I. EXECUTIVE SUMMARY - MAJOR ACCOMPLISHMENTS

Deliverable #1: **COHE Implementation & On-going Work Plan**
- Development of Implementation & Ongoing Work Plan

Deliverable #2: **Provider Recruitment, Enrollment, and Training**
- COHE recruited and added 14 new APPs
- 7 voluntarily removed from the program
- Currently 341 APPs in program
- 94 APPs trained this quarter
- Trained 116 APPs this year
- 11/8/18 chiropractic training with L&I Associate Chiropractic Director Morgan Young DC

Deliverable #3: **COHE Advisors**
- 24 Advisors
- Outreach/education meetings between COHE Advisors and COHE Medical Director

Deliverable #4: **Health Services Coordinators (HSC)**
- Staffed with 3 trained HSCs

Deliverable #5: **Communication and Community Outreach**
- Continued work on process improvement (internal/external) catastrophic work injuries.
- Improved care coordination with internal VMC PCP providers to assist with obtaining surgery clearance.
- Update of our COHE website

Deliverable #6: **Best Practices & Quality Improvement Methods**
- To develop a process to coordinate care between the COHE (VMC Occupational Health Services) Health Services Coordinator and Proliance Orthopedic Associates (POA) Surgical Health Services Coordinator. The goal is to assure that the injured worker receives seamless care coordination and planned services over the entire episode of care, consistent with Healthy Worker 2020 goals.

Deliverable #7: **Reports and Meetings**
- Internal Contract Planning Meetings Monthly
- Contract Meeting - Ongoing as needed
- COHE Directors Teleconference Meeting
- Quarterly QI Meeting

Deliverable #8: **Performance Monitoring and Annual Review**
- Performance Monitoring – Ongoing with LNI and COHE

Deliverable #9: **Technology**
- Update to Internal COHE website (directing to L&I site)
COHE Community of Eastern Washington

| COHE Name: | COHE Community of Eastern Washington |
| Staff Name: | Chaylee Piger, Program Supervisor |
| Date Submitted: | 1/10/19 |
| Reporting Period: | October 2018 – December 2018 |

Executive Summary

Deliverable 1: COHE IMPLEMENTATION & ON-GOING WORK PLAN

Expansion into Klickitat planned for Winter 2018/Spring 2019

Deliverable 2: PROVIDER RECRUITMENT, ENROLLMENT & TRAINING

| Total Number of Providers Educated Contract YTD: 330 |
| Total number of providers educated this quarter (no names) |
| Total Number of Providers Enrolled Contract YTD: 49 |
| Total number of providers enrolled this quarter (no names) |
| Total Number of Providers Disenrolled Contract YTD: 78 due to voluntary request such as relocation or retirement |
| Total number of providers disenrolled this quarter (no names) |
| Total Number of Providers: 1455 |
| Total number of provider contract YTD (no names) |
| Total % of Providers Educated: 23% |
| Total % of providers educated contract YTD (no names) |

Note: Names of providers and hours/credits need only be reported 1x per year (July report)

Deliverable 3: COHE ADVISORS

Advisor Meeting: 15 Advisors on the CCEW Committee
- First PAC meeting of the contract year was held on 10/18/18.
- Attendees: 5 Advisors, Dr. Morgan Young and ONC Liz Ottmar from LNI, COHE Director, COHE Supervisor and 2 Health Services Coordinators, Bridget Garner and Pattie Frazier

Deliverable 4: HEALTH SERVICES COORDINATION

Current HSC staffing:
- 8 FTE HSC’s
- 1 FTE HSCA, 25% of time assisting with low risk claims
- Recruiting for additional 1 FTE HSC in Spokane office

HSC’s averaged 92% claim work vs 8% provider outreach and education

Note: Brief description of HSC activities, milestones, accomplishments, process improves, etc.
Deliverable 5: COMMUNICATIONS & COMMUNITY OUTREACH

<table>
<thead>
<tr>
<th>ERTW meetings for Region 5 &amp; 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing bi-annual meeting with Region 6, no meeting in last quarter</td>
</tr>
<tr>
<td>Ongoing bi-annual meetings with Region 5, last meeting 10/10/18</td>
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</tbody>
</table>

Ongoing staffing meetings with contracted facilities regarding complex claims - meetings are scheduled monthly

COHE education for LNI partnered Residency Programs in Eastern Washington.

- The hope is to have new providers familiar with the LNI process and a better understanding of measurements for completeness with forms.
  - A HSC and the Program Supervisor attended meeting with local Residency Program on 10/16/18.

Ongoing orientations/educations and enrollment based off of current partnerships and notifications of new providers and support staff

Employer Consolidation Requests:

In the last quarter, COHE Community of Eastern Washington (CCEW) has been asked by employers with established relationships with COHE to consolidate claims and calls per week to decrease the number of calls being driven by Workers Compensation. HSC’s will collect claim information and queue them to contact the facility once per week. CCEW has worked with these stakeholders to accommodate their needs.

- The challenge this has caused is that the action can be taken at time of review may be obsolete or create delay in claim progression. If an HSC reviews the claims and waits multiple days to contact the employer, this can cause delay in claim assistance and documented services.
- CCEW is working to collaborate with other workers compensation resources to alleviate redundancy.

Expansion to Klickitat

- CCEW intends to expand services into an additional county, Klickitat per contract agreement. To assist with outreach, COHE will require data and contact information. Although, CCEW has received some information, it will be necessary to seek additional clarity during analysis phase.

*Note: Include the date of the event, who participated from the COHE and the audience, what the topic was, outstanding issues or commitments made. Include challenges and lessons learned.*
Deliverable 6: QUALITY IMPROVEMENT
QI 2018-2019: Educational Reporting and Training
FRQ/FRI: To continue collaboration with LNI regarding new best practice number 4, FRQ/FRI next steps and workflow

Note: Only include updates on progress, if any. No need to restate the entire project

Deliverable 7: REPORTS & MEETINGS
Quarterly Reports Due: April 10, 2018, July 10, 2018, October 10, 2018, January 10, 2019

October Meetings:
- ERTW Region 5, bi-annual meetings
- Physician Advisory Committee bi-annual meeting
- ACHIEV Meeting
  - COHE Supervisor, Chay Piger attended the meeting via teleconference services
- COHE Community ongoing discussion with LNI regarding Functional Recovery Questionnaire and Functional Restoration Resource
- COHE Supervisor attended GoToMeeting regarding Bree Collaborative Care for Chronic Pain

November Meetings:
- Bi-Monthly LNI visit from Dr. Glass and Liz Ottmar and COHE Sponsors Management

December Meetings:
- COHE Directors Meeting with LNI canceled
- American Hospital Association Webinar “Understanding New State Opioid Prescribing Rules”
  - Health Service’s Coordinator’s attended meeting via GoToWebinar

Ongoing:
- Bi-Weekly LNI/COHE Community Check-Ins
- COHE Community Collaborations
  - The COHE’s are working together to look at standardization to create consistency with the key stakeholders.

Deliverable 8: PERFORMANCE MONITORING & ANNUAL REVIEW
- COHE Customer Service Survey
- Ongoing Claim Review by Contract Manager and Program Supervisor
- Review of Quarterly COHE report with LNI and COHE leadership

Deliverable 9: TECHNOLOGY
- CCEW has experienced much higher volume of downtime than the previous quarter.
  - 15 episodes documented, total downtime logged 19 hrs. CAC & 8.5 hrs. OHMS
- Downtime issues included loading of software program, worklist rebuilds, error messages during login process and main frame issues.
- Additionally, an outage occurred on a date when when LNI was closed for federal holiday, but not a recognized holiday for our facility. CCEW was unable to have issued resolved during this time.
I. EXECUTIVE SUMMARY

MAJOR COHE ACCOMPLISHMENTS

Deliverable 1: Implementation & On-going Work Plan
- Continued implementation of on-going work plan.

Deliverable 2: Provider (Clinic Staff) Recruitment, Enrollment and Training
- Provider count: 208 (per OHMS report); 21 participating COHE clinical areas.
- COHE training/enrollment with 2 HMC Sports Medicine providers, November 2018.
- COHE training/enrollment with Dr. Ann Tu, 12/14; possible future COHE Advisor.
- COHE training/enrollment with Dr. Coralynn Sack, 11/21; addition new COHE Advisor.

Deliverable 3: COHE Advisors
- Continuation of Occupational Health HSC Optimization Sub-Working Group. Significant progress has been achieved in the last quarter, with agreement by 90% of clinic managers for compensation review of HSC role. At Assistant Administrator’s request, Program Manager will submit SBAR to HMC Executive Team next quarter. Note: while there are several current roles which do not meet the HSC contract requirements, all roles will remain in the current work until the position(s) need to be re-hired.
- Initial COHE Advisor re-introduction meeting with Occ Med faculty in December, 2018, with goal of 1x per quarter scheduling beginning March, 2019. Medical Director and Program Manager created list of topics for training.

Deliverable 4: Health Service Coordinators/Health Service Coordinator Assistants (and Volunteers)
- Program Assistant and Program Manager have provided coverage for necessary Central Office HSC duties, causing several projects to occur more slowly or be delayed. Program Assistant provided training for Program Manager coverage during Program Assistant vacation between 12/24-1/7.
- Program Analyst, Alicia Cunningham, was promoted in another department as of 11/19.
- Program Assistant was promoted to Analyst role given her strong data skills including over six years of w/c experience as well as a Bachelor’s Degree in Molecular, Cellular and Developmental Biology. She will carry on the HSC standardization work the former Analyst began.
- New Central Office HSC, Adam Watson was hired and began as of 1/7.
- New Foot/Ankle Workers’ Compensation Coordinator, Maria Vazquez-Franco, will begin on 1/17; pending L&I Contract Manager review of updated resume. Foot/Ankle holds predominately chronic L&I claims, and thus, there is a gap with HSC billing/documentation and the need to fill the role to HSC requirements.
- Program Manager has continued to provide training to Occ. Med. PC. In October 2018, Program Manager proposed to join Occ Med clinic in-person weekly to assist with complex claims, which has been valuable to Occ Med faculty and Program Coordinator. Program Manager will continue to provide HSC support (while also training the new Central Office HSC), until a more permanent solution is derived.
- Program Manager met with Rehab Med clinic staff individually to obtain workflow, which is pending completion in Visio.
- (continued) 1 Central Office COHE Volunteer continues to assist Occupational and Environmental Medicine with scanning; 1 Central Office COHE Volunteer continues to assist with printing ED chart notes and processing mail, allowing COHE Program Assistant more time to provide on-going administrative support to clinic-based HSCs.
Deliverable 5: Communication and Community Outreach

- **Program Manager and Eye Institute (EI) meetings have resulted in forward progress to move from a front desk to a Program Coordinator role for HSC work.** Another update will be provided in Quarter 3.
- Program Manager and Director of Interpreter Services met with L&I Interpreter Services re: new L&I legislation on 10/18 and 10/26.
- **Unit and Field ONCs attended 11/16 HSC meeting to review their roles.**
- Program Manager presence at monthly Bone & Joint meetings resulted in Clinic Manager recommending to transition disability paperwork to MAs, which ended up being on hold due to clinic staffing/hiring needs (this topic will be revisited once the clinic is fully staffed).
- Program Manager review with Morgan Wear, L&I COHE, re: contract dollar figures for 3-year budget planning request by Program Manager.
- Program Manager and Manager from COHE at Kaiser continue to periodically share and exchange information.
- Program Manager met with internal PT/OT management on 11/29 to brainstorm Qualis denials due to complex injuries, which take longer to recover (flu on this topic will occur in 2019).

Deliverable 6: Best Practices and (Informal and Formal) Quality/Process Improvement Methods

- **QI project has resulted in continued beneficial data which has been presented to Morgan Wear, L&I COHE.**
- Program Assistant and Manager have been providing on-going feedback to L&I re: future recommendations for CAC upgrade.
- **Analyst finalization of HSC work standardization with HMC Sports Medicine HSC.**
- Program Manager and Eyes on James have continued to meet regarding ensuring they follow Program Manager-created work instructions for processing hardware reimbursement. Program Assistant and Manager assisted with desktop Right Fax implementation and training.
- Program Assistant completion of new CAC user and Administrator instructions.
- Program Assistant and Manager creation of HSC services and patient Worksource flyer.
- Program Assistant completed data project regarding HMC/UWMC ED and documented work restrictions at the time of d/c.
- **Barbara Braid, L&I, finalized catastrophic injury claim definition, and is pending L&I letterhead of ONC/NCM handouts for further COHE distribution.**
- **(continued) Program Assistant review of provider section of HMC and UWMC ED ROAs to gather data on completion and quality for increased reporting in provider ROA training.**

Deliverable 7: Reports and Meetings

- **(continued) In-person meetings with Morgan Wear, L&I COHE Director/COHE at HMC Contract Manager to discuss the ideal model for COHE at HMC (e.g. limit to L&I paying HSC for chronic pts).**

Deliverable 8: Performance Monitoring

- **(continued): COHE at HMC would like to discuss options for receiving accurate APF data, if completion of an electronic APF is not feasible for HMC health care providers.**

Deliverable 9: Technology

- Program Manager and Morgan Wear, L&I COHE, discussed current state Epic case management tools and OHMS with OHMS team. Program Manager sent proposal to Morgan re: current state and future state opportunities.

Deliverable 10: CAT Claims

- See above.
COHE Quarterly Status Report

<table>
<thead>
<tr>
<th>COHE Name:</th>
<th>The Everett Clinic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Name:</td>
<td>Marti Bradley, Program Director</td>
</tr>
<tr>
<td>Date Submitted:</td>
<td>January 10, 2019</td>
</tr>
<tr>
<td>Reporting Period:</td>
<td>October 1, 2018 – December 31, 2018</td>
</tr>
</tbody>
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I. EXECUTIVE SUMMARY

**MAJOR ACCOMPLISHMENTS**

**Deliverable 1:** COHE Implementation & Work Plan is ongoing for new contract period

**Deliverable 2:** Provider recruitment, Enrollment, and Training
- Oriented and enrolled **20** new Attending Providers hired this period, October-December 2018
- Trained **0** providers in annual training this period, October-December 2018
- Provided ongoing best practices education to **2** providers this period, October-December 2018

**Deliverable 3:** COHE Advisors
- Participated in monthly meetings with the Occupational Medicine Attending Providers in October, November, and December
- COHE Advisors participate in ongoing educational outreach to enrolled providers

**Deliverable 4:** Health Services Coordinators
- HSC Lead/HSCA conducted most of the new Attending Provider orientations during this period

**Deliverable 5:** Communication and Community Outreach
- Presented at the State L&I Self-Insured Colloquium on November 15, 2018.

**Deliverable 6:** Best Practices & Quality Improvement Methods
- Ongoing collaboration with the SHSC as part of The Everett Clinic Surgical Best Practices Pilot site
- The COHE at TEC is developing a new quality improvement project in partnership with the TEC Orthopedics, Podiatry, and Hand Center Departments to measure compliance with the new Bree post-operative opioid prescribing guidelines.
COHE Name: COHE Alliance of Western Washington
Program Director: Nicole Cushman
Date Submitted: January 10, 2019
Reporting Period: Executive Summary – October, November, December 2018

COHE ALLIANCE MAJOR ACCOMPLISHMENTS

Deliverable 1: COHE Implementation & On-going Work Plan
- Continued implementation of On-going Work Plan as appropriate.

Deliverable 2: Provider Recruitment, Enrollment, and Training
- Actively Participating in COHE:
  - 1030 participating providers from 90 organizations
- New Organizations to Participate in COHE:
  - Several new sites with existing organizations are in progress for enrollment over the next two quarters.
- COHE Provider Training:
  - 26% Annual Education complete for 2018-2019 COHE year.
  - Contract Goal of 80% will be achieved by June 1, 2019 deadline.

Deliverable 3: COHE Advisors
- 10 participating COHE Advisors. 1 application pending enrollment as an Advisor.
- COHE Physician Advisory Panel meeting scheduled Q2, April 12, 2019.
- Speaker TBD, potentially from LNI for next scheduled meeting in April 2019; possibly Noha Gindy or someone to speak about new Best Practices.

Deliverable 4: Health Services Coordinators (HSC)
- 9 fully trained full time HSCs and 1 new full time HSC.
- 2 new HSC positions approved by CHI Franciscan.
- Development of HSC training is in progress for QI 2018-2019.
- COHE Alliance team continues with process improvements for department infrastructure and customer service focus.
- Reclassification of 2 positions is in final stages (Provider Relations Manager & Health Services Coordinator Assistant).
- New HSC started 1/7/19.
- 2 open HSC positions, interviewing in progress.

Deliverable 5: Communication & Community Outreach
- Program Director attended State Overdose Prevention Work Group on October 23, 2018.
- The WA State Governor's Committee on Disability Issues and Employment (ESD) was
awarded the federally funded RETAIN grant. CHI Franciscan is a partner in the grant process with COHE Alliance as a consultant role during Phase I.

- COHE Alliance continues to develop education opportunities related to performance reports and collaborate with LNI contract manager to meet partner needs for best practice data.
- Dr. Kaufman from Kaiser-Permanente reached out and was provided with COHE Alliance PowerPoint slides on what an HSC does to assist with her presentation for Professionals in Workers’ Compensation; this constitutes collaborative efforts.
- CHI nurse pathway outreach meets RTW Best Practice for self-insured and employer; labor pool and innovation are being explored further.
- Collaborative efforts with USHW during their transition to Concentra.
- Collaborative efforts with Peace Health at multiple sites.
- Collaborative efforts with MultiCare at multiple sites.
- Met with Ocean Beach Hospital (Ilwaco County) CEO and leaders about COHE.
- Met with some COHE Best Practice trainers for case reviews.
- Attended ACHIEV on October 25, 2018.
- Working collaboratively with Eastern WA COHE.
- Attended WA State LEAN Governor’s Conference.
- All staff meeting November 8, 2018.
- Program Director and Provider Relations met with Regional Medical Director for TeamHealth.
- Brian Peace, Contract manager, Dr. Morgan Young, Associate Medical Director from L&I, Nicole Cushman, COHE Program Director and HSCs met with Concentra leaders on December 11, 2018.

**Deliverable 6: Best Practices & Quality Improvement Methods**

- 2018-19 Quality Improvement to emphasize training and quality customer service.
- COHE Performance Management metrics and HSC Training Binder Resources are in pilot phase.
- Deliverables to date include:
  - COHE Year at a Glance Calendar,
  - Retention Motivators,
  - New Hire Process Checklist,
  - HSC Training Checklist,
  - Cohesive definition of HSC Role.
- Annual Education: Continue improving the hiring process.
- Training--Retention and Sustain. Hiring process with CHI flow for new positions and core competencies; should know timeline, tools and resources next phase.
- January focus will be retention for QI; understanding what is expected of them, what
does performance mean? At some point, possibility of this in OHMS.

**Deliverable 7: Reports and Meetings**
- LNI contract manager - Monthly Claims Initiated Reports.
- LNI contract manager - Monthly Payee Summary (pending receipt).
- Program Director - Participation in Directors’ Calls on-going.
- Advisory Committee on Healthcare Innovation and Evaluation was attended on October 25, 2018.
- LNI contract manager and Program Director - meetings bimonthly on-going.
- Contract meeting in January 2019.

**Deliverable 8: Performance Monitoring and Annual Review**
- Request was made for dashboard enhancement in OHMS.

**Deliverable 9: Technology**
- OHMS – COHE Alliance Team has been trained on latest version of OHMS and participate in OHMS User Group meetings as appropriate.
- COHE Alliance Administrative Team attended OHMS Super User call on October 10, 2018.
I. EXECUTIVE SUMMARY

This quarter the emphasis was on Occupational Medicine providers training. Providers were trained at our day-long all staff conference on 12/5/18. Our COHE Medical Director has incorporated one-on-one mentoring time with most of our providers and has participated in Case Management team conferences. Our Health Services Coordinators have included elements of training in all our team conferences educating providers on the workers’ compensation system and resources to address possible barriers to return to work i.e. Best Practice # 4.

Based on the last 4 Performance Reporting Periods, our COHE providers exceeded all Best Practice targets.

Our Health Services Coordinators, (HSCs) were the only HSCs to exceed the targets for HSC work on all claims, 30% of all claims, (Target 25%). The HSCs also were one of two COHEs who exceeded the target for percentages of claims with 10 days of time loss, 74.25 % of all Time Loss Claims, (Target 65%).