

# A NEW STATEWIDE STUDY ON IMPROVING TREATMENT PERFORMANCE

## ALERTS

Updated, April 21, 2015

Funded by the National Institute on Drug Abuse (NIDA)

<https://www.dshs.wa.gov/bhsia/division-behavioral-health-and-recovery/incentives-and-alerts-improving-substance-abuse-treatment-washington-state>



Brandeis University

The Heller School for Social Policy and Management



Washington State  
Department of Social  
& Health Services

**BHSIA** Behavioral Health and  
Service Integration Administration

# PROJECT TEAM

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We would like to also acknowledge the contributions of Alice Huber, Fritz Wrede, Eric Larson, and Elizabeth Merrick in the earlier stages of the project.

# ALERTS OVERVIEW

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**Part I – Rationale and design**

**Part II – Implementation**

# PART I

## Rationale and Design



# CLIENT SPECIFIC ALERTS

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- **Provide feedback on client-specific treatment engagement and continuity**
- **Weekly reports on which clients are at risk of not meeting performance measures**
- **Agencies can take steps to prevent client failure on measures**
- **Support to agencies on ways to engage clients/ increase continuity of care**
- **Success relies on timely submission of encounter data to TARGET**

# DEVELOPED WITH AGENCY INPUT

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- **Discussion at January 2013 SIWG meeting**
- **Brief follow-up survey sent to all agencies**
  - **What information should be included in alerts?**
  - **What formats?**
  - **Who should receive alerts?**
  - **What actions might agencies take?**
  - **What support would be useful?**

# WHAT WORKS – LESSONS FROM OTHER ALERT INITIATIVES

- **Audits and feedback most effective when:**
  - Baseline performance is low
  - The alert/feedback comes from a supervisor
  - Alerts are provided more than once
  - Delivery is conducted verbally and in writing
  - Alerts include clear targets and action plans
- **Alerts should include when client should return for services and why important**
- **Incentives combined with feedback and technical assistance improve quality of care**
- **Better response to a combination of feedback and financial incentives**

Iver, Jamtvedt, Flottorp, et al. Audit and feedback: effects on professional practice and healthcare outcomes. The Cochrane Collaboration, 2012, Issue 7.

# PART II

# IMPLEMENTATION





# SENDING ALERTS

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- **Sent weekly to your agency**
  - Through secure e-mail
  - To recipients you designate
- **Includes**
  - Listing of clients whose deadline for meeting performance measures is coming up
  - Charts showing your performance rates
  - Support information for improving performance



incentivesandalerts@dshs.wa.gov (cts\_wa.SecureEmailFrom\_incentivesandalerts\_bdahajbhcdcdcajde@sendsecure.m86security.com) [Add to contacts](#)

To: youremail.com

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## New secure email message from State of Washington

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Open Message

You've received a secure email message related to business with the State of Washington. To view it, select Open Message.

The secure message expires on Aug 08, 2013 @ 05:23 PM (GMT).

Do not reply to this notification message; this message was auto-generated by the sender's security system. To reply to the sender, select Open Message.

If selecting Open Message does not work, copy and paste the link below into your Internet browser address bar.

[https://sendsecure.m86security.com/s/e?b=cts\\_wa&m=ABA3EoWhT3Tear7isCJW2yxp&c=ABAF2ga0VEVW3fpILgbYmmMF&em=dr%5fgothmog%40msn%2ecom](https://sendsecure.m86security.com/s/e?b=cts_wa&m=ABA3EoWhT3Tear7isCJW2yxp&c=ABAF2ga0VEVW3fpILgbYmmMF&em=dr%5fgothmog%40msn%2ecom)



## Register Account

Enter your email address and a password to register and begin sending and receiving secure messages.

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Email Address:  
youremail.com

Password:

Re-enter Password:

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### Password Rules

Passwords must be at least 10 characters in length, and meet all of the following conditions:

- Contain a number
- Contain both uppercase and lowercase letters
- Contain at least one special character, such as: ~!@#\$\$%^&
- The new password cannot include your name, email, or be a complete word. [More password hints.](#)



Inbox

Address

Compose

Drafts



Reply

Reply All

Forward

Delete

More Actions



dr\_gothmog@msn.com

Sign Out

**Received:** Jul 9, 2013 10:23 AM  
**Expires:** Aug 8, 2013 10:23 AM  
**From:** incentivesandalerts@dshs.wa.gov  
**To:** youremail.com  
**Cc:**  
**Subject:** Weekly Clients Alerts (encrypt-account)

**Attachments:** ▼ [Valley Cities Counseling Consultation Auburn quarterly.xlsx](#)

Attached are this week's client level alerts.

# SAMPLE ALERTS

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- **Outpatient Initiation and Engagement**
- **Continuity after Detox**

Generated: 04/17/13

Sunrise House

**Timeliness of Data Entry**

To maximize the utility of these alerts, TARGET data should be entered within 7 days of service delivery:

**Based on your agency's data from last quarter and the current quarter:**

Average # of days between admission and entry of admission data into TARGET

**7**

Average # of days between treatment activity and entry of activity data into TARGET

**5**

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Sunrise House

**Clients Pending Initiation**

**Initiation Criteria:** Within 14 days of admission (excluding the day of admission), at least one day with any of the following:

- In-person client attendance of an OP individual, group, or conjoint (with client) treatment session
- Case management activity with client in attendance
- Individual, group, or conjoint "Brief Therapy" support activity

**Bold Text**

7 or fewer days remain before the initiation deadline.

**Shaded Background**

8-14 days remain before the initiation deadline.

**Name**

**Admission Date**

**Initiation  
Deadline**

**Days to  
Initiation  
Deadline**

**# Services  
Needed to  
Initiate**

According to data currently available in TARGET, none of your agency's clients are pending initiation.

**Generated: 04/17/13**      **Sunrise House**

## Clients Pending Engagement

**Engagement Criteria:** Within 30 days of initiation, at least two days with any of the following:

- In-person client attendance of an OP individual, group, or conjoint (with client) treatment session
- Case management activity with client in attendance
- Individual, group, or conjoint "Brief Therapy" support activity

**Bold Text**      7 or fewer days remain before the engagement deadline.

**Shaded Background**      8-14 days remain before the engagement deadline.

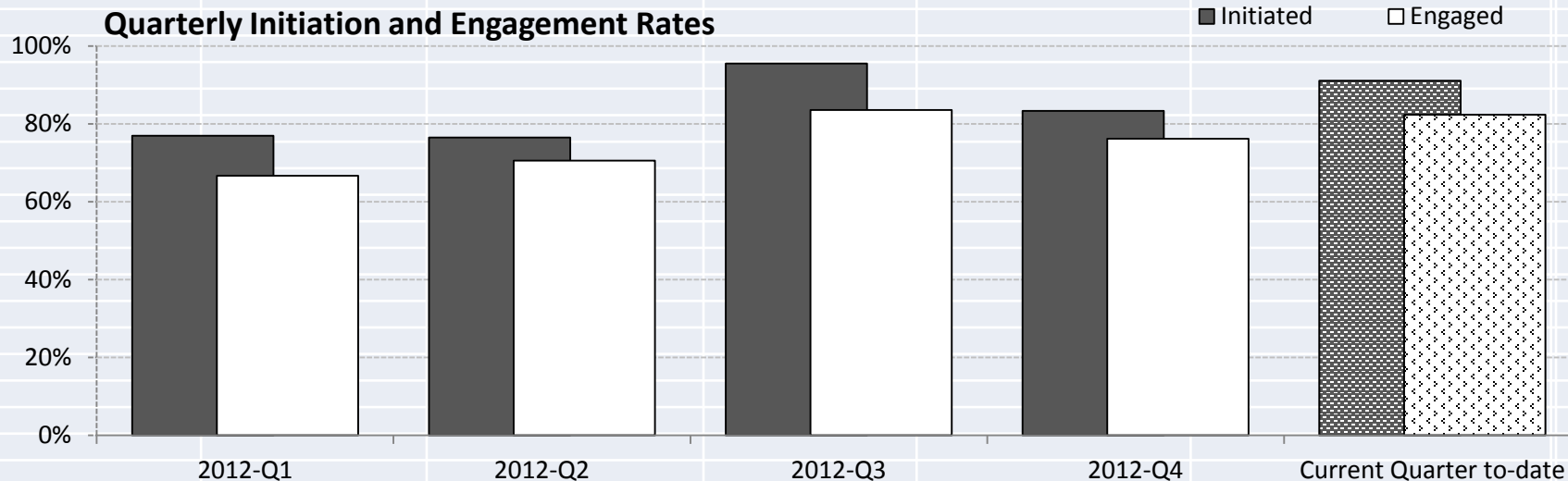
Name	Admission Date	Initiation Date	Engagement Deadline	Days to Engagement Deadline	# Services Needed to Engage
William Smith	3/21/13	3/28/13	4/27/13	10	1
Julie Nash	3/26/13	4/2/13	5/2/13	15	2
Edward Marks	3/21/13	4/4/13	5/4/13	17	1
Mark Andrews	3/29/13	4/4/13	5/4/13	17	1
Ron Edwards	3/29/13	4/11/13	5/11/13	24	2



## Sunrise House

Generated: 04/17/13

Agency Baseline: aa%      Benchmark: cc%



	2012-Q1	2012-Q2	2012-Q3	2012-Q4	Current Quarter to-date
<b>Initiated</b>	77%	76%	96%	83%	91%
<b>Engaged</b>	67%	71%	84%	76%	82%
<b># of admissions</b>	39	34	67	42	see below

Rates for the current quarter only include admissions where either:

- Clients have met the initiation or engagement criteria
- Client's deadline for initiation or engagement has passed

a) # admissions in current quarter where the initiation deadline has passed:	56
b) # admissions in current quarter where the engagement deadline has passed:	51
c) # pending initiation or engagement (see "initiation" & "engagement" tabs):	5
Total Admissions in current quarter to-date (computed as b+c, above):	56

Generated: 04/17/13

**Sunrise House**

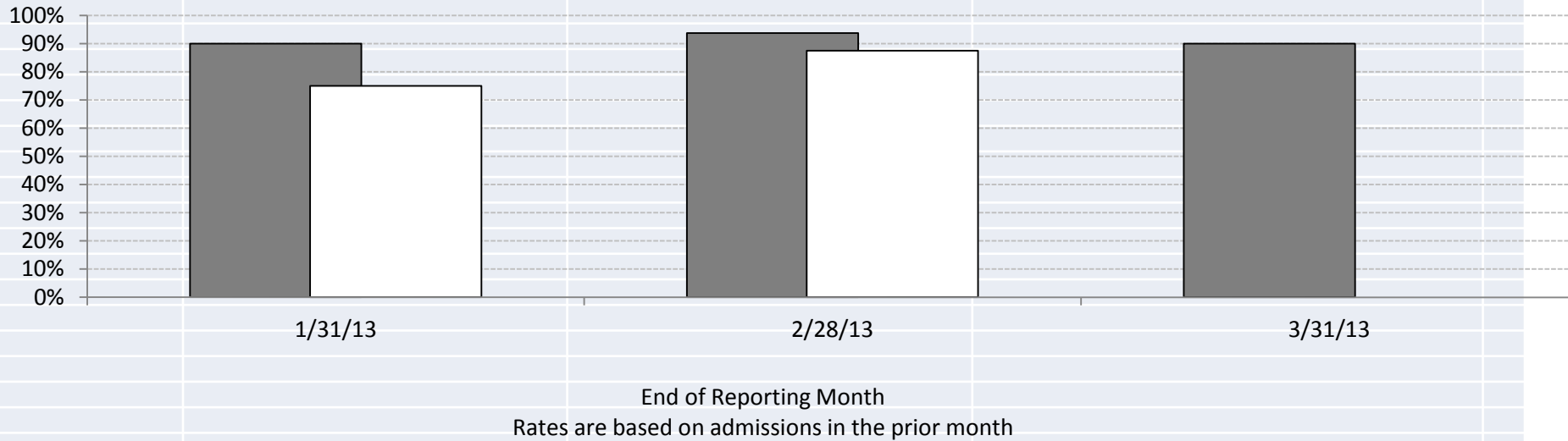
Rates for a given month will not be plotted until the deadline for initiation or engagement has passed for all clients admitted in the month.

Agency Baseline: aa%

Benchmark: cc%

**Monthly Initiation and Engagement Rates**

■ Initiated □ Engaged



	1/31/13	2/28/13	3/31/13
<b>Initiated</b>	90%	94%	90%
<b>Engaged</b>	75%	88%	
<b># of admissions</b>	20	16	20

Generated: 04/17/13

Sunrise House

Your agency receives charts based on the number and timing of admissions. In this tab, we show:

- Admissions summary for your agency
- Explanation of why specific charts are presented
- Description of which charts were generated for your agency

**Admissions summary:**

***Current Quarter***

Total # of admissions	56
Average # admissions per week	4.3
Total # of admissions where initiation deadline has passed	56

***Prior 4 Quarters***

Maximum # of admissions per quarter	67
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**Explanation of why specific charts are presented**

**Your agency will receive a Quarterly Summary when:**

- The initiation deadline has passed for 10 or more admissions in a given quarter, OR
- Over the prior 4 quarters, there has been at least one quarter when the initiation deadline has passed for 10 or more admissions

**In addition, your agency may also receive a trends chart depending on your agency's average number of admissions per week.**

**A Weekly Trend Chart** when:

- The average number of admissions per week is 10 or more (calculated for the current quarter), AND
- There have been 2 or more weeks during the study when the initiation deadline has passed for 10 or more admissions

**A Bi-Weekly Trend Chart** when:

- The average number of admissions per week is 5 or more, but less than 10 (calculated for the current quarter), AND
- There have been 2 or more bi-weekly periods during the study when the initiation deadline has passed for 10 or more admissions

**A Monthly Trend Chart** when:

- The average number of admissions per week is 2.5 or more, but less than 5 (calculated for the current quarter), AND
- There have been 2 or more months during the study when the initiation deadline has passed for 10 or more admissions

Generated: 04/18/13

## Forest Street Center

### Timeliness of Data Entry

To maximize the utility of these alerts, TARGET data should be entered within 7 days of service delivery:

**Based on your agency's data from last quarter and the current quarter:**

Average # of days between discharge and entry of discharge data into TARGET

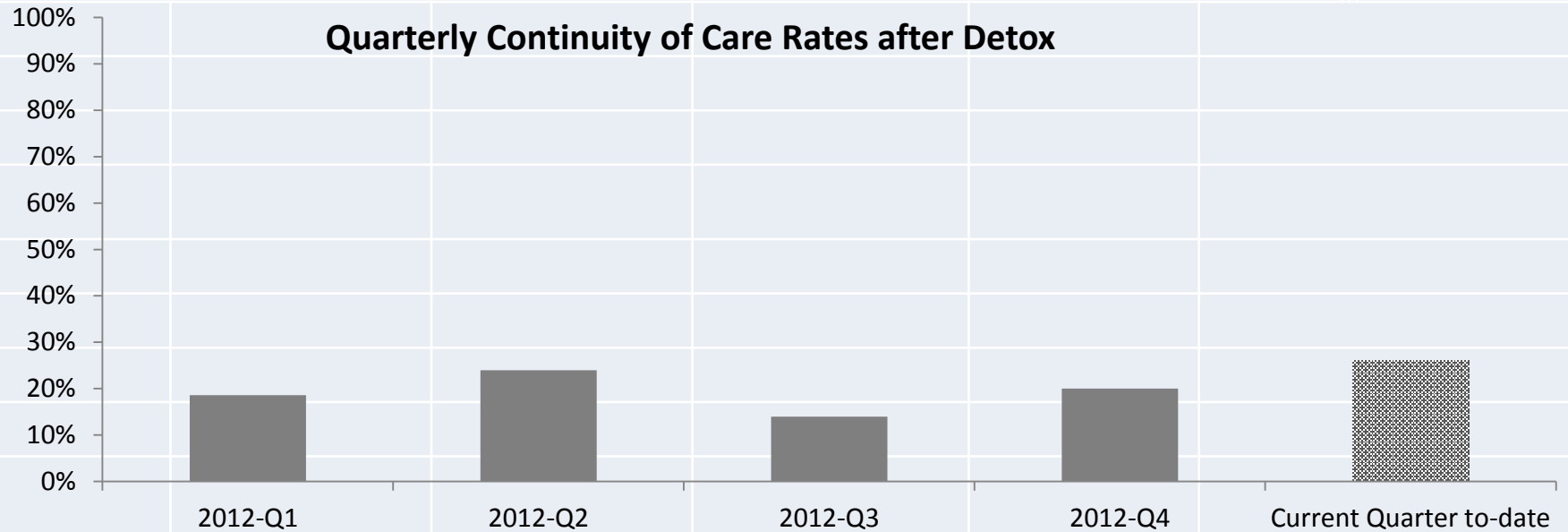
2

Generated: 04/18/13		Forest Street Center		
<b>Clients Pending Continuity of Care After Detox</b>				
Continuity of Care Criteria: Admission to treatment within 14 days of discharge				
<b>Bold Text</b>		7 or fewer days remain before the Continuity of Care deadline.		
<b>Shaded Background</b>		8-14 days remain before the Continuity of Care deadline.		
Name	Admission Date	Discharge Date	Continuity of Care Deadline	Days to Continuity of Care Deadline
Steven Williams	4/3/13	4/6/13	4/20/13	2
Nancy Jackson	4/6/13	4/8/13	4/22/13	4
Susan Harris	4/6/13	4/11/13	4/25/13	7
David Garcia	4/13/13	4/14/13	4/28/13	10
Anthony Moore	4/12/13	4/16/13	4/30/13	12

## Forest Street Center

Generated: 04/18/13

Agency Baseline: aa%      Benchmark: cc%



	2012-Q1	2012-Q2	2012-Q3	2012-Q4	Current Quarter to-date
<b>Continuity of Care</b>	19%	24%	14%	20%	26%
<b># of Discharges</b>	210	213	208	175	172

Rates for the current quarter only include discharges when either:

- Clients have met continuity of care criteria
- Client's deadline for continuity of care criteria has passed

# of Discharges pending continuity of care: 5

Total discharges in current quarter to-date: 172

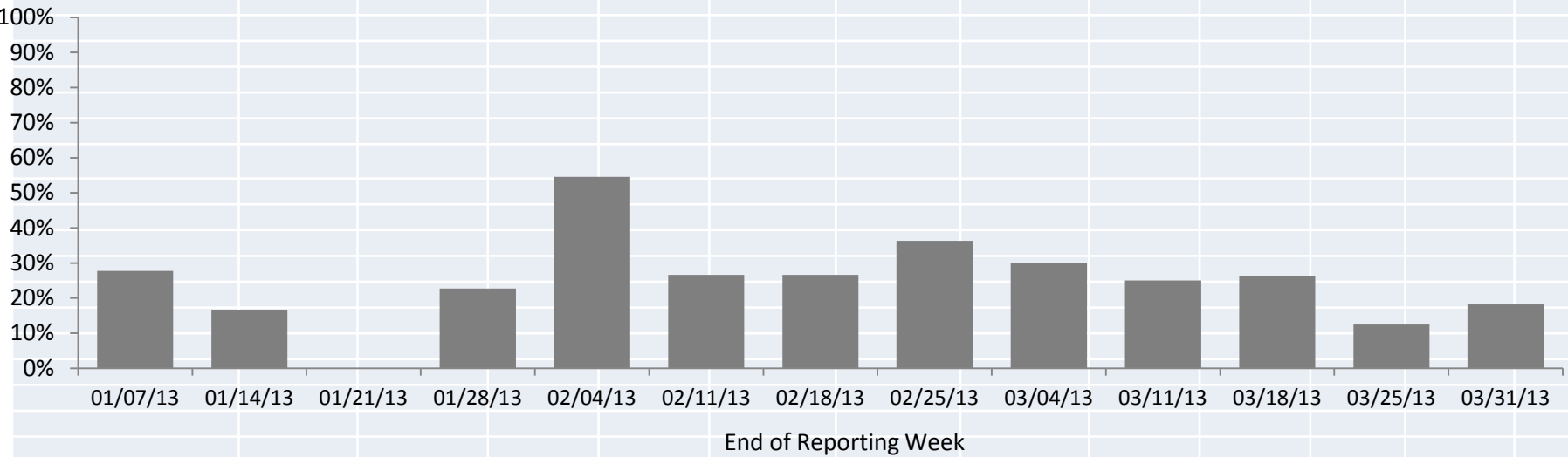
Generated: 04/18/13

## Forest Street Center

Rates for a given week will not be plotted until the deadline for continuity of care has passed for clients discharged in the week.

**Agency Baseline: aa%**      **Benchmark: cc%**

### Weekly Continuity of Care Rates after Detox



Rates are based on discharges in the prior 7 days

	01/07/13	01/14/13	01/21/13	02/04/13	02/11/13	02/18/13	02/25/13	03/04/13	03/11/13	03/18/13	03/25/13	03/31/13
<b>Continuity of Care</b>	28%	17%		55%	27%	27%	36%	30%	25%	26%	13%	18%
<b># of Discharges</b>	18	12	9	11	15	15	11	10	12	19	16	11

Rates are not calculated when the # of discharges is less than 10. Discharges are carried forward and plotted whenever at least 10 clients are accrued.

Accrual from prior week included in rates but not in the # of discharges

Generated: 04/18/13

Forest Street Center

Your agency receives charts based on the number and timing of admissions. In this tab, we show:

- Admissions summary for your agency
- Explanation of why specific charts are presented
- Description of which charts were generated for your agency

## Admissions summary:

### *Current Quarter*

Total # of discharges	172
Average # of discharges per week	13.2
Total # of discharges where the continuity of care deadline has passed	172

### *Prior 4 Quarters*

Maximum # of admissions per quarter	213
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## Explanation of why specific charts are presented

### Your agency will receive a Quarterly Summary when:

- The continuity of care deadline has passed for 10 or more admissions in a given quarter, OR
- Over the prior 4 quarters, there has been at least one quarter when the continuity of care deadline has passed for 10 or more admissions

**In addition, your agency may also receive a trends chart depending on your agency's average number of admissions per week.**

A Weekly Trend Chart when:

- The average number of admissions per week is 10 or more (calculated for the current quarter), AND
- There have been 2 or more weeks during the study when the continuity of care deadline has passed for 10 or more admissions

A Bi-Weekly Trend Chart when:

- The average number of admissions per week is 5 or more, but less than 10 (calculated for the current quarter), AND
- There have been 2 or more bi-weekly periods during the study when the continuity of care deadline has passed for 10 or more admissions

A Monthly Trend Chart when:

- The average number of admissions per week is 2.5 or more, but less than 5 (calculated for the current quarter), AND
- There have been 2 or more months during the study when the continuity of care deadline has passed for 10 or more admissions

Based on your agency's admissions history

A "Weekly Trend" and "Quarterly Summary" were generated.



# TIPS/INFORMATION ACCOMPANYING THE ALERTS

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- **Links to information online**
- **Types of information:**
  - **Tips on how to engage clients**
  - **Tips on how to improve continuity of care**
  - **Treatment approaches in general or for special populations, e.g., veterans, women, clients with child abuse and neglect issues**

# TIPS/INFORMATION LIBRARY

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- **Tips will be kept in a library with a table of contents**
- **May access library at any time via a link provided with alerts and support emails**
- **New tips/information may be added during the study**

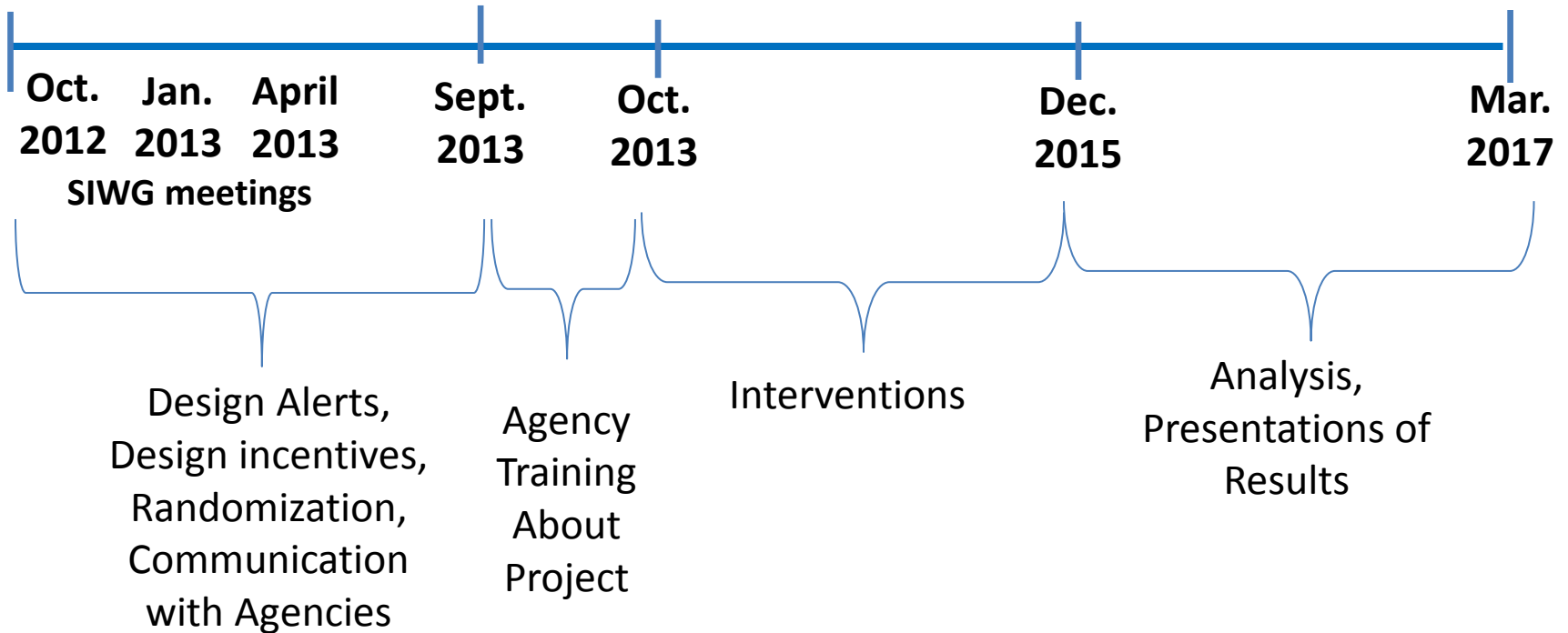
# EXAMPLE

- **Increase continuity of care to treatment by collaborating with referrers**

Transition to the next level of care can be complicated for the client. Collaboration between treatment programs and referrers can help the process.

<http://www.niatx.net/promisingpractices/Show.aspx?ID=93&SPNID=32>

# PROJECT TIMELINE



# SUMMARY

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- **Design of alerts based on research and Washington SIWG feedback**
- **Alerts sent weekly via secure e-mail with information on specific clients and performance rates**
- **Usefulness depends on timely submission of encounter data to TARGET**
- **Alerts will be accompanied by tips/support information**

# WRAP UP

## Questions and Contact Information



# CONTACT INFORMATION

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(781) 736-8657      [aacevedo@brandeis.edu](mailto:aacevedo@brandeis.edu)

<https://www.dshs.wa.gov/bhsia/division-behavioral-health-and-recovery/incentives-and-alerts-improving-substance-abuse-treatment-washington-state>