Presentation Objectives

• Re-Assess Outcomes – Counties Needs
  • For what purposes do we need outcomes?

• Identify strategies for Counties to efficiently use limited resources to collect outcomes
  • Prioritizing What Data to Collect
  • Identifying Efficient Methods
  • Identifying Efficient Technology Resources / Staff

• Identify a Mechanism for Developing a Statewide Agenda to Pursue Counties Needs
Starting From Where We Want to Be

**Efficient Use of Resources**
- Expertise
- Technology
- Infrastructure

**Appropriate Methods**
- Who
- How
- When

**What Outcomes Are Needed?**
- Accurate
- Relevant
- Useful
Re-Assessing Counties’ Outcomes Needs

For what purposes do we need outcomes?
Outcomes Must Meet Multiple Needs

Program

Local Community

State
Program Needs for Outcomes

Program Promotion

Program Effectiveness

Selecting Treatment Strategies
Needs for Local Community

Advocacy & Education

MH Benefits to Community

How MH Helps Partner Agencies & Organizations
Needs for State

- Legislative Advocacy and Education
- MHSA Oversight Responsibilities
- Identifying System Capacity
Identify Target Outcomes

Prioritizing what data to collect
BILLION DOLLAR QUESTION:
What Makes Good Outcomes?
Historically, Focus on Symptoms

- Influenced by the primary methodology for research on psychiatric medications, MH research had a heavy emphasis on measuring symptoms:
  - Reductions in depression
  - Reductions in anxiety
  - Reductions in manic episodes
- These outcomes don’t always make so much sense to the general public or elected officials
Recently, in California...

- Emphasis is no longer on symptom reduction
- Outcomes focus on improvements in life function
  - Employment
  - Educational attainment
  - Successful relationships
  - Avoiding problems with law enforcement
  - Reductions in hospitalizations
So...

BILLION DOLLAR QUESTION: What Makes Good Outcomes?

Understandable to the Community

• Example: Children’s MH
  • In Home, At School, Out of Trouble
• Example: AB2034 Homeless Program
  • Not Homeless, Employed, Out of Jail
What Else?

- Researchers Talk About ‘Validity’ of Data
- For MH outcomes, this means:
  - Accurate
    - Need Credibility
    - Need to Make the Right Conclusions & Inform Decision-Making
  - Relevant
    - Correspond with what’s expected based on target population, types of interventions, consumer goals
  - Useful
    - #1 Priority: TIMELY!!!
    - Uncomplicated Results / Conclusions
    - Can be used constructively to inform decisions or improve services
Selecting Appropriate Methods

Identifying Efficient Methods
RESIST!!!
Methods Shouldn’t Drive Outcomes

• Tempting Pattern:
  • Pick methodology because of prior success
  • Try to fit programs / outcomes to methodology

• MUST RESIST THIS PATTERN
  • Methodology shouldn’t define outcomes
After carefully identifying the most important and relevant outcomes, this should be used to design methods.

**Desired Outcomes SHOULD Drive Methods**
Process for Designing Evaluation Plan

- Engage Stakeholders
- Describe the Program
- Focus the Evaluation Design
- Gather Credible Evidence
- Justify Conclusions
- Ensure Use and Share Lessons Learned

CDC RESOURCE
http://www.cdc.gov/eval/steps.htm
How to Establish Methods?

• ESTABLISH RANGE OF POSSIBILITIES
  • There are always multiple alternatives
  • Consider different sources
  • Consider different methods for collecting data

• SELECT FROM RANGE OF POSSIBILITIES
  • Establish available budget / resources
    • Remember: You get what you pay for
    • But, be realistic about available resources
  • Decision Criteria:
    • Maximize accuracy
    • Minimize impact on service delivery
Too often, the methods are identified first
Don’t forget, you get what you pay for
There is always a range

Conduct cost-benefit analysis

If more is spent on methods, will the added benefit be worthwhile?
Conversely… If communicating outcomes is important, may need to find additional budget
Minimize Impact on Service Delivery

• Research / Data folks sometimes have problems understanding implications for service delivery

• Consulting Perspective:
  • Primary Mission: Service Delivery
  • Research / Outcomes is NOT Service Delivery
  • Research / Outcomes are only useful to the MH System when in support of service delivery
What Should Be Used to Choose Outcome Methods?

- **Program Characteristics**
  - Target Population
  - Intended Benefits
  - Type of Intervention

- **Consumer goals**
  - If services and programs should be Consumer Driven, then outcomes should be defined by Consumers, as well.

- **Community Values**
  - How do MH programs benefit other agencies / organizations / community goals?

- **Stakeholders**
  - How do MH programs help to meet the goals of other agencies’?
Stretching Funds

- Counties have differences in resources available for outcomes and technology
- Typical pattern is to start small and grow capacity where or when possible
Getting Started

• May need to start with only existing staff who happen to have strengths / interests in this area

• One accomplishment at a time
  • Clearly define projects and prioritize based on which would result in greatest benefit for least expense
  • County staff can work with time-limited staff to complete projects
    • Temp employees
    • Contracts with local universities
Develop Capacity

• Need to demonstrate value to programs and management
• Write additional funding into budgets for future programs
• Projects can begin to pay for themselves
• Use savings from prior successes to fund the next project(s)
Invest in Resources with Long Range Benefit

Examples:

• Instead of paying for developing one web survey, pay for web program to create custom surveys
  • Long range benefit means that it is easier to create your own survey into the future

• Instead of paying for the analysis results, pay for the program that will do the analysis
  • Don’t need to pay for the analysis each time, because program can repeat analysis in the future
RESIST!!!
‘Other Duties as Assigned’

Into the future...

Work towards hiring specialized staff / experts in outcomes and technology
Efficiency Necessitates:

- Need staff with specialized skills, training, and work experience
  - Clinical staff are typically untrained in identifying and developing technology solutions
  - Clinical staff are needed for clinical activities
Technology Resources to Consider

- Staff
- Technology Solutions & Software
- Hardware & Infrastructure
Staff: Contract vs Hire

• Contract: Avoid long-term commitment, but don’t get long-term commitment

• Hire: Important to hire staff who can develop skills as technology develops

• Possible solution: Hire key role for managing contracts
  • Staff hired needs to be aware of tech advances but does not need to be an expert in each
Tips for Hiring Tech Staff

Be involved in interviews

• Don’t trust hypothetical or theoretical knowledge

• Ask for specific past examples of experience with:
  • Working with non-technical users
  • Developing solutions independently
  • Working experience with multiple programming languages
    • Rigidity or strong preferences for just one or two programming languages can be a warning sign
Support vs. Development:
Be clear what you are looking for...

- **Support:**
  - System Support: Focus on capacity, stability, and avoiding data loss
  - Hardware Support: Deploy PCs / laptops / printers / etc to programs
  - User Support: Training and help-line support

- **Development:**
  - Work with stakeholders to identify tech needs
  - Identify tech solutions to meet needs
  - Create tech solutions to meet needs
  - Deploy technology and train staff
Data Analysis

• Can be conducted by tech staff vs may employ research or analysis job classes

• Look for prior experience with:
  • Large datasets
  • Analyzing health data
  • Relational database analysis

• Experience with analyzing MH data is, of course, most desirable
Technology Solutions & Software

• Goal: Find solutions to reduce staff time involvement

INNOVATION – NOT STAGNATION
Likely Solutions...
Integrate multiple applications or data sources

Example:

- Distribution
- Graphing
- Service Data
Use programming to remove need for staff to respond to requests

- Easiest improvements likely related to:
  - Requesting Established Reports
  - Distribution of Reports

- Do it once – Do it right
  - Takes a little longer, but can avoid doing the same job over and over
Likely Solutions...
Possible Early / First Project(s)

• Find a project focus with greatest potential for benefit
  • Find an area where losing revenue
  • Identify high cost consumer populations

• Create system to automatically generate reports and distribute to staff
  • Pull data, graph data, distribute data into a format that staff can easily understand
  • Have staff use the report to improve revenue or reduce costs

• Success = the project pays for itself
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Developing a Statewide Agenda
Transforming Outcomes Requirements

SERVICE DELIVERY

- Historically:
  - Service Delivery Driven by Service Providers
- MHSA Transformation for Service Delivery:
  - Consumers should drive the system, the program, the service

MH Outcomes & Data Reporting System Needs a Transformation, As Well
OUTCOMES

• Historically:
  • Methods driving what outcomes are collected
  • Select surveys based on cost or ease of access

• MHSA Outcomes:
  • Started with methods:
    • Key Even Tracking methodology worked for AB2034, so adopted for FSP

• Transformation:
  • Need intended outcomes to drive the methods
Administrative Reporting is a Growing Burden

• 4 to 6 different groups discussing possible data reporting requirements
• Stakeholder groups discussing implementation of various surveys
  • LOCUS ◊ CANS ◊ MORS ◊ ANSA
• Data currently being collected are resulting in little benefit
  • FSP outcomes and other MHSA data reporting requires extensive resources
  • Difficult to analyze FSP data
Need a County Voice

• Need to avoid redundant requirements
• Need to ensure that effort going into data reporting results in benefit to Counties
• Need to help with the interpretation of data
  • What is meaningful?
  • What does it mean?
  • How can data be used to make improvements?
Where are we going with outcomes?

- We have challenges moving forward
  - Recovery & Consumer Directed Services mean that outcomes need to take into consideration:
    - Success will look different for each consumer
    - Not everyone will want to be employed. Not everyone even thinks that being homeless is bad.
Challenges for us to resolve?

• Consumer directed treatment goals vs. community expectations
  • For example: Employment is desirable to community but may not be desirable to individual consumers

• Need to keep it simple without complex explanations

• How to meet these challenges?
  • Listen to our consumer advocates / partners
CMHDA has established and authorized a new committee on Indicators, Data Evaluation, and Accountability (IDEA)

IDEA Committee Purpose:

- Develop specific recommendations regarding data reporting and outcomes for the State and MHSA, in particular
- Workgroup for working collaboratively on data analysis and methodology
- Will make analytically based recommendations for CMHDA
- Act as a link and/or advisor for CMHDA in efforts relevant policy and work with organizations such as MHPC, MHSOA, CIMH, etc
- Gather perspectives to adequately represent a collective county perspective
Monday, June 28
10a – 3p
CIMH Offices

Next Meeting
IDEA Committee

THANK YOU!
Ryan Quist, PhD ◇ Riverside County DMH ◇ rmquist@rcmhd.org