

STAR-SI Performance Management

Tools, Tips and Techniques

Frances Cotter, M.A., M.P.H. Jay Ford, Ph.D.





Why Measure Change?

- Measuring change enhances process improvement by:
 - Identifying which changes worked
 - Understanding which changes resulted in the most significant improvement
 - Identifying areas for improvement, and
 - Providing feedback/reinforcement to the team



Key Elements of STAR-SI State Performance Management

- State level Access and Retention Performance Measures and Performance Targets
- Performance Outcome Tracking/Feedback
 - Access and Retention Outcomes
 - State Diffusion Model Implementation
- Recognition for moving towards a culture of improvement
- Application of Process Improvement tools through PI Learning Network



Six Simple Rules of the Road

- Define measures
- Collect baseline data
- Establish a clear aim
- Collect data consistently



A Change Project is One Level of Care, One Location, One Aim and A Specific Population



12 Key Data Elements

Date of First Contact	Date of Client Discharge
Date of Clinical Assessment	Total Number of Days in Treatment
Client Level of Care	Total Units of Service Received
Date of Admission	Treatment Completion[1]
Date of the 1 st Post Admission Unit of Service[2]	Gender
Date of the 2 nd Post Admission Unit of Service	Ethnicity
Date of the 3 rd Post Admission Unit of Service	Race
Date of the 4 th Post Admission Unit of Service	Age

^[2] A Unit of Service is defined as an individual or group clinical encounter



^[1] Treatment Completion equals Yes, Transfer or Other for all other reasons



Four GPRA Specific Outcomes

Number of participants

Number of admissions

Average LOS

Total number of sessions



State Specific Measures

Avg. Time to First Client Treatment Session	Assessment Conversion Rate
Avg. Time to Assessment	Admission Conversion Rate
Avg. Time from Assessment to 1st Clinical Treatment Session	% of Clients receiving a 4 th Unit of Service in 30 Days of Admission



Other State Measure Examples

Treatment completion

Broken appointments for assessment

 Time from first to second OP Treatment Session





Establishing a Baseline

 Never start a project without it

Define a clear starting point

Start Finish

Use agreed-upon definition



Establishing an Aim

Be flexible

- Information suggests changing aim: <u>change it</u>
- Aim is too ambitious: <u>set a</u>
 <u>realistic aim that still</u>
 <u>challenges the agency to</u>
 <u>improve</u>
- Aim is easily achieved: set

 a more ambitious aim that
 stretches the agency's
 capacity to improve





Collect Data Consistently

If possible, leverage state information systems

 If not, devise ways to collect information, but KEEP IT SIMPLE



Collect Data Consistently

If it is PDSA Change Data, you should:

- ground change in day-to-day measurement
- collect small samples over short time periods
- pencil and paper is sometimes better to chart progress
- once change is successful, verify the impact



Key Elements of STAR-SI State Performance Management

- State level Access and Retention Performance Measures and Performance Targets
- Performance Outcome Tracking/Feedback
 - Access and Retention Outcomes
 - State Diffusion Model Implementation
- Recognition for moving towards a culture of improvement
- Application of Process Improvement tools through PI Learning Network





Introductory Challenges

 Belief that the audience is familiar with the data or how to interpret data

 Display numbers so others can understand

 Interpret numbers so correct decisions are made based on them



Six Simple Rules of the Road

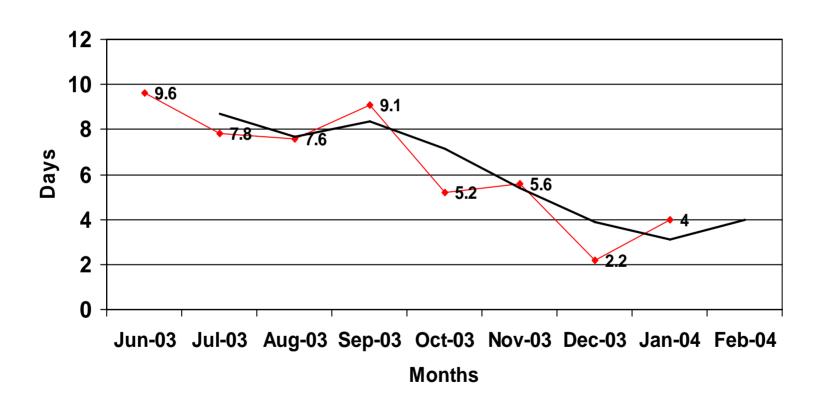
- Define measures
- Collect baseline data
- Establish a clear aim
- Collect data consistently
- Chart progress: one chart, one message
- Ask questions





Use Trend Lines

Time from 1st Contact to 1st Treatment



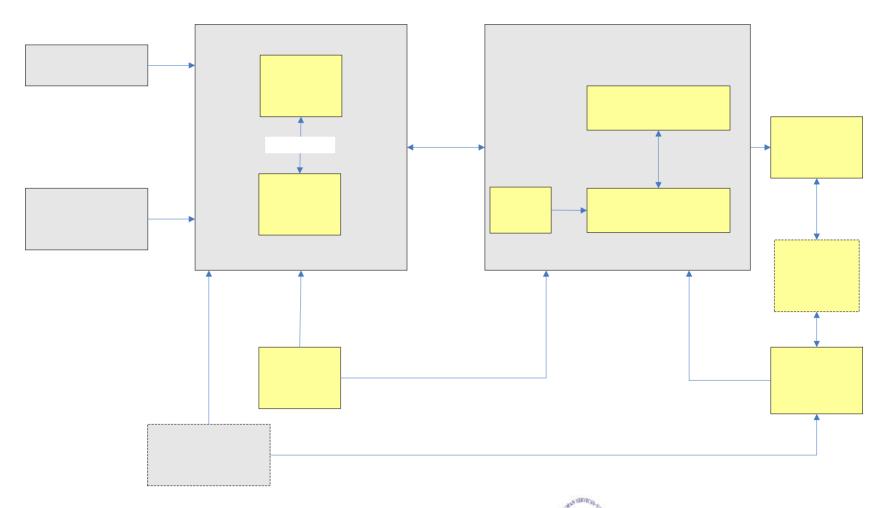


Asking Questions

- Do the results look right?
- What is the data telling us?
- Does it provide directions on how to proceed?
- What are you going to do about it?
- Unsuccessful changes offer the opportunity to ask "Why?"



NIATx State Diffusion Model







Evaluating State Diffusion

- Develop an ongoing infrastructure to support process improvement
- Ensure fidelity to the system
- Review and change data infrastructure to ensure it is meaningful
- Enable the partnership
 - State and providers
 - Other partners





NIATx Tools

- Outcomes
 - NIATx/GPRA Spreadsheet
- Change Projects
 - Quick Start Guide
 - Change Project Form
 - Provider Change Project Report
- Implementation Tools



STAR-SI Reporting Requirement

Core Access and Retention Measures

 Implementation of the NIATx State Diffusion Model

Grant Implementation



Core Access and Retention Measures

Six Core Measures

- Four GPRA measures:
- Two state-specific measures (minimum)

Two Report Formats:

- Semi-annual progress report: all grantees
- Core measure performance targets and outcomes summary

GPRA Report: CSAT grantees only

- Four GPRA Measures only
- Direct data entry onto CSAT Web site





Grantee Reporting: Implementation of State Diffusion Model

Semi-annual Progress Report

- Living document
- Standardized format for each model component
- To be designed as a management tool useful to states
- Primary source for project officer evaluation of performance



Grantee Reporting: Grant Implementation

- Semi-Annual Progress Report
 - External factors impacting grant implementation
 - Changes in key staff
 - Anticipated budget or program changes



Project Officer Role

- STAR-SI is a Cooperative Agreement
 - Significant Project Officer guidance/input
 - Fidelity to NIATx State Diffusion Model
 - Setting and/or modifying core measure performance targets
 - NIATx technical support services
 - Bimonthly progress update calls