

# **Health Plan Performance Improvement Project (PIP)**



**Health Plan: Healthy Blue**

**PIP Title: Ensuring access to the COVID-19 vaccine among Healthy Louisiana vaccine-eligible enrollees: Persons 18 years of age or older (or 16 years and up for Pfizer vaccine only)**

**PIP Implementation Period: April 2021- ongoing**

**Project Phase: Final**

**Submission Dates:**

	Baseline	Interim	Final
Version 1	4/22/2021		2/10/2021
Version 2			



# MCO Contact Information

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## 1. Principal MCO Contact Person

[PERSON RESPONSIBLE FOR COMPLETING THIS REPORT AND WHO CAN BE CONTACTED FOR QUESTIONS]

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## 2. Additional Contact(s)

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**3. External Collaborators (if applicable):** Louisiana Department of Health  
Vaccination Strike Teams; Vaccine Providers; Office of Public Health



# Attestation

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**Plan Name:** Healthy Blue LA

**Title of Project:** COVID-19 Vaccine

*The undersigned approve this PIP and assure involvement in the PIP throughout the course of the project.*

Medical Director signature: *Cheryll Bowers-Stephens, MD, MBA*

Cheryll Bowers-Stephens, MD, MBA

Date: 12/10/2021

CEO signature: **C. Valentine-Theard, MD, MBA**

Christy Valentine, MD, MBA

Date: 12/10/2021

Quality Director signature: **Christin L. Cantavespri, MSHCM, CPHQ**

Christin Cantavespri

Date: 12/10/2021



# Updates to the PIP

**For Interim and Final Reports Only:** Report all changes in methodology and/or data collection from initial proposal submission in the table below.

[EXAMPLES INCLUDE: ADDED NEW INTERVENTIONS, ADDED A NEW SURVEY, CHANGE IN INDICATOR DEFINITION OR DATA COLLECTION, DEVIATED FROM HEDIS® SPECIFICATIONS, REDUCED SAMPLE SIZE(S)]

**Table 1: Updates to PIP**

Change	Date of change	Area of change	Brief Description of change
<b>Change 1</b>	6/1/2021	<input type="checkbox"/> Project Topic <input type="checkbox"/> Methodology <input checked="" type="checkbox"/> Barrier Analysis / Intervention <input type="checkbox"/> Other	Disparities analysis; collaboration with Hispanic clinic
<b>Change 2</b>	7/1/2021	<input type="checkbox"/> Project Topic <input checked="" type="checkbox"/> Methodology <input checked="" type="checkbox"/> Barrier Analysis / Intervention <input type="checkbox"/> Other	Ages 12-15 approved for vaccine; new initiatives developed for that population
<b>Change 3</b>		<input type="checkbox"/> Project Topic <input type="checkbox"/> Methodology <input type="checkbox"/> Barrier Analysis / Intervention <input type="checkbox"/> Other	
<b>Change 4</b>		<input type="checkbox"/> Project Topic <input type="checkbox"/> Methodology <input type="checkbox"/> Barrier Analysis / Intervention <input type="checkbox"/> Other	



# Abstract

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**For Final Report submission only. Do not exceed 1 page.**

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Provide a high-level summary of the PIP, including the project topic and rationale (include baseline and benchmark data), objectives, description of the methodology and interventions, results and major conclusions of the project, and next steps.

## **Project Topic:**

Healthy Blue initiated the PIP for ensuring access to the COVID-19 vaccine among Healthy Louisiana vaccine-eligible enrollees: Persons 18 years of age or older (or 16 years and up for Pfizer vaccine only), in April 2021. The goal was to implement interventions to enact change with this population and compare the baseline encounter/claims data to determine target rates for each measure.

## **Objectives:**

Healthy Blue's objective was to increase the number of Covid-19 vaccinations by:

- Direct member outreach with our case management (CM) team, community health workers (CHW), text campaigns, community events and various media campaigns regarding the need for the Covid-19 vaccination
- Provider engagement and participation in vaccination efforts
- Providers provided gap in care (GIC) reports for their attributed member population to assist with outreach efforts for vaccinations
- Develop community partnerships with provider clinics to provide Covid-19 vaccinations
- Use Healthy Blue mobile van to provide Covid-19 vaccinations in rural and underserved areas
- Ensure member transportation was available for members to attend vaccination events and visit providers to obtain the vaccine
- Connect Healthy Blue homebound population with provider to visit their home and provide the vaccine

## **Methodology and Interventions:**

Healthy Blue identified members who were eligible for the Covid-19 vaccine, initially only sixteen and older and later in the project, included ages twelve to fifteen. The plan also identified those member's who had not received the second vaccine to complete the vaccination series. The eligibility populations were stratified by race and disparity for outreach, case management engaged members for care coordination and referrals to providers to obtain the vaccine. Provider education on attributed members in need of the Covid-19 vaccine as well and assistance with coordinating them obtaining the vaccine for distribution. Mobile van initiatives were implemented to provide vaccinations to rural and at-risk populations. Community partnerships were formed to reach members where they work and live, to increase access to the vaccine.

## **Results and major conclusions of the project:**

The results for the performance indicators (PI) are as follows:

- Indicator 1: Receipt of COVID-19 vaccine:

Measure A: Receipt of at least one dose of COVID-19 vaccine: Target rate of 70% was not met; Final rate = 41.42% with a percentage point increase over baseline of 27.67 noted



Measure B: Receipt of a complete vaccine series: Target rate of 70% was not met; Final December 2021 rate = 35.58% with a percentage point increase over baseline of 28.65 noted

- Indicator 2: Racial/ethnic disparity in receipt of at least one dose of COVID-19 vaccine:

Measure A: White enrollees receiving at least one dose: Target rate of 70% was not met; Final December 2021 rate = 35.31% with a percentage point increase over baseline of 24.29 noted

Measure B: Black enrollees receiving at least one dose: Target rate of 70% was not met; Final December 2021 rate = 44.94% with a percentage point increase over baseline of 33.92 noted

Measure C: Hispanic/Latino enrollees receiving at least one dose: Target rate of 70% was not met; Final December 2021 rate = 37.76% with a percentage point increase over baseline of 27.11 noted

Measure D: Enrollees of other, missing, or unknown race/ethnicity receiving at least one dose: Target rate of 70% was not met; Final December 2021 rate = 49.77% with a percentage increase over baseline of 33.66 noted

- Indicator 3: Racial/ethnic disparity in receipt of a complete COVID-19 vaccine course:

Measure A: White enrollees receiving a complete COVID-19 vaccine course: Target rate of 70% was not met; Final December 2021 rate = 30.48% with a percentage increase over baseline of 25.14 noted

Measure B: Black enrollees receiving a complete COVID-19 vaccine course: Target rate of 70% was not met; Final December 2021 rate = 37.92% with a percentage increase over baseline of 32.58 noted

Measure C: Hispanic/Latino enrollees receiving a complete COVID-19 vaccine course: Target rate of 70% was not met; Final December 2021 rate = 32.0% with a percentage increase over baseline of 27.32 noted

Measure D: Enrollees of other, missing, or unknown race/ethnicity receiving a complete COVID-19 vaccine course: Target rate of 70% was not met; Final December 2021 rate = 44.87% with a percentage increase over baseline of 36.62 noted

- Indicator 4: Receipt of COVID-19 vaccine by children: 0-15

Measure A: Receipt of at least one dose of COVID-19 vaccine (12-15): Target rate of 70% was not met; Final December 2021 rate = 27.62% with a percentage increase over baseline of 16.54 noted

Measure B: Receipt of a complete vaccine series (12-15): Target rate of 70% was not met; Final December 2021 rate = 22.46% with a percentage increase over baseline of 15.99 noted

Measure C and D for ages 5-11: data first received in December 2021; no trends noted as of yet

The plan identified many barriers during the project. Members initially had access to the vaccine issues which led to the implementation of consistent transportation to vaccination sites and provider offices. Providers were



not able to obtain the vaccine and the plan assisted those through the application/dispersement process. Members who were homebound were unable to attend vaccination events so coordination of at-home vaccination efforts began in 2021. Children ages 12-15 were approved for vaccine in July 2021. Interventions began with the foster care members and will include group homes. Vaccination rates continued to increase month over month with coordinated efforts and community partnerships.

**Next Steps:**

Healthy Blue will continue initiatives and the develop expanded strategies with community partners to obtain and dispense the Covid-19 vaccine. Strategic initiatives focused on the pediatric population will continue and be developed for the largest area identified to increase vaccination rates. Provider and member feedback on barriers perceived in obtaining and dispensing the vaccine will be evaluated to develop targeted interventions. Member outreach and provider gap in care reports will continue in 2022.



# Project Topic

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To be completed upon Proposal submission. Do not exceed 2 pages.

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## Describe Project Topic and Rationale for Topic Selection

- **Describe how PIP Topic addresses your enrollee needs and why it is important to your enrollees:**  
Healthy Blue had identified specific demographics and regions who have contracted the Covid-19 virus and therefore would benefit from the Covid-19 vaccine. The plan had identified that females contracted the virus more than males by 26.4%; ages 18-35 were more affected and the Jefferson/Orleans parishes had the most cases within the state. Healthy Blue will develop targeted strategies for these demographics and regions with a focus on the identified barriers related to not obtaining the Covid-19 vaccine.
- **Describe vaccine eligibility:** The Louisiana Department of Health website (<https://ldh.la.gov/index.cfm/page/4137>, 2021) lists vaccine eligibility. Currently, all individuals age 16 or greater are eligible for COVID-19 vaccination. It is anticipated that eligibility will expand to younger members once a pediatric vaccine is approved.
- **Describe current research support for topic (e.g., clinical guidelines/standards):** The Advisory Committee on Immunization Practices (ACIP) issued interim recommendations on the use of available COVID-19 vaccines to prevent COVID-19 (Oliver et al., 2020b). The State of Louisiana COVID-19 Vaccination Playbook's rationale for prioritizing persons with these conditions is to protect the most vulnerable, and cites the current CDC guidelines (CDC, 2020). Effective Tuesday, March 9, 2021, the State of Louisiana expanded eligibility for COVID-19 vaccines to include people who have health conditions that may result in a higher risk of disease (<https://ldh.la.gov/index.cfm/page/4137>, 2021).



## **Aims, Objectives and Goals**

**Aim:** Ensure access to COVID-19 vaccination for Healthy Louisiana enrollees.

**Objective:**

- The key objective of this PIP is to facilitate COVID-19 vaccination of all eligible enrollees.

**Interventions:**

**A. Enrollee Interventions will be the focus of this PIP, as follows:**

1. Refer and facilitate making appointments for eligible enrollees engaged in case management to COVID-19 vaccination sites.
2. Refer and facilitate making appointments for eligible enrollees NOT engaged in case management to COVID-19 vaccination sites.
3. Educate and inform enrollees on vaccine merits, safety and accessibility with comprehensive and clear communication in accordance with the State of Louisiana communication plan for the COVID-19 vaccine [e.g., LDH COVID-19 website: [Louisiana Coronavirus COVID-19 | Department of Health | State of Louisiana \(la.gov\)](https://www.louisiana.gov/health/coronavirus) ].
4. Provide enrollees with second dose reminders for those overdue.

**B. Provider Interventions**

5. Distribute listings of COVID-19 vaccine-eligible enrollees, as well as listings of pharmacy vaccination sites and other LINK-enrolled providers, to PCPs.
6. Conduct training and education of providers, when necessary, using LINKS training videos and CDC/ACIP evidence-based guidance in collaboration with the Tri-Regional LINKS Outreach Coordinators.

**C. Collaborate with state and local partners**

7. Outreach to racial/ethnic minority enrollees. Utilize COVID-19 vaccination coverage reports generated in LINKS to track and monitor COVID-19 vaccination rates and to determine pockets of need (e.g., zip code and region level). Collaborate and coordinate with the Louisiana Department of Health Vaccination Strike Teams to vaccinate hard-to-reach target populations in Louisiana.
8. Collaborate with the Office of Public Health on vaccine education materials.



**Table 2: Goals**

Indicators	Baseline Rate <sup>2</sup> Measurement Period:	Target Rate <sup>3</sup>	Rationale for Target Rate <sup>4</sup>
<b>Indicator 1: Receipt of COVID-19 vaccine</b>			National goal set by the President of the US
<b>Measure A: Receipt of at least one dose of COVID-19 vaccine</b>	N: 30214 D: 219679 R: 13.75%	R: 70%	
<b>Measure B: Receipt of a complete vaccine series<sup>1</sup></b>	N: 15214 D: 219679 R: 6.93%	R: 70%	
<b>Indicator 2: Racial/ethnic disparity in receipt of at least one dose of COVID-19 vaccine:</b>			National goal set by the President of the US
<b>Measure A: White enrollees receiving at least one dose</b>	N: 5802 D: 52643 R: 11.02%	R: 70%	
<b>Measure B: Black enrollees receiving at least one dose</b>	N: 9020 D: 66408 R: 13.58%	R: 70%	
<b>Measure C: Hispanic/Latino enrollees receiving at least one dose</b>	N: 1589 D: 14926 R: 10.65%	R: 70%	
<b>Measure D: Enrollees of other, missing, or unknown race/ethnicity receiving at least one dose</b>	N: 13803 D: 85702 R: 16.11%	R: 70%	
<b>Indicator 3: Racial/ethnic disparity in receipt of a complete COVID-19 vaccine course<sup>1</sup>:</b>			National goal set by the President of the US
<b>Measure A: White enrollees receiving a complete COVID-19 vaccine course</b>	N: 2811 D: 52643 R: 5.34%	R: 70%	
<b>Measure B: Black enrollees receiving a complete COVID-19 vaccine course</b>	N: 4633 D: 66408 R: 6.98%	R: 70%	
<b>Measure C: Hispanic/Latino enrollees receiving a complete COVID-19 vaccine course</b>	N: 699 D: 14926 R: 4.68%	R: 70%	
	N: 7071	R: 70%	



Indicators	Baseline Rate <sup>2</sup> Measurement Period:	Target Rate <sup>3</sup>	Rationale for Target Rate <sup>4</sup>
<b>Measure D: Enrollees of other, missing, or unknown race/ethnicity receiving a complete COVID-19 vaccine course</b>	D: 85702 R: 8.25%		
<b>Indicator 4: Receipt of COVID-19 vaccine by children<sup>5</sup></b>	Initiated July 2021		National goal set by the President of the US
<b>Measure A: Receipt of at least one dose of COVID-19 vaccine</b>	N: 1970 D: 27,826 R: 7.08%	R: 70%	
<b>Measure B: Receipt of a complete vaccine series<sup>1</sup></b>	N: 1310 D: 27,826 R: 4.71%	R: 70%	

1. This refers to completion of a 2-dose series for 2-dose vaccines (e.g., Pfizer and Moderna) and receipt of one dose for vaccines only requiring one dose (e.g., Johnson and Johnson).
2. LDH to provide data.
3. Upon evaluation of progress, consideration should be given to improving the target rate, if it has been met or exceeded at that time.
4. Indicate the rationale, e.g., percentage point improvement based upon the strength of interventions.
5. This is a future indicator which will not be measured until a pediatric vaccine is authorized



# Methodology

To be completed upon Proposal submission.

**Table 3: Performance Indicators**

Indicator	Description	Data Source	Eligible Population	Exclusion Criteria	Numerator	Denominator
Indicator 1	Receipt of COVID-19 vaccine	<b>Numerator:</b> State immunization registry (LINKS) <b>Denominator:</b> Medicaid enrollment data	All Medicaid enrollees, age 16+	---	Measure A: Persons who received at least one vaccine dose  Measure B: Persons who received a complete vaccine course <sup>1</sup>	All Medicaid enrollees, age 16+
Indicator 2	Indicator 2: Racial/ethnic disparity in receipt of at least one dose of COVID-19 vaccine:  Measure A: White enrollees receiving at least one dose  Measure B: Black enrollees receiving at least one dose  Measure C: Hispanic/Latino enrollees receiving at least one dose  Measure D: Enrollees of other, missing, or unknown race/ethnicity receiving at least one dose	<b>Numerator:</b> State immunization registry (LINKS) <b>Denominator:</b> Medicaid enrollment data	All Medicaid enrollees, stratified by race/ethnicity, age 16+	--	Persons who received at least one vaccine dose	Eligible individuals as listed in LDH Report
Indicator 3	Indicator 3: Racial/ethnic disparity in receipt of a complete COVID-19 vaccine course <sup>1</sup> :  Measure A: White enrollees receiving a complete COVID-19 vaccine course	<b>Numerator:</b> State immunization registry (LINKS) <b>Denominator:</b> Medicaid enrollment data	All Medicaid enrollees, stratified by race/ethnicity, age 16+	--	Persons who received a complete COVID-19 vaccine course <sup>1</sup>	All Medicaid enrollees



Indicator	Description	Data Source	Eligible Population	Exclusion Criteria	Numerator	Denominator
	<p>Measure B: Black enrollees receiving of a complete COVID-19 vaccine course</p> <p>Measure C: Hispanic/Latino enrollees receiving a complete COVID-19 vaccine course</p> <p>Measure D: Enrollees of other, missing, or unknown race/ethnicity receiving a complete COVID-19 vaccine course</p>					
<b>Indicator 4</b>	Receipt of COVID-19 vaccine by children <sup>2</sup>	<p><b>Numerator:</b> State immunization registry (LINKS)</p> <p><b>Denominator:</b> Medicaid enrollment data</p>	All Medicaid enrollees, age 0-15	---	<p>Measure A: Persons who received at least one vaccine dose</p> <p>Measure B: Persons who received a complete vaccine series<sup>1</sup></p>	All Medicaid enrollees, age 0 to 15
<p><sup>1</sup>This refers to completion of a 2-dose series for 2-dose vaccines (e.g., Pfizer and Moderna) and receipt of one dose for vaccines only requiring one dose (e.g., Johnson and Johnson).</p> <p><sup>2</sup>This is a future indicator which will not be measured until a pediatric vaccine is authorized</p>						



## Data Collection and Analysis Procedures

Is the entire eligible population being targeted by PIP interventions? If not, why?

### Sampling Procedures

- **Describe sampling methodology:** University Louisiana of Monroe (ULM) will provide data related to Covid-19 vaccination rates for those members who have had at least one vaccination and those who completed the vaccination series and stratify by race and ethnicity. Weekly member detail reports will be sent by LDH to the plan for those who are eligible for the vaccine (age 16 and older) and those who only received one vaccine. Healthy Blue will analyze the gap in care reports when developing interventions.

### Data Collection

- **Describe data collection:**  
Vaccination data will be collected and distributed by LDH and ULM to the plan weekly as well as monthly/quarterly breakdown data by race and ethnicity. Intervention data will be collected monthly for evaluation on effectiveness of interventions.

### Validity and Reliability

- **Describe validity and reliability:** Data validation issues occur based on the consistency of providers to capture full and complete member demographics/insurance information upfront and their ability to accurately use the LINKs system for data recording.

### Data Analysis

- **Describe data analysis procedures:**  
Once data is obtained, it is analyzed and compared to the goals set forth for each performance measure. Performance Indicator data is reviewed by Quality, Marketing, Provider relations, Case Management and the Leadership teams to collectively seek out the best areas of impact to improve Covid-19 vaccination rates. Additionally, the data is trended and compared to prior results for identification of opportunities of improvement. The data is stratified by region and member demographics to identify opportunities for targeted interventions to address specific performance measures.
- **Describe how plan will interpret improvement relative to goal:**  
Data is continuously monitored, at minimum, on a monthly basis to determine if metrics are on target or at risk to meeting goals. Data is benchmarked using similar studies and compared to previous results each month/quarter. Additionally, data deep dives may be required to determine a subset of population trends as related to regional prevalence, member disparities and/or access to care barriers. Healthy Blue will identify potential areas of initial target as related to low vaccination rates.
- **Describe how plan will monitor ITMs for ongoing QI:**  
Healthy Blue will complete evaluations of data monthly for oversight of measuring interventions to impact overall goals. Additionally, a barrier analysis along with an analysis of reoccurring member concerns such as transportation and other barriers to care, will be used to identify appropriate interventions in developing goals during the project. The plan will obtain feedback from providers during educational sessions and providing gap in care reports, to help determine barriers and develop interventions to assist with increasing vaccination rates. These exercises will assist in the monitoring of interventions, developing new interventions or the realignment of existing interventions as needed.

## PIP Timeline

*Start Date: April 9, 2021*

Baseline Measurement Period: COVID-19 Vaccine Report as of 3/25/21



PIP Interventions (New or Enhanced) Initiated: 4/9/2021

Submission of Baseline Report Due: 5/7/2021

Submission of Final Report Due: 12/31/2021



# Barrier Analysis, Interventions, and Monitoring

To be completed upon Proposal submission (to be updated for baseline, interim and final reports).

**Table 4: Alignment of Barriers, Interventions and Tracking Measures**

Barrier 1: Enrollees need help with accessing COVID-19 vaccine.		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9
<b>Intervention to address barrier 1:</b> 1a. Develop and implement COVID-19 vaccination outreach to enrollees engaged in case management.  <b>Planned Start Date: 5/1/2021</b> <b>Actual Start Date: 5/15/2021</b>	<b>Intervention tracking measure 1a:</b> <i>Percentage of enrollees age 16+ who are engaged in CM and had an appointment made for COVID-19 vaccination</i>  <b>N:</b> # enrollees with referral/appointments made at any vaccine provider <b>D:</b> # enrollees otherwise engaged in case management	May N: 39 D: 1085 R: 3.60%	June N: 14 D: 503 R: 2.78%	July (count of D = cumulative) N: 527 D: 3054 R: 17.25%	August N: 481 D: 3060 R: 15.71%	Sept N: 410 D: 2731 R: 15.01%	Oct N: 309 D: 2455 R: 12.59%	Nov N: 193 D: 3729 R: 5.18%	Dec N: 283 D: 2066 R: 13.69%	N: D: R:
<b>Intervention to address barrier 1:</b> 1b. Develop and implement COVID-19 vaccination outreach to enrollees not engaged in case management.  <b>Planned Start Date: 5/1/2021</b> <b>Actual Start Date: 5/15/2021</b>	<b>Intervention tracking measure 1b:</b> <i>Percentage of enrollees age 16+ who are NOT engaged in CM and had an appointment made for COVID-19 vaccination</i>  <b>N:</b> # enrollees with appointments made at any vaccine provider <b>D:</b> # enrollees NOT engaged in case management	May N: 8056 D: 159,744 R: 5.04%	June N: 239 D: 220,784 R: 0.10%	July N: 393 D: 159,453 R: 0.11%	August N: 2519 D: 143,384 R: 1.75%	Sept N: 497 D: 140,644 R: 0.35%	Oct N: 803 D: 137,764 R: 0.58%	Nov N: 740 D: 133451 R: 0.55%	Dec N: 1120 D: 120767 R: 0.93%	N: D: R:
Barrier 2: The large volume of eligible enrollees poses a challenge to enrollee reach via CM outreach alone.		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9



<b>Intervention to address barrier 2:</b> 2. Distribute eligible enrollee lists and vaccination site lists to PCPs and facilitate referrals as needed.  <b>Planned Start Date: 5/1/2021</b> <b>Actual Start Date: 6/1/2021</b>	<b>Intervention tracking measure 2:</b> <i>Percentage of enrollees age 16+ where PCPs were provided with their eligible patient list and list of vaccine providers</i>  <i>N: # enrollees whose PCP was provided list of eligible patients</i> <i>D: # members associated to provider outreach for education and GIC reports</i>	June N: 26 D: 176 R: 14.77%	July N: 22 D: 491 R: 4.48%	August N: 39 D: 568 R: 6.86%	Sept N: 28 D: 434 R: 6.45%	Oct N: 39 D: 568 R: 6.86%	Nov N: 106 D: 1401 R: 7.56%	Dec N: 32 D: 245 R: 13.06%	N: D: R:	N: D: R:
<b>Barrier 3: Enrollees may need reminders for the second dose in a 2-dose series</b>		<b>Month 1</b>	<b>Month 2</b>	<b>Month 3</b>	<b>Month 4</b>	<b>Month 5</b>	<b>Month 6</b>	<b>Month 7</b>	<b>Month 8</b>	<b>Month 9</b>
<b>Intervention to address barrier 3:</b> 3. Member calls initiated to those who have not completed the vaccination series (not received second dose)  <b>Planned Start Date: 5/30/2021</b> <b>Actual Start Date: 6/1/2021</b> <b>End Date (if applicable):</b>	<b>Intervention tracking measure 3:</b> <i>N: # of members who were contacted and assisted to receive vaccine</i> <i>D: # of members identified as not receiving the second dose of the Covid vaccine (member lists)</i>	June N: 225 D: 3181 R: 7.07%	July N: 121 D: 3614 R: 3.34%	August N: 228 D: 3924 R: 5.81%	Sept N: 270 D: 10278 R: 2.62%	Oct N: 207 D: 9970 R: 2.07%	Nov N: 117 D: 10870 R: 1.07%	Dec N: 125 D: 10630 R: 1.18%	N: D: R:	N: D: R:
<b>Barrier 4: There may be disparities in receipt of COVID-19 vaccines</b>		<b>Month 1</b>	<b>Month 2</b>	<b>Month 3</b>	<b>Month 4</b>	<b>Month 5</b>	<b>Month 6</b>	<b>Month 7</b>	<b>Month 8</b>	<b>Month 9</b>
<b>Intervention to address barrier:</b> 4. Targeted outreach efforts with members identified as susceptible populations. Partner with Mendoza Clinic	<i>N: # of Mendoza members scheduled for vaccine</i> <i>D: # of Mendoza members eligible for vaccine</i>	July N: 21 D: 700 R: 0.30%	August N: 30 D: 700 R: 4.28%	Sept N: 71 D: 700 R: 10.14%	Oct N: 111 D: 700 R: 15.85%	NA	NA	NA	NA	NA



Planned Start Date: 6/1/2021 Actual Start Date: 6/30/2021 End Date: 10/31/2021										
<b>Barrier 5: Enrollees may have difficulties with transportation or be homebound</b>		<b>Month 1</b>	<b>Month 2</b>	<b>Month 3</b>	<b>Month 4</b>	<b>Month 5</b>	<b>Month 6</b>	<b>Month 7</b>	<b>Month 8</b>	<b>Month 9</b>
<b>Intervention to address barrier:</b> 5. Members with transportation issues will be transported to vaccination locations as needed  <b>Planned Start Date:</b> 4/30/2021 <b>Actual Start Date:</b> 5/1/2021 <b>End Date (if applicable):</b>  5b. Members are provided access to vaccine via National Guard <b>Planned Start Date:</b> 7/1/2021 <b>Actual Start Date:</b> 8/1/2021 <b>End Date (if applicable):</b>	<b>Intervention tracking measure 5a:</b>  <b>N: # of members transported to Covid-19 vaccination site</b> <b>D: # eligible individuals</b>	May N: 34 D: 160,829 R: 0.02%	June N: 95 D: 221,287 R: 0.04%	July N: 104 D: 223,839 R: .046%	August N: 111 D: 227,531 R: 0.048%	Sept N: 46 D: 229,089 R: 0.020%	Oct N: 56 D: 230,281 R: 0.024%	Nov N: 45 D: 232,718 R: 0.019%	Dec N: 23 D: 18634 R: 0.123%	N: D: R:
	<b>Intervention tracking measure 5b:</b>  <b>N: # members referred/appointments made at any vaccine provider</b> <b>D: # homebound members eligible for vaccine</b>	AUG N: 19 D: 1368 R: 1.38%	SEPT N: 32 D: 1368 R: 2.33%	OCT N: 111 D: 1368 R: 8.11%	NOV N: 218 D: 1368 R: 15.93%	DEC N: 275 D: 1368 R: 20.10%	N: D: R:	N: D: R:	N: D: R:	N: D: R:
<b>Barrier 6: Enrollees ages 12-15, need help with accessing COVID-19 vaccine.</b>		<b>Month 1</b>	<b>Month 2</b>	<b>Month 3</b>	<b>Month 4</b>	<b>Month 5</b>	<b>Month 6</b>	<b>Month 7</b>	<b>Month 8</b>	<b>Month 9</b>
<b>Intervention to address barrier:</b> 6a. Develop and implement COVID-19 vaccination outreach to enrollees ages 12-15, engaged in case management.  N: # Foster care member referred/appointments made at any vaccine provider D: # Foster care members otherwise engaged in case management  <b>Planned Start Date:</b> 7/1/2021 <b>Actual Start Date:</b> 8/1/2021 <b>End Date (if applicable):</b>		AUG N: 1 D: 44 R: 2.27%	SEPT N: 14 D: 53 R: 32.07%	OCT N: 17 D: 36 R: 47.22%	NOV N: 47 D: 64 R: 73.43%	DEC N: 40 D: 46 R: 86.96%				



N: # member appts/referrals made for vaccine D: # members associated to Pediatricians outreach for education and GIC reports  <b>Planned Start Date: 7/1/2021</b> <b>Actual Start Date: 8/1/2021</b>	AUG N: 16 D:284 R:5.63 %	SEPT N:14 D:217 R:6.45 %	OCT N:21 D:173 R:12.13 %	NOV N: 26 D: 217 R: 11.98%	DEC N:56 D:462 R:12.12 %				
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# Results

**To be completed upon Baseline, Interim and Final Report submissions.** The results section should present project findings related to performance indicators. ***Do not*** interpret the results in this section.

**Table 5: Results**

Indicator	Description	April 2021	May 2021	June 2021	July 2021	August 2021	September 2021	October 2021	November 2021	December 16,2021	Target
<b>Indicator 1</b>	Measure A: Persons who received at least one vaccine dose	N: 30214 D: 219679 R: 13.75%	N: 44920 D: 219916 R: 20.43%	N: 54839 D: 223028 R: 24.59%	N: 62719 D: 225559 R: 27.81%	N:70697 D: 225978 R: 31.28%	N: 84737 D: 229089 R: 36.99%	N:89106 D: 230281 R: 38.69%	N: 94168 D: 232718 R: 40.46%	N: 96534 D: 233077 R: 41.42%	<b>70%</b>
	Measure B: Persons who received a complete vaccine course	N: 15214 D: 219679 R: 6.93%	N: 36300 D: 219916 R: 16.51%	N: 48387 D: 223028 R: 21.70%	N: 54173 D: 225559 D: 24.02%	N: 56668 D: 225978 R: 25.08%	N: 71598 D: 229089 R: 28.06%	N: 76460 D: 230281 R: 33.20%	N: 81099 D: 232718 R: 34.85%	N: 82924 D: 233077 R: 35.58%	
<b>Indicator 2</b>	Racial/ethnic disparity in receipt of at least one dose of COVID-19 vaccine										<b>70%</b>
	Measure A: Difference between the percentage of	N: 5802 D:52643 R: 11.02%	N: 14501 D: 71528 R: 20.27%	N:19106 D: 77675 R: 24.60%	N: 23579 D: 83328 R: 28.30%	N: 26957 D: 83423 R: 32.31%	N: 32787 D: 84187 R: 38.95%	N: 34786 D: 84511 R: 41.16%	N: 42144 D: 96353 R: 43.74%	N: 43309 D: 96378 R: 44.94%	



Indicator	Description	April 2021	May 2021	June 2021	July 2021	August 2021	September 2021	October 2021	November 2021	December 16,2021	Target
	<p>eligible White and Black individuals receiving at least one dose</p> <p>Measure B: Difference between the percentage of eligible White and Hispanic/Latino individuals receiving at least one dose</p> <p>Measure C: Difference between the percentage of eligible White and those of Other, Unknown, or Missing race/ethnicity receiving at least one dose</p>	<p>N: 1589 D: 14926 R: 10.65%</p> <p>N: 13803 D: 85702 R: 16.11%</p>	<p>N: 2819 D: 16613 R: 16.97%</p> <p>N:18204 D:74323 R: 24.49%</p>	<p>N: 3966 D: 18655 R: 21.26%</p> <p>N: 19433 D: 63401 R: 30.65%</p>	<p>N: 5157 D: 21283 R: 24.23%</p> <p>N: 19035 D: 52969 R: 35.94%</p>	<p>N: 5936 D: 21410 R: 27.73%</p> <p>N: 20688 D: 53031 R: 39.01%</p>	<p>N: 7418 D: 22186 R: 33.44%</p> <p>N: 23743 D: 53770 R: 44.16%</p>	<p>N: 7898 D: 22506 R:35.09%</p> <p>N: 24604 D: 53952 R:45.60%</p>	<p>N: 8458 D: 23002 R: 36.77%</p> <p>N: 14718 D: 30130 R:48.85%</p>	<p>N: 8729 D: 23117 R: 37.76%</p> <p>N: 15101 D: 30339 R: 49.77%</p>	
<b>Indicator 3</b>	<p>Racial/ethnic disparity in receipt of a complete COVID-19 vaccine series<sup>1</sup></p> <p>Measure A: Difference between the</p>	<p>N: 2811 D: 52643 R: 5.34%</p>	<p>N: 11537 D: 71528 R: 16.13%</p>	<p>N: 16663 D: 77675 R: 21.45%</p>	<p>N: 19961 D: 83328 R: 23.95%</p>	<p>N: 21008 D: 83423 R: 25.18%</p>	<p>N: 27101 D: 84187 R: 32.19%</p>	<p>N: 29252 D: 84511 R: 34.61%</p>	<p>N: 35664 D: 96353 R: 37.01%</p>	<p>N: 36545 D: 96378 R: 37.92%</p>	<b>70%</b>



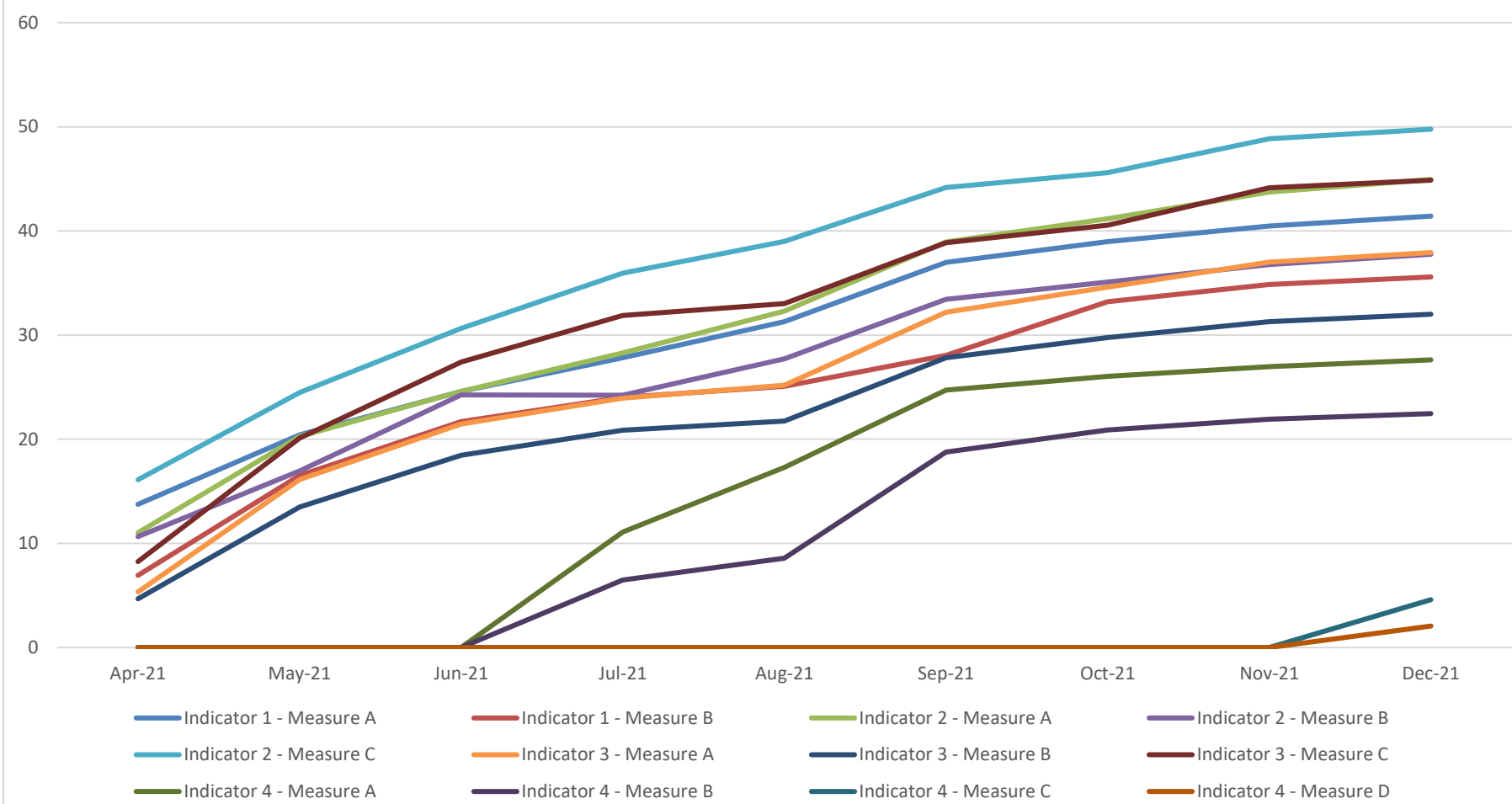
Indicator	Description	April 2021	May 2021	June 2021	July 2021	August 2021	September 2021	October 2021	November 2021	December 16,2021	Target
	percentage of eligible White and Black individuals receiving a complete vaccine series  Measure B: Difference between the percentage of eligible White and Hispanic/Latino individuals receiving a complete vaccine series  Measure C: Difference between the percentage of eligible White and those of Other, Unknown, or Missing race/ethnicity receiving a complete vaccine series	N: 699 D: 14926 R: 4.68%	N: 2241 D: 16613 R: 13.49%	N: 3444 D: 18655 R: 18.46%	N: 4440 D: 21283 R: 20.86%	N: 4657 D: 21410 R: 21.75%	N: 6174 D: 22186 R: 27.83%	N: 6700 D: 22506 R: 29.77%	N: 7196 D: 23002 R: 31.28%	N: 7397 D: 23117 R: 32.00%	
		N: 7071 D: 85702 R: 8.25%	N: 14943 D: 74323 R: 20.11%	N: 17378 D: 63401 R: 27.41%	N: 16890 D: 52969 R: 31.89%	N: 17512 D: 53031 R: 33.02%	N: 20899 D: 53770 R: 38.87%	N: 21844 D: 53952 R: 40.49%	N: 13299 D: 30130 R: 44.14%	N: 13613 D: 30339 R: 44.87%	
Indicator 4 <sup>2</sup>	Measure A: Children (12-15) who received at least one vaccine dose	N/A	N/A	N/A	N: 3098 D: 27962 R: 11.08%  N: 1810	N: 4848 D: 28023 R: 17.30%  N: 2401	N: 6992 D: 28289 R: 24.72%  N: 5307	N: 7386 D: 28348 R: 26.05%  N: 5919	N: 7688 D: 28500 R: 26.98%  N: 6250 D: 28500	N: 7876 D: 28520 R: 27.62%  N: 6406 D: 28520	70%



Indicator	Description	April 2021	May 2021	June 2021	July 2021	August 2021	September 2021	October 2021	November 2021	December 16,2021	Target
	Measure B: Children (12-15) who received a complete vaccine series				D: 27962 R: 6.47%	D: 28023 R: 8.57%	D: 28289 R: 18.76%	D: 28348 R: 20.88%	R: 21.93%	R: 22.46%	
	Measure C: Children (5-11) who received at least one vaccine dose				N/A	N/A	N/A	N/A	N/A	N: 2333 D: 50870 R: 4.59%	
	Measure D: Children (5-11) who received a complete vaccine series									N: 1048 D: 50870 R: 2.06%	
<sup>1</sup> This refers to completion of a 2-dose series for 2-dose vaccines (e.g., Pfizer and Moderna) and receipt of one dose for vaccines only requiring one dose (e.g., Johnson and Johnson). <sup>2</sup> This is a future indicator which will not be measured until a pediatric vaccine is authorized.											



COVID-19 Vaccine PIP Performance Indicators 2021





# Discussion

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**To be completed upon Interim and Final Report submissions.** The discussion section is for explanation and interpretation of the results. In the Final Report Discussion, revise the Interim Discussion so that the Final Discussion Section represents one comprehensive and integrated interpretation of results, rather than a separate add-on to the Interim discussion.

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## Discussion of Results

### **Interpret the performance indicator rates for each measurement period:**

The results for the Performance Indicators (PI) are as follows:

- Indicator 1: Measure A: Persons who received at least one vaccine dose: Increased 27.67 percentage points from baseline. Target rate of 70% was not met.
- Indicator 1: Measure B: Persons who received a complete vaccine course: Increased 28.65 percentage points from baseline. Target rate of 70% was not met.
- Indicator 2: Racial/ethnic disparity in receipt of at least one dose of COVID-19 vaccine:
  - Measure A: Difference between the percentage of eligible White and Black individuals receiving at least one dose: Increased 33.92 percentage points from baseline. Target rate of 70% was not met.
  - Measure B: Difference between the percentage of eligible White and Hispanic/Latino individuals receiving at least one dose: Increased 27.11 percentage points from baseline. Target rate of 70% was not met.
  - Measure C: Difference between the percentage of eligible White and those of Other, Unknown, or Missing race/ethnicity receiving at least one dose: Increased 33.66 percentage points from baseline. Target rate of 70% was not met.
- Indicator 3: Racial/ethnic disparity in receipt of a complete COVID-19 vaccine series:
  - Measure A: Difference between the percentage of eligible White and Black individuals receiving a complete vaccine series: Increased 32.58 percentage points from baseline. Target rate of 70% was not met.
  - Measure B: Difference between the percentage of eligible White and Hispanic/Latino individuals receiving a complete vaccine series: Increased 27.32 percentage points from baseline. Target rate of 70% was not met.
  - Measure C: Difference between the percentage of eligible White and those of Other, Unknown, or Missing race/ethnicity receiving a complete vaccine series: Increased 36.62 percentage points from baseline. Target rate of 70% was not met.



- Indicator 4 : Measure A: Children (12-15) who received at least one vaccine dose: Increased 16.54 percentage points from baseline. Target rate of 70% was not met.
- Indicator 4 : Measure B: Children (12-15) who received a complete vaccine series: Increased 15.99 percentage points from baseline. Target rate of 70% was not met.
- Measure C and D: (5-11) initial data provided in December 2021; no trends identified

The interpretation and analysis of the performance indicator rates for 2021 showed a month over month improvement in all measures. Healthy Blue did not meet the target rate of 70% for any of the indicators. Pediatric (ages 12-15) rates and data began in July 2021 with month over month improvement for the measure noted. Pediatric rates/data for the 5-11 population started in December 2021.

### **Explain and interpret the results by reviewing the degree to which objectives and goals were achieved.**

Healthy Blue's interventions implemented in 2021 helped meet the objectives and goals for this PIP. The intervention of increasing provider awareness and education on the availability of the covid vaccine led to positive outcomes. All performance indicators increased over 26 percentage points for adults 16 and older while children ages 12-15 increased over 15 percentage points. Interventions that impacted the rates the most were noted as those with member outreach via text campaigns and attendance with community events. These interventions showed rate increases month over month.

### **What factors were associated with success or failure?**

Barriers related to Covid-19 infection rates increasing and hurricanes created access to care issues for receiving the vaccine. Case management outreach and engagement for members did not impact the vaccination rates. CM rates varied from 2.75 to 15.78% during the project where outreach of members not enrolled in CM and contacted via the plans call center and text campaigns, showed significant rate improvements. Community clinic partnerships showed a 15.55% increase, homebound vaccination campaign showed a 14.55% increase and the foster children initiative showed a 71.16% increase.

## **Limitations**

As in any population health study, there are study design limitations for a PIP. Address the limitations of your project design, i.e., challenges identified when conducting the PIP (e.g., accuracy of administrative measures that are specified using diagnosis or procedure codes are limited to the extent that providers and coders enter the correct codes; accuracy of hybrid measures specified using chart review findings are limited to the extent that documentation addresses all services provided).

- **Were there any factors that may pose a threat to the internal validity the findings?**  
Weekly eligibility file analysis delayed implementation efforts due to overlap and need for scrubbing the data before being useful.
- **Were there any threats to the external validity the findings?**  
Data received weekly from ULM had to be validated and analyzed weekly which delayed interventions effectiveness and ability to enact changes for targeted populations efficiently. Initially, the plan did not have all of the current vaccine data needed to develop appropriate interventions ongoing.
- **Describe any data collection challenges.**



Manual weekly/monthly data collection for interventions was cumbersome and led to delays in evaluating effectiveness in efforts.



# Next Steps

**This section is completed for the Final Report.** For each intervention, summarize lessons learned, system-level changes made and/or planned, and outline next steps for ongoing improvement beyond the PIP timeframe.

**Table 6: Next Steps**

Description of Intervention	Lessons Learned	System-Level Changes Made and/or Planned	Next Steps
<b>Intervention tracking measure 1a:</b> <i>Percentage of enrollees age 16+ who are engaged in CM and had an appointment made for COVID-19 vaccination</i>	Difficult to track and measure appointments made to completed vaccine series; members resistant to vaccines; providers not able to administer vaccine in office setting	Plan developed manual processes to track member outreach and referrals; provided member education using motivational interviewing techniques; plan assisted providers in obtaining vaccine	Continue to educate members contacted/enrolled in CM with need for vaccine and how to obtain
<b>Intervention tracking measure 1b:</b> <i>Percentage of enrollees age 16+ who are NOT engaged in CM and had an appointment made for COVID-19 vaccination</i>	Difficult to track and measure appointments made to completed vaccine series; members resistant to vaccines; providers not able to administer vaccine in office setting	Plan developed manual processes to track member outreach and referrals; provided member education using motivational interviewing techniques; plan assisted providers in obtaining vaccine	Continue to educate members contacted/enrolled in CM with need for vaccine and how to obtain
<b>Intervention tracking measure 2:</b> <i>Percentage of enrollees age 16+ where PCPs were provided with their eligible patient list and list of vaccine providers</i>	Difficult to track and measure appointments made to completed vaccine series; members resistant to vaccines; providers not able to administer vaccine in office setting	Gap in Care (GIC) reports provided providers monthly for those eligible members	Continue to provide GIC reports for providers and assist with them obtaining the vaccine
<b>Intervention tracking measure 3:</b> <i>Member calls initiated to those who have not completed the vaccination series (not received second dose)</i>	Difficult to track and measure appointments made to completed vaccine series; members resistant to second dose or stated already completed series;	Plan developed manual processes to track member outreach and referrals; provided member education using motivational interviewing techniques	Continue to outreach members who have not completed the vaccine by CHW and/or CM, and text campaigns
<b>Intervention tracking measure 4:</b> <i>Targeted outreach efforts with members identified as susceptible populations. Partnered with Mendoza Clinic (Hispanic clinic)</i>	Difficult to track and measure appointments made to completed vaccine series; members resistant to vaccines; providers not able to administer vaccine in office setting	Plan developed manual processes to track member outreach and referrals; provided member education using motivational interviewing techniques; plan assisted providers in obtaining vaccine; partnered with clinic for wellness day for vaccine admin.	Partner with other clinics to provide access to the vaccine and host community vaccination events



<b>Intervention tracking measure 5a:</b> <i>Members with transportation issues will be transported to vaccination locations as needed</i>	Transportation vendor began tracking Covid-19 vaccine transportation needs of population	Plan was able to track members who required transportation to receive the vaccine	Continue to provide transportation for members with transportation issues
<b>Intervention tracking measure 5b:</b> <i>Members who were homebound were unable to receive the vaccine</i>	Homebound members were offered home services to receive the vaccine	The plan partnered with the National Guard to schedule an appointment to receive the vaccine at home	Continue to provide opportunities for members to receive vaccine at home
<b>Intervention tracking measure 6a:</b> <i>Develop and implement COVID-19 vaccination outreach to enrollees ages 12-15, engaged in case management.</i>	Foster care and group home members were determined as first group to target for vaccines	Plan developed a foster care membership for targeted outreach efforts; Group home collaboration efforts are in progress	Continue to provide vaccine for foster care members and collaborate with group homes to provide vaccine.



# References

*Include a list of references for any sources of information used to formulate the project.*

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Oliver SE, Gargano JW, Marin M, Wallace M, Curran KG, Chamberland M, et al. The Advisory Committee on Immunization Practices' Interim Recommendation for Use of Moderna COVID-19 Vaccine---United States, December 2020. Morbidity and Mortality Weekly Report, US Department of Health and Human Services/Centers for Disease Control and Prevention, December 20, 2020a; 69: 1922-1924 [early release].

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# Glossary of PIP Terms

**Table 7: PIP Terms**

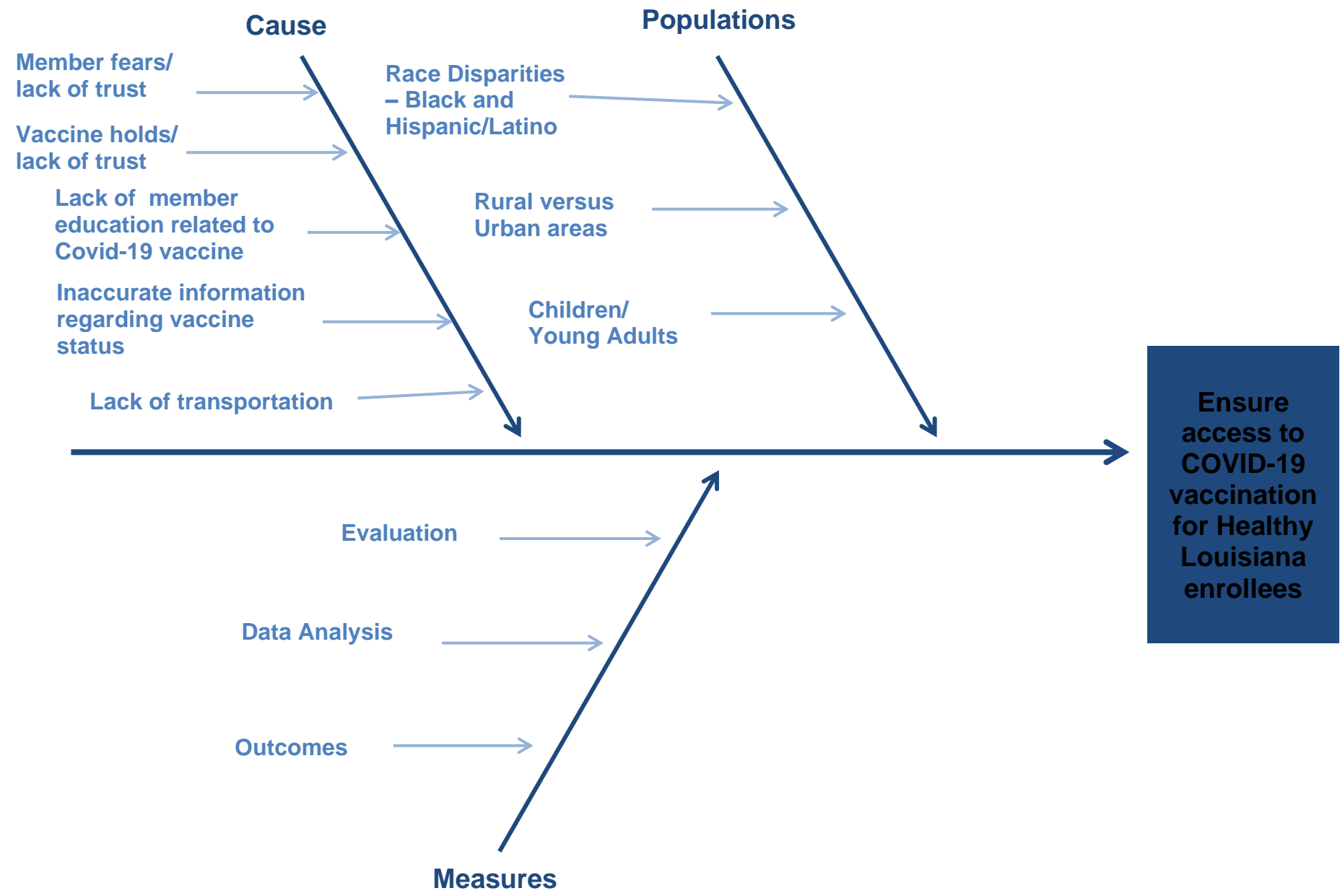
PIP Term	Also Known as...	Purpose	Definition
<b>Aim</b>	<ul style="list-style-type: none"> <li>• Purpose</li> </ul>	To state what the MCO is trying to accomplish by implementing their PIP.	An aim clearly articulates the goal or objective of the work being performed for the PIP. It describes the desired outcome. The Aim answers the questions “How much improvement, to what, for whom, and by when?”
<b>Barrier</b>	<ul style="list-style-type: none"> <li>• Obstacle</li> <li>• Hurdle</li> <li>• Road block</li> </ul>	To inform meaningful and specific intervention development addressing enrollees, providers, and MCO staff.	<p>Barriers are obstacles that need to be overcome in order for the MCO to be successful in reaching the PIP Aim or target goals. The root cause (s) of barriers should be identified so that interventions can be developed to overcome these barriers and produce improvement for enrollees/providers/MCOs.</p> <p>A barrier analysis should include analyses of both quantitative (e.g., MCO claims data) and qualitative (such as surveys, access and availability data or focus groups and interviews) data as well as a review of published literature where appropriate to root out the issues preventing implementation of interventions.</p>
<b>Baseline rate</b>	<ul style="list-style-type: none"> <li>• Starting point</li> </ul>	To evaluate the MCO's performance in the year prior to implementation of the PIP.	The baseline rate refers to the rate of performance of a given indicator in the year prior to PIP implementation. The baseline rate must be measured for the period before PIP interventions begin.
<b>Benchmark rate</b>	<ul style="list-style-type: none"> <li>• Standard</li> <li>• Gauge</li> </ul>	To establish a comparison standard against which the MCO can evaluate its own performance.	The benchmark rate refers to a standard that the MCO aims to meet or exceed during the PIP period. For example, this rate can be obtained from the statewide average, or Quality Compass.
<b>Goal</b>	<ul style="list-style-type: none"> <li>• Target</li> <li>• Aspiration</li> </ul>	To establish a desired level of performance.	A goal is a measurable target that is realistic relative to baseline performance, yet ambitious, and that is directly tied to the PIP aim and objectives.
<b>Intervention tracking measure</b>	<ul style="list-style-type: none"> <li>• Process Measure</li> </ul>	To gauge the effectiveness of interventions (on a quarterly or monthly basis).	Intervention tracking measures are monthly or quarterly measures of the success of, or barriers to, each intervention, and are used to show where changes in PIP interventions might be necessary to improve success rates on an ongoing basis.



PIP Term	Also Known as...	Purpose	Definition
<b>Limitation</b>	<ul style="list-style-type: none"> <li>• Challenges</li> <li>• Constraints</li> <li>• Problems</li> </ul>	To reveal challenges faced by the MCO, and the MCO's ability to conduct a valid PIP.	Limitations are challenges encountered by the MCO when conducting the PIP that might impact the validity of results. Examples include difficulty collecting/ analyzing data, or lack of resources / insufficient nurses for chart abstraction.
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>• Indicator</li> <li>• Performance Measure (terminology used in HEDIS)</li> <li>• Outcome measure</li> </ul>	To measure or gauge health care performance improvement (on a yearly basis).	Performance indicators evaluate the success of a PIP annually. They are a valid and measurable gauge, for example, of improvement in health care status, delivery processes, or access.
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Intention</li> </ul>	To state how the MCO intends to accomplish their aim.	Objectives describe the intervention approaches the MCO plans to implement in order to reach its goal(s).



# Appendix A: Fishbone (Cause and Effect) Diagram- OPTIONAL





## Appendix B: Priority Matrix- OPTIONAL

Which of the Root Causes Are . . .	Very Important	Less Important
Very Feasible to Address		
Less Feasible to Address		



## Appendix C: Strengths, Weaknesses, Opportunities, and Threats (SWOT) Diagram- OPTIONAL

	Positives	Negatives
INTERNAL under your control	<p><i>build on</i> <b>STRENGTHS</b></p> <p><i>Examples:</i></p> <input type="checkbox"/>	<p><i>minimize</i> <b>WEAKNESSES</b></p> <p><i>Examples:</i></p> <input type="checkbox"/>
EXTERNAL not under your control, but can impact your work	<p><i>pursue</i> <b>OPPORTUNITIES</b></p> <p><i>Examples:</i></p> <input type="checkbox"/>	<p><i>protect from</i> <b>THREATS</b></p> <p><i>Examples:</i></p> <input type="checkbox"/>



Appendix D: Driver Diagram- OPTIONAL

AIM	PRIMARY DRIVERS	SECONDARY DRIVERS	INTERVENTIONS
<div></div>	<div></div>		
	<div></div>		
	<div></div>		



## Appendix E: Plan-Do-Study-Act Worksheet- OPTIONAL

	Pilot Testing	Measurement #1	Measurement #2
<b>Intervention #1:</b>			
<b>Plan:</b> Document the plan for conducting the intervention.	•	•	•
<b>Do:</b> Document implementation of the intervention.	•	•	•
<b>Study:</b> Document what you learned from the study of your work to this point, including impact on secondary drivers.	•	•	•
<b>Act:</b> Document how you will improve the plan for the subsequent phase of your work based on the study and analysis of the intervention.	•	•	•
<b>Intervention #2:</b>			
<b>Plan:</b> Document the plan for conducting the intervention.	•	•	•
<b>Do:</b> Document implementation of the intervention.	•	•	•
<b>Study:</b> Document what you learned from the study of your work to this point, including impact on secondary drivers.	•	•	•
<b>Act:</b> Document how you will improve the plan for the subsequent phase of your work based on the study and analysis of the intervention.	•	•	•