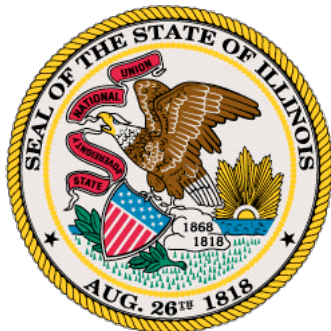


## **Illinois Strengthening Treatment Access and Retention-State Implementation (STAR-SI): Performance Management Implementation Story Development of Statewide Provider Performance Reports**



Illinois Department of Human Services (IDHS/DASA) is the lead agency in the state to address the profound personal, social and economic consequences of alcohol and other drug abuse. As Theodora Binion Taylor, Director of the Division of Alcoholism and Substance Abuse (DASA) has been interested in implementing a performance management system that would form the basis of funding awards to licensed substance abuse treatment providers in Illinois. As Executive Sponsor for the Illinois Strengthening Treatment Access and Retention-State Implementation project, Director Taylor recognized that the STAR-SI access and retention measures could provide the foundation for performance-based contracting in the state.

The state-level STAR-SI team initially planned to expand upon the STAR-SI access and retention measures both within Level I outpatient, and to other levels of care, while continuing to rely upon the data that providers routinely report through the Department's Automated Reporting and Tracking System (DARTS). These measures and relevant data would be used in analyses, the results of which would be included in a provider performance report for each Illinois treatment organization in the DARTS system.

To develop this project, the team had to address two major issues. First, the team would need to consider the additional performance measures that could be derived from DARTS data both for Level I and other levels of care. Second, they would need to identify resources to support the required data extraction, processing, analysis, and report development activities. The team made a request to use a portion of the STAR-SI Year 1 unobligated funds for development of the provider performance reports. Work began immediately once the request was approved.

During the late summer of 2008, the team developed a structure for a provider performance report that extended the STAR-SI access and retention indicators to intensive outpatient and residential rehabilitation treatment and detoxification services. The intent was to develop provider reports that include calculated baseline levels of access and retention (A&R) measures by level of care. These would be reported organization-wide for some measures, and by level of care by individual service locations.

The reports include three American Society of Addiction Medicine (ASAM) levels of care:

- Non-Hospital Detoxification, Level I
- Level II (intensive outpatient)
- Level III (residential rehabilitation)

The baseline reports include key A&R measures for each of the three levels of care.

The team developed a separate report that shows cumulative levels of the A&R measures across the state and specific to each IDHS/DASA service region. Each provider performance report includes

summary narrative statements that compare the individual provider to statewide levels of selected indicators.

The DARTS data used to generate these provider reports was extracted in early September 2008, and consisted of all services reported for clients opened during the period of 01/01/2007 through 12/31/2007. The various steps that are used in processing this DARTS data for the STAR-SI provider A&R tables were revised to accommodate the multiple levels of care contained in these provider performance reports.

The services contained in the DARTS extract represented all treatment services that were reimbursed through state general revenue, SAPT block grant, and Medicaid funding for clients opened during calendar year 2007. It required approximately four months of work to complete the individual provider reports for the 108 organizations that had a sufficient number of client openings during calendar year 2007.

In November 2008, the state level STAR-SI team held three meetings at separate locations across the state to introduce the provider performance reports. Nearly 100 providers attended the three meetings combined.

During March 2009, STAR-SI informational meetings were held in Chicago and Urbana for treatment providers who were interested in learning more about the STAR-SI process. Provider organizations who registered for these meetings were sent their provider performance reports prior to the meeting. A similar meeting was held in April in Mount Vernon. Provider organizations that were not represented at these meetings have received their reports via e-mail.

IDHS/DASA is currently planning small group meetings in which individual providers will review their reports and select process indicators that will be the focus of change activities during SFY 2010. The IDHS/DASA Director has made it clear that this first year of performance-based contracting will be considered a “hold harmless” period.

Provider reaction to the reports has been mixed. Some comments seem to reflect a concern that they are “being looked at,” while others have expressed gratitude that something is “finally” being done with this data and that it can be of value in their annual reports and as part of certification site visits.

In any event, the vast majority of providers seem to acknowledge an increasing emphasis both on accountability and the need to document the services that we fund and provide. Our plan is to develop a second round of these reports in summer 2009, which will provide a comparison to the individual indicator levels available in this first set, and to expand this process to levels of care such as opiate assisted treatment and recovery home services.