


Interagency Accountability Systems Development Within Complex Systems Change in Hawaii



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This presentation will:

- Share Hawaii's experience in building accountability systems within and across the Departments of Health and Education:
 - Structures
 - Methods
 - Content
- Review key results and "lessons learned."

Hawaii's Interagency Accountability Systems

Impetus for Systems Reform

- 1994: Felix consent decree
- Key provisions:
 - Establish a system of care
 - Monitor and assure quality practices and results

Hawaii's Interagency Accountability Systems

Since 1994 ...

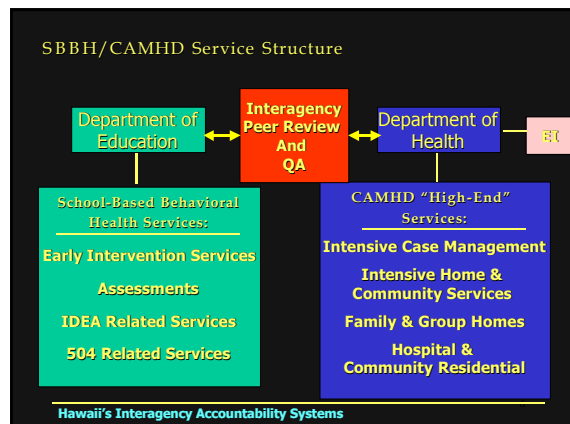
- Population of youth needing services has increased six fold
- Adequate funding and infrastructure
- Increased array and capacity resulting in less restrictive care
- Continuous integrated performance monitoring within and across education and children's mental health
- Intensive practice development with focus on evidence-based services

Hawaii's Interagency Accountability Systems

Since 1994 ...

- In 2002, the state was deemed in substantial compliance with terms of the consent decree
- A key activity of the "sustainability" period: refinement of interagency accountability and performance management systems

Hawaii's Interagency Accountability Systems



The Hawaii Integrated Monitoring and Improvement Process

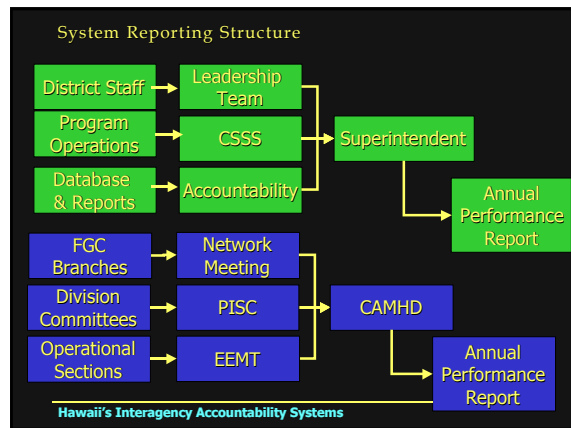
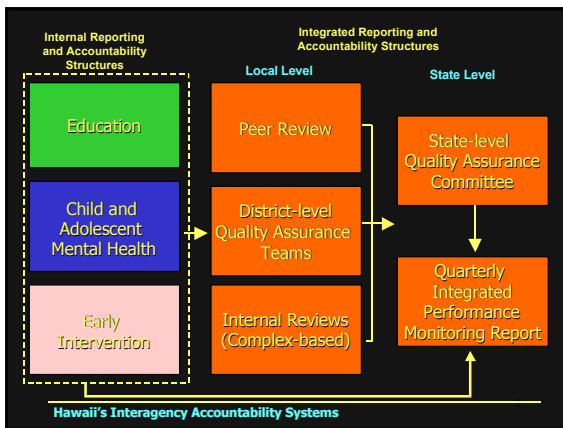
- Interagency Performance Standards and Practice Guidelines (Evidence-based Services)
- Performance Monitoring
 - Systematic
 - Core Methodologies
- Performance Measures
- Local Level Quality Assurance
 - Peer Review
 - Internal Reviews
 - Quality Assurance Teams
- State Level Quality Assurance Committee
- State-level Integrated Monitoring Report
 - <http://www.hawaii.gov/doh/camhd/>

Hawaii's Interagency Accountability Systems

Core Measurement Methodologies

- Case-based Reviews (Quality Service Reviews)
- Performance Measures
- Special Studies and Evaluation

Hawaii's Interagency Accountability Systems



Local Level QA

- Guidelines
 - Membership
 - "Products"
- Informed by data
 - Core measures
 - Internal Reviews
- Teams track implementation of improvements
- Identified need for training on QA/QI concepts and tools

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CAMHD Statewide Performance Measures

Personnel Positions Filled Caseload	Service Planning CSP Timeliness CSP Quality	Quality Monitoring Internal Reviews Provider Reviews
Fiscal Timely Provider Payment Within Quarterly Budget	Service Access Service Gaps Service Mismatches	Child Status CAFAS & CBCL Case-Based Reviews
Infrastructure FGC, Central Office, & Committee Performance	Service Environment In-State In-home	Stakeholder Concerns Complaints Satisfaction

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Family Guidance Center QA practices

- Use of data
- QA committee and improvement plans
 - Monthly meetings/includes Management Team
 - QA goals and improvement strategies
 - Communication of goals to staff
 - Monitoring of progress by Management Team
- HFAA Parent Partners
- Clinical Director Practices

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DOE Statewide Performance Measures

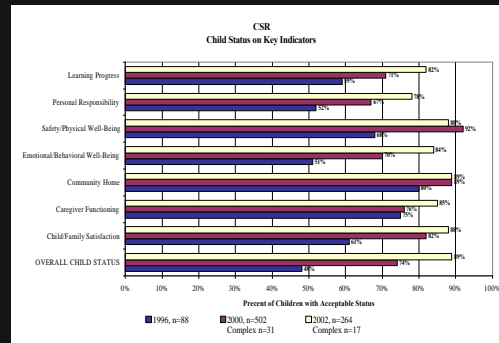
Infrastructure	Service Delivery	Quality Monitoring
Personnel Qualified Staff Hired Caseload	Service Planning Evaluation Timeliness FBA - BSP Congruence	System Performance Internal Reviews Quality Assurance
Fiscal Within Quarterly Budget Average Cost per	Service Access Service Gaps Utilization Trends	Child Status Behavioral Academic
Data Management Accurate Administrative Usage	Service Environment LRE Evidence Based Practice	Stakeholder Concerns Complaints Parent Organizations

Hawaii's Interagency Accountability Systems

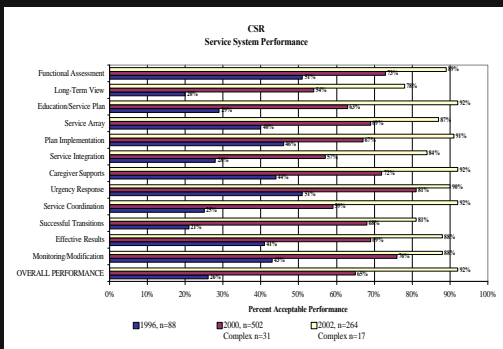
Results over time....

- Infrastructure for reporting and managing performance fully installed
- Improvements in child status and system performance goals related to SOC infrastructure, funding timely access to services, system responsiveness to stakeholders, and quality of services have met or exceeded goals.
- Youth served in less restrictive, more appropriate settings

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Hawaii's Interagency Accountability Systems

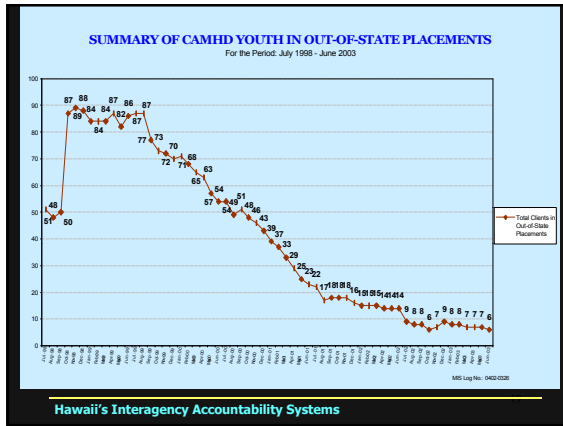


Hawaii's Interagency Accountability Systems

Youth in Hospital-based Residential Programs



Hawaii's Interagency Accountability Systems



Lessons learned

- Accountability practices have been built that are new or not clearly understood by State Government
- Training and consistent support and leadership for accountability practices needed
- Refinement of measurement and reporting systems
- Ownership "up and down" the system
- Vital component of Systems of Care

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