



Focusing on Process Improvement and Client Results – Ohio’s Continuous Quality Improvement Experience

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STAR-SI is a partnership between the Center for Substance Abuse Treatment and the Robert Wood Johnson Foundation.



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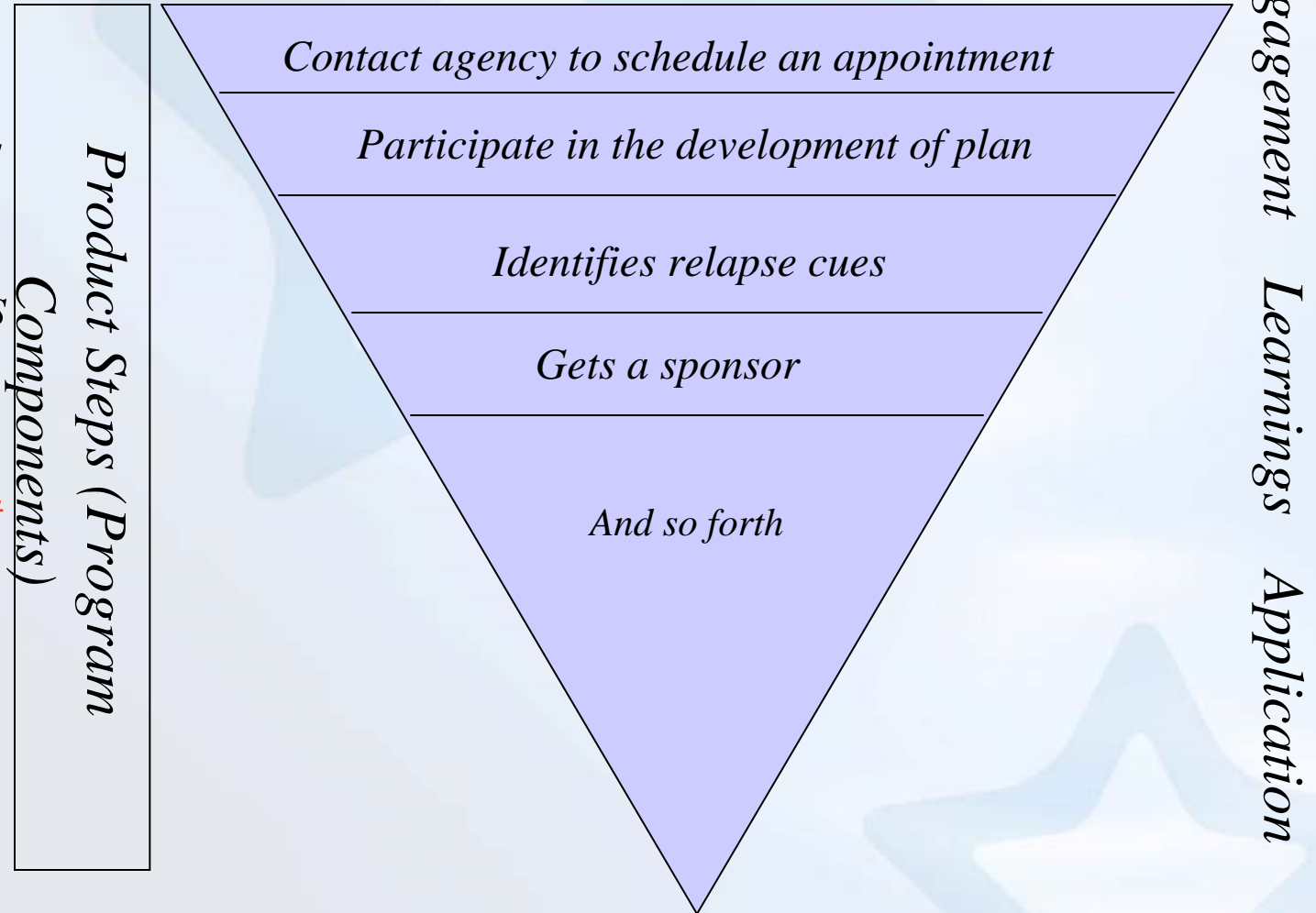
Ohio's Continuous Quality Improvement Approach

- Process Improvement utilizing the NIATx approach (changes in program approach)
- Client Outcomes Framework (changes in client condition or behavior)
- Understanding the relationship between process improvement and its influence on client outcomes

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Clients who are successful:

Client Drop-out = Needed Change in Product Steps = Use of Process Improvement Tools



Target: Of the 100 who contact the agency this year, 65 will remain alcohol and drug free for a period of 30 days before discharge



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ODADAS Performance Management System

- Adopted and adapted (Ohioized) The Rensselaerville Institute's Outcome Framework
- Focuses on client results
- Provides a structure to implement quality improvement through the use of data
- Ensures resources are used effectively and efficiently



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ODADAS Performance Management System – Implementation

- 3-year contract with The Rensselaerville Institute for training and technical assistance, working with ODADAS, 50 county boards and approximately 280 agencies comprising 700 prevention and treatment programs
- No mandate
- Integration of the ODADAS Outcome Framework into grant-funded program applications and community plan guidelines
- Training of trainers for sustainability

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Outcome Management

(Emphasis on Use and not Collection)

- An outcome orientation affects the way programs describe the impact of what they do and how they use this information.
- Tying results to efforts
- Reporting results & learning
- Using results & learning data to manage programs and improve services
- Increasing the ability to leverage funds when a *Return On Investment* can be clearly articulated



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A Shift from Process to RESULTS

PROCESSES are the activities, strategies, services, tactics or other actions that are engaged in - in order to implement a program

RESULTS are quantifiable changes that happen for customers because of the interactions customers have with the program and staff



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MINDSET SHIFT

New Thinking Requires New Concepts

- From Funder to Investor
- From Provider to Result-focused Manager (Implementer)

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INVESTORS

- Establish Investor Targets and focus on results
- Promote reflective thinking and sharing
- Encourage the use of data and course correction



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MINDSET SHIFT

Funders Ask:

- Has all the money been spent?
- Have all the rules been followed?
- Is an increase justified?

Investors Ask:

- What results are being bought?
- Is success likely?
- Is the lowest cost for the best results being paid?



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RESULTS-FOCUSED MANAGERS

- Understand customer behavior and conditions
- Track customers through incremental and verifiable changes (Milestones)
- Use results and learning to make course correction



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Performance Target Outline (PTO)

- An outcome management plan
- Defines both incremental changes and end results for customers
- Communicates the likelihood of success
- Facilitates ongoing learning and course correction



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PTO Components

- Outcome Statement
- Customers
- Performance Targets & Verification
- Milestones & Verification
- Product Steps
- Projections
- Key People & Intermediaries
- Core Features



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Next Steps

- Fully integrated Web-based Prevention Reporting System
- Pilot of Web-based Behavioral Health Module including STAR-SI Measures and integrated performance management system
 - Pilot complete in October 2009 with file specs to the field
 - Full implementation by July 2009



ODADAS OUTCOME FRAMEWORK

Basic Training in Quality Improvement

**People with targets tend to outperform
those who pledge best efforts**

**For More Detail on Performance Target Outlines
see the ODADAS Web Site at
<http://www.ada.ohio.gov> Menu Item “Data and
Statistics” “Outcome Framework”**



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Walking the Walk – ODADAS use of NIATx Process Improvement Tools

- GOAL: Improving timeliness of constituency response
- Walkthrough – Soliciting requests for information (eg., via e-mail, phone contacts, etc.) and tracking the request through Department Divisions