

Transforming the Child Mental Health Agency through Research & Evaluation

Michele Solloway, Ph.D.
Director, Center for Applied Research and Evaluation
Trillium Family Services, Inc., Portland, OR

"A System of Care for Children's Mental Health: Expanding the Research Base"
USF Research and Training Center for Children's Mental Health
20th Annual Research Conference, Tampa, FL
March 2007





Trillium Family Services, Inc.

- ❖ Largest mental health agency for children, youth and families in Oregon
- ❖ 135 legacy of serving children with mental and behavioral health issues throughout Oregon
- ❖ Served 6,960 children statewide in 2005 (60% increase from 2004)
- ❖ 2004-05 operating budget of \$21.3 million
- ❖ Operates 4 facilities
 - Parry Children's Center, Portland
 - Waverley Children's Home, Portland
 - Children's Farm Home, Corvallis
 - Central Oregon, Bend



Trillium Family Services, Inc.

- ❖ Private, Non-Profit, Joint Commission Accredited
- ❖ Trillium is a full-spectrum service agency
 - Secure inpatient care for both children and adolescents (state hospital level services)
 - Psychiatric residential treatment
 - Intensive day treatment
 - Intensive Community-Based Treatment Services
 - Therapeutic foster care
 - Outpatient services
 - School-based support
 - In-home support services
 - Child mentoring





STATE CONTEXT

- ❖ Fragmented, multi-agency system of care
- ❖ OR Children Change Initiative (Oct 2005)
 - Decentralization of funding
 - Increased contracting activity
 - Increased competition for fewer dollars
- ❖ Focus on community-based services
- ❖ Requirement for increased use of evidence-based practices



Trillium's Organizational Context

- ❖ Growth, reorganization and regionalization
- ❖ Response to OR Children's Change Initiative
- ❖ Change in data systems (TIER)
- ❖ Increased client acuity
- ❖ Increased client turnover
- ❖ Increased staff turnover



Confluence of Forces

- ❖ Increased financial pressure
- ❖ Increased contracting activity
- ❖ Increased complexity of contracting requirements
- ❖ More services to more populations
- ❖ Expansion of services to commercial payers
- ❖ Increased need for on-time program and financial data and feedback
- ❖ Increased need for training, especially in evidence-based practices

Trillium's Response

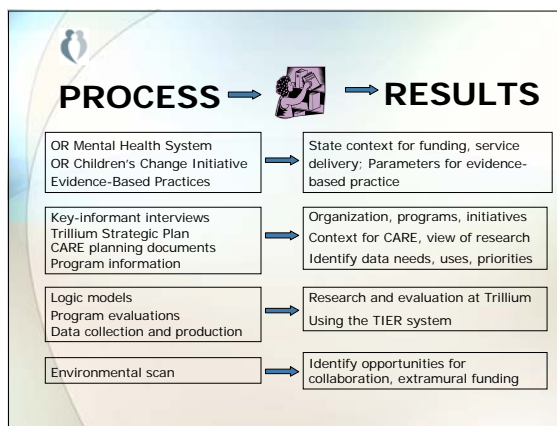
- ❖ Significant organizational change and realignment
- ❖ Implemented Key Initiatives
 - Evidence-Based Practices
 - Family-centered care
 - Cultural competency
 - Seclusions and restraints
- ❖ Significant time and effort developing and diffusing culture of research and evaluation
- ❖ Formation of strategic partnership with University and Institute-based researchers

Components for Agency Integration and Transformation

- **Creating the Foundation:** Organizational readiness for integrating evidence-based practices
- **Integration:** Implementing evidence-based practices and building strategic partnerships
- **Transformation:** Developing in-house capacity for research and evaluation and engaging staff

Transformation: Intended Outcomes

- ❖ Trillium becomes generator as well as consumer of research-based knowledge
- ❖ Research integrates theory and practice at staff level
- ❖ Continuous feedback to change practice and improve outcomes for children and families



DATA NEEDS

- ❖ Marketing, Development, External Reports
- ❖ Data Infrastructure
- ❖ General Systems Issues
 - Evidence-based and effective practices
 - Financial issues (cost-effectiveness, underserved populations)
 - Efficacy of Children's Change Initiative
 - Impact of turnover and acuity on system of care
 - Prescription drug management
- ❖ Family Involvement
- ❖ Cultural Competency
- ❖ Training and Recruitment

RESEARCH & EVALUATION

- ❖ Logic Models Developed
- ❖ External Compliance Audits
- ❖ JACHO Accreditation
- ❖ Quality Control Studies
 - Seclusions and restraints
 - Medication errors
 - Use of evidence-based practices
 - Health care utilization
- ❖ Discharge Outcomes Study



Integrating Research and Evaluation: Data Considerations

Research/Evaluation vs Treatment/Compliance

- ❖ IT system requirements, focus, modeling
- ❖ User friendliness
- ❖ Standardization of responses
- ❖ Clinical vs research focus
- ❖ Data validity and quality
- ❖ Data extraction and analysis




USING "TIER"




Trillium Integrated Electronic Record is an evolving system:


- ❖ Reflects needs of funding agencies
- ❖ Responds to changes in service delivery, addition of new programs
- ❖ Responds to Trillium's organizational changes
- ❖ Trillium's Goals for TIER:
 - Improve user-friendliness
 - Solve information glitches
 - Provide improved information for programming
 - Improve consistency, accuracy and quality of information




USING "TIER"



- ❖ Analysis requires data extraction procedures
- ❖ Data domains include:
 - Individual and family characteristics
 - Program and service characteristics
 - Financial information
 - Clinical and health information
 - Client Outcomes
 - Family and Youth Satisfaction



USING "TIER"



- ❖ Text Data
 - Substantial amount of data in text format
 - Some coding behind text
 - Treatment data reside in text fields
 - Increased time and effort required to develop database(s)
- ❖ Data Issues
 - Validity
 - Reliability
 - Fidelity



OPPORTUNITIES FOR COLLABORATION




Within Trillium

- ❖ 4 major initiatives
- ❖ Evaluations of specific or new programs
- ❖ Development and documentation of "emerging effective practices"

External

- ❖ Academic and learning institutions
- ❖ State policymakers
- ❖ Local stakeholders
- ❖ Other providers; agency-based research centers
- ❖ Families



Center for Applied Research and Evaluation (C.A.R.E.)

MISSION STATEMENT

"Promote research and evaluation of mental and behavioral systems of care to build brighter futures with children and families"

VISION

- ❖ Evidence-based and effective practices are identified, implemented, evaluated, and disseminated
- ❖ Trillium is leader in developing new knowledge
- ❖ Research and evaluation promote family-centered and culturally competent care
- ❖ Families are engaged and empowered through C.A.R.E.'s activities

VISION

- ❖ Research is integrated and diffused throughout all levels of system of care at Trillium
- ❖ Collaborations and synergies promote bi-directional translation of research, service, and policy
- ❖ Trillium provides leadership in cultural competency, family-centered and high quality of care for children and families

GUIDING PRINCIPALS

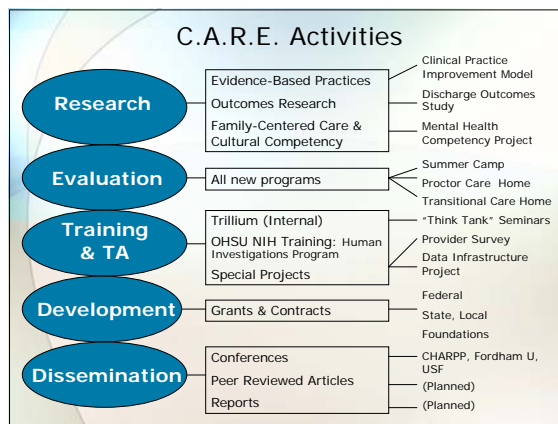
- ❖ Scientific credibility
- ❖ Clinical, programmatic and policy relevance
- ❖ Actionable results
- ❖ Family involvement and empowerment
- ❖ Collaboration
- ❖ Dissemination

GOALS

- 📊 Evaluate Trillium programs and develop new knowledge
- 📊 Develop data infrastructure
- 📊 Promote, evaluate, disseminate family-centered and culturally competent care
- 📊 Dissemination: Diffuse research culture and disseminate results to Trillium, community and state stakeholders

GOALS


- 🤝 Establish collaborations with learning institutions
- 🤝 Develop collaborations with policymakers and stakeholders
- 📊 Resource sustainability
- 👤 Professional development






Challenges

- ❖ Developing cohesive research agenda
- ❖ Working with Trillium data
- ❖ Funding opportunities
- ❖ Conflicting needs, desires, orientation of various treatment silos within agency
- ❖ Infusing culture of research and program evaluation




Model for Success

**Senior Management
& Clinical Staff**




Research & Evaluation Staff External Partner (University-Based)



Keys to Success

Relevance of Research and Evaluation to Staff, Clinicians, Families

- ❖ Staff and clinicians need to understand how research and evaluation are relevant to what they do (**education process**)
- ❖ Agency views staff and clinicians as partners in the research process, not separate from it (**systems approach**)
- ❖ Involve staff and families in design, data collection, and interpretation (**buy-in, ownership**)



Questions?

Please call or email:

Michele Solloway, Ph.D., Director
Center for Applied Research & Evaluation
Trillium Family Services, Inc.
3550 S.E. Woodward Street
Portland, OR 97202
503-813-7750
msolloway@trilliumfamily.org