets or a $15 gift card and a raffle for a laptop computer and an IPod.
  - Completed provider office training in effective communication, with treatment and referral options offer to teens.
- ***Outcomes:***
  - HEDIS *Adolescent Well-Care Visits* :
    2003 (Baseline): 38.4%
    2004 (Remeasurement 1): 45.1%
    2005 (Remeasurement 2): 49.1%
    2006 (Remeasurement 3): 46.5%
- ***Attributes and Barriers to Outcomes:***
  - Attribute: Member incentives appear to be successful in increasing well-care visits.
  - Barrier: Adolescent members lack motivation to seek care.
  - Barrier: Providers are not always comfortable treating teens.

Avoidable Emergency Room Visits

- ***Relevance:***
  In 2006, 15.5 percent of SFHP's ER visits were defined as avoidable for members one year and older. SFHP stated, "Our utilization data and member survey data show that we have a real opportunity for improvement."
- ***Goals:***
  - Achieve a rate of 20.3 per 1,000 member months in the ER visits indicator by Remeasurement 2.
  - Achieve a rate of 14.7 percent in the avoidable ER visits measure by Remeasurement 2.
- ***Best Interventions:***
  Collaborative interventions were being developed during the reporting period.
- ***Outcomes:***
  - HEDIS rate of members seen in the ER:
    2006 (Baseline): 21.4 visits per 1,000 member months
  - Rate of members seen in the ER with designated avoidable visits:
    2006 (Baseline): 15.5%
- ***Attributes and Barriers to Outcomes:***
  Attributes and barriers to outcomes were not available to Delmarva for validation in time to be included in this report.

SFHP saw improvement in the final results for the statewide collaborative project *Increasing the Rate of Adolescent Well-Care Visits*. The plan improved by 8.1 percent when compared to baseline in the *Adolescent*

Well-Care Visits measure for the QIP. The *Adolescent Well-Care* project was closed during 2007, and SFHP began participating in a new statewide collaborative project, *Avoidable Emergency Room Visits,* during this reporting period.

Medi-Cal Audit Findings

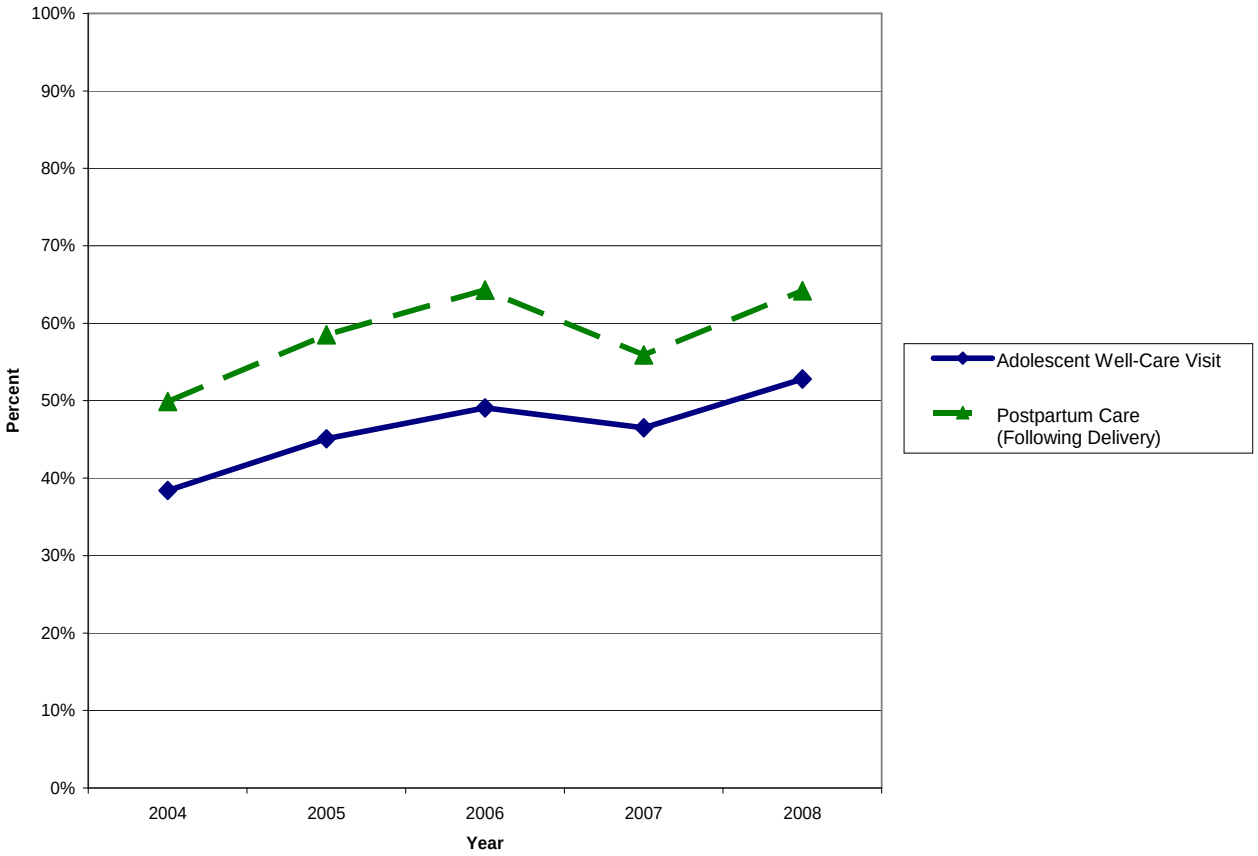
SFHP was not audited during this reporting period.

Sustainability of Access Measures

Sustainability of access measures indicates a plan's ability to improve and maintain improvement of enrollee access to health care services. Delmarva chose two measures to represent the access domain: *Prenatal and Postpartum Care—Postpartum Care* and *Adolescent Well-Care Visits*. Figure 2 charts the rates for those measures over a four-year period.

SFHP sustained improvement in both access measures, *Adolescent Well-Care Visits* and *Prenatal and Postpartum Care—Postpartum Care*, until 2007. In 2007, rates for both measures declined in performance. However, in 2008, rates increased for both measures. Due to the noted decline in performance in 2007, the measures show overall improvement—but not sustained improvement.

Figure 2. San Francisco Health Plan's Sustainability of Access to Care Indicators.



Summary of Access

Delmarva assessed SFHP's access to care in four ways: HEDIS performance measures, CAHPS survey rates, QIPs, and sustainability of access to care indicator results.

In the access domain for 2007 HEDIS, SFHP reported a score higher than both the Medi-Cal managed care weighted average and the 2006 national Medicaid average for the *Adolescent Well-Care Visits* measure. SFHP reported a score lower than both benchmarks for the *Prenatal and Postpartum Care—Postpartum Care* measure.

SFHP reported 2008 scores higher than both the Medi-Cal managed care weighted averages and the 2007 national Medicaid averages for the *Adolescent Well-Care Visits* and *Prenatal and Postpartum Care—Postpartum Care* measures.

CAHPS survey results showed that SFHP enrollees rated the plan higher than the Medi-Cal managed care weighted average in the Child category for the composite area *Getting Care Quickly*. In the Adult category, SFHP scored 10 percentage points lower than the state benchmark.

SFHP saw improvement in the final results for the statewide collaborative project, *Increasing the Rate of Adolescent Well-Care Visits*. The plan improved by 8.1 percentage points when compared to baseline in the *Adolescent Well-Care Visits* measure for the QIP. SFHP began participating in a new statewide collaborative project, *Avoidable Emergency Room Visits,* during this reporting period.

SFHP did not show sustained improvement for either access measure, *Adolescent Well-Care Visits* or *Prenatal and Postpartum Care—Postpartum Care*.

Timeliness of Care Assessment

Access to necessary health care and related services alone is insufficient to advance the health status of Medi-Cal managed care enrollees. Timely delivery of those services is equally important. The findings related to timeliness are described below.

2007 HEDIS Performance Measures Pertaining to Timeliness of Care

Delmarva included the five measures shown in Table 7 in the timeliness domain because each measure is associated with the receipt of services within a certain timeframe.

Table 7. 2007 HEDIS Timeliness Measure Results Comparing San Francisco Health Plan to State and National Programs.

2007 Timeliness Measure	2007 San Francisco Health Plan Rate*	2007 Medi-Cal Managed Care Weighted Average*	2006 HEDIS National Medicaid Average*
Breast Cancer Screening†	57.7%	48.6%	53.9%
Childhood Immunization Status—Combination 2	90.3%	77.9%	70.4%
Prenatal and Postpartum Care—Timeliness of Prenatal Care	86.3%	79.4%	79.1%
Well-Child Visits in the First 15 Months of Life	82.6%	57.7%	48.6%
Well-Child Visits in the Third, Fourth, Fifth and Sixth Years of Life	77.5%	74.3%	63.3%

* Rates obtained from the *Report of the 2007 Performance Measures for Medi-Cal Managed Care Members*.
† Due to significant changes in technical specifications, this measure is treated as a first-year measure in 2007. Because new MPLs and HPLs had not yet been established, the rate is displayed for informational purposes only and will not be compared to benchmarks.

For the timeliness domain, SFHP scored higher than the 2007 Medi-Cal managed care weighted average and the 2006 HEDIS national Medicaid average on all four comparable measures: *Childhood Immunization Status—Combination 2*, *Prenatal and Postpartum Care—Timeliness of Prenatal Care*, *Well-Child Visits in the First 15 Months of Life*, and *Well-Child Visits in the Third, Fourth, Fifth and Sixth Years of Life*.

2008 HEDIS Performance Measures Pertaining to Timeliness of Care

For the 2008 reporting year, Delmarva used the same measures used for the 2007 reporting year to represent the timeliness domain and added a newly required measure, *Childhood Immunization Status—Combination 3*. Table 8 shows the results of the 2008 HEDIS timeliness measures.

Table 8. 2008 HEDIS Timeliness Measure Results Comparing San Francisco Health Plan to State and National Programs.

2008 Timeliness Measure	2008 San Francisco Health Plan Rate*	2008 Medi-Cal Managed Care Weighted Average*	2007 HEDIS National Medicaid Average*
Breast Cancer Screening	58.3%	50.4%	49.1%
Childhood Immunization Status—Combination 2	92.4%	80.1%	73.3%
Childhood Immunization Status—Combination 3†	90.7%	72.0%	60.6%
Prenatal and Postpartum Care—Timeliness of Prenatal Care	87.7%	82.6%	81.2%
Well-Child Visits in the First 15 Months of Life	75.4%	60.2%	55.6%
Well-Child Visits in the Third, Fourth, Fifth and Sixth Years of Life	81.3%	75.8%	66.8%

* Rates obtained from the *Report of the 2008 Performance Measures for Medi-Cal Managed Care Members*.
† 2008 is the first year MMCD required reporting of this measure. Because MPLs and HPLs had not yet been established, the rate is displayed for informational purposes only and will not be compared to benchmarks.

For 2008 HEDIS, SFHP reported higher scores than the 2008 Medi-Cal managed care weighted average and the 2007 HEDIS national Medicaid average for all five comparable measures in the timeliness domain: *Breast Cancer Screening*, *Childhood Immunization Status—Combination 2*, *Prenatal and Postpartum Care—Timelines of Prenatal Care*, *Well-Child Visits in the First 15 Months of Life*, and *Well-Child Visits in the Third, Fourth, Fifth and Sixth Years of Life*.

CAHPS Survey Results Pertaining to Timeliness

Delmarva chose two CAHPS composites, *Courteous and Helpful Office Staff* and *Health Plan's Customer Service*, to represent timeliness of care measures. The results of the composite scores are presented below in Table 9 followed by discussion of the results.

Table 9. 2007 CAHPS Timeliness Survey Results Comparing San Francisco Health Plan to the Medi-Cal Managed Care Plan Average.

2007 CAHPS Composite	Population	2007 San Francisco Health Plan Result	2007 Medi-Cal Managed Care Weighted Average*
Courteous and Helpful Office Staff	Adult	†	†
	Child	57%	52%
	CSHCN‡	62%	§
Health Plan's Customer Service	Adult	40%¶	45%
	Child	74%¶	79%
	CSHCN‡	64%¶	§

* Each Medi-Cal average is calculated from scores of all contracted health plans and weighted to be proportionate to plan enrollment.
† The composite *Courteous and Helpful Office Staff* was eliminated from the 2007 CAHPS Adult survey.
‡ CSHCN - Child with Special Health Care Needs.
§ MCMC overall averages were not calculated for CSHCN members because they are subsets of the same sampling and data cannot be used due to the possibility of double counting. Refer to Appendix B: CAHPS for further detail.
¶ The plan received <100 responses to some of the questions in this area, so this result is not statistically valid.

For the CAHPS composite *Courteous and Helpful Office Staff*, 57 percent of SFHP's responding parents/guardians of child members indicated that the office staff was always courteous and helpful; the Medi-Cal managed care weighted average for this composite was 52 percent. Delmarva will not discuss the results in the composite area, *Health Plan's Customer Service*, because the number of survey responses the plan received was too low to be statistically valid.

Quality Improvement Projects

SFHP engaged in one QIP categorized in the timeliness domain: *Increasing Timeliness of Prenatal Care for Existing and New San Francisco Health Plan Members.* Results of this project are discussed below.

Increasing Timeliness of Prenatal Care for Existing and New Members

- ***Relevance:***

  Early prenatal care is often associated with improved birth outcomes, primarily due to the creation of opportunity to appropriately assess risk, treat existing medical conditions, as well as provide important education. SFHP faces a significant challenge in that the plan often does not know when female members become pregnant or that members are pregnant at the time of enrollment.

- ***Goal:***

  Achieve 89.5 percent on the HEDIS indicator, *Prenatal and Postpartum Care—Timeliness of Prenatal Care,* by 2006.

- ***Best Interventions:***
  - Redesigned incentive mailer to include more information about recommended preventive care for women of all ages.
  - Visited clinics with high volume and low rates to discuss timely prenatal care.
- ***Outcomes:***
  - HEDIS *Prenatal and Postpartum Care—Timeliness of Prenatal Care :*
    2003 (Baseline): 76.9%
    2004 (Remeasurement 1): 84.2%
    2005 (Remeasurement 2): 88.6%
    2006 (Remeasurement 3): 86.3%
- ***Attributes/Barriers to Outcomes:***
  - Barrier: Early identification of pregnant members.
  - Barrier: Lack of provider awareness regarding available prenatal care resources.

SFHP was successful in improving the rate for the *Prenatal and Postpartum Care—Timeliness of Prenatal Care* measure. The plan sustained improvement over baseline and improved by almost 10 percent. The project was closed during this reporting period.

Medi-Cal Audit Findings

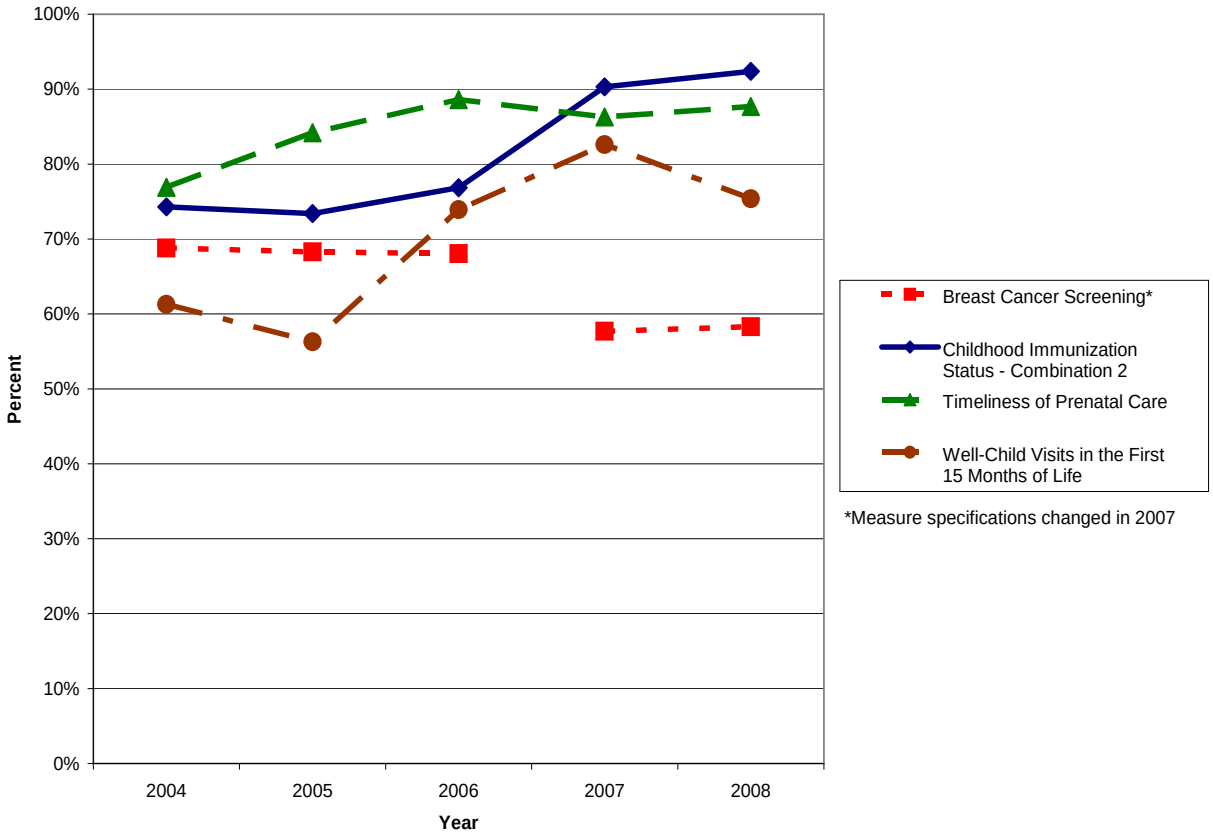
SFHP was not audited during this reporting period.

Sustainability of Timeliness of Care Measures

Sustainability of timeliness relates to the plan's delivery of screening tests, preventive health visits, and/or preventive health procedures early enough to prevent the consequences of delayed care. Delmarva chose four measures to represent timeliness for this assessment. Figure 3 charts those measures.

SFHP's rates for the *Childhood Immunization Status—Combination 2* measure show sustained improvement over the four-year measurement period. Despite a decline in the 2008 rates, the plan showed overall improvement for the *Well-Child Visits in the First 15 Months of Life* measure. Performance was maintained for the *Prenatal and Postpartum Care—Timeliness of Prenatal Care* measure. The trend line for the *Breast Cancer Screening* measure is broken between 2006 and 2007 to reflect the substantive changes in the measure's 2007 technical specifications; therefore, Delmarva cannot determine sustainability of the *Breast Cancer Screening* rates over the measurement period.

Figure 3. San Francisco Health Plan's Sustainability of Timeliness of Care Indicators.



Summary of Timeliness of Care

Delmarva assessed SFHP in four areas of the access domain: HEDIS performance measures, CAHPS survey rates, QIPs, and sustainability of timeliness of care indicator results.

For 2007 HEDIS, in the timeliness domain, SFHP scored higher than the 2007 Medi-Cal managed care weighted average and the 2006 HEDIS national Medicaid average on all four comparable measures: *Childhood Immunization Status—Combination 2*, *Prenatal and Postpartum Care—Timeliness of Prenatal Care*, *Well-Child Visits in the First 15 Months of Life*, and *Well-Child Visits in the Third, Fourth, Fifth and Sixth Years of Life*.

SFHP also reported higher scores than the state and national benchmarks for all five measures for 2008 HEDIS: *Breast Cancer Screening*, *Childhood Immunization Status—Combination 2*, *Prenatal and Postpartum Care—Timelines of Prenatal Care*, *Well-Child Visits in the First 15 Months of Life*, and *Well-Child Visits in the Third, Fourth, Fifth and Sixth Years of Life*.

For the CAHPS composite *Courteous and Helpful Office Staff*, 57 percent of SFHP's responding parents/guardians of child members indicated that the office staff was always courteous and helpful; whereas the Medi-Cal managed care weighted average for this composite was 52 percent.

SFHP was successful in improving the rate for the *Prenatal and Postpartum Care—Timeliness of Prenatal Care* measure in its QIP—*Increasing Timeliness of Prenatal Care for Existing and New San Francisco Health Plan Members.* The plan improved over baseline by almost 10 percentage points. The project was closed during this reporting period.

Finally, in the sustainability area, SFHP's rates for the measure *Childhood Immunization Status—Combination 2* show sustained improvement over the four-year measurement period. Performance was maintained for the *Prenatal and Postpartum Care—Timeliness of Prenatal Care* measure. The plan showed overall improvement for the *Well-Child Visits in the First 15 Months of Life* measure, but the 2008 rate showed a decline.

Comparison of San Francisco Health Plan's 2007 and 2008 HEDIS Scores

Delmarva presents SFHP's 2007 and 2008 HEDIS rates in Table 10 and provides a brief discussion of the rate comparisons following the table.

Table 10. Comparison of San Francisco Health Plan's 2007 and 2008 HEDIS Performance Rates.

2008 Performance Measure	2007 San Francisco Health Plan Rate*	2008 San Francisco Health Plan Rate*
Childhood Immunization Status—Combination 2	90.3%	92.4%
Childhood Immunization Status—Combination 3†	†	90.7%
Well-Child Visits in the First 15 Months of Life	82.6%	75.4%
Well-Child Visits in the Third, Fourth, Fifth and Sixth Years of Life	77.5%	81.3%
Adolescent Well-Care Visits	46.5%	52.8%
Prenatal and Postpartum Care—Timeliness of Prenatal Care	86.3%	87.7%
Prenatal and Postpartum Care—Postpartum Care	55.9%	64.2%
Breast Cancer Screening	57.7%	58.3%
Cervical Cancer Screening	77.2%	74.2%
Use of Appropriate Medications for People With Asthma	92.1%	90.1%
Appropriate Treatment for Children With Upper Respiratory Infection	92.6%	94.4%
Avoidance of Antibiotic Treatment in Adults With Acute Bronchitis†‡	†	31.4%
Comprehensive Diabetes Care—Eye Exam (Retinal) Performed	64.8%	66.5%
Comprehensive Diabetes Care—HbA1c Testing	86.0%	86.4%
Comprehensive Diabetes Care—HbA1c Good Control (<7.0%)†	†	39.3%
Comprehensive Diabetes Care—HbA1c Poor Control (>9.0%)†§	†	27.7%§
Comprehensive Diabetes Care—LDL-C Screening	77.9%	79.4%
Comprehensive Diabetes Care—LDL-C Control (<100mg/dL)†	†	46.0%
Comprehensive Diabetes Care—Medical Attention for Nephropathy	74.9%	82.2%

2008 Performance Measure	2007 San Francisco Health Plan Rate*	2008 San Francisco Health Plan Rate*
Ambulatory Care—Outpatient Visits (Total Visits per 1,000 Member Months) †	†	254.1
Ambulatory Care—Emergency Department Visits (Total Visits per 1,000 Member Months) †	†	23.0
Ambulatory Care—Ambulatory Surgery/Procedures (Total Procedures per 1,000 Member Months) †	†	2.7
Ambulatory Care—Observation Room Stays (Total Stays per 1,000 Member Months) †	†	0.1

* Rates obtained from the *Report of the 2008 Performance Measures for Medi-Cal Managed Care Members.*
† 2008 is the first year MMCD required reporting of this measure. Because MPLs and HPLs had not yet been established, the rate is displayed for informational purposes only and will not be compared to benchmarks.
‡ 2007 and 2008 rates cannot be compared. The 2007 measure was called *Inappropriate Antibiotic Treatment for Adults With Acute Bronchitis,* and a lower score was better. The 2008 measure is called *Avoidance of Antibiotic Treatment in Adults with Acute Bronchitis,* and a higher score is better.
§ This measure represents poor diabetes control as measured by HbA1c levels. A lower number represents better diabetes control.

Due to 2007 specification changes, the plan's rates of *Avoidance of Antibiotic Treatment in Adults with Acute Bronchitis* cannot be compared between reporting years 2007 and 2008. MMCD eliminated the *Chlamydia Screening* measure and instead required the *Ambulatory Care* measure in order to focus more on the entire Medi-Cal managed care population, including seniors and persons with disabilities. The *Ambulatory Care* measure provides utilization information across the whole spectrum of the population – from birth to 85+ years of age. Plus, this measure provides insight regarding emergency room (ER) use, which is an area of particular interest to MMCD because many members use the ER for avoidable visits and, as a result, may not be getting appropriate preventive care and follow-up care with chronic conditions. Rates for the four *Ambulatory Care* indicators are included for discussion purposes only. Conclusions should not be drawn regarding plan performance for these indicators as noted in the Table 10 footnotes.

- SFHP improved on nine of the comparable HEDIS scores:
  - *Childhood Immunization Status—Combination 2*
  - *Well-Child Visits in the Third, Fourth, Fifth and Sixth Years of Life*
  - *Adolescent Well-Care Visits*
  - *Prenatal and Postpartum Care—Timeliness of Prenatal Care*
  - *Prenatal and Postpartum Care—Postpartum Care*
  - *Appropriate Treatment for Children With Upper Respiratory Infection*
  - *Comprehensive Diabetes Care—Eye Exam (Retinal) Performed*
  - *Comprehensive Diabetes Care—LDL-C Screening*
  - *Comprehensive Diabetes Care—Medical Attention for Nephropathy*

- SFHP's score remained relatively unchanged for two HEDIS measures:
  - *Breast Cancer Screening*
  - *Comprehensive Diabetes Care—HbA1c Testing*

- SFHP's performance for three HEDIS measures decreased:
  - *Well-Child Visits in the First 15 Months of Life*
  - *Cervical Cancer Screening*
  - *Use of Appropriate Medications for People With Asthma*

Comparison of 2007 and 2008 HEDIS Measures by Model Type

Medi-Cal beneficiaries receive their health care through three models of health care delivery—County Organized Health Systems (COHS), Two-Plan, and Geographic Managed Care (GMC).

- COHS plans are county-operated managed care organizations. Enrollment is mandatory for almost all Medi-Cal beneficiaries within a county operating a COHS.
- The Two-Plan model consists of two plan types: Commercial Plans (CPs), which are commercially-operated managed care plans; and Local Initiatives (LIs), which are community developed managed care plans operated as quasi-governmental agencies. In a Two-Plan model, county members choose between an LI and a CP. Enrollment is mandatory for specified beneficiaries.
- In the GMC model, enrollees choose from several commercially operated plans within a certain geographic area. Enrollment is mandatory for specified Medi-Cal beneficiaries.

SFHP is contracted in San Francisco County as an LI plan. Tables 11 (2007) and 12 (2008) show the ranking (1 through 5) of the five different plan models when HEDIS results were compared across plan types. Note that averages are not ranked (1 through 5) for measures where MPLs and HPLs were not applied in the reporting year.

Table 11. Comparison of 2007 Medi-Cal Managed Care Weighted Averages by Plan Type.

2007 Performance Measure	Plan Type Rate (ranking among plan types)				
	COHS*	CP†	LI†	GMC – N‡	GMC – S‡
Childhood Immunization Status—Combination 2	82.9% (1)	79.5% (3)	75.6% (4)	73.6% (5)	80.2% (2)
Well-Child Visits in the First 15 Months of Life	68.0% (1)	44.8% (5)	53.0% (3)	57.2% (2)	51.4% (4)
Well-Child Visits in the Third, Fourth, Fifth and Sixth Years of Life	76.3% (1)	73.6% (3)	74.6% (2)	70.3% (5)	72.5% (4)
Adolescent Well-Care Visits	47.8% (1)	36.8% (3)	34.0% (5)	36.7% (4)	37.8% (2)
Prenatal and Postpartum Care—Timeliness of Prenatal Care	82.0% (2)	81.4% (3)	77.5% (5)	77.9% (4)	82.6% (1)
Prenatal and Postpartum Care—Postpartum Care	64.3% (1)	56.6% (4)	58.7% (2)	58.5% (3)	53.8% (5)
Chlamydia Screening in Women	54.4% (3)	52.8% (4)	50.5% (5)	58.1% (2)	59.8% (1)
Breast Cancer Screening ¶	55.6%	42.8%	48.4%	47.8%	50.6%
Cervical Cancer Screening ¶	70.1%	65.7%	69.3%	62.9%	66.5%
Use of Appropriate Medications for People With Asthma	88.7% (1)	85.8% (4)	86.9% (2)	86.4% (3)	84.9% (5)
Appropriate Treatment for Children With Upper Respiratory Infection	81.3% (3)	74.5% (5)	79.3% (4)	84.8% (2)	85.1% (1)
Inappropriate Antibiotic Treatment for Adults With Acute Bronchitis §¶	71.0%	73.7%	70.2%	71.8%	64.6%
Comprehensive Diabetes Care—Eye Exam (Retinal) Performed	68.7% (1)	54.6% (3)	45.5% (5)	54.2% (4)	56.9% (2)
Comprehensive Diabetes Care—HbA1c Testing	85.4% (1)	79.5% (2)	76.7% (4)	76.1% (5)	78.0% (3)
Comprehensive Diabetes Care—LDL-C Screening ¶	80.7%	74.5%	74.2%	71.4%	77.5%
Comprehensive Diabetes Care—Medical Attention for Nephropathy ¶	81.2%	75.4%	83.8%	77.7%	78.3%

Plan Model Definitions:
* County Organized Health System (COHS) – County-operated and managed care organizations. Enrollment is mandatory for almost all Medi-Cal beneficiaries within a county operating a COHS.
† Two-Plan consists of two plan types:
Commercial Plans (CPs) are commercially-operated managed care plans.
Local Initiatives (LIs) are community-developed managed care plans operated as quasi-governmental agencies.
Members choose between an LI and a CP. Enrollment is mandatory for specified beneficiaries.
‡ Geographic Managed Care (GMC) - Enrollees choose from several commercially-operated plans within a certain geographic area. Enrollment is mandatory for specified Medi-Cal beneficiaries.
§ For this measure, a lower score indicates better performance.
¶ Averages not ranked for measures where MPLs and HPLs are not applied in the reporting year.

LI plans ranked as follows in the comparison of 2007 Medi-Cal managed care weighted averages by plan type:

- The LI plan type has no HEDIS measures in the first ranking of the five plan types.
- LI plans ranked second of the five plan types in the following HEDIS measures:
  - *Well-Child Visits in the Third, Fourth, Fifth and Sixth Years of Life*
  - *Prenatal and Postpartum Care—Postpartum Care*
  - *Use of Appropriate Medications for People With Asthma*
- LI plans ranked third of the five plan types in the following HEDIS measure:
  - *Well-Child Visits in the First 15 Months of Life*
- LI plans ranked fourth of the five plan types in the following HEDIS measures:
  - *Childhood Immunization Status—Combination 2*
  - *Appropriate Treatment for Children With Upper Respiratory Infection*
  - *Comprehensive Diabetes Care—HbA1c Testing*
- LI plans ranked fifth of the five plan types in the following HEDIS measures:
  - *Adolescent Well-Care Visits*
  - *Prenatal and Postpartum Care—Timeliness of Prenatal Care*
  - *Chlamydia Screening in Women*
  - *Comprehensive Diabetes Care—Eye Exam (Retinal) Performed*

Table 12. Comparison of 2008 Medi-Cal Managed Care Weighted Averages by Plan Type.

2008 Performance Measure	Plan Type Rate (ranking among plan types)				
	COHS*	CP†	LI†	GMC – N‡	GMC – S‡
Childhood Immunization Status—Combination 2	83.3% (1)	77.4% (3)	82.3% (2)	70.8% (5)	71.4% (4)
Childhood Immunization Status—Combination 3¶	77.4%	68.8%	73.6%	65.8%	62.8%
Well-Child Visits in the First 15 Months of Life	72.3% (1)	46.6% (5)	56.7% (2)	55.9% (3)	49.5% (4)
Well-Child Visits in the Third, Fourth, Fifth and Sixth Years of Life	78.9% (1)	75.1% (3)	76.1% (2)	69.1% (5)	73.1% (4)
Adolescent Well-Care Visits	48.4% (1)	38.8% (2)	38.4% (4)	38.7% (3)	37.1% (5)
Prenatal and Postpartum Care—Timeliness of Prenatal Care	85.2% (1)	83.1% (2)	81.9% (3)	81.7% (4)	80.8% (5)
Prenatal and Postpartum Care—Postpartum Care	66.9% (1)	57.4% (3)	59.1% (2)	54.8% (4)	52.0% (5)
Breast Cancer Screening	56.4% (1)	45.3% (5)	50.5% (3)	47.4% (4)	51.3% (2)
Cervical Cancer Screening	69.1% (2)	69.9% (1)	68.2% (3)	68.2% (3)	67.0% (4)
Use of Appropriate Medications for People with Asthma	90.1% (1)	88.8% (3)	89.0% (2)	86.6% (4)	85.1% (5)
Appropriate Treatment for Children with Upper Respiratory Infection	85.2% (3)	81.3% (5)	82.5% (4)	89.5% (1)	88.4% (2)
Avoidance of Antibiotic Treatment in Adults With Acute Bronchitis¶	26.1%	30.3%	28.4%	28.7%	26.5%
Comprehensive Diabetes Care—Eye Exam (Retinal) Performed	69.6% (1)	58.2% (2)	52.0% (5)	56.2% (3)	52.4% (4)
Comprehensive Diabetes Care—HbA1c Testing	85.3% (1)	81.0% (4)	81.4% (2)	78.1% (5)	81.1% (3)
Comprehensive Diabetes Care—HbA1c Good Control (<7.0%)¶	39.7%	27.4%	31.0%	32.8%	32.1%
Comprehensive Diabetes Care—HbA1c Poor Control (>9.0%)§¶	35.5%	49.4%	43.1%	42.9%	45.5%
Comprehensive Diabetes Care—LDL-C Screening	81.3% (1)	76.4% (4)	77.4% (2)	72.0% (5)	77.0% (3)
Comprehensive Diabetes Care—LDL-C Control(<100mg/dL) ¶	40.0%	28.9%	32.9%	32.3%	40.6%
Comprehensive Diabetes Care—Medical Attention for Nephropathy	82.0% (1)	77.7% (3)	76.9% (4)	75.1% (5)	78.8% (2)

2008 Performance Measure	Plan Type Rate (ranking among plan types)				
	COHS*	CP†	LI†	GMC – N‡	GMC – S‡
Ambulatory Care—Outpatient Visits (Total Visits per 1,000 Member Months)¶	322.38	254.75	268.14	263.24	250.02
Ambulatory Care—Emergency Department Visits (Total Visits per 1,000 Member Months)¶	43.49	33.42	38.17	33.98	33.79
Ambulatory Care—Ambulatory Surgery/Procedures (Total Procedures per 1,000 Member Months)¶	4.95	2.04	2.09	2.48	2.92
Ambulatory Care—Observation Room Stays (Total Stays per 1,000 Member Months)¶	2.87	0.29	0.52	0.26	0.40

Plan Model Definitions:
* County Organized Health System (COHS) – County-operated and managed care organizations. Enrollment is mandatory for almost all Medi-Cal beneficiaries within a county operating a COHS.
† Two-Plan consists of two plan types:
Commercial Plans (CPs) are commercially-operated managed care plans.
Local Initiatives (LIs) are community-developed managed care plans operated as quasi-governmental agencies.
Members choose between an LI and a CP. Enrollment is mandatory for specified beneficiaries.
‡ Geographic Managed Care (GMC) - Enrollees choose from several commercially-operated plans within a certain geographic area. Enrollment is mandatory for specified Medi-Cal beneficiaries.
§ This measure represents poor diabetes control as measured by HbA1c levels. A lower number represents better diabetes control.
¶ Averages not ranked for measures where MPLs and HPLs are not applied in the reporting year.

LI plans ranked as follows in the comparison of 2008 Medi-Cal managed care weighted averages by plan type:

- The LI plan type has no HEDIS measures in the first ranking of the five plan types.
- LI plans ranked second of the five plan types in the following HEDIS measures:
  - *Childhood Immunization Status—Combination 2*
  - *Well-Child Visits in the First 15 Months of Life*
  - *Well-Child Visits in the Third, Fourth, Fifth and Sixth Years of Life*
  - *Prenatal and Postpartum Care—Postpartum Care*
  - *Use of Appropriate Medications for People With Asthma*
  - *Comprehensive Diabetes Care—HbA1c Testing*
  - *Comprehensive Diabetes Care—LDL-C Screening*
- LI plans ranked third of the five plan types in the following measures:
  - *Prenatal and Postpartum Care—Timeliness of Prenatal Care*
  - *Breast Cancer Screening*
  - *Cervical Cancer Screening*
- LI plans ranked fourth of the five plan types in the following measures:
  - *Adolescent Well-Care Visits*
  - *Appropriate Treatment for Children With Upper Respiratory Infection*
  - *Comprehensive Diabetes Care—Medical Attention for Nephropathy*
- LI plans ranked fifth of the five plan types in the following measure:
  - *Comprehensive Diabetes Care—Eye Exam (Retinal) Performed*

Comparison to Other National and California State Programs

In each of the quality, access, and timeliness assessments provided earlier in this report, SFHP's performance was compared with the Medi-Cal managed care weighted average and the national Medicaid average. This section provides two comparisons that have not been made elsewhere in this report—national commercial averages and the California Healthy Families Program averages. The Healthy Families Program, administered by the Managed Risk Medical Insurance Board, is a low cost health, dental, and vision coverage plan for uninsured children (up to age 19) of working families. In addition to the new rate comparisons, the Medi-Cal managed care weighted averages and the national Medicaid averages are provided in Tables 13 and 14.

Table 13. 2007 Performance Measurement Rates Comparing San Francisco Health Plan to National and State Program Rates.

2007 Performance Measure	2007 San Francisco Health Plan Rate*	2007 Medi-Cal Managed Care Weighted Average*	2006 HEDIS National Medicaid Average*	2006 HEDIS National Commercial Average*	2007 CA Healthy Families Average†
Childhood Immunization Status—Combination 2	90.3%	77.9%	70.4%	77.8%	79.2%
Well-Child Visits in the First 15 Months of Life	82.6%	57.7%	48.6%	71.0%	56.6%
Well-Child Visits in the Third, Fourth, Fifth and Sixth Years of Life	77.5%	74.3%	63.3%	64.4%	72.9%
Adolescent Well-Care Visits	46.5%	36.9%	40.6%	38.7%	43.5%
Prenatal and Postpartum Care—Timeliness of Prenatal Care	86.3%	79.4%	79.1%	91.9%	‡
Prenatal and Postpartum Care—Postpartum Care	55.9%	58.7%	57.0%	81.5%	‡
Chlamydia Screening in Women	58.2%	52.8%	50.6%	34.9%	41.1%
Breast Cancer Screening§	57.7%	48.6%	53.9%	72.0%	‡
Cervical Cancer Screening§	77.2%	67.9%	65.0%	81.8%	‡
Use of Appropriate Medications for People With Asthma	92.1%	86.8%	85.7%	89.9%	94.0%
Appropriate Treatment for Children With Upper Respiratory Infection	92.6%	78.9%	82.5%	82.9%	83.1%
Inappropriate Antibiotic Treatment for Adults With Acute Bronchitis¶§	71.6%	71.0%	69.4%	66.1%	‡
Comprehensive Diabetes Care—Eye Exam (Retinal) Performed	64.8%	54.1%	48.6%	54.8%	‡
Comprehensive Diabetes Care—HbA1c Testing	86.0%	79.5%	76.2%	87.6%	‡

2007 Performance Measure	2007 San Francisco Health Plan Rate*	2007 Medi-Cal Managed Care Weighted Average*	2006 HEDIS National Medicaid Average*	2006 HEDIS National Commercial Average*	2007 CA Healthy Families Average†
Comprehensive Diabetes Care—LDL-C Screening §	77.9%	75.9%	80.5%	92.3%	‡
Comprehensive Diabetes Care—Medical Attention for Nephropathy§	74.9%	81.0%	48.8%	55.1%	‡

* Rates obtained from the *Report of the 2007 Performance Measures for Medi-Cal Managed Care Members.*
† 2007 rates obtained from the Healthy Families Program at http://www.mrmib.ca.gov/MRMIB/quality_reports.html.
‡ Healthy Families did not report data on these measures.
§ Due to significant changes in technical specifications, MPLs and HPLs had not yet been established for 2007. The rate is displayed for informational purposes only and will not be compared to benchmarks.
¶ For this 2007 measure, a lower rate indicates better performance.

- When compared with the national commercial average, the plan reported rates higher for all but three comparable measures:
  - *Prenatal and Postpartum Care—Timeliness of Prenatal Care*
  - *Prenatal and Postpartum Care—Postpartum Care*
  - *Comprehensive Diabetes Care—HbA1c Testing.*

- SFHP's 2007 rates were higher than all benchmarks for the following measures:
  - *Childhood Immunization Status—Combination 2*
  - *Well-Child Visits in the First 15 Months of Life*
  - *Well-Child Visits in the Third, Fourth, Fifth and Sixth Years of Life*
  - *Adolescent Well-Care Visits*
  - *Chlamydia Screening in Women*
  - *Appropriate Treatment for Children With Upper Respiratory Infection*
  - *Comprehensive Diabetes Care—Eye Exam (Retinal) Performed*

- SFHP had mixed results when comparing rates to benchmarks for the following measures:
  - *Prenatal and Postpartum Care—Timeliness of Prenatal Care* (SFHP scored lower than the HEDIS national commercial average but higher than all other benchmarks.)
  - *Use of Appropriate Medications for People With Asthma* (SFHP scored lower than the California Healthy Families average but higher than all other benchmarks.)
  - *Comprehensive Diabetes Care—HbA1c Testing* (SFHP scored lower than the HEDIS national commercial average but higher than all other benchmarks.)

- SFHP's rate was lower than all benchmarks for the measure:
  - *Prenatal and Postpartum Care—Postpartum Care*

Table 14. 2008 Performance Measurement Rates Comparing San Francisco Health Plan to National and State Program Rates.

2008 Performance Measure	2008 San Francisco Health Plan Rate[a]	2008 Medi-Cal Managed Care Weighted Average[a]	2007 HEDIS National Medicaid Average[a]	2007 HEDIS National Commercial Average[a]	2007 CA Healthy Families Average[b]
Childhood Immunization Status—Combination 2	92.4%	80.1%	73.3%	79.8%	79.2%
Childhood Immunization Status—Combination 3[c]	90.7%	72.0%	60.6%	65.8%	73.4%
Well-Child Visits in the First 15 Months of Life	75.4%	60.2%	55.6%	72.9%	56.6%
Well-Child Visits in the Third, Fourth, Fifth and Sixth Years of Life	81.3%	75.8%	66.8%	66.7%	72.9%
Adolescent Well-Care Visits	52.8%	39.6%	43.7%	40.3%	43.5%
Prenatal and Postpartum Care—Timeliness of Prenatal Care	87.7%	82.6%	81.2%	90.6%	(d)
Prenatal and Postpartum Care—Postpartum Care	64.2%	59.1%	59.1%	79.9%	(d)
Breast Cancer Screening	58.3%	50.4%	49.1%	68.9%	(d)
Cervical Cancer Screening	74.2%	68.7%	65.7%	81.0%	(d)
Use of Appropriate Medications for People with Asthma	90.1%	88.8%	87.1%	91.6%	94.0%
Appropriate Treatment for Children with Upper Respiratory Infection	94.4%	83.1%	83.3%	82.8%	83.1%
Avoidance of Antibiotic Treatment in Adults With Acute Bronchitis[e]	31.4%	28.4%	(e)	(e)	(d)
Comprehensive Diabetes Care—Eye Exam (Retinal) Performed	66.5%	58.1%	51.4%	54.7%	(d)
Comprehensive Diabetes Care—HbA1c Testing	86.4%	82.1%	78.0%	87.5%	(d)
Comprehensive Diabetes Care—HbA1c Good Control (<7.0%)[c]	39.3%	32.6%	N/A	41.8%	(d)
Comprehensive Diabetes Care—HbA1c Poor Control (>9.0%)[c][f]	27.7%§	42.6%	48.7%	29.6%	(d)
Comprehensive Diabetes Care—LDL-C Screening	79.4%	77.8%	71.1%	83.4%	(d)
Comprehensive Diabetes Care—LDL-C Control(<100mg/dL)[c]	46.0%	34.2%	30.6%	43.0%	(d)
Comprehensive Diabetes Care—Medical Attention for Nephropathy	82.2%	78.3%	74.6%	79.7%	(d)

2008 Performance Measure	2008 San Francisco Health Plan Rate[a]	2008 Medi-Cal Managed Care Weighted Average[a]	2007 HEDIS National Medicaid Average[a]	2007 HEDIS National Commercial Average[a]	2007 CA Healthy Families Average[b]
Ambulatory Care—Outpatient Visits (Total Visits per 1,000 Member Months)[c] [g]	254.1	271.57	317.97	296.73	(d)
Ambulatory Care—Emergency Department Visits (Total Visits per 1,000 Member Months)[c] [g]	23.0	37.26	57.02	16.71	(d)
Ambulatory Care—Ambulatory Surgery/Procedures (Total Procedures per 1,000 Member Months)[c] [g]	2.7	2.58	5.30	10.49	(d)
Ambulatory Care—Observation Room Stays (Total Stays per 1,000 Member Months)[c] [g]	0.1	0.79	1.78	0.83	(d)

(a) Rates obtained from the *Report of the 2008 Performance Measures for Medi-Cal Managed Care Members.*
(b) 2007 rates obtained from the Healthy Families Program at http://www.mrmib.ca.gov/MRMIB/quality_reports.html.
(c) Due to first-year reporting requirements, MPLs and HPLs were not established for 2008. The rate is displayed for informational purposes only and will not be compared to benchmarks.
(d) Healthy Families did not report data on these measures.
(e) 2007 and 2008 rates cannot be compared. The 2007 measure was called *Inappropriate Antibiotic Treatment for Adults With Acute Bronchitis,* and a lower score was better. The 2008 measure is called *Avoidance of Antibiotic Treatment in Adults with Acute Bronchitis,* and a higher score is better.
(f) This measure represents poor diabetes control as measured by HbA1c levels. A lower number represents better diabetes control.
(g) MMCD has yet to determine whether to apply an MPL or HPL to the *Ambulatory Care* measure. Scores are reported, but no conclusions should be drawn regarding plan performance in this area.

Plan performance of on newly required measures is not assessed because the first-year results are considered "baseline" results, and MMCD does not apply the MPL or HPL to these measures. In addition, the newly required *Ambulatory Care* indicators are not scored as percentages, but rather as utilization counts per 1,000 member months. MMCD has yet to determine whether to apply MPLs or HPLs to these measures.

- SFHP's 2008 rates were higher than all benchmarks for the following measures:
  - *Childhood Immunization Status—Combination 2*
  - *Well-Child Visits in the First 15 Months of Life*
  - *Well-Child Visits in the Third, Fourth, Fifth and Sixth Years of Life*
  - *Adolescent Well-Care Visits*
  - *Appropriate Treatment for Children With Upper Respiratory Infection*
  - *Comprehensive Diabetes Care—Eye Exam (Retinal) Performed*
  - *Comprehensive Diabetes Care—Medical Attention for Nephropathy*

- SFHP had mixed results when comparing rates to benchmarks for the following measures:
  - *Prenatal and Postpartum Care—Timeliness of Prenatal Care* (SFHP scored higher than all benchmarks except the HEDIS national commercial average)
  - *Prenatal and Postpartum Care—Postpartum Care* (SFHP scored higher than all benchmarks except the HEDIS national commercial average.)
  - *Breast Cancer Screening* (SFHP scored higher than all benchmarks except the HEDIS national commercial average.)
  - *Cervical Cancer Screening* (SFHP scored higher than all benchmarks except the HEDIS national commercial average.)
  - *Use of Appropriate Medications for People With Asthma* (SFHP scored higher than all benchmarks except the HEDIS national commercial average and the California Healthy Families average.)
  - *Comprehensive Diabetes Care—HbA1c Testing* (SFHP scored higher than all benchmarks except the HEDIS national commercial average.)
  - *Comprehensive Diabetes Care—LDL-C Screening* (SFHP scored higher than all benchmarks except the HEDIS national commercial average.)

2007 Overall Strengths

- SFHP outperformed both the state and national benchmarks in all five comparable HEDIS measures in the quality domain.
- SFHP rated higher than the state benchmark in the Child category for the CAHPS composite item *How Well Doctors Communicate.*
- SFHP demonstrated improvement in the two comparable measures in the QIP, *Diabetes Care Improvement Project.*
- SFHP outperformed both the state and national benchmarks for the *Adolescent Well-Care Visits* measure in the access domain.
- SFHP performed better than the 2007 Medi-Cal average in the CAHPS child composite area *Getting Care Quickly.*
- SFHP saw improvement in the final results for the statewide collaborative project, *Increasing the Rate of Adolescent Well-Care Visits.*
- SFHP outperformed both the state and national benchmarks in all four comparable HEDIS measures in the timeliness domain.
- SFHP respondents in the Child category indicated that the office staff was courteous and helpful more often than the Medi-Cal managed care weighted average for the CAHPS composite area *Courteous and Helpful Office Staff.*
- SFHP sustained improvement in two timeliness measures, *Childhood Immunization Status—Combination 2* and *Well-Child Visits in the First 15 Months of Life.*

2007 Recommendations

Delmarva's overall assessment of SFHP in the areas of quality, access, and timeliness has identified several opportunities for improvement. Delmarva recommends that the plan focus on:

- Which factors may be causing SFHP's adult and child populations to respond with lower rates for SFHP in the CAHPS survey item *Getting Needed Care*.
- Why its performance on the HEDIS measure *Prenatal and Postpartum Care—Postpartum Care* was worse than other benchmarks.
- Which factors may be causing SFHP's adult population to respond with a significantly lower score when compared to the Medi-Cal managed care weighted average in the CAHPS survey item *Getting Care Quickly*.

2007 Summary

Both strengths and continued opportunities for improvement exist for SFHP in the areas of quality, access, and timeliness. SFHP is performing well in several areas, including all but one comparable HEDIS measure, *Prenatal and Postpartum Care—Postpartum Care*. Additionally, on the CAHPS survey, SFHP enrollees scored the plan's performance higher than Medi-Cal managed care weighted averages in the following areas for child members: *How Well Doctors Communicate*, *Getting Care Quickly*, and *Courteous and Helpful Office Staff*.

Delmarva recommends that SFHP focus on enrollee perceptions for *Getting Needed Care* for both adult and child members and *Getting Care Quickly* for adult members. The plan also should address its lower performance compared to benchmarks for the *Prenatal and Postpartum Care—Postpartum Care* measure.

2008 HEDIS Measure Strengths

SFHP's rates were higher than all benchmarks for the following measures:

- *Childhood Immunization Status—Combination 2*
- *Well-Child Visits in the First 15 Months of Life*
- *Well-Child Visits in the Third, Fourth, Fifth and Sixth Years of Life*
- *Adolescent Well-Care Visits*
- *Appropriate Treatment for Children With Upper Respiratory Infection*
- *Comprehensive Diabetes Care—Eye Exam (Retinal) Performed*
- *Comprehensive Diabetes Care—Medical Attention for Nephropathy*

2008 Recommendations

Delmarva's assessment of SFHP's rates for 2008 HEDIS measures in the areas of quality, access, and timeliness has identified several opportunities for improvement. Delmarva recommends that the plan focus on:

- Improving its performance on the HEDIS measures *Postpartum Care—Timeliness of Prenatal Care, Prenatal and Postpartum Care—Postpartum Care, Breast Cancer Screening, Cervical Cancer Screening, Use of Appropriate Medications for People With Asthma, Comprehensive Diabetes Care—HbA1c Testing*, and *Comprehensive Diabetes Care—LDL-C Screening* to align more closely with the HEDIS national commercial average.
- Factors that have led to its excellent performance on the measures *Childhood Immunization Status—Combination 2* and *Appropriate Treatment for Children with Upper Respiratory Infection.* Once identified, SFHP should consider reproducing the activity/behavior for other projects.

2008 Summary

Delmarva concludes that both strengths and continued opportunities for improvement exist for SFHP in the area of HEDIS performance measures as presented in this report. In particular, SFHP is performing well on the measures *Childhood Immunization Status—Combination 2* and *Appropriate Treatment for Children with Upper Respiratory Infection*. SFHP should focus on improving rates for other measures to align more closely with the HEDIS national commercial averages.

Appendix A: HEDIS®

HEDIS Background

The Healthcare Effectiveness Data and Information Set (HEDIS®)[8] is a nationally recognized, standardized set of performance indicators developed by the National Committee for Quality Assurance (NCQA). NCQA's Committee on Performance Measurement annually evaluates and makes collective decisions about the content of the measures and the entire HEDIS process. State governments, employer and business groups, payers, and consumers use the results of these measures. More than 90 percent of all national health plans use HEDIS to measure their performance on established dimensions of health care and plan services.

HEDIS data collection and validation is standardized across all plans. HEDIS methodology makes it possible to compare the performance of health plans to each other and to national benchmarks. Results are used to identify performance variances to help plans focus their quality improvement activities.

HEDIS Domains of Care

- NCQA assigns each of the technically-defined HEDIS measures (71 measures in 2007 and 70 measures in 2008) to one of eight domains of care:
  - Effectiveness of Care
  - Access/Availability of Care
  - Satisfaction with the Experience of Care (Adult and Child CAHPS)
  - Use of Services
  - Cost of Care
  - Health Plan Descriptive Information
  - Health Plan Stability
  - Informed Health Care Choices

[8] HEDIS® is a registered trademark of the National Committee for Quality Assurance (NCQA).

DHCS-Required Measures

2007 DHCS-Required HEDIS Measures

For the 2007 Reporting Year, the DHCS required plans to report on 12 selected HEDIS measures—including multiple indicators for *Comprehensive Diabetes Care* and *Prenatal and Postpartum Care*—for a total of 16 measurement indicators.[9]

- *Adolescent Well-Care Visits*
- *Appropriate Treatment for Children With Upper Respiratory Infection*
- *Breast Cancer Screening**
- *Cervical Cancer Screening**
- *Childhood Immunization Status—Combination 2*
- *Chlamydia Screening in Women*
- *Comprehensive Diabetes Care—Eye Exam (Retinal) Performed*
- *Comprehensive Diabetes Care—HbA1c Testing*
- *Comprehensive Diabetes Care—LDL-C Screening**
- *Comprehensive Diabetes Care—Medical Attention for Nephropathy**
- *Inappropriate Antibiotic Treatment for Adults With Acute Bronchitis**
- *Prenatal and Postpartum Care—Timeliness of Prenatal Care*
- *Prenatal and Postpartum Care—Postpartum Care*
- *Use of Appropriate Medications for People With Asthma*
- *Well-Child Visits in the First 15 Months of Life*
- *Well-Child Visits in the Third, Fourth, Fifth and Sixth Years of Life*

[9] The measures are set forth annually in All Plan Letters issued by the DHCS and available on its website. See All Plan Letter No. 06-010, entitled "Quality and Performance Improvement Program Requirements for 2007."

* MPL/HPL were not applied to these measures in 2007.

2008 DHCS-Required HEDIS Measures

For the 2008 Reporting Year, the DHCS required plans to report on 12 selected HEDIS measures—including multiple indicators for *Ambulatory Care*, *Childhood Immunization Status*, *Comprehensive Diabetes Care,* and *Prenatal and Postpartum Care*—for a total of 23 measurement indicators.[10]

- *Adolescent Well-Care Visits*
- *Ambulatory Care—Outpatient Visits (Total Visits per 1,000 Member Months)**
- *Ambulatory Care—Emergency Department Visits (Total Visits per 1,000 Member Months)**
- *Ambulatory Care—Ambulatory Surgery/Procedures (Total Procedures per 1,000 Member Months)**
- *Ambulatory Care—Observation Room Stays (Total Stays per 1,000 Member Months)**
- *Appropriate Treatment for Children With Upper Respiratory Infection*
- *Avoidance of Antibiotic Treatment in Adults With Acute Bronchitis**
- *Breast Cancer Screening*
- *Cervical Cancer Screening*
- *Childhood Immunization Status—Combination 2*
- *Childhood Immunization Status—Combination 3**
- *Comprehensive Diabetes Care—Eye Exam (Retinal) Performed*
- *Comprehensive Diabetes Care—HbA1c Good Control (<7.0%)**
- *Comprehensive Diabetes Care—HbA1c Poor Control (>9.0%)**
- *Comprehensive Diabetes Care—HbA1c Testing*
- *Comprehensive Diabetes Care—LDL-C Screening*
- *Comprehensive Diabetes Care—LDL-C Control (<100mg/dL)**
- *Comprehensive Diabetes Care—Medical Attention for Nephropathy*
- *Prenatal and Postpartum Care—Postpartum Care*
- *Prenatal and Postpartum Care—Timeliness of Prenatal Care*
- *Use of Appropriate Medications for People With Asthma*
- *Well-Child Visits in the First 15 Months of Life*
- *Well-Child Visits in the Third, Fourth, Fifth and Sixth Years of Life*

The DHCS strives to select measures that gauge the quality of care provided to and access to care experienced by the largest segments of the Medi-Cal managed care population. The EQRO compiles and validates the measurement results from all the plans and communicates the results to the DHCS in an annual *Performance Measures for Medi-Cal Managed Care Members* report.

[10] The measures are set forth annually in All Plan Letters issued by the DHCS and available on its website. See All Plan Letter No. 07-013, entitled "Quality and Performance Improvement Program Requirements for 2008."

* MPLs/HPLs were not applied to these measures in 2008.

The *Report of the 2007 Performance Measures for Medi-Cal Managed Care Members* and the *Report of the 2008 Performance Measures for Medi-Cal Managed Care Members* ("*Annual Performance Measures reports*"), provide the Medi-Cal managed care weighted average for each measure. The Medi-Cal managed care weighted average accounts for variation in membership across plans. The plans' HEDIS data processes are audited according to the protocols described in the *Annual Performance Measures reports*. SFHP's rates in this plan report were taken from the *Annual Performance Measures reports*, as were the state and national benchmarks used for comparison.

Performance Level Criteria

This report utilizes the following established benchmarks in assessing plans' performance on measures:

- Medi-Cal Managed Care Weighted Average (Same Year)
- National Medicaid Average (Prior Year)
- National Commercial Average (Prior Year)

The DHCS compares plan rates to Minimum Performance Levels (MPLs) and High Performance Levels (HPLs) for each measure to assess further program-wide quality of care and to identify specific health plan improvement needs. MPLs and HPLs are equal to the 25th and the 90th percentiles, respectively, of the 2006 and 2007 national Medicaid results. The performance benchmarks (MPLs and HPLs) were taken from NCQA's *Quality Compass* for the previous year.

The HPL rates help identify plans that outperform the national Medicaid 90th percentile from the previous year. The DHCS does not apply the MPL and HPL to the first-year scores reported for any measure since that rate establishes a "baseline." Similarly, the MPL and HPL are not applied in years when there were substantive changes to a measure's technical specifications, since making a comparison to the previous rate would be inappropriate.

Appendix B: CAHPS®

CAHPS Background

The Consumer Assessment of Healthcare Providers and Systems (CAHPS®)[11] program is funded and administered by the U.S. Agency of Healthcare Research and Quality (AHRQ). AHRQ works closely with a consortium of public and private organizations to develop and support a comprehensive and evolving family of standardized surveys that ask consumers and patients to report on and evaluate their health care experiences.

The CAHPS surveys capture members' ratings of health care experiences and probe those aspects of care for which members are the best, and sometimes, the only source of information. CAHPS results allow the DHCS to determine how well health plans are meeting their members' expectations and provide individual feedback to plans. This data-driven communication encourages health plan accountability and supports health plan efforts to develop and implement action plans for improving members' satisfaction with their healthcare and plan services. CAHPS results are presented and discussed in this report in relation to quality, access, and timeliness.

The DHCS generally has CAHPS surveys administered every two years. The survey discussed in this report was administered in 2007. Across all MCMC plans, a total of 38,824 adult surveys and 85,028 child surveys were mailed to members. A total of 12,985 adult members and 25,224 child members responded to this survey—a 35 percent and 30 percent adjusted response rate,[12] respectively.

CAHPS Measurements

During this reporting period, the 2007 CAHPS 4.0H Adult Medicaid Survey and the 3.0H Child Medicaid Survey were administered to members of the Medi-Cal Managed Care contracted health plans.

The 2007 Adult (4.0H CAHPS) survey consisted of 51 questions. The 51 questions were categorized into five major areas:

- Your Health Care in the Last 6 Months
- Your Personal Doctor
- Getting Health Care From Specialists
- Your Health Plan
- About You

[11] CAHPS® is a registered trademark of the Agency for Healthcare Research and Quality.

[12] The adjusted response rate for the category is calculated by dividing the total number of surveys completed by the difference between the number of surveys mailed and the number of surveys found to be ineligible.

The 2007 Child (3.0H CAHPS) survey consisted of 110 questions. The 110 questions were categorized into seven major areas:

- Your Child's Personal Doctor or Nurse
- Getting Health Care From a Specialist
- Your Child's Health Care in the Last 6 Months
- Specialized Services
- Your Child's Health Plan
- Prescription Medicines
- About Your Child and You

Survey results were divided into composite areas. The composite areas are used to report plan scores and are derived by combining similar questions. Composite areas include *Getting Needed Care, Getting Care Quickly, How Well Doctors Communicate, Courteous and Helpful Office Staff,* and *Customer Service.* As with other data sources used throughout this report, Delmarva assessed CAHPS scores using the quality, access, and timeliness framework. CAHPS composite scores were divided as follows:

- Quality
  - *Getting Needed Care*
  - *How Well Doctors Communicate*
- Access
  - *Getting Care Quickly*
- Timeliness
  - *Courteous and Helpful Office Staff*
  - *Customer Service*

Adult members were classified as those 18 years or older and child members were classified as those members 17 years or younger for survey purposes.

Medi-Cal Adult and Child overall averages were calculated from the ratings of all 30 contracts within the Medi-Cal managed care plans operating in the State of California and were weighted to be proportionate to plan enrollment. Delmarva employed a calculation method whereby a plan's result is considered indicative of high performance in a CAHPS composite area when 80 percent or more of the total responses for the composite area fall within the most positive response category (*i.e.,* definitely yes, always, etc.). It should be noted that this calculation method differs from the standardized scoring method established by NCQA. For future CAHPS surveys, California is likely to adopt NCQA's calculation methods, including scoring.

Sample Selection and Survey Methodology

Sample selection and survey methodology are summarized below:

Sample Groups

Surveyors pulled a random sample of eligible members from each managed care plan for participation in the survey.

Adult Sample

For each managed care plan, the CAHPS 4.0H adult survey sample was drawn first, employing the required sample size. An overall score was calculated for the adult population by collecting the results from all plans and weighting the results by each plan's population size relative to the total Medi-Cal managed care population.

Child Sample

The CAHPS 3.0H child survey sample was drawn second, employing the required sample size.

Children with Chronic Conditions and CSHCN Population

The Children with Chronic Conditions (CCC) supplemental sample is drawn from the set of prescreened members who were not already selected for the CAHPS 3.0H child survey sample. The CCC survey-based screening tool contains five questions representing five different health consequences. A child member is identified as having a chronic condition if all parts of the question for at least one of the specific health consequences are answered "Yes."

The CSHCN population consists of all child members identified as having a chronic condition, as defined by the parents/guardian's responses to the CCC survey-based screening tool. The term "CSHCN" refers to all child members surveyed who met the criteria for Children with Special Health Care Needs. After Sample A was drawn, an oversample (Sample B) was drawn as required by NCQA sampling methodology. Sample B contains the CCC Measurement Set. The prescreening process described above identified these children. Therefore, it is important to note that the CCC population data set is a subset of Sample A/General Population and the CCC population may also have been included in the results for Sample B.

Calculating an overall score by collecting the results from all plans and weighting the results by plan population size could not be accomplished for the CSHCN population due to the selection methodology and possibility of "double counting." Overall, 31 percent of child members across all plans qualified as having special health care needs based on parent's/guardian's responses to the CCC screening tool.

References

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