Building A Culture of Efficiency

Summer Institute
Sedona, Arizona
July 21, 2010
4 – 5:30PM

Moderated by Laura Nelson, MD
ADHS/DBHS Deputy Director

Learning Objectives

1) To better understand how we are promoting a culture of efficiency in the behavioral health system.

2) To hear from members of the Statewide Efficiency Committee about successes and accomplishments in the behavioral health system over the last year.

3) To have a dialogue (Q &A) with Statewide Efficiency Committee members on current efforts and ideas for the future.

What is Efficiency?

Merriam-Webster --

1: the quality or degree of being efficient (productive of desired effects; especially: productive without waste)

2 a: efficient operation
   b (1) : effective operation as measured by a comparison of production with cost (as in energy, time, and money)
AZ Statewide Efficiency Committee

PURPOSE: Promote a sustainable culture of efficiency and effectiveness within the Arizona Behavioral Health System.

- paperwork creep/ paperwork reduction,
- asset management,
- electronic management systems,
- organizational effectiveness

- Members: DBHS, T/IRBHA’s, Arizona Council For Human Service Providers, Behavioral Health Services Providers

Regional Efficiency Committees

- “The Contractor shall employ a designated staff person to perform the duties and responsibilities of…Paperwork Reduction Coordinator”
  - “Serves as the single point of contact for coordinating and overseeing paperwork reduction and increased efficiency efforts. The Paperwork Reduction Liaison shall participate in the ADHS Statewide Paperwork Reduction/Efficiency Committee and chair the contractor’s regional paperwork Reduction/Efficiency Committee”

Systems Approach

System

Organization

Purpose

Goal
Panelists:

- Claudia Sloan, MBA
  Co-Lead Statewide Efficiency Committee, Arizona Department of Health/Division of Behavioral Health

- Dara Stewart, BS, CPRP
  Co-Lead Statewide Efficiency Committee, Arizona Department of Health/Division of Behavioral Health

- Renee Waterstradt, MBA
  Network Development Administrator, Cenpatico Behavioral Health of Arizona

- Noel C. González, PH.D., NCC, CPHQ
  Director, Performance Improvement and Quality Management, Community Partnership of Southern Arizona

- Lauren Lauder, MSW, LISAC
  Substance Abuse Clinical Coordinator and State Efficiency Committee representative, Northern Arizona Regional Behavioral Health Authority

- Dan Wendt
  Chief Quality Officer, Magellan Health Services

DBHS Internal Efficiency Committee Successes and Accomplishments

By
Claudia Sloan and Dara Stewart
Timeline

- 2007: Paperwork Reduction Committee
- 2008: Report of recommendations
- 2008: DBHS Internal Efficiency Committee and Statewide Efficiency Committee created

Timeline

- 2009: Efficiency Report
- 2009: Efficiency website created
  http://www.azdhs.gov/bhs/PRI.htm
- 2010 and beyond…

WorkingSmarter

- E-mail newsletter
- Audience: DBHS employees, T/RBHAs, and providers.
- Contact: workingSmarter@azdhs.gov
Employee Survey

- Next Steps:
  - Data is currently being analyzed using text analytics software to reduce reviewer bias
  - Themes for further opportunities of improvement will be determined
  - Action steps will be developed and brought back to Executive Team with proposals for improvements

Culture shift in progress...

- Data User Guide (DUG) simplified
- Reports/documents reduction
- Paper → electronic forms
- Increased use of technology tools
- Recycling and energy saving

Examples of paperwork reduction

- Mortality review process
  - Elimination of separate forms and process
  - Rolled into Quality of Care process
- Elimination of Structural Elements Report
- CPS Rapid Response process
  - Changed from 24 hours to 72 hours
- SMI determination
  - Changed from within 7 days to within 30 days for individuals in corrections
Culture shift continues...the next phase

- Process Solution Steering Committee (PSSC)
  - Formerly known as the Internal Efficiency Committee

  - Form ad hoc project teams that will be dedicated, time-limited Process Solution Teams (PSTs)
    - Engage staff periodically and only as necessary
    - Empower staff

  - Goal is to increase efficiency, decrease paperwork and respond to identified process improvement needs

Cenpatico Efficiency Committee Successes and Accomplishments

By
Renee Waterstradt, MBA
Network Development Administrator
Cenpatico Behavioral Health of Arizona

CPSA Efficiency Committee Successes and Accomplishments

By
Noel C. González, Ph.D., NCC, CPHQ
Director, Performance Improvement and Quality Management
Introduction

• CPSA, as a whole, has committed to improving efficiencies throughout the organization as well as throughout the provider network.
• The following are only some examples of improvements noted to date; many more to follow:

Successes and Accomplishments

• CPSA launched its Information Center which simplifies information seeking and finding for members, families and providers on the following;
  • Advance Directives Information Center
  • Pharmacy Services Information Center
  • Healthy Lifestyles Information Center

Successes and Accomplishments

• CPSA’s Member Services has implemented a streamlined process to receive and send Intra/Inter-RBHA/GSA Transfer Packets electronically.
  • The packets, which were previously faxed to and from CPSA ranged from 5-300 pages.
  • Previously, CPSA used to print the packets, forward these to providers and make another copy for internal purposes.
  • CPSA receives approximately 35-40 Inter-RBHA/GSA Transfers per month.
Successes and Accomplishments

- More and more CPSA departments continue to implement paperless meetings.
- Shared drives are set up to view and review minutes, agendas, reports and presentations.
- Committee presenters use PowerPoint presentations at the meeting.
  - Eliminates duplicative copying and/or printing work of many admin and office assistants,
  - Greatly reduces paper usage, and
  - Expedites the processes.

Successes and Accomplishments

More and more CPSA departments continue to implement paperless responses to and from ADHS, CPSA and providers.
- Secure E-mail continues to be the method of choice for sharing and requesting information, reports, responses, etc.
  - Eliminates need for duplicative copying, re-sending,
  - Ensures receipt and provides evidence of such,
  - Ensures added efficiencies.

Successes and Accomplishments

The project that has taken the most time is the CAP PI.
- CPSA developed and implemented a centralized CAP tracking and trending system by which to consolidate all CAPs.
- Currently, 5 departments are using this with the expectations that all others will follow.
  - This will eliminate duplicative work for providers,
  - Increase internal work efficiencies, and
  - Provide CPSA with a mechanism to capture and quickly analyze all CAPs in the system.
Successes and Accomplishments

CPSA QM continues to move toward an increased collaborative approach with its providers.

- CPSA QM is setting up informal and formal TA meetings to discuss performance measure/incident/accident/deaths, QOC and other responses.
- This is done in attempts to avoid back and forth communication with formal letters, requests for further clarification or requests for revisions.

Successes and Accomplishments

- CPSA QM has revised and consolidated its medical record reviews.
  - Indicators have been updated with improved operational definitions.
  - All QM staff have undergone inter-rater agreement exercises to ensure consistency of message in monitoring and providing CSPs and others with these reports.

NARBHA Efficiency Committee Successes and Accomplishments

By Lauren Lauder
Substance Abuse Projects Coordinator and state efficiency committee lead for NARBHA
Successes and Accomplishments

• Developed a clinical training matrix
• Committee review of new and existing forms that impact our providers
• Credentialing Report
• Crisis disenrollments
• Submission of crisis data
• Committee/meeting structure at NARBHA
• Brief assessment

Plans for the Future

• Develop calendar of chart audits in order to reduce the burden on providers
• Stringent review of intake/data requirements
• Continue to review requirements and reporting structure

Magellan Efficiency Committee Successes and Accomplishments

By Dan Wendt
Magellan Health Services
Successes and Accomplishments

• Administrative Enrollments
  – Allows an inpatient facility to call Magellan and simply request a behavioral health recipient be enrolled without having the recipient go through an SMI eligibility determination to be enrolled
  – Reduces the number of clinically inappropriate SMI assessments

• Efficiencies Gained:
  – Reduced volume of SMI eligibility determinations by 260 since January 2010
  – Facilitates discharge planning by expediting assignment to a GMH/SA provider
  – Process has resulted in savings of over $50,000

Successes and Accomplishments

• Electronic Medical Record Enhancements
  – Created an EMR section in Claim Trak which was provided to Magellan’s network of providers
  – Allows the electronic tracking of medical records, including medication lists, physician orders and doctor’s notes
Electronic Medical Record Enhancements

- Efficiencies Gained:
  - Recipient medical record information is more accessible to all clinical team members
  - Reduces the need for paper copies
  - Increases overall efficiency of the staff and treatment of recipients

Successes and Accomplishments

- Achieve Learning Management System
  - Designed to serve as a learning resource to all stakeholders, including recipients, family members, community members, system partners, providers, and internal Magellan staff
  - Allows access to learning resources, complete online courses, and enroll for instructor-led training sessions in one centralized location

Achieve Learning Management System

- Efficiencies Gained:
  - Allows supervisors to access student management tools to monitor training requirements
  - Eliminates need for users to access multiple sites for learning resources
  - Allows providers the capacity to track and report on training requirements
SEC Contacts

- Claudia Sloan, DBHS Efficiency Committee Chair, SLOAN@azdhs.gov
- Tara Stewart, DBHS Efficiency Committee Chair, STEWART@azdhs.gov
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Questions

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