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 3 new APs
  • 5 voluntarily removed from the program
  • Currently 342 APs in program
  • 21 APs trained this quarter
  • Trained 139 APs this year

Deliverable #3: COHE Advisors
  • 24 Advisors
  • Outreach/education meetings between COHE Advisors and COHE Medical Director are ongoing

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.
  • SeaMar outreach and intervention to enhance occupational best practices among all SeaMar community providers.

Deliverable #6: Best Practices & Quality Improvement Methods
  • Continuing 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
COHE Community of Eastern Washington

COHE Name: COHE Community of Eastern Washington (CCEW)
Staff Name: Chaylee Piger, Program Supervisor
Date Submitted: 4/10/19
Reporting Period: January 2019 – March 2019

Executive Summary

Deliverable 1: COHE IMPLEMENTATION & ON-GOING WORK PLAN

COHE Community welcomed a new Health Services Coordinator (HSC) to their Spokane location, Carlie Harding
- Carlie joined the COHE team in February 2019. Prior to COHE, Carlie completed a master’s degree in biology and has 7 years of combined experience working with providers as part of a patient care team. She previously worked in admissions at a rehabilitation hospital on the east coast, and is eager to implement her knowledge of insurance verification as it pertains to this position. She additional background in working for a crisis hotline and has a deep understanding of how physical limitations can impact mental health. Carlie was born and raised in Pennsylvania and moved to Washington in 2016.

Deliverable 2: PROVIDER RECRUITMENT, ENROLLMENT & TRAINING

Total Number Providers YTD: 1436

- Total Number of Providers Educated This Quarter: 192
  - Total Number of Providers Educated Contract YTD: 608
- Total % of Providers Educated This Quarter: 13%
  - Total % of Providers Educated Contract YTD: 42%
- Total Number of Providers Enrolled This Quarter: 37
  - 68 providers have been oriented and are pending to be enrolled due to needing additional information of LNI Medical Provider Network numbers.
- Total Number of Providers Disenrolled This Quarter: 50
  - Providers disenrolled this quarter were due to relocation, retirement, or transition of organizations/facilities.
  - One exception was a provider who opted not to participate in COHE any longer as they saw only 1 injured worker in 2018.

Accomplishments:
- A successful transition and enrollment of new LNI Medical Provider Numbers for Lourdes Health System in Pasco, WA.
- Ongoing build of relationships between Health Services Coordinator Assistant and key contacts for billing and credentialing with multiple systems and facilities.

Challenges:
- Health Services Coordinators and Assistant have some obstacles with creating and maintaining key contacts at facilities and systems when transitions occur.

Note: Names of providers and hours/credits need only be reported 1x per year (Q2 / Annual report)
Deliverable 3: COHE ADVISORS

Advisor Meetings: No Advisor Meeting in Q1 2019
  o 15 Advisors on the CCEW Committee

Deliverable 4: HEALTH SERVICES COORDINATION

Current HSC staffing:
  o 9 FTE HSC’s
  o 1 FTE HSCA, 5% of time assisting with low risk claims

HSC’s roles at CCEW are based off of two job descriptions from the contract:
  o 1. Health Services Coordinator Role Average: 92%
      (includes staff meetings, LNI onsite meetings, personal educations, billable and non-billable claim work)
  o 2. Provider Outreach Role Average: 8%
      (includes time spent scheduling provider educations/orientations, traveling and waiting time conduct education and education time)

Note: Brief description of HSC activities, milestones, accomplishments, process improves, etc.

Deliverable 5: COMMUNICATIONS & COMMUNITY OUTREACH

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

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

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

Educational Reporting and Training: 2018 – 2019
  o Q1 - Development of Emergency Department online education
  o Q2 - Online ED education to go Live on COHE Website
  o Q3 and Q4 - Development of 5 BP PowerPoint/Education and Webinar schedule

FRQ/FRI: 2019 - 2020
  o Ongoing collaboration with LNI regarding new best practice number 4, FRQ/FRI next steps and workflow

Website Update: Q1 - Q3 2019
  o Q1 - Review of old COHE website template
  o Q2 - Development of new template for website to help meet COHE stakeholder needs

Outreach and Expansion to Klickitat and Skamania:
  o Q1 - Review of data and updated necessary documents
  o Q2 - HSC to begin outreach and education

Note: Only include updates on progress, if any. No need to restate the entire project
## Deliverable 7: REPORTS & MEETINGS

**Quarterly Reports Due:** April 10, 2019, July 10, 2019, October 10, 2019, January 10, 2020

### January Meetings:
- LNI in person visit to Spokane CCEW
  - CCEW Attendees: Labor and Industries Contract Director and Manager, Morgan Wear and Sarah Holm, COHE Director, Heidi Moser, COHE Supervisor, Chay Piger and Sponsoring organizations Manager of Finance, Russ Handcock
- Quality Improvement- New Best Practice #4; FRQ/FRI development plan
  - CCEW Attendees: LNI, COHE Director, COHE Supervisor, and Health Services Coordinator, Pete Phillips
- LNI Super User Meeting
  - CCEW Attendees: LNI, Pete Phillips attended via telephone
- ACHIEV Meeting
  - CCEW Attendees: COHE Supervisor attended via telephone

### February Meetings:
- New HSC Training at LNI Headquarters
  - CCEW Attendees: COHE Supervisor, HSC’s Bridget Garner and Amy Anderson and Health Service Coordinator Assistant, Tiffany Elkins
- COHE Community New HSC Shadowing at COHE Alliance
  - CCEW Attendees: COHE Supervisor, HSC’s Bridget Garner and Amy Anderson and Health Service Coordinator Assistant, Tiffany Elkins
- Quality Improvement; Outreach and Expansion
  - CCEW Attendees: Internal COHE program discussion

### March Meetings:
- COHE Directors Meeting
  - CCEW Attendees: COHE Director attended via telephone
- LNI reviewed COHE Performance Level Report and Provider Level Report with CCEW team.

### Ongoing:
- Bi-Weekly LNI/COHE Community Check-Ins
  - Attendees: COHE Contract Manager, COHE Director and Supervisor, occasional guests such as HSC, HSCA and additional LNI members attend
- COHE Collaborations
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
- Distribution of Provider Level Reports by HSC’s on an ongoing basis

Deliverable 9: TECHNOLOGY

**CCEW has experienced noticeably lower volume of downtime than the previous quarter.**
- 3 episodes documented, total downtime logged 3.25 hours in Claims and Account Center (CAC) and 3.25 hours in the Occupational Health Management System (OHMS).
  - Downtime issues included loading of software program, worklist rebuilds and error messages during login process.
  - An outage occurred on a date when LNI was delayed in opening offices due to inclement weather. CCEW was unable to have issues resolved during a 3 hour period for some staff until LNI was able to respond to help ticket the following day.
COHE Quarterly Status Report

COHE Name: COHE at UW Medicine Harborview Medical Center
Staff Name: Amy Valdez, COHE at HMC Program Manager
Date Submitted: 4/10/19
Reporting Period: FY19 QT3: January-March 2019

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.
- On 1/23/19, Program Manager and Central Office HSC attended Family Medicine faculty/staff meeting for COHE overview and Q/A. Future planning will occur re: Family Medicine resident training. Brochure and handouts were distributed.
- Medical Director and Program Manager have been actively engaging with HMC Internal Medicine Residency Program for occupational health and workers’ comp training on 4/11/19. Medical Director created training content, case example, agenda, and pre/post survey. Program Manager has arranged L&I speakers including: ONC/NCM, VSS, CM and UW employer representatives.

Deliverable 3: COHE Advisors
- (continued) Occupational Health HSC Optimization Sub-Working Group: due to updated FY20 hospital funding target goals for key clinics who partner with COHE, HSC classification review is on hold and will be revisited post-completion of FY20 budget planning.
- (continued) Core OEM COHE Advisor Group: COHE Advisor Program Manager created and sent Survey Monkey to elicit feedback about the meeting structure, training needs, and any other comments. Results were reviewed with OEM faculty at the end of January. OEM faculty continues to prefer integration of the COHE Advisor group during the OEM monthly faculty/staff meeting. The February OEM faculty/staff meeting was cancelled. In March, training needs were reviewed and a brief ONC/NCM role overview was requested for the April OEM staff meeting.

Deliverable 4: Health Service Coordinators/Health Service Coordinator Assistants (and Volunteers)
- New Central Office Program Assistant, Julie Salas was hired on 3/11/19.
- New UW Bone and Joint Workers’ Compensation Coordinator, Hlina Yeshaneh was hired on 3/25/19. Bone and Joint also holds predominately chronic L&I claims. Thus, there is a gap with HSC billing/documentation. Lorraine Multitauaoule, MA, previously received COHE HSC training in 2017, and provided HSC coverage between February-March 2019.
- New Family Medicine PC, Ayan Abdi, has received support to attend COHE HSC meetings and trainings. Family Medicine also holds predominately chronic L&I claims. Thus, there is a gap with HSC billing/documentation.
- COHE Program Manager provided 2-hour COHE HSC training with Adam Watson, Maria Vazquez-Franco, and Ayan Abdi on 1/14/19, 1/22/19, 1/28/19, and 3/5/19.
- Eye Institute (EI) continues training of their new PC and thus are holding off on adding COHE HSC training until this position is more stabilized. In the interim, Central Office HSC and Program Manager will review DAR for L&I appts and determine what HSC assistance can be provided.
- Medical Director presented Occupational and Environmental Medicine (OEM clinic) referral guidance during 1/18/19 HSC Meeting.
- Former Program Analyst and Program Manager have continued and/or begun Central Office HSC, Program Assistant, as well as three new clinic HSC roles, causing several projects to occur more slowly or be delayed.
continued) Program Manager continued in-person HSC OEM clinic support 1-3x weekly to assist with complex claims, which has been valuable to OEM faculty and Program Coordinator. Program Manager will continue to provide HSC support until a more permanent solution is derived. COHE Medical Director has begun to have Program Manager supplement COHE Advisor meeting with clinical training until a more formal plan is established. For example, in March, Program Manager briefly discussed case involving L&I WAC/RCM “coming and going.”

(continued) 1 Central Office COHE Volunteer continues to assist OEM clinic with scanning.

Deliverable 5: Communication and Community Outreach
- Medical Director has begun outreach with surgical Medical Directors of clinics with an HSC.
- Medical Director and Program Manager attended 1/24/19 ACHIEV meeting via teleconference.
- Program Manager and Central Office HSC engaged in meet/greet with Adult Medicine Clinic Manager; Adam will begin reviewing daily DAR and attend daily huddles when needed.
- Program Manager and Central Office HSC engaged in meet/greet with L&I Seattle office Field ONC, VSS on 2/21/19.

Deliverable 6: Best Practices and (Informal and Formal) Quality/Process Improvement Methods
- Program Manager and Program Analyst attended internal HMC Work Instruction training class on 2/20/19.
- Program Analyst compiled Ophthalmology, Eye Institute and Eyes on James billing data and presented gaps/opportunities to Program Manager on 2/21/19.
- Program Analyst created ProFee billing sheet instructions for HSCs; Program Analyst and Program Manager completed long-term project to update ProFee billing sheet, making it easier for HSCs to understand how to bill L&I procedure codes.
- Program Manager and Analyst have updated several central office HSC and Program Assistant manuals and process and work instructions.
- Program Analyst and Program Manager are attempting to address gap in PA-C L&I procedure codes billing.

Deliverable 7: Reports and Meetings
- 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).
- Meeting with Morgan Wear, Morgan Young, COHE Medical Director, and COHE Program Manager on 3/13/19 to review contract and HW2020. OHBP needed to address complex injury pts and chronic pts.
- Program Manager engaged in several FY20 budget meetings. COHE at HMC is under budget for FY20. Discussion has begun around how to utilize this additional funding.

Deliverable 8: Performance Monitoring
- 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 IT role in discussion re: OEM clinic Smart Set as well as adding SIMP to Epic Meds/Orders. Targeted Epic IT role has been extremely valuable with HSC billing/documentation as well as several Epic upgrades and future state updates.
- 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
- Barbara Braid, L&I OMD ONC Supervisor, and L&I Field ONCs have continued to request non-catastrophic admits and COHE at HMC has sent this pt data; however, COHE at HMC documents are titled “catastrophic” and need to be updated to reflect the pt injury type. Program Manager and Field ONCs have had some initial discussion about this gap, and Program Manager will link back to Field ONCs to assist with this project once central office COHE staff are more trained.
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 X new Attending Providers hired this period, January-March 2019
- Trained ___ providers in annual training this period, January-March 2019

**Deliverable 3:** COHE Advisors
- Participated in monthly meetings with the Occupational Medicine Attending Providers in January, February, March
- COHE Advisors participate in ongoing educational outreach to enrolled providers

**Deliverable 4:** Health Services Coordinators
- HSC Lead/HSCA conducted all the new Attending Provider orientations during this period
- HSC Lead participated in a business and labor meeting on 1/3/19
- HSC Lead participated in OHMS Super User Meeting on 1/15/19
- HSC Lead continues to provide onsite support at one of our satellites 1-2 days per week; this presence supports real-time opportunity for L&I claim related advice and assistance in early return-to-work intervention to a broader range of specialty and urgent care providers

**Deliverable 5:** Communication and Community Outreach
- Outreach to north-end employer for improving RTW communications, January 2019

**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 implemented the quality improvement project in partnership with the Orthopedics, Podiatry, and Hand Center departments to measure compliance with the new Bree post-operative opioid prescribing guidelines.
## 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
  - 933 participating providers from 80 organizations
  - 21 providers voluntarily withdrew participation in COHE due to leaving their organization and/or no longer doing LNI work relevant to COHE participation (i.e. only consult on claims outside of the 12 weeks; never initiate ROA/APF or employer return to work efforts).
  - 54 new provider enrollments, predominantly from Olympia Ortho and Vancouver Clinic.
- New Organizations to participate in COHE
  - Not applicable this quarter.
- COHE Provider Training
  - 671 providers completed annual education this quarter
  - COHE is currently at 57% annual education completed

**Deliverable 3: COHE Advisors**
- 11 participating COHE Advisors
- COHE Physician Advisory Panel to be scheduled Q2, 2018 – date TBD.

**Deliverable 4: Health Services Coordinators (HSC)**
- 7 fully trained full time HSCs and 1 anticipated full time HSC.
- Anticipate 2 - 3 HSCs hires during 2018.
- Health Services were provided on 2063 claims during this time.
- In general, HSCs spend approximately 75% of their task time on claim queue review and performing appropriate health services. The other 25% of time is spent on professional development and provider education efforts.

**Deliverable 5: Communication & Community Outreach**
- Communication between COHE and Society for Human Resource Management (local chapter) is being fostered for potential employer outreach efforts.
- COHE Alliance continues to be a conduit for communicating provider concerns with COHE
contract manager and develop education opportunities related to performance reports.

- Conducted interviews and new HSC will begin April 27, 2018.
- Program Director attended DOH Opioid Workgroup teleconference January 30, 2018.
- COHE Alliance team continues with process improvements for department infrastructure.

Deliverable 6: Best Practices & Quality Improvement Methods

- COHE Alliance’s QI project is to establish time on health service tasks to identify an appropriate Community COHE HSC caseload level as well as identify standard work flows, best practices for health services and any areas for improvement.
- Three of four quarters have been completed with best practices piloted during third quarter. Data and measurements are currently being reviewed for results and observations.
- Quality Improvement meetings with Highline and Franciscan EDs are being conducted with Patient Access Registration (PAR) staff to address workflow timeliness and paperwork efforts prior to sending to LNI.

Deliverable 7: Reports and Meetings

- Monthly Work Plan updates are being provided to the contract manager.
- Statewide Advisory Committee – need to clarify with Contract Manager
- Participation in Directors’ Call February 14, 2018.
- Business and Labor Advisory Committee meeting was attended January 8, 2018.
- Shadowing opportunities not applicable for this quarter.

Deliverable 8: Performance Monitoring and Annual Review

- Several organizations have brought concerns to COHE regarding accuracy of the performance report data. COHE Alliance embraces the opportunity to identify and fix issues with LNI team to support problem solving efforts.

Deliverable 9: Technology

- OHMS – COHE Alliance Team has been trained on latest version of OHMS and participate in OHMS User Group meetings as appropriate.
I. EXECUTIVE SUMMARY

Columbia Medical Associates (CMA) providers formally transitioned to Kaiser Permanente, Washington this quarter. They were disenrolled as CMA providers and enrolled as Kaiser Permanente, Washington COHE providers.

We hired a board-certified Occupational Medicine Provider for our Spokane location. Dr. Anne Donohue returned to Kaiser Permanente. She began working on 3/25/19.

We developed a list of barriers and specific recommendations to address the barriers to claim progression. Health Services Coordinators have been using this tool to screen patients in both Occupational Health Management System (OHMS) along with the patient medical records to identify barriers to full return to work and discussion at the Case Conference Staffing Meetings.

Our providers have begun submitting Reports of Accident online via FileFast.