Follow the Leaders

Operationalizing Data in the Short and Long Term

Charlie Grantham
IT and Process Optimization Consultant
Experience –
Improving Quality in the Face of Healthcare Reform

“Working to help organizations deliver the highest quality care possible, while improving the quality of life for those delivering the care!”

- MTM Services has delivered consultation to over 1,000 providers (MH/SA/DD/Residential) in 49 states, Washington, DC, and 2 foreign countries since 1995.

- MTM Services’ Access Redesign Experience (Excluding individual clients):
  - 5 National Council Funded Access Redesign grants with 200 organizations across 25 states
  - 12 Statewide efforts with over 300 organizations
  - Over 30,000 individualized flow charts created
  - Leading CCBHC Set up and/or TA efforts in 5 states

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Why Drown in your Data when you can Master it?

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No one likes keying data… why do we need it?

• We want to “use” it!

Manage our Staff

Run a successful practice

Help our Clients
Local Data Requirements

Administrative/Clinical/Technical Goals*
• No Show Rates
• Claims Processing
• Board Reports
• Productivity and Practice
• Outcome Based Reporting
• Data Access
• Operationalizing reporting/data

*Subject to change

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“Set” Parameters in Data Collections*

3rd Party Data Needs
• Regulatory
• Accreditation
• Payors / Funders
• Others

*Subject to change

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What makes Good data? (… and Bad data?)

• Using your system for efficient data capture.
  • Optimization for workflow and data flow alike.
• The human element.
• Ability to retrieve and use.
The Human Factor

We all make mistakes

It takes a team effort to ensure data quality throughout the data’s lifecycle.

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A Day in the Life of Data

New Client comes in the door:

Front Line staff
• Demographics
  • Employment Status
  • Housing Status
• Payor / Financial Information
• Rol’s, Consents
• Required Documents
A Day in the Life of Data

On for an Intake:

Clinical Staff
• Services Received
• Diagnosis
• Treatment Plan
• Appointment
• Episode Closed

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Building quality workflows using hard and soft stops.

Design in software safeguards around data quality.

- Make it hard to make mistakes

How would you like to proceed?

A Weight value is required and not entered.

- Back-up

Exception

Client refused
Client in Palliative Care
A Day in the Life of Data

What happens after collection is key.

Trust but Verify

- Create multiple layers of data quality checks until processes are hardwired.
Short Term Reporting

Dashboards

Previous 14 Days Activities

Activites Scheduled for the next 14 days

Previous 14 Days Activities

14 Day Scheduled Activities by Staff

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Short Term Reporting

Exception Reports

• Setting usable thresholds
• Finding the balance
The feedback loop

Data Quality is Everyone’s Job

Holding Staff Accountable

• Must be a feedback loop
  • Short term quality items should be fixed close to point of entry
  • Efficiencies and changes must be able to flow back upstream
Medium term data quality.

Staff related quality measures

• Taking a step back for quality

Prior Month Billable Client Time % by CPT
Medium term data quality.

Staff related quality measures

- Look into your data with different lenses

LAST MONTH DEMO CHECK – EMPLOYMENT STATUS

- Employed Full Time
- Employed Part Time
- Unemployed but Seeking Employment
- Not in Labor Force: Retired
- Not in Labor Force: Homemaker
- Not in Labor Force: Disabled
- Not Collected (Not asked)

PATSY ARMSTRONG
- Employed Full Time: 11%
- Employed Part Time: 18%
- Unemployed but Seeking Employment: 44%
- Not in Labor Force: Retired: 27%
- Not Collected: 2%

DEBORAH FLETCHER
- Employed Full Time: 26%
- Employed Part Time: 17%
- Unemployed but Seeking Employment: 60%
- Not in Labor Force: Retired: 31%
- Not Collected: 1%

ANGELO WILSON
- Employed Full Time: 26%
- Employed Part Time: 6%
- Unemployed but Seeking Employment: 33%
- Not in Labor Force: Retired: 11%
- Not Collected: 5%

MARTHA BLACK
- Employed Full Time: 41%
- Employed Part Time: 18%
- Unemployed but Seeking Employment: 18%
- Not in Labor Force: Retired: 11%
- Not Collected: 2%

ALLAN BURTON
- Employed Full Time: 2%
- Employed Part Time: 22%
- Unemployed but Seeking Employment: 48%
- Not in Labor Force: Retired: 4%
- Not Collected: 15%

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Medium term data quality.

Staff related quality measures

- Sometimes things jump out
Long term data quality.

Staff related quality measures

• Trending metrics

90791 - Intake

Client Time in Minutes

- Roosevelt Harvey
- Dean Dennis
- Tommie Pearson

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Long term data quality.

Facility related quality measures

- Trending metrics
Data as Key Performance Indicators.

Alcohol Use - Screening & Cessation - Deviations

Jan  Feb  Mar  Apr  May  Jun  Jul  Aug  Sep  Oct  Nov  Dec

Briana Wootton  Santos Singer  Katherin Chancy  Dale Ayres  Kecia Tignor  Sasha Silliman
Data as Key Performance Indicators.

Alcohol Use - Screening & Cessation - Deviations

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Data Entry KPI – Alcohol Use

5 – Stretch Goal 0
4 – Exceeding Expectation 1-10
3 – Expectation 11-30
2 – Below Expectation 31-45
1 – Unacceptable 46+
The Inevitable Staff Pushback.

Data Quality is crucial for decision making and facilitating change.
Everyone’s Data needs are not the same

- I need an investigation on a chart.
- I wonder if the EHR will do that?
- Are our clients showing improvement?
- What are my CPT volumes by provider?
- How are my clients doing?
- What about State Reports?

What about State Reports?
I wonder if the EHR will do that?
Are our clients showing improvement?
What are my CPT volumes by provider?
How are my clients doing?

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Creating Alignment

Aligning Expectations with Capability is crucial.
No shortage of Data needs
Meeting your data needs, today and into the future

- Additional Training for Technical / Clinical Staff
- Collaboration across teams for efficiencies
- No workflow too small or too large that it can’t be improved
- Administrative support
- Data Quality efforts can be especially hard at first
Thank You

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