Pennsylvania Medications for Opioid Use Disorder Technical Assistance and Quality Improvement Expansion Project

Project Overview
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PENNSYLVANIA MEDICATIONS FOR OPIOID USE DISORDER (MOUD)
TECHNICAL ASSISTANCE AND QUALITY IMPROVEMENT EXPANSION PROJECT

PERU’s Innovative Health System Initiatives (IHSI) Team will enable health systems to conceptualize and integrate innovations to optimize service quality, patient outcomes, and cost savings, while achieving their vision for all patients and communities that they serve. As a part of this vision, the IHSI Treatment Integration Team is partnered with the Pennsylvania Department of Drug and Alcohol Programs to support MOUD treatment implementation and optimization throughout urban and rural Pennsylvania.

Through this project, the IHSI Treatment Integration Team will support the following innovations:

- Implement a continuous quality improvement process using real-time performance measurement and concierge technical assistance.
- Provide a customized training and education program to support healthcare sites to enhance MOUD provision.
- Develop an individualized MOUD implementation model following initial assessment of site capacity and needs.

In order to improve treatment quality and capacity within healthcare sites providing MOUD, the IHSI Team can:

- Implement a continuous quality improvement process using real-time performance measurement and concierge technical assistance.
- Provide a customized training and education program to support healthcare sites to enhance MOUD provision.
- Develop an individualized MOUD implementation model following initial assessment of site capacity and needs.

The IHSI Team will determine healthcare site capacity and technical assistance needs by assessing site demographics, OUD screening and treatment protocols, case management capacities, treatment agency collaborations, and available electronic health records.

The IHSI Team will collaborate with the healthcare site to establish a customized strategic plan and establish data sharing methods to support quality improvement efforts. The team will also develop an individualized MOUD implementation model and training and education plan that fit the operational requirements of the site while maintaining the highest standards of treatment.

A dedicated site liaison will provide data-informed and individualized technical assistance to healthcare sites, develop strategies to improve implementation fidelity and service provision, facilitate the development of collaborative relationships with local treatment/service providers, and offer expert physician consultation throughout the project.

The IHSI Team will utilize electronic health record (EHR) data to produce individualized monthly performance reports for each site that facilitate data-informed quality improvement strategies and improve internal and external processes.

The IHSI Team will facilitate a rigorous process and outcome evaluation and use findings to determine implementation barriers and facilitators, identify areas for additional support, and demonstrate innovation impact on the communities that the systems and sites serve.

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In order to improve treatment quality and capacity within partnering healthcare sites, PERU’s Innovative Health System Initiatives (IHSI) Team utilizes a **continuous quality improvement** process to **review key performance measures** in real-time and **provide data-driven support**. Specifically, the IHSI Team reviews performance data and identifies opportunities to improve: coordination of care, adherence to evidence-based clinical guidelines, and patient MOUD treatment access and outcomes.

*The quality improvement process involves the following steps:*

- Each site **collects data** on a specified set of measures (e.g., treatment initiation/access, engagement, adherence, and retention) using the electronic health record.

- Each site **shares performance data** with the IHSI Team in as close to real-time as possible using a data transfer protocol that minimizes or removes manual data collection.

- The IHSI Team analyzes, visualizes and **evaluates performance** related to a specified set of performance measures in as close to real-time as possible.

- The IHSI Team **generates regular data reports** for each site comparing site performance in key service areas to identified benchmarks while highlighting trends over time to improve the use of data.

- The IHSI Team and site collaboratively **discuss areas for improvement** using the data collected to drive quality improvement and improve workflows, processes, and patient-level outcomes.

### A STORY OF SUCCESS

- A group of sites saw approximately 15-20 patients receiving medications for opioid use disorder (MOUD) per month. Approximately 80% of patients received MOUD and case management but **only 10% of patients engaged in additional substance use disorder treatment services.**

- Performance measurement and data reporting identified **opportunities for improving** the communication between the health system and treatment providers, the need for additional training, and deviations from the facilitated referral protocol.

- The IHSI Team facilitated a key **stakeholder meeting** to review data, update **treatment protocols**, and implement a revised **communication plan** between organizations.

- After this intervention, approximately **85% of patients** engaged in substance use disorder treatment and case management services.

“The new performance measurement tool has been a huge help to us in **tracking treatment** internally and thinking about areas of our program we can improve on.”

- Healthcare Administrator

“*I can honestly say if it weren’t for the Project Team, the program here would not exist. The protocols, tools, and data reports have been a huge help.*”

- Healthcare Provider

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INNOVATIVE HEALTH SYSTEM INITIATIVES

TRAINING & EDUCATION PROCESS

In order to improve treatment quality and capacity within partnering healthcare sites, PERU’s Innovative Health System Initiatives (IHSI) Team utilizes a training and education process to identify and address opportunities for skill development and knowledge transfer that best fit the needs and goals of the participating healthcare sites.

The Pennsylvania Medications for Opioid Use Disorder (MOUD) Technical Assistance and Quality Improvement Expansion Project determines training needs via a collaborative, data-driven assessment process. The IHSI Team develops customized training and education plans to promote successful implementation and optimization of MOUD treatment. Training and education plans are informed by performance measurement data and used in conjunction with technical assistance support to drive quality improvement.

The training and education process involves the following steps:

1. The IHSI Team analyzes and visualizes site performance data related to MOUD performance measures and identifies potential opportunities for enhanced training and education.
2. The IHSI Team and site collaboratively discuss priority areas for additional training and education. The site helps to identify specific staff needs for skill development and knowledge transfer.
3. The IHSI Team generates a training plan for each site outlining learning objectives and target audience for each stage of training. The plan includes recommendations for training length and delivery format.
4. The IHSI team collaborates with the site to implement the training plan. Training content and delivery are customized to the specific needs of the site.
5. Following implementation, the IHSI Team uses training evaluation data to modify and/or enhance the site training plan to ensure all site training and education needs are met.

TRAINING CONTENT AREAS

Training content and learning objectives will vary depending on the site needs identified during assessment. MOUD implementation training content areas include, but are not limited to, the following:

- Introduction to Medications for Opioid Use Disorder (MOUD)
- Tailored Trainings for Residency Programs to improve MOUD Treatment Comfort and Knowledge
- Special MOUD Topics: Strategies for Promoting Treatment Adherence, Care Coordination, Co-Occurring Conditions
- Screening, Brief Intervention, and Referral to Treatment (SBIRT)
- Motivational Interviewing Fundamentals and the POLAR*S Tool
- Stigma Reduction and the Language of Recovery

“I am new to this field, so this training was very informative and engaging. I learned a lot and this training helped to make terminology clearer to me and gain a better understanding of [MOUD].”
- Introduction to MOUD Trainee

“[I liked] the exercises – applied information to real life.”
- Motivational Interviewing Trainee

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In order to improve treatment quality and capacity within partnering healthcare sites, PERU’s Innovative Health System Initiatives (IHSI) Team will collaborate with each healthcare site to establish a customized strategic plan and an individualized MOUD implementation model that fit the operational requirements of the healthcare site while maintaining the highest standards of treatment. The Pennsylvania Medications for Opioid Use Disorder (MOUD) Technical Assistance and Quality Improvement Expansion Project develops the individualized MOUD implementation model following initial assessment of capacity and needs to promote successful implementation and optimization of MOUD treatment.

Development of the MOUD implementation model involves the following steps:

1. The results of a comprehensive technical assistance needs assessment, in combination with an analysis of MOUD performance measures, provide the IHSI team with an understanding of the current condition of MOUD services at the site. The IHSI Team then works with the site to conduct an in-depth workflow analysis, using Principles of Lean and the A3 Process, to obtain information on the site workflow.

2. The IHSI Team and healthcare site collaboratively determine how the application of evidence-based treatment models (see MOUD Treatment Models below) or key aspects of more than one treatment model can optimize services and support the site in achieving their vision based on available resources, capacity, treatment and ancillary services, and community supports available to the site.

3. The IHSI Team facilitates the development of collaborative relationships among physical and behavioral health systems, local treatment/service providers, payers, and other community, state, and national stakeholders. The IHSI Team develops a communication plan for the site to facilitate sustainable relationships with key stakeholders to improve MOUD quality, sustainability, and patient outcomes.

4. The IHSI Team works collaboratively with the site to design the MOUD implementation model. The IHSI Team will provide the site with a protocol and the necessary resources (including communication plans, flowcharts, and workflow diagrams) to implement the model successfully.

5. The IHSI Team will provide regular data reports to review key performance measures compared to benchmarks in as close to real-time as possible and provide data-driven technical support, including recommendations to enhance the healthcare site workflow and ensure fidelity to the MOUD implementation model.

MOUD TREATMENT MODELS

The IHSI Team has experience supporting the development and implementation of the following evidence-based MOUD treatment models within healthcare systems and collaborating treatment/service providers:

- Office-Based Opioid Treatment (OBOT)
- Emergency Department Initiation of OBOT
- Hub-and-Spoke
- Medicaid Health Home/Care Management
- Project ECHO
- Nurse Care Manager Model

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