

Data Webinar

DMH Leadership Training

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What questions are we trying to answer?

What problem are we trying to solve?

What are desired outcomes?

How will you measure the outcomes?

What data is available?

What data is needed?

Do we need additional help?

- Data collection, analysis, details?

Meaningful Data/Measures

Think strategically and selectively

- Don't be a DRIP – “Data Rich, Information Poor”
 - Ensure measures provide “answers” to your question
 - Over-abundance of indicators = data incoherence/confusion, not only for leadership, but for the key constituencies you're trying to reach
 - Exclusive/predominant use of a retrospective or “trailing edge” data = tells you what you did wrong but well after the fact, requiring you now to clean up the damage before you can figure out what to do for the future.

Meaningful Data/Measures

- Instead identify only those handful of measures that –
 - Enable a clear and concise snapshot of the health of your organization; AND
 - Signal when you are performing optimally and warn you when you begin to drift away from a healthy state, before you get “too sick” / “too risky;” OR
 - Identify opportunities for improvement and monitor your progress toward your key improvement objectives
 - For every key strategic initiative you pursue, calculate your Return on Investment (ROI)
 - Be willing to adjust or modify your measures to provide a clearer picture of goals or desired outcomes

Meaningful Data/Measures (con.)

Measure Selection driven by the Governing Ideas of the organization and your Strategic Plan

- Think of your mission, vision and values and what will demonstrate those to your customers, your employees, and your key stakeholders
- Key Considerations in most Behavioral Health organizations
 - Core Business
 - Adoption of and Fidelity to Evidence Based Practices
 - Enhanced Client Outcomes - Proximal and Ultimate
 - Risk Mitigation
 - Infrastructure
 - Workforce Development, Recruitment/Retention
 - Cost Reduction/Savings
 - Process/System Simplification
- Measures become the backbone of your Strategic Plan
 - Preventing distraction from fundamental priorities
 - While still being sufficiently flexible for mission critical opportunities/threats

Meaningful Data/Measures (con.)

Create a dashboard

- That you can view routinely, quickly, and with minimal effort
- That is meaningful and useful to the individuals who collect the data (thereby guaranteeing that the data is collected and collected accurately)
- That is actionable – can do something about it today, with the potential for near immediate results
- That can be shared within your organization , including your employees and customers, and outside it with other key stakeholders and constituents

Meaningful Data/Measures (con.)

Program Evaluation

- ✓ **Quantity does not beat quality**
- ✓ **If the data doesn't exist, it must be collected**
- ✓ **Share progress**
- ✓ **Be willing to make changes and improvements**
- ✓ **Keep short term and long term outcomes in mind**
 - ✓ Don't fail to collect critical data to be able to determine long-term outcomes
- ✓ **Calculating ROI is often a long-term outcome that requires more foresight than other outcomes**

Examples of Data Measures

Core Business

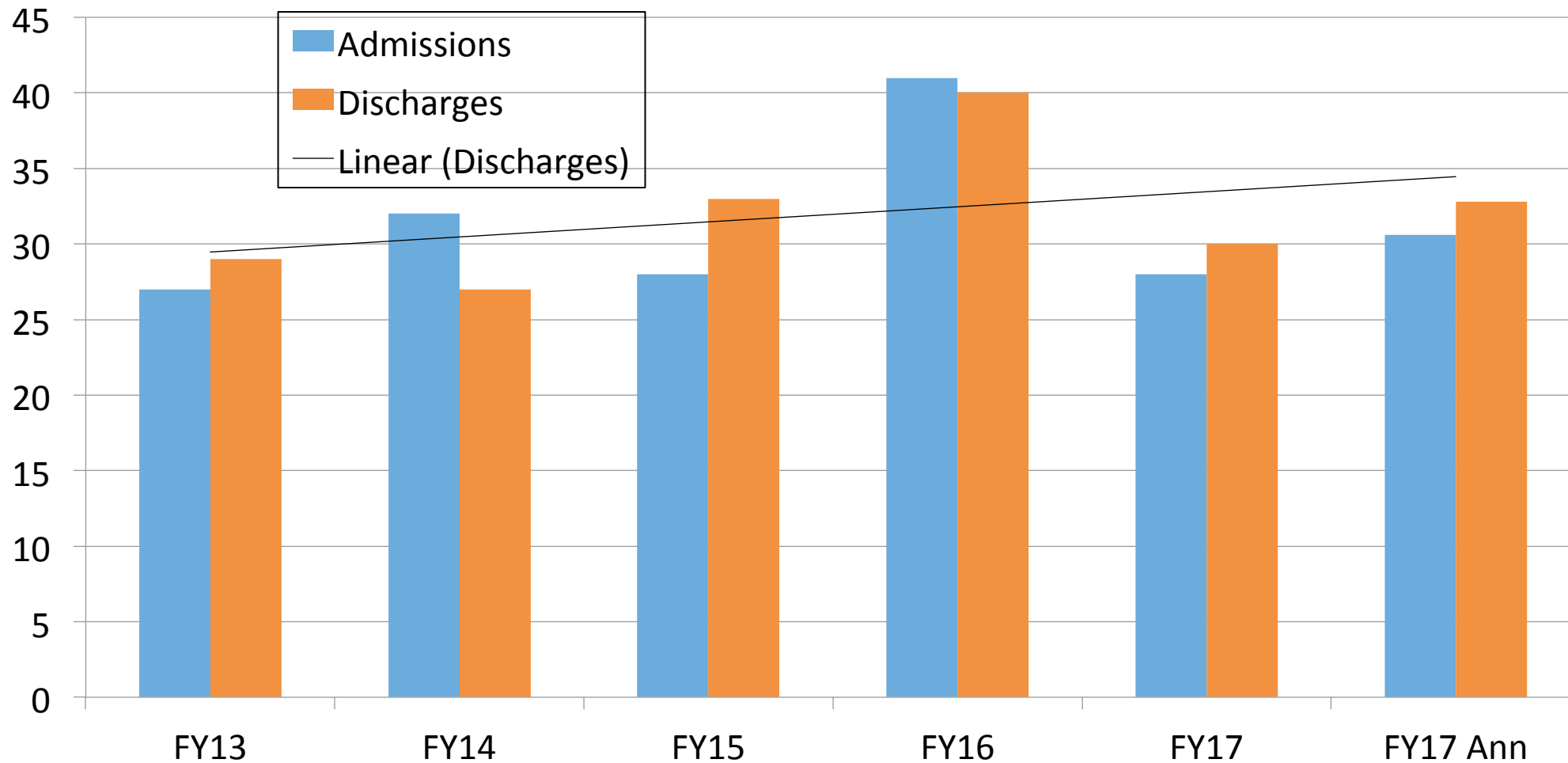
NGRI: Re-arrest or return for cause



FY78 Forward

Facilities	Total Rearrested or Returned for Arrestable Cause		Conditional Releases		Re-arrest / Return for Cause as % of Conditional Release
	Total	% of Total	Total	% of Total	
FSH	22	22.4%	335	23.2%	6.57%
NMPRC	18	18.4%	289	20.0%	6.23%
SMMHC	30	30.6%	319	22.1%	9.40%
SLPRC	27	27.6%	398	27.6%	6.78%
MHC	1	1.0%	12	0.8%	8.33%
Total	98	100.0%	1,443	100.0%	6.79%

Admissions and Discharges



Length of Community Tenure (LoCT)

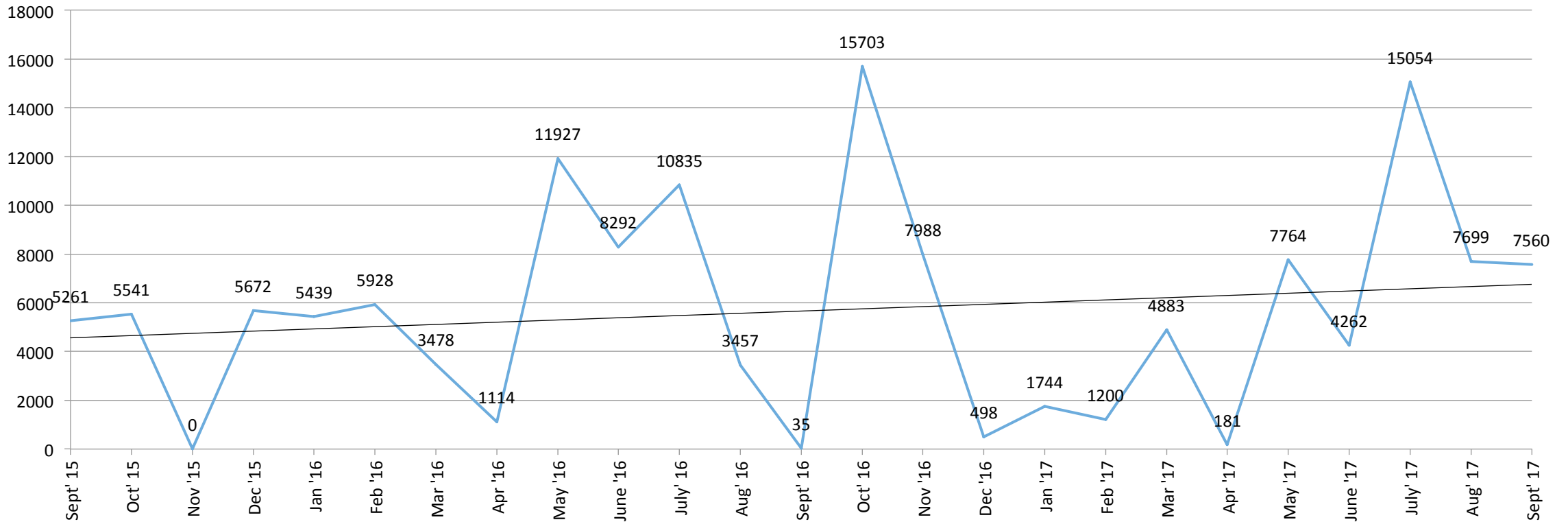


LOCT for each program and fiscal year/# of potential days in the community for each program and fiscal year

Fiscal Year	TRP	CBP	NOP	SLP	Totals
FY 11	95%	100%	98%	99%	97%
FY 12	85%	97%	N/A	N/A	89%
FY 13	84%	77%	N/A	100%	85%
FY 14	83%	N/A	N/A	76%	80%
FY 15	68%	100%	0%	75%	83%
FY16	95%	N/A	N/A	100%	98%
FY17	61%	94%	N/A	100%	94%
Total	88%	95%	93%	95%	91%

Length of Stay (LoS)

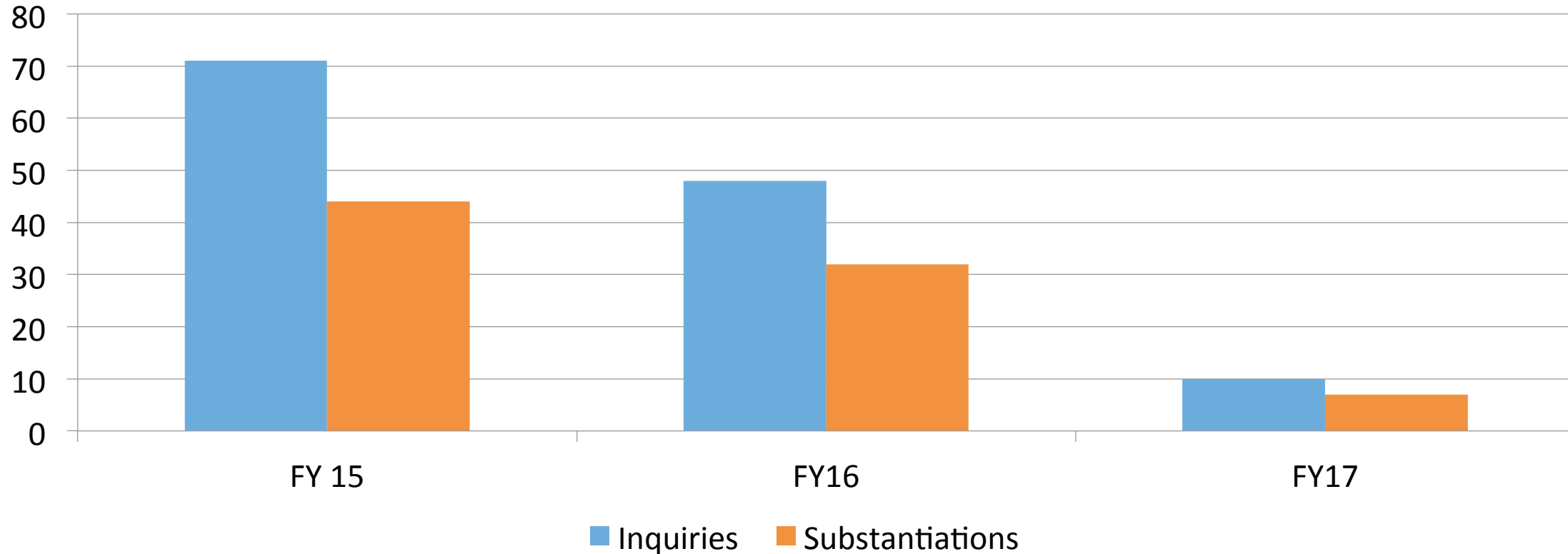
Length of Stay Discharge Cohort



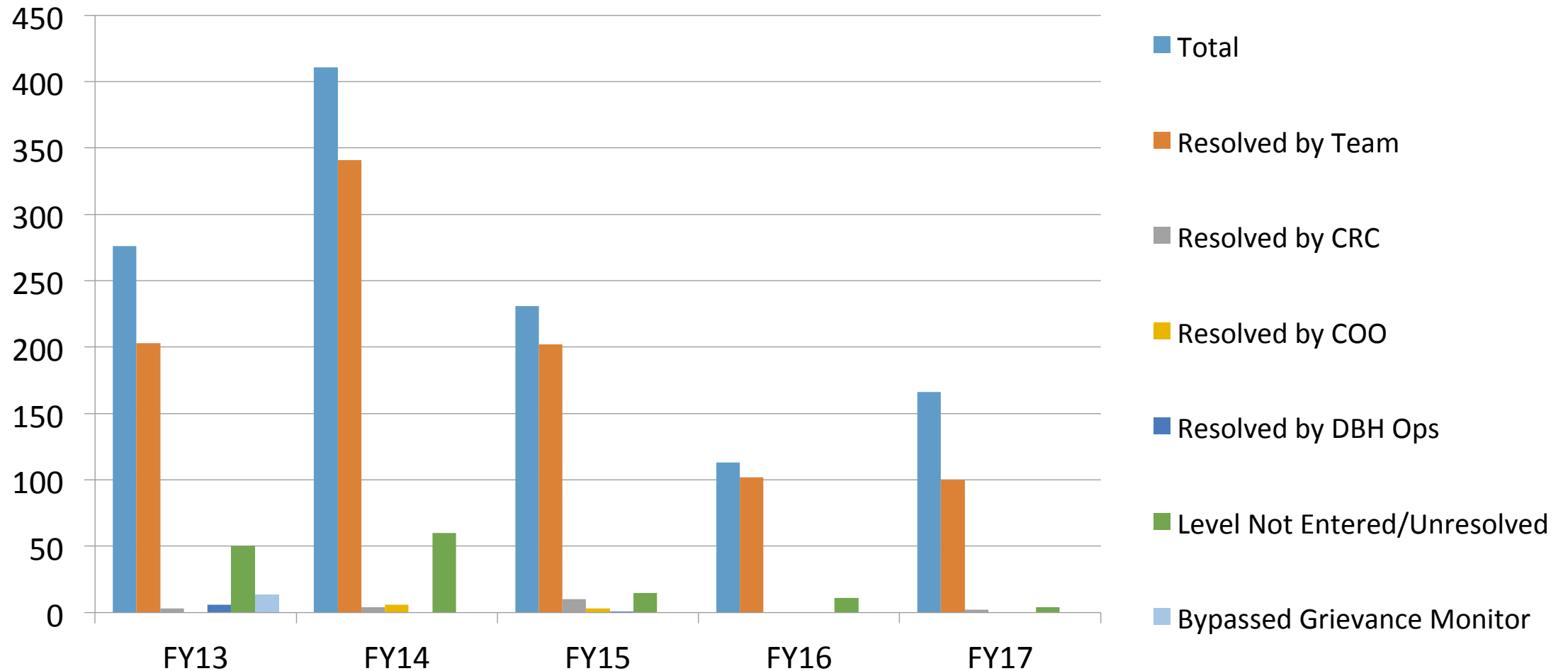
July	August	September
3,764	1,925	1,260

Investigations and Inquiries

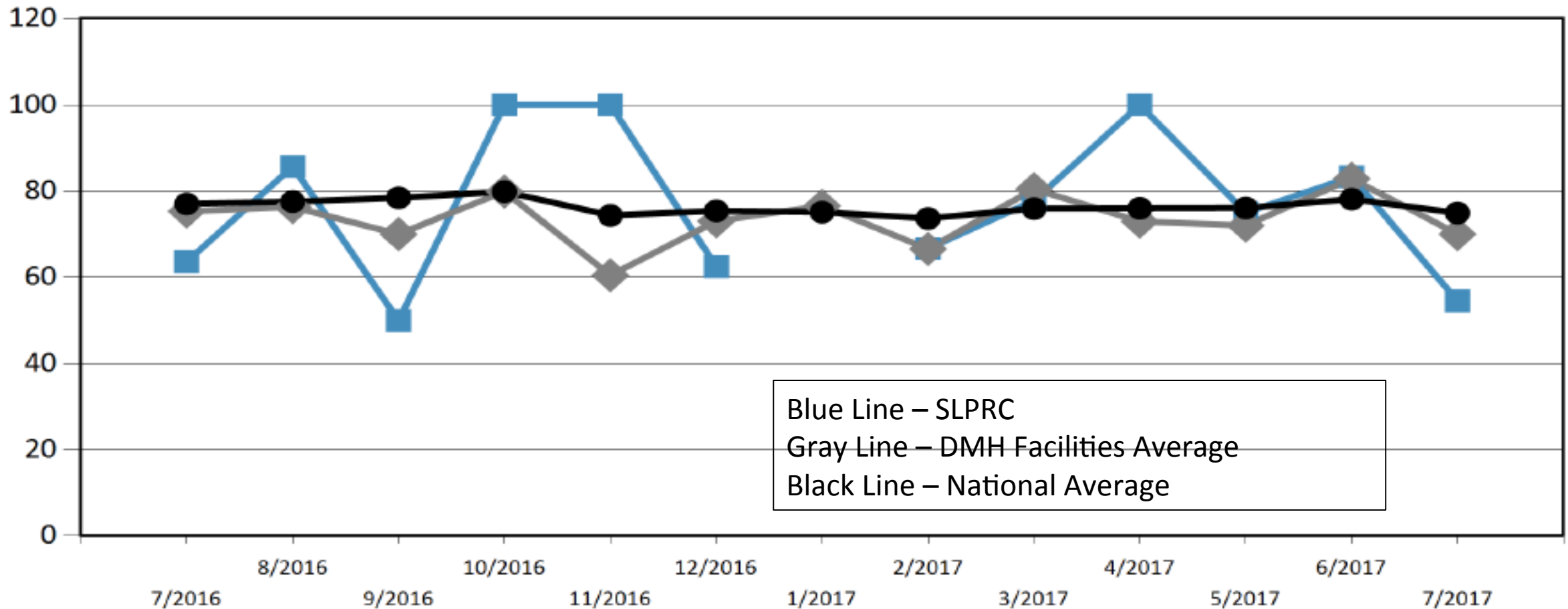
Employee Misconduct



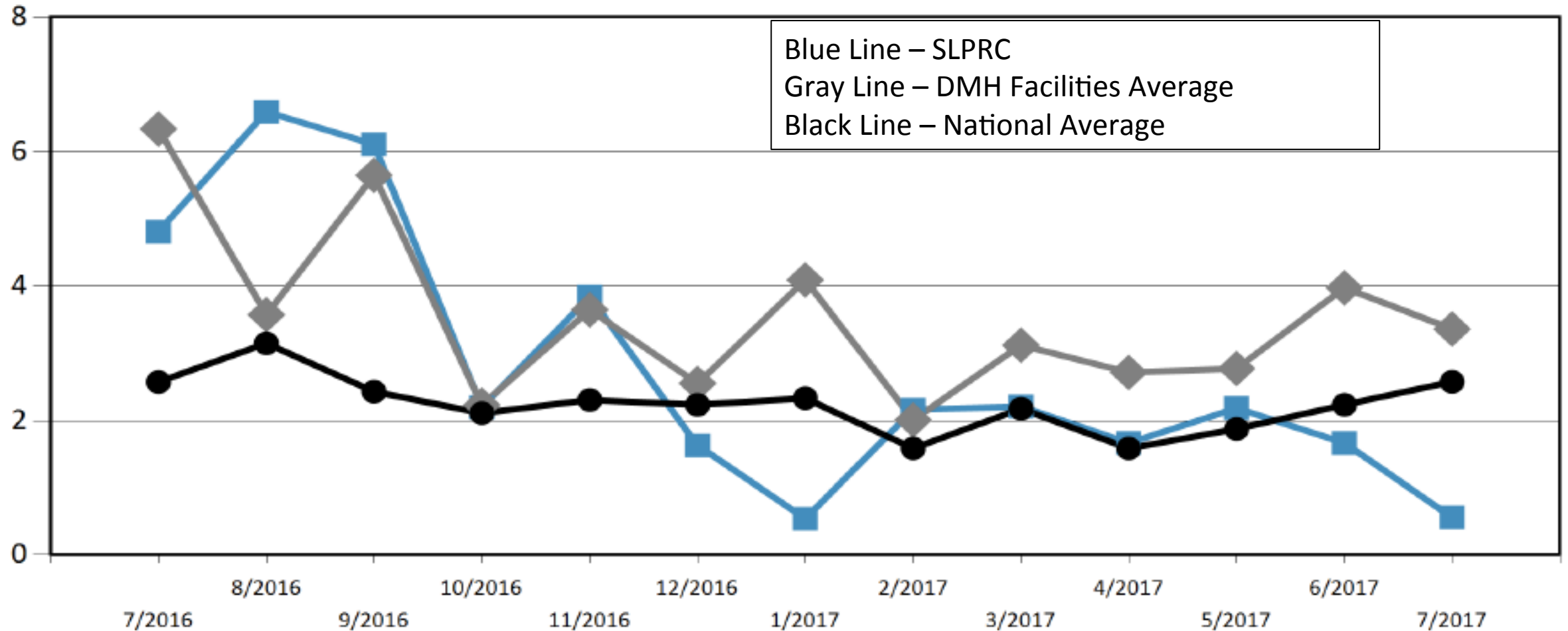
Client Grievances



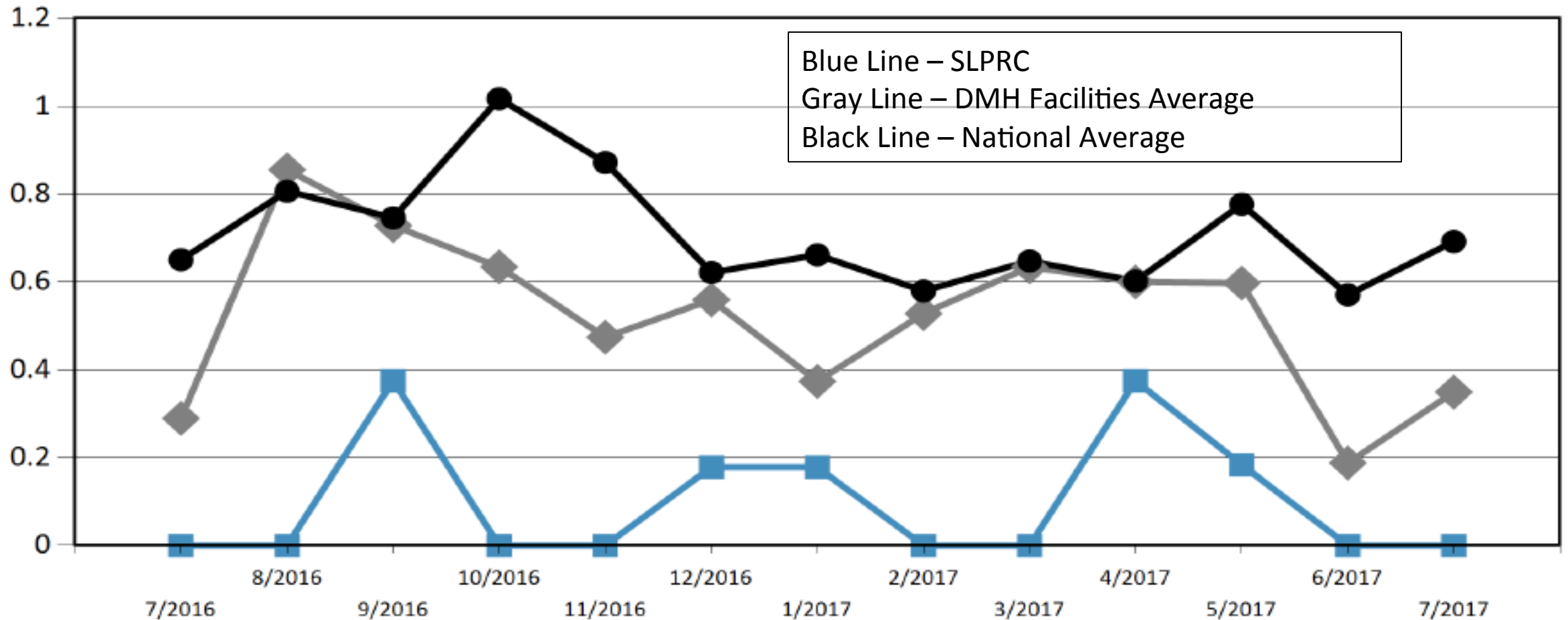
Client Satisfaction - Outcomes



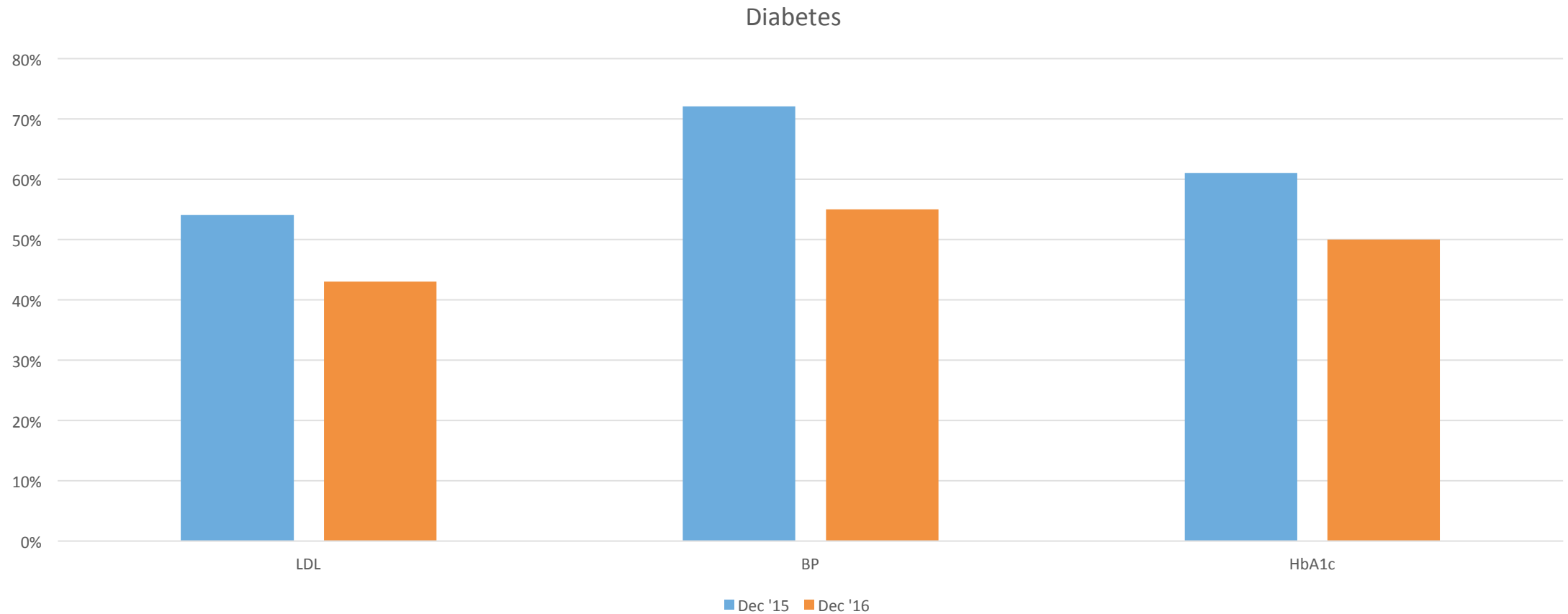
Medication Error Rate



Staff Injury Rate

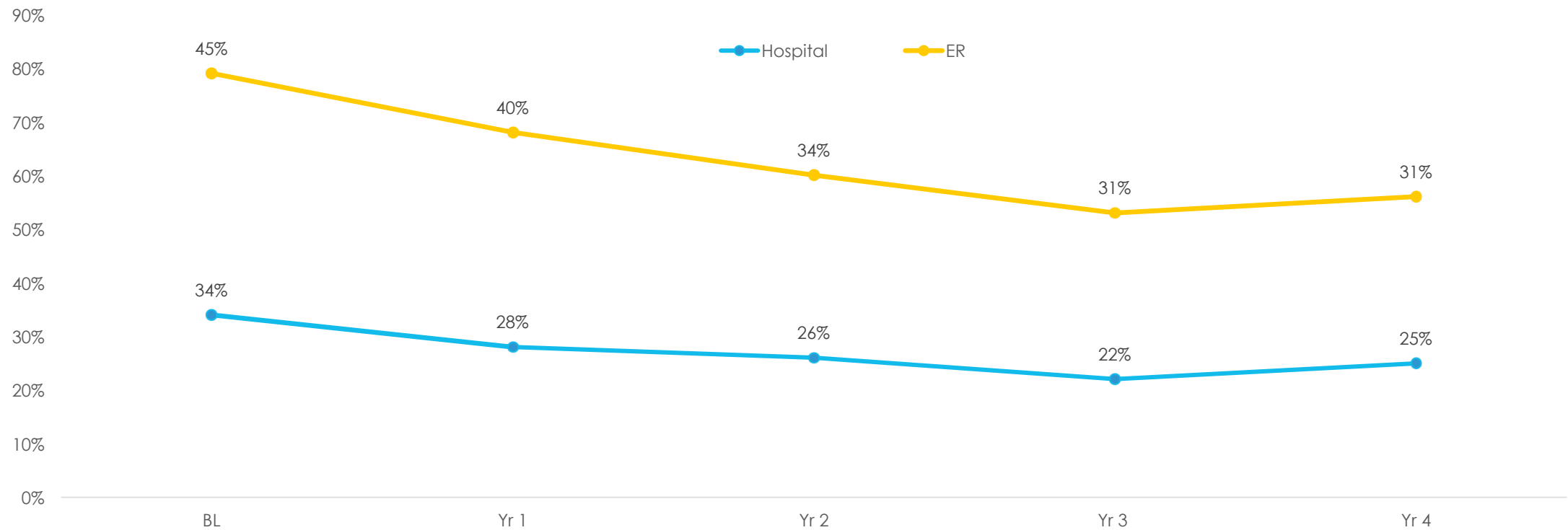


Programmatic Outcomes



Programmatic Outcomes

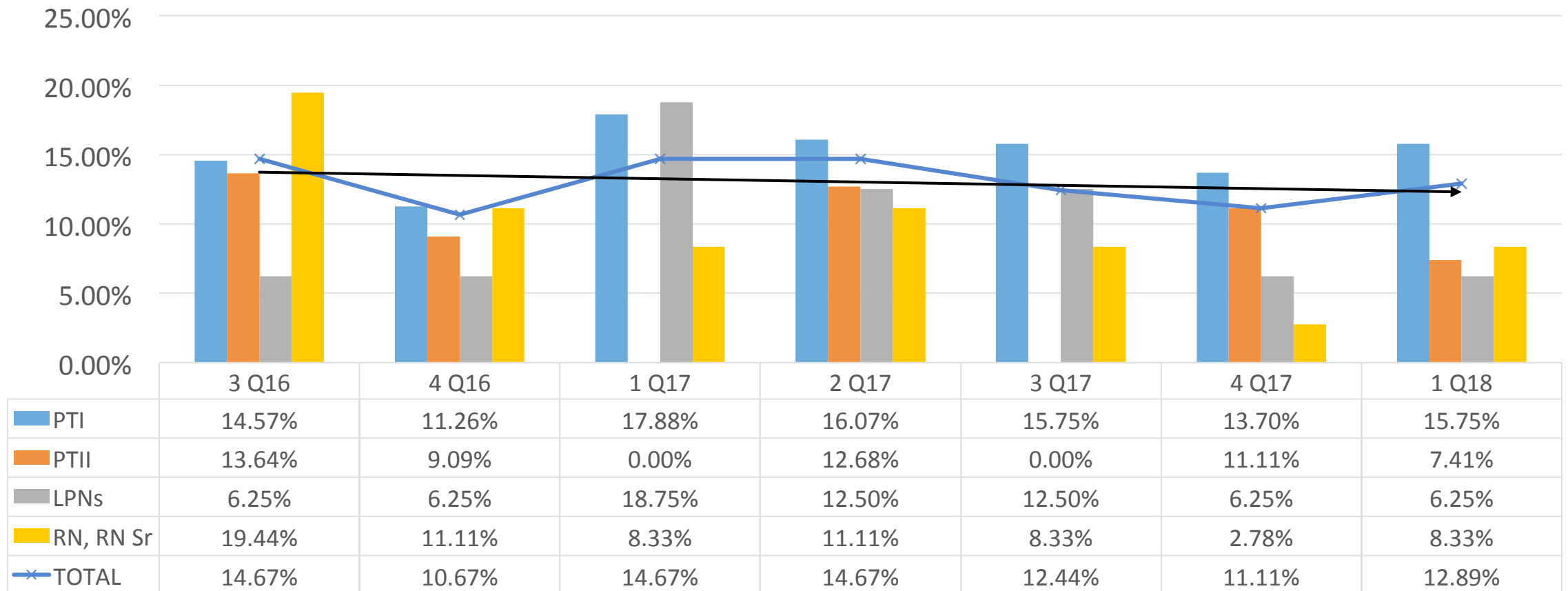
% of clients with 1+ Hospitalization or ER visit



Examples of Data Measures Infrastructure

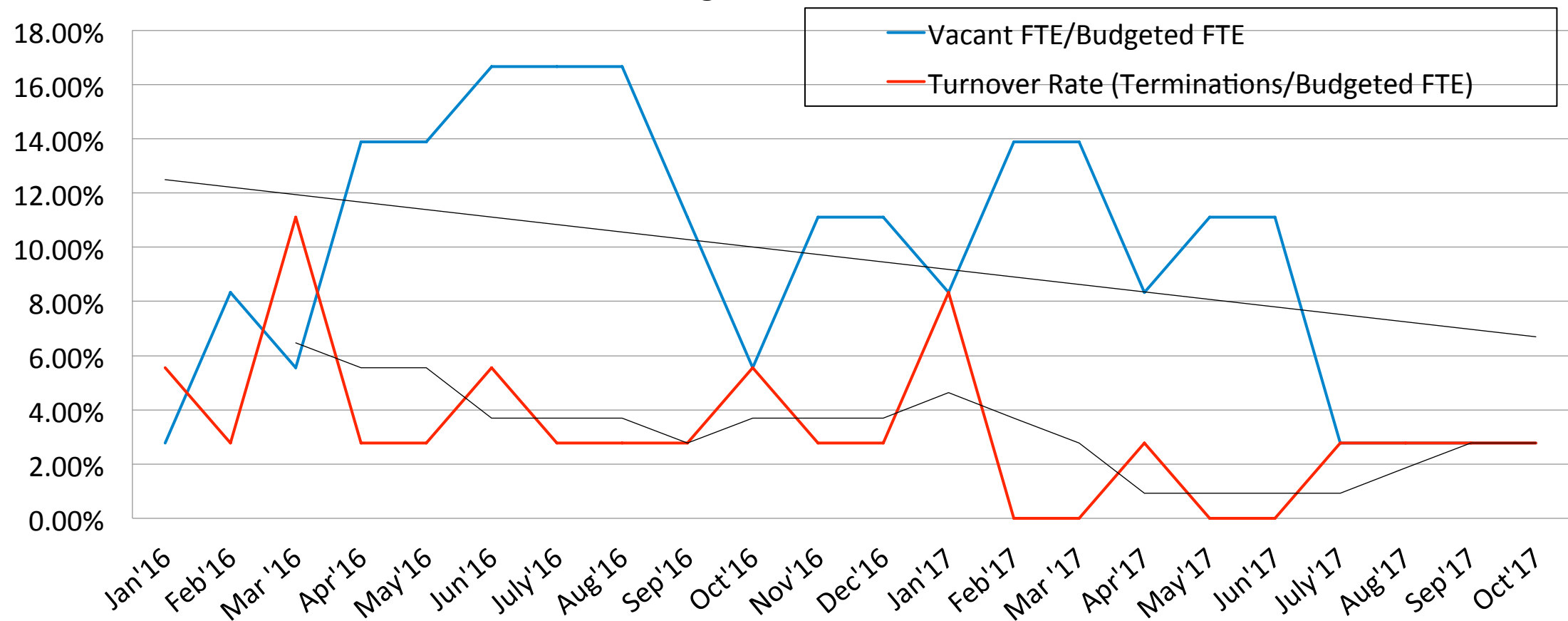
Nursing Turnover

SLPRC % Nursing Turnover



Nursing Turnover – RNs Only, Month to Month

Registered Nurses



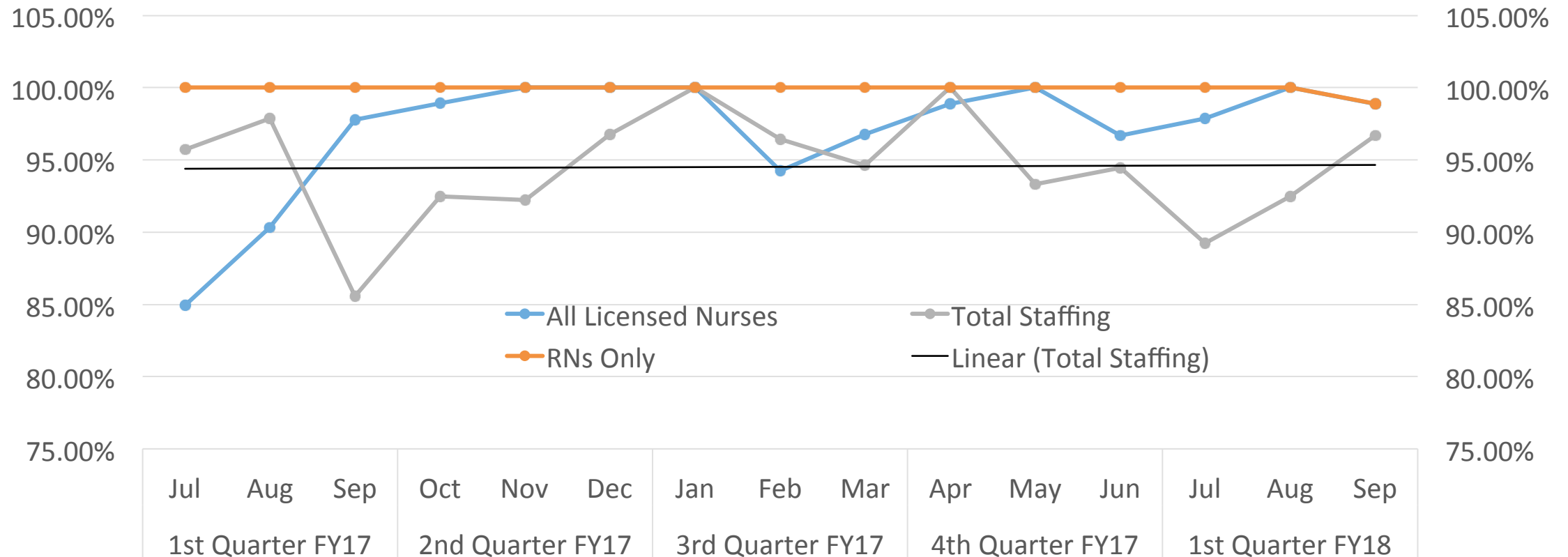
External Benchmarks



	Working Number of Employees	Number of Vacant Positions	Employee Vacancy Rate	Total Employee Separations	Employee Turnover Rate
MHA					
Behavioral Health RN	557	78	12.3%	136	21.4%
LPN (non IV certified)	388	38	8.9%	70	16.4%
Unlicensed Assistive Personnel	7,014	533	7.1%	2,329	30.9%
SLPRC					
Behavioral Health RN	36	4	11.1%	12	33.3%
LPN (non IV certified)	16	1	6.3%	0	0.0%
Unlicensed Assistive Personnel	174	28	16.1%	111	63.8%
COMPARISON					
Behavioral Health RN			1.2%		-11.9%
LPN (non IV certified)			2.7%		16.4%
Unlicensed Assistive Personnel			-9.0%		-32.9%

Staffing Minimums

Distinct Part Staffing



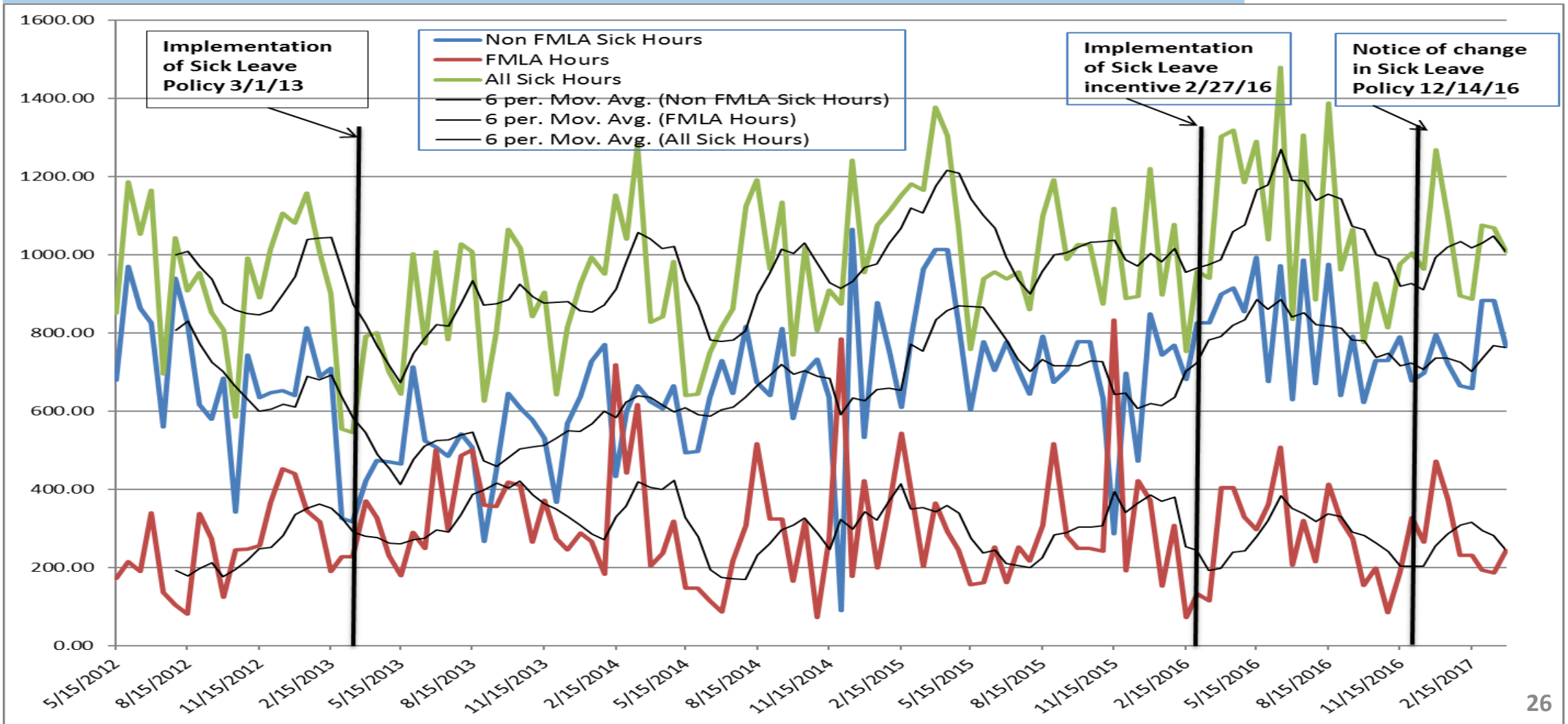
Staffing Minimums - Detail

22												
Day			Eve			Night						
LicNurse	RN	Total	LicNurse	RN	Total	LicNurse	RN	Total				
Ward E	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE				
Ward F	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE				
Ward G	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE				
Ward H	TRUE	TRUE	TRUE	TRUE	TRUE	FALSE	FALSE	TRUE				
Cottage A	TRUE	n/a	TRUE	n/a	TRUE	FALSE	n/a	TRUE				
Cottage B	TRUE	n/a	TRUE	n/a	TRUE	FALSE	n/a	TRUE				
Cottage C	TRUE	n/a	TRUE	n/a	TRUE	FALSE	n/a	TRUE				
Cottage D	TRUE	n/a	TRUE	n/a	TRUE	FALSE	n/a	TRUE				
Cottage 6	TRUE	n/a	TRUE	n/a	TRUE	FALSE	n/a	FALSE				
Cottage 8	TRUE	n/a	TRUE	n/a	FALSE	FALSE	n/a	FALSE				
Cottage 2	TRUE	n/a	TRUE	n/a	TRUE	FALSE	n/a	TRUE				
Cottage 4	TRUE	n/a	TRUE	n/a	TRUE	FALSE	n/a	TRUE				
Cottage 10	TRUE	n/a	TRUE	n/a	TRUE	FALSE	n/a	FALSE				
Cottage 12	TRUE	n/a	TRUE	n/a	TRUE	FALSE	n/a	TRUE				
Standard Met	14	4	14	14	4	13	3	3	11	31	11	38
Opportunities	14	4	14	14	4	14	14	4	14	42	12	42
Percent Met	100%	100%	100%	100%	100%	93%	21%	75%	79%	74%	92%	90%

Leading Edge: 09/30/17

- On September 30th, quick snapshot of staffing to minimums and acuity by residential area.
- Where are we short?

Sick Leave



Data Gathering

Identify your key data gatherers

- Ideal if at least some of these are your direct staff – only possible if gathering data helps them to do their job

Identify your natural data analysts

- Human Resources
- Quality Management
- Accounting
- Natural “Data Wonks” among your clinical staff – e.g., psychology, medical staff, pharmacy

Make sure both groups get the training necessary to be adept with data, and the time on their work schedule

Who's the best for the job?

What if your organization doesn't have the appropriate person to do the data analysis/gathering?

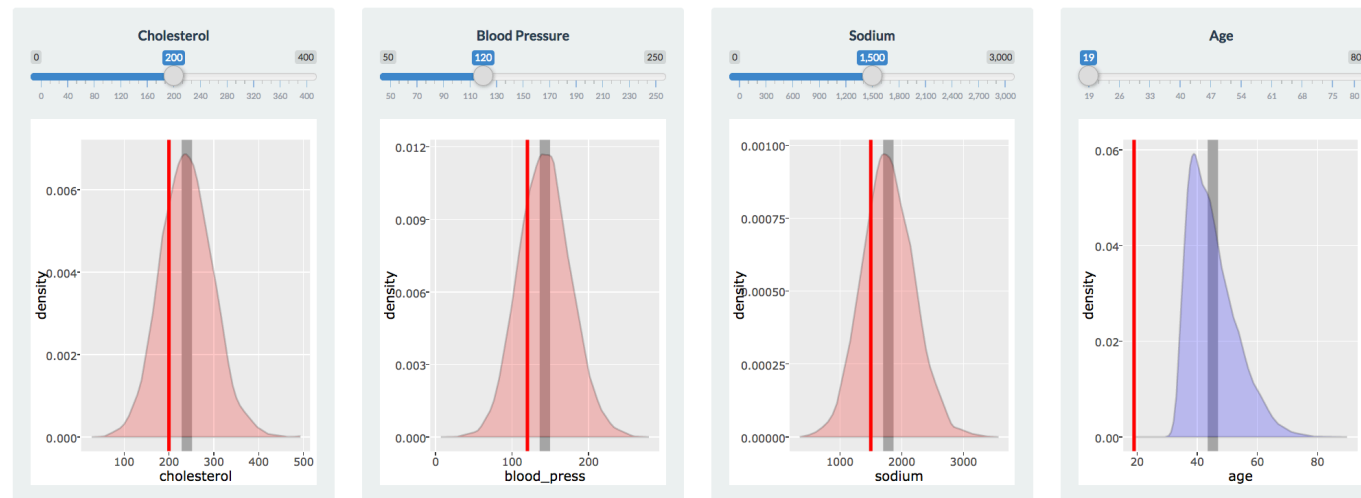
- **Do we hire someone?**
- **Do we work with what we have**
- **Cost/benefit analysis**
- **Don't be afraid to dream**

Future directions- Risk/Informed Decision Making

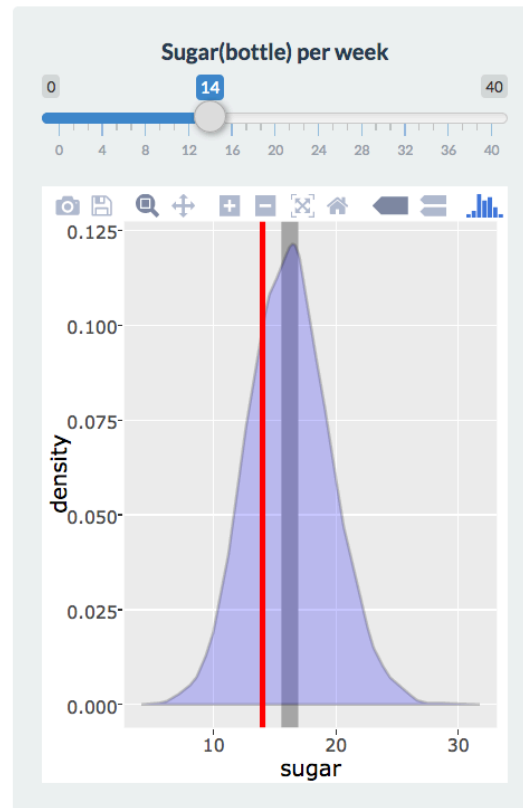
AI Heart Disease Diagnosis



Preventing Heart Disease at Early Stage with AI



Future directions- Risk/Informed Decision Making



Have family member with heart disease?

- No
 Yes

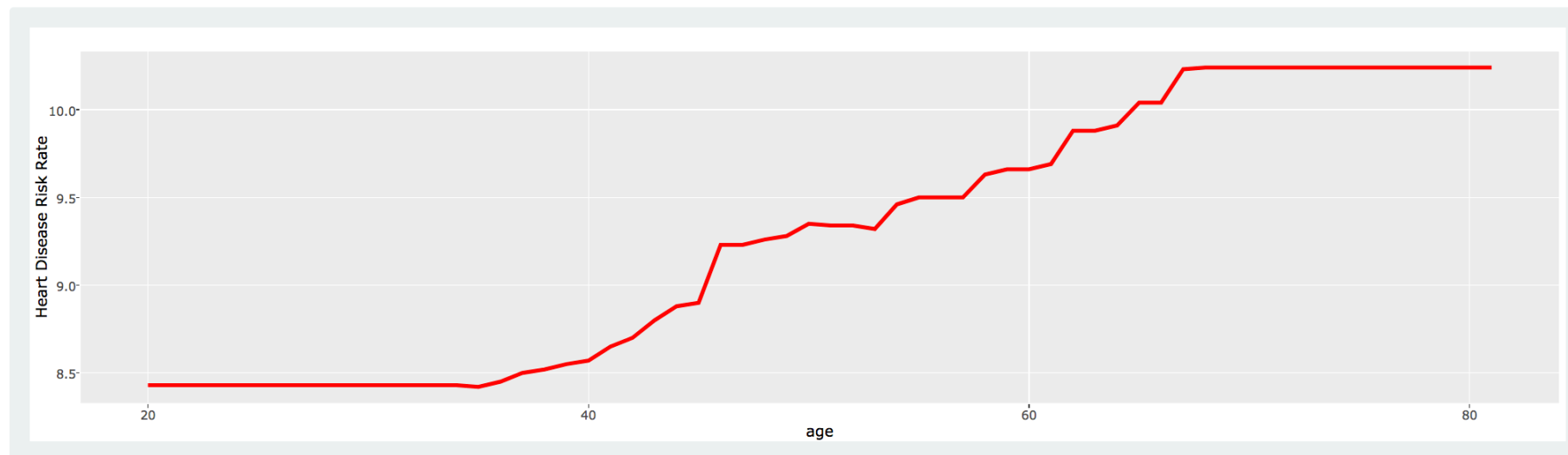
Gender

- Female
 Male

Future directions- Risk/Informed Decision Making

Heart Disease Risk Rate

8.43 %



Questions???