# Draft Work Plan:
# Performance and Outcomes System for Medi-Cal Specialty Mental Health Services for Children and Youth

*Goal: To develop a performance and outcomes system plan for specialty mental health services for children and youth that will improve outcomes at the individual, program and system levels and will inform fiscal decision making related to the purchase of services.*

## WORK PLAN MILESTONES AT-A-GLANCE

| Milestone | Description |
|---|---|
| 1 | Convene a Stakeholder Advisory Committee comprised of representatives of child and youth clients, family members, providers, counties, and the Legislature in accordance with W&I Code §14707.5 |
| 2 | Formation of a work group to develop the recommendations regarding the Performance and Outcomes Systems and implementation plans. |
| 3 | Conduct research on Performance and Outcomes Systems and develop recommendation/issue paper |
| 4 | Use stakeholder and SME feedback to write the Performance and Outcome System (POS) plan and submit it to the Legislature |
| 5 | Development of the implementation plan proposal |

## ACRONYMS

| | |
|---|---|
| CALQIC | California Quality Improvement Coordinators |
| CiMH | California Institute for Mental Health |
| CMHDA | County Mental Health Directors Association |
| DHCS | Department of Health Care Services |
| EQRO | External Quality Review Organization |
| FMOR | Fiscal Management and Outcomes Reporting |
| ITSD | Information Technology Services Division |
| MHP | Mental Health Plan |
| POS | Performance and Outcomes System |
| SME | Subject Matter Expert |
| SMHS | Specialty Mental Health Services |

| MILESTONE 1: Convene a Stakeholder Advisory Committee comprised of representatives of child and youth clients, family members, providers, counties, and the Legislature in accordance with W&I Code §14707.5. | | | |
|---|---|---|---|
| **Goals and Objectives** | **Tasks** | **Deliverable(s)** | **Timeline** |
| 1. Convene a Stakeholder Advisory Committee comprised of representatives of child and youth clients, family members, providers, counties, and the Legislature in accordance with W&I Code §14707.5.<br><br>1.1 Stakeholder participation and collaboration in the development of children's performance and outcome system (POS). | 1. Develop a stakeholder process composed of representative stakeholders and convene first meeting by September 1, 2012.<br><br>2. Identify purpose, goals and objectives for the first stakeholder meeting.<br><br>3. Plan the presentation and identify presenters.<br><br>4. Develop meeting agenda and power point presentation.<br><br>5. Send notification and meeting documents to stakeholders and post on DHCS website.<br><br>6. Convene the first stakeholder meeting.<br><br>7. Create a written summary of stakeholder comments and recommendations. | 1. Identify and establish a Stakeholder Advisory Committee list of representative members.<br><br>2. Establish a Department of Health Care Services (DHCS) In-box to receive stakeholder comments and recommendations.<br><br>3. Conduct the first stakeholder meeting.<br><br>4. Post Stakeholder Advisory Committee summary on the DHCS website. | 1. August - September 2012<br><br>2. October 2012<br><br>3. October 4, 2012<br><br>4. Projected April 2013 |
| 1.2 Conduct a conference call with stakeholders to provide stakeholders with project status updates. | 1. Define purpose, goals and objectives for the stakeholder conference call.<br><br>2. Plan the presentation and identify presenters.<br><br>3. Develop meeting agenda and power point presentation (if applicable). | 1. Post notification and conference call documents on DHCS website and conference call notification sent to stakeholders.<br><br>2. Conduct the conference call.<br><br>3. Post meeting summary on the DHCS website. | As needed |

| Goals and Objectives | Tasks | Deliverable(s) | Timeline |
|---|---|---|---|
| 1.3 Conduct a Stakeholder Advisory Committee meeting to provide stakeholders with a status update on the research being done by the state and to share results of the research. | 1. Define purpose, goals and objectives for the stakeholder meeting.<br><br>2. Plan the presentation and identify possible subject matter expert (SME) presenters.<br><br>3. Develop meeting agenda and power point presentation (if applicable).<br><br>    a.  DHCS share research and findings with stakeholders.<br><br>Hold a panel discussion consisting of county subject matter experts on the various assessment tools being used by their county and the foundation for a statewide performance and outcomes system. | 1. Post notification and meeting documents on DHCS website and conference call notification sent to stakeholders.<br><br>2. Conduct the meeting.<br><br>3. Post meeting summary on the DHCS website. | Projected April 2013 |
| 1.4 Conduct a Stakeholder Advisory Committee meeting to update stakeholders on state recommendations for the POS and solicit stakeholder input. | 1. Define purpose, goals and objectives for the stakeholder meeting.<br><br>2. Plan the presentation.<br><br>3. Develop meeting agenda and power point presentation (if applicable).<br>    a.  Share recommendation/issue paper with stakeholders and solicit input from stakeholders. (For further details, see milestone 3, objective 3.5)<br><br>4.  Create a written summary of stakeholder comments and recommendations. | 1. Post notification and meeting documents on DHCS website and conference call notification sent to stakeholders.<br><br>2. Conduct the meeting.<br><br>3. Post meeting summary on the DHCS website. | Projected May 2013 |
| 1.5  Discuss with stakeholders the draft POS and implementation plans | 1. Define purpose, goals and objectives for the stakeholder meeting.<br><br>2. Plan the presentation.<br><br>3. Develop meeting agenda and power point presentation (if applicable).<br>    a. Share the DHCS draft plans.<br><br>    b. Solicit input from stakeholders. | 1. Post notification and meeting documents on DHCS website and conference call notification sent to stakeholders.<br><br>2. Conduct the meeting.<br><br>3. Post meeting summary on the DHCS website. | Projected June 2013 |
| 1.6 Additional Stakeholder Advisory Committee meetings as needed. | 1. Provide updates and solicit feedback from stakeholders. | 1. Post notification and meeting documents on DHCS website and conference call notification sent to stakeholders.<br><br>2. Conduct the meeting.<br><br>3. Post meeting summary on the DHCS website. | July 2013 |

| MILESTONE 2: Formation of a work group to develop the recommendations regarding the Performance and Outcomes Systems and implementation plans. | | | |
|---|---|---|---|
| **Goals and Objectives** | **Tasks** | **Deliverable(s)** | **Timeline** |
| 2. Form the work group | 1. Establish role of the work group, define the purpose, responsibilities, and tasks of the work group.<br><br>2. Determine who the various participants of the work group will be, based upon the areas of expertise (e.g. Clinicians, Information Technology Services Division (ITSD), Fiscal Management and Outcomes Reporting (FMOR), Data Experts, County Representatives, External Quality Review Organization (EQRO)).<br><br>3. Determine the work group formats, frequency, schedule and number of work group(s) based on purpose, responsibilities and deliverables assigned to the work group.<br><br>4. Establish the work group and provide notification, agenda, handouts and schedule of meetings to work group members.<br><br>5. Identify, analyze and advise options for data reporting that will be two-way, real time, and would both acknowledge and utilize relevant federally accessible databases required for HIE. Two way refers to both within and between various levels of data reporting including providers, MHPs and the State. The system will leverage both the current and known, future technology horizons. | 1. Convene no later than January 2013.<br><br><br><br><br><br>2. Develop recommendations for the POS plan and implementation plan. | 1. Meetings occurred on January 17 and February 26, 2013; next meeting scheduled for March 27, 2013; thereafter bi-weekly work group meetings every second Wednesday through December 2013<br><br>2. Projected May 2013 |

| MILESTONE 3: Conduct research on Performance and Outcomes Systems and develop recommendation/issue paper. | | | |
|---|---|---|---|
| **Goals and Objectives** | **Tasks** | **Deliverable(s)** | **Timeline** |
| 3. Provide recommendations, for a statewide Performance and Outcomes System that will improve outcomes at the individual, program and system levels and will inform fiscal decision making related to the purchase of services, based upon the research conducted in objectives 3 .1 through 3.4 and the recommendations from the work group.<br><br>3.1 Identify federal and state laws and regulations and authorities on quality assurance, improvement and other related activities to determine state responsibilities and compliance. | 1. Review federal and state laws and regulations, the MHP contract, the Specialty Mental Health Services (SMHS) waiver and the State Plan.<br><br>2. Compare requirements with current practice. | 1. Development of a fact sheet to analyze requirements and determine if they are currently being met. | February 2013 |
| 3.2 Identify local and multi-state activities regarding Performance and Outcomes Systems, including existing data collection sources, the types of data collected, and their applicability to the development of a statewide performance and outcomes system. | 1. Send out the following:<br>    County MHP Survey - Goal is to determine what systems counties are currently using for performance and outcome measures.<br>    State Medicaid Directors Survey - Goal is to determine what systems other states are currently using for performance and outcome measures.<br>    Stakeholders Questions - Goal is for stakeholders to provide DHCS with what they feel needs to be/can be done in order to improve upon the system.<br><br>2. Review survey/question responses and related documents received from states and counties and summarize findings and recommendations.<br><br>3. Conduct a literature review using various resources (e.g., State Library, Internet searches, and SME recommendations).<br><br>4. Review and identify the strengths, challenges and commonalities of the various assessment tools (e.g. diagnostic, level of care, behavior scales) being used by the counties to find common core components that can possibly be incorporated into the POS and implementation plans.<br><br>5a. Consult with the Information Technology Services Division (ITSD) and Fiscal Management and Outcomes Reporting (FMOR) staff to identify the types of mental health related data currently collected by DHCS and MHPs and their applicability as performance and outcome indicators and measures.<br><br>5b. Consult with ITSD and FMOR staff, in addition to, external subject matter experts on data sources and systems and provision of information on data selection criteria and construction of statistically valid tools and processes to measure performance and outcomes data. | 1. Prepare and send out the various surveys and questions.<br><br>2. Summarize and present the survey results to stakeholders.<br><br><br><br>3. Summarize the findings to determine possible POS measures applicable to California and present the information  at the work group meetings.<br><br>4. Present the assessment tool summary to stakeholders.<br><br>5a. Hold meetings with county and provider organizations and summarize the recommendations made to DHCS.<br><br>5b. Incorporate recommendations in the draft POS and implementation plans. | 1. November 1, 2012<br><br>2. April  2013<br><br><br><br>3. November 2012 – April 2013<br><br>4. Projected April 2013<br><br>5a. April - May 2013<br><br>5b. April - May 2013 |

| MILESTONE 3: Conduct research on Performance and Outcomes Systems and develop recommendation/issue paper. | | | |
|---|---|---|---|
| **Goals and Objectives** | **Tasks** | **Deliverable(s)** | **Timeline** |
| 3.3 Identify and meet with subject matter experts recommended by stakeholders, County Mental Health Plans, mental health organizations such as County Mental Health Directors Association (CMHDA), California Institute for Mental Health (CiMH), California Quality Improvement Coordinators (CALQIC), Mental Health Services Oversight and Accountability Commission, EQRO | 1.  Identify specific expertise/skills and subject matter experts essential to the development of the performance and outcome system.<br><br>2.  Create a matrix that will document the recommendations from the subject matter expert meetings to present to the work group.<br><br>3.  Determine appropriateness of each SME for future panel discussions with stakeholders. | 1.  Have subject matter experts present at a stakeholder meeting.<br><br>2.  Present the matrix to the work group. | November 2012 - May 2013 |
| 3.4 Based on the work in 3.1 and 3.5, develop criteria to measure performance and outcome data on the individual, program and system levels. | 1. Analyze and identify similarities and differences in the data being collected and the data systems utilized by DHCS and MHPs and provide an analysis of how these similarities and differences impact the development of a statewide performance and outcome system.<br><br>2. Analyze current data and identification of information that can be utilized as performance and outcome measurements and indicators.<br><br>3.  Identify core performance and outcome data applicable on the individual, program and system levels.<br><br>4. Develop a plan to select, identify, utilize and incorporate existing applicable data to the performance and outcome measurement system. | 1. Develop plan and recommendations to identify core performance and outcome indicators and measures on the individual, program and system levels. | Projected  April  2013 |
| 3.5 Summarize research findings and develop recommendations for a POS. | 1.  Write a recommendation/issue paper showing the pros and cons for selecting the appropriate assessment tools and performance and outcome measures for children and youth specialty mental health services.<br><br>a. Minimization of costs by building upon existing resources to the fullest extent possible.<br><br>b. Understand the interface between DHCS data and the Mental Health Plan (MHP) data systems in the development of performance and outcome measurement.<br><br>c. Identify the essential components and criteria of a performance outcome system and the steps in the selection process. | 1.  Present the recommendations to stakeholders. | Projected  May 2013 |

| MILESTONE 4: Use stakeholder and SME feedback to write the Performance and Outcome System (POS) plan and submit it to the Legislature. | | | |
|---|---|---|---|
| **Goals and Objectives** | **Tasks** | **Deliverable(s)** | **Timeline** |
| 4.  Draft the plan for children's performance and outcomes system in collaboration with stakeholder and subject matter expert recommendations. | 1.  Using stakeholder feedback and DHCS management direction, define the purpose, goals and objectives of the POS plan.<br><br>2.  Develop and outline the steps and tasks in the development of the POS plan including timelines/milestones.<br><br>3.  Gather and review recommendations and findings from subject matter experts, stakeholders, research findings and other documents.<br><br>4. Collaborate with ITSD, DHCS Research and Analytic Studies Branch (RASB) and the CMHDA IT Committee to identify process for county reporting to the Department.<br><br>5.  Identify key components and content areas of the POS plan.<br><br>6. Write the POS plan.<br><br>7.  Review of the POS plan by DHCS and edit plan as recommended.<br><br>8. Obtain discussion and feedback from subject matter experts, stakeholders and DHCS staff.<br><br>9.  Gather and organize the feedback received from subject matter experts, stakeholders and departmental staff regarding the POS plan. | 1.  Send initial draft out to stakeholders for feedback | June 2013 |
| 4.1 Revise the draft POS plan. | 1.  Incorporate stakeholder feedback into the draft POS plan. | 1.  Send final draft out to stakeholders for feedback | July 2013 |
| 4.2 Finalize the POS plan. | 1.  Incorporate stakeholder feedback into the final draft POS plan.<br><br>2.  Obtain management sign-off of final draft. | 1.  Provide final plan to DHCS management<br><br>2.  Submit the plan to the Legislature. | October 2013 |

| MILESTONE 5: Development of the Implementation Plan Proposal. | | | |
|---|---|---|---|
| **Goals and Objectives** | **Tasks** | **Deliverable(s)** | **Timeline** |
| 5. Write the implementation plan proposal. | 1. Using stakeholder feedback and DHCS management direction, define the purpose, goals and objectives of the implementation plan.<br><br>2. Develop and outline the steps and tasks in the development of an implementation plan including timelines/milestones.<br><br>3. Gather and review recommendations and findings from subject matter experts, stakeholders, research findings and other documents.<br><br>4. Collaborate with DHCS Information Technology Services Division (ITSD), DHCS Fiscal Management and Outcomes Reporting (FMOR) and the CMHDA IT Committee to identify process for county reporting to the Department.<br><br>5. Identify key components of the implementation plan and content areas of the plan.<br><br>6. Write the implementation plan to include the phases of implementation for the POS system, such as planning, designing, developing, testing and evaluating.<br><br>7. Review of the implementation plan by DHCS and edit plan as recommended.<br><br>8. Obtain discussion and feedback from subject matter experts, stakeholders and DHCS staff.<br><br>9. Gather and organize the feedback received from subject matter experts, stakeholders and departmental staff regarding the POS plan. | 1. Send initial draft out to stakeholders for feedback | August 2013 |
| 5.1 Stakeholder review of the proposed implementation plan. | 1. Incorporate stakeholder feedback into the draft implementation plan. | 1. Send final draft out to stakeholders for feedback. | October 2013 |
| 5.2 Finalize the implementation plan proposal to submit to the Legislature. | 1. Incorporate stakeholder feedback into the final draft implementation plan.<br><br>2. Obtain management sign-off of final draft. | 1. Provide final plan to DHCS management<br><br>2. Submit the plan to the Legislature. | January 10, 2014 |

# Timeline and Deliverables: August 1, 2012 through January 10, 2014

## 2012

| August | • Identify and establish a Stakeholder Advisory Committee list of representative members. (See Milestone 1, Goal 1) |
|---|---|
| October | • Establish a Department of Health Care Services (DHCS) In-box to receive stakeholder comments and recommendations. (See Milestone 1, Goal 1)<br>• First Stakeholder Advisory Committee held on October 4, 2012 |
| November | • Research and collection of national and state survey information (See Milestone 3, Goal )<br>• Meetings with subject matter experts in the field of mental health performance and outcomes data (See Milestone 3, Goal 3.2) |
| December | • Hold meetings with the subject matter experts to gather pertinent EPSDT POS information. (See Milestone 3, Goal 3.2) |

## 2013

| January | • Convene no later than January 2013. (See Milestone 2, Goal 2)<br>• Formation of a Work Group with subject matter experts (See Milestone 2) |
|---|---|
| February | • Conduct Stakeholder Advisory Committee conference call as needed.  (See Milestone 1, Goal 1.2)<br>• Development of a fact sheet to analyze requirements and determine if they are currently being met. (See Milestone 3, Goal 3.1)<br>• Ongoing Work Group meetings (See Milestone 2) |
| March | • Develop recommendations for the POS plan and implementation plan. (See Milestone 2, Goal 2)<br>• Present the matrix to the work group. (See Milestone 3, Goal 1)<br>• Develop POS plan and recommendations to identify core performance and outcome indicators and measures on the individual, program and system levels. (See Milestone 3, Goal 3.4) |
| April | • Ongoing work group meetings (See Milestone 2)<br>• Conduct Stakeholder Advisory Committee meeting with expert panel discussion (See Milestone 1, Goal 1.3)<br>• Present research and  survey results to stakeholders (See Milestone 3, Goal 3.2)<br>• Present the assessment tool summary/analysis to stakeholders. (See Milestone 3, Goal 3.2)<br>• Present the recommendations to stakeholders. (See Milestone 3, Goal 3.5)<br>• Have subject matter experts present at a stakeholder meeting. (See Milestone 3, Goal 1) |

**2013**

| | |
|---|---|
| May | • Conduct Stakeholder Advisory Committee meeting. (See Milestone 1, Goal 1.4)<br>• Ongoing Work Group meetings (See Milestone 2)<br>• Draft POS Plan<br>• Send initial draft out to stakeholders for feedback. (See Milestone 4, Goal 4) |
| June | • Conduct Stakeholder Advisory Committee meeting. (See Milestone 1, Goal 1.5)<br>• Ongoing Work Group meetings (See Milestone 2)<br>• Revise Draft (See Milestone 4, Goal 4.1) |
| July | • Conduct Stakeholder Advisory Committee meeting. (See Milestone 1)<br>• Ongoing Work Group meetings (See Milestone 2)<br>• Revise Draft (See Milestone 4, Goal 4.1) |
| August | • Ongoing Work Group meetings (See Milestone 2)<br>• Write Implementation Plan and send initial draft out to stakeholders for feedback. (See Milestone 5, Goal 5.1) |
| October | • Submit the POS plan to the Legislature. (See Milestone 4, Goal 4.2)<br>• Send final Implementation Plan draft out to stakeholders for feedback. (See Milestone 5, Goal 5.1) |

**2014**

| | |
|---|---|
| January | • Submit the Implementation Plan to the Legislature. (See Milestone 5, Goal 5.2) |

# Proposed Meeting Schedule: September 2012 – December 2013

**<u>Stakeholder Advisory Committee</u>**

October 2012

April 2013

May 2013

June 2013

July 2013

September 2013

December 2013

**<u>Performance and Outcomes System Work Group</u>**

January 2013

February 2013

March 2013

April 2013

May 2013

June 2013

July 2013

August 2013

September 2013

October 2013

November 2013

December 2013