

COBRA Quality Improvement Committee

*What have we been doing all
these years?*

Quality Assurance Committee

- Formed 1994
- Subcommittee of the TAG
- Goal to work collectively to improve quality of COBRA CM and help implement COBRA standards
- Developed useful tools :
 - Tracking
 - Supervisory review form
 - Consumer satisfaction survey

Collaboration with Union College 1994-2007

- Research and publications
 - Evaluation study comparing models of case management
 - Study comparing Medicaid costs for HIV+ case managed v. non-managed clients
 - Pilot to measure case management acuity
- QAC advisory role

Case Management Outcomes Project

- Initiated 1996-7
- Accountability, program justification, marketing, quality improvement
- Grassroots process utilizing experience program directors who brainstormed outcomes in 8 areas
- QAC discussed and prioritized 23 based on:
 - Attributable to CM process
 - Part of CM job
 - Measurable
 - Important

Case Management Outcomes Project

- Piloted 1998, measured in all COBRA programs 1999-2003
- Union provided
 - Research assistants to extract data
 - Data analysis and reporting
- QAC provided
 - Ongoing input on revisions
 - Refinement of indicators
 - Review of results

2002 Quality Improvement Focus

- Continuous Cycles of Changes
- Consumer Involvement
- Staff Involvement
- Focus on Processes and Systems
- Rely on Data
- Discard the Bad Apple theory

QA versus QI

	QA	QI
▪ <i>Motivation</i>	Measuring Standards	Continuously improving standards
▪ <i>Means</i>	Inspect	Prevention
▪ <i>Attitude</i>	Required, Defensive	Chosen, Proactive
▪ <i>Focus</i>	Outliers, Bad Apples	Processes, Majority
▪ <i>Players</i>	Selected Departments	Organization-wide
▪ <i>Disciplines</i>	Within Profession	Multidisciplinary
▪ <i>Scope</i>	Staff Focused	Client Focused
▪ <i>Responsibility</i>	Few	All

COBRA's QI Journey

- QAC → QIC
- QI training for EDs and PDs
- Onsite workshops in Leadership, Team training, QI basics and Getting started
- First online interactive Quality Coach course with onsite follow up

COBRA's QI Journey

- Quality Improvement Conference
- Targeted training at program sites
- Regional workshops "Creating and Measuring Outcomes"
- COBRA website cobraccm.org

QI Rapid Cycle Collaboratives

- **Upstate and Downstate collaborative QI projects**
 - **Reducing client no show rate**
 - **Improving progress notes - Field notebook**
 - **Working with collaterals**

Performance Improvement Group (PIG)

- BCSS focus on program performance measurement tools
- Incorporating indicators of program stability
 - Uniform tools with measurable indicators and less subjectivity

Outcomes Revised (2005-7)

- Measure incremental progress
- Programs abstract own charts
- Reduce cost
- More narrow focus
- Improve measurability
- Measure at assessment, 6 months, and one year

Focus on Supervisory Role

- Management consulting customized to Program Director need
- Supervisory Institute
 - COBRA specific
 - Individual and group supervision
 - Creating effective teams
 - Training staff

NEXT?