Outcomes: What to Measure

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Introduction & Housekeeping

Housekeeping:

- Slides are posted at MCTAC.org
- Questions not addressed today will be:
  - Reviewed and incorporated into future trainings and presentations
  - Added to Q&A resources when possible
- Feedback forms

Reminder: Information and timelines are current as of the date of the presentation
Presenters

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ICL
MCTAC is a training, consultation, and educational resource center that offers resources to all mental health and substance use disorder providers in New York State.

**MCTAC’s Goal**
Provide training and intensive support on quality improvement strategies, including business, organizational and clinical practices to achieve the overall goal of preparing and assisting providers with the transition to Medicaid Managed Care.
Partners

CCSI
Coordinated Care Services Inc

McSILVER INSTITUTE
FOR POVERTY POLICY AND RESEARCH

ICL
People Get Better With Us

CASA
The National Center on Addiction and Substance Abuse

NYAPRS
"Partners in Recovery"

IDEAS
Small Business Initiative Partners

- NYAPRS
- ASAPNYS
- The Coalition for Behavioral Health
- Families Together in New York State
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<tr>
<th>Webinar 1:</th>
<th>Deciding What to Measure</th>
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<td><em>Wednesday April 5(^{th}), 12:00 – 1:00 PM</em></td>
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<td>Webinar 2:</td>
<td>How to Collect Data</td>
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<td>Webinar 3:</td>
<td>Making Sense of Data and Communicating the Findings</td>
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<td>Webinar 4:</td>
<td>How to Use Your Data</td>
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<td><em>Wednesday May 3(^{rd}), 12:00 – 1:00 PM</em></td>
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Today’s Agenda

‣ Current environment and challenges ahead
‣ General overview
‣ Determining outcomes to measure
  • Outcomes Planning Tool
  • Value proposition
  • Other metrics
NYS Quality Vision

A service delivery system that is:

- Client Centered
- Recovery Oriented
- Integrated
- Value Based/Outcome Driven

The ultimate goal of measuring, reporting and comparing health outcomes is to achieve the Triple Aim of healthcare.
Recent Changes to Health Care Environment

- DSRIP
- Integrated Medicaid Managed Care
- Move to Value-Based Payments

Value Based-Outcome driven
Payers and Consumers Are Seeking “Value”

• You will be evaluated and reimbursed based on the value equation:

\[
\text{Value} = \frac{\text{Quality} \times \text{Service}}{\text{Cost}}
\]

• What is new here is quality. Quality is measured through outcomes.
Outcome measures are the benefits or changes for people that result from participation in program services:

- knowledge/attitude
- behavior
- conditions
- status

A change in the health of an individual, group of people, or population that is attributable to an intervention or series of interventions.

- World Health Organization
### Examples

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>NOT Outcomes</th>
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<tr>
<td>• Increased use of primary care</td>
<td>• Number of therapy sessions provided</td>
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<tr>
<td>• Decreased psychiatric emergency room visits</td>
<td>• Number of people served</td>
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<tr>
<td>• Increased number of people who quit smoking</td>
<td>• Current census</td>
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*Image credits: mctac*
Monitoring Outcomes Helps…

- Improve access to and engagement in community-based behavioral health services
  - including services that help people improve and maintain independent functioning and quality of life
- Increase use of evidence-based practices that integrate behavioral and physical health services
- Improve health care coordination and continuity of care
- Reduce avoidable behavioral health and medical inpatient admissions and readmissions
Other Reasons to Monitor Outcomes

- Reporting to payers
- Support Clinical decision-making
- Evaluate efficiency
- Informing program development
- Support Advocacy
- Strengthen fundraising
Long-Term Vision

- Continuous quality improvement at all levels:
  - Clinical services
  - Program planning
  - Community

- Reduce disparities in health outcomes for people with behavioral health conditions as compared to the population at large
Two tools to help determine what’s important

Outcomes Planning Tool

Value Proposition
Outcomes Planning Tool

A systematic and visual way to present the perceived relationships among:

- Resources you have to operate the program
- Activities you plan to do
- Changes or results you hope to achieve
Outcomes Planning Tool

Who does your program serve? (Target Population)
What is your purpose? (Identified Need)

IF

Inputs
- Staff
- Facilities
- Funding
- Curriculum
- Volunteers

Activities
- Counseling Services
- Medication management
- Drug Treatment
- Family sessions

Outputs
- # Served
- # Services provided

Outcomes
- Changes in:
  - Knowledge
  - Attitudes
  - Skills
  - Behavior
  - Condition or Status
Measure What Matters

‣ What are you trying to achieve with your clients?
‣ What does success look like, for your clients?
‣ If you are successful, how will your clients be different after the program than before?
‣ What kinds of changes do you want to see?

‣–Adapted from Patton: Utilization-focused Evaluation

Check Your Assumptions!

Ask yourself…

› Can your program really influence the outcome in a meaningful way?
› Is this outcome truly important to you?
› Is this outcome important and valid to others?
› Is the outcome written using language that most people will understand?

Value Proposition

- A Value Proposition is a promise of value to be delivered that takes into consideration both the quality and the cost of services provided.
- It clearly states why your “customers” want to use your service
  - Clients/patients
  - Payers
  - Collaborative partners
- It is a customer-driven statement, reflecting what the customer seeks, not what you offer.
What to Include in Your Value Proposition

- What services you provide
- How your services deliver outcomes
  - solve problems
  - improve lives
- What makes your services unique
- The indicators of the value that you provide to your consumers and the community
Writing a Value Proposition

- Solicit input:
  - All levels of your organization
  - Consumers - why do they use your services?
  - Other providers you work with

- Write a Value Proposition that is clear and can be easily understood in a few seconds
Your value proposition should reflect your outcomes, and can be an important tool to help assert your value to payers, affiliates and consumers.
Aligning Value Propositions and Managed Care Priorities

Consider how your outcomes align with NYS goals:

- Improved individual health and behavioral health life outcomes
- Improved recovery outcomes, such as employment
- Improved experience of care
- Reduced rate of unnecessary/inappropriate emergency room use
- Reduced rate of avoidable hospitalizations
- Reduced duplication of services
- Increased provision of community based, recovery-oriented, person-centered services
Emerging Guidance

- Guidance is emerging on the quality measures that will be used to determine value and drive payments for behavioral health providers
  - Health and Recovery Plan (HARP) – Value Based Payment Quality Measure Set Measurement Year 2017
  - Outcome measures required in the Certified Community Behavioral Health Center (CCBHC) pilot project
    https://www.samhsa.gov/section-223/quality-measures
Other Data

You may have other data you want to track for:

• Program planning purposes
• Managing fiscal health
• Continuous Quality Improvement (CQI)
• Program operations management
• Other funders or stakeholders

› This data may point to additional outcomes.
Next Steps

› With these tools in hand, now you’re ready to think about collecting the data needed to monitor outcomes.

Join us April 5th when we will discuss:
How to Collect Data:

• Data types
• Data collection instruments
• Using existing tools
• Data collection workflows
• Tips and tricks to assure data timeliness, accuracy and availability
Questions and Discussion

Please email additional questions to mctac.info@nyu.edu and register for future events at http://www.mctac.org under “Upcoming Events.”