Appendix F.7 | Assessment Approach

Building on our response in the Technical Proposal, this appendix provides additional information on the proposed methodology for assessing Indiana's Community Mental Health Centers (CMHCs) at both an individual and systems level. It also contains sample dashboards created by Green River Data Analysis.

Overview of Approach

Key Activity	Engages	Primarily Informs
Stakeholder Interviews (Round 1)	DMHA, Indiana Council, CMHC staff, other leaders and important stakeholders	Assessment Plan
Core Assessment Tool	All 24 CMHCs	Assessment Report
State Data Review (e.g., state agencies, Management Information and Accounting Systems, DARMHA, Medicaid systems and/or State data warehouses)	DMHA	Assessment Report
Mixed-Methods "Deep Dive," to include qualitative interviews and record reviews	Leaders, staff and clients at 3-5 CMHCs	Assessment Report
Literature Review	Academic research and gray literature	Recommendation Report, Contract Revisions
Stakeholder Interviews (Round 2)	DMHA, Indiana Council, CMHC staff, other leaders and important stakeholders	Assessment Report, Recommendation Report, Contract Revisions
Post-Assessment Action Planning Meetings	All 24 CMHCs	Recommendation Report

Areas of Focus

The measures and assessment techniques described in the table below are preliminary ideas, to be refined and prioritized in partnership with DMHA and key stakeholders, taking into account strategic priorities and goals.

Areas of Focus	Potential measures and indicators	Helps to assess	Potential assessment techniques and data sources
Business & Financial Practices	Average monthly cost per client	Fiscal sustainability	CMHC assessment tool; Review of organizational records
	Operating cash and liquidity ratio	Fiscal sustainability; Readiness for Prospective Payment System (PPS)	CMHC assessment tool; Review of organizational records (e.g., 990s, audits)

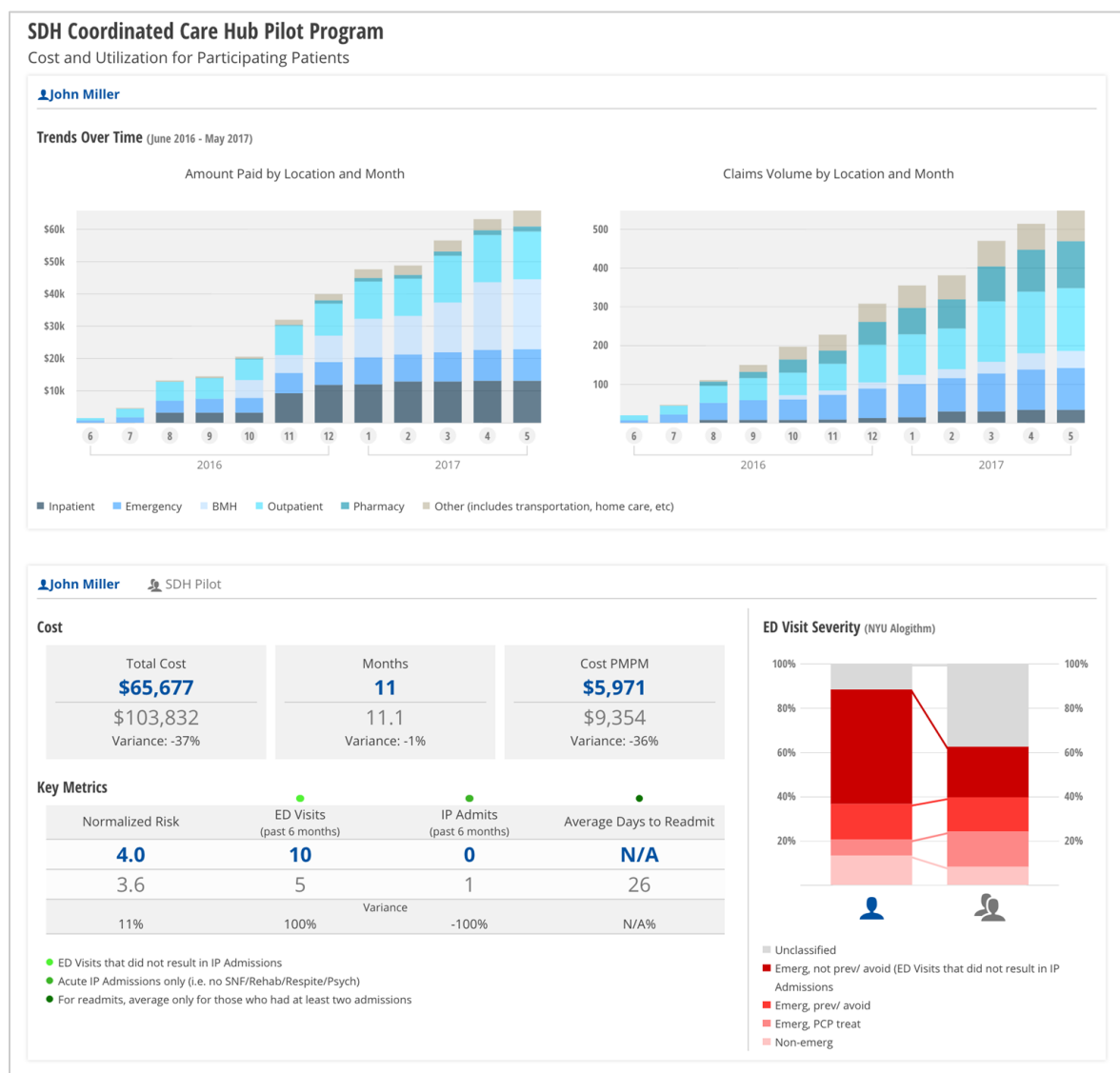| Areas of Focus	Potential measures and indicators	Helps to assess	Potential assessment techniques and data sources
Business & Financial Practices *(continued)*	Use of best practice fiscal management processes (e.g., analysis or reporting on programs or service lines that meet costs and those that do not)	Fiscal management	CMHC assessment tool; Qualitative interviews; Review of organizational records
	History of audit findings	Fiscal management	CMHC assessment tool; Review of organizational records
	Accounts Payable/Accounts Receivable (Months)	Fiscal sustainability	CMHC assessment tool
Personnel & Administration	Staffing levels and staffing mix (e.g., temporary/full-time; provider type)	Ability to deliver services with fidelity	CMHC assessment tool; Review of organizational records (e.g. organizational charts); Qualitative interviews
	Staff retention and turnover rates	Ability to deliver services with fidelity	CMHC assessment tool; Qualitative interviews
	Employee training plans (for clinical and non-clinical staff, to include topics, frequency and evidence of implementation)	Staff development	CMHC assessment tool; Qualitative interviews
Client Services	Referral relationships for care coordination	Access; Course of Treatment/Services	CMHC assessment tool
	Map direct and ancillary service array by level of care (crosswalked with CMHC and CCBHC program requirements)	Course of Treatment/Services; Readiness for CCBHC program	CMHC assessment tool
	Open-access appointments	Access	CMHC assessment tool
	Implementation of evidence-based practices	Quality of Care	CMHC assessment tool; Qualitative interviews
	Services available for special populations (e.g., children, pregnant/post-partum people)	Access; Course of Treatment/Services	CMHC assessment tool; Qualitative interviews
	No-show rates and other engagement indicators	Access; Course of Treatment/Services	CMHC assessment tool; Qualitative interviews
	Average appointment wait-times/waitlists	Access	CMHC assessment tool; Qualitative interviews
	Patient disposition of referrals/intake (e.g., percentage of clients who receive an assessment who then initiate treatment)	Access; Course of Treatment/Services	CMHC assessment tool; Review of organizational records
	Patient disposition at discharge (e.g., percentage of clients who complete treatment)	Access; Course of Treatment/Services	CMHC assessment tool; Review of organizational records
Measurement & Reporting	Use of electronic health record	Measurement-based Care	CMHC assessment tool; Qualitative interviews
	Standardized collection of consumer record (to include demographic information, diagnosis & medication list)	Measurement-based Care	CMHC assessment tool; Review of organizational records
	Standardized data collection related to social determinants of health	Measurement-based Care	CMHC assessment tool; Review of organizational records

Areas of Focus	Potential measures and indicators	Helps to assess	Potential assessment techniques and data sources
Measurement & Reporting *(continued)*	Identify data reporting requirements for each CMHC and corresponding agencies/entities receiving regular data reports (e.g., block grant, federal grants, value-based payment arrangements)	Measurement-based Care	CMHC assessment tool; Review of organizational records
	Receipt of admission, discharge, and transfer feeds to identify clients in the emergency room	Measurement-based Care	CMHC assessment tool; Review of organizational records
Outcomes	9 Clinical Quality Indicators for CCBHC Demonstration Sites (see proposal narrative)	Quality of Care	CMHC assessment tool; ANSA; CANS
	Client/family satisfaction survey results	Quality of Care	CMHC assessment tool
	Data and outcome measurement is incorporated into quality improvement efforts	Measurement-based Care	CMHC assessment tool; Qualitative interviews
CMHC Context	Organizational model (e.g., CCBHC-expansion grantee, MRO, etc.)	Governance and Structure	CMHC assessment tool
	Accreditation status if relevant (e.g., CARF, Joint Commission)	Governance and Structure	CMHC assessment tool
	Co-location or collaborative models to address holistic needs	Access; Course of Treatment/Services	CMHC assessment tool; Qualitative interviews

Sample Dashboard Graphics

All Assessment Reports will include visual dashboards for the 24 individualized CMHC assessments, as well as a state-wide aggregated dashboard for the system assessment. These dashboards are designed to be a tool that the State and providers can use to support and manage ongoing quality improvement and technical assistance even after the assessment and recommendations process is completed.

Examples of dashboards that subcontractor Green River Data Analysis has created for recent clients are included on the following pages.

Dashboard Example 1: Green River works with Boston Health Care for the Homeless Program in support of a Medicaid-funded Social Determinants of Health initiative. A dashboard screenshot shown here depicts multiple metrics for a patient.

SDH Coordinated Care Hub Pilot Program
Cost and Utilization for Participating Patients

John Miller

Trends Over Time (June 2016 - May 2017)

Amount Paid by Location and Month

Claims Volume by Location and Month

■ Inpatient   ■ Emergency   ■ BMH   ■ Outpatient   ■ Pharmacy   ■ Other (includes transportation, home care, etc)

John Miller   SDH Pilot

Cost

Total Cost	Months	Cost PMPM
$65,677	**11**	**$5,971**
$103,832	11.1	$9,354
Variance: -37%	Variance: -1%	Variance: -36%

Key Metrics

Normalized Risk ●	ED Visits (past 6 months) ●	IP Admits (past 6 months) ●	Average Days to Readmit ●
4.0	**10**	**0**	**N/A**
3.6	5	1	26
		Variance	
11%	100%	-100%	N/A%

● ED Visits that did not result in IP Admissions
● Acute IP Admissions only (i.e. no SNF/Rehab/Respite/Psych)
● For readmits, average only for those who had at least two admissions

ED Visit Severity (NYU Alogithm)

☐ Unclassified
■ Emerg, not prev/ avoid (ED Visits that did not result in IP Admissions
■ Emerg, prev/ avoid
■ Emerg, PCP treat
■ Non-emerg

Dashboard Example 2: Green River designed and developed the My Healthy Community site for the State of Delaware.