Green Belt Lean Six Sigma Project Report Out

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September 2020

Ohio | **Department of Medicaid**

ODM EQRO Transition and Onboarding: Data Tracking

LEANOhio

Health Innovation and Quality – External Quality Review

Ohio Dept of Medicaid

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Background / Scope

Federally required, annual External Quality Review (EQR) activities must be done by a 3rd party qualified vendor (EQRO). ODM has had the same EQRO for 15 years and most activities are on "autopilot." New EQRO vendors are onboarding for SFY20 and several things are needed to ensure vendors are successfully onboarded.

Transition planning has revealed several types of data the current EQRO receives, from multiple sources, that facilitate completion of deliverables for EQR activities. Most of the data exchange processes have been in place for years and are not centrally or systematically documented by ODM. ODM project lead institutional knowledge and long-standing processes established and maintained between the EQRO and relevant ODM depts such as IT, ensured data flow. The breadth, details, and flow of this data is not centrally and systematically tracked/documented by a single person/entity at ODM, ensuring it is still needed, appropriate, etc. New vendors must receive all necessary data to successfully complete deliverables.

- Transition Scope First Step: Confirm new EQRO vendors
- Transition Scope Last Step: ODM receives contracted deliverables; vendors get paid
- Metrics: Number of known/identified data sources, number of supporting details for data sources

Project Goals

Identifying all data sources needed for EQR activities will ensure EQROs have the resources required to successfully perform activities required in each EQR scope of work and deliver quality and needed deliverables to ODM.

- Goal

  1. Provide EQROs with all appropriate data necessary to complete tasks in all the EQR Scopes of Work

  2. EQROs successfully use data to replicate previous work and complete new work

Baseline Data

- Total SOWs in EQR Contracts: 42

- Total EQR SOWS for which any information is known by EQRO contract administrator: 11

- Supporting details, across 6 fields per data source, known about each of the currently known files: 35/66
  - Data file name
  - Data file source
  - Data file definition (what is this data?)
  - SOWs that use this data file
  - Frequency data file needed/updated
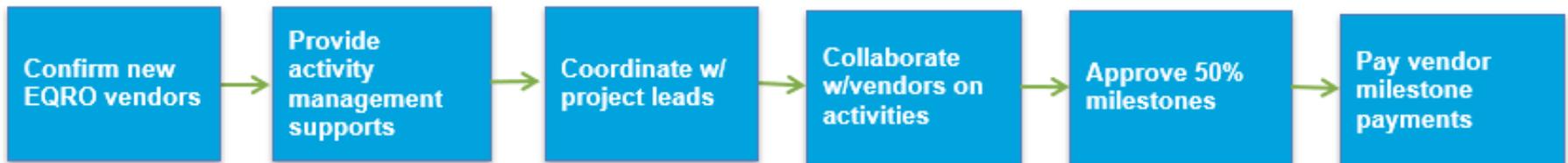 - Additional notes as relevant

Data Collection Plan

Use a survey sent to all EQR activity leads to:

- Identify what EQR activities require data that needs to be given to EQRO

- Determine what the data is

- Identify key features of data that need to be known/understood

- Determine who is responsible for the data
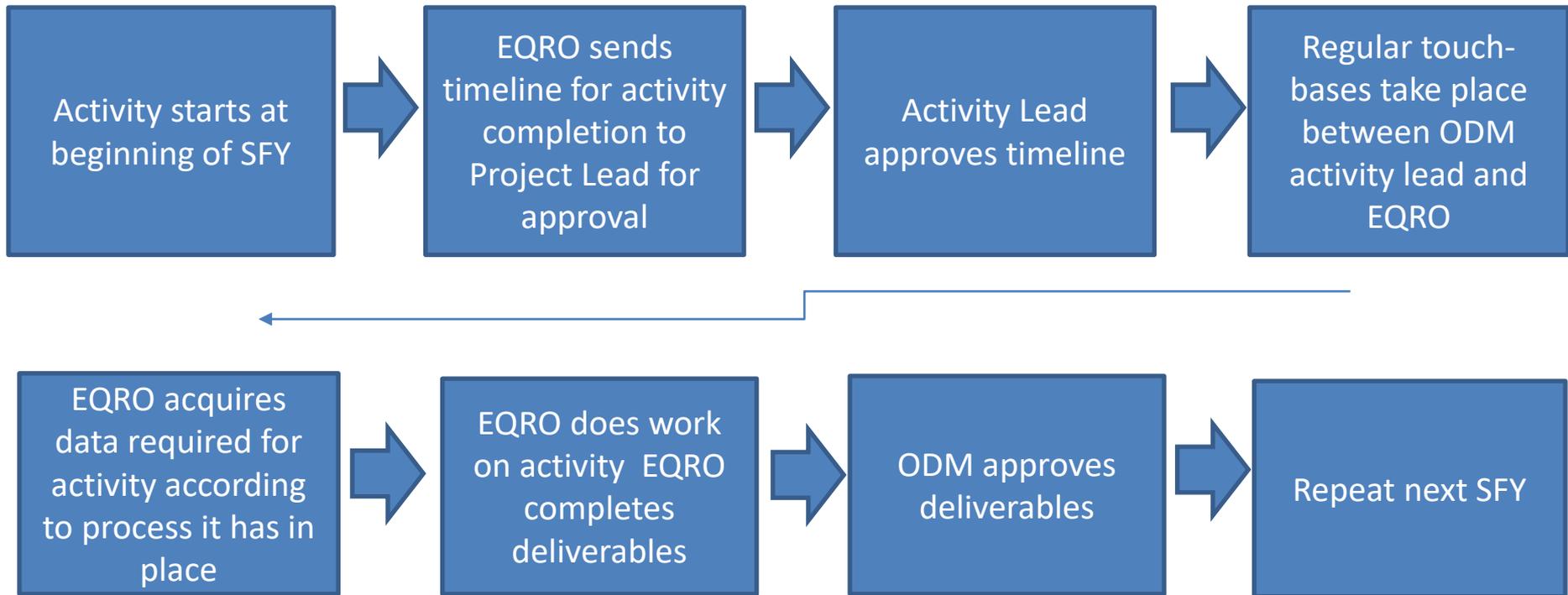
High Level Process - SIPOC
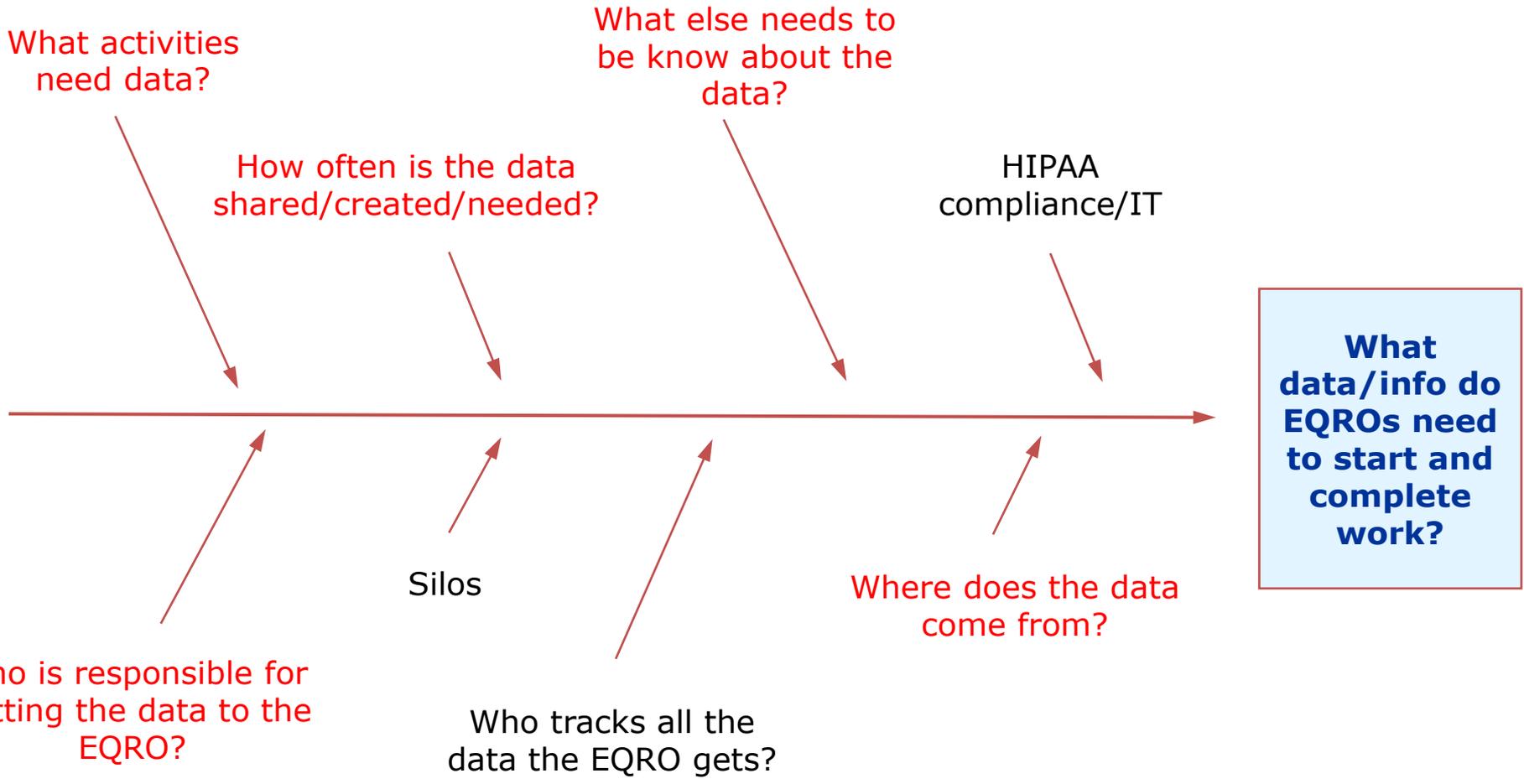
SIPOC: EQR onboarding with new vendors

S Suppliers	**I** Inputs	**Process Requirements**	**P** Process	**O** Outputs	**Customer Requirements**	**C** Customers
Who provides inputs that are needed to make this process work? *Can include people, other offices, agencies, organizations, etc.*	What resources do you need to perform this process? *Can include materials, supplies, information, authorization, services, etc.*		What are the 5–7 major milestones that make up this process?	What is produced by this process? *Can include services, products, information, decisions, etc.*		Who benefits from this process?
Federal regulations	Scopes of work		*See High-Level Process Below*	Reports		Medicaid members
State legislation	EQRO contract			Data		Taxpayers
CMS	EQRO agreement manager			Regulatory compliance		CMS
Managed care plans	ODM project leads			Plan monitoring		Managed Care plans
	ODM executive leadership			Program improvement		Providers
	Vendors			Transparency		Federal government
	Vendor contract manager			Actionable information		ODM leadership
	Vendor activity leads					Ohio legislators
	Previous work					
	Data					

Confirm new EQRO vendors	→	Provide activity management supports	→	Coordinate w/ project leads	→	Collaborate w/vendors on activities	→	Approve 50% milestones	→	Pay vendor milestone payments

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Detailed Process Map

Current State: Data Sources for EQR Activities (5/1/2019)

Activity starts at beginning of SFY → EQRO sends timeline for activity completion to Project Lead for approval → Activity Lead approves timeline → Regular touch-bases take place between ODM activity lead and EQRO

EQRO acquires data required for activity according to process it has in place → EQRO does work on activity EQRO completes deliverables → ODM approves deliverables → Repeat next SFY

What activities need data?

How often is the data shared/created/needed?

What else needs to be know about the data?

HIPAA compliance/IT

What data/info do EQROs need to start and complete work?

Silos

Who is responsible for getting the data to the EQRO?

Who tracks all the data the EQRO gets?
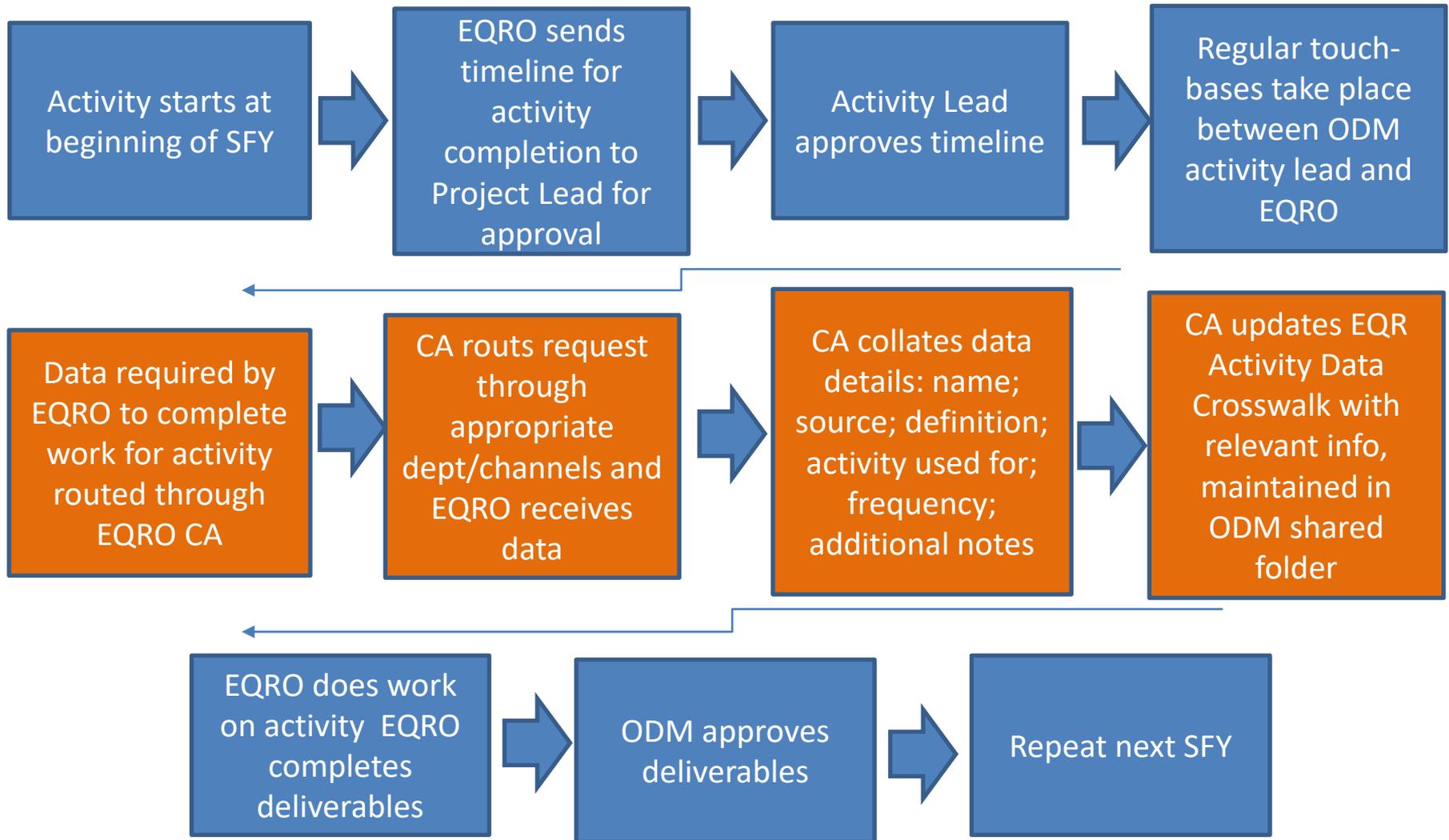
Where does the data come from?

Survey

- Does the activity you lead require any type of data file to get into the hands of the current EQRO? Yes or No
  - What activity is it?

    _____

- If yes, do you:
  - Upload the files to their ftp site? Yes or No
  - If so, where do you get the files from? _____
  - What type of file is it? (please provide as much information as you can such as name, file size, file extension)
- If not:
  - How does the EQRO get the file?_____
  - What type of file is it?_____
  - Is there anyone you coordinate with here at ODM in relation to these files?_____
- What is the frequency of this data exchange?

Operational Definitions

- EQR Activity Data – any information needed by EQRO to analyze, assess, monitor, illustrate, and/or draw conclusions regarding scopes of work contained within the contract between ODM and its EQRO/s. Details should include:

  - Data file name

  - Data file source

  - Data file definition (what is this data?)

  - SOWs that use this data file

  - Frequency data file needed/updated

  - Additional notes as relevant

- EQR/EQRO (CMS definition) – An External Quality Review (EQR) is the analysis and evaluation by an External Quality Review Organization (EQRO) of aggregated information on quality, timeliness, and access to the health care services that a managed care plan, or its contractors, furnish to Medicaid beneficiaries

Future State: Data Sources for EQR Activities (9/1/2019 goal)

Activity starts at beginning of SFY

→

EQRO sends timeline for activity completion to Project Lead for approval

→

Activity Lead approves timeline

→

Regular touch-bases take place between ODM activity lead and EQRO

Data required by EQRO to complete work for activity routed through EQRO CA

→

CA routs request through appropriate dept/channels and EQRO receives data

→

CA collates data details: name; source; definition; activity used for; frequency; additional notes

→

CA updates EQR Activity Data Crosswalk with relevant info, maintained in ODM shared folder

EQRO does work on activity EQRO completes deliverables

→

ODM approves deliverables

→

Repeat next SFY

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Project Metrics

Measure	Before	After	Difference
Process Steps	8	11	+3
SOWS in which CA knows data info	11	38	+27
Additional details known across 6 fields/SOW	35/66	152/228	Increase of 13% in # of details known across all identified data sources
# of people/entities centrally tracking data	0	1	+1
Additional entities with access to/knowledge of central tracking crosswalk	0	16	+16

Cost Savings Scorecard

Measure	Projected Savings Annually
Redirected Hours	Unknown but substantial, especially for future transitions
Cost Avoidance	Unknown but substantial, especially for future transitions
Cost Savings	**At least $25,000 (cost of ODM leasing DAS server space to house data that was no longer being used by the EQRO)**

Project Benefits - Intangible

- Centralized tracking of the data needed for EQR activities ensures ODM is aware of all data being provided to an outside entity to perform work on behalf of ODM. This ensures better stewardship by ODM

- Future RFP SOW descriptions will be improved, allowing potential applicants to be more accurate in considerations for proposals

- Future transitions will be smoother and less stressful

- A small step in the breakdown of silos

Improvement Summary

Current Key Issues	How We Improved
Unknowns related to data needed by EQROs: What are all the data needed? Where does the data come from? Who is responsible for data transmission/sharing? What other information/details are needed?	Increased number of known data sources from 11 to 38 in 3 months' time; increased known details of the data across all identified data sources
No standard process for tracking data used by EQROs	Centralized tracking and management of data received by EQROs

Implementation: Data Crosswalk

Data File	Source	Definition	Acti...
Other data and data files			
Linked Vital Stats file	Provided by ODM	Linkage between fetal death claims and vital-stats birth records via Ohio Dept of Health	OEI dashboards; N... measures
Attribution files	Provided by ODM	File indicating to which plan each Medicaid member is attributed	CPC monitoring; CP... satisfaction survey...
Reconciled enrollment files	Provided by ODM	Quarterly MCP and MCOP enrollment files, that have been prepared by ODM and reconciled with the plans.	All vendor delivera... MCOP enrollment c...
MDS files	Provided by ODM	The Minimum Data Set (MDS) is part of a federally mandated process for clinical assessment of all residents in Medicare or Medicaid certified nursing homes. The MDS includes data reported from standardized assessments of each resident's functional capabilities and health needs.	Non-HEDIS/MCOP p...
MCPN files (Managed Care Provider Network)	Provided by ODM (done by AHS)	Plan-specific files that list providers, phone numbers, specialties, addresses, insurance accepted, and so forth - this is what the plans are reporting publicly as their provider network information.	Provider panel ade... surveys
CAHPS data	Provided by ODM, CMS, or health plan	CAHPS survey data submitted by plan survey vendors for MCP CAHPS; MyCare CAHPS gets data from CMS for Medicare via DUA between ODM, CMS, and vendor (as addendum)	
HOS data	Provided by CMS to vendor	DUA must be in place between vendor and CMS with ODM on addendum	
HEDIS data	Provided by MCP/MCOP to Vendor	Self-reported audited HEDIS Interactive Data Submission System (IDSS) files, to include Medicaid HMO and MMP file submissions.	Vendor-created ann... workbooks, Aggreg... reports as well as a...
Quality Compass	NCQA	National Medicaid Benchmark data, published by NCQA. Vendor will purchase this data from NCQA.	Annual HEDIS resul... Aggregate reports, ... dashboard index s...
Care management files	MCP/MCOP send to Vendor	Quarterly health stratification, population stream assignment and care management files. Each quarterly file must include all members enrolled in the MCP and/or MCOP.	CM eval; CM data f...
Health risk assessment files	MCP/MCOP send to Vendor	Each MCP and MCOP membes must be surveyed at least once annually. Files are updated and submitted quarterly.	TBD

As A Result

- Responses from 10 leads, covering 40+ EQR Scopes of Work
- By 9/1/19, identified 38 data sources that support EQR activities, with 152/228 available detail fields completed
- Compiled into a centrally located data crosswalk that is used to track data sources and details
- Shared with new ODM Data Governance team
- Identified one data stream being shared with current EQRO that was no longer being used to complete EQR activities, resulting in use of unnecessary ODM effort/resources/cost
- Future transitions will be more efficient, saving time and money
- Ongoing monitoring ensures EQROs need for the data and enacts controls around the data sharing

Special *thanks* to…

Senior Leadership:

Dr. Mary Applegate, Jon Barley

Sponsor:

Kara Miller

LEAN mentors:

Debora Mayle

John Tyler

Customer/s:

All ODM EQR Project Leads whom I genuinely enjoy serving in my capacity as the administrator of the EQRO contracts

Questions/Comments