



Church Health

# Advancing Quality Assurance: The Role of Outcomes

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# Introduction



Jeneba Winfrey-Porter:  
Director of Medical Operations

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# Strategic Planning as it relates to Outcomes

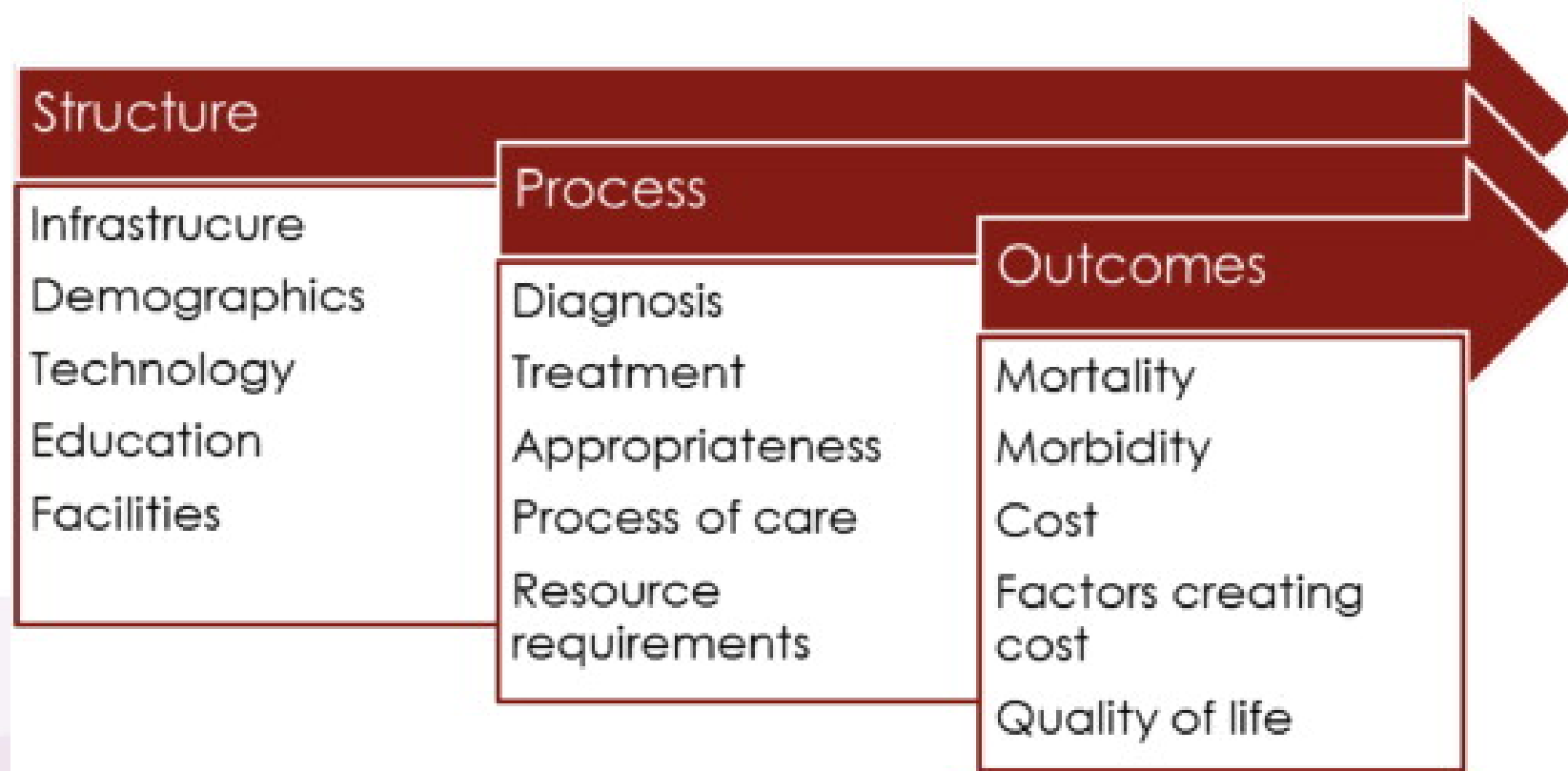
- How do we prove we're achieving our goals?
- Intentional strategic planning should lend itself to outcomes



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# Where do you start?

- Identifying type of outcome that best fits your strategy



# Driver Diagrams cont.

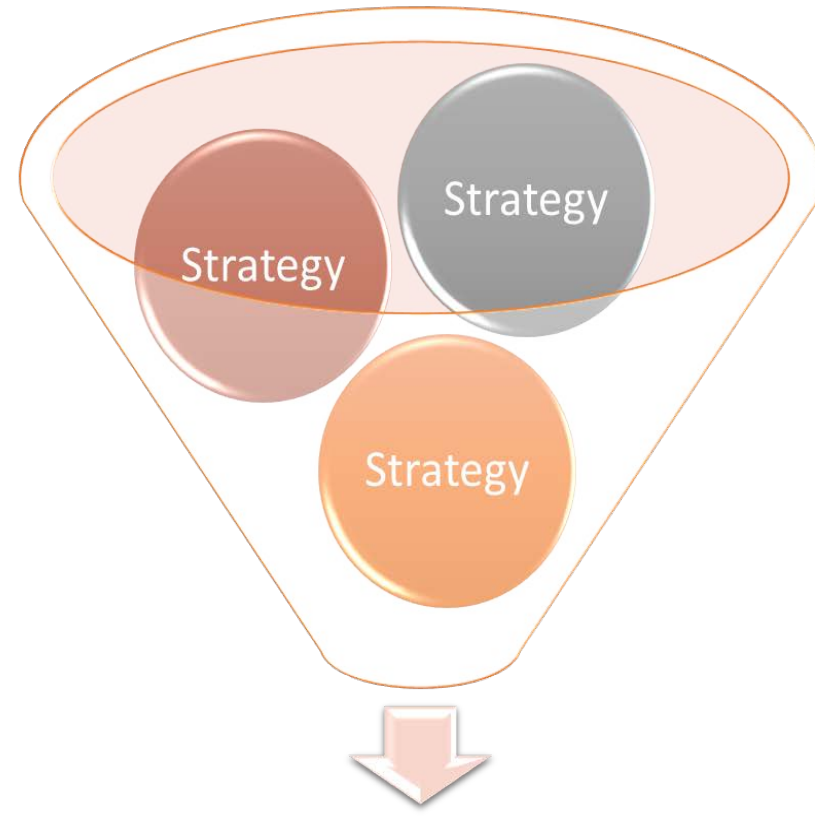
Org Strategic Alignment	Aim	Primary Drivers	Metric	Baseline Metric	Goal	Benchmark	Definition of Metric/Source of Benchmark
To decrease our cost per patient figure	Increase number of patients visits	Recruit new providers	# of volunteer visits donated	200 visits/quarter	250 visits/quarter	Clinic of similar size reports these numbers	Org. Strategic goal set by Senior Leadership that would reduce cost per patient by 'x' amount. Requires ~17 visits per quarter per provider
			# of volunteers	10 volunteers	15 volunteers		
		Decrease appt cycle time	Cycle time	60 minutes	55 minutes	45 mins	

Aim		Primary Drivers		Secondary Drivers
Increase number of patients visits	←	Recruit new providers	←	Ask current volunteers to help recruit
				Reach out to comm. partners for volunteers
				Current volunteer storytelling of their experience
				Make sure we have capacity to take on new vol.
				Create an 'how to get involved' section of our website
	←	Decrease appt cycle time	←	Define which part of the visit is too long
				Stagger provider start times
				Train MA's on taking med history
				Mail out new patient documentation
				Implement a form for patients to fill out at check in that helps them state the reason for their visit
			Monitor cycle time and make adjustments	

# How to translate strategy to outcomes?



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Outcomes



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# What are outcomes?

*The way a thing turns out; a consequence*



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# What is Quality Assurance?

*Is a way of preventing mistakes and defects and avoiding problems when delivering solutions or services to customers;*

*focused on providing confidence that quality requirements will be fulfilled*



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# Outcome Measures

- Looks different to everyone
- Qualitative
- Quantitative
- Has to be measurable
- Set a outcome indicator or a goal
  - Number of
  - % of



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# Selecting Outcomes

- Every strategy needs an outcome measure
- Articulate your strategy
  - Make it S.M.A.R.T. (Strategy, Goals, Objectives)
- Can we measure this?
- Is the outcome measure specific and relevant to my strategy?
- Does it make sense?
  - Does it accurately measure your strategy?



# Selecting Outcomes

- What others are measuring?
  - Other organizations
  - Health Dept.
  - Healthy People 2020
  - Tennessee Dept. of Health
  - CDC
  - CMS
  - FQHC - HEDIS



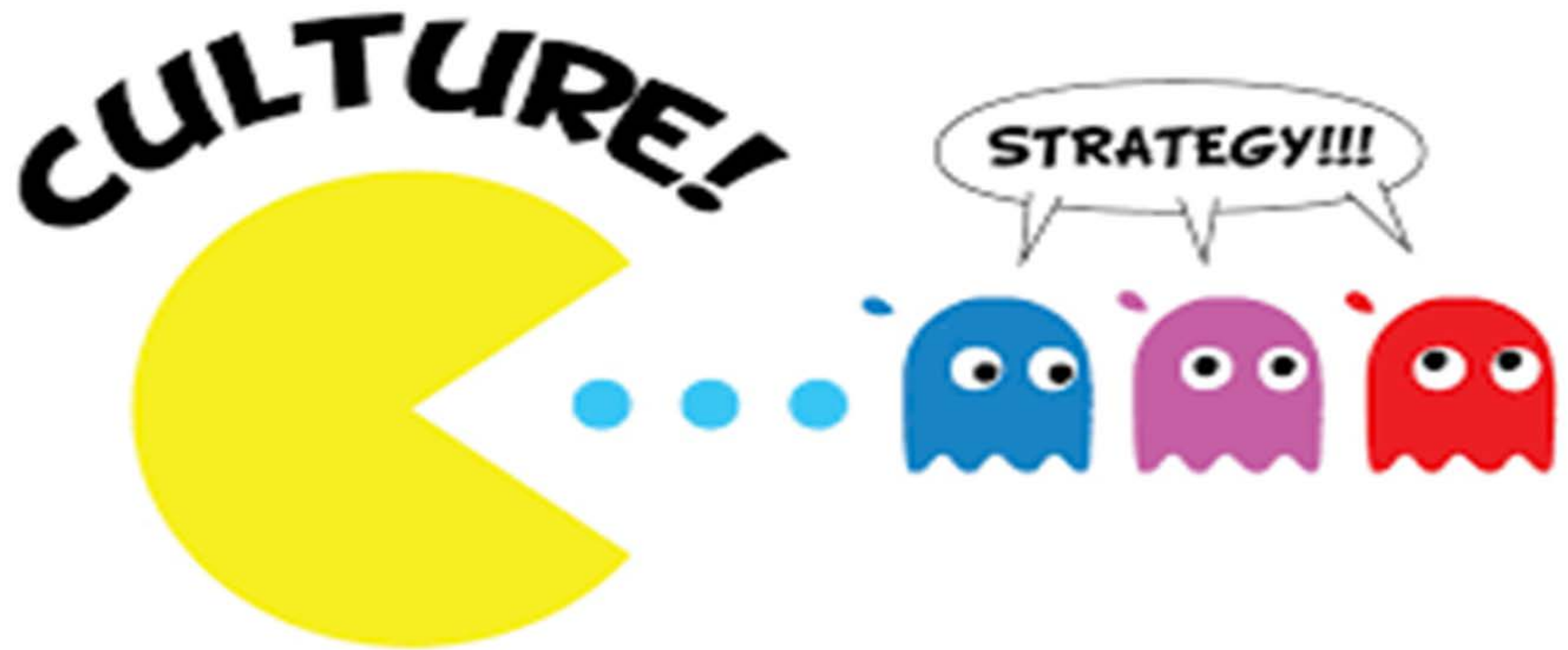
# Selecting Outcomes

- Is it important or meaningful to your stakeholders?
  - Donors
  - Board Member
  - Staff
  - Patients
- What does it tell others about you?

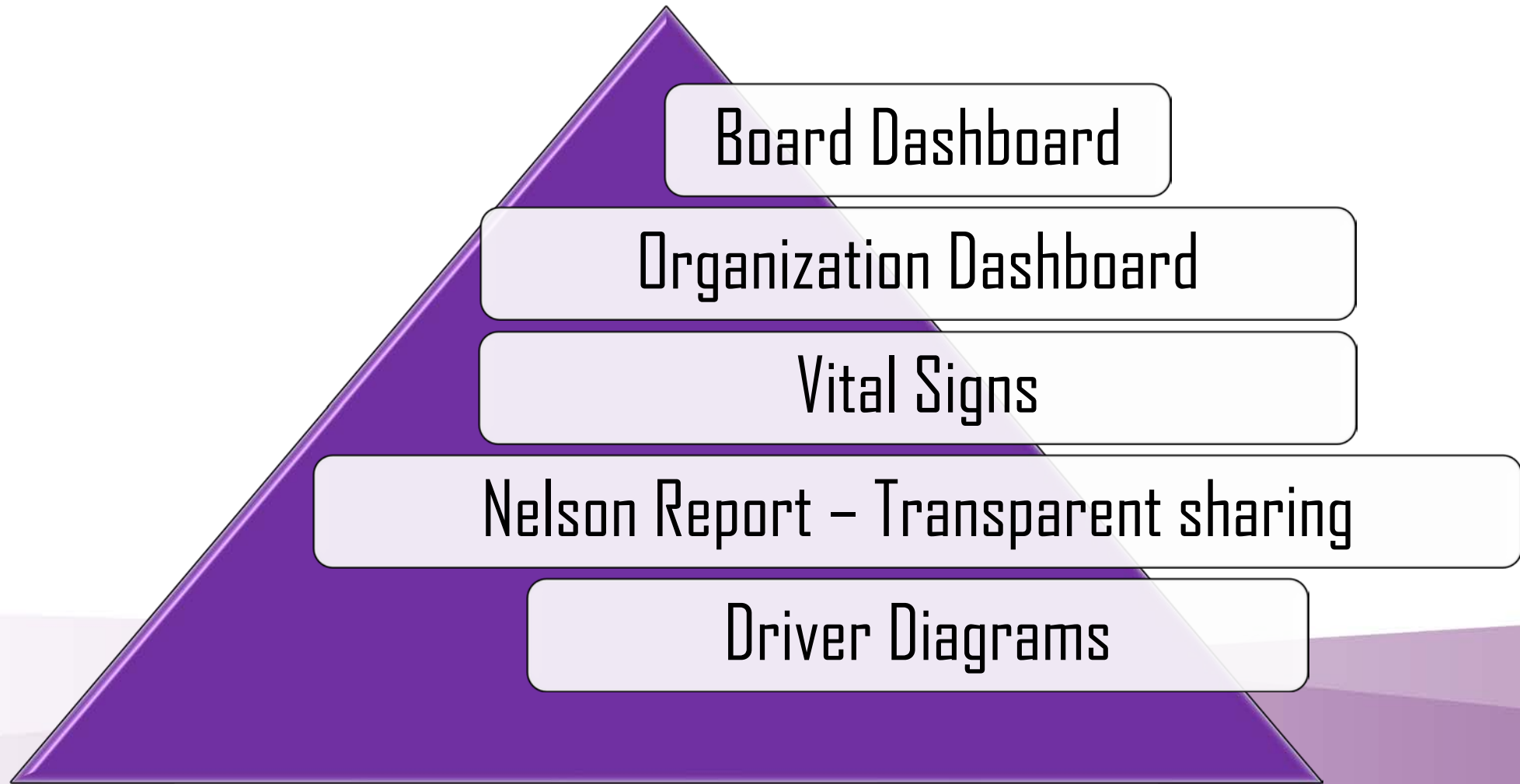


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# How outcomes influence culture



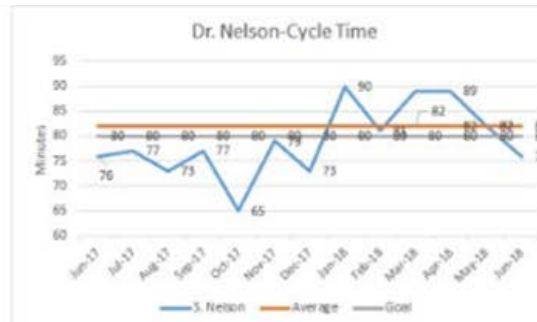
# Outcome Culture at Church Health



# Outcome Culture at Church Health

## Dr. Susan Nels

The Nelson Report



The Cycle Time is the average amount of time each patient spends per visit, from the time the patient is checked in to the time they are checked out by the PSA staff. The Cycle Time goal is **80 minutes**.



Spanish Preferred reflects the percentage of your monthly encounters in which the patient reports that Spanish is their preferred language.



Third Next is a measure of the average number of days until your third next available Follow Up appointment in a given month. It is a reflection of patient access to care. The goal for Third Next is **14 days**.

New Patient Wait	
Wait Time (months)	0.55
Number of Patients on Wait List	246
New Patient Show Rate	88%



# Outcome Culture at Church Health

The screenshot shows the Church Health website homepage. The header is purple and contains the Church Health logo (a stylized heart with concentric circles) and the text "ChurchHealth". To the right of the logo is a navigation menu with icons and text for: Home, CLINIC, NUTRITION, MOVEMENT, CHILDREN, FAITH & HEALTH, CALENDAR, LEARN, and ABOUT. A search icon is also present. Below the navigation menu is a "DONATE" button and a phone icon with a notification badge showing "1". The main content area features a large banner with a purple overlay and a background image of a diverse group of people. The banner text reads: "Quality Improvement" in large white font, followed by "At Church Health, we strive to provide the best care, and we're always exploring new ways to improve our services." in smaller white font. Below the banner is a footer with a purple background containing several service categories: MEDICAL, PHARMACY, DENTAL, EYE CARE, PEDIATRICS, BEHAVIORAL HEALTH, and PHYSICAL THERAPY. At the bottom center, there are two buttons: "PATIENT AND FAMILY ADVISORY COUNCIL" and "PATIENT PORTAL", with the latter being highlighted in orange. On the right side of the page, there is a vertical stack of social media icons: Facebook, Google+, Twitter, Pinterest, and LinkedIn, along with a mobile menu icon at the bottom.

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CLINIC NUTRITION MOVEMENT CHILDREN FAITH & HEALTH CALENDAR LEARN ABOUT

DONATE

## Quality Improvement

At Church Health, we strive to provide the best care, and we're always exploring new ways to improve our services.

MEDICAL PHARMACY DENTAL EYE CARE PEDIATRICS BEHAVIORAL HEALTH PHYSICAL THERAPY

PATIENT AND FAMILY ADVISORY COUNCIL PATIENT PORTAL

# Outcome Culture at Church Health



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CLINIC

NUTRITION

MOVEMENT

CHILDREN

FAITH & HEALTH

CALENDAR

LEARN

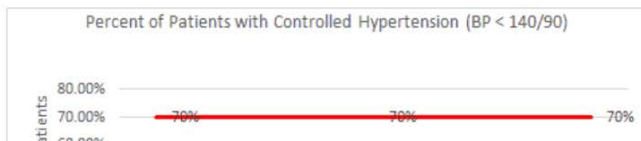
ABOUT



Take a look at how we are meeting our diabetes and hypertension goals:

## Diabetes Control Rate

Hemoglobin A1c is a test that indicates a patient's average level of blood sugar over the past 2 -3 months. It is important for patients with diabetes to have an A1c of 9 or less. We look to see how well our providers are working with patient to keep their A1c at 9 or lower. The below graph shows how our Church Health providers are doing.

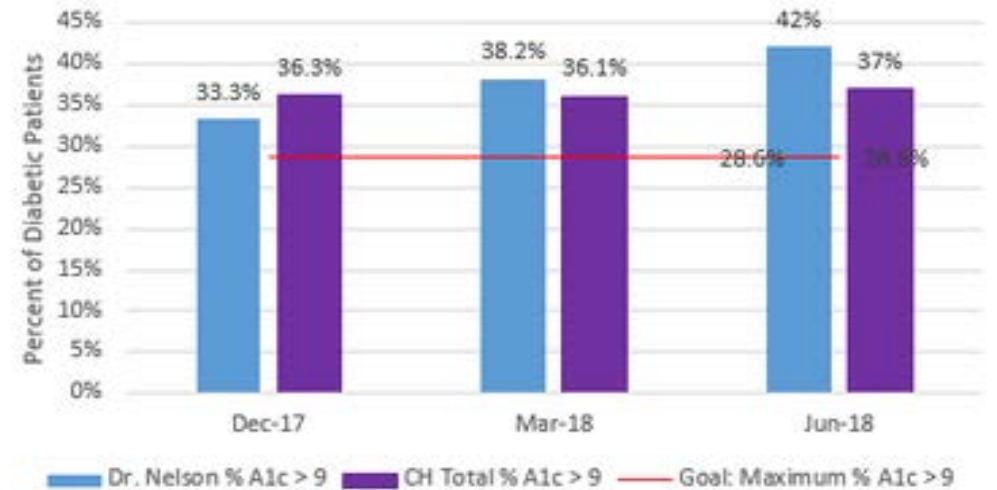


## Hypertension Control Rate

Blood Pressure (BP) is a measurement of the force of blood against the walls of the arteries as your blood flows through your body. Hypertension (HTN) is high blood pressure. Blood pressure is read using two numbers: the systolic blood pressure (the top number) and diastolic blood pressure (the bottom number). Hypertension is considered *controlled* if the systolic blood pressure is 140/90 or less. The below graph shows how our Church Health providers are doing.



Percent of Patients with Poorly Controlled Diabetes



Translate »

# How to gain buy-in

- Transparency
- Communicating Consistently
- Allowing Outcomes to be **a part** of decision making
- Including it in daily work
- Attaching success to outcomes
- Attainable Challenge – engage staff



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# Perceived Barriers

- Time
- Technical Capabilities
- Too much jargon
- Fear of Numbers



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# Evaluating Outcome Measures

- Annually – Regular agreed upon time
  - Quarterly – Senior Leaders
  - Monthly - Managers
  - Weekly – Teams
- Shifting strategy and outcomes
- Accurately displaying your organization
  - Strengths
  - Improvement Areas
  - Gaps



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# Maximizing Outcomes



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# Quality Programs

- Programs that require outcomes:
  - Merit Based Incentive Payment System (MIPS)
  - Transforming clinical Practice Initiatives (TCPI)
  - Registries
    - Immunization – Tennessee Immunization Information System (TennIIS)
    - Diabetes – National Pinnacle Diabetes collaborative
  - Partnerships
    - YMCA – Target BP
  - Grants
    - Susan G. Komen



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# Organizational Benefits

- Demonstrate Effectiveness
- Community Impact
- Grant Opportunities
- Partnership Opportunities
- Marketing tool



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# Questions?



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# Thank you

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