



# QUALITY ASSESSMENT AND PERFORMANCE IMPROVEMENT WORK PLAN

FISCAL YEAR 2019 – 2020

ADOPTED ON: 11/27/2019

REVISED ON:

The Quality Improvement Plan is a required element of the Quality Management Program, as specified by DHCS contract, Exhibit A Attachment I (relevant sections: 22-25), and by CCR Title 9, Chapter 11, § 1810.440.

This Plan comports with PHAB Accreditation Standards Version 1.5.

# QUALITY ASSESSMENT AND PERFORMANCE IMPROVEMENT WORK PLAN

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## PURPOSE AND INTRODUCTION

### EXECUTIVE SUMMARY

The Sonoma County Department of Health, Behavioral Health Division (DHS-BHD), Quality Assessment and Performance Improvement (QAPI) program serves as a unifying structure for all QAPI activities across all service delivery sections, ensuring and improving the quality of behavioral health services provided to beneficiaries. QAPI activities are designed to ensure that service delivery is consumer-focused, clinically appropriate, cost effective, data-driven, and culturally responsive. These values are achieved in collaboration with cross-sector stakeholders, including beneficiaries, their family members, community providers, DHS-BHD leadership and staff. QAPI Plan activities derive from a number of information sources about quality of care issues. These include State and Federal requirements, Department initiatives, consumer and family feedback, and community stakeholder input. This plan serves as the foundation for implementing and sustaining a model of quality across the Behavioral Health Division.

### MISSION, VISION, AND VALUES

The mission of the Department of Health Services, Behavioral Health Division (DHS-BHD) is to promote recovery and wellness to Sonoma County residents.

DHS-BHD embraces a recovery philosophy that promotes the ability of a person with mental illness and/or a substance use disorder to live a meaningful life in a community of his or her choosing, while striving to achieve his or her full potential. The principles of a recovery-focused system include: \*

- Self-Direction
- Individualized and Person-Centered Care
- Empowerment and Shared Decision-Making
- Holistic Approach that Encompasses Mind, Body, Spirit, and Community
- Strengths-Based
- Peer Support
- Focus on Respect, Responsibility, and Hope.

DHS-BHD fosters a collaborative approach by partnering with clients, family members, and the community to provide high quality, culturally responsive services.

#### ***Services are provided in all languages.***

DHS-BHD provides mental health and substance use disorder services across the service spectrum, from prevention, early intervention and treatment, to aftercare and recovery. DHS-BHD provides these services directly or through partnerships with community based agencies.

DHS-BHD directly administers specialty mental health treatment services to Sonoma County residents whose mental health needs are determined to be medically necessary as defined by CCR Title 9 and W&I Code 5600.

DHS-BHD provides oversight, quality assurance, training, and site monitoring for contracted services.

\*adapted from the Substance Abuse and Mental Health Services Administration (SAMHSA)

## DEFINITIONS AND ACRONYMS

### INTRODUCTION

A common vocabulary is used agency-wide when communicating about quality and quality improvement. Key terms and frequently used acronyms are listed alphabetically in this section. For a complete Glossary of Terms, see Appendix A.

### DEFINITIONS

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#### ACCESS

Access is the potential for or actual entry of a population into the behavioral health system. Entry is dependent upon the wants, resources, and needs that individuals bring to the care-seeking process. The ability to obtain wanted or needed services may be influenced by many factors, including travel, distance, waiting time, available financial resources, and availability of a regular source of care. Access also refers to the extent to which a behavioral health service is readily available to the community's individuals in need. Accessibility also refers to the capacity of the organization to provide service in such a way as to reflect and honor the social and cultural characteristics of the community and focuses on organizational efforts to reduce barriers to service utilization. (Turnock, BJ. *Public Health: What It Is and How It Works*. Jones and Bartlett. 2009).

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#### ALIGNMENT

Alignment is the consistency of plans, processes, information, resource decisions, actions, results and analysis to support key organization-wide goals. (Baldrige National Quality Program, 2005).

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#### BEST PRACTICES

The best clinical or administrative practice or approach at the moment, given the situation, the consumer or community needs and desires, the evidence about what works for a particular situation and the resources available. Organizations often also use the term promising practices which may be defined as clinical or administrative practices for which there is considerable practice-based evidence or expert consensus which indicates promise in improving outcomes, but for which are not yet proven by strong scientific evidence. (National Public Health Performance Standards Program, *Acronyms, Glossary, and Reference Terms*, CDC, 2007. [www.cdc.gov/nphpsp/PDF/Glossary.pdf](http://www.cdc.gov/nphpsp/PDF/Glossary.pdf)).

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#### CONTINUOUS QUALITY IMPROVEMENT (CQI)

A systematic, division-wide approach for achieving measurable improvements in the efficiency, effectiveness, performance, accountability, and outcomes of the processes or services provided. Applies use of a formal process (PDSA, etc.) to "dissect" a problem, discover a root cause, implement a solution, measure success/failures, and/or sustain gains.

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#### EVIDENCE-BASED PRACTICE

Evidenced-based practice involves making decisions on the basis of the best available scientific evidence, using data and information systems systematically, applying program-planning frameworks, engaging the community in decision making, conducting sound evaluation, and disseminating what is learned. (Brownson, Fielding and Maylahn. *Evidence-based Public Health: A Fundamental Concept for Public Health Practice*. Annual Review of Public Health).

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#### OUTCOMES

Outcomes are measured by collecting and analyzing clinical data over a period of time in order to determine the effectiveness of a treatment or service. Measuring outcome data enables an organization to visualize areas of best care and identify areas for improvement.

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#### PLAN, DO, STUDY, ACT (PDSA, ALSO KNOWN AS PLAN-DO-CHECK-ACT)

An iterative, four-stage, problem-solving model for improving a process or carrying out change. PDSA stems from the scientific method (hypothesize, experiment, evaluate). A fundamental principle of PDSA is iteration. Once a hypothesis is supported or negated, executing the cycle again will extend what one has learned. (Embracing Quality in Local Public Health: Michigan's QI Guidebook, 2008)

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#### QUALITY IMPROVEMENT (QI)

Quality Improvement in Behavioral Health is the use of a deliberate and defined improvement process, such as Plan-Do-Study-Act, which is focused on activities that are responsive to community needs and improving population behavioral health. It refers to a continuous and ongoing effort to achieve measurable improvements in the efficiency, effectiveness, performance, accountability, outcomes, and other indicators of quality in services or processes which achieve equity and improve the health of the community. (Riley, Moran, Corso, Beitsch, Bialek, and Cofsky. *Defining Quality Improvement in Public Health*. Journal of Public Health Management and Practice. January/February 2010).

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#### QUALITY IMPROVEMENT PLAN

A plan that identifies specific areas of current operational performance for improvement within the organization. These plans can and should cross-reference one another, so a quality improvement initiative that is in the QI Plan may also be in the Strategic Plan. (PHAB Acronyms and Glossary of Terms, 2009)

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#### QUALITY CULTURE

QI is fully embedded into the way the organization renders service, across all levels, departments, and programs. Leadership and staff are fully committed to quality, and results of QI efforts are communicated internally and externally. Even if leadership changes, the basics of QI are so ingrained in staff that they seek out the root cause of problems. They do not assume that an intervention will be effective, but rather they establish and quantify progress toward measurable objectives. (Roadmap to a Culture of Quality Improvement, NACCHO, 2012)

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#### STORYBOARD

Graphic representation of a QI team's quality improvement journey. (Scamarcia-Tews, Heany, Jones, VanDerMoere & Madamala, 2012)

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#### TIMELINESS

Timeliness is a core monitoring domain of Quality Improvement, referring to the wait times and delays within a service delivery system. Quality Improvement processes include efforts to reduce wait times for both those who receive services and those who give care. Minimum timeliness standards are set in statute.



## ADDITIONAL ACRONYMS

5150	Declared to be a danger to self and/or others
ACA	Affordable Care Act
ACL	All County Letter
ACT	Assertive Community Treatment (program run by Telecare)
ANSA	Adult Needs and Strengths Assessment
AODS	Alcohol and Other Drugs Services – now a part of the Behavioral Health Division and called SUDS
ARF	Adult Residential Facility
ART	Aggression Replacement Therapy
BHD	Behavioral Health Division (Sonoma County)
CADPAAC	County Alcohol and Drug Program Administrators’ Association of California
CAHPS	Consumer Assessment of Healthcare Providers and Systems
CaEQRO	California External Quality Review Organization
CALMHB/C	California Association of Local Mental Health Boards & Commissions - comprised of representatives from many MHBs in the State
CANS	Child, Adolescent Needs and Strengths (Assessment)
CAPE	Crisis Assessment, Prevention, and Education Team; goes into the schools when called to intervene in student mental health matters
CAPSC	Community Action Partnership-Sonoma County
CARE	California Access to Recovery Effort
CBHDA	California Behavioral Health Directors Association
CBT	Cognitive Behavioral Therapy
CCAN	Corinne Camp Advocacy Network - Peers involved in mental health advocacy
CDSS	California Department of Social Services
CFM	Consumer and Family Member
CHD	California Human Development
CIP	Community Intervention Program
CIT	Crisis Intervention Training (4-day training for law enforcement, to help them identify and respond to mental health crisis situations)
CMHC	Community Mental Health Centers, Located in Petaluma, Guerneville, Sonoma, and Cloverdale (part of DHS-BHD)
CMHL	DHS-BHD’s Community Mental Health Lecture series - open to the public - usually takes place monthly
CMS	Centers for Medicare and Medicaid Services
ConREP	Conditional Release Program
CPM	Core Practice Model
CPS	Child Protective Services
CPS (alt)	Consumer Perception Survey (alt)
CRU	Crisis Residential Unit (aka Progress Sonoma-temporary home for clients in crisis, run by Progress Foundation)
CSAC	California State Association of Counties
CSN	Community Support Network (contract Provider)
CSS	Community Services and Support (part of Mental Health Services Act-MHSA)
CSU	Crisis Stabilization Unit – open 24/7 for psychiatric crises – 2225 Challenger Way
CTRT	Collaborative Treatment and Recovery Team
CWS	Child Welfare Services
CY	Calendar Year
DAAC	Drug Abuse Alternatives Center
DBT	Dialectical Behavior Therapy
DHCS	(State) Department of Health Care Services
DHS	Department of Health Services (Sonoma County)
DPI	Department of Program Integrity
DSRIP	Delivery System Reform Incentive Payment
EBP	Evidence-Based Program or Practice
EHR	Electronic Health Record

EMR	Electronic Medical Record
EPSDT	Early Periodic Screening, Diagnosis & Treatment (Children’s Full Scope Medi-Cal to age 21)
EQR	External Quality Review
EQRO	External Quality Review Organization (annual review of our programs by the State)
FACT	Forensic Assertive Community Treatment
FASST	Family Advocacy Stabilization, Support, and Treatment (kids 8-12)
FQHC	Federally Qualified Health Center
FY	Fiscal Year
FYT	Foster Youth Team
HCB	High Cost Beneficiary
HIE	Health Information Exchange
HIPAA	Health Insurance Portability and Accountability Act
HIS	Health Information System
HITECH	Health Information Technology for Economic and Clinical Health Act
HPSA	Health Professional Shortage Area
HRSA	Health Resources and Services Administration
HSD	Human Services Department
IA	Inter-Agency Agreement
ICC	Intensive Care Coordination
IHBS	Intensive Home-Based Services
IMDs	Institutes for Mental Disease (locked residential facilities for clients on Conservatorship)
INN	Innovation (part of MHSA)
IPU	Inpatient Psychiatric Unit
IRT	Integrated Recovery Team (for those with mental illness + substance use issues)
ISCA	Information Systems Capabilities Assessment
IT	Information Technology
JCAHO	Joint Commission on Accreditation of Healthcare Organizations - accredits hospitals & other organizations
LEA	Local Education Agency
LG	Los Guillicos-Juvenile Hall
LGBQQTI	Lesbian/Gay/Bisexual/Queer/Questioning/Transgender/Intersexed (also LGBT)
LOS	Length of Stay
LSU	Litigation Support Unit
M2M	Mild-to-Moderate
MADF	Main Adult Detention Facility (Jail)
MHB	Mental Health Board
MDT	Multi-Disciplinary Team
MHBG	Mental Health Block Grant
MHFA	Mental Health First Aid
MHP	Mental Health Plan
MHSA	Mental Health Services Act
MHSD	Mental Health Services Division (of DHCS)
MHSIP	Mental Health Statistics Improvement Project
MHST	Mental Health Screening Tool
MHWA	Mental Health Wellness Act
MOU	Memorandum of Understanding
MRT	Moral Reconation Therapy
MST	Mobile Support Team - gets called by law enforcement to scenes of mental health crises
NAMI	National Alliance on Mental Illness
NBSPP	North Bay Suicide Prevention Project
NOABD	Notice of Adverse Benefit Determination
NP	Nurse Practitioner
OAT	Older Adult Team
OSHPD	Office of Statewide Health Planning and Development
PA	Physician Assistant

PATH	Projects for Assistance in Transition from Homelessness
PC1370	Penal Code 1370 (Incompetent to Stand Trial, by virtue of mental illness)
PCP	Primary Care Provider (medical doctor)
PEI	Prevention and Early Intervention (part of Mental Health Services Act-MHSA)
PHI	Protected Health Information
PHP	Parker Hill Place – Progress Foundation’s transitional residential program in Santa Rosa
PHP	Partnership Health Plan
PIHP	Prepaid Inpatient Health Plan
PIP	Performance Improvement Project
PM	Performance Measure
PPP	Triple P - Positive Parenting Program
PPSC	Petaluma People Services Center
QI/QA	Quality Improvement/Quality Assurance
QIS	Quality Improvement Steering (meeting)
QIC	Quality Improvement Committee (meeting)
QMP	Quality Management Policy (meeting)
RCC	Redwood Children’s Center
RCFE	Residential Care Facility for the Elderly
RFP	Request For Proposals (released when new programs are planned and contractors are solicited)
RN	Registered Nurse
ROI	Release of Information
SAR	Service Authorization Request
SB	Senate Bill
SBIRT	Screening, Brief Intervention, and Referral to Treatment
SCBH	Sonoma County Behavioral Health
SCOE	Sonoma County Office of Education
SDMC	Short-Doyle Medi-Cal
SELPA	Special Education Local Plan Area
SED	Seriously Emotionally Disturbed
SMHS	Specialty Mental Health Services
SNF (Sniff)	Skilled Nursing Facility
SPMI	Serious Persistent Mental Illness
SOP	Safety Organized Practice
SUD	Substance Use Disorders
SUDS	Substance Use Disorders Services (formerly AODS)
SWITS	Sonoma Web Infrastructure for Treatment Services
TAY	Transition Age Youth (18-25)
TBS	Therapeutic Behavioral Services
TFC	Therapeutic Foster Care
TSA	Timeliness Self-Assessment
VOMCH	Valley of the Moon Children’s Home
WET	Workforce Education and Training (part of MHSA)
WRAP	Wellness Recovery Action Plan
Wraparound	Community-based intervention services that emphasize the strengths of the child and family
YFS	Youth and Family Services (Sonoma County Behavioral Health)
YSS	Youth Satisfaction Survey
YSS-F	Youth Satisfaction Survey-Family Version

## DESCRIPTION OF QUALITY IN SONOMA COUNTY BEHAVIORAL HEALTH DIVISION

### INTRODUCTION

This section provides a description of quality efforts in Sonoma County Behavioral Health, including culture, roles and responsibilities, processes, and linkages of quality efforts to other agency documents.

### DESCRIPTION OF QUALITY EFFORTS

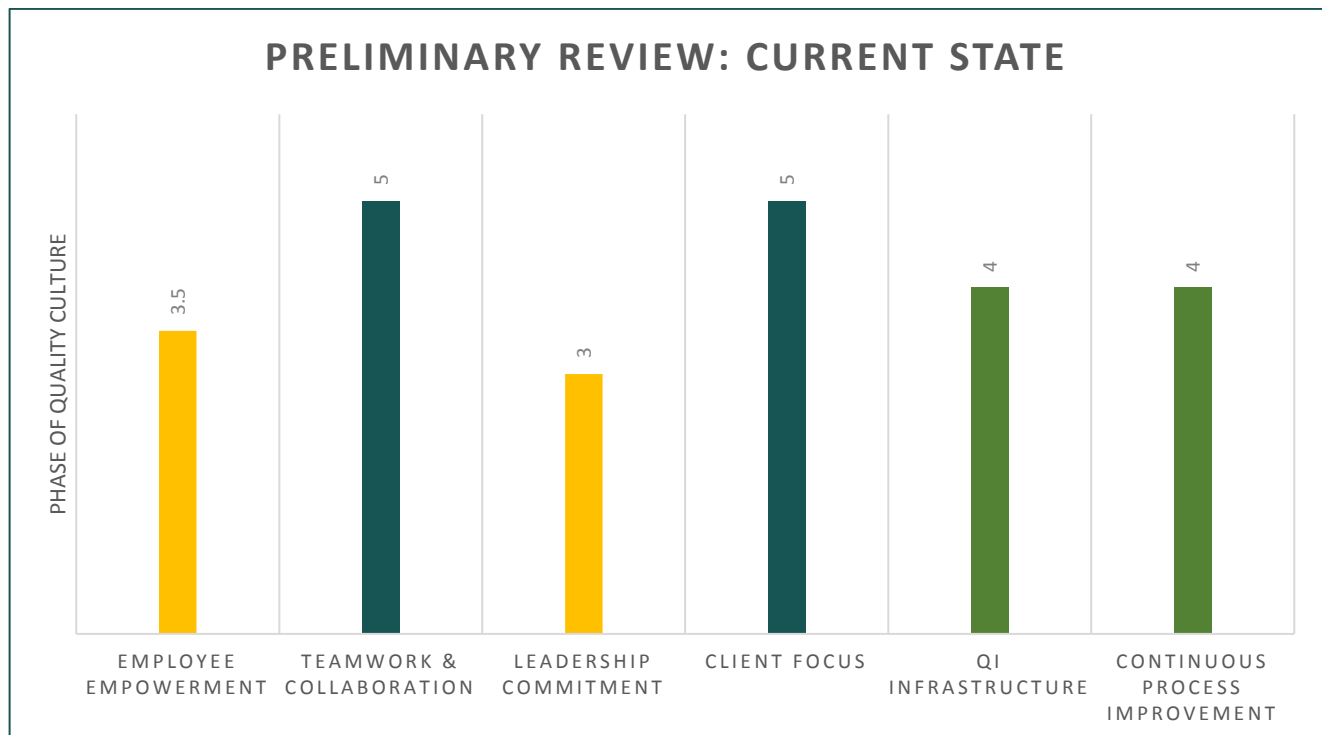
The current culture of quality within Sonoma County Behavioral Health is assessed overall at Phase Four: Formal QI Activities Implemented in Specific Areas. The desired state is Phase 5: Formal Agency-Wide QI. Goals and strategies are prioritized to support progress toward this desired future state.

### CULTURE OF QUALITY

In FY 19-20, Sonoma County Behavioral Health will utilize the Organizational Culture of Quality Self-Assessment Tool Version 2.0 (QI SAT 2.0) to formally assess the Division's current position on the spectrum of quality culture and inform strategic planning of quality initiatives. The QI SAT 2.0 provides insight into an organization's maturity across six foundational elements of quality culture.

- Employee Empowerment
- Teamwork & Collaboration
- Leadership Commitment
- Client Focus
- QI Infrastructure
- Continuous Process Improvement

Preliminary high-level review indicates the current state as follows:



Foundational Element	Phase of Quality Culture	Characteristics
<b>Employee Empowerment</b>	Between Phase 3 & 4: Between Informal and Formal QI Activities Implemented in Specific Areas	<ul style="list-style-type: none"> <li>• Employees in certain areas have knowledge, skills, and abilities to complete formal QI projects</li> <li>• Basic and advanced level QI training/resources are available</li> <li>• Performance data are used by supervisors to evaluate program performance</li> <li>• Employees understand the value of QI; some still view it as an added responsibility</li> </ul>
<b>Teamwork &amp; Collaboration</b>	Phase 5: Formal Agency-Wide QI	<ul style="list-style-type: none"> <li>• Informal groups of employees from across the organization are commonly formed for problem solving</li> <li>• Formal QI project teams are formed throughout the organization</li> <li>• Several formal methods for peer sharing and learning exist</li> </ul>
<b>Leadership</b>	Phase 3: Informal or Ad-Hoc QI Activities	<ul style="list-style-type: none"> <li>• Executive leaders understand QI and its value to the organization; some middle managers/supervisors still view it as an added responsibility</li> <li>• Executive leaders have dedicated some resources to QI (training, FTE)</li> <li>• Governing entities (DHCS, DHS) are informed about agency QI initiatives and goals</li> </ul>
<b>Client Focus</b>	Phase 5: Formal Agency-Wide QI	<ul style="list-style-type: none"> <li>• Employees are empowered to take corrective action to resolve client grievances</li> <li>• Client satisfaction performance standards and measures are standard throughout the organization</li> <li>• Client satisfaction data is actively used to improve performance</li> <li>• Clients and providers are proactively engaged in decision-making and improvement processes</li> </ul>
<b>QI Infrastructure</b>	Phase 4: Formal QI Activities Implemented in Specific Areas	<ul style="list-style-type: none"> <li>• A formally established, cross-sectional QIC meets regularly to monitor, oversee, and lead implementation planning for formal agency-wide QI efforts</li> <li>• Some parts of the organization have formal processes for data collection, analysis, and reporting against pre-defined objectives and standards; but data is stored in disparate, unlinked systems</li> <li>• QI projects or improvement initiatives are often identified from existing performance data</li> </ul>
<b>Continuous Process Improvement</b>	Phase 4: Formal QI Activities Implemented in Specific Areas	<ul style="list-style-type: none"> <li>• A formal QI model is commonly used to improve processes in some parts of the agency</li> <li>• Staff are comfortable with using various basic QI tools (e.g. flowcharting, Cause-and-Effect Diagram, Brainstorming)</li> <li>• Performance data is being used in some areas of the organization but consistency and reliability issues exist</li> <li>• Formal QI projects are resulting in process improvements, however, successes are not always spread to other parts of the organization</li> </ul>

Reference: [Roadmap to a Culture of Quality Improvement](#), (NACCHO, 2012)

## QUALITY OF CARE COMPONENTS

QI systems are evaluated globally along the following domains: Access to Care, Timeliness of Services, Quality of Care, and Beneficiary Outcomes.

EQRO specifically defines the Quality of Care Components as follows:

- **Organizational Commitment/Engagement:** Quality management and performance improvement are organizational priorities
- **Data Utilization:** Data used to inform management and guide decisions
- **Collaboration:** Evidence of effective communication from MHP administration, and stakeholder input and involvement on system planning and implementation
- **Service Spectrum:** Evidence of a systematic clinical continuum of care
- **Workforce Diversity:** Evidence of beneficiary and family member employment in key roles throughout the system
- **Peer-Programming:** Beneficiary-run and/or beneficiary-driven programs exist to enhance wellness and recovery
- **Outcome-Oriented:** Measures clinical and/or functional outcomes of beneficiaries served
- **Responsiveness to Feedback:** Utilizes information from Consumer Satisfaction Surveys

## LINKS TO OTHER ORGANIZATIONAL PLANS

Sonoma County Behavioral Health QI Plan goals and activities align with and support the Sonoma County Department of Health Services (DHS) Strategic Plan in the following ways:

DHS Strategic Plan Goal 1: All residents and community environments are healthy and safe	
DHS Objective and Strategy: Improve quality of life outcomes by advancing cross-sector partnerships, networks, collaboration, and community engagement to improve community and individual determinants of health	QI Plan Alignment: The Quality Improvement Committee is comprised of DHS-BHD Leadership, Staff, Community Providers, Clients, and Family Members of Clients; this cross-sector team collaborates to improve community and individual determinants of behavioral health
DHS Strategic Plan Goal 2: Individuals, families, and communities access high quality and coordinated services for health, recovery, well-being, and self-sufficiency	
DHS Objective and Strategy: Increase access to safety net services by strengthening coordination of services with emphasis on high-need residents	QI Plan Alignment: The Access Timeliness Performance Improvement Project improves access to safety net services by streamlining the intake process and removing delays to treatment
DHS Strategic Plan Goal 3: The Department of Health Services is a high achieving, high functioning organization	
DHS Objective and Strategy: Build a highly competent, effective, and engaged workforce by improving communication and collaboration	QI Plan Alignment: The QI Communication Plan improves communication and collaboration by informing staff performance metrics and client outcomes; regular program-level QI trainings provide a forum for technical assistance and team collaboration on best-practices

More information on the DHS Strategic Plan can be found at this link: <https://healthstrategicplan.sonomacounty.ca.gov/>

Cultural Responsiveness is critical to promoting equity, reducing health disparities and improving access to high-quality behavioral health services that are delivered in a manner which is respectful of and responsive to the needs of diverse clients. In support of this value, the QI Plan aligns with the Cultural Competence Plan by monitoring client satisfaction survey results pertaining to cultural responsiveness of staff, which then inform improvement goals for the service system. The QI Team analyzes and disseminates these results to Division Leadership, the Ethnic Services Manager, and Program Managers to assist in identifying disparities and developing strategies toward Cultural Responsiveness.

Lastly, the QI Plan aligns with the DHS Workforce Development Plan by supporting improvements in the following Core Competencies:

Core Competency	QI Plan Alignment
<b>Planning and Evaluation</b>	Establishes a systematic approach to set and evaluate priorities, goals, and timelines to ensure accomplishment of specific quality standards
<b>Communications</b>	Solicits input from internal and external stakeholders to inform and engage in strategies aimed at quality outcomes
<b>Cultural Competence</b>	Develops quality objectives, plans, and policies that are relevant to the culture and language of the community, clients, and families
<b>Collaboration</b>	Works through multi-disciplinary committees in partnership with community providers, consumers, and family members to accomplish shared goals and improve community behavioral health and wellbeing
<b>Personal and Professional Accountability</b>	Demonstrates an outcomes orientation in development and implementation of quality initiatives, plans, and policies
<b>Organizational Awareness</b>	Combines ethical practice and organizational knowledge to implement and manage policies and procedures of the Behavioral Health Division
<b>Leadership and Systems Thinking</b>	Identifies, analyzes, and leads efforts to address barriers that may affect delivery of behavioral health services, programs, and policies
<b>Understanding of the Disciplines</b>	Applies best practices in the discipline of behavioral health in the monitoring and evaluation of service delivery, programs, plans, and policies

## QUALITY IMPROVEMENT MANAGEMENT, ROLES, AND RESPONSIBILITIES

The QAPI Program brings together quality assurance and quality improvement activities to facilitate the development of a well-coordinated, accessible, affordable and accountable system for delivering behavioral health care. The following sections outline the system governance and structural components of the QAPI program.

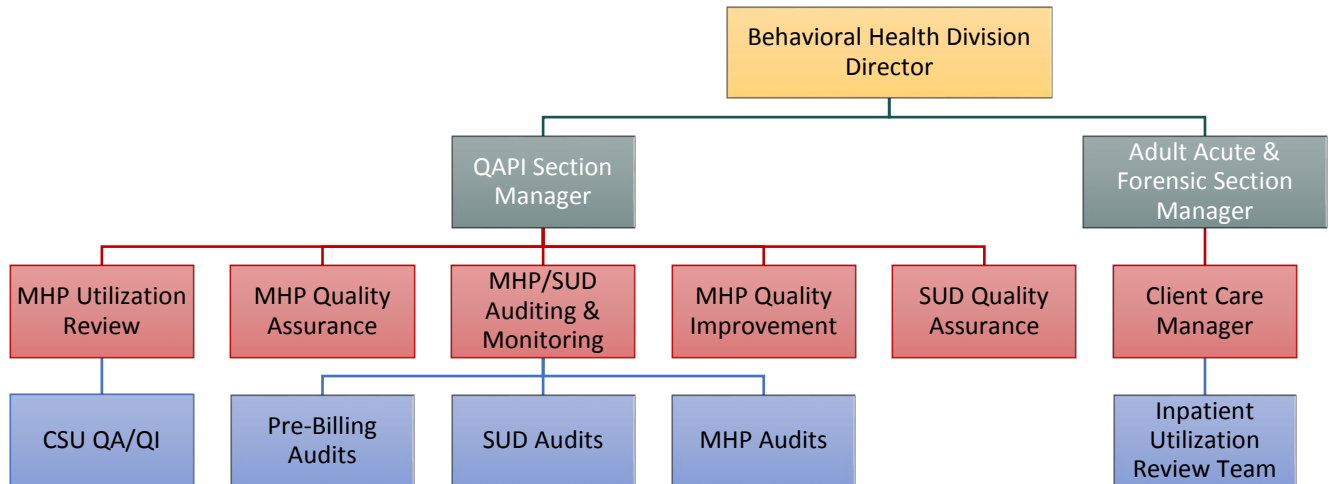
### QAPI STANDARDS, STATUTES, AND REGULATIONS

The QAPI program is charged with ensuring regulatory compliance with all statutes and requirements governing the operation and administration of behavioral health services. These governing standards include, but are not limited to:

- Sonoma County Contracts and MOUs
- Mental Health Plan Contract Exhibits
- DHCS Information Notices and Letters
- California Business and Profession Code
- California Code of Regulations Titles 9, 15, 16, & 22
- California Health and Safety Code
- California Welfare and Institutions Code
- Center for Medicare and Medicaid Services/DHCS 1915(b) Waiver
- Code of Federal Regulations Titles 6, 28, 42, 45
- The Health Insurance Portability and Accountability Act (HIPAA)
- Social Security Act, Subpart A

### QAPI PROGRAM STRUCTURE

The following chart depicts the organizational components of the QAPI program for both the Mental Health Plan (MHP) and Substance Use Disorder Services (SUD).



**Quality Assurance** tasks include monitoring compliance with contractual, state, and federal regulations in day-to-day service delivery. Specifically:

- Ensuring MHP compliance with DHCS State Contract, Title 9 and 42 CFR Regulations
  - Network Adequacy and Availability of Services
  - Care Coordination and Continuity of Care
  - Quality Assessment and Performance Improvement
  - Access and Information Requirements
  - Coverage and Authorization of Services
  - Beneficiary Rights and Protections
  - Program Integrity
- Preparing and facilitating DHCS Triennial Reviews
- Managing MHP Policies and Procedures
- Tracking and distributing DHCS Information Notices
- Performing Medi-Cal Site Certifications
- Monitoring and tracking Beneficiary Protections
  - Grievances and Appeals
  - Change of Provider Requests
  - State Fair Hearings
  - Notices of Adverse Benefit Determination

**Quality Improvement** tasks include utilizing outcome data to work toward improvement of the service delivery system. Specifically:

- Monitoring system access, timeliness, quality, and outcomes
- Providing program data analysis to inform system change
- Analyzing Consumer Perception Survey results to identify potential needs
- Implementing centralized data tracking through the Electronic Health Record
- Designing and implementing QAPI Plan goals and projects
- Developing and monitoring Performance Improvement Projects
- Preparing and coordinating EQRO
- Coordinating Network Adequacy certifications
- Updating the Provider Directory



**Utilization Review** tasks include training and reviewing program activities to maximize effective service delivery. Specifically:

- Ensuring adherence to Medi-Cal and Medicare documentation standards
  - Documentation Training
  - Technical Assistance
  - Chart Reviews
  - Claiming Accuracy
- Implementing the QAPI Training Plan
- Reviewing audit findings and providing support for implementing Corrective Action Plans
- Providing contract oversight and review of affiliated community provider organizations
- Supervising QAPI activities within the Crisis Stabilization Unit
  - Seclusion and Restraint review
  - Staff ratios
  - Daily Census
  - Timely admissions and discharges

**Auditing and Monitoring** tasks include reviewing and ensuring documented compliance with contractual, state, and federal regulations. Specifically:

- Preparing, executing, and reporting MHP Program Audit Findings
- Preparing, executing, and reporting SUD Program Audit Findings
- Issuing Corrective Action Plans
- Managing Audit Appeals
- Updating Audit Tools and Report Templates
- Conducting Pre-Billing Audits
- Reporting on non-Program Audit Findings
  - Pre-Billing Audits
  - Service Verification
  - Treatment Authorization Requests
  - Service Authorization Requests/Presumptive Transfers
  - Excluded Provider Screenings
  - Peer Review Medication Monitoring

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## QAPI COMMITTEES AND WORKGROUPS

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### QUALITY MANAGEMENT POLICY COMMITTEE (QMP)

The purpose of QMP is to provide the overall policy direction regarding quality of care issues relevant to the whole Division. While each committee communicates and informs all other committees, QMP gives overall direction to the other Committees to analyze, review and make recommendations regarding issues raised in the course of reviewing training, quality improvement or compliance activities.

#### QMP Membership:

- Section Managers
- Medical Director
- Quality Improvement Manager
- Quality Assurance Managers
- DHS Compliance Analyst
- Administrative Services Officer II

### **QMP Workgroups:**

- Audits Program Workgroup
- Billing and Claiming Workgroup
- CANS/ANSA Steering Committee Workgroup
- Contract Review Workgroup
- Credentialing Workgroup
- DHCS Reviews
- Documentation Workgroup
- Forms Workgroup
- Information Notices Workgroup
- Medical Staff Meeting
- Medication Policy Workgroup
- Patients' Rights
- Policies
- Privacy and Security
- QIC
- QIS
- Sentinel Events Committee
- Training Committee

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### **QUALITY IMPROVEMENT STEERING COMMITTEE (QIS)**

The purpose of QIS is to ensure that quality improvement activities are effectively implemented throughout the Division. QIS functions as the central organizing body for the Division. QIS receives direction from and provides recommendations to QMP, gives guidance to and receives information and recommendations from QIC. QIS is responsible for reviewing and making recommendations regarding Consumer Satisfaction/Outcomes data and reviewing general documentation and other quality improvement issues as the need arises.

### **QIS Membership:**

- Health Program Managers
- Clinical Specialists
- Quality Improvement Manager
- Quality Assurance Managers
- Consumer Affairs Coordinator
- Consumer Manager
- Section Managers
- Medical Director
- Recorder
- Safety Coordinator
- Patients' Rights Advocate

### **QIS Standing Items:**

- Managers' Checklist
- Peer Provider Update
- Sentinel Events
- QI
- QA/Documentation
- Change of Provider Requests and Grievances
- Pre-Billing Audits
- Training Committee Update
- Safety Committee Update
- Clerical Meeting
- ORNC Results
- Medical Staff Meeting Results
- Cultural Responsiveness Committee
- QIC Follow-up

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### **QUALITY IMPROVEMENT COMMITTEE (QIC)**

The purpose of QIC is to oversee and be involved in quality improvement activities including exploring policy issues, reviewing and evaluating results of QI activities, and instituting needed QI actions. The areas of responsibility for the QIC are to monitor and review consumer relations/outcomes, develop and review an annual QI work plan, review data and work plan activities, and monitor performance improvement projects.

### **QIC Membership:**

- DHS-BHD Senior Managers
- Behavioral Health Providers (including clinical practitioners and contractors)
- Mental Health and SUD Plan beneficiaries who have accessed specialty mental health services

- Other individuals with lived experience in mental health and substance use disorders
- Healthcare and social service providers
- Law enforcement representatives
- Family members and/or significant persons of beneficiaries who have accessed specialty mental health or substance use disorder services

**QIC Standing Items:**

- System Re-design
- QI Updates (QI Plan, PIPs, EQRO, Consumer Surveys)
- Fire Disaster Recovery
- Training
- MHSA
- Board & Care Subcommittee
- Housing Subcommittee
- CSU Subcommittee

**QUALITY IMPROVEMENT PROCESS**

The QAPI Program utilizes a variety of QI tools and resources to assess system performance issues and plan quality interventions and projects. Refer to Appendix B for a full listing of QI tools that may assist with QAPI activities. The overarching process utilized by the QAPI program is the Plan-Do-Study-Act (PSDA) Model for Quality Improvement.

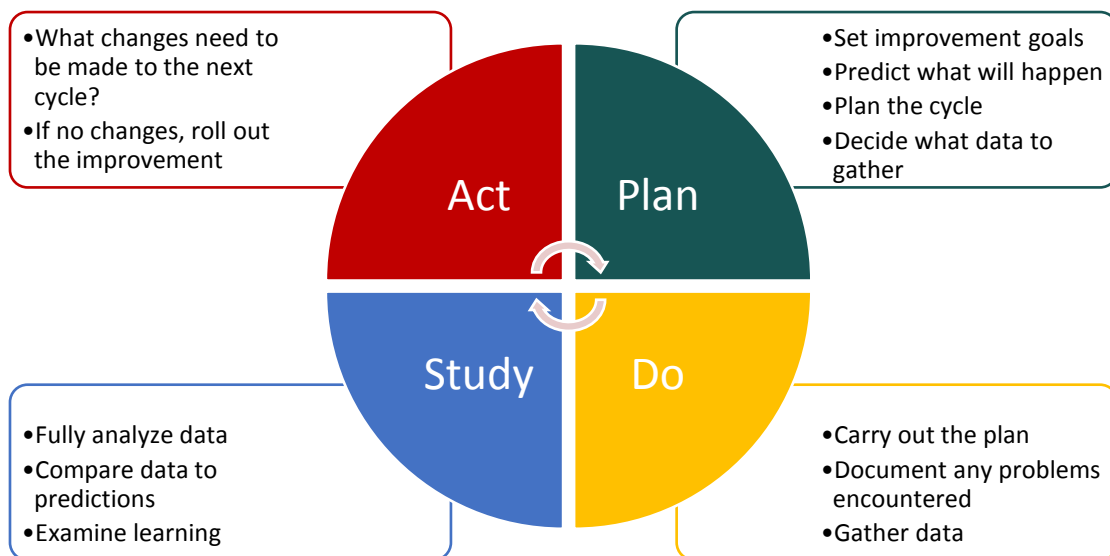
**PLAN-DO-STUDY-ACT MODEL FOR QUALITY IMPROVEMENT**

**Plan:** Investigate the current situation, fully understand the nature of any problem to be solved, and develop potential solutions to the problem.

**Do:** Implement the action plan on a test basis.

**Study:** Compare data results of the new process with those of the previous one.

**Act:** Decide, based upon the data, whether to adopt the new process, make slight changes to the process, or to abandon the process and start over. For decisions to adopt or adapt the improvement process, monitor the gains going forward. For decisions to abandon the process, determine a new course.



## QUALITY GOALS, OBJECTIVES, AND IMPLEMENTATION

### INTRODUCTION

This section presents the overall goals and implementation plan for QI. Overall goals and objectives are determined annually after review of the prior year’s QAPI Plan Evaluation, the findings of the Timeliness Self-Assessment Summary, and the results of the Consumer Perception Surveys. Goals are selected based upon their potential to increase service capacity, improve system processes, or achieve treatment outcomes.

### ACTION PLAN

The QAPI Action Plan includes seven essential domains: Access to Care, Timeliness of Services, Quality of Care, Beneficiary Outcomes, Foster Care, Information Systems, Structure and Operations.

#### ACCESS TO CARE

**Network Adequacy:** DHS-BHD has experienced significant structural changes to the service delivery system as a consequence of the 2017 Sonoma Complex Fires and the 2018 Budget Crisis. The resulting program reductions and increasing caseload sizes impacted direct services available to consumers, leading to an inadequate network capacity finding from DHCS. In FY 18-19, the DHS-BHD Division Management Team worked diligently to maximize funding opportunities and streamline service system design in order to expand provider network capacity and right-size caseloads. The 2019 Annual Network Adequacy Certification showed that DHS-BHD now meets the provider-beneficiary ratio standards set forth by DHCS. Further system refinements are in process to continue this forward momentum, as outlined below.

Goal	Objectives & Activities	Measure / Standard	Monitoring Timeframe	Responsible
<b>DHS-BHD develops and maintains an adequate provider network to ensure provision of timely, appropriate, and quality care within the reasonable capacity of the service system</b>	At each quarterly Network Adequacy certification, DHS-BHD will meet the provider-beneficiary ratio standards identified by DHCS	Provider FTE Targets	Quarterly	Division Leadership Team (Recruitment & Structural Changes)
	<ul style="list-style-type: none"> <li>Prioritize staffing recruitments for direct service programs</li> </ul>	Adult Psychiatry: 4.06 FTE	Jul 1, 2019	QI Manager (Data Tracking/Monitoring)
	<ul style="list-style-type: none"> <li>Maximize contract site capacity through competitive procurement</li> </ul>	Youth Psychiatry: 2.64 FTE	Oct 1, 2019	
	<ul style="list-style-type: none"> <li>Expand the student-intern and peer-provider pipeline programs</li> </ul>	Adult Outpatient: 63.49 FTE	Jan 15, 2020	
	<ul style="list-style-type: none"> <li>Enhance the Adult and Youth Access Teams</li> </ul>	Youth Outpatient: 98.03 FTE	Apr 1, 2020	
<ul style="list-style-type: none"> <li>Streamline the integration of the multi-service HUB</li> <li>Right-size caseloads on Full Service Partnership Teams</li> <li>Consolidate Provider Network data tracking into a centralized database</li> </ul>				

**Cultural Competence:** Cultural Responsiveness is a core priority of the QAPI Program, which supports Division Leadership’s continuing work to identify and implement strategies for ensuring access for underserved populations. However, despite DHS-BHD’s ongoing commitment to serve disparate communities, the Latino/Hispanic penetration rate has declined steadily over the last three years and was less than half the State average CY 2017. In response to this trend, a new Ethnic Services Manager (ESM) was selected in 2019 to oversee cultural responsiveness efforts in the Division. The ESM has reconstituted the Cultural Responsiveness Committee and is updating the Cultural Competence Plan to address identified disparities. She is also a member of the statewide and regional Cultural Competence, Equity, and Social Justice Committee through CBHDA. Additionally, the ESM facilitates the training program within the Division. Cultural competence is a key aspect of all DHS-BHD trainings, and expansion of knowledge and related skills in this areas are an on-going target of trainings. The ESM scheduled five cultural competence training opportunities during FY 18-19, all receiving high marks on participant evaluations. Lastly, review of CSI data reporting on ethnicity revealed some accuracy issues. In FY 17-18, 27% of CSI admission forms had No Entry for ethnicity. The QI team worked with program managers to implement a data remediation plan. As a result of these combined efforts, in FY 18-19 DHS-BHD saw a 6.1% increase in the percentage of Latino/Hispanic clients served compared to total clients, and also an 11.8% increase in the total number of Latino/Hispanic clients served overall. Efforts to continue progress in this area are outlined below.

Goal	Objectives & Activities	Measure / Standard	Monitoring Timeframe	Responsible
<b>DHS-BHD provides culturally responsive services, ensuring equal access for all cultures and demonstrating parity in mental health services for all cultures</b>	During FY 19-20, schedule and facilitate 4 Cultural Responsiveness Committee Meetings	Cultural Responsiveness Committee Schedule	Quarterly	Ethnic Services Manager
	<ul style="list-style-type: none"> <li>Define roles and responsibilities</li> <li>Recruit and select participants</li> <li>Develop planning agenda</li> <li>Schedule meetings</li> </ul>	Meeting Minutes Attendance Sheets	Jul-Sep, 2019 Oct-Dec, 2019 Jan-Mar, 2020 Apr-May, 2020	
	During FY 19-20, provide at least two mandatory staff training opportunities on Cultural Competence topics, in which Training Evaluation scores surpass a minimum satisfaction threshold of 4.00	Staff training evaluation aggregate and item scores	Annually	Ethnic Services Manager (Planning and Facilitation)
	<ul style="list-style-type: none"> <li>Identify cultural responsiveness gaps from Consumer Perception Survey results</li> <li>Identify staff knowledge gaps from Cultural Responsiveness Staff Survey</li> <li>Select and schedule applicable topics</li> </ul>	Minimum threshold: 4.00 on Likert scale 1-5 Master Training Schedule Attendance Sheets		QI Manager (Data Analytics)
	Increase the percentage of Latino/Hispanic clients served to meet/exceed 27% (Sonoma County population statistic)	Percent MHP clients identified as Latino/Hispanic	Quarterly	Ethnic Services Manager (Planning)
	<ul style="list-style-type: none"> <li>Engage PDSA process to analyze low penetration rates</li> <li>Continue to remediate CSI data issues</li> <li>Recruit/retain bilingual/bicultural staff</li> </ul>	Sonoma County Population Statistics for Latino Ethnicity = 27%	Jul-Sep, 2019 Oct-Dec, 2019 Jan-Mar, 2020 Apr-May, 2020	QI Manager (Data Analytics)

## TIMELINESS OF SERVICES

**Access Timeliness:** Review of timeliness data for FY 18-19 shows that DHS-BHD has been struggling to consistently offer initial assessment appointments within the required timeliness standard of 10 business days. Based on recommendations from EQRO and the DHCS 2019 Annual Network Adequacy Certification finding regarding timely access standards, DHS-BHD has initiated a Performance Improvement Project to address access timeliness performance. Access Team leadership investigated the barriers to successfully meeting the standard for timeliness to first offered appointment and identified the following areas for improvement: the call-intake process, the screening process, access team staffing capacity, access team caseload, and assessment appointment availability. An Access System re-design is in process, as outlined below.

Goal	Objectives & Activities	Measure / Standard	Monitoring Timeframe	Responsible
<b>DHS-BHD ensures timely access to high quality, culturally sensitive services for individuals and their families</b>	By January 15, 2020, the monthly average for initial assessment appointments offered within the 10 business day standard will increase to 70% and remain at this level or better for the remainder of FY 19-20	Percent of Initial Assessment Appointments offered within 10 business days	Monthly	Access Team Leadership (System Implementation)
	<ul style="list-style-type: none"> <li>Fully staff adult and youth access teams</li> <li>Transfer Access Team caseloads to Service Teams</li> <li>Route Youth requests directly to Youth Access Team</li> <li>Replace lengthy CANS/ANSA screening tools with brief Beacon Screening Tools</li> <li>Transfer Access Line business hours and after hours call center to OPTUM contract</li> <li>Provide Trauma-Informed assessment training to Access Team staff</li> <li>Streamline and consolidate timeliness data tracking into the Electronic Health Record</li> <li>Implement daily walk-in clinic hours to offer next-day appointments</li> </ul>	DHCS target set at 70%	Reported at BHPA meeting	QI Manager (Data Tracking/Monitoring)

## QUALITY OF CARE

**Older Adult Consumer Satisfaction:** Analysis of the Consumer Perception Survey data for CY 2018 revealed significant concerns within the Older Adult consumer population. The response rate for Older Adults was very low at n=24. Overall, mean scores among Older Adults showed significant decline in 2018, with scores falling below the satisfaction threshold in all domains except General Satisfaction. Across gender and ethnicity, the following specific items consistently fell below the satisfaction threshold:

- Staff returned my calls within 24 hours

- I, not staff, decided my treatment goals
- I am getting along better with my family
- I do better in school and/or work
- My housing situation has improved
- I feel I belong in my community
- I have people with whom I can do enjoyable things

Older Adult males and persons of Other Ethnicity showed the lowest satisfaction rates overall. Of particular concern are the number of items for Older Adult males indicating social isolation and lack of responsive support. To address this concern, the Older Adult Team piloted a depression/anxiety treatment and support group, which received good attendance and favorable consumer response. This initial success will be expanded, as outlined below.

Goal	Objectives & Activities	Measure / Standard	Monitoring Timeframe	Responsible
<b>DHS-BHD designs quality services that are informed by and responsive to consumer feedback</b>	During FY 19-20, implement and facilitate at least 2 cycles of a 6-week Depression/Anxiety treatment group for Older Adults (one for men; one for women)	Group Treatment Schedule	Quarterly	Older Adult Team Leadership (Planning and Implementation)
	<ul style="list-style-type: none"> <li>• Utilize student-intern pipeline to increase group facilitator capacity</li> <li>• Develop and refine curriculum</li> <li>• Recruit and select participants</li> <li>• Schedule group treatment cycle</li> </ul>	Treatment Group Proposal Group Curriculum Attendance Sheets	Results reported to QIS	QI Manager (Data Tracking/Monitoring)
	For Older Adult Consumer Perception surveys collected in FY 19-20, increase the response rate to 25%	Percent of Older Adult Consumers completing the Consumer Perception Survey	Semi-Annually	Older Adult Team Leadership (Planning and Implementation)
	<ul style="list-style-type: none"> <li>• Collaborate with Peer Centers to form a survey support team</li> <li>• Utilize survey support team to assist clients in residential settings in completing the survey</li> <li>• Ensure clerical and clinical staff are distributing the correct survey to Older Adults</li> </ul>	Increase from 6% response rate to 25% response rate	Survey periods: May, November	QI Manager (Data Tracking/Monitoring)
	For Older Adult Consumer Perception surveys collected in FY 19-20, the satisfaction rate will exceed the 3.5 satisfaction threshold on all domains	Average domain scores for Older Adult Consumer Perception Surveys	Annually	Older Adult Team Leadership (Planning and Implementation)
	<ul style="list-style-type: none"> <li>• Fully staff the Older Adult Team to increase availability</li> <li>• Implement group treatment support described above</li> </ul>	Minimum threshold: 3.5 on a Likert scale 1-5		QI Manager (Data Tracking/Monitoring)

## BENEFICIARY OUTCOMES

**High-Cost Beneficiaries (HCB):** CY 2017 Performance Metrics indicate that the percentage of high-cost beneficiaries in Sonoma County is nearly double that of the State average. The QIC selected this outcome as the focus for a Clinical Performance Improvement Project. Analysis of CY 2018 data revealed that 11.2% of DHS-BHD consumers account for 53.4% of total service costs. Further analysis showed that 13.8% of adult consumers were generating 59.7% of adult service costs; whereas, 5.0% of youth consumers generated 26% of youth service costs. For Adult HCBs, this results in an average annual cost of \$70,122.45 per consumer compared to adult non-HCBs at \$7,579.61 per consumer. Given the higher proportion and greater cost impact of adult HCBs, this population was selected as the focus of study. Factor analysis of ANSA element scores revealed that the primary distinguishing elements between HCBs and non-HCBs are functionally driven rather than symptom driven. In examining actionable ANSA score differences between the groups, two key factors were identified for targeted intervention:

### Factor One ANSA Items: Community and Connection

- Recreation
- Social Connectedness
- Optimism
- Talents/Interests
- Spiritual/Religious
- Community Connection
- Natural Supports
- Resiliency
- Resourcefulness

### Factor Two ANSA Items: Living with Psychosis

- Social
- Living Skills
- Self-Care
- Decision Making
- Involvement in Recovery
- Psychosis
- Impulse Control
- Other Self Harm

The Boston University Psychiatric Rehabilitation Approach (PRA) was selected as an intervention model because it provides an evidence-based approach to functional skill building in psychiatric populations. A PRA program will be implemented, as outlined below.

Goal	Objectives & Activities	Measure / Standard	Monitoring Timeframe	Responsible
<b>DHS-BHD provides recovery-oriented services that promote the ability of consumers to live a meaningful life in a community of their choosing</b>	By the end of FY 19-20, the average actionable items for Factors One and Two for Adult HCBs, and the average monthly service costs per Adult HCB, will reduce by 10%	ANSA Actionable Item Scores Average monthly service cost	Annually	Adult Services Program Leadership (Implementation)
	<ul style="list-style-type: none"> <li>• Train a staff cohort of PRA facilitators</li> <li>• Recruit and select group participants</li> <li>• Schedule and facilitate 6 week PRA groups</li> <li>• Report Readiness Assessment results to case-managers</li> <li>• Provide individualized follow-up support</li> </ul>	Factor One: Community and Connection Factor Two: Living with Psychosis		QI Manager (Planning, Training, Data Tracking and Monitoring)
		10% reduction in HCB costs		



Goal	Objectives & Activities	Measure / Standard	Monitoring Timeframe	Responsible
	By the end of FY 19-20, establish a peer-provider pipeline program with rotations at the Crisis Stabilization Unit to reduce Crisis Service utilization by 10%	Crisis Service utilization rates	Annually	QIC CSU subcommittee (Planning and Implementation)
	<ul style="list-style-type: none"> <li>Design peer-provider rotations through the CSU</li> <li>Train a peer cohort of PRA facilitators</li> <li>Customize the curriculum to fit a crisis setting</li> <li>Deliver one-on-one PRA interventions to CSU clients</li> </ul>	CSU Peer Pipeline Rotation Schedule Peer Pipeline Program Description Re-Hospitalization rates		QI Manager (Data Analytics)

#### FOSTER CARE

**Data Monitoring and Reporting:** DHS-BHD was advised at the last EQRO review to research the requirements of SB 1291 and incorporate those requirements into the QAPI work plan. Examination of Foster Youth service tracking systems revealed that the HEDIS Medication Monitoring standards for SB 1291 were being tracked in disparate systems, which impacts data monitoring reliability. Additionally, consistent service data reporting back to the Child Welfare System has been disrupted. A project will commence to consolidate foster youth data capture and monitoring capacity into the EHR, as outlined below.

Goal	Objectives & Activities	Measure / Standard	Monitoring Timeframe	Responsible
<b>DHS-BHD works collaboratively with Child Welfare Systems to provide equal access to specialty mental health services for minor and non-minor dependents in foster care</b>	By the end of FY 19-20, consolidate SB 1291 Medication Monitoring metrics into the Electronic Health Record	AVATAR Medication Monitoring Reports	Annually	QI Manager (Data Mapping Research)
	<ul style="list-style-type: none"> <li>Identify and map existing data systems for tracking HEDIS measures</li> <li>Consolidate into single data needs summary</li> <li>Validate against HEDIS standards</li> <li>Render applicable reports in the Electronic Health Record</li> </ul>	HEDIS ADD HEDIS APC HEDIS APP HEDIS APM		AVATAR Change Governance Committee (Implementation)
	By January 2020, resume providing monthly reports to the Child Welfare System summarizing mental health service provision to foster youth	Foster Youth Services Report	Monthly	QI Manager (Report Creation)
	<ul style="list-style-type: none"> <li>Identify and map the reporting specifications</li> <li>Render the report in the Electronic Health Record</li> <li>Implement a report distribution schedule</li> </ul>	Unique Foster Youth by Age Service Distribution by Type, Count, Duration, and Cost		Youth and Family Services Leadership (Report Distribution)

## INFORMATION SYSTEMS

**Data System Consolidation:** In FY 19-20, DHS-BHD commenced a project to complete clinical implementation of the Electronic Health Record, utilizing consulting and project management resources from the vendor NetSmart. This project presents the opportunity to consolidate external data tracking into a single centralized location. As service data capture migrates, the need for expanded QAPI data reporting from the EHR increases, as outlined below.

Goal	Objectives & Activities	Measure / Standard	Monitoring Timeframe	Responsible
<b>DHS-BHD utilizes centralized information systems to inform mental health planning and service delivery at community and individual levels</b>	By end of FY 19-20, consolidate all external service data tracking systems into the Electronic Health Record, including all requisite reports	AVATAR Monitoring Reports	Annually	QI Manager (Data Mapping Research)
	<ul style="list-style-type: none"> <li>Locate and map all external tracking databases</li> <li>Develop data reporting needs list</li> <li>Design QAPI data reporting dashboard</li> <li>Render reporting capacity in the Electronic Health Record</li> <li>Train QAPI and Management staff on utilization and interpretation of the reports</li> </ul>	Timeliness Tracking Database Inpatient Hospital Database CSU Database Referral Management Database		AVATAR Change Governance Committee (Implementation)

## STRUCTURE AND OPERATIONS

**QAPI Program Process Improvements:** Though the re-designed and expanded QAPI team has made significant progress in improving quality outcomes and compliance overall, EQRO and stakeholder feedback confirm that process issues remain, particularly in the areas of responsiveness and follow-up to community provider communication and to negative system outcomes. The QAPI program will initiate process refinements as outlined below.

Goal	Objectives & Activities	Measure / Standard	Monitoring Timeframe	Responsible
<b>DHS-BHD seeks for continuous process improvement of service system structures and operations to maximize utilization of best-practices</b>	During FY 19-20, conduct a formal assessment of organizational quality culture, utilizing the QI SAT 2.0 Tool	QI SAT 2.0 Tool	Annually	QI Manager
	<ul style="list-style-type: none"> <li>Review the QI SAT Tool in QIC and QIS</li> <li>Select survey questions</li> <li>Schedule survey window</li> <li>Distribute survey to direct service staff and managers</li> <li>Analyze results to establish baseline state</li> <li>Review recommended strategies for each domain</li> <li>Select and implement strategies in next QI Plan</li> </ul>	Leadership Commitment QI Infrastructure Employee Empowerment Client Focus Teamwork & Collaboration Continuous Process Improvement	Results reported to Division	

Goal	Objectives & Activities	Measure / Standard	Monitoring Timeframe	Responsible
	By end of FY 19-20, all follow-up tasks identified in Sentinel Event review will be completed within 30 days	Sentinel Event Action Items	Monthly	QI Manager
	<ul style="list-style-type: none"> <li>Complete a retrospective review to remediate past data</li> <li>Design a new Sentinel Event Resolution process</li> <li>Update the Sentinel Event Policy and Procedure</li> <li>Implement the new process through the Sentinel Event Committee</li> </ul>	Action Item open greater than 30 days	Results reported to Sentinel Events committee	
	By January 2020, complete and implement a QAPI Communication Plan	Communication Plan	Quarterly	QI Manager
	<ul style="list-style-type: none"> <li>Identify quality initiatives in the categories of leadership, training, projects, outcomes, and policies</li> <li>Identify potential target audiences</li> <li>Establish communication frequencies and methods</li> <li>Distribute communications</li> </ul>	Management Staff Community Providers Consumers Public	Review in QIC	

#### GOAL SUMMARY

The following table summarizes the QAPI goals for FY 19-20.

Goal	Objectives
<b>DHS-BHD develops and maintains an adequate provider network to ensure provision of timely, appropriate, and quality care within the reasonable capacity of the service system</b>	At each quarterly Network Adequacy certification, DHS-BHD will meet the provider-beneficiary ratio standards identified by DHCS
<b>DHS-BHD provides culturally responsive services, ensuring equal access for all cultures and demonstrating parity in mental health services for all cultures</b>	<p>During FY 19-20, schedule and facilitate 4 Cultural Responsiveness Committee Meetings</p> <p>During FY 19-20, provide at least two mandatory staff training opportunities on Cultural Competence topics, in which Training Evaluation scores surpass a minimum satisfaction threshold of 4.00</p> <p>Increase the percentage of Latino/Hispanic clients served to meet/exceed 27% (Sonoma County population statistic)</p>
<b>DHS-BHD ensures timely access to high quality, culturally sensitive services for individuals and their families</b>	By January 15, 2020, the monthly average for initial assessment appointments offered within the 10 business day standard will increase to 70% and remain at this level or better for the remainder of FY 19-20

Goal	Objectives
<p><b>DHS-BHD designs quality services that are informed by and responsive to consumer feedback</b></p>	<p>During FY 19-20, implement and facilitate at least 2 cycles of a 6-week Depression/Anxiety treatment group for Older Adults (one for men; one for women)</p> <p>For Older Adult Consumer Perception surveys collected in FY 19-20, increase the response rate to 25%</p> <p>For Older Adult Consumer Perception surveys collected in FY 19-20, the satisfaction rate will exceed the 3.5 satisfaction threshold on all domains</p>
<p><b>DHS-BHD provides recovery-oriented services that promote the ability of consumers to live a meaningful life in a community of their choosing</b></p>	<p>By the end of FY 19-20, the average actionable items for Factors One and Two for Adult HCBs, and the average monthly service costs per Adult HCB, will reduce by 10%</p> <p>By the end of FY 19-20, establish a peer-provider pipeline program with rotations at the Crisis Stabilization Unit to reduce Crisis Service utilization by 10%</p>
<p><b>DHS-BHD works collaboratively with Child Welfare Systems to provide equal access to specialty mental health services for minor and non-minor dependents in foster care</b></p>	<p>By the end of FY 19-20, consolidate SB 1291 Medication Monitoring metrics into the Electronic Health Record</p> <p>By January 2020, resume providing monthly reports to the Child Welfare System summarizing mental health service provision to foster youth</p>
<p><b>DHS-BHD utilizes centralized information systems to inform mental health planning and service delivery at community and individual levels</b></p>	<p>By end of FY 19-20, consolidate all external service data tracking systems into the Electronic Health Record, including all requisite reports</p>
<p><b>DHS-BHD seeks for continuous process improvement of service system structures and operations to maximize utilization of best-practices</b></p>	<p>During FY 19-20, conduct a formal assessment of organizational quality culture, utilizing the QI SAT 2.0 Tool</p> <p>By end of FY 19-20, all follow-up tasks identified in Sentinel Event review will be completed within 30 days</p> <p>By January 2020, complete and implement a QAPI Communication Plan</p>

## PERFORMANCE IMPROVEMENT PROJECTS

### INTRODUCTION

This section describes the process for QI project identification, prioritization, and selection of team members. Information about current and past projects may be obtained from QIC or the QI Manager.

### PROJECT SELECTION

The QAPI Program conducts at least two performance improvement projects (PIPs) annually: a clinical PIP and a non-clinical PIP. Projects are driven by consumer and system need, data, and related research.

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### PROJECT NOMINATION

Potential QI projects are identified by staff members, managers, consumers, contractors, peers, and family members. The QAPI Program has developed a Quality Improvement Project Nomination Form available to aforementioned groups for submitting project ideas directly to the QI Manager and QIC for consideration. Individuals may also informally suggest changes to supervisors, managers, or the QAPI section manager.

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### SELECTION REVIEW PROCESS

All submitted Project Nomination Forms are reviewed and recorded for possible implementation. Additionally, upon receipt of the annual EQRO report, the QI manager and QI specialist conduct a detailed review of the findings. The report in its entirety is shared at the next monthly QIC meeting to initiate project brainstorming sessions. Discussion includes a focus on last year's performance improvement projects and implications. The QIC examines opportunities for improvement and considers direct recommendations by the EQRO to inform project selection.

Factors considered for topic selection include:

- QIC committee member interest
- Leadership team priorities
- Alignment with the strategic plan and mission
- Consumer survey results
- Staff survey results/suggestions
- Program outcome evaluations
- Audit or compliance issues
- Number of consumers impacted
- Financial consequences
- Availability of resources
- Timeliness
- Access to services

Selected projects are documented in the QIC minutes and put forth for prioritization discussion.

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### PROJECT PRIORITIZATION

QIC focuses on prioritizing projects that have the widest consumer and community reach, impact individuals with greatest need, and are data driven with clear outcome indicators. Prioritized projects are submitted to QMP for high level review and approval to ensure alignment with agency strategic plan and mission.

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### PROJECT TEAM MEMBERSHIP SELECTION

Team members are selected in QIC under the leadership of the QI manager. Subject matter expertise, diversity of representation, and availability are primary factors in membership selection. The objective is to obtain cross-sectional representation in terms of the scope of the project and related problem areas. Teams typically consist of five to seven members that meet as needed and report progress back to QIC monthly.

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## SPECIALIZED STAFFING AND RESOURCE NEEDS

Special project needs are identified by QIC members or project team members on subcommittee. These needs include but are not limited to the following:

- Specialized training requirements
- Custom dataset specifications
- Data analysis software capabilities
- Subject matter expertise

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## FINAL SELECTION AND APPROVAL

Once projects have been identified, priorities assessed, system needs evaluated, and team members selected, a formal recommendation is presented to QMP for review. QMP either approves, revises, or rejects the project proposal.

## CURRENT PROJECTS

Current QI Projects are outlined as follows. A list of past QI Projects is included in Appendix C.

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## ENHANCING COMMUNITY CONNECTION AND LIVING SKILLS TO REDUCE HIGH COST SERVICE UTILIZATION (CLINICAL PIP)

Out of all adult consumers in DHS-BHD, 13.8% account for 59.7% of all adult service costs. These individuals are high cost beneficiaries (HCBs) that have an average annual service cost of \$70,122.45 per consumer. DHS-BHD is using the Boston University Psychiatric Rehabilitation Approach in groups and individual sessions to empower consumers with social, connection, and recovery skills which will enable them to utilize community resources and natural supports rather than crisis services. Initial design will target consumers in Full Service Partnership (FSP) programs with plans to expand to Crisis Stabilization Unit (CSU) and residential treatment programs if promising results are obtained.

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## REDESIGNING SERVICE ENTRY PROCESS TO IMPROVE TIMELINESS (NON-CLINICAL)

Based on data from FY 18-19 and first quarter FY19-20, only half of DHS-BHD consumers meet the standard of receiving an initial assessment appointment offer within ten business days of service request. DHS-BHD has re-designed the process to access services by creating specific system changes to increase capacity, increase efficiency, and provide a more trauma-informed systems approach. Interventions are targeted to streamline the access team assessment, scheduling, and data management processes to reduce wait times for assessment appointments.

The following interventions are included in the re-design:

- Fully staffing the Access Team
- Transferring Access Team caseloads to service teams
- Routing youth service requests directly to Youth Access instead of Adult Access
- Replacing the CANS and ANSA screening tools with a shorter Beacon Screening
- Shifting all screening duties to the OPTUM contract
- Providing trauma informed assessment training to all Access Team staff
- Consolidating data tracking into the Electronic Health Record
- Offering next business day walk-in appointments to all adult consumers

It is anticipated that these changes will increase timely access to services, reduce adverse outcomes, and reduce costs in the system of care by preventing crises exacerbated by delays in service delivery.

## TRAINING

### INTRODUCTION

Training is a vital element of QAPI efforts to empower staff in the utilization of quality improvement tools and techniques to effectively achieve the agency's mission. This section outlines the QAPI Training Plan components.

### TRAINING AND SUPPORT

QI training includes new employee orientations, focused technical assistance targeted to specific teams or staffing levels, division wide staff development, and community provider support. Trainings related to appropriate clinical documentation are provided by the Utilization Review Manager. Trainings related to electronic health records are provided by the Quality Improvement Clinical Specialist. Staff development and other specific quality improvement trainings are provided by the Quality Improvement Manager.

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### NEW EMPLOYEE ORIENTATION

**Avatar and DCAR Training:** Training for how to use both of these electronic health records (EHRs) is provided by the Quality Improvement Clinical Specialist. All new DHS-BHD staff members with jobs falling under clerical, clinical, medical, and supervisory roles receive training on how to interface with Avatar. All new DHS-BHD staff with clinical roles and those needing read only access in other roles receive training on how to interface with DCAR. A training covering Avatar, DCAR, or both is scheduled within the first two weeks of employment. Staff are required to complete training before being granted login access to both EHR systems. All staff completing clinical assessments of any kind must complete a CANS or ANSA certification on the PRAED foundation website. <https://www.schoox.com/login.php>

**New Employee Documentation Trainings:** These trainings are offered every 1-3 months based on staffing needs. They are required for new Sonoma County employees (Senior Client Support Specialists, Clinicians/Clinician Interns, Clinical Specialists, and Program Managers) who will be billing Medi-Cal, and for existing employees transferring from non-Medi-Cal to Medi-Cal programs. Course content covers:

- Medical Necessity
- Assessments (non-ANSA/CANS portion)
- Procedure Codes
- Progress Notes
  - Format & Content
  - Non-Billable Services
  - Claiming for Services
- Client Plans
- MAA codes
- Post-Psychiatric Hospitalization Visit, Suicide Risk Assessment, Violence Risk Assessment
- Recovery-Oriented and Respectful Language

Trainings are provided by the Utilization Review Manager.

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### FOCUSED TRAININGS

**Individual Program Trainings:** Individualized trainings are provided either upon request, or in response to an identified deficit as part of a corrective action plan. The content of these trainings is created on a case by case basis depending on identified deficits. Topics have included:

- Client Plan goals and interventions

- Procedure codes
- Progress Note content and format
- Streamlining documentation time
- IHBS & ICC codes
- CSU Denial of Rights documentation

Trainings are provided by Utilization Review Manager.

**Clinical Specialist Monthly Meetings:** In order to increase expertise in clinical documentation, comfort in monitoring, and standardization of documentation supervision, clinical specialists supervising clinical staff are required to attend monthly trainings with the Utilization Review Manager.

**Nursing Staff Monthly Meetings:** The Utilization Review Manager acts as a documentation liaison and attends monthly nursing staff meetings to answer any documentation questions.

**Medical Staff Monthly Meetings:** The Utilization Review Manager acts as a documentation liaison and attends monthly meetings with licensed prescribers to answer any documentation questions.

#### BEHAVIORAL HEALTH DIVISION TRAININGS

**Documentation Minute:** Commonly occurring documentation problems that are pervasive across DHS-BHD teams are addressed at monthly division meetings. These are brief 10-15 minute trainings provided by the Utilization Review Manager to all staff in attendance at the Division-wide staff meeting.

**Staff Development Trainings:** Division-wide staff development trainings are provided to inform staff of significant policy revisions and procedural changes resulting from regulatory updates. These trainings are facilitated by the QA or QI Manager.

#### COMMUNITY PROVIDER TRAININGS

**Documentation Trainings:** Contractor trainings for community based organizations (CBOs) are typically provided every 2 months on an as needed basis and upon request. Topics have included:

- Procedure codes
- Progress Note content and format
- Client Plan goals and interventions

Additionally, contractors are provided with an instructional manual to assist with documentation. These trainings are provided by the Utilization Review Manager.

#### LEADERSHIP TRAININGS

**Quality Improvement Committee Trainings:** The QI Manager facilitates intermediate and advanced QI trainings for the QIC on QI processes, QI Tools, and PIPs. These trainings are held quarterly.

**Mental Health Board (MHB) Trainings:** The MHB hosts an annual QI-themed training focused on specific elements of Trauma-Informed Care. The QI Manager assists in providing this training material.



## COMMUNICATION

### INTRODUCTION

In order to support quality as a usual-way-of-business, quality-related news is communicated on a regular basis using a variety of methods to staff, consumers, community providers, the Mental Health Board, and the general public. This section describes how quality initiatives are shared.

### QUALITY SHARING

QAPI updates and activities are communicated at multiple levels of the organization, and include topics such as leadership initiatives, training opportunities, project proposals, treatment outcomes, and policy updates.

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### ALL EMPLOYEES

- In the Division All-Staff Meetings:
  - Presentations of QI projects completed, with report of experiences and results
  - Recognition and acknowledgment of team contributions
  - Project storyboards
  - EQRO results
- On the shared electronic drive:
  - All QIC and QIS meeting documents (agendas, summaries, data tools, storyboards) are stored and available for review
- By all-staff email distribution:
  - Results and analysis of Consumer Perception Surveys, distributed annually
  - Results and analysis of Staff Perception Surveys, distributed as completed

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### COMMUNITY PROVIDERS

- By email distribution list:
  - QIC system data analyses and results summaries
  - Peer Center events and activities

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### MENTAL HEALTH BOARD

- Through the MHB Liaison to QIC:
  - Updates on QAPI Plan activities
  - Results and analysis of Consumer Perception Surveys
  - Results of EQRO

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### PUBLIC

- On the DHS-BHD website:
  - The annual QAPI Plan and the prior year Plan Evaluation results
  - The Network Provider Directory

## MONITORING AND EVALUATION

### INTRODUCTION

This section describes the monitoring and evaluation for the QI Plan and associated goals. A QI Monitoring Activity Timeline is included in Appendix D.

### QI METRICS/PERFORMANCE MEASURES

The QAPI program tracks and monitors a variety of metrics and performance measures to assess system quality.

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### PERFORMANCE MEASURES

At the annual EQRO review, DHS-BHD is validated on the following eight mandatory Performance Measures as defined by DHCS:

- Total beneficiaries served by each county MHP
- Penetration rates in each county MHP
- Total costs per beneficiary served by each county MHP
- High-Cost Beneficiaries (HCBS) incurring \$30,000 or higher in approved claims during a calendar year (CY)
- Count of Therapeutic Behavioral Services (TBS) beneficiaries served compared to the 4 percent Emily Q Benchmark (not included in MHP reports; this information is included in the Annual Statewide Report submitted to DHCS)
- Total psychiatric inpatient hospital episodes, costs, and average length of stay (LOS)
- Psychiatric inpatient hospital 7-day and 30-day rehospitalization rates
- Post-psychiatric inpatient hospital 7-day and 30-day SMHS follow-up service rates

In addition, the EQRO review examines the following SB 1291 Performance Measures (Chapter 844; Statutes of 2016):<sup>1</sup>

- The number of Medi-Cal eligible minor and nonminor dependents
- Types of mental health services provided to children, including prevention and treatment services; these types of services may include, but are not limited to, screenings, assessments, home-based mental health services, outpatient services, day treatment services or inpatient services, psychiatric hospitalizations, crisis interventions, case management, and psychotropic medication support services
- Performance data for Medi-Cal eligible minor and nonminor dependents in Foster Care (FC)
- Utilization data for Medi-Cal eligible minor and nonminor dependents in FC
- Medication monitoring consistent with the child welfare psychotropic medication measures developed by the State Department of Social Services and any Healthcare Effectiveness Data and Information Set (HEDIS) measures related to psychotropic medications, including, but not limited to, the following:
  - Follow-Up Care for Children Prescribed Attention Deficit Hyperactivity Disorder Medication (HEDIS ADD)

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<sup>1</sup> Public Information Links to SB 1291 Specific Data Requirements:

1. EPSDT POS Data Dashboards:

<http://www.dhcs.ca.gov/provgovpart/pos/Pages/Performance-Outcomes-System-Reports-and-Measures-Catalog.aspx>

2. Psychotropic Medication and HEDIS Measures:

[http://cssr.berkeley.edu/ucb\\_childwelfare/ReportDefault.aspx](http://cssr.berkeley.edu/ucb_childwelfare/ReportDefault.aspx) includes:

- 5A (1&2) Use of Psychotropic Medications
- 5C Use of Multiple Concurrent Psychotropic Medications
- 5D Ongoing Metabolic Monitoring for Children on Antipsychotic Medications New Measure

<http://www.dhcs.ca.gov/dataandstats/Pages/Quality-of-Care-Measures-in-Foster-Care.aspx>

- Use of Multiple Concurrent Antipsychotics in Children and Adolescents (HEDIS APC)
- Use of First-Line Psychosocial Care for Children and Adolescents on Antipsychotics (HEDIS APP)
- Metabolic Monitoring for Children and Adolescents on Antipsychotics (HEDIS APM)
- Access to, and timeliness of, mental health services, as described in Sections 1300.67.2, 1300.67.2.1, and 1300.67.2.2 of Title 28 of the California Code of Regulations and consistent with Section 438.206 of Title 42 of the Code of Federal Regulations, available to Medi-Cal eligible minor and nonminor dependents in FC
- Quality of mental health services available to Medi-Cal eligible minor and nonminor dependents in FC
- Translation and interpretation services, consistent with Section 438.10(c)(4) and (5) of Title 42 of the Code of Federal Regulations and Section 1810.410 of Title 9 of the California Code of Regulations, available to Medi-Cal eligible minor and nonminor dependents in FC

## QI OUTCOME METRICS

### Measures of Efficiency

Outcome	Description of Associated Measure
<b>Time saved</b>	Time to complete a specific process or deliver a specific service
<b>Reduced number of steps</b>	Number of steps to complete a specific process or delivery of a specific service
<b>Revenue generated from billable service</b>	Revenue generated by changing the implementation of a billable process or service
<b>Costs saved</b>	Cost to complete a specific process or deliver a specific service
<b>Costs avoided</b>	Cost avoided because of changes in a specific process or delivery of a specific service

### Measures of Effectiveness

Outcome	Description of Associated Measure
<b>Increased client or staff satisfaction</b>	Percentage of clients or staff who report being satisfied or extremely satisfied with a specific service or process
<b>Increased reach to a target population</b>	Percentage of target population that has been offered, received, or completed a specific behavioral health service or program
<b>Dissemination of information, products, or evidence-based practices</b>	Percentage of individuals or behavioral health partner organizations reached through dissemination of information, products, or evidence-based practices
<b>Quality enhancement of services or programs</b>	Description of issue or improvement opportunity and its resolution for a specific service or program
<b>Quality enhancement of data systems</b>	Description of issue or improvement opportunity and its resolution for a specific data or health information system
<b>Organizational design improvements</b>	Description of improvements to organizational operations, business processes, or service/program delivery resulting from specific organization design efforts
<b>Increased preventive behaviors</b>	Percentage of preventive or behavioral health-promoting behavior or early indicators of preventive behaviors in a target population
<b>Decreased incidence or prevalence of risk behaviors</b>	Percentage of individuals with risk behaviors in the target population

## QI PLAN MONITORING

In January of each year, the QIC reviews the recommendations indicated in the EQRO final report to identify areas for further data review and analysis. The results of these analyses initiate brainstorming sessions on potential improvement ideas.

In July of each year, the QI manager commences an evaluation of the previous fiscal year QI Plan and activities. This is conducted through data analysis of plan goal metrics and facilitated discussion at QIC. Evaluation will address:

- Progress toward and/or achievement of goals as outlined in the Goals, Objectives and Implementation section
- Effectiveness of goal interventions
- Effectiveness of the QI Plan in overseeing quality projects and integration within the agency
- Clarity of the QI Plan and its associated documents
- Satisfaction survey results
- Lessons learned

A report of this evaluation and subsequent actions will be used in conjunction with a review of the QI Plan itself to revise the QI Plan.

## QI PROJECT MONITORING

QI Project Teams will provide project progress reports to the QIC once per quarter. The QI Manager will develop and submit project storyboards at the conclusion of the project. Within one month of a project's finalization, all team members will be surveyed to determine QI process learning, perceived contribution to the project, value of the project experience and ultimate outcome, lessons learned, and suggestions for overall agency QI efforts.

## LIST OF APPENDICES

Appendix A: Glossary of Terms

Appendix B: QI Toolkit

Appendix C: Summary of Past QI Projects

Appendix D: QI Activity Timeline

## APPENDIX A: GLOSSARY OF TERMS

### A

#### **Access**

Access is the potential for or actual entry of a population into the health system. Entry is dependent upon the wants, resources, and needs that individuals bring to the care-seeking process. The ability to obtain wanted or needed services may be influenced by many factors, including travel, distance, waiting time, available financial resources, and availability of a regular source of care. Access also refers to the extent to which a public health service is readily available to the community's individuals in need. Accessibility also refers to the capacity of the agency to provide service in such a way as to reflect and honor the social and cultural characteristics of the community and focuses on agency efforts to reduce barriers to service utilization.

#### **Accreditation**

Accreditation for public health departments is defined as:

1. The development and acceptance of a set of national public health department accreditation standards;
2. The development and acceptance of a standardized process to measure health department performance against those standards;
3. The periodic issuance of recognition for health departments that meet a specified set of national accreditation standards; and
4. The periodic review, refining, and updating of the national public health department accreditation standards and the process for measuring and awarding accreditation recognition.

#### **Advisory Board**

Advisory boards of health report to a health officer and city, county, or township commissioners or trustees (the title varies). Advisory boards make recommendations and offer guidance on programs, policies, and budgets for public health and behavioral health operations. These recommendations are acted upon by those having the legal authority to govern.

#### **After Action Report (AAR)**

An After Action Report (AAR) is a narrative report that provides a description and analysis of performance during an emergency operation or exercise, identifying issues that need to be addressed, as well as recommendations for corrective actions. The Homeland Security Exercise and Evaluation Program (HSEEP) lists the following four sections as the required contents for the body of an AAR:

- Section 1: Exercise Overview (includes identifying information, such as the exercise name, date, duration);
- Section 2: Exercise Design Summary (includes the overarching exercise purpose and goals; capabilities, activities, and tasks identified for demonstration; exercise objectives; summary of designed initiating event(s) / key scenario events; and planned simulations);
- Section 3: Analysis of Capabilities; and
- Section 4: Conclusion.

#### **Alignment**

Alignment is the consistency of plans, processes, information, resource decisions, actions, results and analysis to support key organization-wide goals.

### **All Hazards Plan**

An all hazards plan is an action plan for the jurisdiction developed to mitigate, respond to, and recover from a natural disaster, terrorist event, or other emergency that threatens people, property, business, or the community. The plan identifies persons, equipment, and resources for activation in an emergency and includes steps to coordinate and guide the response and recovery efforts of the jurisdiction.

### **Appointing Authority**

The appointing authority is the person with the power to hire the director of the health department.

### **Assessment**

Assessment is defined as:

1. Collecting, analyzing, and using data to educate and mobilize communities, develop priorities, garner resources, and plan actions to improve public/behavioral health.
2. One of the three core functions of public health, involving the systematic collection and analysis of data in order to provide a basis for decision-making. This may include collecting statistics on community health status, health needs, community assets and/or other public health issues. The process of regularly and systematically collecting, assembling, analyzing, and making available information on the health needs of the community, including statistics on health status, community health needs, and epidemiologic and other studies of health problems.

### **Assurance**

As one of the core functions of public health, assurance refers to the process of determining that “services necessary to achieve agreed upon goals are provided, either by encouraging actions by other entities (public or private sector), by requiring such action through regulation, or by providing services directly.” (Institute of Medicine, *The Future of Public Health*. Washington, DC: National Academy Press; 1988).

### **At-Risk Populations**

Certain factors will increase a person’s risk of negative outcomes on health, safety, and well-being; they may experience significant barriers, and therefore need help maintaining medical care, food, and shelter. Factors that increase the risk of harm, for example, during a natural disaster include:

- Economic disadvantage (e.g., having too little money to stockpile supplies, or to stay home from work for even a short time);
- Absence of a support network (e.g., some children; homeless; travelers; and the socially, culturally, or geographically isolated);
- Requiring additional support to be independent in daily activities because of a physical, mental, or developmental disability; substance abuse or dependence; vision or hearing impairment; or certain other medical or physical conditions; or,
- Difficulty reading, speaking, or understanding English.

These factors are typical of at-risk population characteristics.

### **Audit**

An audit is a formal examination of an organization’s or individual’s accounts or financial situation.

## B

### ***Benchmarks***

Benchmarks are points of reference or a standard against which measurements can be compared. In the context of indicators and behavioral health, a benchmark is an accurate data point, which is used as a reference for future comparisons (similar to a baseline). Sometimes it also refers to “best practices” in a particular field. Communities compare themselves against these standards. Many groups use benchmark as a synonym for indicator or target.

### ***Best Practices***

The best clinical or administrative practice or approach at the moment, given the situation, the consumer or community needs and desires, the evidence about what works for a particular situation and the resources available. Organizations often also use the term “promising practices” which may be defined as clinical or administrative practices for which there is considerable practice-based evidence or expert consensus which indicates promise in improving outcomes, but for which are not yet proven by strong scientific evidence.

## C

### ***Capacity***

Capacity consists of the resources and relationships necessary to carry out the core functions and essential services of behavioral health; these include human resources, information resources, fiscal and physical resources, and appropriate relationships among the system components.

### ***Cluster Evaluation/Analysis***

A cluster evaluation or analysis is a set of statistical methods used to group variables or observations into strongly inter-related subgroups. In epidemiology, it may be used to analyze a closely grouped series of events or cases of disease or other health-related phenomenon with well-defined distribution patterns in relation to time or place or both.

### ***Coalition***

A coalition is an organized group of people in a community working toward a common goal. The coalition can have individual, group, institutional, community, and/or public policy goals.

### ***Collaboration***

Collaboration is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals. The relationship includes a commitment to mutual relationships and goals; a jointly developed structure and shared responsibility; mutual authority and accountability for success; and sharing of resources and rewards.

### ***Collaborative Leadership***

Collaborative leadership is a type of leadership that engages others by designing constructive processes for working together, convenes appropriate stakeholders, and facilitates and sustains their interaction. In collaborative leadership, leaders promote and safeguard the collaborative process through shared leadership, rather than taking unilateral action. Collaborative leaders perform their work in coalitions, alliances and partnerships.

### ***Communication***

Communication is defined as a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior.



### ***Communications Strategies***

Communications strategies are statements or plans that describe a situation, audience, behavioral change objectives, strategic approach, key message points, media of communication, management and evaluation. Health departments may develop communications strategies to address a variety of situation for health communications, emergency response, or health education.

### ***Community***

Community is a group of people who have common characteristics; communities can be defined by location, race, ethnicity, age, occupation, interest in particular problems or outcomes, or other similar common bonds. Ideally, there would be available assets and resources, as well as collective discussion, decision-making and action.

### ***Competencies***

Core competencies are fundamental knowledge, abilities, or expertise associated in a specific subject area or skill set.

### ***Compliance***

Compliance is defined as conformity in fulfilling official requirements.

### ***Consultation***

Consultation is a process, act or conference through which advice is given, information is shared, and views are exchanged.

### ***Continuing***

For the purposes of Quality Improvement, continuing is defined as activities that have existed for some time, are currently in existence, and will remain in the future.

### ***Core Competencies for Integrated Behavioral Health and Primary Care***

Core Behavioral Health competencies encompass the individual skills desirable for the delivery of Integrated Behavioral Health Services. They transcend the boundaries of the specific disciplines within Behavioral Health and help to unify the profession. The competencies are divided into the following nine domains: Interpersonal Communication, Collaboration & Teamwork, Screening & Assessment, Care Planning & Care Coordination, Intervention, Cultural Competence & Adaptation, Systems Oriented Practice, Practice Based Learning & Quality Improvement, and Informatics.

### ***Cultural Competence***

Cultural competence is a set of skills that result in an individual understanding and appreciating cultural differences and similarities within, among, and between groups and individuals. This competence requires that the draw on the community-based values, traditions, and customs to work with knowledgeable persons of and from the community developing targeted interventions and communications.

### ***Current***

For the purposes of Quality Improvement, current is defined as occurring within the previous 24 months.

### ***Customer/Client***

Customer/client is the person or group that receives or consumes services and has the ability to choose among different products or services.

### ***Customer/Client Satisfaction***

Customer or client satisfaction is the degree of satisfaction provided by a person or group receiving a service, as defined by that person or group.

D

### ***Determinants of Health***

Factors which influence the health status of an individual and/or a population are called determinants of health. They may be categorized in several groups such as the genetic or biological causes and predisposition of disease, mortality, or disability; the behavioral aspects of disease and illness (choices, lifestyle, etc.); the cultural, political, economic, and social aspects of disease and illness; the environmental aspects of disease and illness; the policy aspects of disease and illness; and the individual and response to all of the above

### ***Diverse Workforce***

A diverse workforce results when agencies recruit and retain an inclusive workforce -- one that looks like the population it serves -- and when individual differences are respected, appreciated, and valued, diversity becomes an organizational strength that contributes to achieving results. Diversity offers a variety of views, approaches, and actions for an agency to use in strategic planning, problem solving, and decision making. It also enables an agency to better serve the public by reflecting the customers and communities it serves.

E

### ***Evidence-based Practice***

Evidenced-based practice involves making decisions on the basis of the best available scientific evidence, using data and information systems systematically, applying program-planning frameworks, engaging the community in decision making, conducting sound evaluation, and disseminating what is learned.

G

### ***Governing Entity***

A governing entity is the individual, board, council, commission or other body with legal authority over the behavioral health functions of a jurisdiction of local government; or region, or district or reservation as established by state, territorial, or tribal constitution or statute, or by local charter, bylaw, or ordinance as authorized by state, territorial, tribal, constitution or statute.

H

### ***Health***

Health is a dynamic state of complete physical, mental, spiritual and social well-being and not merely the absence of disease or infirmity.

### ***Health Care Provider***

A health care provider is a person, agency, department, unit, subcontractor, or other entity that delivers a health-related service, whether for payment or as an employee of a governmental or other entity. Examples include hospitals, clinics, free clinics, community health centers, private practitioners, the local health department, etc.

### ***Health Care Service***

A health care service is a business entity that provides inpatient or outpatient testing or treatment of human disease or dysfunction; dispensing of drugs or medical devices for treating human disease or dysfunction; or provision of procedures performed on a person for diagnosing or treating a disease.

### ***Health Communication***

Health communication is informing, influencing, and motivating individual, institutional, and public audiences about important health or public health issues. Health communication includes disease prevention, health promotion, health care policy, and the business of health care, as well as enhancement of the quality of life and health of individuals within a community. Health communication deals with how information is perceived, combined, and used to make decisions.

### ***Health Disparities***

Health disparities refer to differences in population health status that are avoidable and can be changed. These differences can result from environmental, social and/or economic conditions, as well as public policy. These and other factors adversely affect population health.

### ***Health Education***

Health education consists of any planned combination of learning experiences designed to predispose, enable, and reinforce voluntary behavior conducive to health in individuals, groups or communities. An educational process by which the public health system conveys information to the community regarding community health status, health care needs, positive health behaviors and health care policy issues.

### ***Health Information***

Health information is information regarding medical, clinical or health-related subjects that individuals may use to make appropriate health decisions.

### ***Health Information Exchange (HIE)***

A health information exchange is a system to facilitate electronic access to patient-level health information across organizations within a region, community, or health care system. A health information exchange allows clinical information to be shared among disparate health care information systems while maintain the meaning of the information being exchanged, using nationally recognized standards.

### ***Health Needs***

Health needs in behavioral health are those demands required by a population or community to improve their behavioral health status.

### ***Health Promotion***

Health promotion is a set of intervention strategies that seek to eliminate or reduce exposures to harmful factors by modifying human behaviors. This process enables individuals and communities to control and improve their own health.

Health promotion approaches provide opportunities for people to identify problems, develop solutions, and work in partnerships that build on existing skills and strengths. Health promotion consists of planned combinations of educational, political, regulatory, and organizational supports for actions and conditions of living conducive to the health of individuals, groups, or communities. Health promotion activities are any combination of education and organizational, economic, and environmental supports aimed at the stimulation of healthy behavior in individuals, groups, or communities.

### ***Health Status***

The degree to which a person or defined group can fulfill usually expected roles and functions physically, mentally, emotionally, and socially.

I

### ***Information Systems***

An information system is a combination of hardware, software, infrastructure, and trained personnel organized to facilitate planning, control, coordination, and decision-making in an organization.

### ***Infrastructure***

Infrastructure denotes the systems, competencies, relationships, and resources that enable performance of behavioral health's core functions and essential services in every community. Categories include human, organizational, informational, and fiscal resources.

### ***Internal Audit***

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

L

### ***Laws***

Laws are the legal powers and duties of the state to assure the conditions for people to be healthy, and the limitations on the power of the state to constrain the autonomy, privacy, liberty, proprietary, or other legally protected interests of individuals for the protection and promotion of community health.

M

### ***Mandated Behavioral Health Services***

Mandated behavioral health services are required by statute, rule/regulation, ordinance or other similar legally binding process.

O

### ***Operations***

Operations refers to the performance of a practical work or of something involving the practical application of principles or processes.

**Partnership**

A partnership is a relationship among individuals and groups that is characterized by mutual cooperation and responsibilities.

**Policy/Policy Development**

Policy is a definite course or method of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions or a high-level overall plan embracing the general goals and acceptable procedures especially of a governmental entity. Policy development is the means by which problem identification, technical knowledge of possible solutions, and societal values converge to set a course of action. As such, policy development is an outgrowth of the assessment and monitoring activities described with respect to all other essential behavioral health services. Policy development is a process that enables informed decisions to be made concerning issues related to the public's behavioral health.

**Population Health**

Population health is a cohesive, integrated and comprehensive approach to health considering the distribution of health outcomes within a population, the health determinants that influence the distribution of care, and the policies and interventions that impact and are impacted by the determinants.

**Practice-based Evidence**

For Tribal health departments, practice-based evidence is the incorporation of evidence grounded in cultural values, beliefs, and traditional practices.

**Prevention**

Primary prevention consists of strategies that seek to prevent the occurrence of disease or injury, generally through reducing exposure or risk factor levels. These strategies can reduce or eliminate causative risk factors (risk reduction). Secondary prevention consists of strategies that seek to identify and control disease processes in their early stages before signs and symptoms develop (screening and treatment). Tertiary prevention consists of strategies that prevent disability by restoring individuals to their optimal level of functioning after a disease or injury is established.

**Primary Care**

Primary care is basic or general health care focused on the point at which a patient ideally first seeks assistance from the health care system.

**Primary Data**

Primary data are data observed or collected from original sources, ranging from more scientifically rigorous approaches such as randomized controlled trials to less rigorous approaches such as case studies.

**Procedure/Protocol**

A procedure or protocol is a written description of the way in which a particular action or set of actions should be accomplished.

### ***Programs, Processes, and Interventions***

Programs, processes, and interventions are the terms used to describe functions or services or activities carried out through the daily work of behavioral health departments.

### ***Public Health System***

The public health system is the constellation of governmental and nongovernmental organizations that contribute to the performance of essential public health services for a defined community or population.

Q

### ***Quality Improvement (QI)***

Quality improvement in behavioral health is the use of a deliberate and defined improvement process, such as Plan-Do-Check-Act, which is focused on activities that are responsive to community needs and improving population health. It refers to a continuous and ongoing effort to achieve measurable improvements in the efficiency, effectiveness, performance, accountability, outcomes, and other indicators of quality in services or processes which achieve equity and improve the behavioral health of the community.

R

### ***Regulation***

A regulation is a rule or order issued by an executive authority or regulatory agency of government and having the force of law.

### ***Reliable***

Reliable is defined as giving the same result on successive trials.

### ***Research***

Research is a systematic investigation, including research development, testing, and evaluation, designed to develop or contribute to generalized knowledge.

### ***Risk Assessment***

Risk assessment is a process used to formally assess the potential harm due to a hazard taking into account factors such as likelihood, timing, and duration of exposure.

S

### ***Secondary Data***

Secondary data are those data which have been collected in the past, collected by other parties, or result from combining data or information from existing sources.

### ***Strategic Plan***

A strategic plan results from a deliberate decision-making process and defines where an organization is going. The plan sets the direction for the organization and, through a common understanding of the mission, vision, goals, and objectives, provides a template for all employees and stakeholders to make decisions that move the organization forward.

## T

### **Technical Assistance (TA)**

Technical assistance is an array of supports including advice, recommendations, information, demonstrations, and materials provided to assist the workforce or organizations in improving behavioral health services.

### **Training**

Training for the behavioral health workforce includes the provision of information through a variety of formal, regular, planned means for the purpose of supporting the behavioral health workforce in maintaining the skills, competencies, and knowledge needed to successfully perform their duties.

### **Trend Analysis**

Trend analysis is a study design which focuses on overall patterns of change in an indicator over time, comparing one time period with another time period for that indicator. Trend analysis is not used to determine causation; rather associations can be drawn. Trend analysis is commonly used in program evaluation, for policy analysis, and for etiologic analysis.

## V

### **Valid**

Valid is well-grounded or justifiable; being at once relevant and meaningful.

### **Values**

Values describe how work is done and what beliefs are held in common as a basis for that work. They are fundamental principles that organizations stand for.

### **Vision**

Vision is a compelling and inspiring image of a desired and possible future that a community seeks to achieve. A vision statement expresses goals that are worth striving for and appeals to ideals and values that are shared among stakeholders.

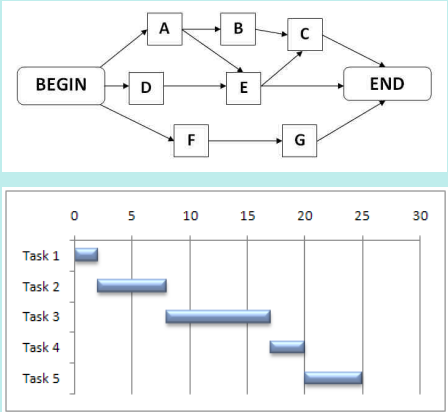
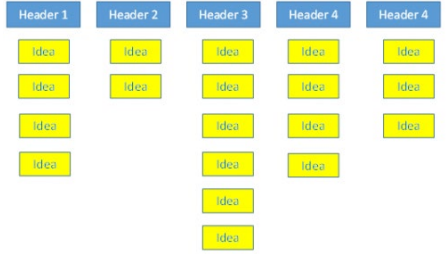
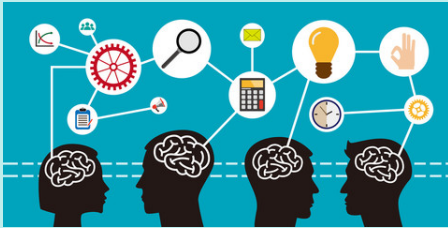
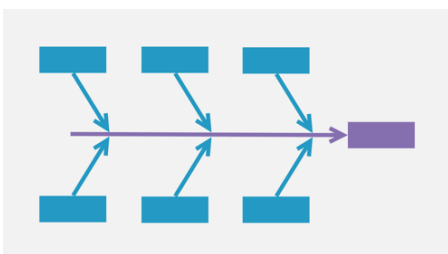
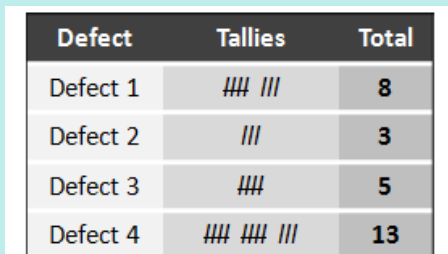
## W

### **Wellness**

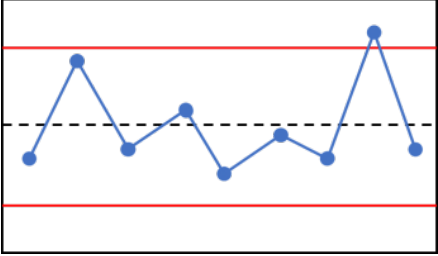
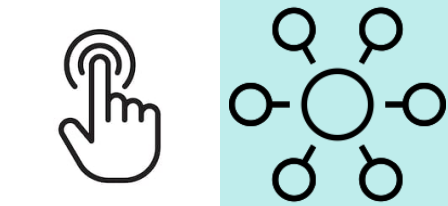
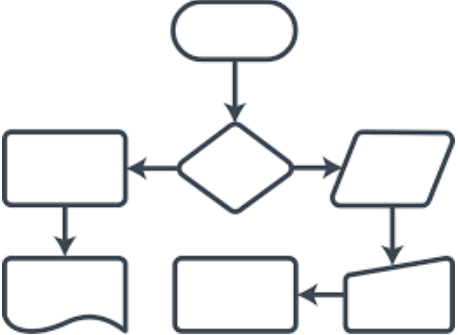
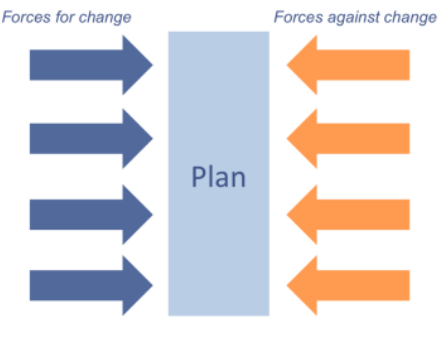
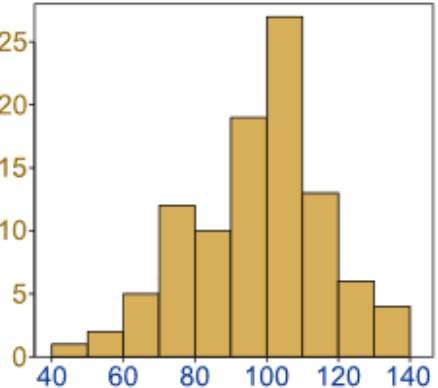
Wellness is the quality or state of being in good health especially as an actively sought goal.

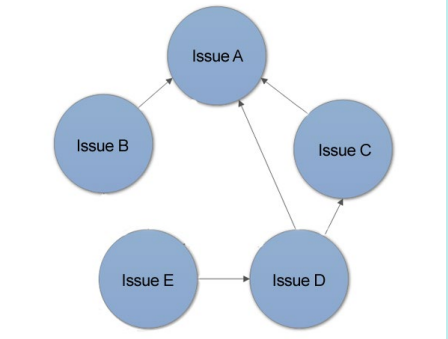
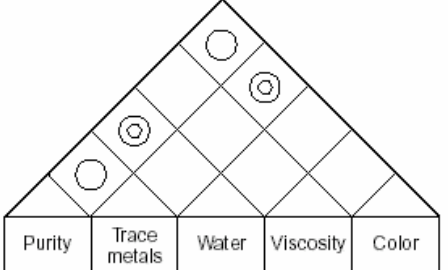
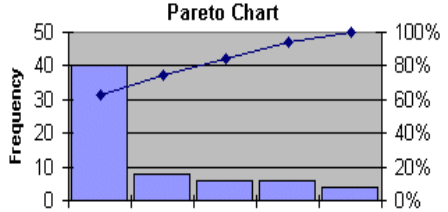
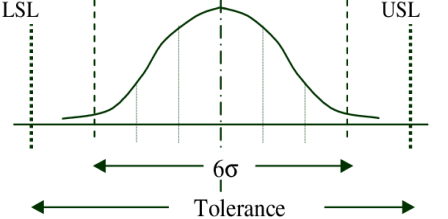
## APPENDIX B: QI TOOL KIT


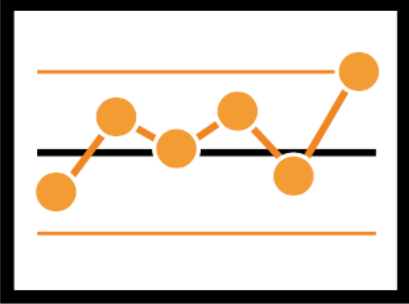
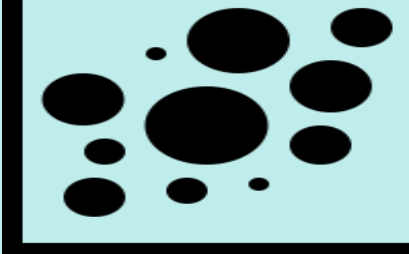
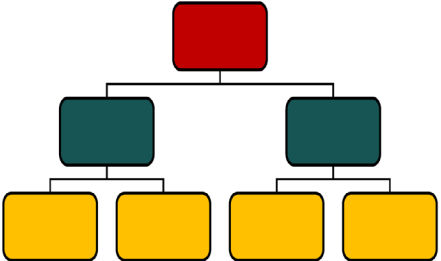
The following table lists helpful QI tools and resources.

QI Tool	What the Tool Does	Example															
<b>Activity Network Diagram / Gantt Chart</b>	<p>Used to: Schedule sequential and simultaneous tasks</p> <ul style="list-style-type: none"> <li>Gives team members the chance to show what their piece of the plan requires and helps team members see why they are critical to the success of the project</li> <li>Helps team focus its attention and spare resources on critical tasks</li> </ul>	 <p>The example shows two visualizations. The top one is an Activity Network Diagram (AND) with nodes labeled BEGIN, A, B, C, D, E, F, G, and END. Arrows indicate dependencies: BEGIN to A and D; A to B; B to C; D to E; E to C; F to G; C to END; and G to END. The bottom visualization is a Gantt Chart with a horizontal axis from 0 to 30. It shows five tasks: Task 1 (0-5), Task 2 (5-10), Task 3 (10-20), Task 4 (15-20), and Task 5 (20-25).</p>															
<b>Affinity Diagram</b>	<p>Used to: Gather and group ideas</p> <ul style="list-style-type: none"> <li>Encourages team members creativity by breaking down communication barriers</li> <li>Encourages ownership of results and helps overcome “team paralysis” due to an array of options and a lack of consensus</li> </ul>	 <p>The example shows an Affinity Diagram with five columns labeled Header 1, Header 2, Header 3, Header 4, and Header 4. Ideas are grouped into columns: Header 1 has 4 ideas; Header 2 has 2 ideas; Header 3 has 4 ideas; the first Header 4 has 3 ideas; and the second Header 4 has 2 ideas.</p>															
<b>Brainstorming</b>	<p>Used to: Create bigger and better ideas</p> <ul style="list-style-type: none"> <li>Encourages open thinking and gets all team members involved and enthusiastic</li> <li>Allows team members to build on each other’s creativity while staying focused on the task at hand</li> </ul>	 <p>The illustration shows four human silhouettes with brains, surrounded by various icons representing ideas and processes: a gear, a magnifying glass, a lightbulb, a hand, a calculator, a clock, a smartphone, a virus, and a target.</p>															
<b>Cause and Effect / Fishbone Diagram</b>	<p>Used to: Find and cure causes, not symptoms</p> <ul style="list-style-type: none"> <li>Enables a team to focus on the content of the problem, not the problem’s history or differing personal issues of team members</li> <li>Creates a snapshot of the collective knowledge and consensus of a team around a problem</li> <li>Focuses the team on causes, not symptoms</li> </ul>	 <p>The diagram shows a central horizontal arrow pointing right, with three blue boxes above and three below it. Arrows point from each of these six boxes to the central arrow, representing causes leading to an effect.</p>															
<b>Check Sheet</b>	<p>Used to: Count and accumulate data</p> <ul style="list-style-type: none"> <li>Creates easy-to-understand data; makes patterns in the data become more obvious</li> <li>Builds a clearer picture of “the facts”, as opposed to opinions of each team member, through observation</li> </ul>	 <table border="1"> <thead> <tr> <th>Defect</th> <th>Tallies</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Defect 1</td> <td>### III</td> <td>8</td> </tr> <tr> <td>Defect 2</td> <td>///</td> <td>3</td> </tr> <tr> <td>Defect 3</td> <td>###</td> <td>5</td> </tr> <tr> <td>Defect 4</td> <td>### ### III</td> <td>13</td> </tr> </tbody> </table>	Defect	Tallies	Total	Defect 1	### III	8	Defect 2	///	3	Defect 3	###	5	Defect 4	### ### III	13
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Defect 1	### III	8															
Defect 2	///	3															
Defect 3	###	5															
Defect 4	### ### III	13															



QI Tool	What the Tool Does	Example
<b>Control Charts</b>	Used to: Recognize sources of variation <ul style="list-style-type: none"> <li>Serves as a tool for detecting and monitoring process variation; provides a common language for discussing process performance</li> <li>Helps improve a process to perform with higher quality, lower cost, and higher effective capacity</li> </ul>	
<b>Data Points</b>	Used to: Turn data into information <ul style="list-style-type: none"> <li>Determines what type of data you have</li> <li>Determines what type of data is needed</li> </ul>	
<b>Flowchart</b>	Used to: Illustrate a picture of the process <ul style="list-style-type: none"> <li>Allows the team to come to agreement on the steps of the process; can serve as a training aid</li> <li>Shows unexpected complexity and problem areas; also shows where simplification and standardization may be possible</li> <li>Helps the team compare and contrast the actual versus the ideal flow of a process to help identify improvement opportunities</li> </ul>	
<b>Force Field Analysis</b>	Used to: Identify positives and negatives of change <ul style="list-style-type: none"> <li>Presents the “positives” and “negatives” of a situation so they are easily compared</li> <li>Forces people to think together about all aspects of making the desired change as a permanent one</li> </ul>	
<b>Histogram</b>	Used to: Identify process centering, spread, and shape <ul style="list-style-type: none"> <li>Displays large amounts of data by showing the frequency of occurrences</li> <li>Provides useful information for predicting future performance</li> <li>Helps indicate there has been a change in the process</li> <li>Illustrates quickly the underlying distribution of the data</li> </ul>	

QI Tool	What the Tool Does	Example																								
<b>Interrelationship Digraph</b>	Used to: Look for drivers and outcomes <ul style="list-style-type: none"> <li>Encourages team members to think in multiple directions rather than linearly</li> <li>Explores the cause and effect relationships among all issues</li> <li>Allows a team to identify root causes even when credible data doesn't exist</li> </ul>																									
<b>Matrix Diagram</b>	Used to: Find relationships <ul style="list-style-type: none"> <li>Makes patterns of responsibilities visible and clear so that there is even distribution of tasks</li> <li>Helps a team come to consensus on small decisions, enhancing the quality and support for the final decision</li> </ul>																									
<b>Nominal Group Technique</b>	Used to: Rank for consensus <ul style="list-style-type: none"> <li>Allows every team member to rank issues without being pressured by others</li> <li>Makes a team's consensus visible</li> <li>Puts quiet team members on an equal footing with more dominant members</li> </ul>	<table border="1" data-bbox="1008 898 1453 1094"> <thead> <tr> <th>Example:</th> <th>Option A</th> <th>Option B</th> <th>Option C</th> </tr> </thead> <tbody> <tr> <td>Henry</td> <td>2</td> <td>1</td> <td>3</td> </tr> <tr> <td>Ian</td> <td>2</td> <td>3</td> <td>1</td> </tr> <tr> <td>Emily</td> <td>1</td> <td>3</td> <td>2</td> </tr> <tr> <td>Mercedes</td> <td>1</td> <td>2</td> <td>3</td> </tr> <tr> <td><b>Total:</b></td> <td>6</td> <td>9</td> <td>9</td> </tr> </tbody> </table>	Example:	Option A	Option B	Option C	Henry	2	1	3	Ian	2	3	1	Emily	1	3	2	Mercedes	1	2	3	<b>Total:</b>	6	9	9
Example:	Option A	Option B	Option C																							
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Mercedes	1	2	3																							
<b>Total:</b>	6	9	9																							
<b>Pareto Chart</b>	Used to: Focus on key problems <ul style="list-style-type: none"> <li>Helps team focus on those causes that will have the greatest impact if solved</li> <li>Progress is measured in a highly visible format that provides incentive to push on for more improvement</li> </ul>																									
<b>Prioritization Matrices</b>	Used to: Weigh your options <ul style="list-style-type: none"> <li>Forces a team to focus on the best thing(s) to do and not everything they could do</li> <li>Increases the chance of follow-through because consensus is sought at each step in the process (from criteria to conclusions)</li> </ul>	<table border="1" data-bbox="1008 1394 1453 1562"> <thead> <tr> <th>Cost</th> <th>A</th> <th>B</th> <th>C</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>A</td> <td></td> <td>1/5</td> <td>1/10</td> <td>0.3</td> </tr> <tr> <td>B</td> <td>5</td> <td></td> <td>1</td> <td>6</td> </tr> <tr> <td>C</td> <td>10</td> <td>1</td> <td></td> <td>11</td> </tr> </tbody> </table>	Cost	A	B	C	Total	A		1/5	1/10	0.3	B	5		1	6	C	10	1		11				
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B	5		1	6																						
C	10	1		11																						
<b>Process Capability</b>	Used to: Measure conformance to customer requirements <ul style="list-style-type: none"> <li>Helps a team answer the question "Is the process capable?"</li> <li>Helps to determine if there has been a change in the process</li> </ul>																									

QI Tool	What the Tool Does	Example
<b>Radar Chart</b>	Used to: Rate organizational performance <ul style="list-style-type: none"> <li>• Makes concentrations of strengths and weaknesses visible</li> <li>• Clearly defines full performance in each category</li> <li>• Captures the different perceptions of all the team members about organizational performance</li> </ul>	
<b>Run Chart</b>	Used to: Track trends <ul style="list-style-type: none"> <li>• Monitors the performance of one or more processes over time to detect trends, shifts, or cycles</li> <li>• Allows a team to compare a performance measure before and after implementation of a solution to measure its impact</li> </ul>	
<b>Scatter Diagram</b>	Used to: Measure relationships between variables <ul style="list-style-type: none"> <li>• Supplies the data to conform a hypothesis that two variables are related</li> <li>• Provides a follow-up to a Cause &amp; Effect Diagram to find out if there is more than just a consensus connection between causes and the effect</li> </ul>	
<b>Tree Diagram</b>	Used to: Map the tasks for implementation <ul style="list-style-type: none"> <li>• Allows all participants (and reviewers outside the team) to check all of the logical links and completeness at every level of plan detail</li> <li>• Reveals the real level of complexity involved in the achievement of any goal, making potentially overwhelming projects manageable, as well as uncovering unknown complexity</li> </ul>	

## APPENDIX C: SUMMARY OF PAST QI PROJECTS

**Grievance Reporting PIP:** QIC selected the Grievance Reporting process for a Performance Improvement Project. The incidence of grievances was very low, and rather than assume this was evidence of exceptional performance, QIC sought to examine if there were issues in access to and awareness of the grievance process within the client community. A survey was developed to measure awareness of the grievance process. The consumer advocacy groups took on the project of administering the survey within their own communities, resulting in a high response rate. The resulting data showed that awareness of the process was low. The consumer advocacy groups then took on the education task of increasing awareness.

**Post-Hospital PIP:** QIC targeted post-hospital visits for a Performance Improvement Project. The goal was to provide a post-hospital visit by County staff within 7 days of release from an acute hospitalization. Initial data collection showed the average to be between 12-15 days post-hospital. Staffing constraints were identified as possible barriers to success. The post-hospital responsibility was expanded from Access Team to also include the Community Intervention Team and the Child-Adolescent Education and Prevention Team. With this shared responsibility and expanded capacity, the numbers improved significantly.

**Consumer Satisfaction Survey:** The consumer advocacy groups proposed a project to QIC to create their own consumer satisfaction survey with questions selected by client input only. This survey was conducted in addition to the State mandated consumer satisfaction survey. The consumer groups met with several focus groups in the client community to draft the survey. Then the advocacy groups administered the survey in multiple client settings and community venues. Response rate was very high (40%, compared to the typical 15%-20%). The results of the survey were presented to QIC, which spawned several subsequent projects.

**Crisis Call Brochure:** QIC spear-head the development of the 911 Crisis Call Brochure currently posted to the Sonoma County Behavioral Health website. They collaborated closely with law-enforcement and 911 Dispatch to complete this project. The resulting product remains in active use.

**Jail Mental Health (the use of Safety Cells):** Reports came to QIC regarding dehumanizing conditions in the use of safety cells (clients stripped naked and placed in cold concrete cells). Client Satisfaction Survey data confirmed this concern in the client community. QIC approached the Sheriff's Department Corrections Officers to collaborate on this issue. The Main Adult Detention Facility offered to allow QIC members to tour the mental health modules of the jail and examine the safety cells. Officers suggested increasing the use of anti-suicide blankets to afford more warmth and dignity to clients/inmates without putting them at risk for self-harm. Law-enforcement was very supportive of the project.

**Family Packet for PES:** Family advocacy groups reported data regarding family member frustration with confidentiality restrictions in emergency situations. Family members felt they had urgent and valuable information to give to Psychiatric Emergency Services (PES) staff; however, PES staff were primarily tasked with addressing the emergent need of the client in crisis and struggled to deal with the family in crisis simultaneously. The Family Services Coordinator headed a project to create a Family Packet for PES to be given to families while their loved one was being assessed. The packet contained a means by which to communicate important information to PES staff, as well as resources, education, and support materials suited to the family perspective. The project was done in collaboration with PES staff, vetted through QIC, and distributed in the PES lobby.

**Board and Care Subcommittee:** Reports came to QIC regarding substandard conditions at local Board and Care homes as well as Room and Board placements. Data from client satisfaction surveys indicated widespread dissatisfaction with quality of services at this level of care. Members of QIC researched possible solutions implemented in other Counties. The coalition model was selected as a preliminary course and a subcommittee was formed between members of QIC and representatives from successful Board and Care homes. This group developed a survey for Board and Care operators to

assess areas for improvement and desired support from the County and community. The data from this survey was analyzed and a coalition formed inviting Board and Care operators to receive supports and improve quality.

**Seclusion and Restraint Subcommittee:** Data on the frequency of seclusion and restraint is already tracked with the goal of reducing the use of this procedure. A subcommittee was formed between members of QIC and staff/managers from the Crisis Stabilization Unit. This group worked to revise the existing policy on seclusion and restraint and transform the document into a Trauma-Informed Care approach. The subcommittee also revised forms and aligned them with the new trauma-informed policy. Once the revisions were complete, a training program was implemented to affect a cultural shift toward this evidence-based practice.

**Client Belongings Subcommittee:** One of the issues raised in the consumer satisfaction surveys was the loss of belongings when transferring from one placement to another. A subcommittee was formed to research and address the issue. Several forms were considered to address the legalities of personal property and storage. The Wellness and Advocacy Center secured funding/contract to utilize part of its facility as a storage system for client belongings.

**CSU Satisfaction Survey:** The CSU Client Satisfaction Survey was developed by a subcommittee of QIC and CSU staff. CSU staff implemented the following process:

- A survey is given to each client just prior to discharge from CSU
- Completion of the survey is voluntary and anonymous
- There is a check box if the client would like a peer support staff to call to assist with completing the form
- The client puts the survey into a locked drop box in the CSU lobby upon leaving CSU

An aggregated report is generated quarterly, and shared with QIC, CSU staff, and QIP. Program improvement activities are developed based on the feedback received.

**Enhancing Mental Health Outcomes to Reduce Jail Recidivism:** QIC members spent time during several meetings to focus on the topic: holes in the continuum of care for adult services. Members identified the need to look at jail recidivism, as our data shows an average of 42 days between jail episodes. QIC members expressed concern that consumers who are released from jail are experiencing difficulty connecting with MH services. They suggested a jail navigator who could help connect consumers with services upon release. The discussion resulted in the development of a new Clinical PIP: Enhancing Mental Health Outcomes to Reduce Recidivism. The PIP was implemented initially on the adult teams, and was subsequently revised to focus on the FACT team. A DBT program designed for forensic populations was implemented on this team. ANSA scores for the study group improved by 27.87% compared to baseline of 8.75% (significant at  $p < .01$ ). Average jail days annually reduced from 166.5 days to 19.4 days.

## APPENDIX D: QI ACTIVITY TIMELINE

The following table summarizes QI indicators and report monitoring timelines.

Report	System	Indicators	Reviewers	Interval
<b>Caseload Report</b>	AVATAR	<ul style="list-style-type: none"> <li>Identify clients in Hospital/IMDs: Determine D/C Plan</li> <li>Identify clients who have not received service in last 90 days: Does client continue to meet medical necessity?</li> <li>Identify clients who have not had a face-to-face by a psychiatrist in over 90 days: Does client continue to meet medical necessity?</li> <li>Review trends in number of contacts with each client: Are we providing the appropriate level of treatment? Should client be referred to Beacon?</li> </ul>	Program Managers	Weekly
<b>Service Detail Report</b>	AVATAR	<ul style="list-style-type: none"> <li>Review activity rates (claimable and not claimable)</li> </ul>	Program Managers	Weekly
<b>Client Plan Due Dates Report</b>	AVATAR	<ul style="list-style-type: none"> <li>Ensure client plans are up to date</li> <li>Ensure client plan reflects reimbursable mental health interventions</li> <li>Check authorized services for contractors</li> <li>Ensure client plan is signed by clinician</li> </ul>	Program Managers	Weekly
<b>Progress Notes in Late Status</b>	AVATAR	<ul style="list-style-type: none"> <li>Ensure progress notes are entered in timely fashion</li> <li>Manage staff schedule to allow for charting time</li> </ul>	Program Managers	Weekly
<b>Progress Note Viewer</b>	AVATAR	<p>Sample monitoring of one chart per clinician to ensure progress note:</p> <ul style="list-style-type: none"> <li>Reflects mental health services on client plan</li> <li>Establishes medical necessity</li> <li>Has a claimable intervention</li> <li>Service code matches the intervention</li> <li>Signed by clinician</li> </ul>	Program Managers	Monthly
<b>PFI Due Dates</b>	AVATAR	<ul style="list-style-type: none"> <li>Identify clients with expiration dates in next 30 days: update financial information</li> </ul>	Program Managers	Weekly
<b>Days Since Last Diagnosis</b>	AVATAR	<ul style="list-style-type: none"> <li>Identify any clients missing diagnoses: Update diagnoses form</li> </ul>	Program Managers	Weekly
<b>CSI Report</b>	AVATAR	<ul style="list-style-type: none"> <li>Identify clients missing CSI information: assign to staff to correct</li> </ul>	Program Managers	Weekly
<b>Timeliness Data Report</b>	Database	<ul style="list-style-type: none"> <li>Review timeliness percentages for Adult and Youth systems</li> <li>Monitor NOABDs</li> </ul>	QI Manager	Monthly
<b>System Performance Summary</b>	AVATAR	<ul style="list-style-type: none"> <li>Dashboard report summarizing service system performance by team/program</li> <li>Reviewed in QIS to track improvements/changes</li> </ul>	QI Manager	Monthly
<b>Quarterly Test Call Summary</b>	Database	<ul style="list-style-type: none"> <li>Conduct test calls</li> <li>Submit report to State</li> </ul>	QI Team	Quarterly
<b>Pre-Billing Audits</b>	AVATAR	<ul style="list-style-type: none"> <li>Review for billing corrections</li> </ul>	QA Audits Specialist	Monthly
<b>Sentinel Events Reports</b>	Database	<ul style="list-style-type: none"> <li>Trend for types of events</li> <li>Follow-up action items</li> </ul>	QI Manager	Bi-weekly