



Quality Assessment & Performance Improvement

Annual Report

*2020 Program Evaluation
2021 Program Plan*

The information contained in this report is intended strictly for the internal operational use of Montcalm Care Network and its PIHP—Mid-State Health Network (MSHN). Use of the information shall be bound by Montcalm Care Network's policies and state and federal guidelines. Such information is considered privileged and shall not be used for any manner other than for the Quality Assessment and Performance Improvement Program at Montcalm Care Network and/or MSHN.

Board Approved: 1/26/2021

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I. Introduction

The Quality Assessment & Performance Improvement Program (QAPIP) Steering Committee of Montcalm Care Network (MCN) is proud to submit this report as a communication vehicle about the organization's approaches to process design, as supporting documentation of goal achievement for the fiscal year 2019/2020, and the basis for performance improvement for 2021.

The Quality Assessment & Performance Improvement Program at MCN reflects the expectations and standards of:

- The Michigan Department of Health and Human Services (MDHHS);
- The Commission for the Accreditation of Rehabilitation Facilities (CARF);
- Mid-State Health Network (MSHN), the regional Prepaid Inpatient Health Plan
- The Center for Medicare and Medicaid Services (CMS) for a Quality Improvement System for Managed Care (QISMC) as outlined through the quality assurance provisions of the Balanced Budget Act (BBA) of 1997 as amended.

This past year has brought a variety of challenges and opportunities to MCN. MCN started the year by again receiving a successful 3-year CARF accreditation. Since March, "business as usual" has not been the same. State and local response to the COVID-19 pandemic resulted in providing telehealth services across all programs where in-person services were almost exclusively the norm. Most MCN staff found themselves working remotely when previously they never had. Changes in office protocols, shifts in space needs, and day to day basic activities all required a swift and effective change in how MCN conducted business. As a result, an incredible amount of activity ensued, much of which has, and continues, to drive MCN to a new level of accessibility of services and efficiency of business practice....

- Technological challenges were met head-on to assure uninterrupted, comprehensive and accessible services, as well as ongoing sound administrative practices, the likes of which will provide efficiencies well beyond the pandemic.
- Staff made incredible efforts to learn new technologies, new service modalities, and new skills, and assisted consumers to do the same and help keep them connected and engaged in services.
- Office space has been, and continues to be, thoroughly re-evaluated and restructured to meet the new needs of the more remote workforce.

MCN addressed new and often complicated challenges, providing consumers with devices or internet service to assure continued critical mental health services, while keeping up with the constantly changing State rules on telehealth funding, billing and reporting. Keeping staff connected, supported, and trained while working remotely was imperative while the staff, in turn, worked to keep consumers engaged in services. MCN additionally participated in a statewide telehealth learning collaborative, aimed at addressing no-shows for telehealth appointments. Intensive supports and services were provided to residential homes while direct care staff assisted high risk consumers in adjusting to new pandemic restrictions, and MCN recognized Direct Care Workers, the "Invisible Workforce" with the *2020 Community Excellence Award* for their incredible efforts during the pandemic to keep consumers healthy and safe. MCN's quality assessment, measurement and improvement activities directed efforts on utilizing data and best practices to ensure clinical practices continued to be effective and of high quality, services through new modalities were accessible, business practices remained efficient, and consumer satisfaction remained high.

For 2021, MCN's quality efforts will continue to help settle us into our "new normal" by attending to our internal business and clinical practices and agency cultural changes. We shall rethink our understanding of cultural competency: working to better recognize and embrace the diversity of persons served, as well as within our organization; to better design an organization and services and supports where persons with different identities feel valued, welcomed, and are given opportunities to grow; and to ensure an equitable environment where everyone has access to the same opportunities, regardless of the advantages or barriers that exist. And, as always, we will remain astutely aware and actively engaged in regional, State and federal initiatives, including the still active system redesign project. Whatever 2021 holds, we are certain MCN will again rise to the challenge.

Respectfully Submitted by the QAPIP Steering Committee:

Tammy Warner, Executive Director

Julianna Kozara, Clinical Director

Jim Wise, Finance Director

Gwen Alwood, Acute Services Manager

Joel Sneed, Transitional Services Manager

Liz Ingraham, Children's Services Manager

Dawn Herriman, Community Services Manager

Sally Culey, Quality & Information Services Director

Will Overton, I/DD Community Services Manager

Melissa MacLaren, Integrated Health Nurse Manager

Terry Reihl, Information Technology Manager

Jan Krings, Human Resources Coordinator

Dawn Caruss, Fiscal Manager

Matt Stevens, Maintenance & Facilities Coordinator

Angela Loiselle, Recipient Rights Officer

Dr. Razvan Adam, Medical Director – Consultant

II. Overview

Quality assessment and performance improvement is a continuous process. It involves measuring the functioning of important processes and services, and, when indicated, identifying changes that enhance performance. These changes are incorporated into new or existing work processes, products, or services with monitoring of performance to ensure improvements are sustained.

This Quality Assessment and Performance Improvement Program Evaluation and Plan exists to provide a leadership driven plan to set expectations, develop plans, and to manage processes to assess, improve, and maintain the quality of the organization's governance, management, treatment, care, services, and support activities as well as reduce the risk of unanticipated adverse events. The plan shall contain: previous year's achievements, future goals, aggregate data on utilization and quality of services rendered, and assessment and description of processes to ensure effectiveness and efficiency of QAPI-related practice. The QAPIP, in alignment with MCN's quadruple aim of Better Care, Better Outcomes, Better Value and a Collaborative, Effective Workforce, supports MCN's mission to be the provider of choice for residents of the county—as well as one that is readied for the future.

Appendix A: MCN Strategic Plan Quadruple Aim

MCN has established performance measures and utilizes data reports across its service programs and business practices. Some measures were identified by MCN itself to assess areas of interest or for improvement, while others are regional, State or accreditation requirements. The information is utilized for different purposes:

- ✓ Informative: such as showing number of persons served, or status of programs (consumer dashboard reports, documentation timeliness, and service cost reports) for information & reference purposes only.
- ✓ Evaluative: showing the level of success or status of an identified area of interest to be used to make decisions on service delivery or business practices; such as whether depression scale scores decrease following services, or determining any themes of concern raised by consumers in satisfaction surveys that will be addressed.
- ✓ Predictive: showing possible future trends or improvements based on specific known data elements, to allow for future program and business planning; such as a trend in the increase of individuals served in a specific program may be cause to consider changes needed to increase program capacity in the future.

Many data reports and related QAPI activities are managed and maintained by the various committees within the QAPIP organizational structure and are available to all agency staff via committee minutes and reports packets. Other data reports are specifically distributed for individual staff, manager or program/department use.

Appendix B: MCN Program & Business Practice Outcomes

Appendix C: MSHN Priority Measures

III. Commitment and Conceptual Framework

Montcalm Care Network shall have a Quality Assessment Performance Improvement Program that achieves, through ongoing measurement and interventions, improvement in aspects of clinical care and non-clinical services that can be expected to affect consumer health status, quality of life, and satisfaction.

MCN has adopted, and is committed to, quality assessment and performance improvement (QAPI) philosophy and principles and to continuously measuring and assessing performance to ensure that the organization's mission, vision, and values are consistently supported over time.

Mission: To be the integrated care provider of choice for the residents of Montcalm County by delivering services and supports that result in better care, better outcomes and better value for those we serve.

Vision: To be a valued partner in building a community that is committed to wellness and embraces the full participation of every citizen.

Values:



Innovative: Our services are evidence based and maximize the use of technologies in providing individualized care that is efficient and effective.

Compassionate: Our services are provided in a professional and caring manner with respect for diversity and individuality.

Accessible: Our services are integrated in the community and responsive to its needs.

Recovery Oriented: Our services are aimed at supporting the individual through a person-centered approach that honors choice, emphasizes strengths and desires, and contributes to overall health and wellness.

Exceptional Service: Our interactions in the community build relationships and result in positive experiences.

Performance is *what* is done and *how well* it is done to provide health care. The level of performance in health care is:

- The degree to which *what* is done is *efficacious* and *appropriate* for the individual.
- The degree to which it is *available* in a *timely* manner to individuals who need it, *effective*, *continuous* with other care and care providers, *safe*, *efficient*, and *caring* and *respectful* of the individual.

The Goals of the QAPIP include:

- Approaching quality as a management strategy
- Building quality into the processes and systems
- Defining quality as meeting the needs of the consumer
- Focusing on processes and systems, not people (staff)
- Eliminating the high cost of undoing mistakes
- Promoting organization-wide emphasis on mission, vision and values
- Looking beyond quality care and focusing on the quality of lives
- Capturing perspectives from a wide range of consumers
- Assuring that consumers' rights are preserved
- Supporting and strengthening the skills of staff members
- Promoting a "culture of quality"—that quality is the responsibility of every staff, every day and quality improvement is part of everyday business

The program shall promote the six hallmarks of Performance Improvement: Leadership Commitment, Recognition, Employee Involvement, Education and Training, Teamwork, and Communication.

Linking Process Design and Performance Improvement

The Juran Trilogy¹ provides a framework for linking process design with performance improvement. It provides the following three interrelated processes:

1. **Quality Planning** – creating a process that will be able to meet established goals and do so under operating conditions. Careful planning to ensure that consumer needs are met must occur before implementing a new process, program, or service. Often, existing performance measures identify the need for a new service or process, which is then incorporated into formal strategic planning. Environmental observations may also reveal opportunities as well as new initiatives at State or National levels. The more revolutionary the new process, service, or program is, the more time and energy will be required to adequately plan and implement it. Included in the planning phase should be an assessment of the organization's current internal competencies and capabilities, and whether additional inputs (staff, skills, equipment, etc.) need to be acquired. Prospective performance measures are developed and then, after the initial launch period, are reviewed whenever a new

process, service, or program is launched. Planning initiatives will often occur in a cross-functional work group.

2. **Quality Control**—following the planning, the process is turned over to the operating forces. It is their responsibility to run the process at the optimal effectiveness. The appropriate department or committee will utilize ongoing performance measures to evaluate the new initiative. Included in the scope of data collection are the processes that involve risks or may result in sentinel events. Performance should be compared to similar organizations whenever possible.
3. **Quality (Performance) Improvement** – the process for developing unprecedented levels of performance. The ongoing performance measures may identify an opportunity to improve the program, process, or service. Examples of improvements that may be identified include: improving clinical outcomes, increasing response times, decreasing waste, or improving stakeholder perception (i.e., consumer satisfaction). Performance improvement should utilize a narrow focus on incremental and evolutionary change and constrain working time to less than six months. Cross-functional work groups are generally convened to address the specific performance improvement initiatives.

Malcolm Baldridge Health Care Criteria for Performance Excellence Framework provides an integrated systems perspective framework model for performance improvement (see Figure 1).

"The **Organizational Profile** (top of figure) sets the context for the way the organization operates. The environment, key working relationships, and strategic challenges serve as an overarching guide for the organizational performance management system.

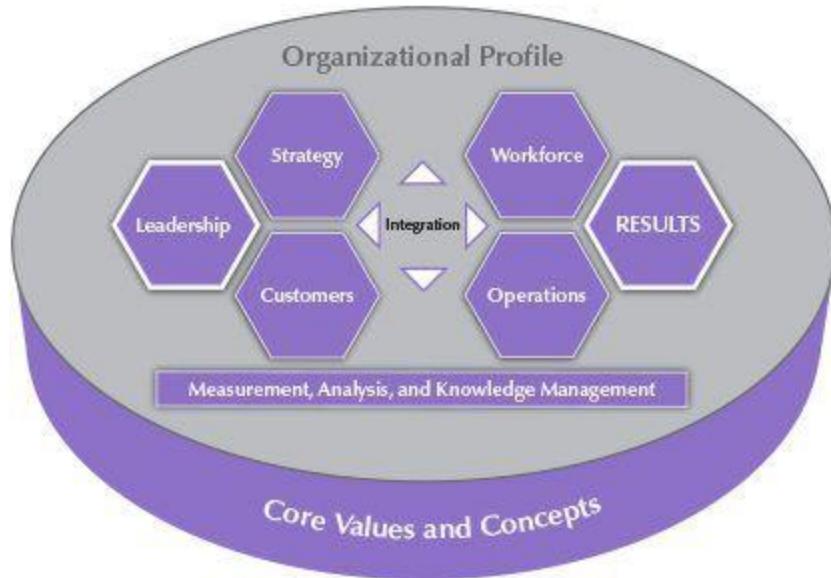
Leadership (Category 1), **Strategic Planning** (Category 2) and **Focus on Patients, Other Customers and Markets** (Category 3) represent the leadership triad. These categories are placed together to emphasize the importance of a leadership focused strategy and patients/customers. Senior leaders set the organizational direction and seek future opportunities for the organization.

Staff Focus (Category 5), **Process Management** (Category 6) and **Organizational Performance Results** (Category 7) represent the results triad. The organization's staff and its key processes accomplish the work of the organization that yields performance results.

All actions point toward **Organizational Performance Results**—a composite of health care, patient and other customer, financial and internal operational performance results, including staff and work systems results and social responsibility results.

The horizontal arrow in the center of the framework links the leadership triad to the results triad, a linkage critical to organizational success. Furthermore, the arrow indicates the central relationship between **Leadership** (Category 1) and **Organizational Performance Results** (Category 7). The two-headed arrow indicates the importance of feedback in an effective performance management system.

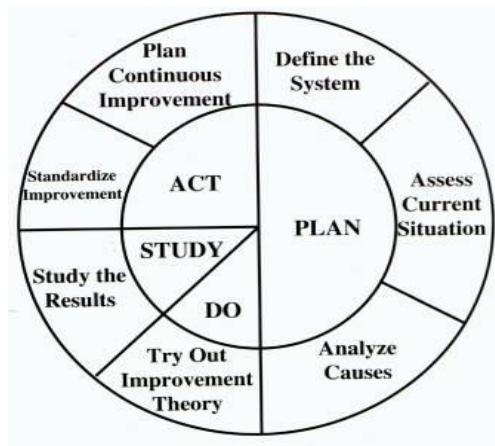
Measurement, Analysis and Knowledge Management (Category 4) are critical to the effective management of the organization and to a fact-based system for improving health care and operational performance. Measurement, analysis and knowledge serve as a foundation for the performance management system."²



Performance Improvement Plan Development and Implementation Cycle

The Plan-Do-Study-Act (**PDSA**) Cycle³ provides a precise method for committees, work groups, and performance improvement plan developers to focus their efforts (see Figure 2).

Figure 2.



Three underlying questions should be kept in mind during the use of the PDSA Cycle in order to develop improvement ideas and plans.

- A. What are we trying to accomplish?
 - This should be time-specific and measurable
 - Define the specific population to be affected
- B. How will we know that a change is an improvement?
 - Determine quantitative measures that will allow demonstrable change leading to improvement
 - Use a balanced set of measures for all improvement efforts; measures include:
 1. Outcome Measures: How is the system performing? What is the result?
 2. Process Measures: Are the parts/steps of the system performing as planned?
 3. Balancing Measures: Are changes designed to improve one part of the system causing new problems in other parts of the system?
- C. What changes can we make that will result in improvement?
 - All improvement requires change; not all change results in improvement
 - Identify changes most likely to result in improvement

Plan:

1. Define the current situation or system: understand the processes or systems that will be improved; state the objective of the test; gather baseline data for definition of the system.
2. Assess the current situation: Gather data to describe the processes as they are currently working; make predictions about what will happen and why.
3. Analyze causes: identify causes of the variation or problems and develop theories to address these (Who? What? When? Where?)

Do:

1. Try out theory for improvement of the current situation or system: test on a small (pilot) scale
2. Document problems and unexpected observations
3. Begin analysis of the data

Study:

1. Study the results: determine the impact of the intervention using quantitative data; compare resulting data to predicted results.
2. Summarize and reflect on what was learned.

Act:

1. Standardize the action: if the theory for improvement tested successfully, apply it more widely throughout the system; if not, refine the change—determine what modifications should be made.
2. Plan for ongoing improvement: Continue to gather data and monitor the process for continuous quality improvement or select another process to address.

Resources:

- Leadership shall allocate adequate resources for measuring, assessing, and improving the organization's performance and improving consumer safety.
- Sufficient staff shall be assigned to conduct activities for performance improvement and safety improvement.
- Adequate time for all staff will be allotted so participation is insured. Staff involvement in QAPIP activities is considered a high priority.
- Staff shall be trained in performance improvement and safety improvement approaches and methods.
- QAPIP activities are reprioritized in response to significant changes in the internal or external environment.
- Other resources include space, equipment, training and funds to cover expenses associated with QAPI. Support to the QAPIP by providing resources for documentation.
- Adequate information systems and appropriate data management processes to support collection, management, and analysis of data needed to facilitate ongoing performance improvement shall be maintained.

Data Collection:

- Data collection allows informed judgments about the stability of existing processes, opportunities for incrementally improving processes, identifying the need to redesign processes, and/or determining if improvements or redesign of processes meets objectives.
- Data collection focuses on high risk, high volume, problem prone processes, outcomes, targeted areas of study, and comprehensive performance measures.
- The QAPIP uses data from internal and external sources to assess and analyze performance over time.
- In working toward the goals of focusing on process, rather than people, and to protect the confidentiality of consumers and staff, the collection and reporting of data will be aggregated. In instances where aggregated data do not support the QAPI function, numerical codes will be used to guarantee confidentiality. Further protection is provided to consumers by virtue of the Mental Health Code and HIPAA.
- Collected data are aggregated and analyzed (transformed into information) using statistical tools and techniques at frequencies appropriate to the activity or process being studied.
- Data analysis is performed when data comparisons indicate that levels of performance, patterns, or trends vary substantially from those expected, when undesirable variation occurs which changes priorities, and/or as chosen by leaders.

Performance Measures:

Performance measures are quantitative tools that provide an indication of an organization's performance in relation to a specified process. They shall be objective, measurable, and based on current knowledge and

clinical experience. The measures shall not be limited to those selected by the MDHHS. Methods and frequency of data collections shall be appropriate and sufficient to detect need for program change.

- The measure can identify the events it was intended to identify and the data intended for collection is available.
- The measure has a documented numerator and denominator statement or description of the population to which the measure is applicable.
- The measure has defined data elements & allowable values and can detect changes in performance over time.
- The measure allows for comparison overtime within the organization or between organizations.
- The results can be reported in a way that is useful to the organization or stakeholders.

Analysis:

Analysis plays a critical role in the process of lending meaning to gathered data. Once analyzed data becomes information and is then available for decision making at the clinical and administrative levels as well as for ongoing research, performance improvement, education (provider or consumer) and policy formulation and planning. Additionally, the information is extremely valuable from a comparison perspective (i.e., benchmarking, best practice development, etc.)

REFERENCES:

¹ Juran, J.M. 1986. The Quality Trilogy: A Universal Approach to Managing for Quality p. 3-4 <http://pages.stern.nyu.edu/~djuran/trilogy1.doc>

² Baldrige National Quality Program 2003 Health Care Criteria for Performance Excellence p. 5-6

³Scholtes, P.R. 1991. The Team Handbook Madison, WI: Joiner Associates, Inc. p. 5-31

IV. QAPIP Organizational Structure

MCN QAPIP Committee Structure & Membership 2021

Board of Directors

Executive Director

Tammy Warner

Steering Committee

Sally Culey, Quality & Information Services Director (Chair)
 Melissa MacLaren, Integrated Health Nurse Manager
 Liz Ingraham, Children's Services Manager
 Julianna Kozara, Clinical Director
 Angela Loiselle, Recipient Rights Officer
 Terry Reihl, Information Technology Manager
 Gwen Alwood, Acute Services Manager
 Tammy Warner, Executive Director
 Dawn Herriman, Community Svcs Mgr
 Will Overton, I/DD Community Svcs Mgr
 Jan Krings, Human Resources Coordinator
 Joel Sneed, Transitional Services Manager
 Dawn Caruss, Fiscal Manager
 Matt Stevens, Maintenance & Facilities Coordinator
 Jim Wise, Finance Director
 Dr. Razvan Adam, Medical Director (Consultant)

Behavioral Treatment Plan Review Committee

Will Overton, I/DD Community Services Manager (Chair)
 Dawn Herriman, Community Svcs Mgr
 Dr. Razvan Adam, Psychiatrist
 Terra Bazzi, Psychologist
 Julie Rasmussen, Psychologist (Consultant)
 Angela Loiselle, Recipient Rights Officer (Consultant)

Consumer Advisory Committee

Primary & Secondary Consumers (Chair & Vice Chair)
 Jonathan Halliwill, Peer Support Specialist (Liaison)
 Joel Sneed, Transitional Svcs Mgr
 Tammy Warner, Executive Director (Consultant)

Recipient Rights Committee

Kurt Peasley, Board Member (Chair)
 Consumer Representatives & Community Members
 Angela Loiselle, Recipient Rights Officer (Consultant)
 Cece McIntyre, Recipient Rights Advisor (Consultant)
 Sally Culey, Quality & Info Svcs Dir (Consultant)
 Tammy Warner, Executive Director (Consultant)

Consumer Care Committee

Liz Ingraham, Children's Svcs Mgr (Chair)
 Glory Strey, Adult Services Rep
 Julianna Kozara, Clinical Director
 Dr. Razvan Adam, Medical Director (Consultant)
 Heather Nash, Access Specialist
 Grace Schoenborn, Children's Svcs Rep
 Beth Brundage, Peer Support Specialist
 Shelly Springsteen, RN
 Dawn Herriman, Community Svcs Mgr
 Adam Stevens, Data Analyst
 Gwen Alwood, Acute Svcs Mgr, Ad Hoc
 Joel Sneed, Transitional Svcs Mgr, Ad Hoc
 Sally Culey, Quality & Info Svcs Dir (Consultant)

Environment of Care

Matt Stevens, Maint/Facilities Coord (Chair)
 Dustee Gibson, Adult Care Specialist
 Carol Doyle, Consumer Registration Specialist
 Elizabeth Gillson, Clubhouse Rep
 Melissa MacLaren, Integrated Health Nurse Manager
 Jim Young, Wellness Center Team Leader
 Sally Culey, Quality & Info Svcs Dir (Consultant)

Quality of Work Life

Leigha Harris, Employment Connections (Co-Chair)
 Angela Loiselle, Recipient Rights Officer (Co-Chair)
 Carol Dimet, Peer Support Specialist
 Melissa Bolanos, Adult Care Specialist
 Laura Shattuck-Clements, Medical Assistant
 Aaron Hubbard, Systems Administrator
 Rebecca Mead, Certified Peer Support Specialist
 Tammy Warner, Executive Director (Consultant)

Compliance Committee

same as Steering Committee above

Board of Directors

The Board holds the ultimate fiduciary responsibility for the organization. As such it sets the policies related to Quality Assessment & Performance Improvement Program (QAPIP) and oversees the performance of the organization through progress reports. The Board shall routinely receive written reports from the QAPIP describing actions taken, progress in meeting objectives, and improvements made. In addition to progress reports, the Board shall review and approve the QAPI program, evaluation, and plan at least annually.

Executive Director

The Executive Director is responsible for linking Strategic Planning and QAPIP functions. Appropriate policies are recommended to the Board for action. Through performance measures, the progress of the organization is routinely evaluated with reporting to the Board. The Executive Director has a unique role in conveying the importance of QAPIP to staff and recognizing staff contributions and the organization's success. The Executive Director may assign staff to participate in QAPIP activities.

Medical Director

The Medical Director has a unique role in providing clinical oversight related to quality and utilization of services both directly, in the form of case supervision, and indirectly, via consultative committee involvement related to clinical standards/guidelines.

Leadership Team

The organization's leadership will be trained in and understand QAPI methods. The leaders set expectations, develop plans, and manage processes to assess, improve, and maintain the quality of the organization's governance, management, clinical, and support activities. They shall assume an active and visible role in QAPIP activities, develop with staff appropriate performance measures, oversee continuous assessment and improvement of the quality of care and services at the operating unit level, and participate in cross-organizational performance improvement activities such as participating on committees and work teams. Leadership shall utilize QAPI principles and practices, document departmental QAPI activities, identify performance improvement opportunities, implement improvement activities, and maintain achieved improvements. Leadership shall support and encourage staff participation in committees and work groups by identifying and recognizing successful initiatives and staff contributions.

QAPIP Coordinator

The Quality & Information Services Director is designated as the QAPIP Coordinator. This Coordinator shall be responsible for the creation and implementation of a QAPI Program that is reflective of expectations and standards set forth by payors and accrediting bodies. The Coordinator oversees the quality structure and provides training and communication of quality efforts to the Board, leadership, staff, and stakeholders. The Coordinator serves as Chairperson of the QAPIP Steering Committee and provides technical assistance to committees and teams. The Coordinator is responsible for maintaining QAPIP records.

Staff

Staff has the opportunity to participate in a wide variety of unit-specific and organization-wide performance improvement initiatives. At new hire orientation, staff will be introduced to the organization's QAPIP Plan and the expectation of their participation. In addition to participation on committees and workgroups, staff also participates in data collection related to performance measures at the department/unit level; in the analyses of performance measures from the operating and organizational levels; in identifying department/unit and organization-wide performance improvement opportunities; in identifying and recognizing peers for their contributions; and, in staying informed about performance improvement activities. When part of a QAPIP activity, staff represents their entire department and shall remain process and consumer focused.

Consumers

Consumers of Montcalm Care Network are encouraged to participate in developing new programs and improving existing processes. There are a variety of ways in which consumers can participate in performance improvement.

- Consumers have a voice through satisfaction & treatment surveys. The organization collects data on the perception of care, treatment, and services of consumers including their specific needs and expectations, how well the organization meets those needs and expectations, and how the organization can improve consumer safety.

- Consumers can provide information or file grievances with MCN's Customer Services representative who will assist with resolving issues and providing resource information.
- The Consumer Advisory Council is a permanent standing committee that is designed by consumers, for consumers, and about consumers.
- There is consumer involvement on the Recipient Rights Advisory standing committee and on the Board of Directors.
- At various times, consumer input is solicited through the use of focus groups or in consideration of specific processes.

QAPIP Steering Committee

The Quality Assessment & Performance Improvement structure has been developed to carry out the goals and objectives of the system. The QAPIP Steering Committee meets at least quarterly and performs the following functions in carrying out its goals and objectives:

- Assigns responsibility for actions to standing committees, teams and individuals within the organization, taking into consideration the organization's vision, mission, and values, as well as the goals and strategic direction established by the Board.
- Prioritizes, monitors, and approves the quality improvement activities delegated to standing committees, teams, and individuals within the organization. These include responsibilities as outlined in the committee structure as well as overall standards compliance and program evaluation.
- Establishes standardized quality indicators for objective evidence of high-quality care based on the systematic, ongoing collection and analysis of valid and reliable data. The indicators are used to monitor and evaluate the quality of important functions that affect patient care and outcomes. Performance measures established by MDHHS in areas of access, efficiency, and outcomes are utilized with the goal being to meet or exceed all performance levels established by MDHHS.
- Evaluates the system and its components at least annually to ensure effectiveness. These components include, but are not limited to, whether there have been improvements in the quality of health care and services for recipients, the standing committee activities and plans, employee involvement, recognition, communication, leadership, and teamwork.
- Documents and communicates outcomes to the system. Information on initiatives, improvement projects, performance measures, etc., will be communicated through periodic emails, postings, and staff meetings.
- Ensures that QAPI systems are being sustained and monitors effectiveness through:
 - Evaluation of Annual Standing Committee reports.
 - Annual Employee Survey.

Appointment and Membership

- Every administrative staff member is a career-long member of the Steering Committee. Additional members, including representatives from Standing Committees, may be assigned as determined by the Steering Committee.
- Quality & Information Services Director is a member of the Steering Committee.
- Chairpersons of standing committees may be appointed to the Steering Committee.
- Steering Committee members are expected to attend all Steering Committee meetings.
- It is desirable to make decisions by consensus; however, voting will be used to approve agenda items as needed.
- Steering Committee meetings may be cancelled and/or re-scheduled if there is not a quorum or for lack of agenda items.

Reporting

- QAPIP meeting minutes will be shared on the network to be accessible by the entire staff. Quarterly updates will be provided to staff through the General Staff agenda.
- Quarterly reports will be provided to Board Members through the Director's Report.
- An annual report will be provided for review and approval of Board Members.
- The Quality & Information Services Director shall be responsible for keeping permanent records of QAPIP activities.

System Improvements

It is the expectation within the culture and practice of the organization, that all staff, teams, programs, committees and workgroups strive to identify improvement opportunities and work to improve practices and systems through their day to day activities. The QAPIP Steering Committee is responsible for making

available the tools these staff/teams need: providing ongoing information, training and access to needed resources, and empowerment in support for their efforts.

Under the formal QAPIP structure:

- Staff and consumers can communicate to the Quality & Information Services Director and the QAPIP Steering Committee an opportunity for improvement.
- MCN encourages staff to report opportunities for system improvement through their supervisor, the Quality & Information Services Director, or any QAPIP Steering Committee member.
- Suggestions for system improvements may also be submitted on the annual agency Employee Survey.

Improvement Opportunity Criteria

- Presents a clear opportunity to achieve, through ongoing measurement and intervention, demonstrable and sustained improvement of clinical and non-clinical services.
- Can be assigned to a team that has the knowledge and skills to complete the task successfully.
- Will result in a beneficial effect on health outcomes and/or consumer satisfaction.
- Not every process improvement requires a work group. Process Improvement can be achieved without a team, as long as “customers” of the process have input into the re-design and the improvement is documented.
- The following areas are not appropriate for QAPIP activities.
 - Personnel policies & issues, including job descriptions.
 - Wages and benefits.
 - Allocation of resources, budget, and personnel.
 - Personality issues and conflicts.
 - Union contract issues.
 - Agency policies and directions (*Note: policies may be developed as a byproduct of QAPIP activities and are subject to Board approval.*)
 - Board of Directors by-laws and practices/procedures.

QAPIP Standing Committees

- Standing committees present annual goals to the QAPIP Steering Committee and report periodically to the QAPIP Steering Committee.
- Standing committees shall select and utilize performance measures. Methods and frequency of data collections shall be appropriate and sufficient to detect need for program change.
- Standing committees are responsible for improving processes and systems that fall under their area of accountability. The committees focus on important aspects of care and service by considering the following:
 - What are the most frequent activities?
 - What are the problem prone processes?
 - Where do we incur high levels of liability/risk?
 - What are the highest cost activities?
 - What is critical to consumer satisfaction?
- Committees make recommendations to the QAPIP Steering Committee for improvements based on work team findings and indicator monitoring in the standing committee's areas of responsibility.
- As issues are identified for improvement, the standing committee must identify (or guide the work team in identifying) the “customers” of that process. These “customers” are to include the internal, external, and ultimate customers. Representatives from the affected customer groups are to have input into the process development and improvement.

Appointment and Membership

- Individuals may volunteer for committee appointment based on interest or may be asked to serve based on job function or expertise.
- Committee members serve minimum one-year terms with no more than one third of the membership turning over in a given year. Membership may extend beyond one year either voluntarily or by need due to job function or expertise.
- Standing Committee members are expected to attend scheduled meetings. Excessive absences will be reported to Supervisors for appropriate follow up action.

Reporting

- Each Standing committee will have an identifiable chairperson and minute taker.
- Chairpersons shall provide the Quality & Information Services Director with copies of all meeting and activity documents.
- Minutes must be generated from each standing committee meeting and are shared on the network to be accessible by the entire staff.
- Significant action will be communicated to staff by the Quality & Information Services Director through a General Staff agenda item.

QAPIP Work Teams

- Work Teams are convened by the QAPIP Steering Committee for specific planning/implementation activities related to new process, services, or programs. They are also convened to address specific performance improvement initiatives. In general, the Work Team reports to the QAPIP Steering Committee, but may, depending upon the focus, be assigned to a standing committee. Work Teams are expected to be time limited in nature.
- The QAPIP Steering Committee may request participation of specific staff or teams based on expertise or need for input. Supervisors are responsible for identifying staff for work teams and assuring participation.
- Once the team has been assembled the Quality & Information Services Director will attend at least the first meeting to facilitate the establishment of the team, to communicate the expected outcomes of the team, and assist in development of a team structure.
- The work teams will report progress to the Steering Committee and/or assigned standing committee. The Steering Committee approves all changes in systems based upon the work team recommendations. The Quality & Information Services Director notifies the team leader of the Steering Committees decision(s) who in turn communicates to the work team.
- The Steering Committee assists in implementation of work team outcomes as necessary. The Quality & Information Services Director or designee shall communicate those changes to staff through a general staff agenda item. Work teams will communicate to all staff via appropriate channels, ie., staff meetings, email, etc.

V. Requirements Related to Performance Improvement

Commission for the Accreditation of Rehabilitation Facilities (CARF)

As part of its contract with MDHHS, and to promote quality clinical and administration services, MCN has pursued accreditation for several years from an external entity. In 2014, MCN successfully achieved its first 3-year accreditation through CARF. It was determined that CARF's mission—to promote the quality, value, and optimal outcomes of services through a consultative accreditation process and continuous improvement services that center on enhancing the lives of the persons served—fit well with the mission, vision and values of MCN, with a focus on performance and quality service delivery.

In February of 2020, MCN received its third straight 3-year accreditation. The programs currently accredited are:

- Assessment & Referral
- Case Management/Services Coordination (CSM/SC)
- Community Integration: Psychosocial Rehabilitation (Heartland House Clubhouse)
- Crisis Intervention (Emergency Services)
- Intensive Family-Based Services (Home Based Services)
- Outpatient Treatment

MCN measures outcomes related to each of the programs in the areas of access, effectiveness, and efficiency of services, and satisfaction of persons served and other stakeholders.

Cultural Diversity, Inclusion & Equity

MCN has an ongoing commitment to linguistic and cultural competence that ensures access and meaningful participation for all people in the MCN service area. Such commitment includes acceptance and respect for the cultural values, beliefs and practices of the community, while competence is demonstrating the ability of our providers, and the organization as a whole, to effectively deliver services to persons with diverse values,

beliefs, and behaviors, including tailoring delivery of those services to meet their social, cultural and linguistic needs.

MCN requires trainings for *all* staff and providers in cultural competence minimally annually. Ongoing staff training and conversations help staff to understand, appreciate and respect differences and similarities in beliefs, values and practices within and between cultures, and within the organization and the community. MCN also has an established Cultural Competency and Diversity Plan that addresses how the organization will respond to the diversity of its consumers and other stakeholders. The Plan outlines policies, procedures, knowledge, skills and behavior that will enable and support personnel to identify diversity within the community and their workplace and provide inclusive and equitable services and supports. The plan outlines annual goals of the organization to improve its competence in a number of areas, including: accessibility of services, referral and screening processes, person/family centered planning, in informative materials, staff and provider training, community education and training, and sensitivity to staff values.

Practice Guidelines

MCN utilizes nationally accepted and mutually agreed upon clinical practice guidelines including Evidenced Based Practices (EBP) to ensure the use of research-validated methods for the best possible outcomes for services recipients as well as best value in the purchase of services and supports.

Practice guidelines include clinical standards, evidenced-based practices, practice-based evidence, best practices, and promising practices that are relevant to the individuals served. The process for adoption, development, and implementation is based on key concepts of recovery, and resilience, wellness, person centered planning/individual treatment planning and choice, self-determination, and cultural competency. Practices will appropriately match the presenting clinical and/or community needs as well as demographic and diagnostic characteristics of individuals served. Practice guidelines utilized are a MCN driven process in collaboration with the MSHN Councils and Committees. Practice guidelines are chosen to meet the needs of persons served in the community and to ensure that everyone receives the most efficacious services. MCN ensures the presence of documented practice skills including motivation interviewing, trauma informed care and positive behavioral supports.

Practice guidelines are monitored and evaluated through MSHN's site review process. Information regarding evidenced based practices are reported through the annual assessment of network adequacy. Fidelity reviews are conducted and reviewed as part of MCN's quality improvement program and as required by MDHHS.

Autism Benefit

MSHN oversees provision of the autism benefit within its region. MSHN delegates to MCN the application of the policies, rules and regulations as established. MSHN assures MCN maintains accountability for the performance of the operational, contractual, and local efforts in implementation of the autism program. MCN participates in compliance audits at least annually with MSHN and MDHHS, as well as provides data on the performance of the autism benefit consistent with the Michigan Managed Specialty Supports and Services Early Periodic Screening, Diagnosis and Treatment (EPSDT) State Plan and reviews this data monthly to quarterly with MSHN, and conducts ongoing system and consumer-level improvements. This data is shared with MDHHS as required, for reporting individual-level and systemic-level quality improvement efforts.

Benefit eligibility is managed through MSHN in a review of clinical content and then submitted to MDHHS for Applied Behavior Analysis (ABA) service approval. Re-evaluations address the ongoing eligibility of the autism benefit participants and are updated annually. All providers of ABA services are required to meet credentialing standards as identified in the EPSDT benefit and Michigan Medicaid Manual to perform their functions.

Trauma Informed System of Care

In compliance with MDHHS Trauma Policy, MCN has adopted a trauma informed culture including the following values, principles and the development of a trauma informed system of care ensuring safety and preventing re-traumatization. MCN has developed processes for screening and assessing each population for trauma, adopts approaches to address secondary trauma for staff and utilizes evidenced based practices or evidence informed practice to support a trauma informed culture. An organizational assessment is completed every three years to evaluate the extent to which the MCN policies and practices are trauma informed. Organizational strengths and barriers, including assessment of the building and environment to prevent re-traumatization, are identified for improvement efforts.

Health and Welfare

MCN assures the health and welfare of its service recipients through service delivery by establishing standards of care for individuals served. These standards of care are evidenced in individual program standards, performance measures, assessment practices, service protocols, and monitoring and auditing practices. MCN ensures these standards are consistently provided in a manner that considers the health, safety and welfare of those not just persons served, but also their family, providers and other stakeholders. Other practices include:

- Maintaining an established Recipient Rights Office and Customer Services staff;
- Using various types of background checks, credentialing process, approved training curriculums for providers, monitoring and auditing practices of providers and services, including utilizing sanctions or termination for those consistently not meeting standards;
- Reporting and analyzing adverse events and identified risk factors;
- Maintaining an effective infection control plan;
- Maintaining comprehensive policies and procedures related to medication prescribing, consent, monitoring of side effects and documentation;
- Implementing a comprehensive emergency response system, including staff training and drills;
- Collecting information on consumers' health conditions, health status and current health care providers; providing integrated health services when indicated; and coordinating care with other health care providers.

MCN, as a member of MSHN's Utilization Management Council, monitors population health through data analytics to identify adverse utilization patterns and to reduce health disparities.

Adverse Events

In an effort to assure and maximize safe clinical practices and stress the importance of member safety, Montcalm Care Network has established processes to effectively:

- Identify and report the occurrence of critical health and safety incidents;
- Evaluate the factors involved which caused critical health and safety incidents to occur;
- Identify and implement actions to eliminate or lessen the risk of critical health and safety incidents from future occurrence; and,
- Review aggregate data to identify possible trends.

Individuals involved in the review of adverse events shall have the appropriate credentials to review the scope of care. Events are reviewed and addressed individually by supervisors and staff as appropriate for event-specific follow-up and identifying improvement and preventative actions. Events are also reviewed as aggregated data reports in MCN committees for the purpose of identifying trends, actions for improvements and results of improvements taken, necessary education and training of personnel, and prevention of recurrence.

Sentinel event reporting procedures, including review, investigation, and follow up, will be in accordance to applicable guidelines issued from regulatory agencies which may include, but are not limited to, the June 1998 HCFA Waiver Document, September 2001 MDCH Guidance on Sentinel Event Reporting, and CARF Sentinel Event Reporting requirements.

Utilization Management

Montcalm Care Network has policies and procedures to evaluate medical necessity and processes for monitoring under- and over-utilization of services through prospective, concurrent, and retrospective reviews. Reviews are completed by staff with appropriate clinical expertise with decisions to deny or reduce services made by qualified health professionals. Reasoning for decisions is clearly documented and available to the consumer. Appeal mechanisms exist for both providers and consumers and notification of review decisions include a description of how to file an appeal. These mechanisms are clearly outlined in agency policies and procedures, which are available to providers in the MCN provider manual posted on MCN's website and are available to consumers in various brochures and notices.

Behavioral Treatment Review

As per the MDHHS Behavioral Treatment Technical requirement, MCN together with the PIHP, collects and aggregates data on events and interventions on a quarterly basis. MSHN provides quarterly Behavioral Treatment data reports, whereby MCN is able to compare itself to affiliate and MSHN averages. Improvement actions are identified regionally and locally. The MCN Behavioral Treatment Plan Review Committee reviews this data quarterly and makes recommendations or takes action on improvements as indicated. Data collected generally includes:

- Dates and numbers of behaviors that occurred and interventions used, and settings where they occurred.
- Observations about any factors that may have triggered the behavior.
- Documentation of the analysis performed to determine the cause of the behaviors that precipitated the interventions, and description of positive behavioral supports used.
- Behaviors that resulted in termination of the interventions, and length of time of each intervention.
- Staff development and training and supervisory guidance to reduce the use of these interventions.
- Review and modification or development, if needed, of the individual's behavior plan.
- MSHN delegates to MCN the collection of feedback from stakeholders on the effectiveness of the Behavior Treatment Committee.

Quality Improvement System for Managed Care-Performance Improvement Projects

As required by federal legislation and the MDHHS contract, Montcalm Care Network, together with the Mid-State Health Network, is responsible for implementation of the QISMC standards for performance improvement projects. Said projects will focus on achieving demonstrable and sustained improvement in services likely to have beneficial effects on health outcomes and consumer satisfaction. Topics identified for potential projects will be prioritized and selected based on stakeholder input and will closely adhere to QISMC standards. Topics for potential QISMC projects may also be assigned by the MDHHS. Selection and prioritization of projects will be based on the following three factors:

- Focus Area: Clinical (prevention or care of acute or chronic conditions; high volume or high risk services; continuity and coordination of care), or Non-Clinical (availability, accessibility, and cultural competency or services; interpersonal aspects of care; appeals, grievances, and other complaints.)
- Impact: Affects a significant portion of consumers served and has a potentially significant effect on quality of care, services, or satisfaction.
- Compliance: Adherence to law, regulatory, or accreditation requirements.

For the required project, PIHPs were to focus on the integration of primary and mental health care, and MDHHS encouraged the ongoing access by PIHPs to Medicaid services claims data to assist with data measurements. MDHHS also continues to require a second project of the PIHPs choice. MSHN's two selected projects as identified and approved in 2018 and continued through 2020/2021, included the following.

- Diabetes Monitoring for People with Schizophrenia
- Recovery Performance Improvement: Administrative Review

MDHHS Mission Based Performance Indicator System

The MDHHS requires reporting on indicators for the Michigan Mission Based Performance Indicator System, with indicators covering the four domains of quality identified as access, adequacy/appropriateness, efficiency, and outcomes. Aggregated performance indicator data is submitted quarterly to the PIHP for submission to MDHHS. Quarterly consultation drafts are provided by MDHHS on most indicators allowing CMHs to compare their performance to other CMHs across the state. The QAPIP Steering Committee and the PIHP Quality Council monitor achievement of minimum performance levels as established by MDHHS. Outliers and/or anomalies are analyzed with improvements as needed.

Provider Network Monitoring

Montcalm Care Network has policies and procedures establishing processes for monitoring its subcontracted provider network to which it has delegated care functions, including service and support provision. Conducting all provider network monitoring functions in keeping with State and Regional requirements continues to grow in amount of detail and level of complexity. In 2020, MCN implemented an electronic provider monitoring module, allowing for a more electronic means of monitoring and reporting for efficiency of processes and data reporting. MCN will work to fully maximize its use for full provider monitoring and reporting by end of 2021. Provider monitoring processes generally include, but are not limited to, the following.

- Review of provider quality and compliance with required service standards as part of the biannual privileging practices for individual practitioners, and annual monitoring of quality and compliance.
- Ensuring proper credentialing of provider staff.
- Ensuring proper training of provider staff.
- Annual quality and compliance review of contracted agency providers. Minimally annual quality and compliance review of contracted Adult Foster Care providers, including monthly onsite visits and reviews by case managers, and annual reviews in conjunction with the MCN Recipient Rights Officer.
- Management of provider contracts and reviewing for compliance to contract requirements.

- Inclusion of contracted provider claims in quarterly MCN Event Verification audits to ensure compliance with billing and documentation requirements.

Credentialing and Qualifications

Montcalm Care Network has policies and procedures establishing processes for ensuring the credentials and qualifications of its staff (employed or contractual) initially upon employment and on an ongoing basis as appropriate. These processes include, but are not limited to, the following:

- Certification and/or Licensure: Initially and at renewal, staff must submit copies of current certification, registration, and/or licensure to the Human Resources Department. Primary source verification of said documents will be made in writing, by telephone, or via the internet.
- Educational Background: Initially and as degrees are granted, transcripts from educational institutions are submitted to the Human Resources Department. Primary source verification of said documents will be made in writing, by telephone, or via the internet.
- Relevant Work Experience: An initial review of relevant work experience will be conducted by the hiring supervisor/manager.
- Criminal Background: Initially and periodically, criminal backgrounds searches will be performed to assure appropriateness for employment/contract.
- Sanctions/Exclusions: Initially and periodically, state and national data banks will be checked to verify eligibility to participate in Medicaid/Medicare programs.

Privileging

Montcalm Care Network has policies and procedures establishing processes for privileging licensed independent practitioners (employed or contractual). These processes include, but are not limited to, the following:

- Initial Privileging: Through an application process, licensed independent practitioners will be granted, for a period of two years, specific clinical privileges in the major clinical work tasks they perform. The process will include verification of credentials, a review of relevant experience, and peer recommendations.
- Re-Privileging Process: Re-privileging of practitioners will occur every two years through the privileging application process. The process will include re-verification of credentials along with findings from peer reviews, record reviews, performance evaluations, and satisfaction surveys.
- Quality Improvement Program Involvement: Data generated through the quality system is available for review during the privileging and re-privileging processes as relevant.

Corporate Compliance

Montcalm Care Network has developed a comprehensive Corporate Compliance program, including a plan, policies, and procedures for preventing, detecting, and reporting fraud and abuse. MCN works closely with the MSHN Corporate Compliance Officer, who in turn is closely linked to the Michigan Office of Inspector General, for information and consultation and to ensure proper reporting and follow up on compliance matters.

Medicaid Event Verification

As mandated by MDHHS, the PIHP conducts Event Verification processes of the CMHSPs. MSHN annually conducts two (2) audits to review claims and claims reporting processes. As additional verification, MCN conducts its own internal Event Verification processes twice annually that duplicate MSHN's review of claims, as well as conducts internal audits during the course of business to ensure completeness of documentation and billing, as well as at times when a question or issue arises that may warrant such. MCN works closely with MSHN to identify and correct errors, as well as improve claims reporting processes. MCN identifies trends of issues, following up with staff and contracted providers to make improvements to practices where indicated.

VI. MSHN QAPIP Program

Introduction

Mid-State Health Network, is the Prepaid Inpatient Health Plan for the affiliate region of Bay Arenac Behavioral Health, Clinton-Eaton-Ingham Community Mental Health Authority, Community Mental Health for Central Michigan, Gratiot Integrated Health Network, Huron Behavioral Health, The Right Door (Ionia County), Lifeways (Jackson-Hillsdale), Montcalm Care Network, Newaygo County Community Mental Health, Saginaw County Community Mental Health Authority, Shiawassee Health & Wellness, Tuscola Behavioral Health Systems.

MSHN Vision

To continually improve the health of our communities through the provision of premiere behavioral healthcare and leadership. MSHN organizes and empowers a network of publicly funded community partnerships essential to ensure quality of life while efficiently and effectively addressing the complex needs of the most vulnerable citizens in our region.

MSHN QAPIP

MSHN implements and maintains a Quality Management system which includes processes for monitoring and oversight of its provider network. MSHN retains responsibility for developing, maintaining and evaluating its annual QAPIP Plan and Report in collaboration with CMHSPs of the region. Responsibility for implementation of the QAPIP is delegated to the CMHSPs, with oversight by MSHN. MCN implements the requirements of the MSHN QAPIP within its own local QAPIP and incorporates the MSHN Quality Management policy as Technical Requirement TR-5700-01 in MCN's Policy & Procedure manual.

The annual MSHN Quality Assessment and Performance Improvement Plan is available on the MSHN website.

VII. Committee Annual Reports and Recommendations

Behavior Treatment Plan Review Committee: Annual Report & Recommendations

Committee Structure:

- A. Mission: To address treatment of behavioral disorders by the least restrictive means possible and to provide a mechanism by which treatment for behavioral challenges is systematically and thoroughly reviewed.
- B. Responsibilities: Review behavior plans that include restrictive or intrusive techniques.
- C. Representation: Clinical Services Manager (Chair), Psychologist, Clinical Services staff, Medical Director and/or Psychiatrist, Recipient Rights Officer (consultant), Quality Director (consultant), and/or others as appointed by the Executive Director.
- D. Meeting Schedule: At least monthly or more often as needed

Activities and Accomplishments for 2019/2020:

- Regular meetings were held during the year for the purpose of fulfilling committee responsibilities.
- All behavioral plans were reviewed quarterly, or more often as needed.
- Data reports were submitted to MSHN for aggregation and reporting as required.
- Reduced restrictive and intrusive measures in plans that had been in place for a period of time.

Goals for 2021:

1. Meet on a monthly basis or more often as needed to fulfill responsibilities.
2. Implement modifications to the committee and its processes as advised by the State of Michigan and Mid-State Health Network.
3. Submit behavior treatment review data to MSHN for aggregation and analysis.
4. Review behavioral findings, both through the use of aggregate data reports as available and through individual case/anecdotal reviews as appropriate.
5. Revise and update plans as clinically warranted.

Compliance Committee: Annual Report & Recommendations

Committee Structure:

- A. Mission: To assure good faith efforts in complying with applicable health care laws, regulations and third party payor requirements.
- B. Responsibilities: Assures implementation of the Corporate Compliance Program, evaluate its effectiveness, and make recommendations for changes to enhance compliance.
- C. Representation: Compliance Officer (Chair), Executive Director, Clinical Director, Finance Director, Children's Services Manager, Transitional Services Manager, Community Services Manager, I/DD Community Services Manager, Acute Services Manager, Integrated Health Nurse Manager, HR Coordinator, Recipient Rights Officer, IT Coordinator, Fiscal Manager, Maintenance & Facilities Coordinator, Medical Director (consultant).
- D. Meeting Schedule: Quarterly or more often as needed.

Activities and Accomplishments for 2019/2020:

- The Committee met in conjunction with the QAPIP Steering Committee quarterly meetings in 2020.
- There were 13 investigations during the year for alleged HIPAA, Medicaid, or other Compliance concerns.
- Biannual MSHN Medicaid Claims Verification audit findings, and biannual MCN internal claims verification findings were reviewed.
- Annual Compliance Plan/Program was reviewed and approved by the Board in October 2020 which includes the agency Risk Management Plan.
- Annual staff compliance training was completed through Relias Learning.
- Annual IT Plan was reviewed, and input provided.
- Discussion on IT staff activities related to upgrading of security, and reviewed results of annual Penetration Testing of MCN computer security systems.
- Reviewed & discussed Regional Compliance Committee activities, including ongoing updates to State Office of Inspector General (OIG) reporting requirements & OIG auditing practices; MSHN data mining activities; findings from MDHHS and HSAG auditing; and updates to MSHN policies and procedures regarding Disqualified Providers and Provider Management and Monitoring.

Goals for 2021:

1. Review complaints and investigations logs for appropriateness of response. (Goal: Quarterly)
2. Monitor compliance in focus areas, specifically review of findings of MSHN and internal Event Verification audits.
3. Assure annual review and Board approval of the Compliance & Risk Management Plan, and implementation of Risk Management Plan.
4. Review and approve annual IT Plan.
5. Monitor IT Systems Compliance & Security matters.
6. Assure annual staff training in the areas of corporate compliance, and IT compliance & security.
7. Implement disqualified providers procedure in accordance with State OIG and MSHN standards once procedure is finalized by MSHN.
8. Keep apprised of regional, state and federal compliance activities and requirements, and ensure MCN processes and procedures are updated accordingly.

Consumer Advisory Council: Annual Report & Recommendations

Committee Structure:

- A. Mission: To play a vital role in designing, reviewing, and improving behavioral health care services provided at Montcalm Care Network by becoming active, involved and informed participants.
- B. Responsibilities: Recognize consumer efforts/contributions to the mental health system; review consumer satisfaction reports and performance data; review consumer informational materials; create community awareness through outreach activities; provide input on programs and services; and, participate in the Regional (MSHN) Consumer Advisory Council.
- C. Representation:
 - All primary (have ever received public mental health services) and secondary (family member of a primary consumer) consumers of Montcalm Care Network are welcome to attend any meeting.
 - A group of 12 consumers, representing all populations served (MI, DD, SED, SU, Geriatric), are appointed by the Executive Director to serve as voting members of the Council. Appointed members

serve for four-year terms and are eligible to receive a stipend to offset any financial burden of attending meetings.

- The Council holds annual elections for the position of Chairperson and Vice Chairperson.
- The Executive Director and Transitional Services Manager provide assistance and support to the Council.

D. Meeting Schedule: Bimonthly

Activities and Accomplishments for 2019/2020:

- Bylaws were reviewed & updated.
- Customer Satisfaction Surveys were reviewed. Provided input on changes to End of Services survey questions.
- Meeting with MCN Executive Director on explanation of Stakeholder Feedback to proposed restructuring of the state Mental Health System and were encouraged to send feedback via email & share information with Heartland Clubhouse members.
- Reviewed various MCN performance reports, including Performance Indicators, MSHN Priority Measures, annual Performance Improvement Projects, Critical Incident Reporting data, and Mortality data.
- MCN suggestion box items were reviewed and input provided.
- Discussion of COVID-19 effects on services, and effectiveness of telehealth services; reviewed stakeholder surveys from across several regions.
- Review of results of annual Clubhouse Member survey.
- MSHN Regional Consumer Advisory Council meetings were attended by Council representatives.

Goals for 2021:

1. Review Customer Satisfaction Survey findings & Suggestion Box entries and identify areas of concern and/or make recommendations for improvements. (Goal: At least annually)
2. Review performance data as contained in Performance Indicator Reports. (Goal: Quarterly)
3. Review and provide feedback on Regional Performance Improvement Projects. (Goal: Annually)
4. Participate in Regional Advisory Council meetings. (Goal: Quarterly)
5. Provide input on changes to services, development of new services, or changes to policies and procedures related to the provision of services. (Goal: As needed)
6. Provide input on informational materials for consumers and customer services practices. (Goal: As needed)
7. Consider participation in Mystery Shopper activities—either locally and/or statewide initiatives—to help assess quality of access and customer services. (Goal: Annually)
8. Advocate for awareness and mental health promotion by participating in local community events. (Goal: Semi-Annually)
9. Advocate for awareness and mental health promotion by participating in statewide events. (Goal: Semi-Annually)
10. Receive updates on Peer Support efforts/initiatives/educational opportunities. (Goal: As available)
11. Receive training on agency services and programs. (Goal: As needed/requested)
12. Receive training on Mental Health First Aid. (Goal: by September 2021)

Consumer Care Committee: Annual Report & Recommendations

Committee Structure:

- A. Mission: To ensure quality of care.
- B. Responsibilities: Assess treatment continuum, review service utilization and clinical data reports, conduct critical incident reviews and sentinel event reviews.
- C. Representation: Children's Services Manager (Chair), Clinical Director, Community Services Manager, Acute Services Manager, Adult Services Rep, Children's Services Rep, Transitional Services Manager, Peer Support Rep, Access Services Rep, Medical Director, RN, Data Analyst, Quality & Information Services Director (consultant).
- D. Meeting Schedule: Monthly

Activities and Accomplishments for 2019/2020:

- Critical Incidents were reviewed and reported as required, including retrospective case reviews and review of MCN and MSHN critical & risk event trends.
- Record Reviews quarterly data reports were reviewed, and recommendations made for process improvements related to timeliness of periodic reviews and progress seen.

- Reviewed Utilization Management data, comparing service utilization measures to MSHN/affiliate averages; reviewed Authorization Usage Report.
- There were no wait lists to review for the year.
- Reviewed telehealth stakeholder surveys and made recommendations for best use of telehealth services at MCN.
- Made recommendations on staff trainings, including peer & clubhouse presentations at staff meetings.,
- Remained up to date on status of currently occurring triannual Trauma Informed Agency Assessment/Survey.
- Reviewed Performance Measurement dashboard, MSHN Priority Performance Measurement Reports, & MMBPIS Performance Indicator reports and made recommendations for process improvements as indicated.
- Reviewed periodic reports on Consumer Experience/Satisfaction Survey results, including Core Program Annual Surveys, Access Experience with Care, Clubhouse Member Annual Survey, and End of Services surveys.
- Reviewed Mortality Data—causes and trends of deaths for persons in services.
- Reviewed Access Timeliness and Call data.
- Membership was reviewed and representatives rotated for some; Children's Service Manager remains chairperson.
- Reviewed MSHN Grievance and Appeals reports.
- Reviewed MSHN Performance Improvement Projects related to Diabetes Monitoring and assessments of a Recovery Oriented Environment, including local performance data and made recommendations for process improvements where indicated.
- Reviewed various data reports, including CAFAS/PECFAS, LOCUS outlier data, retrospective reviews on prescreens and crisis admissions;

Goals for 2021:

1. Review and monitor data reports, minimally:
 - a. Record Reviews (Goal: Quarterly)
 - b. Performance Measures/MSHN Priority Measures/MMBPIS Performance Indicators (Goal: Quarterly)
 - c. Critical Incident & Risk Event Reports (Goal: Biannually)
 - d. Mortality Data Reports (Goal: Annually)
 - e. GF Waiting List (Goal: As list occurs.)
 - f. Consumer Experience/Satisfaction Survey Reports (Goal: Annually)
 - g. Access Timeliness & Call Data (Goal: Quarterly)
 - h. Various data analytic reports (Goal: Quarterly)
 - i. Grievance & Appeals Reports (Goal: Quarterly)
 - j. Regional Performance Improvement Projects data.
 - k. CAFAS/PECFAS Aggregate Reports (Goal: Annually)
 - l. LOCUS Reports: for trends, gaps, and outcomes to identify improvement activities (Goal: Quarterly)
 - m. SIS Reports: review of completeness of assessments & relevant data points (Goal: Biannually)
 - n. Autism Data Reports: review regular reports received on indicators (Goal: Quarterly)
 - m. Regional & Local Utilization Management reports (Goals: Quarterly)
2. Revise Utilization Management practices based on regional standardization of activities, including such activities as oversight of LOCUS exception reports, changes to service authorization processes, and new processes for review of prescreens and continuing stay reviews.
3. Evaluate findings from MiFAST evidence-based practice reviews.
4. Identify agency & program performance outcomes for measurement
5. Conduct retrospective Critical Incident & Sentinel Event Reviews (As needed)
6. Complete a Trauma-Informed Survey with a follow up work plan; address work plan items (Goal: Every 3 years)

Environment of Care Annual Report & Recommendations

Committee Structure:

- A. Mission: To provide a safe, accessible, and supportive environment for consumers and staff.
- B. Responsibilities: Planning for Safety Management, Security Management, Hazardous Materials & Waste Management, Emergency Management, Fire Prevention Management, Medical Equipment Management, Utilities Management, and Infection Control.

- C. Representation: Maintenance & Facilities Coordinator (Chair), Nurse, Clinical Services Representative, Support Services Representative, PSR/Clubhouse Representative, Wellness Works Representative, Quality & Information Services Director (consultant).
- D. Meeting Schedule: Quarterly

Activities and Accomplishments for 2019/2020:

- Discussed updates on buildings/facilities. Kept apprised of activities related to opening of the new Baldwin Street Office.
- Discussed and made recommendations related to COVID-19 agency activities, PPE availability, and safety protocols. Individual committee members followed up on ensuring staff were aware of new consumer COVID 19 screening processes, looked into mask sanitization possibilities, assisted in obtaining cloth masks for staff, & monitored and obtained needed PPE for staff.
- Reviewed quarterly data reports related to safety, facility security and vehicle incidents, injuries and facility maintenance. Made recommendation to Steering Committee regarding changes in processes for staff health and safety trainings.
- Reviewed reports from building/facility audit & maintenance inspections conducted by external parties.
- Evaluated annual staff flu vaccination rates and supported flu-prevention training for staff.
- Emergency drills practices were conducted and reviewed to meet CARF standards; drills were suspended in buildings where no staff were present due to COVID-19.
- Staff was trained on Environment of Care and Safety topics throughout the year via monthly emails.
- The annual Hazard Vulnerability Analysis was completed for all MCN locations.
- Reviewed CARF Health & Safety Standards to ensure continued agency conformance to standards.

Goals for 2021:

1. Review aggregate data to identify trends and/or improvements for the following:
 - a. Safety/Security Incidents (Goal: Quarterly)
 - b. Staff Injuries (Goal: Quarterly)
 - c. Facility Maintenance (Goal: Quarterly)
2. Review findings from external facility inspections for all MCN locations. (Goal: Annually)
3. Assure emergency drills are conducted minimally annually at all MCN locations for:
 - a. Fire Evacuation
 - b. Severe Weather/Sheltering
 - c. Utility Failure
 - d. Bomb Threat
 - e. Medical Emergency
 - f. Violent/Threatening Situation
4. Evaluate completed drills for improvement opportunities. (Goal: Per Occurrence)
5. Assure staff is trained on Environment of Care topics, including annual training for all staff on PPE and precautions. (Goal: Monthly)
6. Review CARF accreditation Health & Safety standards to ensure continued agency conformance. (Goal: Annually)
7. Conduct a Hazard Vulnerability Analysis to identify and address risks in the environment. (Goal: Annually)
8. Evaluate staff influenza vaccination rate, reasons for declining vaccination and identify opportunities for further staff education on flu prevention. (Goal: Annually)
9. Assess and assure appropriate health & safety practices at all MCN facilities to meet all regulatory requirements, and incorporate committee review of policies, procedures, inspections and data reports as required. (Goal: Quarterly)
10. Address safety of staff in the community, particularly related to ongoing pandemic safety issues. (Goal: Quarterly)

Quality of Work Life Annual Report & Recommendations

Committee Structure:

- A. Mission: To sustain a program to promote, enhance and encourage a positive, productive working environment for all staff of the Montcalm Care Network.
- B. Responsibilities: Promote a quality work environment.

- C. Representation: Staff volunteers. Currently: Employment Specialist & Recipient Rights Officer (Co-Chairs), Adult Specialty Services, Children's Services, Peer Support Services, Medical Services, Medical Records and IT representatives; Executive Director (consultant).
- D. Meeting Schedule: Monthly

Activities and Accomplishments for 2019/2020:

- Staff were recognized during an end-of-year General Staff meeting for years of service.
- Staff activities were provided around the holidays.
- Jeans Day fundraisers were conducted: funds were provided to an MCN staff person for their daughter's medical expenses.
- Photo contests and superstar awards were conducted to engage and support staff virtually.
- Annual Staff Survey was completed.
- Supported United Way pledge activities.
- Assisted with MCN Fall Festival drive-through event giving out healthy foods and health information to the community.

Goals for 2021:

1. Revisit staff recognition awards.
2. Revisit all QWL activities in light of more remote workers and how to engage and support them in their new work arrangements.
3. Continue supporting annual United Way fundraiser.

Recipient Rights Advisory Committee Annual Report & Recommendations

Committee Structure:

- A. Mission: To provide a mechanism by which recipient rights issues are systematically and thoroughly reviewed.
- B. Responsibilities: Oversee rights education and rights protection.
- C. Representation: Board Member (Chair), Primary Consumers, Secondary Consumers, Community Stakeholder, Recipient Rights Officer (consultant), Quality Manage& Information Services Director (consultant), Executive Director (consultant).
- D. Meeting Schedule: Quarterly

Activities and Accomplishments for 2019/2020:

- Maintained support for the Office of Recipient Rights (ORR) and a full-time officer through the annual review and submission of the ORR budget and recommendations.
- Reviewed quarterly ORR Formal Compliant Logs.
- Reviewed quarterly reports on ORR Activities. Notable activities due to pandemic:
 - discussions and support of use of Network 180 for conducting virtual new hire RR trainings for new hires and ORR conducting refresher trainings for contracted provider staff;
 - kept apprised of site visit activities by the RRO which were primarily conducted virtually;
 - discussion and support of providers being issued devices to utilize for the virtual site visits and for consumer interviews, & for consumer use to stay in contact with family & friends.
- Reviewed quarterly aggregate data on Incident Reports; notable decreases in use of physical intervention due to efforts of provider staff to keep consumers engaged and active during pandemic restrictions, and to MCN for additional support and guidance given to homes with high needs recipients.
- Received training on "Understanding Behavior Treatment Plans" and made suggestion to offer behavioral education/training with local law enforcement.
- Received information and held discussions on trend for CMHs to share site reviews with other CMHs/conduct them on behalf o the other CMH. Supported ORR to conduct their own visits, including out of county homes, to maintain relations with consumers and providers.
- Reviewed annual and semi-annual State Recipient Rights data submissions.
- Reviewed agency Recipient Rights policies and procedures, ensuring compliance with MDHHS ORR standards.
- For annual appeal training, the committee received & reviewed an Appeals Training book and participated in an exercise for conducting a RR appeals.

Goals for 2021:

1. Advocate for continued support from the Board of Directors to ensure the recipient rights system and office are equipped to discharge required duties, including a full-time rights officer. (Goal: Annual Budget and Recommendations)
2. Continue to monitor performance of the ORR through the following reports:
 - a. Review of ORR Formal Compliant Log to include status and outcomes of investigations, complaints, and concerns. (Goal: Quarterly)
 - b. Review of ORR Activities to include training attendance by the ORR, consultation and training offered to staff, providers, and consumers on rights related topics, and completed site visits. (Goal: Quarterly)
 - c. Review of aggregate Incident Report data. (Goal: Quarterly)
 - d. Review of data submissions to the MDHHS, and provide input on outcomes of the MCN ORR, including making recommendations as needed to the MCN Board of Directors. (Goal: Annually and Semi-Annually)
3. Continue to collaborate with ORR's within the MSHN and local LPH ORR's in an effort to improve communication and share resources. (Goal: Ongoing).
5. New RRAC members will view the MDHHS-ORR online RRAC training, will seek opportunities to attend MDHHS-led RRAC training when available and as appropriate, and will be encouraged to attend the New Hire training presented by the ORR, (Goal: Ongoing)
6. Review and provide feedback on all MCN RR policies. (Goal: Annually)
7. Conduct one "mock" rights complaint appeal or review of a previously completed appeal. (Goal: Annually)
8. Support ORR to:
 - a. Identify mechanisms to reduce abuse & neglect;
 - b. Identify high need/risk consumers and provide enhanced supervision, training and support to those sites;
 - c. Arrange a tour of a contracted AFC in accordance with confidentiality (post COVID-19 restrictions);
 - d. Continue to provide ongoing recipient training.

QAPIP Steering Committee Annual Report & Recommendations**Committee Structure:**

- A. Mission & Responsibilities: The QAPIP Steering Committee ensures the QAPIP is implemented and shall sustain a quality system that encourages and involves the contributions of staff, consumers, and other stakeholders in support of the agency's mission, vision, values.
- B. Representation: Quality & Information Services Director (Chair), Executive Director, Clinical Director, Finance Director, Children's Services Manager, Transitional Services Manager, Acute Services Manager, Integrated Health Nurse Manager, Community Services Manager, I/DD Community Services Manager, HR Coordinator, IT Coordinator, Recipient Rights Officer, Fiscal Manager, Maintenance & Facilities Coordinator, Medical Director (consultant).
- C. Meeting Schedule: Quarterly, or more often as needed.

Activities and Accomplishments for 2019/2020:

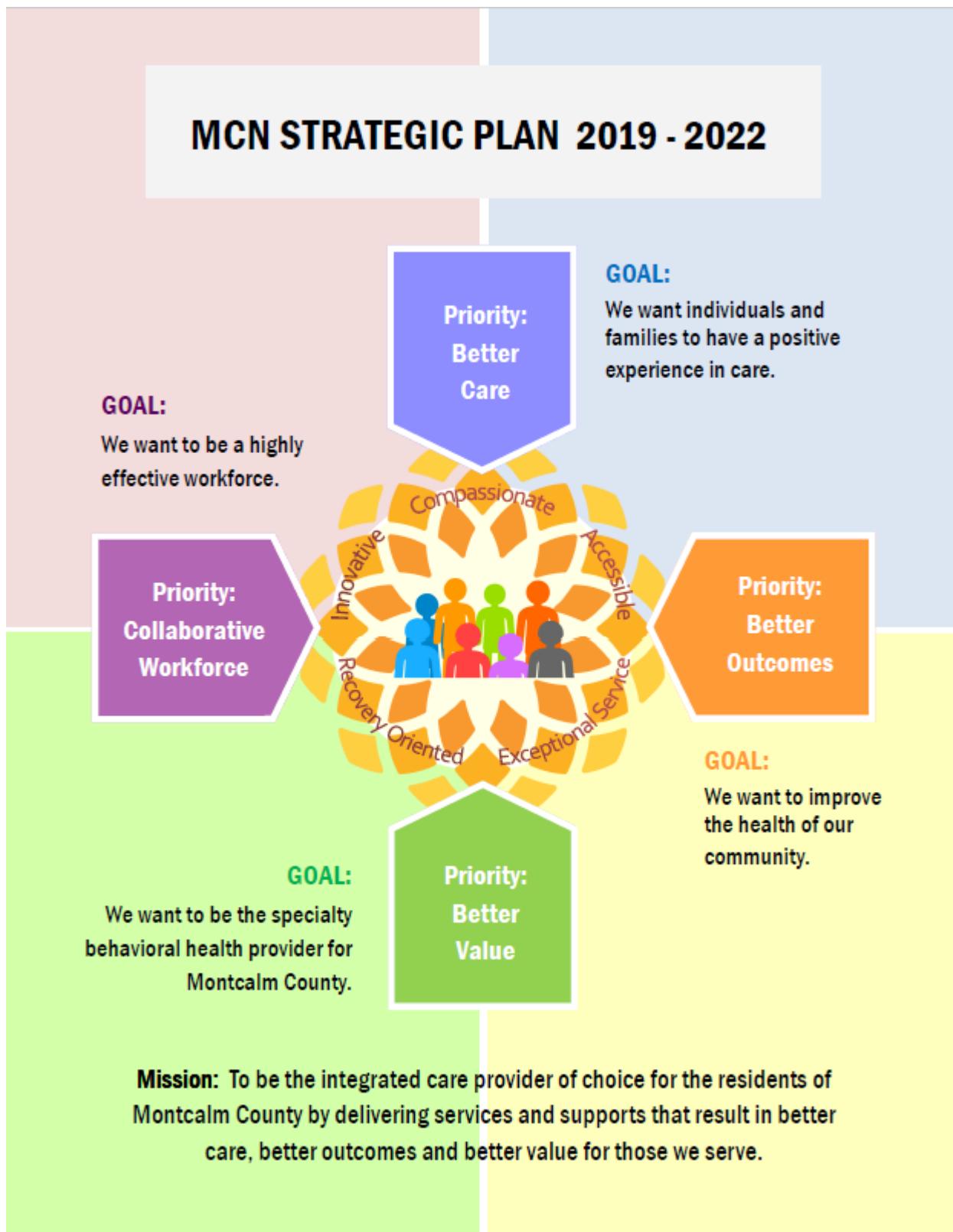
- Monitored standing committees and prioritized work efforts as needed.
- Continued processes & activities to promote of a culture of quality with the organization; new staff quality training includes culture of quality discussion. Reviewed and approved 2020 Cultural Diversity & Competency Plan.
- Revised and implemented the annual Employee Survey; reviewed and responded to findings.
- Sustained involvement of staff and consumers in quality system: In 2020, 31% of staff (35 of 114) participated on a quality committee or special workgroup (Goal: 25%). And 36% of positions on quality committees (20 of 59) were filled by primary and/or secondary consumers (Goal: 25%).
- Quarterly review of Performance Measurement reports. Completed review of MDHHS MMBPIS Performance Indicator changes, and supported staff training efforts regarding these changes.
- Annual QAPIP Assessment & Performance Improvement Annual Report was reviewed and recommended to the Board.
- Annual Accessibility Plan was revised and approved by the Committee.
- Annual Critical Event Annual Analysis was completed.
- Coordinated annual review of website for updates.

Goals for 2021:

1. Monitor standing committees and prioritize work efforts as needed. (Goal: Quarterly)
2. Communicate quality efforts to Board and staff, further promoting a culture of quality.

3. Continue to refine annual Employee Survey tool and review/respond to findings. (Goal: Annual)
4. Promote staff focus groups, or staff involvement in workgroups, related to agency changes (Goal: As new opportunities arise).
5. Sustain involvement of staff and consumers in the quality system, specifically:
 - a. 25% of staff will participate on a quality committee/workgroup during the year.
 - b. 25% of all participation opportunities (as designated by committee/workgroup structures) are held by consumers during the year.
6. Conduct annual review of the QAPIP Assessment & Performance Improvement Annual Report.
7. Conduct annual review of the Accessibility Plan.
8. Conduct annual review of the Cultural Diversity Plan.
9. Conduct annual review of the Critical Event Annual Analysis.
10. Ongoing review of status on Performance Indicators.
11. Keep apprised of activities and recommendations from regional and State quality councils and ensure implementation or follow-up locally, as indicated.

Appendix A: MCN Strategic Plan Quadruple Aim



Appendix B: MCN Program & Business Practice Outcomes

Program & Business Practice Outcomes: Overview

MCN measures outcomes all of its accredited programs, as well as its general business practices, using the following data sources and standards. Below are some examples of how programs and business practices are measured, but is not all-inclusive of all reports, improvement projects, requirements and general monitoring activities and documentation.

Program	Outcome Type			
	Accessibility	Efficiency	Effectiveness	Satisfaction
Assessment & Referral (Access)	<ul style="list-style-type: none"> -State Performance Indicator Data: 14 days maximum from Request for Service to Assessment (<i>State requirement-95%; data collected from Access Specialist service documentation</i>) -Timeliness Data: Walk-In Wait time in Lobby (<i>State Target <30mins</i>); Request for Service Call Back time (<i>Target <24 hours</i>); <i>data collected from Access Specialist service documentation & Access Support Staff data entry documentation</i>) -Access Consumer Experience Survey: felt welcomed; waiting room comfortable (<i>Target scores: average 4.5-5.0; survey distributed to consumer by Access Support</i>) 	<ul style="list-style-type: none"> -Access Consumer Experience Survey: questions answered in way that was understood (<i>Target score: average 4.5-5.0; survey distributed to consumer by Access Support</i>) -State Performance Indicator Data: # Second Opinion Requests on Service Denials resulting in Consumers Receiving Services (<i>data collected from Clinical Director second opinion reviews</i>) 	<ul style="list-style-type: none"> -State Performance Indicator Data: <10% of Assessments resulting in Service Denials (<i>Target locally-set; data collected from Access Specialist service documentation</i>) -Access Consumer Experience Survey: information was helpful & suited to needs (<i>Target score: average 4.5-5.0; survey distributed to consumer by Access Support</i>) 	Access Consumer Experience Survey: overall experience (<i>Target score: average 4.5-5.0; survey distributed to consumers by Access Support Staff</i>)

Case Management/Services Coordination (CSM/SC/ Care Management)	<ul style="list-style-type: none"> -State Performance Indicator Data: 14 days from Assessment to First Ongoing Service (<i>State requirement- 95%; data collected from Access Specialists and Clinicians service documentation</i>) -MHSIPP & YSS Satisfaction Surveys: 80% satisfaction standard (<i>Target regionally-set-perception of access domain; data collected from annual consumer surveys</i>) -Consumers with a Primary Care Physician or evidence of attempts to connect them with a Primary Care Physician (<i>Target: 100%; data collected from EHR data as reported by consumer, and supervisor/clinician record reviews</i>) 	<ul style="list-style-type: none"> -MHSIPP & YSS Satisfaction Surveys: 80% satisfaction standard (<i>Target regionally-set-perception of quality & appropriateness; data collected from annual consumer surveys</i>) <ul style="list-style-type: none"> -Record Reviews of Evidence Based Practices standards for Integrated Health Level of Care: 9 standards of evidence of care for Integrated Health LOC 4 (<i>Data collected from supervisor/clinician record reviews.</i>) 	<ul style="list-style-type: none"> -End of Services Survey (<i>Target score: average 1.0-2.0; data collected from consumer surveys</i>) <ul style="list-style-type: none"> -MHSIPP & YSS Satisfaction Surveys: 80% satisfaction standard (<i>Target regionally-set-perception of outcome of service/functioning; data collected from annual consumer surveys</i>) 	MHSIPP & YSS Satisfaction Surveys: 80% satisfaction standard (<i>Target regionally-set; data collected from consumer surveys: general satisfaction domain- MHSIPP/appropriateness-YSS</i>)
Program	Outcome Type			
	Accessibility	Efficiency	Effectiveness	Satisfaction
Community Integration (Heartland House Clubhouse) <i>*Heartland House has obtained national clubhouse accreditation.</i>	Heartland House Member Satisfaction Survey: Q17—clubhouse organized in a way that is easy to get involved (<i>general target: 70%; data collected from consumer surveys</i>)	Heartland House Member Satisfaction Survey: Q3 & 19—staff working with members & asking for ideas & opinions (<i>general target: 70%; data collected from consumer surveys</i>)	Heartland House Member Satisfaction Survey: multiple questions on survey (<i>general target: 70%; data collected from consumer surveys</i>)	Heartland House Member Satisfaction Survey: Q14—clubhouse work gives satisfaction (<i>general target: 70%; data collected from consumer surveys</i>)
Crisis Intervention (Emergency Services)	-State Performance Indicator Data: Maximum of 3 hours from Request for Prescreen to Disposition (<i>State requirement-95%; data collected from emergency services clinicians' service documentation</i>)	State Performance Indicator Data: 7 day follow up following Psychiatric Inpatient Discharge (<i>State requirement-95%; data collected from Access Specialists End of Episode documentation and clinicians' service documentation</i>)	State Performance Indicator Data: Psychiatric Readmissions within 30 days of Psychiatric Discharge (<i>State requirement- <15%; data collected from Access Specialists hospitalization documentation & emergency services clinician's service documentation</i>)	MHSIPP & YSS Satisfaction Surveys: 80% satisfaction standard (<i>Target regionally-set; data collected from consumer surveys: general satisfaction domain- MHSIPP/appropriateness- YSS</i>)

Program	Outcome Type			
	Accessibility	Efficiency	Effectiveness	Satisfaction
Intensive Family-Based Services (Home Based)	<p>-State Performance Indicator Data: 14 days from Assessment to First Ongoing Service (<i>State requirement-95%; data collected from Access Specialists and Clinicians service documentation</i>)</p> <p>-YSS Satisfaction Surveys: 80% satisfaction standard (<i>Target regionally-set-perception of access domain; data collected from annual consumer surveys.</i>)</p> <p>-Consumers with a Primary Care Physician or evidence of attempts to connect them with a Primary Care Physician (<i>Target: 100%; data collected from EHR data as reported by consumer, and supervisor/clinician record reviews</i>)</p>	<p>-YSS Satisfaction Surveys: 80% satisfaction standard (<i>Target regionally-set-perception of quality & appropriateness of care; data collected from annual consumer surveys</i>)</p> <p>-Record Reviews of Evidence Based Practices standards for Integrated Health Level of Care: 9 standards of evidence of care for Integrated Health LOC 4 (<i>Data collected from supervisor/clinician record reviews.</i>)</p>	<p>-End of Services Survey (<i>Target score: average 1.0-2.0; data collected from consumer surveys</i>)</p> <p>-YSS Satisfaction Surveys: 80% satisfaction standard (<i>Target regionally-set-perception of outcome of service/functioning; data collected from annual consumer surveys</i>)</p>	<p>YSS Satisfaction Surveys: 80% satisfaction standard (<i>Target regionally-set; data collected from consumer surveys: general satisfaction domain/appropriateness-YSS</i>)</p>
Outpatient Treatment	<p>-State Performance Indicator Data: 14 days from Assessment to First Ongoing Service (<i>State requirement-95%</i>)</p> <p>-MHSIPP & YSS Satisfaction Surveys: 80% satisfaction standard (<i>regionally-set)-perception of access domain</i></p> <p>-Consumers with a Primary Care Physician or evidence of attempts to connect them with a Primary Care Physician (<i>Target: 100%</i>)</p>	<p>-MHSIPP & YSS Satisfaction Surveys: 80% satisfaction standard (<i>regionally-set)-perception of quality & appropriateness</i></p>	<p>-End of Services Survey (<i>Target score: average 1.0-2.0</i>)</p> <p>-MHSIPP & YSS Satisfaction Surveys: 80% satisfaction standard (<i>regionally-set) -perception of outcome of service/functioning</i></p> <p>-Decrease Emergency Department (ED) Use: High and Trending High Utilizers are reviewed for Level of Care and Intensity of Services (<i>Target: 100%</i>)</p>	<p>MHSIPP & YSS Satisfaction Surveys: 80% satisfaction standard (<i>regionally-set) -general satisfaction domain-MHSIPP/appropriateness (YSS)</i></p>

Program	Outcome Type			
	Accessibility	Efficiency	Effectiveness	Satisfaction
Business Practices: -Customer Services -Facility Management /Health & Safety -Financial -Management/ Administration -Recipient Rights	<p>-Recipient Rights Semi-Annual and Annual Reports, Recipient Rights Complaint Logs: Number of Complaints & Results (<i>Data collected by Recipient Rights Officer & Customer Services Rep; reviewed by Recipient Rights Advisory Committee.</i>)</p> <p>-Recipient Rights Officer Activities: Training Provided and Sites Visited (<i>Data collected by Recipient Rights Officer & Customer Services Rep; reviewed by Recipient Rights Advisory Committee.</i>)</p> <p>-MHSIPP Satisfaction Surveys: Consumers were given rights information. (<i>Data collected from consumer surveys</i>)</p> <p>-Grievance, Appeals & Second Opinion: Timeliness of resolutions. (<i>Regional target: 100%; data collected by Customer Services Rep. and Clinical Director documentation; reviewed by MSHN Customer Service Council</i>)</p> <p>-Annual Employee Satisfaction Survey: Positive Work Environment (<i>Data collected via annual employee survey by QI Director</i>)</p>	<p>-Recipient Rights Semi-Annual and Annual Reports: timeliness of investigations (<i>Data collected by Recipient Rights Officer & Customer Services Rep; reviewed by Recipient Rights Advisory Committee.</i>)</p> <p>-Record Review Data: Evidence of financial being completed within the last 12 months. (<i>Data collected by medical records specialist review of EHR charts.</i>)</p> <p>-Consumer Served Compared to Costs (<i>Data collected from EHR—clinician service documentation compared to financial reports</i>)</p> <p>-Sign Time Details: Timeliness from service to documentation signature (<i>Data collected from signatures on key documents, collected by Data Analyst</i>)</p> <p>-Budget Reports: Revenue & Expenditure status compared to budget. (<i>Data reports pulled from EHR and financial reports</i>)</p> <p>-Critical Incident rates per persons served (<i>Target: MSHN averages; data reported by clinicians and provider staff incident reporting; collected by QI Director</i>)</p> <p>- Annual Employee Satisfaction Survey: Inspired to do Best Work (<i>Data collected via annual employee survey by QI Director</i>)</p>	<p>-Health & Safety Incident Reporting: ongoing monitoring of incidents (<i>Target: MSHN averages; data reported by clinicians and provider staff incident reporting; collected by QI Director</i>)</p> <p>-Staff Injury Reports: ongoing monitoring of incidences (<i>data reported by clinicians and provider staff incident reporting; collected by Facilities Manager, HR Specialist & QI Director</i>)</p> <p>-Management Reports: Staff/Program Caseloads, Unsigned Documents, Alerts/Services Due, Direct Service Hours compared to Hours Worked (<i>Data collected from EHR—from clinician service documentation</i>)</p> <p>-Annual Employee Satisfaction Survey: Positively Contribute (<i>Data collected via annual employee survey by QI Director</i>)</p> <p>-MIPS: Data collection and reporting of standards to meet MIPS; Payment Incentive Programs (<i>Data collected from EHR—from clinician service documentation</i>)</p>	<p>Annual Employee Satisfaction Survey: Work Life Balance; Connection with Co-Workers (<i>Data collected via annual employee survey by QI Director</i>)</p>

Appendix C: MSHN Priority Measure

MSHN Performance Measure Portfolio

Portfolio Performance Measure & Description	Rationale	Protocol
<p>1. Diabetes Screening for People with Schizophrenia or Bipolar Disorder Who Are Using Antipsychotic Medications (SSD) - The percentage of patients 18 – 64 years of age with schizophrenia or bipolar disorder, who were dispensed an antipsychotic medication and had a diabetes screening test during the measurement year.</p>	<p>Rationale - As patients with schizophrenia or bipolar disorder are at an increased risk for diabetes, and antipsychotic medications are an expected treatment that increases the risk of metabolic diseases, screening for diabetes will allow for proper diagnosis and treatment, if warranted.</p>	<ul style="list-style-type: none"> • Ensure CMH psychiatric providers are ordering appropriate health screening or that care manager or designee is coordinating care with PCP to ensure screenings are completed. • When CMH does health screening, ensure appropriate codes are reported. • Ensure care managers are utilizing the CC360 data extract or other health information technology to identify care gaps specific to this measure. • Educate persons served of importance of these health screens and potential side effects of medications.
<p>2. Diabetes Monitoring for Schizophrenia - This measure is used to assess the percentage of members 18 to 64 years of age with schizophrenia and diabetes who had both a low-density lipoprotein cholesterol (LDL-C) test and a hemoglobin A1c (HbA1c) test during the measurement year.</p>	<p>Rationale - Prevalence rates of metabolic syndrome in people with schizophrenia is 42.6 percent for males and 48.5 percent for females, compared with rates in the general population (24 percent for males, 23 percent for females). Among patients with co-occurring schizophrenia and metabolic disorders, the non-treatment rate for diabetes is approximately 32 percent. In addition to general diabetes risk factors, diabetes is promoted in patients with schizophrenia by initial and current treatment with olanzapine and mid-potency first-generation antipsychotics (FGA), as well as by current treatment with low-potency FGAs and clozapine. Improving blood sugar control has shown to lead to lower use of health care services and better overall satisfaction with diabetes treatment. People who control their diabetes also report improved quality of life and emotional well-being.</p>	<ul style="list-style-type: none"> • Ensure CMH care managers are coordinating care with primary care providers to track completion of screenings • Ensure care managers are utilizing the CC360 data extract or other health information technology to identify care gaps specific to this measure • When CMH provides the monitoring directly (such as via a primary care clinic run by the CMH), ensure the appropriate codes are reported • Educate persons served of importance of these health tests, the prevalence rates of these comorbid conditions, and benefits of effective management of these chronic conditions

<p>3. Plan All-Cause Readmissions (30 day)</p> <p>- This measure is used to assess the number of acute inpatient stays during the measurement year that were followed by an unplanned acute readmission for any diagnosis within 30 days and the predicted probability of an acute readmission, for members 18 years of age and older.</p>	<p>Rationale - Discharge from a hospital is a critical transition point in a patient's care. Poor care coordination at discharge can lead to adverse events for patients and avoidable rehospitalization. Hospitalization readmissions may indicate poor care or missed opportunities to coordinate care better. Research shows that specific hospital-based initiatives to improve communication with beneficiaries and their caregivers, coordinate care after discharge and improve the quality of care during the initial admission can avert many readmissions. There is extensive evidence about adverse events in patients, and this measure aims to distinguish readmissions from complications of care and pre-existing comorbidities. Potentially preventable readmissions are defined as readmissions that are directly tied to conditions that could have been avoided in the inpatient setting. While not all preventable readmissions can be avoided, most potentially preventable readmissions can be prevented if the best quality of care is rendered and clinicians are using current standards of care.</p>	<ul style="list-style-type: none"> • Ensure CMH care managers are coordinating care with primary care providers and specialty health care providers to coordinate aftercare following an inpatient admission • Ensure CMHs are utilizing ADT feeds or other health information tools to notify care managers of the need for discharge planning and follow up care due to an inpatient admission • Educate care managers regarding their role for coordinating with health plans, providers and/or persons served regarding the need for follow up care following any inpatient admission (for psychiatric or physical health care needs) • Educate persons served regarding the importance of following through with after care appointments
<p>4. Use of Multiple Concurrent Antipsychotics</p> <p>Antipsychotics – This measure is to assess the percentage of children and adolescents ages 1-17 years of age who are prescribed 2 or more concurrent antipsychotic medications. The measure looks at consumers who have received 90 days of continuous antipsychotic medication treatment with 2 or more concurrent antipsychotic medications.</p>	<p>Rationale – Safe and judicious use of antipsychotic medications is a critical issue for children and youth, especially vulnerable children in Medicaid and foster care. Antipsychotics are powerful medications that are indicated for treating a limited range of children's mental health problems and come with a potential for serious side effects that have life-long consequences. Much care and monitoring must be used when treating youth with antipsychotic medications to ensure there is a primary indication for their use, and to show that care is consistent with clinical guidelines.</p>	<ul style="list-style-type: none"> • Ensure CMH psychiatric providers are continually monitoring medication efficacy and prescribing medications with the least risk of harm, yet most effective, for each youth. • Ensure CMH medical staff are monitoring for sometimes serious, common side effects. • Ensure other services (supportive therapies, care management, integrated health services, etc.) are in place to support the youth and their families to monitor, manage and report symptoms, behavior and side effects.

<p>5. ADHD Follow Up – Attention Deficit/Hyperactivity Disorder (ADHD) is one of the more common chronic conditions of childhood. Children with ADHD may experience significant functional problems, such as school difficulties; academic underachievement; troublesome relationships with family members and peers; and behavioral problems. Given the high prevalence of ADHD among school-aged children (4 to 12 percent), primary care clinicians will regularly encounter children with ADHD and should have a strategy for diagnosing and long-term management of this condition. Practitioners can convey the efficacy of pharmacotherapy to their patients. AAP guidelines recommend that once a child is stable, an office visit every 3 to 6 months allows assessment of learning and behavior. Follow-up appointments should be made at least monthly until the child's symptoms have been stabilized.</p>	<p>Rationale - Attention deficit/hyperactivity disorder (ADHD) is one of the more common chronic conditions of childhood. Children with ADHD may experience significant functional problems, such as school difficulties; academic underachievement; troublesome relationships with family members and peers; and behavioral problems (American Academy of Pediatrics [AAP], 2000). Given the high prevalence of ADHD among school-aged children (4 to 12 percent), primary care clinicians will regularly encounter children with ADHD and should have a strategy for diagnosing and long-term management of this condition (AAP, 2001). Practitioners can convey the efficacy of pharmacotherapy to their patients. AAP guidelines (2000) recommend that once a child is stable, an office visit every 3 to 6 months allows assessment of learning and behavior. Follow-up appointments should be made at least monthly until the child's symptoms have been stabilized.</p>	<ul style="list-style-type: none"> • Ensure CMH psychiatric providers have capacity to provide necessary follow-up visits within required time frame • Ensure that CMH psychiatric providers provide follow-up visits within required time frame • Ensure care managers are utilizing the CC360 data extract or other health information technology to identify care gaps specific to this measure (if ADHD medication is prescribed by an external provider)
<p>6. Follow-Up After Hospitalization for MI - This measure is used to assess the percentage of discharges for patients 6 years of age and older who were hospitalized for treatment of selected mental health disorders and who had an outpatient visit, an intensive outpatient service, or partial hospitalization with a mental health provider within 30 days of discharge.</p>	<p>Rationale - It is important to provide regular follow-up therapy to patients after they have been hospitalized for mental illness. An outpatient visit with a mental health practitioner after discharge is recommended to make sure that the patient's transition to the home or work environment is supported and that gains made during hospitalization are not lost. It also helps health care providers detect early post-hospitalization reactions or medication problems and provide continuing care. According to a guideline developed by the American Academy of Child and Adolescent Psychiatry (AACAP) and the American Psychiatric Association (APA)</p>	<ol style="list-style-type: none"> 1. Provide appropriate discharge planning services while individual is still receiving inpatient care. 2. Ensure all persons served are provided a follow-up appointment within 7 days of discharge per current PIHP contract requirements.

	(1997), there is a need for regular and timely assessments and documentation of the patient's response to all treatments.	
7. Cardio Screening for Antipsychotics - The percentage of individuals 25 to 64 years of age with schizophrenia or bipolar disorder who were prescribed any antipsychotic medication and who received a cardiovascular health screening during the measurement year.	Rationale - In 2010, heart disease and diabetes were the leading causes of death in the United States (U.S.) (Murphy, Xu, & Kochanek, 2013). Because persons with serious mental illness who use antipsychotics are at increased risk of cardiovascular diseases and diabetes, screening and monitoring of these conditions is important.	<ul style="list-style-type: none"> • Ensure CMH Psychiatric providers are ordering appropriate health screening or that care manager or designee is coordinating care with primary care providers to ensure screenings are completed • When CMH provides health screening, ensure the appropriate codes are reported • Ensure care managers are utilizing the CC360 data extract or other health information technology to identify care gaps specific to this measure • Educate persons served of importance of these health screens and potential side effects of medications • Medical director to provide education/training to psychiatric providers regarding measurement requirements
8. Adult Access to Primary Care - This measure is used to assess the percentage of members 20 years and older who had an ambulatory or preventive care visit. The organization reports three separate percentages for each product line: Medicaid and Medicare members who had an ambulatory or preventive care visit during the measurement year. Commercial members who had an ambulatory or preventive care visit during the measurement year or the two years prior to the measurement year.	Rationale - Without a patient visit, members do not receive counseling on diet, exercise, smoking cessation, seat belt use and behaviors that put them at risk. If the organization's services are not being used, are there barriers to access? Maintaining access to care requires more than making providers and services available—it involves analysis and systematic removal of barriers to care	<ol style="list-style-type: none"> 1. Ensure care managers are utilizing the CC 360 data extract and/or other health information technology to identify care gaps specific to this measure 2. Ensure that care manager is coordinating care with primary care providers to ensure the adult is receiving primary care 3. Educate care managers regarding measurement requirements and the role of care manager to support/assist the adult to access primary care 4. Educate persons served about the advantages of engaging in ongoing, preventative primary care 5. Support persons served to maintain insurance coverage

<p>9. Child Access to Primary Care - This measure is used to assess the percentage of members 12 months to 19 years of age who had a visit with a primary care practitioner (PCP). The organization reports four separate percentages for each age category: Children 12 to 24 months, 25 months to 6 years, 7 to 11 years, and adolescents 12 to 19 years of age.</p>	<p>Rationale - Without a patient visit, members do not receive counseling on diet, exercise, smoking cessation, seat belt use and behaviors that put them at risk. If the organization's services are not being used, are there barriers to access? Maintaining access to care requires more than making providers and services available—it involves analysis and systematic removal of barriers to care.</p>	<p>Ensure care managers are utilizing the CC360 data extract and/or other health information technology to identify care gaps specific to this measure Ensure that care manager is coordinating care with primary care providers to ensure the child/adolescent is receiving primary care Educate care managers regarding measurement requirements and the role of care manager to support/assist the family to access primary care Educate families served about the advantages of engaging in ongoing, preventative primary care Support families served to maintain insurance coverage for youth.</p>
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