Little Fish in a Big Pond

Reflections on Compliance in Behavioral Health; Experiencing Transformation in Oregon’s Healthcare System

Ginger R. Bandeen, LCSW, CHC
Quality Improvement Manager, Columbia Community Mental Health

The Little Fish

• Columbia Community Mental Health
  • Main office located in St. Helens, Columbia County, Oregon
  • Columbia County Population: 48,000 people

• Private, nonprofit community mental health agency, founded in 1975
• Provide substance abuse, mental health, and developmental disability services to children and adults
• Inpatient, outpatient, and supported housing programs
The Big Pond

• Triple Aim
  • Better Care for Individuals
  • Better Health for Populations
  • Lower Per Capita Costs

The Big Pond

• What does the ‘Triple Aim’ mean for behavioral health, especially in Oregon?
  • Better Care: Track, Report, and Improve Quality and Satisfaction
  • Better Health: Track, Report, and Improve Outcomes
  • Lower Cost: Track, Report, and Control Costs and Flexible Supports
The Big Pond

• What other system changes are in store for behavioral health?
  • **Overall System Change:**
    • Increased Enrollment, leading to:
      • Increased Demand for Services,
      • Increased Demand for Qualified Staff
    • Integration of Physical and Behavioral Health

Payment System Changes

- State General Fund Dollars
  - Grants
  - Minimal Reporting Requirements

- State Medicaid Dollars
  - Capitation
  - Encounters

- Regional Mental Health Organizations

- Regional Physical Health Organizations

- Community Mental Health Centers

- Primary Care Offices, Hospitals

- Physical/Dental
  - Fee for Service
Payment System Changes

State General Fund Dollars

State Medicaid Dollars

Flexible Funding
Outcome and Expense Reporting

All Health
Regional Coordinated Care Organizations

Addictions & Mental Health
Community Mental Health Centers

Primary Care Offices, Hospitals

Physical/Dental Fee for Service

Expanding Requirements

Compliance Before Coordinated Care

State Reporting Requirements & HIPAA/42 CFR Part 2
Service Notes Document Interventions Provided
Assessments & Treatment Plans Support Diagnoses & Treatment

Compliance in the New Age

State Reporting of Outcomes, Meaningful Use Measures, Exchange of Information with HIPAA
Documentation Verifies Interventions Provided, Flexible Services Provided, Accurate Cost Calculation,
Assessments & Treatment Plans Support Diagnosis, Treatment, Flexible Services, and Outcomes
Little Fish VS. Big Fish

- Behavioral Health agencies might be the “little fish” in the new healthcare system, but we have a unique set of strengths.

Strengths of the Little Fish

- Staff who are trained to provide creative client-centered, wraparound, non-traditional, and community-based services.

- Administrative and financial systems capable of supporting those services in a variable and diverse funding environment.

- Leaders and staff who are passionate about recovery, and willing to make sacrifices to deliver compassionate, quality care.

- Supportive relationships with community partners and roots in the community.

- Growing networks of empowered consumer and family advocates.
### Challenges for the Little Fish

<table>
<thead>
<tr>
<th><strong>Strength</strong></th>
<th><strong>Challenge</strong></th>
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<tbody>
<tr>
<td>Staff who are trained to provide creative client-centered, wraparound, non-traditional, and community-based services.</td>
<td>Strong reliance on non-traditional staff, without nationally-recognized credentials.</td>
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<td>Flexible services are not covered by traditional insurance payers.</td>
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### Challenges for the Little Fish

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<td>Administrative and financial systems capable of supporting those services in a variable and diverse funding environment.</td>
<td>Continuing to operate in a fluid, sometimes near-hostile, financial environment with small cash reserves.</td>
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Challenges for the Little Fish

**Strength**

- Leaders and staff who are **passionate about recovery**, and willing to make sacrifices to deliver compassionate, quality care.

**Challenge**

- Providing services to **high-risk** populations.
- Leaders who often emerge from direct services roles with **limited direct administrative training or experience**.

Challenges for the Little Fish

**Strength**

- Supportive relationships with **community partners** and roots in the community.

**Challenge**

- **Few resources** available for influencing larger political issues outside the local community.
Challenges for the Little Fish

Strength

- Growing networks of empowered consumer and family advocates.

Challenge

- Social stigma related to substance abuse, addiction, and mental health problems in U. S. society.

Survival of the Fittest

- How Can Community Behavioral Health Organizations Capitalize on Our Strengths:
  - Creativity
  - Passion
  - Community Connections
  - Empowered Consumers and Families
- While Overcoming Our Challenges:
  - Undervalued Staff and Services
  - Limited Financial Resources
  - Clinician Leaders
  - Social Stigma
Keys to Survival - Adaptation

• Instead of trying to become big fish, how can our organizations be the best little fish in the pond?
• Demonstrate the nature of our services through accurate tracking and reporting.
• Demonstrate the value of our services through measurable outcomes.
• Attract, retain and/or train staff who are committed to our mission, and skilled in creative approaches.
  • Attract, retain, and/or train visionary leaders who understand the unique value of our organizations and seek to build on that value.
  • Find and secure our place within the larger health neighborhood.

Keys to Survival - Adaptation

- Measure and Report Meaningful Outcomes (What we do)
- Connect to the Health Neighborhood (Where we fit)
- Track and Report all Services and Supports (How we do it)
- Attract, Retain, and/or Train Passionate Visionary Leaders (What we can do)
- Attract, Retain, and/or Train Skilled, Creative, Committed Staff (Who we are)
Defining Excellence

- The National Council is examining the features of a Behavioral Health Center of Excellence. So far, their definition looks like this:
Behavioral Health Centers of Excellence

Have a Way to Measure Success
A Great Place to Work
Staff Feel what they do is Meaningful
Growth and Development Encouraged
High Level of Satisfaction
Their Opinions Count
Committed to Quality
Caring
Empowered to Resolve Problems
Seamless Service Experience
Extraordinary
World class customer service built on a culture of staff and client engagement and wellness.

Clients
Wellness
Recovery
Supports Resiliency and Recovery
Consumers Employed at All Levels
Going the Extra Mile
Leaders Engage and Empower Consumers and staff

Behavioral Health Centers of Excellence

Offer a broad scope of mental health, substance use, and co-occurring disorder treatment

Open Access Scheduling
Right Care
Each Person or Family has a Single Care Plan
Eliminate Redundant Information Collection
Right Time
Same Day/Next Day Appointments
Reduced Time from First Appointment to Completed Treatment Plan
Right Setting
Connected Electronically
Connected to the Health Neighborhood
Moving Toward Whole Health
Right Provider
Sometimes Staffed by Multiple Organizations
Integrated with Medical Care
Staffed by a Multi-Disciplinary Care Team
Integrated with other Services and Supports

National Council 2013

National Council 2013
Behavioral Health Centers of Excellence

Known for Achieving Results for Clients

Results in Excellent Outcomes Relative to Cost (Value)

- Client-Centered
- Results
- Data
- Accountable

Desired Outcomes

- Treat-to-Target
- Lean Services
- Professional and Self-Care Plans

Able to Measure what is important for Clients

- Collect Baseline Info
- Measure Frequently
- Tools Relevant to Clinical Goals

Measure on Critical Outcomes

- Measure on Cost Savings

Based on Client’s Background, Condition, & Goals

If Not Reaching Targets, Plans are Changed

- Evaluate Regularly
- Use to Continuously Improve Care

Use the Most Cost-Effective Alternatives

Waste Removed by Process Improvement

Balance is the Key

Future Goals

- Standardization
- Outcomes
- Efficiency
- Accountability

Current Strengths

- Client-Centered Flexibility
- Passion Commitment
- Wraparound Creativity

Standardization

Future Goals

Current Strengths

Balance is the Key
Culture Creates the Space for Balance and Excellence

Improvement and Culture

- The culture of the organization provides the environment in which change and improvement can occur.
- Engaged employees can help us determine:
  - What is important?
  - What can we improve?
  - How do we improve?
  - How do we measure improvement?
- Quality and compliance can give back to employees by giving:
  - Direct feedback about individual and organizational performance
  - Greater understanding of the purpose of each task and job
- In what other ways can compliance professionals promote and support a culture of staff and client engagement?
Top Tier Organizations

• According to the University of Tennessee, only about 20% of social service organizations have “Top Tier” organizational cultures.
• “Top Tier” organizational climates result in:
  • Lower staff turnover
  • Ability to sustain new programs
  • Success in implementing evidence-based practices
  • Better client outcomes

Elements of Organizational Social Context

ARC Institute for Organizational Effectiveness 2014

University of Tennessee 2014
Organizational Social Context

Organizational Culture
- Centralization
- Formalization
- Suppression
- Apathy
- Rigidity
- Resistance
- Organizational Culture
- Proficiency
- Competency
- Responsiveness

Organizational Social Context

Organizational Climate
- Functionality
- Understand Relevance
- Role Conflict
- Perception of Emotional Exhaustion
- Clear Expectations
- Help & Cooperation
- Role Overload
- Personal & Professional Growth
- Stress
- Perception of Success
- Engagement
- Personal Involvement
- Perception of Success

University of Tennessee 2014
Organizational Social Context

Culture & Satisfaction
Three Signs of a Miserable Job

- **Anonymity**
  - “People cannot be fulfilled in their work if they are not known.”
  - “People who see themselves as invisible, generic, or anonymous cannot love their jobs, no matter what they are doing.”

- **Irrelevance**
  - “Everyone needs to know that their job matters, to someone.”
  - “Without seeing a connection between the work and the satisfaction of another person or group of people, an employee simply will not find lasting fulfillment.”

- **Immeasurement**
  - “Employees need to be able to gauge their progress and level of contribution for themselves.”
  - “Without a tangible means for assessing success or failure, motivation eventually deteriorates as people see themselves as unable to control their own fate.”

Patrick Lencioni 2007

Hierarchy of Employee Needs

- **Self-actualization**
  - Employees feel empowered; personal & professional growth are valued

- **Self-esteem & Respect**
  - Employees feel competent, and have clear, measurable goals and expectations

- **Love & Community**
  - Employees feel individually valued, relevant, committed, engaged, cooperative

- **Safety & Security**
  - Employees feel safe from harm and secure in their jobs; the agency is financially sustainable and transparent.

- **Basic Needs**
  - Employees feel that wellness is valued, effective stress management tools are in place
Compliance & Quality Roles

• Look for opportunities to promote a sustainable organizational culture in everyday tasks; seek for a balance.
• Assist in developing and maintaining systems for tracking information that is meaningful to the mission of the organization and the individuals we serve.
• Give staff and leaders the tools to increase their sense of success and satisfaction, and to utilize their creativity and passion.

Compliance & Quality Roles

• Everyday Example: Developing a system for tracking late service entries
  • Gather staff input about the most efficient and effective method to track the data
  • Collect the data and make it easy to access
  • Share individual staff data directly with staff
    • Ask for assistance to fine-tune data collection processes
    • Give them an opportunity to correct patterns
  • Next, give data to supervisors
    • Allow them a chance to identify and correct patterns with individual staff and correct errors in data collection processes
    • Give them an opportunity to correct their own patterns across staff
  • Finally, use aggregate data to evaluate supervisors
References/Resources

• National Council for Community Behavioral Health
  • http://www.thenationalcouncil.org/lindas-corner-office/2013/12/behavioral-health-center-excellence/

• University of Tennessee
  • Organizational Social Context: http://cmhsrc.utk.edu/osc/
  • ARC Institute: http://cmhsrc.utk.edu/arc-institute/

• Institute for Healthcare Improvement
  • http://www.ihi.org/engage/initiatives/TripleAim/Pages/default.aspx

• The Three Signs of a Miserable Job
  • Patrick Lencioni, 2007

Questions/Comments