

## Building Evaluation Using the System of Care Concept

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the Research Base  
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## Features of Hawaii's system

- Statewide system serving 2500 youth a year
- Serve youth who are SEBD
  - Medicaid Rehab Option Carve out
  - Medicaid FFS
  - Educationally disabled- MOA with DOE
  - Incarcerated
- Comprehensive service array
- Intensive case-management provided through eight Family Guidance Centers


Memorandum of Agreement with State Medicaid Agency

## What makes us a little different

- Integrated system: Children's MH and Educational System
- Focus on use of evidence-based approaches and practice development
- Managed Care Behavioral Health Plan
- Accountability systems- internal and interagency
- Grounded in system of care values and principles
  - How we have defined our system at various points in time have guided the way we have implemented the service system

## A brief history of implementation

- **1993: Felix consent decree**
  - Based on "gross negligence" by the State in providing mental health service to students
  - Key provisions:
    - Establish a system of care
    - Broad-based complex system development
    - Across mental health and education
    - Monitor and assure quality practices and results
- **1993-1995**
  - Came to the table
  - Defined system requirements



## Implementation (cont'd)

- **1996-1998:**
  - Rapid growth
  - Foundations of practice development: service planning
  - Mid-course evaluation-adjustments to system
- **1999-2002**
  - Focus on practice development and managing performance
  - Began to build our measurement systems
  - EBS
- **2003-2004**
  - Quality management infrastructure matured
  - Strategic plan
  - Annual Evaluation of cost, population, services
  - Clinical module-data-driven clinical decisions
- **2005-present**
  - Integrated accountability
  - Focus on family and youth-driven care
  - New Strategic Plan
  - Early warnings of system instability

## Implementation Factors\*

- **Facilitating System:**
  - Values and Beliefs →
    - Core Principles
    - Embracing Change
    - Leadership
    - Valuing Partnerships
    - Willingness to Take Risks
  - Goals →
    - Accountability for Results
    - Core Practices
    - Operational Plans
  - Information →
    - Community Voice/Buy-in
    - Cross-system Training
    - Data-driven Decision Making
  - Structure →
    - Open Management
    - Service Infrastructure Development

\*Leveraging Change in Hawaii's System of Care (2006).  
Hodges, Ferreira, Israel & Mazza

### Foundation: Hawaii CASSP Principles

1. Family-centered, culturally sensitive
2. Access to comprehensive service array
3. Family preservation and strengthening
4. Least restrictive environment
5. Coordinated services from any entry point
6. Family and youth participation
7. Early identification and intervention
8. Advocacy and protection of child rights

### Binder: Strategic Goals

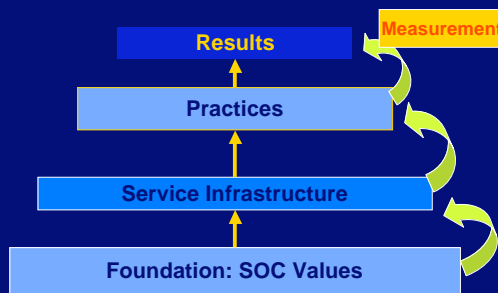
- Shared ownership of vision, mission, initiatives and achieved outcomes.
- Adhere to Hawaii Child and Adolescent Service System Program (CASSP) Principles.
- Apply the current knowledge of evidence based services (EBS) in the development of individualized plans.
- Routinely evaluate performance data and apply findings to guide management decisions and practice development.
- Business principles will ensure high quality and accountable operations.

### A few additional values that define us:

- Team-based Decisions
- Achieving Results
- Excellence
- Empowerment
- Customer Service



### System Definitions Connected to Results




### Quality Improvement is a core System of Care function

*"System builders need to develop structures that measure quality, that provide feedback loops, and that have response (i.e., quality improvement) capabilities."*

*(Building Systems of Care: A Primer, by Sheila Pires)*

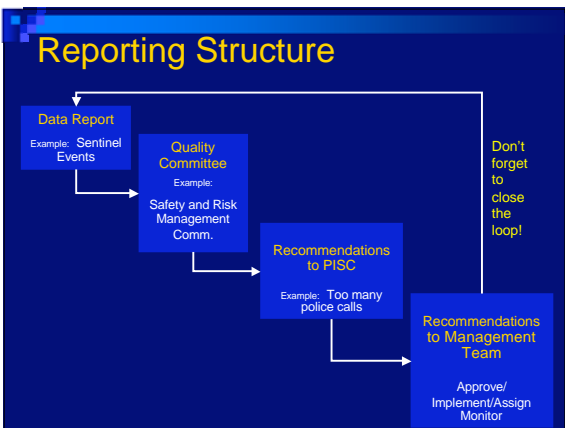
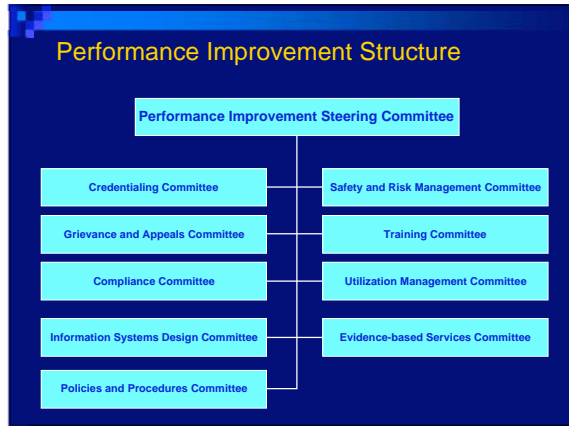


### Why Did We Make the Choice to Measure Performance?

- Accountability
  - Better results
  - Transformative power
- 
- Early on:
    - Started to build our reporting systems and accountability frameworks
    - Defined what data would drive system performance
    - Started to build the necessary partnerships

### Our experience...

- We needed valid data to:
  - know how we are performing in the here and now as well as over time
  - to make decisions and program adjustments
- We needed to continuously monitor services and infrastructure
- Task:
  - Making performance data timely and useful
  - Assure that we are acting on what the data are telling us




### Systematic Implementation

- QAP Work Plan
  - Example:
    - Length of Stay in Residential Services

| Topic | Rationale/ Type                   | Method | Objective                    | Monitor    | July | Aug | Sept | Nov | Dec |
|-------|-----------------------------------|--------|------------------------------|------------|------|-----|------|-----|-----|
| LOS   | Over-utilization, LRE<br>Clinical | MIS    | >65% in CBR within standards | UM Manager | D    | D   | D    |     | R   |

### Core Methodologies



- Case-based Reviews
  - Tools and monitoring protocols
    - Reduce bias
    - Help to give focus to feedback
    - Focus on practice/ infrastructure to support practice
- Performance measures
  - Results-based accountability
- Clinical Reporting Module/Dashboards
- Annual Evaluation

### Definitions


Accountability for Results  
SOC Values

*Child Status*

- Safe?
- Learning?
- Stable living situation?
- Stable school setting?
- Doing well emotionally?
- Family satisfied?
- Staying out of trouble?

*System Performance*

- Do we understand the youth's needs?
- Is there a functional service team?
- Is there a service plan that addresses the youth's need?
- Is the plan being implemented?
- Is there adequate coordination?
- Are parents involved?
- Are there positive results?

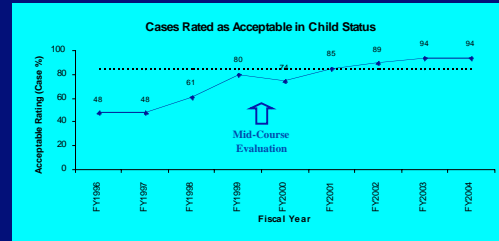


*Core Methodology: Case-based Reviews (Foster and Groves)*

## Case-based Reviews

- Conducted annually in every school complex (N=500+ youth)
- Includes EI, SEBD and SBBH
- Conducted across all provider agencies –level of care specific protocols
- Improvement plans generated
- Case-specific feedback generated to teams
- Focus on practice

## Child Status

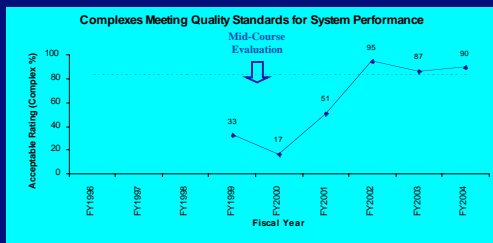


Key Indicators:

Learning Progress  
Personal Responsibility  
Safety/Personal Well-being  
Emotional/Behavioral Well-being

Community Home  
Caregiver Functioning  
Child/Family Satisfaction

## System Performance



Key Indicators:

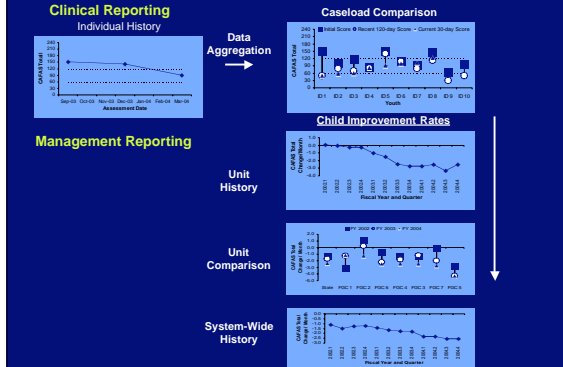
Functional Assessment  
Long-term view  
Service Plan & Implementation  
Service Array & Integration

Service Coordination & Transition  
Caregiver Supports  
Effective Results  
Monitoring & Modification

## Aspects of Evaluating Practice and Performance of Providers



## Implementation Tool: Standardized Info Display



## Performance Measures

- Have aligned the work of the system with desired results
- Afforded the ability to track performance and results over time
- Communicate data on outcomes, cost, service utilization patterns, adequacy of infrastructure and other important aspects of the service system

### CAMHD Statewide Performance Measures

| Infrastructure   | Services  | Products  |
|--|---|---|
| <b>Personnel</b><br>Positions Filled<br>Caseload                             | <b>Service Planning</b><br>CSP Timeliness<br>CSP Quality    | <b>System Performance</b><br>Internal Reviews<br>Provider Reviews |
| <b>Fiscal</b><br>Timely Provider Payment<br>Within Quarterly Budget          | <b>Service Access</b><br>Service Gaps<br>Service Mismatches | <b>Child Status</b><br>CAFAS & CBCL<br>Case-Based Reviews         |
| <b>Other Business Units</b><br>FGC, Central Office, &<br>Committee Processes | <b>Service Environment</b><br>In-State<br>In-home           | <b>Stakeholder Rights</b><br>Complaints<br>Satisfaction           |

### Definitions

- Coordinated Care
- Individualized Plans
- Family and Youth Participation
- Timely Access
- LRE
- Advocacy

- Does each child have a current plan?
- Does that plan meet quality expectations?

### Definitions

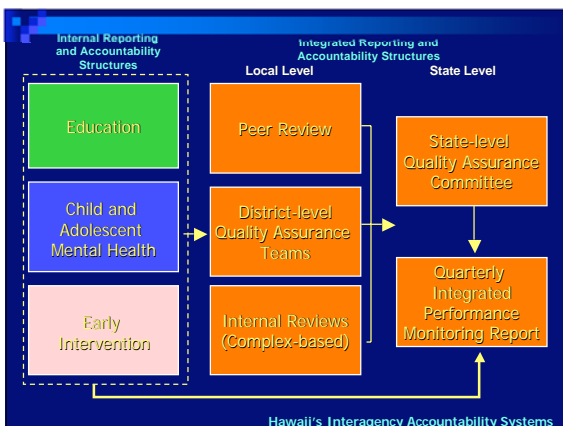
- Coordinated Care
- Family/Youth Involvement
- Least Restrictive Environment

- Infrastructure adequacy
- Measurement allows for early detection of erosion.

### Definitions

- Coordinated Services
- Access/Early Identification
- Shared Ownership
- Team-based Decisions

- Operate the system through interagency partnerships and partnerships with families
- Defined the practices and infrastructure
- Defined the measurement systems
- Need: Technical Assistance



### New Strategic Goals

- Decrease Stigma & Increase Access to Care
- Implement and Monitor
  - Resource Management Program
  - Publicly Accountable Performance Management Program
  - Practice Development Program
  - Strategic Personnel Management Plan
  - Strategic Financial Plan
  - Information Technology Program

### Hawaii's report card

|  |   |           |
|--|---|-----------|
| ■ An adaptive network                          | ■ CQI and data-driven decision-making/ Bureaucratic Barriers                  | <b>B+</b> |
| ■ of structures, processes and relationships   | ■ Built relationships: child-serving agencies, families, and provider network | <b>B-</b> |
| ■ guided in SOC values and principles          | □ Aspects of infrastructure are unstable                                      | <b>A</b>  |
| ■ that effectively provides                    | ■ Standards and practice principles   | <b>A-</b> |
| ■ access and                                   | ■ Youth getting better faster   | <b>B+</b> |
| ■ availability of services and supports        | ■ Needs work  | <b>B-</b> |
| ■ Across administrative and funding boundaries | ■ Comprehensive array   | <b>A-</b> |
|  | ■ Integrated system with partnerships   | <b>C-</b> |
|  | □ Boundaries within threaten sustainability                                   |           |

### Lessons learned....

- Hawaii has found that integration is needed across:
  - System definitions and values
  - Policies
  - Practice expectations and supports
  - Skills of staff
  - Provider network and array
- Well-defined practices for evaluating and managing performance are needed.
- Don't take sustainability of your system for granted.



### For additional information:

- <http://www.hawaii.gov/health/mental-health/camhd/index.html>
- Or contact:
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