

Elite Organizations -- CEO Phone Interview Questions

Interviewer:

Date:

Organization:

Name:

Title

Contact info:

1A. Please answer the following questions regarding your quality activities:

1A(a). To what extent is your group required to be involved in any quality improvement activities or reporting activities by outside bodies (e.g., health plans, accrediting organization)?

Overall:

Asthma:

CHF:

Depression:

Diabetes:

1A(b). To what extent has your group received any additional income for quality improvement activities? What % of revenues?

Overall:

Asthma:

CHF:

Depression:

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Diabetes:

1A(c). To what extent have your group's efforts in quality improvement resulted in increased volume of patients or enrollees?

Overall:

Asthma:

CHF:

Depression:

Diabetes:

1A(d). To what extent have your group's efforts in quality improvement reduced costs? In what ways and in what areas?

Overall:

Asthma:

CHF:

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Depression:

Diabetes:

1A(e). If your quality improvement efforts have resulted in reduced costs, does your group benefit from these reduced costs?

Overall:

Asthma:

CHF:

Depression:

Diabetes:

1B. What have been your organization's major achievements over the past year in regard to continuous improvement of the quality of care that you provide?

(**Probe** for at least three)

1C. What have been the main factors or reasons behind your success in these areas?

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- 2A. What have been your organization's major disappointments in regard to your effort to continuously improve the quality of care that you provide? These would be areas where you have not been as successful as you had hoped.
- 2B. What have been the main factors or reasons for this?
3. Please indicate in what ways the following items have played a positive role and/or negative role in your efforts to improve the quality of care you provide for people with chronic illness such as asthma, congestive heart failure, depression and diabetes.
- A. The Health Plans in your area.
(**Probe** if needed: Do health plans with whom you have contracts require you to use various guidelines or other care management practices for patients with certain conditions? If yes, please elaborate on what this involves)
- B. The actions of competing organizations
- C. Electronic information technology
(**Probe**: in terms of electronic patient records, internet communication between patients and doctors, telemedicine, etc.)
- D. How physicians in your organization are paid
- E. Private purchasers of health insurance (i.e., employers)
- F. Medicaid payment

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- G. Federal and state regulations

 - H. Patient/consumer requests and demands

 - I. Your organization's culture
(**Probe**: How would you describe your organization's culture? How strong is it?)

 - J. Your organization's own strategic plan

 - K. Your organization's IT/IS capabilities

 - L. Your organization's ability to transfer best practices from one part of the organization to another
(**Probe** for specific examples)
4. During the past year, has your organization participated in any regional or national quality improvement initiatives such as the Institute for Health Care Improvement Quality Improvement Collaboratives? If yes, please elaborate.
5. Do you participate in NCQA or a similar quality outcome reporting system? If yes, what has been your experience with this relationship?
6. What are your immediate plans for the future in regard to CMP's? We are particularly interested in areas where you have made resource commitments or plan to make resource commitments?

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- 7A. What have been the major lessons from your experience to date in attempting to continually improve the quality of care in your organization? That is, what advice would you give?
- 7B. Do you have some “best” or “better” practices in regard to the four conditions that you believe would serve as role models for others? If yes, please describe practices that others might emulate.

Thank you very much for your time and insights. This has been very informative. Before we end, is there anything else that we have not covered that you think we should know about in order to better understand your organization’s CMP efforts?

Elite Organizations -- CMO PHONE INTERVIEW QUESTIONS

(OR Person identified as most knowledgeable about organization's quality improvement efforts)

Interviewer:

Date:

Organization:

Name:

Title

Contact info:

1A. Please answer the following questions regarding your quality activities:

1A(a). To what extent is your group required to be involved in any quality improvement activities or reporting activities by outside bodies (e.g., health plans, accrediting organization)?

Overall:

Asthma:

CHF:

Depression:

Diabetes:

1A(b). To what extent has your group received any additional income for quality improvement activities? What % of revenues?

Overall:

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CHF:

Depression:

Diabetes:

1A(c). To what extent have your group's efforts in quality improvement resulted in increased volume of patients or enrollees?

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(OR Person identified as most knowledgeable about organization's quality improvement efforts)

Overall:

Asthma:

CHF:

Depression:

Diabetes:

1A(d). To what extent have your group's efforts in quality improvement reduced costs? In what ways and in what areas?

Overall:

Asthma:

CHF:

Depression:

Diabetes:

1A(e). If your quality improvement efforts have resulted in reduced costs, does your group benefit from these reduced costs?

Overall:

Asthma:

CHF:

Depression:

Elite Organizations -- CMO PHONE INTERVIEW QUESTIONS

(OR Person identified as most knowledgeable about organization's quality improvement efforts)

Diabetes:

- 1B. What have been your organization's major achievements over the past year in regard to continuous improvement of the quality of care that you provide?
(**Probe** for at least three)
- 1C. What have been the main factors or reasons behind your success in these areas?
- 2A. What have been your organization's major disappointments in regard to your effort to continuously improve the quality of care that you provide? These would be areas where you have not been as successful as you had hoped.
- 2B. What have been the main factors or reasons for this?
3. Could you briefly describe what your organization is doing to improve quality of care for each of the following conditions:
(**Probe** as needed for specific examples of Clinical Guidelines, Protocols/Pathways, Disease Management, Care Management and Health Promotion/Disease Prevention Strategies)

3A. Clinical Guidelines

- Asthma:

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- CHF:

- Depression:

- Diabetes:

3B. Protocols/Pathways:

- Asthma:

- CHF:

- Depression:

- Diabetes:

3C. Disease Management:

- Asthma:

- CHF:

- Depression:

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- Diabetes:

3D. Care Management:

- Asthma:

- CHF:

- Depression:

- Diabetes:

3E. Health Promotion/Disease Prevention:

- Asthma:

- CHF:

- Depression:

- Diabetes:

1. What have you stopped doing? Why?

5. In which of the above conditions are you making the most progress? Why is that?

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6. For which of the above conditions are you making the least progress? Why is that?

7. What results have you received to date from use of these CMPs? (For example, in terms of quality of care processes, patient outcomes, patient satisfaction, utilization of resources, and financial impact on practice to date)? How do you assess the impact of your CMPs? What has been the impact of CMPs on the physicians in your group? (For example, physician satisfaction with care, impact on other health professionals?) What has been the physician response to the CMP efforts?

8. Does your organization conduct any benchmarking activities for the four conditions? If yes, please elaborate on what you do.

9. From your perspective, what have been the primary motivators for undertaking your work on CMPs?

Probe: What are some of the internal reasons?

Probe: What are some of the external reasons?

10. As you consider the work you do in implementing CMP overall, what do you consider to be the primary barriers? What have you had to overcome?

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11. What have been some of the primary facilitators that have helped you deal with some of the barriers and make progress in implementing CMPs? What is helping you?

12. What have been the major lessons from your experience to date in attempting to continually improve the quality of care in your organization?

13. Do you have some "best" or "better" practices in regard to the four conditions that you believe would serve as role models for others? If yes, please describe practices that others might emulate?

Thank you very much for your time and insights. This has been very informative. Before we end, is there anything else that we have not covered that you think we should know about in order to better understand your organization's CMP efforts?

Elite Organizations -- CIO Phone Interview Questions

(OR Person identified as most knowledgeable about organization's information technology)

Interviewer:

Date:

Organization:

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1. A. Could you tell us a little bit about how the IT/IS function is organized within the group here?

B. To whom do you directly report in the organization?

What is the nature of your working relationships with the CEO, the Medical Director, the CAO, the CFO, and the Board of Directors in terms of the frequency of interaction and the kinds of issues that you work with them on?

C. How many people are associated with the IT/IS function?

D. What is your most recent fiscal year capital budget overall? \$ _____
Are these figures more _____, the same _____, or less than the previous year?

What is your most recent fiscal year operating budget overall?
Are these figures more _____, the same _____, or less _____ than the previous year?

E. What is your most recent fiscal year capital budget for IT? \$ _____

What is your most recent fiscal year operating budget for IT? \$ _____
Are these figures more _____, the same _____, or less than _____ previous year?

F. About what percent of the IT/IS budget, both operational and capital, is committed to clinical activities such as clinical process improvement work, implementation of CMPs,

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(OR Person identified as most knowledgeable about organization's information technology)

quality improvement and outcomes reporting etc as opposed to financial, accounting, and administrative functions?

2. A. Please describe for us the current state of information technology and information systems within the group.

(1) What specific functions are performed?

Patient Specific

- Electronic patient records
- Direct electronic exchange of information with patients
- Tests and procedures
- Drugs
- Diagnoses and treatment outcomes
- Health histories

Organizational functions

- Computerized scheduling
- Automated reminders
- Summary reports
- Insurance billing
- Payroll
- Other

(2) What decision-support tools are available to physicians in your group?

(3) To what extent and how is the Internet used in your group?

- B. As you have developed your IT/IS, have you primarily purchased your system from a vendor/vendors, developed it yourself, or a mixture of both?

- Purchased from vendor/vendors
- Developed it yourself
- Mixture of both

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(OR Person identified as most knowledgeable about organization's information technology)

(1) What specific software, hardware, and interface systems do you currently use?

(a) Software systems

(b) Hardware systems

(c) Interface systems

(2) What vendors do you use and what is the nature of your relationship with them in terms of length of contract, etc.?

3. Please describe the role that IT/IS has played in the development and implementation of care management practices (clinical guidelines, protocols/pathways, case management, disease management, and health promotion/disease prevention activities) for each of the following four conditions.

A. Clinical Guidelines:

- Asthma:

-

- CHF:

- Depression:

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(OR Person identified as most knowledgeable about organization's information technology)

- Diabetes:

B. Protocols/Pathways

- Asthma:

- CHF:

- Depression:

- Diabetes:

C. Disease Management:

- Asthma:

- CHF:

- Depression:

- Diabetes:

Elite Organizations -- CIO Phone Interview Questions

(OR Person identified as most knowledgeable about organization's information technology)

4. What specific types of feedback reports, if any, do your physicians receive on their practice patterns within the group? How frequently do they receive these? What do they do with them? May we have examples of the types of reports physicians receive?

5. What have been some of the primary barriers to developing better IT/IS and information systems for the implementation of CMPs within the group? What have been some of the primary facilitators?

6. What role have the major health plans with whom the group contracts played in the development and implementation of your IT/IS and information systems? In what ways have the health plans been helpful? In what ways have they hindered progress?

7. What resources do you plan to commit in the next 2-3 years to further the development and implementation of your IT/IS and information management systems within the group? What are your immediate plans this coming year?

Thank you very much for your time and insights. This has been very informative. Before we end, is there anything else that we have not covered that you think we should know about in order to better understand your organization's CMP efforts?