

DATA-DRIVEN INSIGHTS TO ADVANCE BEHAVIORAL HEALTH QUALITY

August 31, 2023

Presented By:
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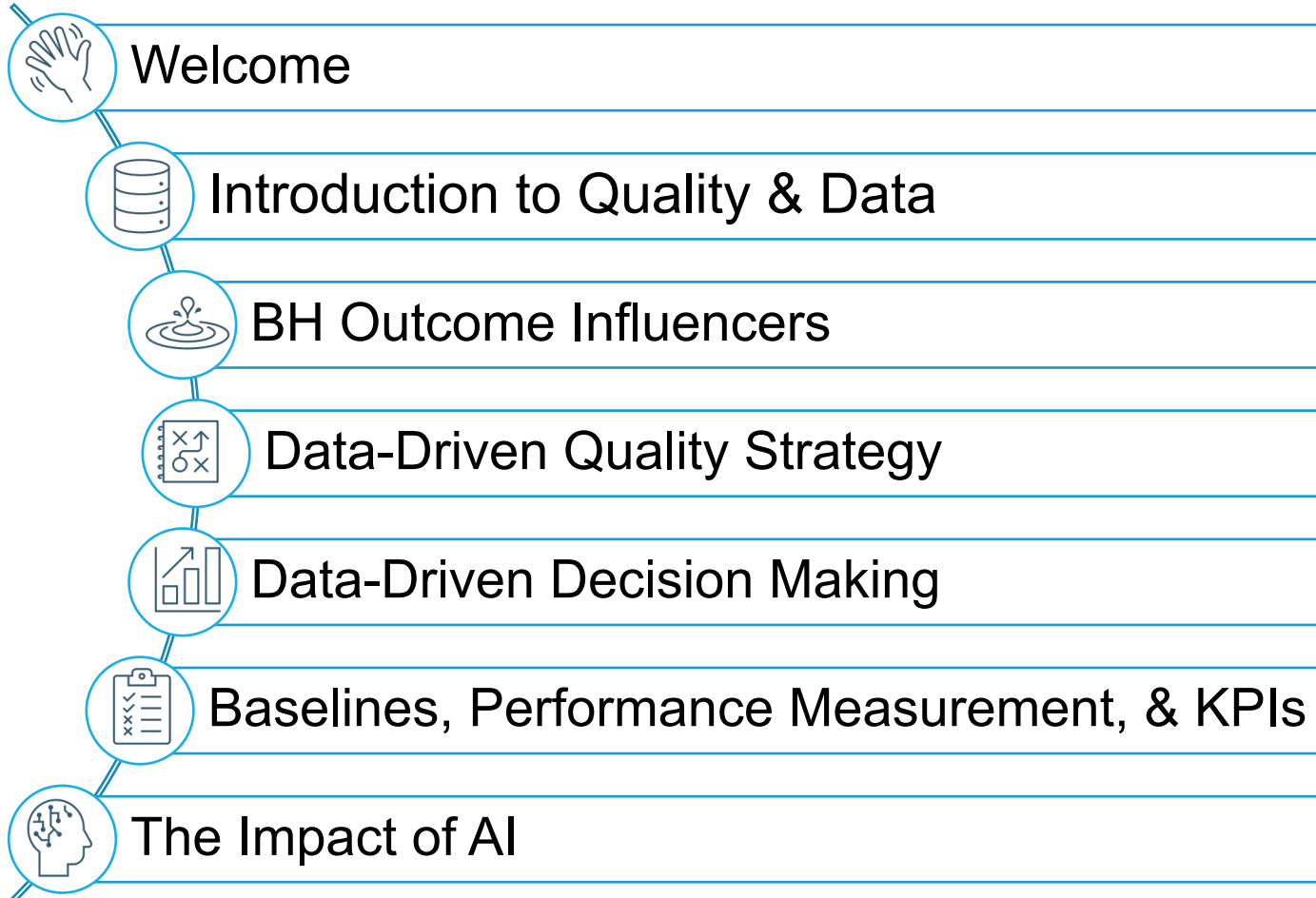
PRESENTER(S)



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AGENDA



Learning Objectives:

1. Explain how data can be used to enhance behavioral health outcomes
2. Identify 3 ways data can help address health related social needs
3. Describe the benefits of innovations such as Measurement-Based Care and predictive analytics
4. Identify 2-3 key meaningful metrics for your organization
5. Identify skills and strategies needed to support moving your organization toward data-driven BH Quality

INTRODUCTION TO QUALITY & DATA

Quality throughout History

1924

WALTER
SHEWHART

Quality
improvement
processes in
manufacturing

1950

W. EDWARDS
DEMING

Meeting of
Customer Needs

1966

AVEDIS
DONABEDIAN

Structure, Process,
Outcome Triad

1974

JOSEPH JURAN

Fitness for Use

1979

PHILIP
CROSBY

Conformance to
Requirements

2001

INSTITUTE OF
MEDICINE

Quality Of Care

2018

WORLD HEALTH
ORGANIZATION

Handbook for
National Quality
Policy & Strategy

Source:
<https://www.praxisframework.org/en/library/shewhart-cycle>

Source:
https://www.census.gov/history/www/census_the_n_now/notable_alumni/w_edwards_deming.html

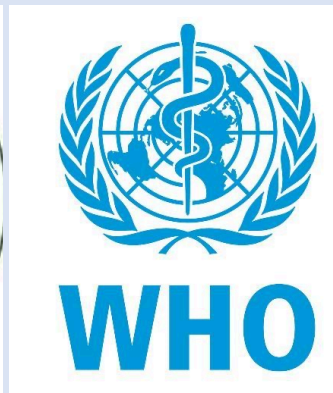
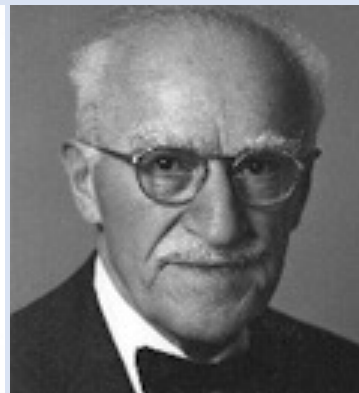
Source:
<https://www.hmpgloballearningnetwork.com/site/emsworld/original-contribution/quality-improvement-using-donabedian-model>

Source:
<https://www.leansixsigmadefinition.com/glossary/joseph-juran/>

Source: <https://opexlearning.com/resources/philip-crosby-contributions-to-the-theory-of-process-improvement-and-six-sigma/27873/>

Source: https://nam.edu/wp-content/uploads/2017/12/Briefing-Book_Combined.pdf

Source:
<https://www.who.int/about/policies/publishing/logo>



CAN WE ACHIEVE HIGH QUALITY IN BEHAVIORAL HEALTH?

How are data and quality related?

When would we know quality has been 'achieved'?

Is quality the same thing for everyone?

Who gets priority when quality is unfavorable?

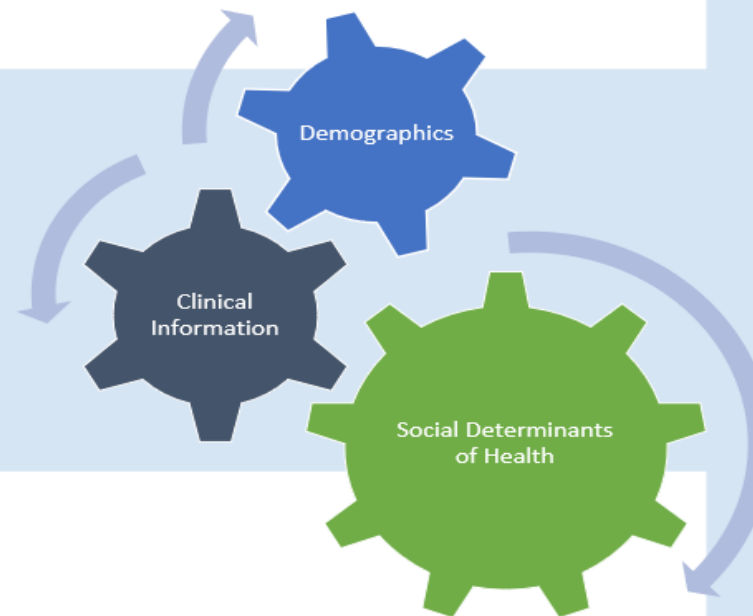
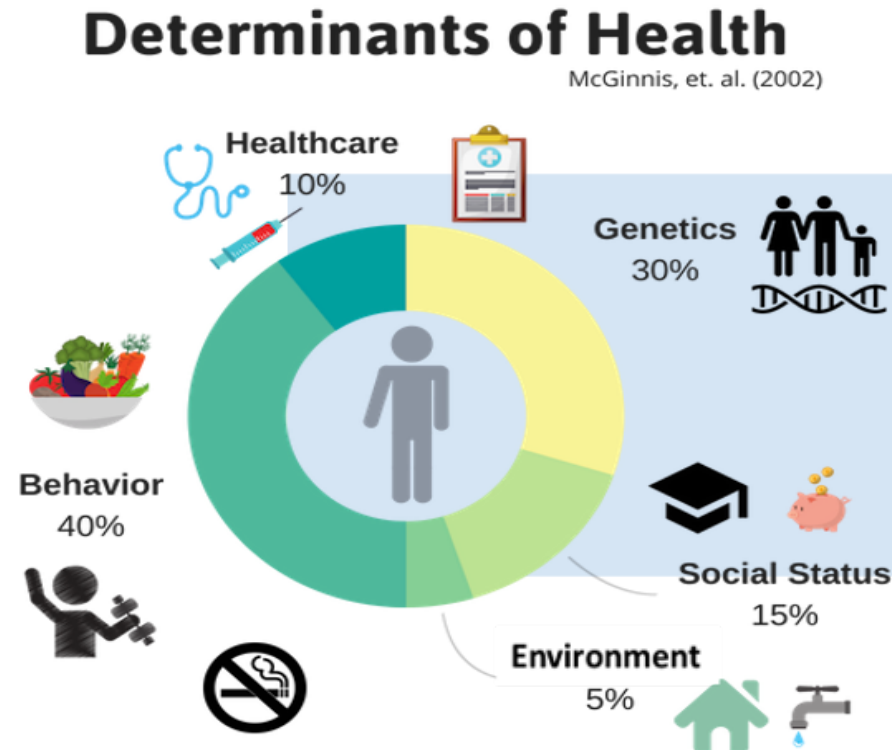


Image Source: <https://morrisonclinic.com/>

BH OUTCOME INFLUENCERS

THE IMPORTANCE OF UNDERSTANDING YOUR POPULATION

Understanding SDOH allows providers to deliver quality care



HEALTH IS VARIABLE!

It is important to have a **full picture** of the patient in order to provide appropriate clinical care.

Demographics and clinical information alone do not provide the full picture

Patients may need support with several SDOH in order to achieve desired clinical results

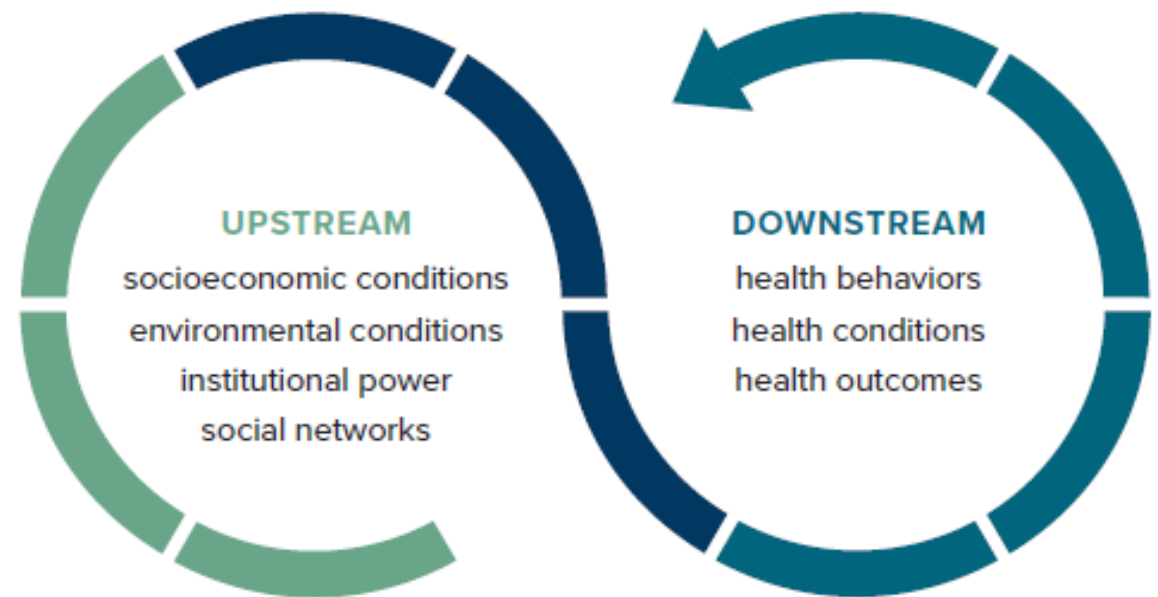


" THAT'S ODD, THE DIRECTORY SAYS HE'S STILL ACCEPTING NEW PATIENTS. "

WHAT INFLUENCES BH OUTCOMES?

WHY IS IT IMPORTANT TO UNDERSTAND SDOH

- Organizations are accountable for improving health outcomes and lowering costs
- SDOH can encompass socioeconomic conditions, environmental conditions, institutional power, and social networks.

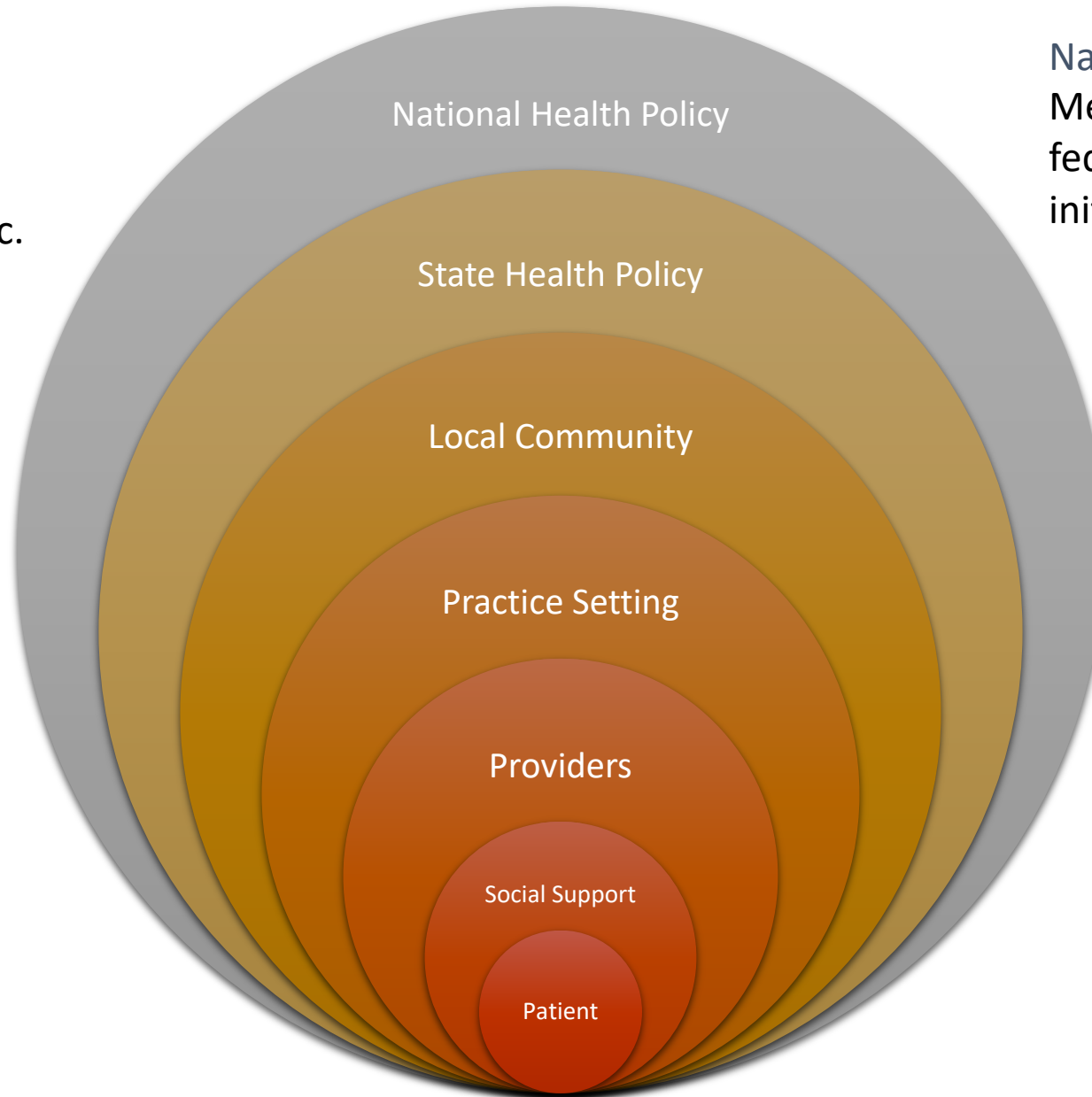


ECOLOGICAL MODEL OF INFLUENCES ON HEALTH OUTCOMES

State Health Policy: Medicaid reimbursement, performance data policies (dissemination, visibility), state BH strategy, etc.

Providers: Knowledge, communication, cultural sensitivity, workforce, integration, etc.

Patient: Biological factors, demographics, risk, co-occurring disorders, knowledge, attitudes, beliefs, etc.



National Health Policy: Medicaid/Medicare reimbursement, federal reform efforts, national initiatives, standards, etc.

Local Community: Population, SES, public and private organizations, local services market, competition, VBP, practice patterns

Practice Setting: Leadership, org structure, policies, delivery system design, clinical decision support, data availability and exchange, patient navigation

Social Support: Family, family dynamics, friends, employment support, network support

DATA-DRIVEN CHALLENGES

“Garbage in, garbage out”



Image Source: <https://bettyslunkuse.com/tag/garbage-in-garbage-out/>

Your analysis is as good as your data.



Don't feed your data
monsters or they will
grow

Image Source: <https://www.freepik.com/free-vector/monster-print-with-doughnut>

1. Data Completeness
2. Inconsistent Definitions
3. Structure
4. Accessibility
5. Data Integrity
6. Siloed Systems
7. Data Sharing
8. Information Lag
9. Organizational Sophistication
10. Resource Allocation
11. Analytical Capacity
12. Skills & Expertise
13. Changing Regulatory Requirements
14. Data Governance
15. Variation

DATA-DRIVEN DECISION MAKING

LACK OF DATA AFFECTS CLINICAL DECISIONS

Many diagnoses today rely on assessments and screening protocols

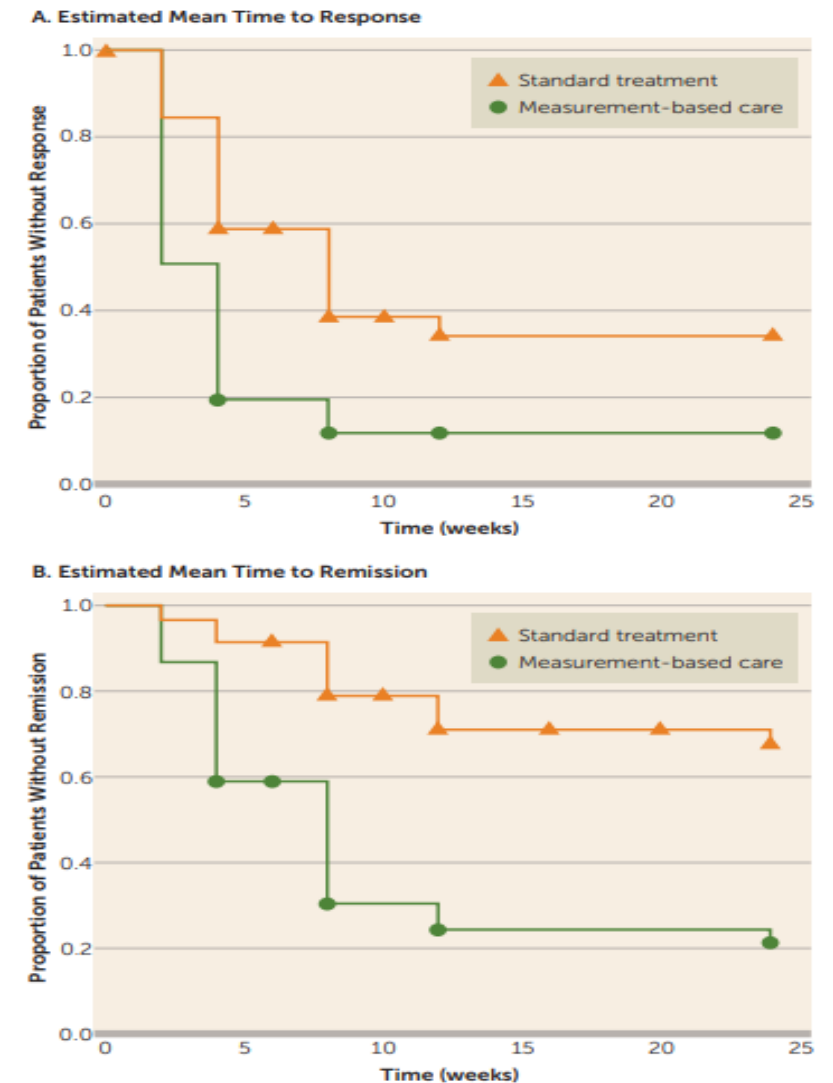
Subjective assessments are difficult to scale and may lead to misdiagnoses, particularly for females

Through data, treatment impact can be monitored and validate a patient's lived experience

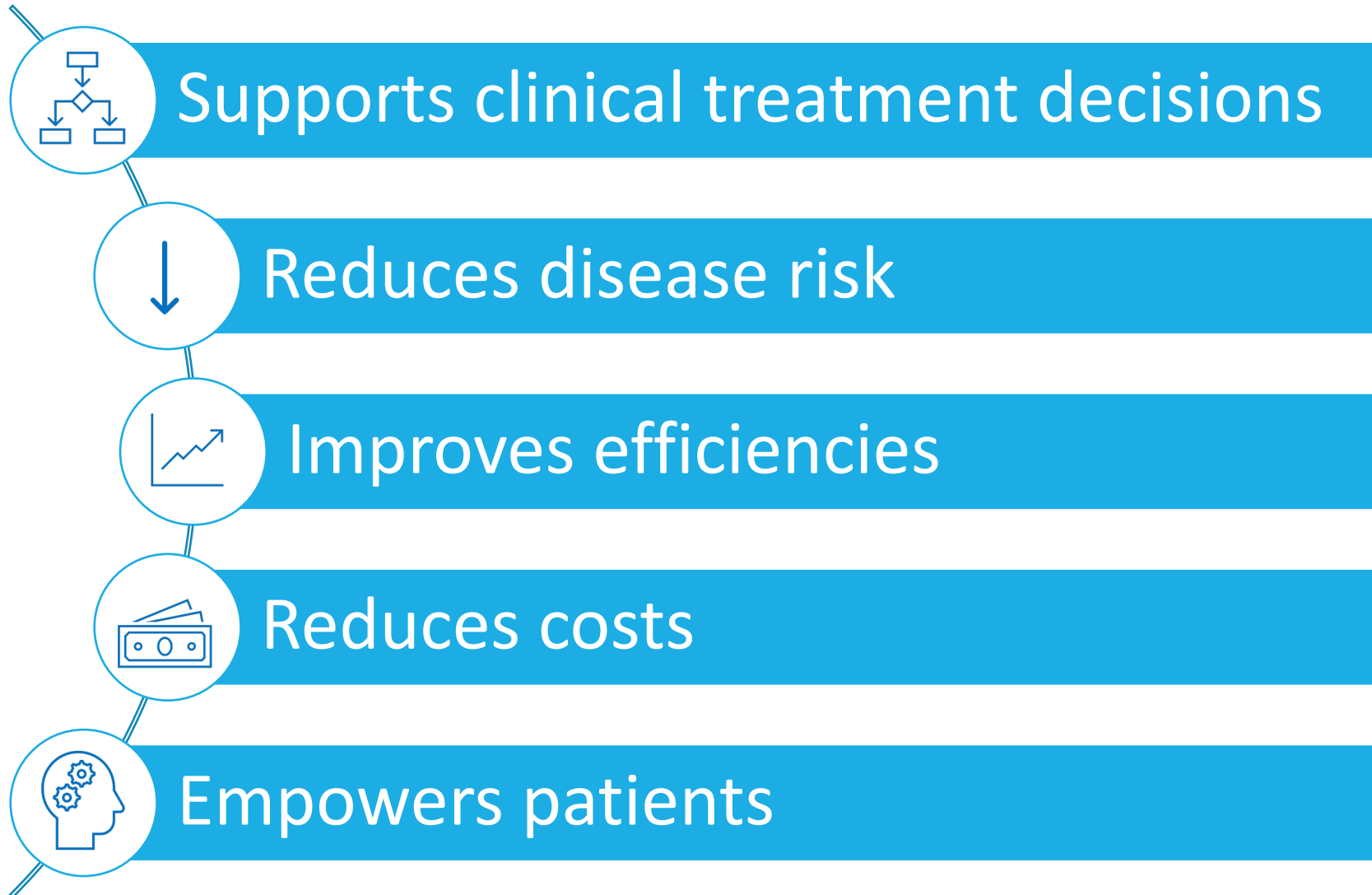
Data supporting clinical decision-making offers a reliable baseline from which treatment adjustments can be made

Source: Fortney, J. C., Unützer, J., Wrenn, G., Pyne, J. M., Smith, G. R., Schoenbaum, M., & Harbin, H. T. (2017). A Tipping Point for Measurement-Based Care. *Psychiatric services (Washington, D.C.)*, 68(2), 179–188.
<https://doi.org/10.1176/appi.ps.201500439>

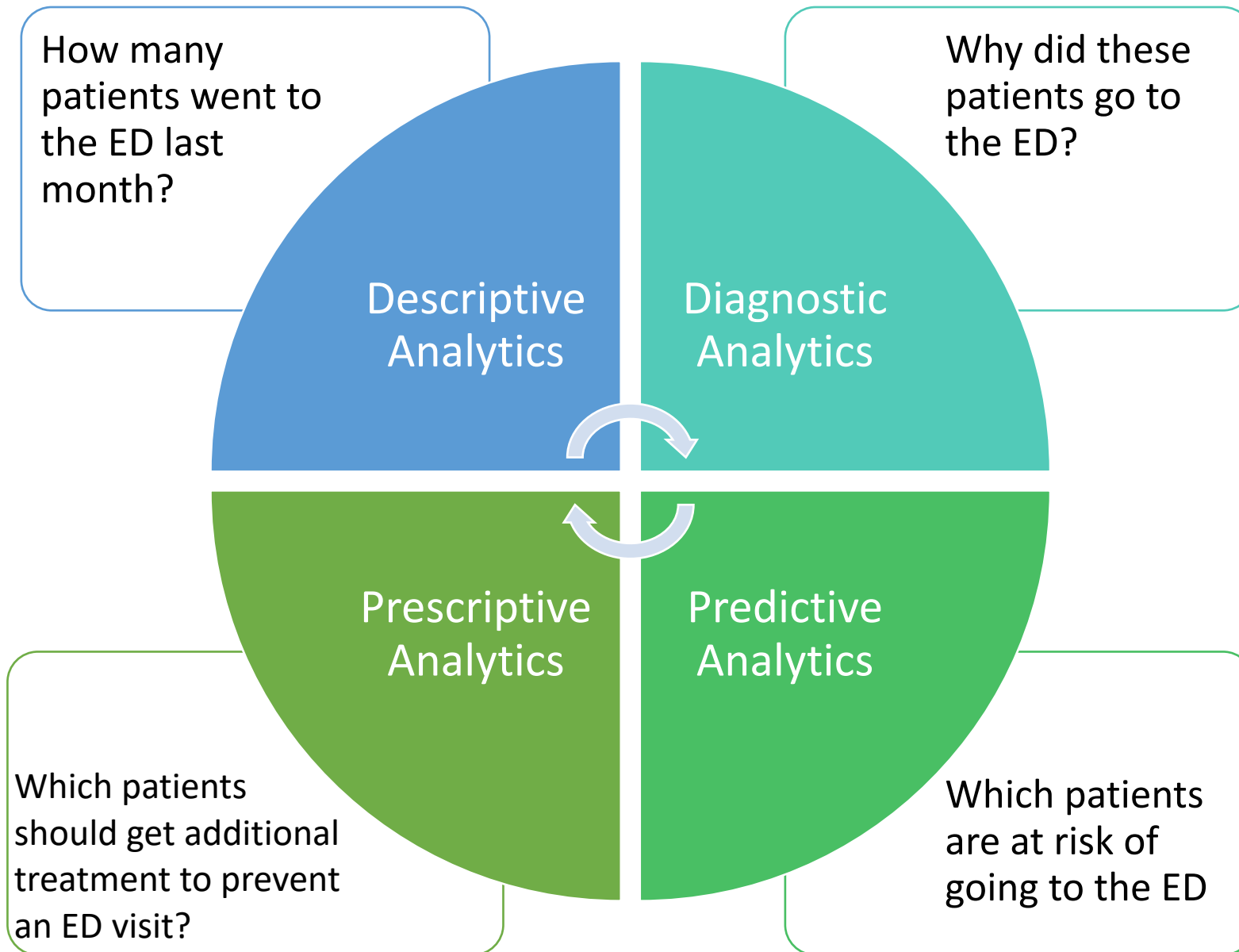
FIGURE 1. Estimated Mean Time to Response and Remission, by Kaplan-Meier Analysis^a



KEY BENEFITS OF DATA-DRIVEN DECISION MAKING



TYPES OF DATA ANALYTICS



DESCRIPTIVE ANALYTICS

>> Describes the behavior of patients

>> Examples:

- How many patients are seen annually
- Diagnostic Condition Counts
- Number of patients who have an ED visit

■ Comprised of historical patient data

- Claims
- Billing
- Geographic Data
- Assessments

■ Understanding the behavior of the patient population can help with adjusting preventative care initiatives and predicting risk factors for certain diseases

DIAGNOSTIC ANALYTICS

- » Stresses the importance of understanding why things happened, such as determining why those patients were hospitalized.
- » Used to gain understanding at the patient level up through the organization level
- » Provide data to help clinicians drive decision-making
 - Hypothesis Testing
 - Correlation vs. Causation
 - Diagnostic Regression Analysis

PREDICTIVE ANALYTICS

- Use of current and historic data to develop a model of predictive behavior or determine the likelihood of an event
 - Multiple techniques: statistical analysis, machine learning, and data queries
- Include
 - Patient Treatment: successfully identify effective patient treatments, estimated patients' disease risk, and help clinical staff prevent patient deterioration
 - Patient Data Management: can relieve staff of some of the burden of information overload from EHRs
 - Billing and Revenue Cycles: use modeling to improve insurance reimbursements and patient payments
 - Workforce Optimization: help organizations identify when they will need to ramp up staff so they can be prepared for a surge in patients or to ensure access for patient panel

PRESCRIPTIVE ANALYTICS

- Recommends actions that can be taken to potentially change the prediction, such as providing preventive care to the most high-risk patients
- Prescriptive analytics is used to determine the best possible solution based on the data
- Prescriptive analytics can help reduce costs and optimize health care
- Move from volume to value
- Facilitation of precision medicine

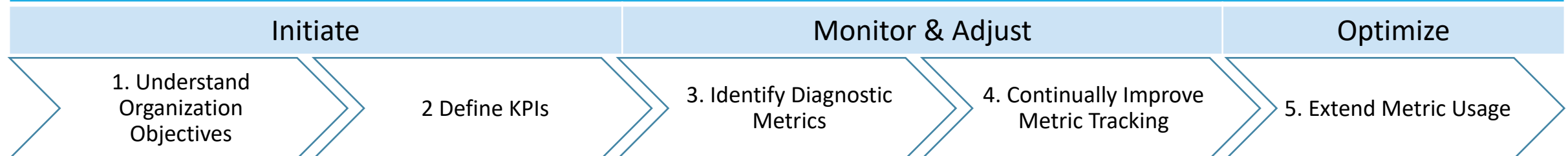
BASELINES, PERFORMANCE MEASUREMENT, & KPIS

BASELINE & TRACK PERFORMANCE

There are 3 things you must get right at the start to effectively baseline and track performance

1. Understand your objectives and vision for implementing performance measurement in your organization
2. Define Key Performance Indicators (KPIs), which tell you if your quality strategy implementation is on track and delivering value
3. Define diagnostic metrics that your organization uses to predict and diagnose KPI performance and inform course corrections as needed

Key Implementation Steps



Both Inform Business Practice

Both KPIs and metrics inform organizations about their performance and provide insights into areas that need improvement or optimization

Data-Driven Decision Making

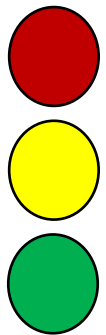
Both KPIs and metrics rely on data analysis to provide meaningful information for decision-making processes.

What KPIs are

- Status Communicators
- Data-Driven
- Priority Indicators
- Essential
- Useful
- Immediate

What KPIs are not

- Groups of Metrics
- Statistics
- Work Measurement
- Tools for Blame
- Too Complex
- Vanity Metrics



KPIs should be

1. Dynamic
2. Simple
3. Visual
4. Engaging
5. Standard
6. Actionable

RAG Color Coding



Red: outside of target with no improvement or worsening trend



Amber: inside of target with worsening trend or outside of target with improving trend



Green: inside of target with improving trend

KPI Selection Criteria

- Validity
- Reliability
- Feasibility
- Sensitivity
- Specificity
- Relevance



Ensure:

- a linear relationships between KPI and core business objective
- strong relationships between KPIs and core business objectives
- activities are in place to drive KPI performance
- data is available to measure and monitor KPIs

KPI EXERCISE

https://www.polleverywhere.com/free_text_polls/eJiDV4Dx3EEyBhwsWAwYG?preview=true&controls=none

Join by Web [PollEv.com/rachelbembas366](https://www.polleverywhere.com/rachelbembas366) Join by Text Send **rachelbembas366** to 22333



Behavioral Health KPIs

Nobody has responded yet.

Hang tight! Responses are coming in.

STEPS FOR MONITORING KPIs



THE IMPACT OF ARTIFICIAL INTELLIGENCE

THE FORCE OF AI IN DATA-DRIVEN QUALITY

- One study found that machine learning could predict and classify mental health problems with high accuracy
- A second study found that hospital admission data, demographic data, and clinical data could be parsed with machine learning to predict outcomes of completed suicides with 80% accuracy
- Other research is underway to use AI to identify patients most likely to respond to cognitive behavioral therapy (CBT)
- Another area of research involves leveraging AI to create personalized treatments for several mental health conditions

Large majority of Americans do not want to use an AI chatbot to support their mental health

% of U.S. adults who say they would ___ to use an artificial intelligence chatbot if they were seeking mental health support



Note: Respondents who did not give an answer are not shown.

Source: Survey conducted Dec. 12-18, 2022.

"60% of Americans Would Be Uncomfortable With Provider Relying on AI in Their Own Health Care"

PEW RESEARCH CENTER

WRAP-UP/NEXT STEPS

BRIEF EVALUATION

1. Overall rating:

1. Poor

2. Fair

3. Average

4. Good

5. Excellent



2. Content Level:

1. Too Easy

2. Just Right

3. Too Advanced

3. Which TA modalities are you interested in for additional TA? *(Select all that apply)*

1. Webinars

2. Individual Coaching

3. Group Coaching

4. Which domains are you interested in receiving additional TA in? *(Select all that apply)*

1. Financial

2. Clinical

3. Legal

4. Business

UPCOMING SESSIONS & MORE INFORMATION

Upcoming Cohort Sessions:

- Getting to an Advanced APM as a BH Provider – Behavioral Health VBP Part 3 – Wednesday, Sept. 6 (1-2 PM ET)
- Allocation of Value-Based Payment Incentive Payments to Optimize Performance – Friday, Sept. 8 (12-1 PM ET)
- Value-Based Payment: Is it Disrupting Healthcare for the Better? Role of a Clinically Integrated Network – FQHC Part 3 – Wednesday, Sept. 13 (12-1 PM ET)

Visit the **Medicaid Business Transformation DC** web page for more information and upcoming events:

www.integratedcaredc.com/medicaid-business-transformation-dc/

Don't miss this chance to elevate your practice and make a lasting difference in the lives of your patients. **Subscribe to our newsletter today** and embark on a journey towards delivering exceptional care through Integrated Care DC.

<https://www.integratedcaredc.com/newsletter/>

September 21st

VBP Virtual Learning Collaborative



SAVE THE DATE!

September 21

1st session workshops: 9:00 – 11:00 a.m. ET

2nd session workshops: 1:00 – 3:00 p.m. ET

Value-Based Payment Virtual Learning Collaborative

Transitioning to payment models that support value-based care means doing business differently. Many District healthcare providers are requesting assistance preparing for and implementing this important change.

Join us for a virtual learning collaborative focused on legal agreements, contracting and financial topics, including revenue cycle management and assessing risk. Presenters will share scenarios, assessments and tools to advance capacity and understanding.

- Intended audience: CEOs, COOs, CFOs, clinical directors, billing, coding and reimbursement staff.
- Offering CMEs and CE for participating providers.

Two sessions will be offered in the morning and afternoon focused on finance and legal/ contracting topics.

The session materials and recordings will be posted on the Medicaid Business Transformation webpage:

www.integratedcaredc.com/medicaid-business-transformation-dc/

Medicaid Business Transformation DC is a Department of Health Care Finance technical assistance initiative for District health care providers who serve Medicaid members.

Registration links will be shared soon and can also be found at:
Medicaid Business Transformation DC | Integrated Care DC

Contact us!

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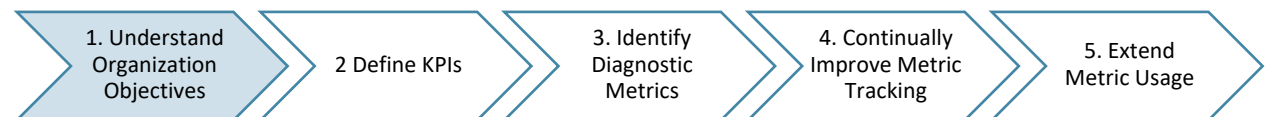
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APPENDIX: KPI DEVELOPMENT STEPS

STEP 1: UNDERSTAND ORGANIZATION OBJECTIVES

The end goal to baselining and tracking performance is to assess whether you're on or off track with delivering expected outcomes

- Understand organization vision, outcome you expect to deliver, and plan for delivering these outcomes
- Define a set of credible KPIs that directly measure progress when used together

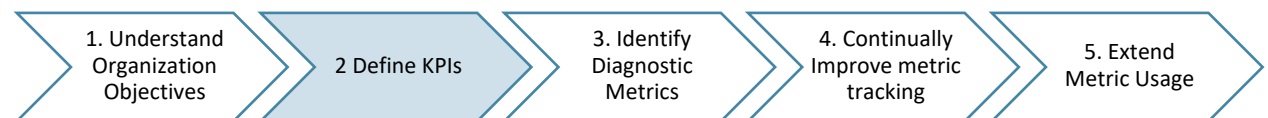


STEP 2: DEFINE KPIS

Defining outcome KPIs is an important step in measuring progress toward a high-level vision.

The set of outcome KPIs you need changes depending on what you're implementing and what goals you have. To select the right metrics, you need to:

1. First consider what value you need to deliver in support of your vision.
2. Identify what (activity or goal) needs to happen to indicate that you have delivered value needed.
3. Finally, define a well-articulated KPI that can provide evidence of whether that value is achieved.

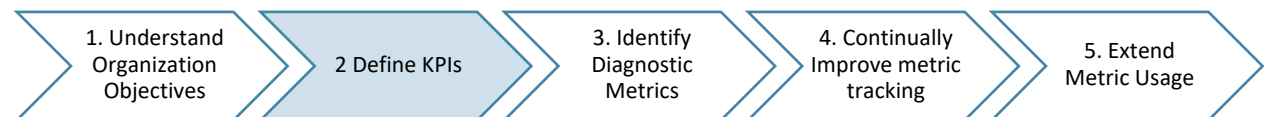


STEP 2: DEFINE KPIS - SET KPI GOALS

Once you've defined the KPIs you need to report on, you need to set performance goals for each KPI that you can track

It's also important that you consider how often you need to collect data to update KPI measurements in order to inform the groups that use KPIs to guide their day-to-day work and decision-making.

1. Set baseline metrics and goal metrics for all defined KPIs
2. Set intermediate KPI target goals for each phase of your program plan
3. Define what your KPIs enable and how often measurements are needed

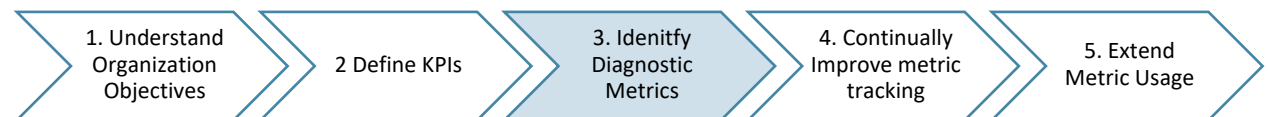


STEP 3: IDENTIFY DIAGNOSTIC METRICS

KPIs are important to report on progress and prompt decisions at the leadership level but they don't provide detail on if the right or wrong activities are in place.

To fill this gap, you need to define the diagnostic metrics are tracked to predict and understand with more granularly what's happening with KPI performance.

These metrics help you diagnose KPI performance trends so you know how to reprioritize work and adjust project plans in real time to resolve roadblocks that could jeopardize your ability to achieve business outcomes.



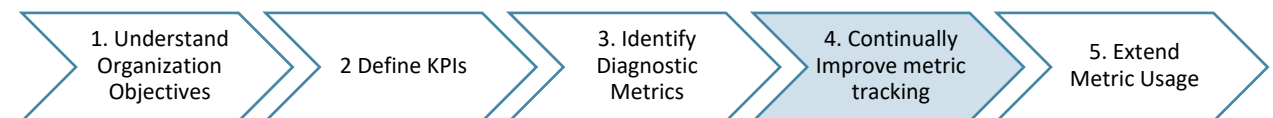
STEP 4: CONTINUALLY IMPROVE METRIC TRACKING

Once you've defined a useful set of KPIs and diagnostic metrics, you need to consider how to make sure that efforts to measure performance continue to deliver what they're intended to deliver over time.

Treating performance measurement and tracking as a one-time project is a mistake.

Instead, continue to invest to make sure you define your metrics as well as is possible, update them when necessary, and share them with the right people

1. It is important to define accountability for ongoing metrics management
2. Conduct quarterly review of the existing metrics and how they're measured and tracked
3. Benchmark against peers and known standards every 6-12 months



STEP 5: EXTEND METRICS USAGE

- Unless you invest in enabling others to view and use your measurements, metrics only offer evidence of performance to you, your team, and the senior leaders you report to.
- To fully realize the value of tracking metrics, you need the entire organization to use metrics to tell them how they do work and make decisions.
- Excellent results are most likely when everyone understands how to inform their work using past performance measurement.
- Instead, continue to invest to make sure you define your metrics as well as is possible, update them when necessary, and share them with the right people

