

QUALITY MEASUREMENT FOR BEHAVIORAL HEALTH PROVIDERS

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INTRODUCTION

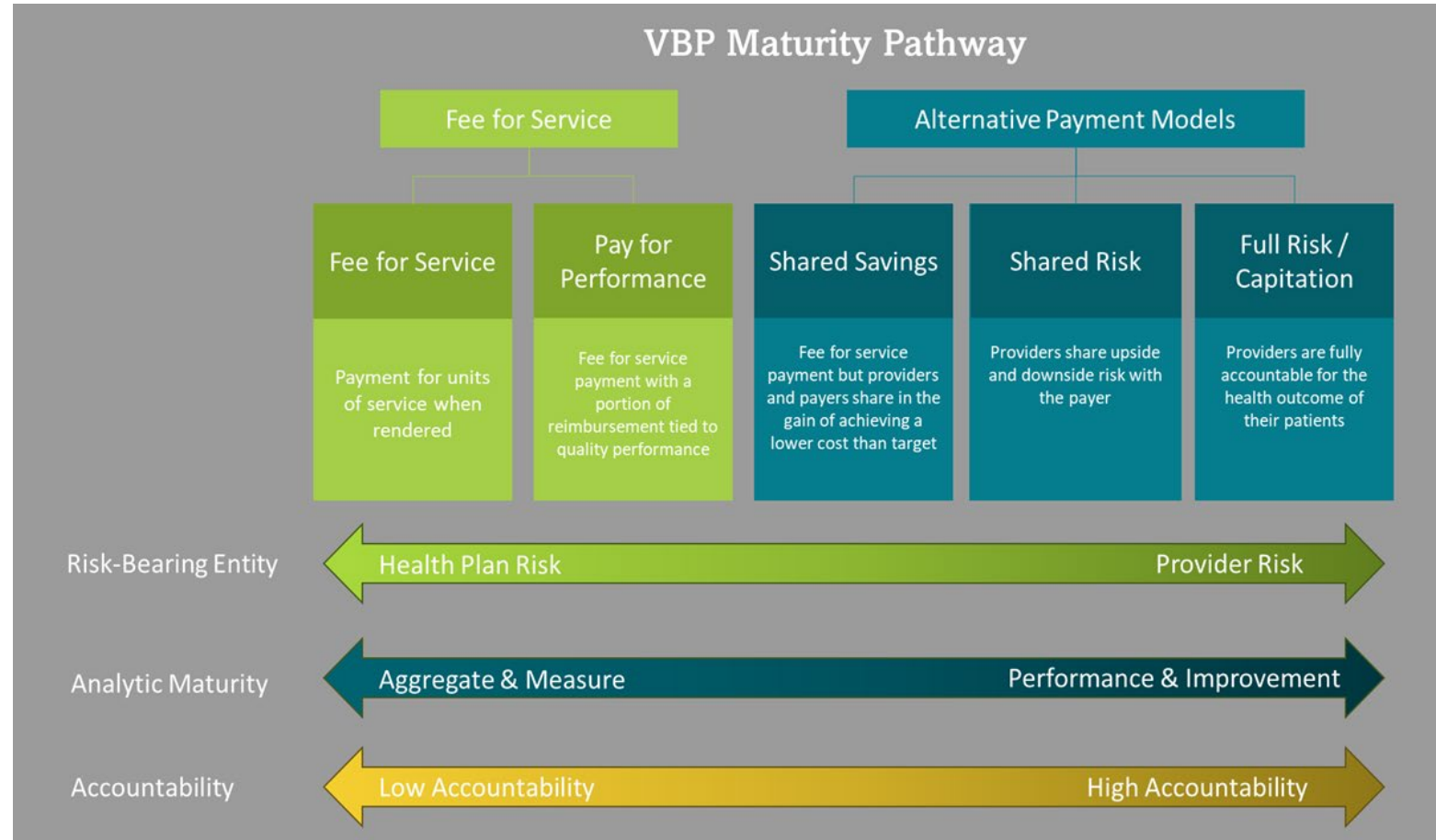
- » Value-Based Purchasing (VBP) is an approach that ties payment to the quality and efficiency of healthcare services delivered.
- » This resource serves as a comprehensive guide, offering a step-by-step process for the creation of an integrated and comprehensive quality strategy. The strategy's core components are thoroughly examined, encompassing population health outcomes and clinical process optimization, while also delving into the crucial aspect of identifying and addressing social needs to support a holistic approach to healthcare, combating rising costs, and improving outcomes. Additionally, it emphasizes the importance of measuring and benchmarking outcomes, alongside other quality improvement practices, to foster a culture of quality and value-based care (VBC). The resource further encourages the promotion of innovative initiatives and highlights the essential elements that underpin an effective integrated & comprehensive quality strategy. It also provides frameworks to guide the development of a data-driven quality strategy and guidance on identifying the behavioral health measures most pertinent to your organization's unique goals and needs.

UNDERSTAND THE PATHWAY TO ADVANCED PAYMENT MODELS

Providers entering the VBP arena have more power in vocalizing how they would like to participate, how they want to be incentivized, and what measures they want to drive.

This Value Based Payment (VBP) Maturity Pathway is designed to give providers more responsibility to manage cost and improve quality in exchange for the prospect of greater financial rewards.

It is best to move along this pathway in steps forward with an understanding that each step will prepare you to assume more responsibility, accountability, and eventually, more financial risk.



QUALITY STRATEGY UMBRELLA

POPULATION HEALTH OUTCOMES

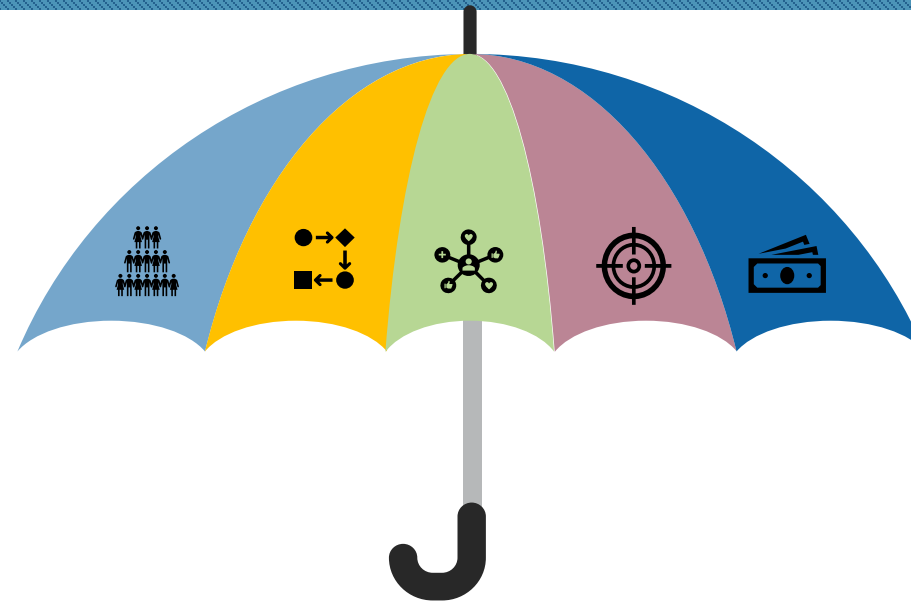


The use of a deliberate and defined quality improvement process focused on activities that are responsive to the needs of a community, population, or membership panel. This supports the organizational priorities along with other processes like state requirements and accreditation

CLINICAL PROCESS OPTIMIZATION



A data-driven quality strategy leverages available data to empower leadership, teams, and providers with the ability to continuously analyze and address care gaps and inefficient workflows



SOCIAL NEEDS



Identifying and addressing social needs support a whole-person approach to health and impact rising costs and low outcomes. Establishing quality metrics and integration of SDOH into clinical workflows are ways to improve social supports and monitor quality performance.

VALUE BASED CARE (VBC)



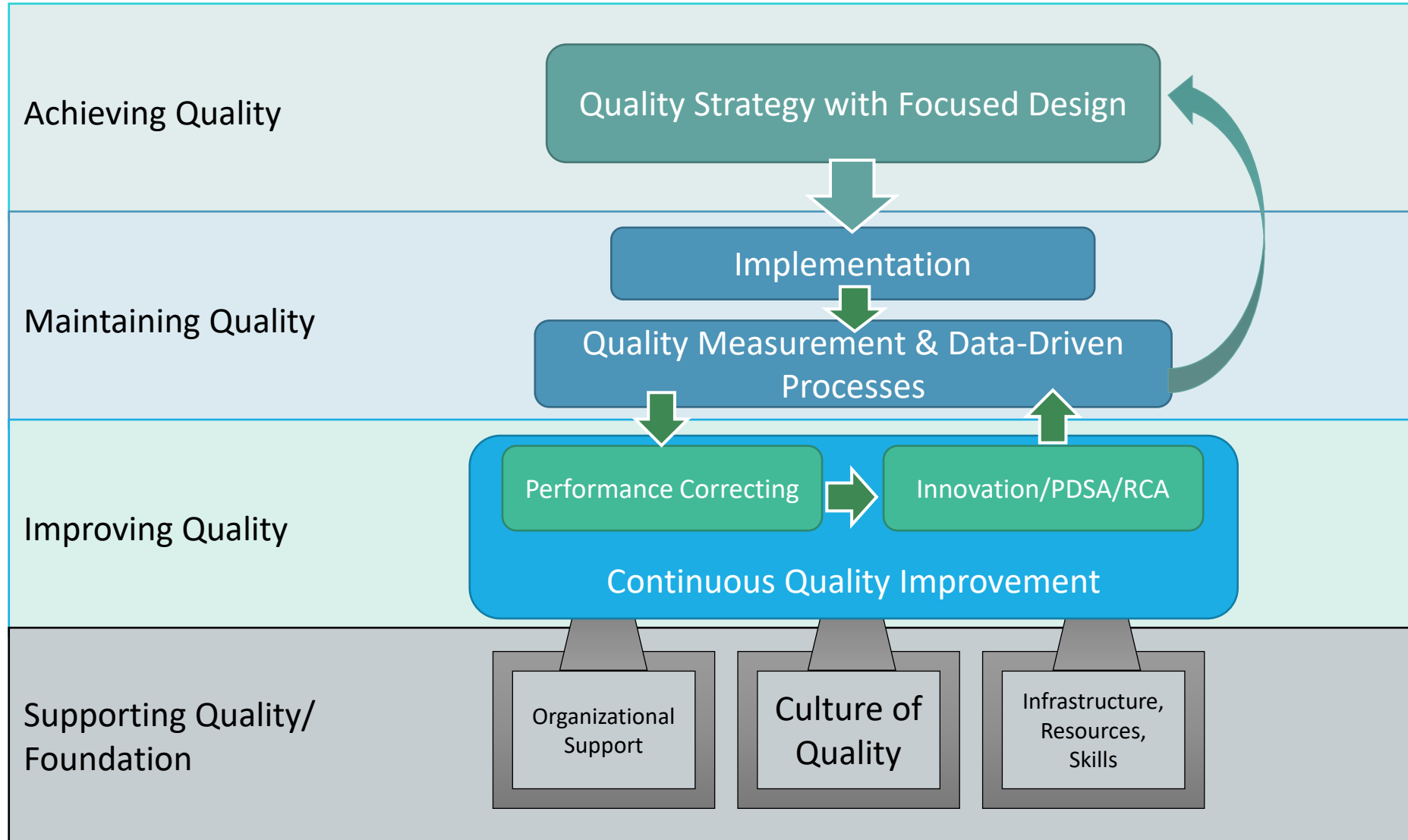
Value-based care reimbursement strategies represent a shift from quantity of services delivered to quality of services delivered. Measuring and benchmarking outcomes along with other quality improvement practices enhance the culture of quality and the culture of VBC

INNOVATIVE INITIATIVES



Promoting an experimental culture through quality provides space to develop new ideas and engage in small tests of change to identify scalable strategies that impact various populations, needs, and outcomes allowing for shared experimental learning

ESSENTIAL ELEMENTS OF AN INTEGRATED & COMPREHENSIVE QUALITY STRATEGY



Quality must be

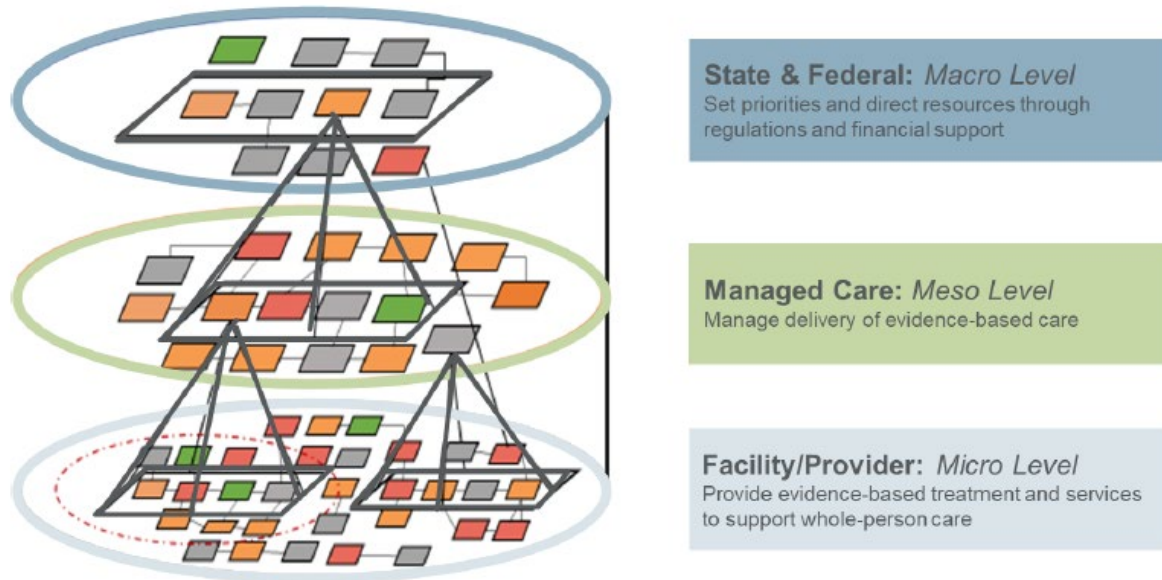
- Integrated with all other functions
- Organized, coordinated, and focused
- Committed to based on shared values
- Given specific accountability
- Aligned with quality goals

FRAMEWORKS TO GUIDE A DATA-DRIVEN QUALITY STRATEGY

NCQA¹: A tool prioritizing alignment and use of meaningful sets of quality measures uniquely targeted to each level of the health care system which coordinate and assess progress toward population-level goals

NAHQ²: A tool for use by Health Leaders to define the organization's quality structure, aligning the quality program and staff scope of work and providing a common language and expectations for quality work.

BH Quality Framework: Approach for Aligning Measures Across Levels of a Delivery System



IDENTIFY BH MEASURES THAT ARE MOST MEANINGFUL TO YOUR ORGANIZATION

Innovative participation of behavioral health providers in Value-Based Payment (VBP) encounters challenges when it comes to designing effective measurement strategies. Several factors contribute to these challenges, such as the practicality of incentivized metrics, the ability of providers to influence metric outcomes positively, and the sustainability of provider participation over time.

Therefore, measurement and metrics that are incentivized become core elements of successful and sustainable VBP arrangements and a core tenant of that sustainability is a strong set of relevant quality measures that are meaningful to the behavioral health providers.

| Focus Area | Measure | Measure Steward | Measure Attributes | | | | | | |
|-------------------------------|--|-----------------------|--------------------------|------------|---------------------|------------|-------------|------------|---|
| | | | Person & Family Centered | High Value | Organization Impact | Accessible | Coordinated | Innovation | |
| Clinical Quality | Medication Adherence (ADHD, Antidepressant, Antipsychotic)* | NCQA | ★ | | ★ | ★ | ★ | | |
| | Measurement Based Care - PHQ-9 | APA | ★ | ★ | ★ | ★ | | | ★ |
| | Measurement Based Care - Other (Anxiety, SUD, etc.) | APA | ★ | ★ | ★ | ★ | | | ★ |
| | Suicide Risk Assessment for those with Major Depressive Disorder* | CMS | ★ | | ★ | ★ | | | |
| ABA | Functional Assessment Score Change (Vineland Behavior Scale) | ICHOM | ★ | ★ | ★ | ★ | | | ★ |
| | Comprehensive Care for patients with ABA | Org-Specific | ★ | | | ★ | | ★ | ★ |
| | Rising Risk Model to identify children at risk of ED/inpatient | Org-Specific | ★ | ★ | | | | ★ | ★ |
| | ASD Set of Patient-Centered Outcome Measure | ICHOM | ★ | | ★ | ★ | | | ★ |
| Continuity of Care | Follow-up after Mental Health Hospitalization* | NCQA | ★ | | | | | ★ | |
| | Follow-up after ED Visit for Mental Health* | NCQA | ★ | | | | | ★ | |
| | Time to initial appointment for Diagnostic and Treatment Planning/Evaluation* | SAMHSA | ★ | ★ | ★ | ★ | | ★ | |
| | Follow-up for Children prescribed ADHD medication* | NCQA | ★ | | | | | ★ | |
| Engagement in Care | No Show Rate | Org-Specific | ★ | | ★ | ★ | ★ | | |
| | % of patients with successful discharges (treatment goals achieved) | Org-Specific | ★ | ★ | ★ | ★ | | | |
| | % of patients with regular engagement in services (at least 1 service per month) | Org-Specific | ★ | ★ | ★ | ★ | | | |
| | % of new patients with subsequent service within 60 days of initial intake | Org-Specific | ★ | | ★ | ★ | | | |
| | % of SMI without at least 1 service engagement per month for 12 months | Org-Specific | ★ | | ★ | ★ | | | |
| Behavioral Health Integration | Diabetes Screening for those with Schizophrenia or Bipolar* | NCQA | ★ | | | | | ★ | |
| | Diabetes Care for People with SMI: HbA1c >9%* | NCQA | ★ | ★ | | | | ★ | |
| | Metabolic Monitoring for Children & Adolescents on Antipsychotics* | NCQA | ★ | ★ | | | | ★ | |
| | Social Needs Assessment | Org-Specific | ★ | | ★ | | | ★ | |
| | Social Needs Gap Identification and Mitigation | Org-Specific | ★ | ★ | ★ | | | ★ | ★ |
| Equity | Improving Language Access | Org-Specific | ★ | ★ | | ★ | | ★ | ★ |
| | Health Literacy Assessment | Org-Specific | ★ | ★ | | ★ | | ★ | ★ |
| | Justice Involved Needs/Support | Org-Specific | ★ | | ★ | | | ★ | ★ |
| | Metric of choice with equity stratification (race, SOGI, etc.) | Org-Specific | ★ | | ★ | | | ★ | ★ |
| | | | | | | | | | |
| Cost of Care | Emergency Department Utilization | Health Plan/State/Org | | ★ | | | | | |
| | Inpatient Utilization | Health Plan/State/Org | | ★ | | | | | |
| | Readmissions within 30 days* | NCQA | | ★ | | | | | |
| | Measure of financial burden to patient | Org-Specific | ★ | | | ★ | | | ★ |
| | Total Cost of Care | Health Plan/State/Org | | ★ | | | | | |
| Patient Experience | CAHPS | AHRQ | ★ | | ★ | ★ | ★ | | ★ |
| | Net Promoter Score | Bain & Co | ★ | ★ | ★ | ★ | | | ★ |
| | Patient Experience of Care Survey* | SAMHSA | ★ | | ★ | ★ | | | ★ |
| Health Outcomes | Deaths by Suicide* | SAMHSA | | ★ | | | | ★ | |
| | Depression Remission at 6 months | MNCM | ★ | ★ | ★ | ★ | | | ★ |
| | Depression Remission at 12 months* | MNCM | ★ | ★ | ★ | ★ | | | ★ |

Notes: 1. * indicates CCBHC Metric



BASELINE AND TRACK PERFORMANCE, USAGE KPIs, AND METRICS

- Metrics are essential to measuring progress toward set outcomes. Ensuring the accurate baselining and tracking of metrics is crucial for evaluating both the quality performance and adoption, while also gaining a comprehensive understanding of how clinical and quality initiatives contribute to delivering excellence in patient care.
- Metrics help prove that your quality strategy and intervention is supporting your objectives, providing insight into what is generating immediate value to the organization, and where you expect to deliver future value.

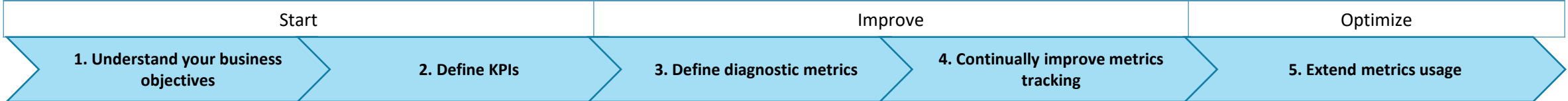
Insight: Baseline and track performance

There are three things you must get right upfront to effectively baseline and track performance:

1. Understand your objectives and vision for implementing performance measurement in your organization. Without a well-defined endpoint to measure progress against, your metrics may not provide meaningful information.
2. Define the key performance indicators (KPIs), the lagging indicators, that tell you if your quality strategy implementation is on track and delivering value to the business.
3. Define the diagnostic metrics, the leading indicators, that you and your team can use to predict and diagnose KPI performance and inform course corrections as needed.

After establishing a set of Key Performance Indicators (KPIs) and metrics, approach their utilization as an ongoing and active program. Continuously update and refine these metrics in alignment with the evolution of your quality objectives and the implementation of interventions.

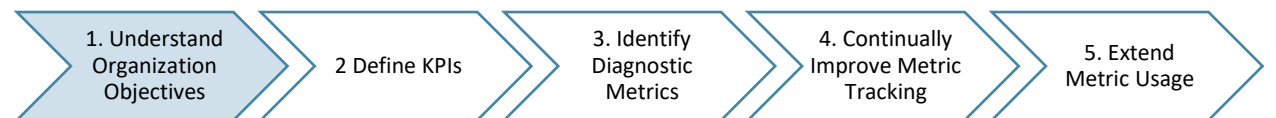
Key implementation steps



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

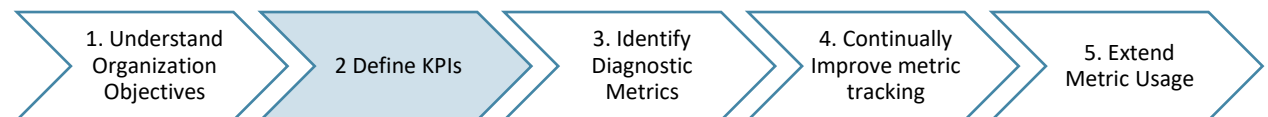


STEP 2: DEFINE KPIS

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.

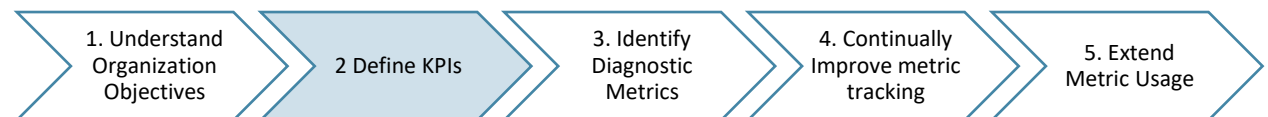


STEP 2: DEFINE KPIS - SET KPI GOALS

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

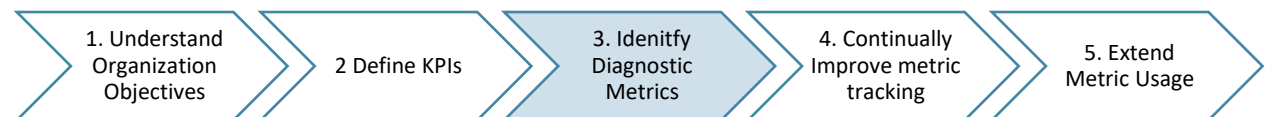


STEP 3: IDENTIFY DIAGNOSTIC METRICS

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.



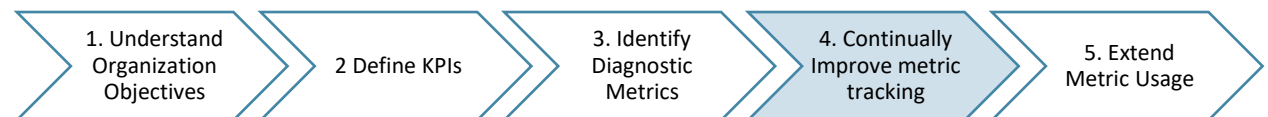
STEP 4: CONTINUALLY IMPROVE METRIC TRACKING

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.

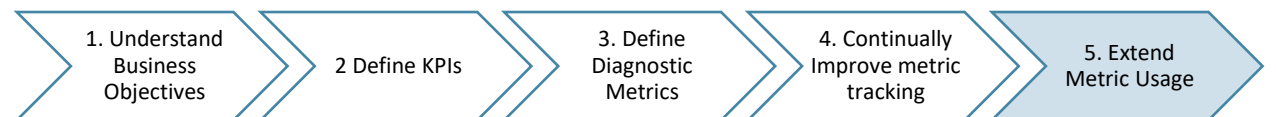
Instead, continue to invest to make sure you define your metrics as well as is possible, update them when necessary, and share them with the right people

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

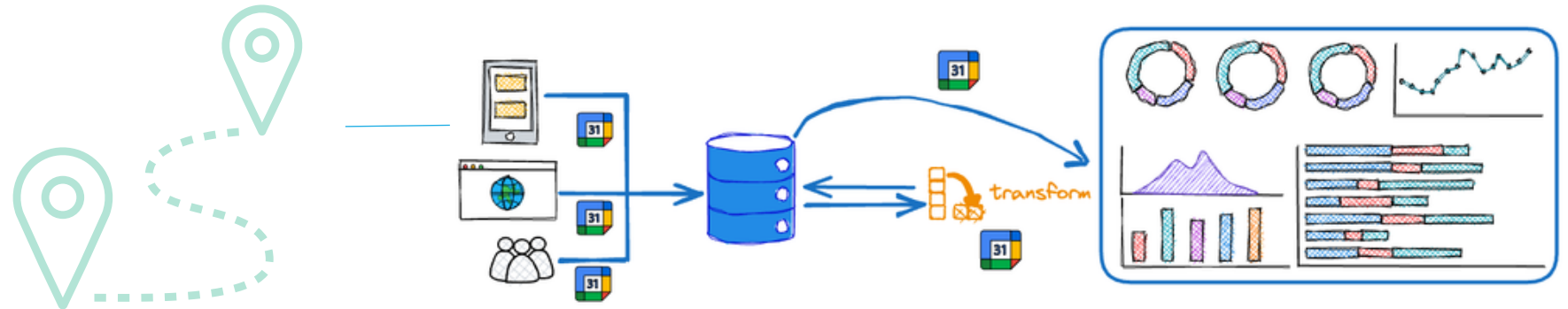
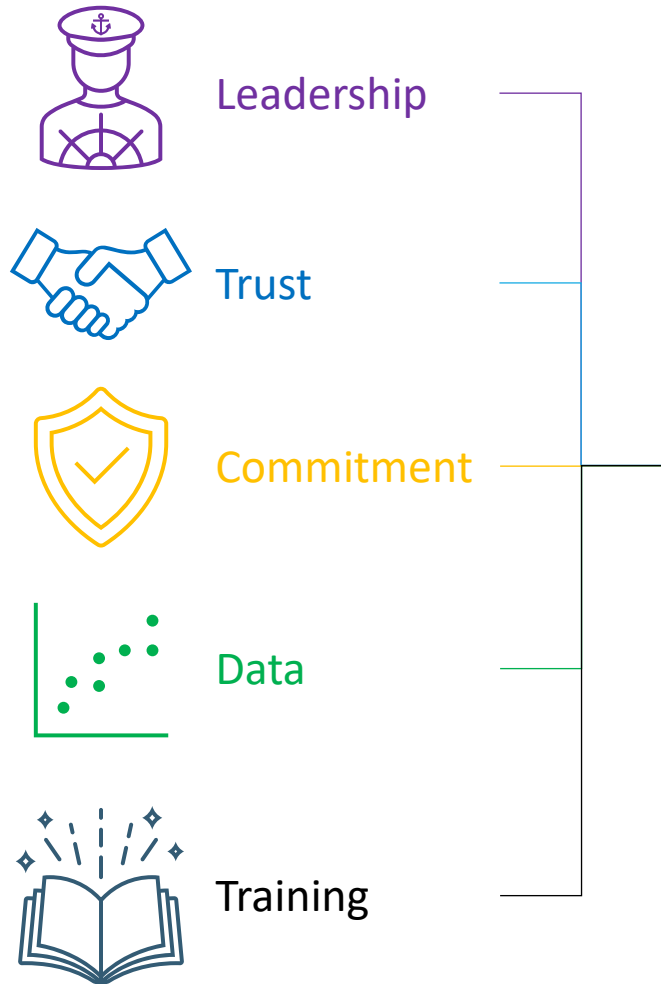


STEP 5: EXTEND METRICS USAGE

- » 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



ESSENTIAL ELEMENTS OF A DATA-DRIVEN CULTURE



These critical elements provide a pathway to establishing a data-driven culture

MINI SELF ASSESSMENT



Knowledge

1 2 3 4 5 6 7 8 9 10

Comfortability

1 2 3 4 5 6 7 8 9 10

Confidence

1 2 3 4 5 6 7 8 9 10

Reflect & Connect:

What do you think your organization may look like 5 -10 years from now if you incorporate and build upon these concepts?

[Photo by Glenn Carstens-Peters on Unsplash](#)

HMA

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