

# Maine's experience with performance management



*The Network for the  
Improvement of Addiction Treatment*

**NIATx**  
**2000**

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# Performance Based Contracting

- Maine had a “performance based” contracting system beginning in 1989
- Issues:
  - all or nothing consequences
  - Unintended consequences
  - Results
  - Response

# NIATx Implementation

- Began with training and application process in Oct. 2005
- Six providers participated in first learning collaborative from Jan – July when more providers were added.
- STAR SI and AR funded fall of 2006

# Data Collection Project

- In 2000 a new database was completed for collection of TEDS data
- In June 2006 purchased Cognos software to develop dashboards and other tools for analysis of data

# Data Collection Project

- In Jan 2007 Cognos not yet implemented
  - Data element changes necessary for full implementation of STAR SI and AR identified and budget created. Work supposed to take one month
- By June 2007 Cognos still not implemented
- Data element changes made third week in June 2007

# Logic Model as Envisioned

Develop process improvement skills

State level changes (licensing, contracting, internal processes)

Trustworthy data collection and reporting

Baseline data

Work group on performance criteria

Pilot performance based contracting

# Performance Based Contracting

- Began discussions in December 2006.
  - Changes to contract really difficult.
    - How do they get settled?
    - How often are the rewards/penalties paid out?
    - Who does monitoring and who informs providers of penalties?
- Began with OP/IOP only

# Important Considerations

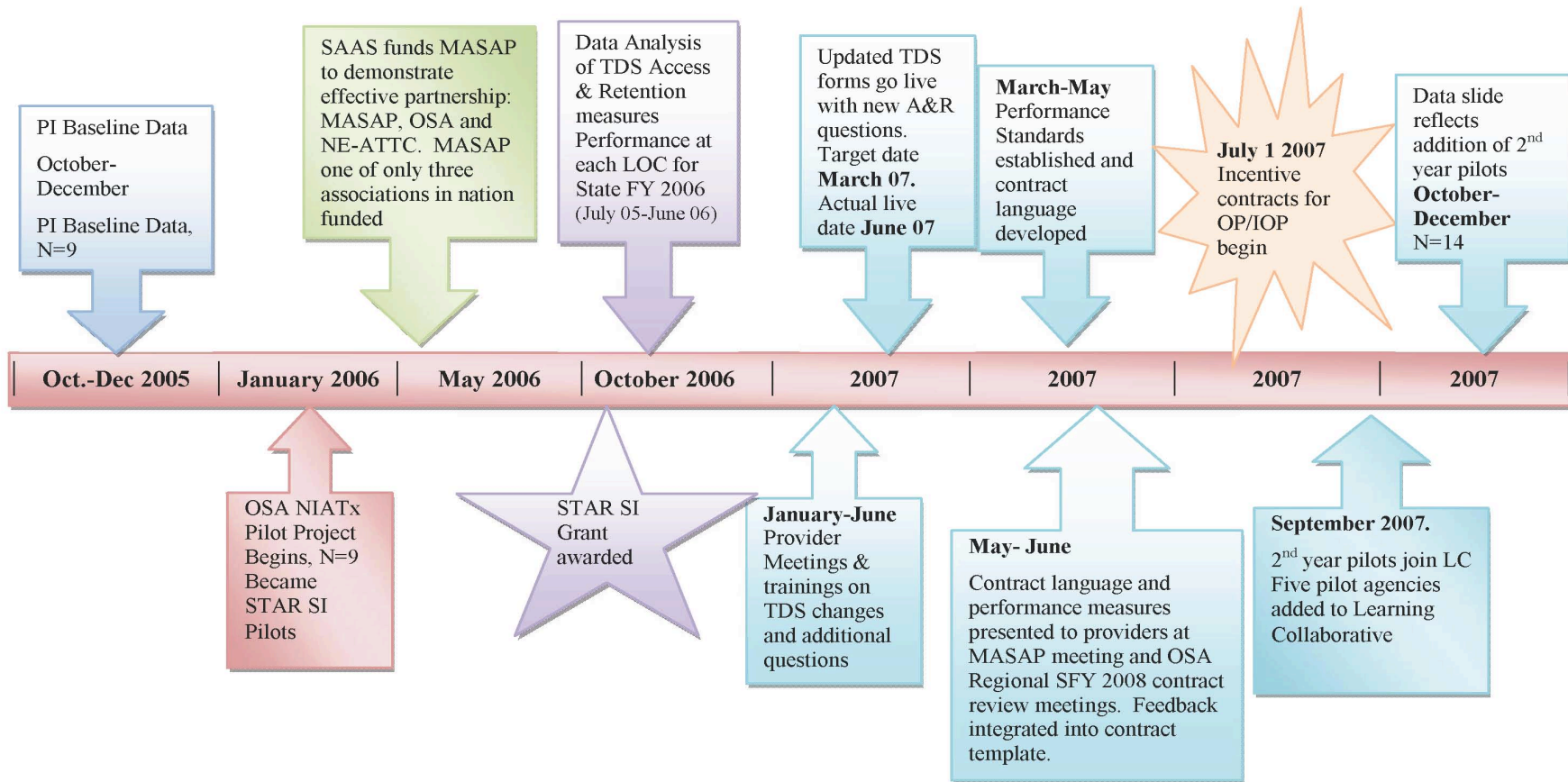
- Where are you now?
- What problems does PBC solve?
- What problems might it create?
- Perverse Incentives
- Potential consequences



# OSA Treatment Data System

- Initiated Data Collection in 1989
- Web Based System 1999/2000
- Built in Edits - Admit and Discharge
- Statewide Collection of NOMS
- Education, Training and Site Visits
- Attention to Provider Educ, Exp, Attitudes
- Monthly Reporting requirement

# Maine Timeline



# Performance based contracting project

NIATx aims:            Reduce wait times  
                              Reduce no shows  
                              Increase admissions  
                              Increase continuation rates

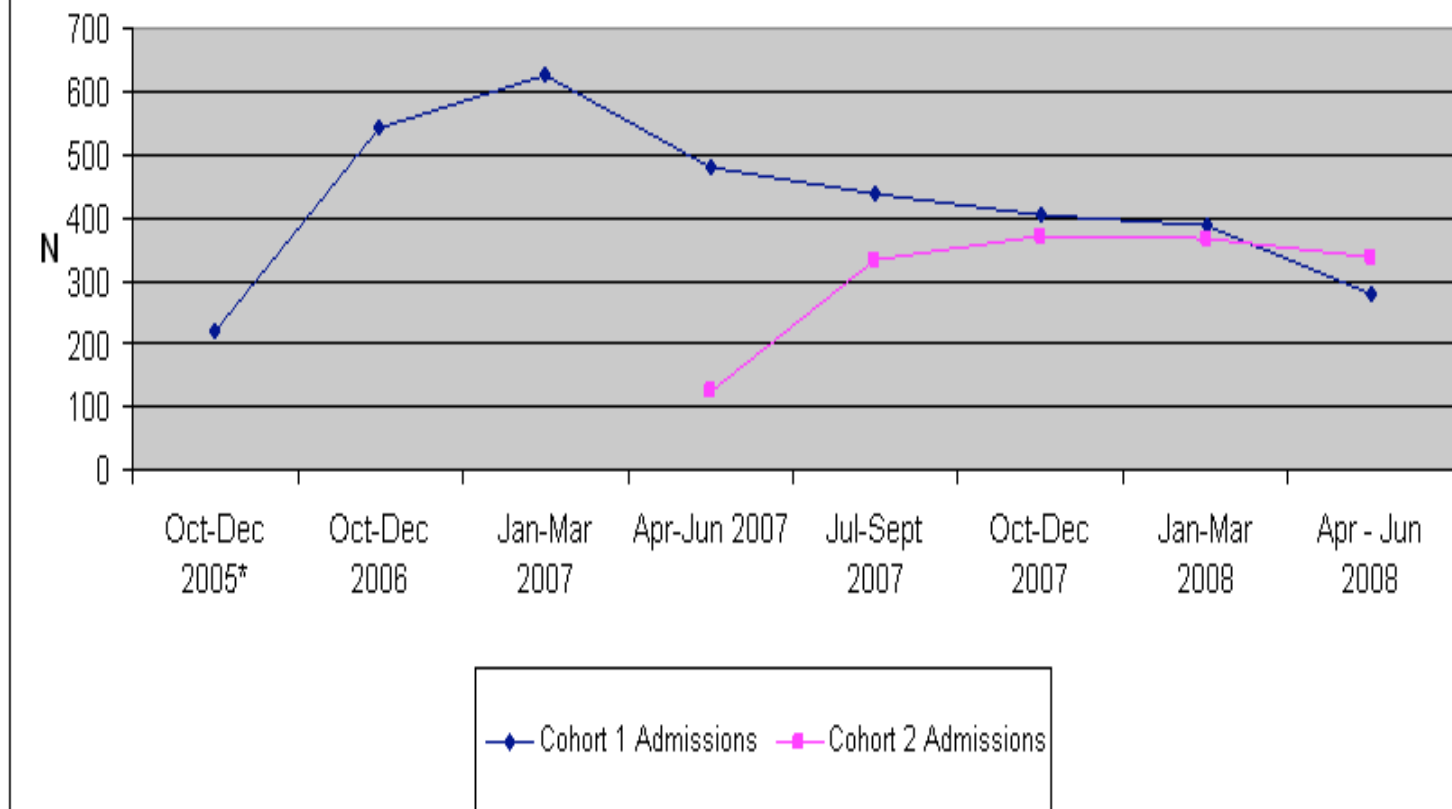
Change:            Implement and continuously improve  
                              performance based contracting processes

- OSA agency monitoring team
- Monthly meetings
- Quarterly change cycles

# Percent of providers receiving incentives



## Admissions to treatment: STARS Cohorts



OSA Performance

- Scorecards
  - All Metrics
  - All Agencies

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My Folders

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Scorecards

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Metric Types

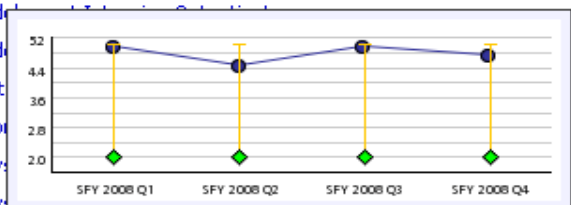
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Groups

Scorecards > All Agencies > Metrics > Projects > Reports > Diagrams > Details

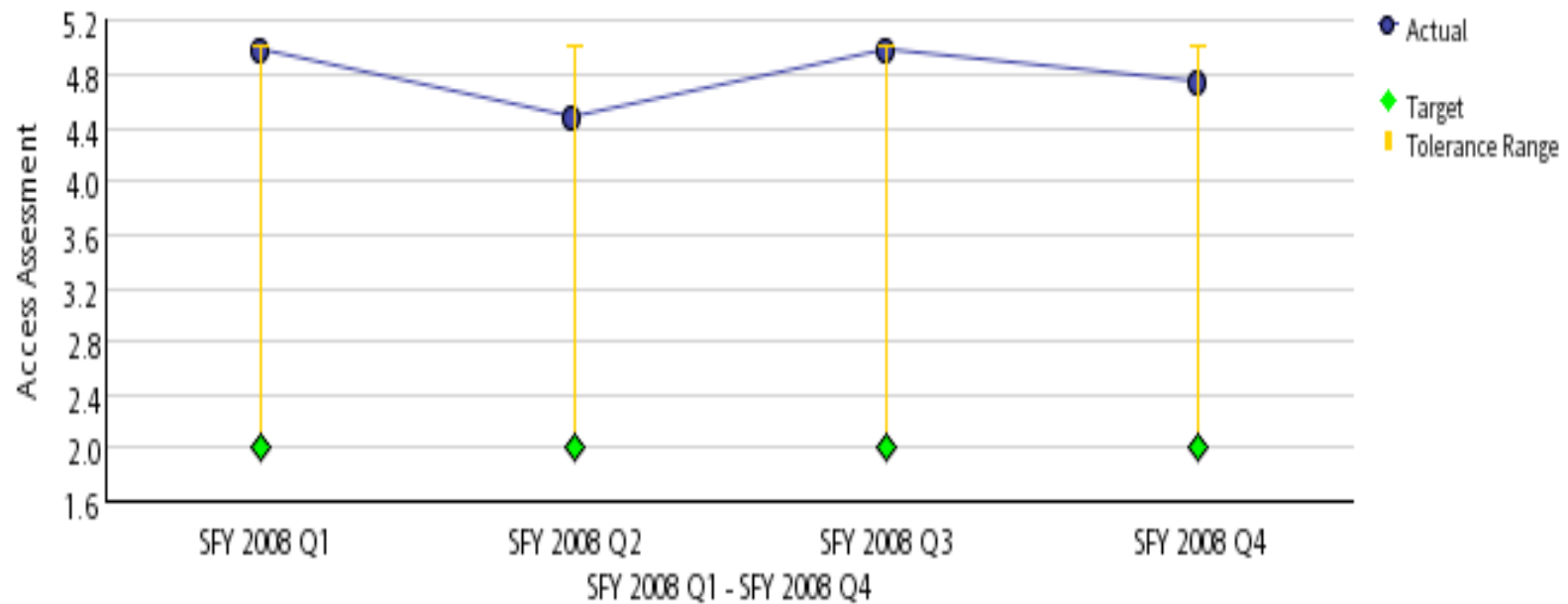
No filter No grouping [Metrics: 1-22]

Name	Actual	Target	Variance	Variance %
Retention - Completed Treatment // Adolescent Intensive Outpatient	100.00%	60.0%	40.0%	66.67%
Retention - Completed Treatment // Intensive Outpatient	63.1%	60.0%	3.1%	5.09%
Retention - Completed Treatment // Residential Short Term	86.3%	60.0%	26.3%	43.84%
Retention - Completed Treatment // Residential Long Term	35.6%	60.0%	-24.4%	40.61%
Delivered Units // Adolescent Intensive Outpatient				
Delivered Units // Adolescent Outpatient	53.9%	100.0%	-46.1%	46.12%
Delivered Units // Non-Intensive Outpatient	33.9%	100.0%	-66.1%	66.13%
Access Assessment // Adolescent Intensive Outpatient	1.0	2.0	-1.0	50.00%
Access Assessment // Adolescent Outpatient	4.0	2.0	2.0	100.00%
Access Assessment // Intensive Outpatient	3.5	2.0	1.5	75.00%
Access Assessment // Non-Intensive Outpatient	4.8	2.0	2.8	137.50%
Access Treatment // Adolescent Intensive Outpatient	0.0	2.0	-2.0	100.00%
Access Treatment // Adolescent Outpatient	0.0	6.0	-6.0	100.00%
Access Treatment // Intensive Outpatient	0.0	2.0	-2.0	100.00%
Access Treatment // Non-Intensive Outpatient	0.0	6.0	-6.0	100.00%
Retention - LOS 90 Days // Adolescent Intensive Outpatient	49.4%	60.0%	-10.6%	17.63%
Retention - LOS 90 Days // Adolescent Outpatient	39.3%	60.0%	-20.7%	34.42%
Retention - Met 4 Sessions // Adolescent Intensive Outpatient	100.00%	65.0%	35.0%	53.85%
Retention - Met 4 Sessions // Adolescent Outpatient	76.2%	65.0%	11.2%	17.22%
Retention - Met 4 Sessions // Intensive Outpatient	85.2%	65.0%	20.2%	31.04%
Retention - Met 4 Sessions // Non-Intensive Outpatient	80.5%	65.0%	15.5%	23.85%



# Days from phone call to assessment

## Outpatient services



# SFY08 Fiscal Impact: The Business Case

- Baseline payment: \$3,531,364
- Budgeted incentives maximum:  
\$3,769,463
  
- Possible incentive payments: \$238,099
- Net incentive payments: \$44,839



# Sustainability & next steps

- Cognos dashboard reports for OSA staff & eventually web access for agencies to monitor performance on access & retention measures
- Ongoing education of DHHS staff to maintain contract structure
- Analysis of cost savings/business case
- Expanding performance based contracting to other levels of care
- Exploring migration from TDS to electronic medical record system to better address access, retention, referrals