



**HQIC**  
 Hospital Quality Improvement Contractors  
 CENTERS FOR MEDICARE & MEDICAID SERVICES  
 QUALITY IMPROVEMENT & INNOVATION GROUP

THE VALUE AND IMPACT OF  
**HQIC**  
 AS TOLD BY  
 THE HOSPITALS WE SERVE



# EXECUTIVE SUMMARY

## The Value and Impact of HQIC as told by the Hospitals Alliant Serves

**Purpose:** Alliant interviewed 14 HQIC enrolled hospitals to identify the HQIC activities that provide the most value to participating hospitals and opportunities to improve program delivery in contract Year 3.

**Methods:** The targeted hospitals were 10 low performing and 10 high-performing hospitals (20 total) based on the monthly monitoring measures. Alliant contacted the hospitals to schedule the interviews, which were conducted by the Alliant communication team to avoid conflict between the hospital and the quality improvement staff supporting the hospital. The following questions were asked:

1. What value (if any) has the Alliant HQIC provided to your hospital in the last two years?
2. Did Alliant HQIC assist your hospital with determining or accomplishing your strategic or quality goals? If so, how?
3. Did any specific interventions or tools implemented result in a positive impact? If so, which ones and how?
4. What can the Alliant HQIC do differently to support your hospital's quality improvement efforts?

The participation rate was 70% and consisted of eight lower-performing hospitals and six higher-performing hospitals based on the monthly monitoring measures. All enrolled hospital types were represented, six Rural IPPS, five Critical Access Hospitals and three Urban Targeted. The states represented were Alabama, Georgia, Kansas, Oregon, Utah, and Washington.

**Key Findings:** Hospitals identified several HQIC services that provided high value and promoted quality improvement activities at their hospital.

### ❖ Coaching Calls, Coaching Packages, Webinars and CoP Events

- *"The HQIC has given us a new perspective on some of the work we are doing and is making sure we have the right people at the table."*
- *"Alliant HQIC Partner quality advisor has been wonderful to work with." She shared research and showed the data behind the research from other facilities. It's nice to see the bigger picture. That's been invaluable to us."*
- *"Nadyne [The Alliant HQIC Quality Advisor] has been an amazing resource for coming up with new ways of approaching each subject. Thank you for sharing our success story, and I hope we have many more."*
- *"By drilling down into the data and identifying end-of-life and OB patients with catheters, Cheyenne County Hospital was able to distinguish catheter days and utilization reasons. As a result, there has been a significant decrease since January 2022. One of the lessons learned was that catheters are not for nurse conveniences. By following the protocol, the treatment for patients has improved."*
- *"Coffee Regional Medical Center's partnership with Alliant HQIC keeps the hospital well-connected, informed and continuously making improvements. The course offerings, tools and webinars make it all worthwhile."*

- *“Alliant HQIC is currently helping us achieve our strategic quality goals. It’s helping us achieve our readmission goals for North Baldwin Infirmary and our sepsis mortality goals for Mobile Infirmary.”*
- *“I’ve used several of the coaching packages. I like them because of the best practices, and they include things we haven’t thought of.”*

#### ❖ **Workforce Development/Resiliency**

- *“We like being part of the IP Chats and webinars. We’d like to see those continue. We have a young IP team, so those have been beneficial.”*
- *“Overall, it’s nice having someone from the outside to discuss ideas and provide a fresh perspective that I normally wouldn’t think of on a monthly basis.”*
- *“[The Alliant HQIC] helped us streamline our pressure injuries initiatives, specifically related to HAI [healthcare-associated infections]. It’s helped to hold us accountable for those action plans.”*
- *“[Networking] helps us determine what we can do better and helps us become better caregivers.”*
- *“[Alliant HQIC] has been extremely communicative and available to us. “The data we’ve been provided has been helpful in identifying areas in need of improvement.”*
- *“I’ve only been in quality for a year and a half, so all the tools and resources the HQIC provides are helpful to me. I visit the HQIC Portal at least twice a month to try to understand something.”*
- *“I think the HQIC should continue doing the coaching packages. Being at a critical access hospital, I wear multiple hats, so I don’t have time to always attend the webinars.”*

#### ❖ **PFE Support**

- *“To prevent opioid-related deaths, we realized that we needed to give instructions for administering Narcan to patients discharged with opioid medications. The thought of people needing Narcan with opioids was a good one for me.”*
- *“One positive thing I have to say about Alliant HQIC is that it’s pushed us to create a Patient Family Advisory Council. We’d been trying to get it up and running for quite some time, but we had limited resources. Working with the Alliant HQIC promoted me to get some outside help. We now have six members, and it’s been going strong for the past four months.”*

#### ❖ **Health Equity (HE) Support**

- *“We’ve been pulling our chief health equity officer into discussions on readmission. We’re utilizing health equity across our other quality dashboards. We’re using real data to look at which patients are getting injuries from falls and which patients are getting pressure injuries.”*
- *“Our biggest challenge is health equity. We have an idea to create an entity comprised of community organizations and hospitals that work together on health equity. Still, we need more incentives so that organizations can partner with us. We’re working on ideas with Alliant HQIC, but it will take time to achieve them.”*
- *“We really appreciated Alliant HQIC’s work with health equity. I heard Rosa explain health equity metrics during the HQIC Community of Practice call [Reducing the Health Disparities Gap: A Practical Framework for Promoting Health Equity in Your Hospital on April 14, 2022]. She did a great job making it easy for us to understand because I find it can be overwhelming.”*

**Opportunities for Improved Programming and Action Plan:** Hospitals also identified topics with which they needed more assistance from the HQIC. Alliant has reviewed these requests and created an Action Plan for the upcoming year.

Opportunity	Action Plan
Increased focus on the LGBTQ population	Alliant will work with this hospital to ensure the collection of meaningful data for this population and develop a plan to review.
More regularly scheduled meetings (Pharmacist Staff)	Alliant meets monthly with the hospital quality staff, but the pharmacist is not always included. Alliant will suggest that the quality staff include the pharmacist in our monthly meetings.
The data presented is inaccurate and appears skewed	This concern referenced the old ADE codes. With the updated ADE codes, this concern has been resolved.
Provide Patient-Level Data	Alliant will explain to this hospital that the CMS contract agreement prevents us from sharing patient-level data and will explore other options to assist the hospital with its data needs.
Spend more time discussing the hospital's data during the call	Alliant will ensure that, during coaching calls, ample time is provided for reviewing data and suggestions on how we can improve in this area in the future.
Receive HE data more frequently	Beginning in 2023, HE will be updated every six months.
Add more in-person visits to share ideas, offer advice, and create a strong working relationship.	Alliant's HQIC partner will schedule on-site visits annually in 2023 with their enrolled hospitals.
Data Lag	Alliant will explain to the hospitals that we are using claims data; therefore, there will be a lag in the data. We will also encourage the hospital to view hospital-collected data when possible.
More streamlined website	Alliant will make functional improvements to the site to ensure visitors can easily access the information and services they seek. The new website will include a user-friendly design, diverse imagery, additional language options, a more robust search function so visitors can easily find resources and materials, and more. We are anticipating the launch of the new website in Spring 2023.
Provide value outside the value of the Medicaid quality incentive program	Alliant is working with this hospital on two HQIC-specific measures that are not a part of the Washington State Medicaid measures. We will meet with the hospital to discuss other strategies to improve value.
More convenient access to hospitals data	Alliant will meet with this hospital next month to create a plan on how they would like to receive the data. They have access to the Alliant portal to review the data.