



COMMUNITY MENTAL HEALTH SERVICES PROGRAM

**QUALITY ASSESSMENT AND
PERFORMANCE IMPROVEMENT
PROGRAM
2015**

BOARD ADOPTION:
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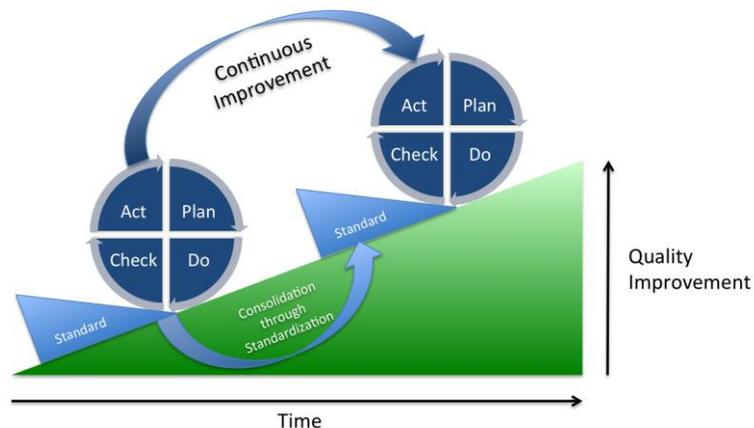
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Section 1: Introduction

Bay-Arenac Behavioral Health (BABH) provides an array of behavioral health services and supports to individuals in the Michigan counties of Bay and Arenac through a network of direct operated programs and contracted service providers. BABH is a Michigan Department of Community Health (MDCH) certified Community Mental Health Services Program (CMHSP), a Children’s Diagnostic and Treatment Service Program, and is licensed by MDCH as a Substance Abuse Provider. BABH is also a CMHSP affiliate of the Mid-State Health Network (MSHN) Pre-Paid Inpatient Health Plan (PIHP) for Medicaid Specialty Services and Supports. In addition, BABH is accredited by the Council on Accreditation of Rehabilitation Facilities (CARF).

BABH is responsible for managing a local quality assessment and performance improvement program for its CMHSP provider operations, and ensuring its contracted network clinical service providers address quality improvement in their own operations through the BABH Quality Assessment and Performance Improvement Program (QAPIP). BABH’s overall philosophy and mission governing its local quality management and performance improvement program can be summarized as follows: performance improvement is dynamic, system-wide and integrated; the input of a wide range of stakeholders, such as board members, consumers, providers, employees, community agencies, and other external entities, such as MDCH, are critical to success; it is important and encouraged to have an organizational culture where staff are comfortable reporting errors, system failures, and possible solutions, and leaders see information as the means to improvement; improvements resulting from performance improvement must be communicated throughout the organization and sustained; and leadership must establish priorities, be knowledgeable regarding system risk points, and act based upon sound data. Continuous improvement is supported by the plan, do, check, act/adjust cycle (PDCA) drawn from the work of Deming and used in the application of lean methodology. Standard work statements are developed and utilized to implement and maintain improvements and are updated as the PDCA cycle is repeated to produce continuous improvement over time. The graphical representation of the continuous improvement methodology is below (http://en.wikipedia.org/wiki/File:PDCA_Process.png).



The BABH QAPIP "objectively and systematically monitors and evaluates the quality and appropriateness of care and service to members, through quality assessment and performance improvement projects, and related activities, and pursues opportunities for improvement on an ongoing basis" for "all demographic groups, care settings, and types of services" (MDCH/CMHSP FY14 Contract, Attachment C6.8.1.1, p. 2, 1). The program "achieves, through ongoing measurement and intervention, improvement in aspects of clinical care and non-clinical services that can be expected to affect consumer health status, quality of life,

and satisfaction" (p. 1). This program "define[s] the system to collect data, set the organization's business and service delivery performance goals, and measure indicators for the purpose of review and analysis of results" (CARF, 2012 Standard 1.M.1, p. 89). The QAPIP provides a "written description of [the] performance measurement and management system that includes, at a minimum: a) Mission; b) Programs/services seeking accreditation; c) Objectives of the programs/services seeking accreditation; and d) Personnel responsibilities related to performance measurement and management (CARF, 2013 Standard 1.M.1, p. 134). The QAPIP, as described in this document, is evaluated annually for effectiveness and modifications are made as necessary.

The QAPIP applies to all BABH programs and services, including: Assertive Community Treatment (mental health – adults); Case Management/Supports Coordination (integrated DD/mental health – adults, children, and adolescents); Community Integration (psychosocial rehabilitation – adults); Crisis Intervention (integrated DD/mental health – children and adolescents, mental health – adults); Intensive Family-Based Services (family services – children and adolescents); and Outpatient Treatment (integrated DD/mental health – children and adolescents, mental health – adults). The objectives of these programs are reflected in the organization's mission statement, "to ensure quality behavioral health care that promotes recovery, achievement of personal objectives, effective freedom, and is responsive to stakeholders' and community needs." In addition, "All who are associated with carrying out the mission of Bay-Arenac Behavioral Health are governed by the highest ethical standards and the following values: each person is unique, and will be treated with dignity and respect; we are committed to excellence and ongoing quality improvement; we believe in consumer choice and individual services that are accessible, effective, integrated and clinically appropriate; we are committed to ensuring the availability of programs and services that promote independence and encourage the involvement of peers, family, friends, and community support; we are committed to collaboration with other organizations to address wellness, to promote prevention, and to increase the understanding of behavioral health; and we believe principles of good customer service should be applied to all clinical, business and service relationships, both intra- and inter-agency" (www.babha.org/OurMissionStatement.aspx). A representative group of leadership and clinical staff participate in the Performance Improvement Council (PIC), the entity responsible for initiating and monitoring performance improvement activities. In addition, staff have been designated responsible for performance measurement and management within their programs, which may include coordination and follow up with the PIC and/or the Performance Improvement Specialist.

Section 2: Organizational Elements and Activities

Organizational elements and activities and their relation to the QAPIP, and performance improvement activities in general, are detailed below.

Governance

The BABH Board of Directors: monitors, evaluates, sets policies related to performance improvement and approves the QAPIP Plan, including QAPIP priorities; receives an annual report on the effectiveness of the previous year's QAPIP and sets priorities for performance improvement initiatives for the next year; oversees the performance of the QAPIP through review of the Performance Improvement Council meeting notes, as well as a mid-year QAPIP performance report; monitors key organizational quality, safety, and financial indicators through the review of a dashboard report; and advises the Chief Executive Officer to take action when appropriate and provides feedback regarding modifications and revisions to the QAPIP.

Chief Executive Officer

The BABH Chief Executive Officer: links the strategic planning and operational functions of the organization with the QAPIP functions; assures coordination occurs among organizational leaders to maintain quality and consumer safety; allocates adequate resources for the QAPIP; designates the Director of Healthcare Practices as senior management team member responsible for the BABH QAPIP implementation, monitoring, and revision; recommends policies to the Board for action; and approves procedures. Through performance measures, the progress of the organization is routinely evaluated and reports are made to the Board.

Medical Director

The BABH Medical Director: provides clinical oversight related to quality and utilization of services both directly, through case supervision, participation in root cause analyses and review of critical incidents, chairing the meetings of the Medical Staff,¹ participation in BABH standing committees as time permits, and through oversight of the organization's medical practices; serves as a liaison between BABH's clinical operations and community physicians, hospital staff and other professionals and agencies regarding psychiatric services; leads physician peer review activities; and recommends licensed independent practitioners for initial and renewal of clinical privileges for BABH's CMHSP contracted service provider network.

Management

The BABH management team: develops and monitors staff competencies; collaborates on new processes, services and programs; identifies priorities for improvement based on stakeholder input, data review, the identification of vulnerable service populations and opportunities for improving oversight of their care and outcomes, best practices for service delivery, etc.; oversees the development of and data collection for performance measures or quality indicators for operational areas; utilizes data effectively for informed decision making; participates on and/or supports staff participation in committees and work groups; fosters a work environment where safety and error reporting is encouraged, and a systems perspective is utilized to resolve problems; addresses under performance through corrective action planning and seeking to replicate potential best practices; and establish priorities in their program areas for risk reduction for consumers.²

BABH Staff

BABH staff: review the organization's QAPIP and expectations for their participation at employee orientation; participate in data collection activities related to performance measures and indicators at the department/program level; identify department/program and organization-wide opportunities for improvement; participate in organization-wide standing committees and work groups; report care errors, inform consumers of risks, and make suggestions to improve the safety of consumers; and provide input into QAPIP priorities through the BABH Employee Survey and Suggestion Box.

¹ Bay-Arenac Behavioral Health Policies and Procedures Manual, Agency Action Plans, Medical Staff Plan.

² Bay-Arenac Behavioral Health Policies and Procedures Manual, Agency Action Plans, Risk Management Plan.

Performance Improvement Staff

Performance Improvement Staff: coordinate, initiate, guide, and collaborate on local performance improvement projects; sit on the BABH Performance Improvement Council; participate in regional performance measurement activities such as consumer satisfaction surveys and clinical record reviews for PI projects and Medicaid event verification; and are members on regional committees and work groups.

Provider Qualification and Selection

Policies and procedures are in place to govern the selection and evaluation of directly employed staff and contract providers, including physicians and other health care professionals licensed by the state, to ensure they are qualified to perform services and have current, appropriate credentials and privileges.^{3,4} PI data reflective of the performance of practitioners is considered when privileges and credentials are renewed; this occurs via the Healthcare Practices Committee formerly the Medical Management and Peer Review Committee through CVO review. Additional policies and procedures exist to verify the qualifications of non-licensed care and support providers as well as the aforementioned licensed staff.⁵ The policies and procedures referenced above also insure that staff possess appropriate qualifications per their job description as well as appropriate: educational background; relevant work experience; certification, registration, and licensure; and cultural competence.^{6,7} Orientation and training in regard to responsibilities, program policy, and operating procedures are required for new employees.^{8,9,10,11} Staff performance and competency are monitored on a regular basis.^{12,13} Training needs are identified through formal means, such as performance/competency reviews, as well as informally, through self-identified areas for improvement. It is BABH's policy to support employee educational pursuits and does so through in-service training, continuing education, and staff development activities.^{14,15}

Recipient Rights

BABH is committed to treating members in a manner that acknowledges their rights and responsibilities. It is the policy of BABH to monitor and ensure that a recipient of mental health services has all of the rights guaranteed by state and federal law, in addition to those guaranteed by P.A. 258, 1974, Chapter 7 and 7A, which provide a system for determining whether, in fact, violations have occurred; and shall ensure that firm and fair disciplinary and appropriate remedial action is taken in the event of a violation. Procedures have been established to address the complaints, appeals, and mediation processes through the

³ Bay-Arenac Behavioral Health Policies and Procedures Manual, C07-S01-T01 Staff Credentials.

⁴ Bay-Arenac Behavioral Health Policies and Procedures Manual, C07-S01-T13 Credentialing and Privileging of Licensed Independent Practitioners.

⁵ Bay-Arenac Behavioral Health Policies and Procedures Manual, C07-S02-T06 Recruitment, Selection, and Appointment.

⁶ Bay-Arenac Behavioral Health Policies and Procedures Manual, C07-S03-T05 Cultural Competence and Limited English Proficiency.

⁷ Bay-Arenac Behavioral Health Policies and Procedures Manual, Agency Action Plans, Cultural Competency and Diversity Plan.

⁸ Bay-Arenac Behavioral Health Policies and Procedures Manual, C07-S03-T02 Orientation.

⁹ Bay-Arenac Behavioral Health Policies and Procedures Manual, C07-S03-T01 Minimum Training Requirements.

¹⁰ Bay-Arenac Behavioral Health Policies and Procedures Manual, Agency Action Plans, Training Plan.

¹¹ Bay-Arenac Behavioral Health Policies and Procedures Manual, Agency Action Plans, Operating Philosophy and Ethical Guidelines.

¹² Bay-Arenac Behavioral Health Policies and Procedures Manual, C07-S01-T05 Performance Management.

¹³ Bay-Arenac Behavioral Health Policies and Procedures Manual, C07-S01-T02 Professional Staff Competency.

¹⁴ Bay-Arenac Behavioral Health Policies and Procedures Manual, C07-S02-T26 Continuing Education.

¹⁵ Bay-Arenac Behavioral Health Policies and Procedures Manual, C07-S03-T03 Scheduling, Promoting, and Documentation of Staff Education.

BABH Recipient Rights Office.¹⁶ Appropriate remedial actions are taken in response to substantiated recipient rights complaints. The CEO ensures that BABH has written policies and procedures for the operations of the rights system on file with the Michigan Department of Community Health (MDCH) – Office of Recipient Rights. Education and training in Recipient Rights policies and procedures are provided to its Recipient Rights Advisory Committee and its Appeals Committee. MDCH routinely conducts site reviews and the BABH Recipient Rights Office has been found to be in complete fidelity with state requirements as of May, 2011. Annual reports from the BABH Recipient Rights Office are submitted to MDCH as required by Chapter 7 of the Michigan Mental Health Code.

Incident Reporting

BABH has a reporting system in place to capture the occurrence of adverse events, including sentinel events, unusual and critical incidents, abuse, neglect, force, emotional harm, exploitation, non-serious physical harm, arrests, and unexpected/expected deaths.¹⁷ Processes are also in place for reporting on significant events, which includes: investigations; material litigation; catastrophes; sentinel events; and governmental sanctions, bans on admissions, fines, penalties, or loss of programs (CARF, 2014 Behavioral Health Standards Manual, p. 18). These processes address the review and follow up of sentinel, unusual, and critical events for all persons receiving services from BABH, including, but not limited to, those enrolled in the Children's Waiver, the Children with Serious Emotional Disturbance Waiver, the MI Child program, the Adult Benefit Waiver, and the Habilitation Supports Waiver. Data is gathered and reviewed by appropriately credentialed staff for causal analysis. As necessary, root cause analysis is completed and risk reduction strategies are recommended to reduce the likelihood of recurrence. As appropriate, BABH utilizes failure mode and effects analysis for review of potentially high risk or error prone processes. BABH submits event reports to the PIHP/MDCH and CARF in accordance with each entity's reporting criteria and timelines.

Risk Events Management

Risk events are reviewed and investigated in accordance with the incident reporting requirements and referenced policy and procedure noted above. Risk events include, at minimum: actions taken by individuals who receive services that cause harm to themselves; actions taken by individuals who receive services that cause harm to others; and two or more unscheduled admissions to a medical hospital (not due to planned surgery or the natural course of a chronic illness, such as when an individual has a terminal illness). As noted above in incident reporting, BABH submits risk reports in accordance with reporting entity criteria and timelines.

Behavioral Treatment

The Behavior Treatment Plan Review Committee,¹⁸ whose primary function is to oversee the proposed use of any intrusive and restrictive techniques that might be considered for usage as a last resort with recipients of public mental health services, is responsible for review of behavior treatment data.¹⁹ This includes data on approved intrusive or restrictive techniques, the number of interventions and length of time interventions were used per person, and where physical management or 911 calls to law enforcement

¹⁶ Bay-Arenac Behavioral Health Policies and Procedures Manual, C03-S01-T01 Statutory Establishment.

¹⁷ Bay-Arenac Behavioral Health Policies and Procedures Manual, C03-S04-T01 Reporting and Investigation of Adverse Events.

¹⁸ Bay-Arenac Behavioral Health Policies and Procedures Manual, C04-S08-T02 Behavior Treatment Plan Review Committee.

¹⁹ Bay-Arenac Behavioral Health Policies and Procedures Manual, C04-S08-T02 Behavior Treatment Plans.

have been used in an emergency behavioral crisis. A quarterly analysis is performed to identify any trends or patterns of behavior that may demonstrate a risk to an individual or group. Recommendations are made to reduce the likelihood of any adverse event.

Confidentiality and Conflict of Interest

All BABH staff are bound by federal, state, and the Michigan Department of Community Health confidentiality regulations. To protect consumer confidentiality, consumer case numbers, not names, are used on forms, summary notes, or reports. To prevent a conflict of interest, individual members of a review committee do not solely review records in which s/he was a provider of care. At a committee chairperson's discretion, a member may be relieved from performing review activities on a temporary basis during the study of a member's case records.

Utilization Management

BABH's utilization management plan is detailed in several sections of the Policies and Procedures Manual.^{20,21,22,23,24} The utilization plan components address, "practices related to retrospective and concurrent review of clinical and financial resource utilization, clinical and programmatic outcomes, and other aspects of utilization management as deemed appropriate by administration." Additional information on the procedures to evaluate medical necessity, criteria used, information sources, and the process used to approve the provision of medical services is also found in the Policies and Procedures Manual. Specifically, the Policies and Procedures Manual includes mechanisms to identify and correct underutilization and overutilization, establishes prospective, concurrent, and retrospective access procedures, such that: 1) review decisions are supervised by qualified medical professionals; 2) efforts are made to obtain all necessary information, including pertinent clinical information, and consult with the treating physician as appropriate; 3) reasons for decisions are clearly documented and available to the member; 4) there are well-publicized and readily available appeals mechanisms for both providers and consumers; notification of a denial includes a description of how to file an appeal; decisions and appeals are made in a timely manner as required by the exigencies of the situation; and there are mechanisms to evaluate the effects of the program using data on member satisfactions, provider satisfaction, or other appropriate measures.^{25,26}

Medicaid Service Verification

BABH has an established process to complete Medicaid service event verifications and follow-up restitution, as necessary.²⁷ The event verification process checks reimbursed Medicaid claims against chart documentation to verify: 1) if the service provided is listed in the State Medicaid Manual, 2) if the service is identified in the consumer's person centered plan, 3) if the units claimed equal the units documented, and 4) if this review will result in corrective action.

²⁰ Bay-Arenac Behavioral Health Policies and Procedures Manual, C11-S08-T01 Utilization Management Plan.

²¹ Bay-Arenac Behavioral Health Policies and Procedures Manual, C04-S04 Eligibility for Services.

²² Bay-Arenac Behavioral Health Policies and Procedures Manual, C11-S08-T02 Clinical Criteria.

²³ Bay-Arenac Behavioral Health Policies and Procedures Manual, C11-S04-T07 Coordination of Care.

²⁴ Bay-Arenac Behavioral Health Policies and Procedures Manual, C11-S04-T04 Authorization Process.

²⁵ Bay-Arenac Behavioral Health Policies and Procedures Manual, C11-S08-T04 Provider Appeals of UM Decisions.

²⁶ Bay-Arenac Behavioral Health Policies and Procedures Manual, C03-S03-T12 Grievance and Appeal.

²⁷ Bay-Arenac Behavioral Health Policies and Procedures Manual, C13-S02-T20 Service Event Verification and Restitution.

Clinical Care Standards, Practice Guidelines, and Evidenced Based Practices

BABH looks to evidence based practices and clinical protocols for quality tested clinical pathways and has adopted the technical guidelines and evidence based practices mandated by MDCH. Objectives include: maintaining the clinical care standards and guidelines through the oversight of initial implementation and ongoing use of evidence based practices across the PIHP; promoting and overseeing the implementation of promising and emerging practices that strengthen clinical services and supports while also ensuring superior consumer outcomes; monitoring fidelity to proscribed models; and measurement of clinical and program outcomes.

Communicating Process and Outcome Improvements

The results of BABH provider operations performance measurement and improvement activities are communicated through the periodic dissemination of materials to employees, providers, and stakeholders via the Performance Improvement Council, Strategic Leadership Team, the BABH Board of Directors, standing committees and staff meetings, and consumer council meetings, as well as the general distribution of applicable information through the leadership dashboard, BABH intranet, and other outlets as deemed appropriate.

Section 3: Performance Improvement Council

The Performance Improvement Council (PIC) is the structure responsible for the QAPIP and performance improvement activities of BABH's operations. It is comprised of: BABH PI and Administrative Services staff; BABH Strategic Leadership Team members; clinical supervisors and team members; PI representatives from contract provider agencies; and as ad hoc members, representatives from clinical departments.

The PIC is responsible for monitoring performance by:

- Identifying quality related indicators and measures and ensuring that:
 - Measures meet the requirements defined in the QAPIP; and
 - Sampling and data collection methodologies meet reasonable standards for statistical control.
- Reviewing data reports;
- Receiving recommendations for improvement from the: PIHP; consumer councils; population committees; stakeholders, including, but not limited to, primary and secondary consumers and staff; Office of Recipient Rights; Customer Service department; staff meetings; and suggestion boxes;
- Taking action to achieve improvement;
- Monitoring performance and the effectiveness of improvement efforts to ensure change is real and sustained; and
- Meeting regularly to review and assess performance and develop/evaluate intervention plans as necessary.

The PIC is also responsible for identifying priorities for PI activities and addressing them by convening and overseeing cross-functional committees and work groups related to both the planning of new processes and improvement initiatives and receiving reports and taking action related to recommendations from such work groups. Action may include accepting recommendations, providing feedback to the committee or work group, seeking additional input with respect to implementation, or forwarding for approval. Records of the PIC's activities, findings, recommendations, and actions are documented in meeting minutes. These minutes, as well as the associated meeting materials are available on the BABH

intranet site. Materials are also available from the Performance Improvement Specialist or PIC members by request.

Performance Improvement Council Standing Committees

The BABH QAPIP program has three clinical population-standing committees that report to the Performance Improvement Council (PIC). The standing committees include: the Recovery Committee for Adults with Mental Health Issues, the Quality of Life Committee for Persons with Developmental Challenges, and the Child and Family Committee. Each standing committee has a corresponding consumer council that provides input into the design, implementation, and quality of service and supports provided by BABH, and also engages in advocacy and educational activities.

Each BABH committee, including those affiliated with the PIC, has a chair and recorder; the chair is selected by the membership of the committee, unless appointed by the BABH CEO or designee. Each committee meets on an ongoing basis, with the exception of ad hoc committees. Standing committees and consumer councils report to the PIC on a routine basis and can request items be placed on the agenda as needed. Standing committees generally meet regularly, but may have some functions that are performed on an ad hoc basis. On occasion, a standing committee may oversee a subcommittee or work group.

There are other standing BABH committees that are directly or indirectly part of the organization's quality management program but do not directly report to the PIC. These committees include the: Behavior Management and Human Rights Committee; Healthcare Practices Committee, formerly known as the Medical Management and Peer Review Committee; Safety Committee;²⁸ and Corporate Compliance Committee.²⁹

Functions and duties specific to BABH Committees are described in a Statement of Purpose and Membership. The following are standard responsibilities of each committee:

1. Policy, procedure and plan review
 - a. On a bi-annual basis, or sooner if required, each committee reviews the BABH policies, procedures and plans related to their functions and duties, as assigned. Committee strategic plans are reviewed and updated annually. The committee obtains feedback from the leadership of departments that will be affected as appropriate.
 - b. Policies, procedures and plans approved by each committee are recommended to the BABH Chief Executive Officer and/or Board for approval.
2. Fidelity with external requirements
 - a. Each committee monitors state and federal rule promulgation for changes in requirements relevant to their functions and duties, if any. Recommendation for changes to BABH practices are made as indicated.
 - b. Each committee also monitors accrediting body publications and/or receives communications from the BABH PI Department regarding changes in standards related to their functions and duties. Committees assist with the education of staff regarding changes in requirements and implement action plans and/or make recommendations as necessary to bring the organization into compliance.
3. Measurement

²⁸ Bay-Arenac Behavioral Health Policies and Procedures Manual, C05-S04-T02 Emergency Preparedness.

²⁹ Bay-Arenac Behavioral Health Policies and Procedures Manual, Agency Action Plans, Corporate Compliance Plan.

- a. Each committee establishes measures to collect data related to its functions and duties, including any subcommittees assigned, as relevant. Data is collected using standardized methods and defensible sampling techniques, in accord with the BABH PI program requirements.
 - b. Each committee tracks and trends the data for which it is responsible for purposes of data analysis. Where feasible and appropriate, desired performance thresholds are determined and reliable external benchmarks/comparables are utilized when available.
 - c. The committees take action and/or make recommendations for action, as appropriate, to address undesired levels of performance and/or excessive variability.
4. Reporting
- a. Subcommittees report to their assigned standing committee. The standing committee incorporates the subcommittee's activities and data into its own reports.
 - b. Standing committees report to their overseeing committee or council, or to the Strategic Leadership Team as directed.
 - c. Meeting agendas and notes are recorded.

Work Groups

Performance improvement work groups are formed based upon improvement opportunities identified by individuals in the organization or through the input of consumers and community stakeholders. Work groups may also be convened for specific planning/implementation activities related to new processes, services, or programs. They are also convened to address specific performance improvement initiatives. BABH staff are invited to participate in local work groups by their supervisor or PI staff. Proposals for formation of work groups include suggestions for work group representation. Work group membership typically includes disciplines appropriate to the subject matter at hand.

Work group meetings are facilitated by BABH PI staff as necessary. During the first work group meeting the charge of the group is clarified through discussion, general meeting ground rules are reviewed, documentation and reporting expectations are discussed, and a chair and recorder are chosen from the participating qualified staff.

Consumers and Other Stakeholders

BABH's commitment to customer satisfaction and performance improvement is evaluated through quantitative and qualitative information obtained from a wide variety of stakeholders including consumers and/or their families, staff, and community members. Feedback on satisfaction and opportunities for improvement is provided through:

Consumer Satisfaction Survey. Consumers receiving services funded by the PIHP are surveyed by the PIHP annually, with the assistance of BABH CMHSP staff, using standardized survey tools measuring issues of quality, availability, and accessibility of care. Summary analyses are completed, regional benchmarks are used for comparison, and findings are presented in report form for distribution to practitioners, providers, service recipients and consumer councils, and the governing body. Survey results guide: specific action on individual cases as appropriate, identification and investigation of sources of dissatisfaction, and systematic action steps to follow up on findings. The effects of post-survey actions are evaluated for effectiveness, and maintenance or change of procedures are made as necessary. Consumers are also queried regarding their degree of satisfaction during periodic reviews and discharge planning for the cessation or transition of services. A post-service survey is sent to discharged consumers to evaluate their satisfaction with services and supports received. Information on consumer perception of

care quality and individual outcomes is also gathered during dialogues between consumers and service providers. BABH, in conjunction with MDCH, is also participating in the National Core Indicators survey for individuals receiving services for developmental challenges. A recovery measure is also under review.

Consumer Councils. BABH sponsors two clinical consumer councils to provide input directly to BABH regarding program operations and performance. In addition, BABH CMHSP representatives participate in meetings of consumer representatives from the CMHSPs in the PIHP region who provide input regarding quality initiatives and service delivery related issues.

Population Committees. Consumer representatives are included on BABH population committees, which then report to the BABH PI Council.

MDCH Annual Submission and Community Needs Assessment. BABH participates in the MDCH Annual Submission and Community Needs Assessment. The Annual Submission requirements are a MDCH/CMHSP Contract requirement and can be found in Section 7.8 and Attachment 7.8.1 of the MDCH/CMHSP Managed Mental Health Supports and Services Contract.

Employee Survey. Employees of BABH have a regular opportunity to provide input into the following areas: clinical service delivery and community need, as well as to provide feedback regarding organization wide support systems such as performance improvement, health and safety, community education, staff development and training, information systems, and managed care through the employee survey.

Suggestion Box Program. Staff, consumers, and other stakeholders of BABH may offer suggestions for process or program improvements at any time using readily available suggestion boxes at each site.³⁰ Suggestions are also received via email, US Mail, and verbally. Suggestions received go directly to BABH leadership for response; responses are shared with relevant stakeholders.

Contract and Medical Providers. The BABH CMHSP sponsors regular meetings with key contracted service providers to discuss system issues and process changes. Site reviews of residential, outpatient and other providers produce information that flows into the PI program through work groups and process improvement initiatives. Collaborative meetings are held with treating physicians at BABH clinical programs and contract sites to discuss medical practices.

Section 4: Performance Measurement

The BABH PI program uses a variety of methods to identify quality concerns and opportunities for improvement, establish measures, collect data, analyze and report findings, and implement and monitor corrective actions as necessary.

Identification of Quality Concerns and Opportunities for Improvement

Performance improvement opportunities are brought to the attention of PI staff in a variety of ways. Routine data collection, such as: service encounter information; activity/caseload reports; chart reviews, including Medicaid event verification and PI projects; MDCH clinical process related indicators, including quality improvement, performance, and demographic data; and the MDCH annual local needs assessment may illustrate areas for improvement. Regional, and where available, statewide, performance comparisons

³⁰ Bay-Arenac Behavioral Health Policies and Procedures Manual, C02-S01-T03 Consumer/Stakeholder Suggestion Box Process.

are also made to better gauge local performance. Stakeholders, including consumers, staff, committees and community agencies may also suggest improvement opportunities. Incident reporting of safety and risk events, complaints, appeals and grievances, safety drills and inspections, clinical record reviews, utilization review activities, special studies or projects, and other information, such as financial and human resources reports may also provide insight into opportunities for improvement. Routine performance of environmental scans and assessments of organizational strengths, weaknesses, opportunities and threats as a component of leadership strategic planning activities are also used to bring about positive change. Root cause analyses of systems in response to the occurrence of critical clinical and administrative incidents also provide information on improvement opportunities. The evaluation of risk points in new systems using tools such as failure mode and effects analysis to review system weaknesses prior to implementation is also used as a means to ensure effective implementation and outcomes.

BABH participates in at least two PIHP PI projects per year and a regional program to verify the delivery of services billed to Medicaid. The PI projects and Medicaid service event verification are completed on a regional basis, with each CMHSP collecting data locally and the PIHP reporting to MDCH. PI project topics are either mandated by MDCH or selected by the PIHP and its partner CMHSPs. Data collected through the PI and event verification projects are aggregated, analyzed, and reported by BABH PI staff for review at regional Quality Council and local PI Council meetings and opportunities for improvements are identified.

Establishing Measures

Measures are chosen based upon their relevancy to stakeholders due to the prevalence of a condition, the need for a service, demographics, health risks, the interests of stakeholders as determined through qualitative and quantitative assessment, or other aspects of care and service as identified by BABH and/or MDCH. Measures may be clinical or non-clinical. Indicators are objective, measurable, actionable, based on current knowledge and clinical experience, are likely to yield credible and reliable data over time, are selected consistent with established BABH QAPIP priorities as stated earlier in this plan, and are developed using a standardized Description of Project/Study (Attachment 1). Measures in use by BABH include: treatment effectiveness and outcome, functional ability, fidelity, process, prevalence and incidence rates, quality of life indicators, and satisfaction.

Data Collection

The Description of Project/Study document template (Attachment 1), defines the sample population and data sources, sampling method, standardized data collection methodology and frequency, and when known, desired performance ranges and/or external benchmarks. If sampling is to be used, appropriate sampling techniques are employed to achieve a stated confidence level. Data collection methodology and frequency, as detailed in the project description, are appropriate and sufficient to detect the need for program change. Each data collection description delineates strategies to minimize inter-rater reliability concerns and maximize data validity. Provisions for primary source verification of data completeness and accuracy as well as maintenance of documentation are also addressed in the project description.

Data Analysis and Reporting

Analysis is the dynamic process by which data becomes information; data must be systematically aggregated and analyzed to become actionable information. Information is the critical product of performance measurement that facilitates clinical decision-making, organizational decision-making, performance improvement, and priorities for risk reduction.

Data is aggregated at a frequency appropriate to the process or activity being studied. Data aggregation timeframes and methods are defined in project descriptions. Statistical testing and analysis is then used as appropriate to analyze and display the aggregated data. BABH data is analyzed over time to identify patterns and trends and compared to desired performance levels, including externally derived benchmarks when available. PI staff prepare a Summary Report (Attachment 2) for data results including recommendations for further investigation, data collection improvements to resolve data validity concerns, and/or system improvements.

Undesirable patterns, trends, and variations in performance are identified. In some instances, further data collection and analysis is necessary to isolate the causes of poor performance or excessive variability and remedial/corrective actions may be required. The department responsible for a pattern of desirable performance may also be asked to document their strategy for maintaining positive performance.

The annual report is formally reviewed by the Board and includes details on studies undertaken, results, subsequent actions, and aggregate data on utilization and quality of services rendered to assess the QAPIP's continuity, effectiveness, and current acceptability.

Corrective Actions

Remedial and/or corrective actions are taken when benchmarks are not met as determined by performance measurement. We utilize a corrective action process that outlines how quantitative measures are evaluated by reporting period and historical performance. Patterns and variations are considered in context, and corrective action response requirements are outlined in the process document. Corrective action interventions, implementation dates, and expected impact dates are documented on the Follow-up to Data Analysis (Attachment 3) form. Actions taken are implemented systematically to insure any improvements achieved are associated with the corrective action. Corrective actions are monitored and evaluated to assure that appropriate changes have been implemented and maintained. Adhering to the following steps promotes process integrity: develop a step-by-step action plan; limit the number of variables impacted; implement the action plan, preferably on a small or pilot scale initially; collect data to check for expected results; and modify the plan as necessary based on post-implementation findings. Specifics on the review and response process are available by request from the Performance Improvement Specialist.

Section 5: Review/Evaluation of Plan Effectiveness

The BABH Provider Network has led and been involved in many performance improvement activities during FY14. Given the nature and scope of these accomplishments, the 2014 QAPIP plan has been determined to be effective and updates, revisions, and new projects will be added to the 2015 plan as necessary to continue the pursuit of exceptional performance.

Performance improvement projects and Medicaid event verification. BABH, in collaboration with the PIHP, implemented two performance improvement projects, identified areas of improvement and implemented interventions. BABH transitioned from completing the annual Medicaid Event Verification Project to reporting the information for BABH to MSHN.

Health conditions and proxy measure completeness. BABH transitioned to utilizing the electronic medical records for reporting through clinical processes. BABH reached the standard for compliance.

MDCH data reporting: Michigan Mission Based Performance Indicator System (MMBPIS) BABH, via the PIHP, reported data on a variety of indicators to MDCH throughout FY14. BABH has been working

with our direct and contract providers to improve performance on these measures and has made several process improvements to MDCH indicator collection, reporting, and response, and has engaged in ongoing monitoring and revision, as necessary. BABH transitioned from a manual data collection to an electronic data collection process through the electronic medical record.

Adverse event reporting and investigation. Adverse events refer to: unusual events (including risk), critical incidents, and sentinel events. BABH transitioned from reporting directly to MDCH to reporting to MSHN. BABH transitioned to utilizing an incident reporting module for FY15 to increase reporting capabilities.

Jail diversion. Monitoring of jail diversion efforts is ongoing. Coordination has continued to occur between BABH and community criminal justice representatives to identify individuals appropriate for diversion and referral to behavioral health services. In addition, BABH has developed a Mental Health Referral Form that district and circuit court judges can use from the bench to refer individuals for screening for mental illness or substance use disorders. This form includes the ability to communicate the results of the screening to the judge and others in the criminal justice system. Information on how to contact/navigate the Access Center can also be provided to ensure that individuals are screened and connected to services when appropriate.

Outcomes measurement. The children's services program for individuals with severe emotional disorders and mental illness continues to monitor CAFAS scores to determine treatment needs. Outcomes measures for other populations are pending.

Annual consumer satisfaction and post-service satisfaction surveys. BABH participated in the regional annual consumer satisfaction survey as well as the end of services satisfaction survey. Efforts to increase distribution and response rates are ongoing for both surveys. In addition, revisions were made to the end of services survey to aid in ease of use as well as document return.

Leadership dashboard. The leadership dashboard reporting indicators were updated in 2013 to include additional clinical measures. The dashboard continues to be effective in increasing availability of data for decision-making. The dashboard is used by the Strategic Leadership Team; the Board of Directors; and is available to all BABH staff.

MDCH Annual Submission. BABH continues to complete the MDCH Annual Submission, a collaborative project that informs planning and decision making for the upcoming year. The Community Needs Assessment portion was added to the 2014 submission; which provides additional insight into local community mental health needs as perceived by community members and stakeholders.

Recovery-based services. Progress continues with the implementation of the recovery systems of care model for individuals with mental health issues. Brochures have been created and distributed to the provider network to increase stakeholder awareness of the recovery process. An assessment for treatment needs and focus, the Preplanning Toolkit, is now being used throughout the provider network to identify service needs and support individuals on their road to recovery.

Services for children with autism. The Autism Medicaid Benefit started in April 2013. This benefit is for children ages 18 months to 5 years and uses the evidence-based practice of Applied Behavioral Analysis (ABA).

Areas of risk continue to be identified utilizing data. Medication errors, falls and infection control reports are monitored and interventions implemented.

Section 6: QAPIP Priorities for 2015

BABH celebrates its successes in continuous quality improvement to better meet the needs of providers and consumers alike. BABH will aspire to continue in maintaining these successes in 2015 as well as identifying new areas for improvement. The following initiatives have been recognized as priorities for 2015.

1. Performance Improvement Opportunities
 - a) Performance improvement projects and Medicaid event verification
 - b) Behavioral TEDS Transition
 - c) MDCH data reporting: Michigan Mission Based Performance Indicator System (MMBPIS),
 - d) Adverse event reporting and investigation
 - e) Jail diversion
 - f) Child Systems of Care
 - g) Outcomes measurement
 - h) Other performance improvement opportunities as applicable
2. Consumer Satisfaction Improvement Opportunities
 - a) Annual consumer satisfaction and post-service satisfaction surveys
 - b) National Core Indicators Survey
 - c) Other stakeholder feedback as provided/requested via surveys, consumer councils, suggestion boxes, etc.
3. Agency-Level Improvement Opportunities
 - a) Leadership dashboard measures related to the QAPIP through Strategic Plan development
 - b) Implementation of Electronic Health Record – Providing technical support and assistance for data collection and analysis from the EHR; and identifying opportunities for verifying and improving data integrity.
 - c) Identified needs based on the MDCH Annual Submission
 - d) Continued development of the utilization management program
4. Clinical improvement opportunities, continued development and outcome measurement of
 - a) Evidence-based methods
 - b) Recovery-based services
 - c) Access to services
 - d) Juvenile diversion
 - e) Wraparound services
 - f) Services for children with autism
5. Behavioral and Primary Healthcare Improvement Opportunities, continued monitoring, development, and outcome measurement of
 - a) Medication errors
 - b) Falling incidents
 - c) Healthcare integration
 - d) Infection control in residential facilities
 - e) Substance Abuse Integration

Quality Assessment and
Performance Improvement Program



Description of Project

Project Name

Project Summary

Is this project optional or required? If required, by whom?

Population and Program

Study Questions

Study Question #1:

Study Question #2:

Sample Size for Indicator #1

Sampling Method:

Method for Determining Size:

Prospective Error/Confidence Level:

Sample Size for Indicator #2

Sampling Method:

Method for Determining Size:

Prospective Error/Confidence Level:

Sample Size for Indicator #3

Sampling Method:

Method for Determining Size:

Prospective Error/Confidence Level:

Indicator #1

Numerator:

Denominator:

Baseline Measurement:

Benchmark:

Baseline Goal:

Indicator #2

Numerator:

Denominator:

Baseline Measurement:

Benchmark:

Baseline Goal:

Indicator #3

Numerator:

Denominator:

Baseline Measurement:

Benchmark:

Baseline Goal:

Data Sources and Collection Method

Standardized Collection Tool? Yes No N/A

Operational Definitions/Instructions? Yes No

Data Collection Cycle: Annual Biannual Quarterly Monthly Other

Data Collection Staff

Provisions for Data Validation

Statistical Analysis and Testing Methods

Frequency of Data Analysis: Annual Biannual Quarterly Monthly Other

Location of Supporting Documentation:

Responsible Party:

Attachment 2

Quality Assessment and
Performance Improvement Program



Title of Measure:

Committee/Department: Performance Improvement/ACQPH

Reporting Period (month/year):

Data Analysis:

Data Interpretation:

Baseline Data

Current Data

Causal Factors and Barriers

Interventions/Improvement Strategies

Accomplishments (best practices) - Adaptations if applicable

Conclusions

Quality Assessment and
Performance Improvement Program



Follow-Up to Data Analysis

Title of Measure:

CMHSP/Committee/Dep't Reporting:

Reporting Period (month/year): From _____ To _____

Purpose of Follow-Up: **Regional Best Practice** **Intervention Plan**

For regional best practices, describe the systems which maintain this level of performance:
(attach sample policies, procedures and forms as appropriate)

If the variation is undesirable, what causes do you see for the variation in performance?

List causes of variation (if unable to identify causal factors, indicate “unknown”)

Common cause variations are system related and require long-term system wide improvements to resolve; there are many small reasons for the variations and they occur relatively constantly. Sources of common cause variation are manpower, material, method, measurement, machine and environment. Per Deming, 97% of variation is common cause.

Special or assignable cause variations result from an identifiable cause which can be addressed; they often appear as individual data points that vary greatly from the rest; if the result is a desired variation in performance, the cause should be replicated; if undesired, then identified and eliminated.

Causal Factors	Type of Variation (Yes/No)		
	Common Cause	Special or Assignable Cause	
		Is action feasible?	If yes, action taken?
1.			
2.			
3.			

List interventions that have been/will be implemented to address common cause variation:

Intervention(s)	Implementation Date	Date Full Benefit/ Impact Anticipated
1.		
2.		
3.		

Comments:

Submitted by:

Date:

Attachment 4

Bay-Arenac Behavioral Health Authority		
Board of Directors		
April 1, 2014 through March 31, 2015		
Original Board Appointed 9/23/63		
County Elected to Come Under PA 258, effective 8/8/75		
MH Code revision PA 290, 1995, effective 3/27/96: All board member terms were extended 3 months to end on 3/31, and thereafter be 3 year terms		
Name	Term	County Represented
William Powell Chair	4/1/12 to 3/31/15	Bay
Richard Byrne Vice-Chair Parliamentarian	4/1/13 to 3/31/16	Bay
James Anderson Secretary	4/1/14 to 3/31/17	Bay
Robert Pawlak Treasurer	4/1/13 to 3/31/16	Bay
Richard Gromaski	4/1/14 to 3/31/17	Bay
Ernie Krygier	4/1/12 to 3/31/15	Bay
Colleen Maillette	4/1/14 to 3/31/17	Bay
Teresa (Terri) Marta	Term expires 3/31/16 Appointed 6/4/2013 to fill unexpired term	Arenac
Patrick McFarland	4/1/12 to 3/31/15	Bay
Thomas Ryder	4/1/14 to 3/31/17	Bay
Thomas Starkweather	4/1/13 to 3/31/16	Bay
Virginia Zygiel	4/1/12 to 3/31/15	Arenac

Revised 4/24/14