



SEPTEMBER 2022

A Dozen Years of OPIP



Oregon Pediatric Improvement Partnership was formed in 2010, with support and collaboration of partners from across the state, with the vision of creating meaningful, long-term collaborations of stakeholders invested in child health

care quality, with the common purpose of improving the health of all children and youth in Oregon.

The unique niche that OPIP staff and funded projects are meant to fill is in implementing our mission in order to build health and improve equitable outcomes for children and youth by:

- Collaborating in quality measurement and improvement activities
- Supporting evidence-guided quality activities,
- Incorporating the patient and family voice into quality efforts
- Addressing systemic patterns of inequity and oppression
- Informing policies that support optimal health and development for all children and youth.

In the last 12 years, OPIP has successfully implemented 41 projects that have included meaningful collaborations with health system leaders, primary care practices, community-based providers and early learning providers, and were informed by parents and youth. We have had the honor to work in and learn from communities across Oregon, including some of the state's most rural regions. A unique strength OPIP brings is in translating findings from the ground-level work to implications for policies at the state and system-level. OPIP staff serve on important state committees that set vision and metrics, and outline priorities for the state; on these committees we are honored to represent the best interest of children and distill learnings we have gathered for operational implementation in Oregon communities. OPIP has influenced national policies and systems for children through metrics that are included in national sets and by informing national standards and recommendations for care through our improvement work.

This work is possible because of the OPIP staff and because of the wonderful partnerships and spirit of collaboration that exists in Oregon. This spirit has enabled OPIP to successfully facilitate many shared tables of partners with a common commitment in order to identify how we may share innovative ideas, inform improved policies, and work collaboratively on behalf of children. It is important to look back and identify the successes in order to look forward. This publication is meant to summarize the last 12 years of OPIP's projects and the collaborations and funding that made them possible.

Colleen Reuland, OPIP Director

Highlights

Message from OPIP Director

OPIP Through the Years - Project Timeline

High Impact Efforts

Funders & Critical Partners In the State

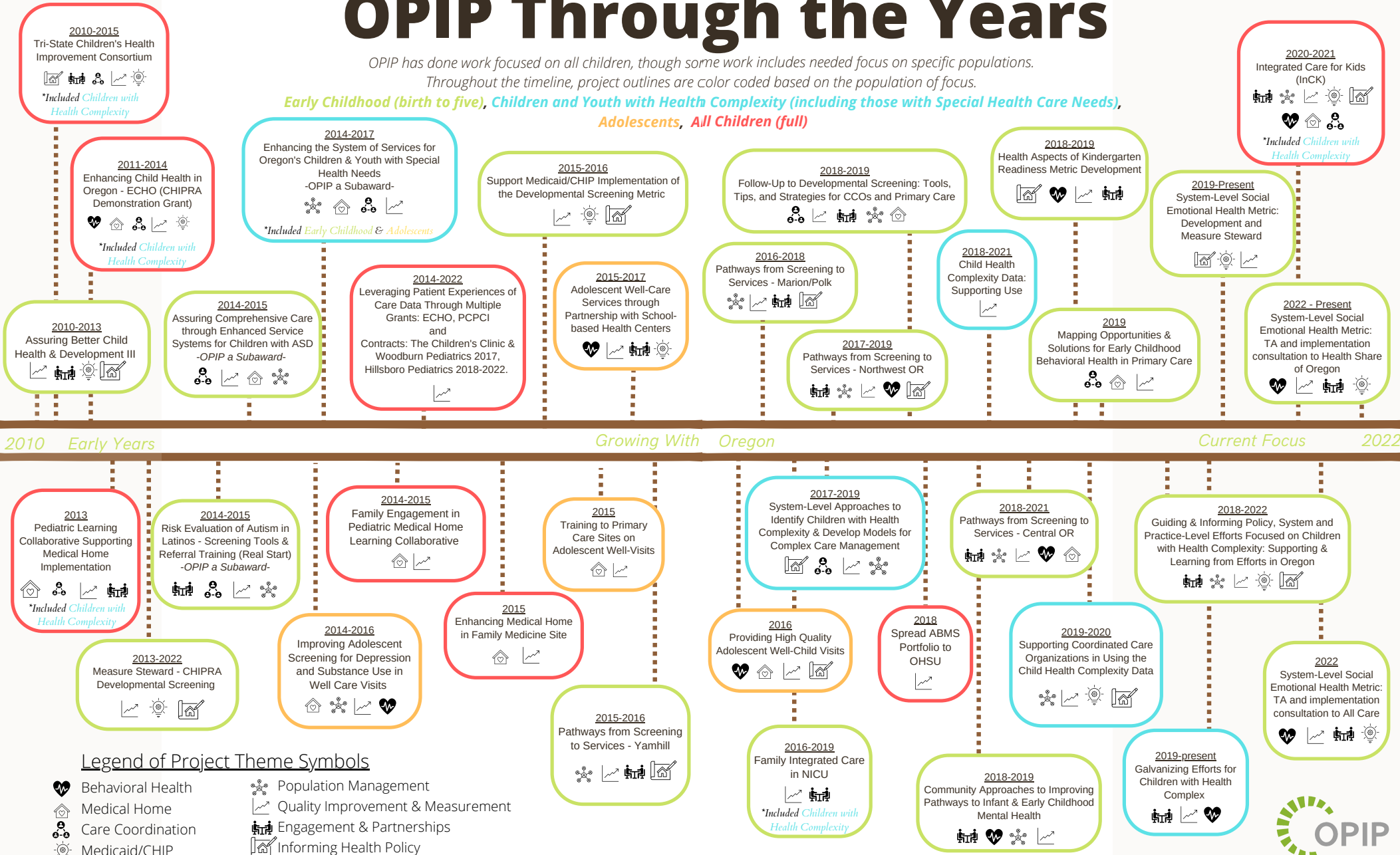
Workgroups, Committees, and OPIP Partners

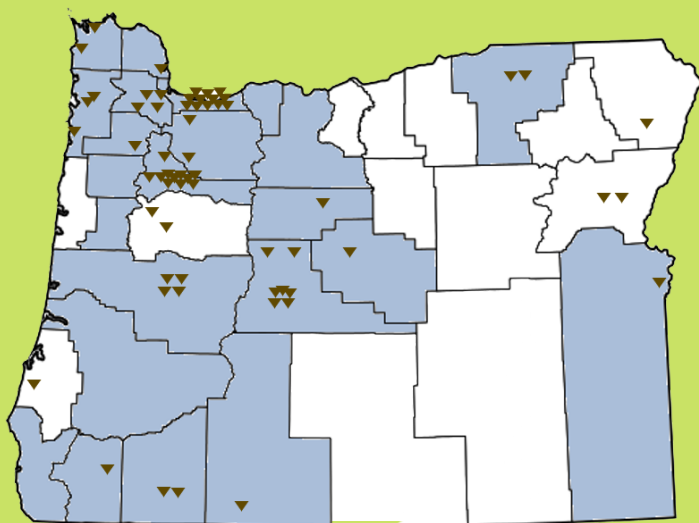
The Future of OPIP

OPIP Through the Years

OPIP has done work focused on all children, though some work includes needed focus on specific populations.
Throughout the timeline, project outlines are color coded based on the population of focus.

Early Childhood (birth to five), Children and Youth with Health Complexity (including those with Special Health Care Needs), Adolescents, All Children (full)





OPIP Projects Throughout Oregon: Counties and Locations of Practices & Health Systems Impacted

This map shows OPIP projects across Oregon, with shaded counties representing work done in the region at a population and system-level, and markers (▼) showing individual practice site locations.

OPIP Support of Population-based Improvement Efforts: OPIP has supported state and local partnership with stakeholders across sectors with the shared goal of improving the health of children.

OPIP At-the-Elbow Support: OPIP uses a wide range of quality improvement strategies to support pediatric healthcare transformation. Through practice facilitation with improvement facilitators we conduct real-time, on-the-ground support.

For more information see [How We Work](#) on OPIP's website.

HIGH IMPACT EFFORTS OPIP HAS LED

THESE EXAMPLES DEMONSTRATE THE TRANSFORMATIVE WORK GALVANIZED BY OPIP'S EFFORT TO IMPLEMENT MEANINGFUL METRICS AND IMPROVEMENT EFFORTS FOCUSED ON CHILDREN AND FAMILIES

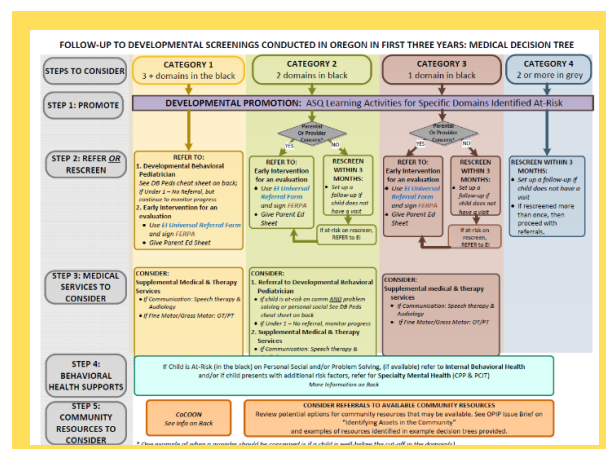
Developmental Screening

OPIP's Director serves as the measure steward for the national measure “Developmental Screening in the First Three Years of Life”, included in the national Child Core Set put forth by the Centers for Medicare and Medicaid Services. The pilot metric was developed as a result of work OPIP led with eight Medicaid managed care organizations in Oregon, which also included community cafés with primary care, the early learning community, community-based providers, and parents of young children. The metric was used within Oregon as part of the Incentive Measures Set for Coordinated Care Organizations starting in 2013, where Oregon went from being ranked in the bottom quartile nationally on this metric to one of the top states for developmental screening. Following the inclusion of the Developmental Screening metric in Oregon's Incentive Measures Set, OPIP led a number of efforts across the state focused on supporting practices and health systems to implement this Bright Futures recommendation in a meaningful and impactful way.

Pathways from Screening to Services

OPIP is a national and statewide leader in quality improvement efforts focused on ensuring young children identified with developmental, behavioral and/or social-emotional delays receive best match follow-up and supports through closed loop referrals. OPIP has led population-based efforts utilizing a collective impact model of improvement in 14 counties across the state, partnering with health system leaders, primary care, behavioral health, Early Intervention/Early Childhood Special Education, and community-based providers. This work has included:

- On-site training and “at-the-elbow” support to primary care sites to guide and enhance follow-up steps with families and improve best match referrals and closed loop referral pathways.
- On-site training and “at-the-elbow” support to Early Intervention & behavioral health providers to improve best match referrals and closed loop referral pathways.
- Development of medical decision trees (see image) and community asset maps to inform clinical decision making, care coordination and integration.



OPIP Developed Medical Decision Tree

- Development of trainings and tools to address children identified with developmental, behavioral or social-emotional delays (including those needing therapy services) and to promote developmental and behavioral health, and build resiliency.
- Distillation of learnings to inform state-level policies that align with best match care, such as ensuring Medicaid coverage for medical therapy services for children at-risk for developmental delay to allow early access to intervention.

OPIP continues to focus on amplifying the learnings and barriers to follow-up to developmental screening, as well as policy, community and practice-level implications.



Health Aspects of Kindergarten Readiness (HAKR)

Research shows a child's kindergarten readiness has significant impact on their future health, education, and economic outcomes. Building off two decades of experience in health systems, OPIP provided expert consultation, in collaboration with the Children's Institute and Oregon Health Authority, to the Health Aspects of Kindergarten Readiness (HAKR) Technical Workgroup. The workgroup's efforts resulted in a four-part measurement strategy targeting preventive dental visits, well-child visits for children three to six, social-emotional health, and follow-up to developmental screenings. OPIP has since helped to support implementation of this strategy, including:

- Support to ensure the measurement strategy was endorsed by Oregon's Metrics and Scoring Committee and Health Plan Quality Metrics Committee, and was adopted in 2019 resulting in a first-of-its-kind health care measurement approach intended to drive health system improvements and upstream investments.
- Collaboration with the Children's Institute to develop the first ever System-Level Social-Emotional Health Metric, a four-component attestation metric aimed at improving the provision of social-emotional services for young children. This metric was adopted for the 2022 and 2023 CCO Incentive Measures Set and included as a 2022 Challenge Pool metric, resulting in significant improvement efforts focused on young children within the healthcare sector.
- OPIP developed a novel child-level metric, based on administrative claims data, assessing the degree to which young children have received social-emotional services within the health system. The metric data captures the continuum of health system social-emotional services provided, from screening and assessment to therapeutic services.

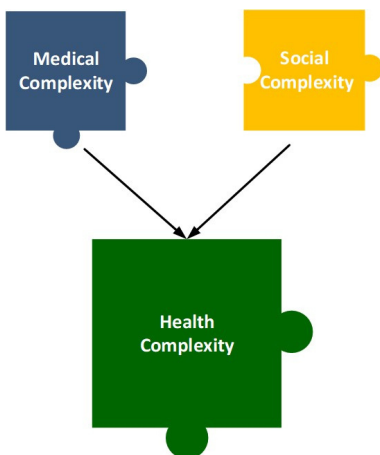
OPIP is now providing technical assistance and support to systems and communities to use these metrics to stimulate improvement efforts in social-emotional services for vulnerable populations.

HIGH IMPACT EFFORTS, CONTINUED

Health Complexity Data:

Novel methodology that is the first in the nation to ensure a focus on the most vulnerable children

OPIP led the conceptualization, stakeholder engagement, and methodological operationalization of Oregon's Child Health Complexity Data model, in collaboration with the Oregon Health Authority and critical state partners. Health complexity is a concept that takes into account both medical and social factors impacting a child's health, and Oregon is the first in the nation to utilize system-level data to assess the degree to which a child has both medical and social complexity. Data reports providing aggregated population data at the state, Coordinated Care Organization (CCO), and county-level is provided by the Oregon Health Authority, while child-level files are also provided to CCOs for their attributed members. Since 2018 this data has been used at the community level to raise awareness about children with health complexity and to inform population-based improvement efforts and investments in services and the supports that children with health complexity need. Highlights of activities involving the use of health complexity data include:



- An OPIP-led Learning Session attended by all 16 Oregon CCOs focused on the health complexity data and how it could be used, including an impactful panel presentation with parents of children with health complexity.
- A nationally viewed and well-attended webinar spotlighting Oregon's leadership: Maximizing System-Level Data to Address Health and Social Complexity in Children.
- Publication of a peer-reviewed article in 2018: "Oregon's approach to leveraging system-level data to guide a social determinant of health-informed approach to children's healthcare."
- Provision of technical assistance to six states and 12 health systems in Oregon on the child health complexity model.

If you are interested in participating in an OPIP project and want to implement efforts to improve health outcomes for children, contact opip@ohsu.edu.

OPIP has unique competencies in facilitating communities, health systems, practices, and community-based providers in improvement work. This has been demonstrated throughout more than 40 projects in our 12 year history.



51% of our projects had specific efforts to incorporate parent and family voice



22% of our projects used a learning collaborative format - extending the impact of our work



At-the-elbow facilitation to primary care practices was a component of 40% of our projects



73% of our projects used or developed metrics to galvanize, guide and inform change



Community-based partnerships have strengthened more than half of all efforts

Membership on Policy Workgroups and Committees

A unique strength OPIP has is being able to translate the learnings from ground-level implementation into opportunities to improve systems and policies. Conversely, OPIP often strategically thinks about alignment and synergy of the activities that happen in our implementation projects with community-level partners. A critical way OPIP achieves this is through participation in state committees that guide and shape priority policy and topic areas.

Here are just some of the Oregon-based committees in which OPIP past or current staff have participated, or are currently participating in.

Health Plan Quality Metrics Committee

The committee is a single body to align health outcome and quality measures used in Oregon to ensure measures and requirements are coordinated, evidence-based, and focused on a long-term statewide vision. OPIP's Director currently serves on this committee

Primary Care Payment Reform Collaborative

Develops and shares best practices in technical assistance and methods of reimbursement, that direct health care resources and investments toward health care innovation & primary care improvement. OPIP's Director currently serves on this committee.

School Based Health Centers (SBHC): Key Performance Metrics Workgroup

Committee advising the Oregon Health Authority on SBHC Key Performance Metrics. OPIP's Director served on this committee.

Oregon's Help Me Grow Advisory Council

Targeting collaboration and coordination across early childhood and health sectors, OPIP's Facilitation and Improvement Manager serves on this committee.

All: Ready

Developed based on stakeholder interviews that identified a clear need for the cross-sector Regional Kindergarten Readiness Network in the Portland Tri-County region. OPIP's Medical Director is involved in this effort.

Patient Centered Primary Care Home Standards Advisory Committee

Provides the Oregon Health Authority with policy and technical expertise for the PCPCH (medical home standards) model of care. OPIP's Medical Director and OPIP's Director have served on this committee in the past.

Early Learning Council (ELC): Measuring Success

Advises ELC on issues, challenges, successes and priorities related to measuring the success of the early learning system and ensuring equitable outcomes for all children, including but not limited to early learning hubs. OPIP's Director served on this committee.

Metrics and Scoring Committee

Recommends outcomes and quality measures for CCOs, which are incentivized through payments based on their performance each year. OPIP's Medical Director served on this committee through its inception and up to her term limit.

OHA Stakeholder Committee to Inform Title V Priorities & CYSHN Advisory Group (CAG) Meeting

Various OPIP staff have participated on these committees to provide input and guidance on strategic vision and priorities for CYSHCN in Oregon,



OPIP Steering & Partner Committees

Convened quarterly, the OPIP Partner Meeting's purpose is to share innovation and disseminate best practices, serve as a resource to policymakers, and create a shared table for collaborations. OPIP also has a Steering Committee that guides and provides input to the OPIP Director on OPIP projects, staffing, and organization management. This is a list of organizations that have participated.

AllCare Health
Care Oregon
Childhood Health Associates of Salem
Children's Health Alliance/Foundation
Children's Institute
FACT Oregon
Metropolitan Pediatrics
Neighborhood Health Center
Oregon Academy of Family Physicians
Oregon Center for Children and Youth with Special Health Needs
Oregon Family Support Network
Oregon Health Authority: Health Systems and Policy, Health Policy & Analytics, Title V

OHSU/Doernbecher Children's Hospital
Oregon Family-to-Family
Oregon Pediatric Society
Our Community Health Information Network
Pediatric Associates of the Northwest
Providence Health & Services
The Swindells Center

Partner meetings are open to anyone with shared commitment to improving the health of children in Oregon and who wants to participate in conversations aligned with that purpose. We also send periodic updates to primary care practices. Contact opip@ohsu.edu for more information.

Project Funders

OPIP is extremely grateful for the diverse sources of funding that we have received in the form of grants, subawards, and contracts to support this work. Listed below are the various entities that have supported one or more of OPIP's projects. We are grateful for the general operational funding we receive from the Department of Pediatrics at Doernbecher Children's Hospital, which allows OPIP to be housed at OHSU and provides support to OPIP leadership.

AllCare
Autism Speaks
CareOregon
Centers for Disease Control and Prevention
Central Oregon Health Council
The Children's Clinic
Commonwealth Fund
The Center for Medicare & Medicaid Innovation
Centers for Medicare & Medicaid Services
Columbia Pacific
Early Learning HUB of Central Oregon
The Ford Family Foundation
Greater Oregon Behavioral Health, Inc
Health Share of Oregon
Hillsboro Pediatrics
Lucille Packard Foundation for Children's Health
Maternal and Child Health Bureau
Mathematica

Mid-Willamette Valley Family Medicine
Moda Health
Oregon Center for Children and Youth With Special Health Needs
Oregon Department of Medicaid Programs
Oregon Educators Benefit Board
Oregon Health Authority
Oregon Health Authority Transformation Center
Patient-Centered Primary Care Institute
Willamette Education Service District
Woodburn Pediatrics
Umpqua Health Alliance

OPIP is soft-funded organization whose projects are made possible through grants, contracts and donations. If you are interested in financially supporting OPIP's efforts, contact OPIP's Director at reulandc@ohsu.edu.



The Future of OPIP

Priority Areas for OPIP's Work in the Coming Years

In review of OPIP's work in Oregon, we are proud of the successes accomplished and have identified our unique role in supporting collective impact models, designing meaningful and relevant metrics, and providing at-the-elbow support. OPIP's commitment to ensuring our efforts are informed by persons with lived experience, and our operationalization of that commitment, will remain central to how we do our work moving forward. This summary makes obvious the role that champions throughout the state have played in OPIP's work and projects, including those we have partnered with and worked alongside, and policy and system-level leaders who championed how learnings are used to inform improvements.

As we look forward, we will maintain a focus on facilitating a shared table of partners across the state committed to improving the health of children, implementing projects that aim to address our vision and are aligned with our mission, and informing the systems and policies that influence and impact the ground-level context that children and families experience

We are deeply committed to addressing health equity. We will ensure that we have a specific focus on children and youth impacted by special health care needs, social determinants of health and inequities created by systemic injustice.

As we look forward to priorities for OPIP staff to focus on, and to identifying funding to support future projects, we have committed to work aligned with the following areas - areas we feel can most impact children and align with our unique skill set and expertise:

- Collective Impact, Population-Based Improvement Efforts Focused on Children
- Meaningful Metrics to Galvanize, Guide and Inform Change
- Informing and Improving Policies and System-level Factors that Drive Community-level Context, including Payment Methodologies and Child-focused Investments
- Building Health & Resilience for Young Children, Birth to Five
- Addressing Children, Youth and Young Adults with Health Complexity that is composed of Medical and Social Complexity
- Behavioral Health, including Models of Behavioral Health that Address the Adult/Caregiver Needs Impacting Children
- Best Match Care Coordination and Care Integration that Puts the Child, Youth and Family Priorities at the Center.