

MHB Quality Committee
2023 Submission Timeline Calendar

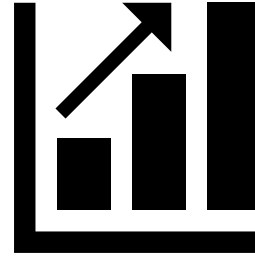
Agenda Setting Date	Staff Report Submission Deadline (To Committee Coordinator)	Committee Coordinator Submission Deadline (To Board Members)	Meeting Date
January 23, 2023	February 10, 2023	February 24, 2023	March 6, 2023 - Q3 - Q4 2022
April 24, 2023	May 12, 2023	May 26, 2023	June 5, 2023 - Q1 2023
July 31, 2023	August 18, 2023	September 1, 2023	September 11, 2023 - Q2 2023
October 23, 2023	November 9, 2023	November 24, 2023	December 4, 2023 - Q3 2023

BHS Quality and Research Team

MHB Quality Committee Mid Cycle Meeting November 7th, 2022

A Focus on Dashboards

The BHS Quality and Research (Q&R) Team has made the development of program dashboards across BHS a key goal over the next year. This effort includes all departments at BHS, from CARS and Crisis to Contract Management. This initiative encompasses both staff training and skill growth, as well as the use of software that allows for real-time data refreshes.



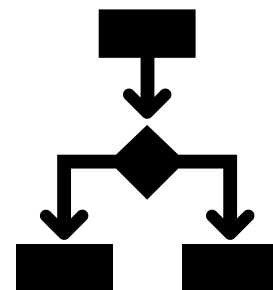
Interoperability



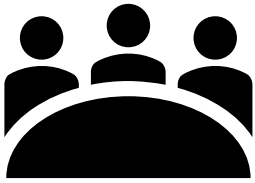
Another important Q&R Team effort is the increased use of data outside of BHS's electronic health records. We believe this data will help us better understand the holistic health needs of our clients, the system impact of our services, and increase the key partnerships required to improve both population and community health. Accordingly, we have begun collaborations with the Office of Emergency Management, Impact, Inc., Bamboo Health, among others. We are excited at the possibilities these data hold for our system improvement efforts!

Furthering Equity

The Q&R Team is also continuing its focus on the promotion of cultural diversity, inclusion, and equity. In addition to the disaggregation and analysis of data by race, ethnicity, and gender, the Q&R Team is seeking to fill a new position, a substantial proportion of which will be centered on the implementation of the Culturally and Linguistically Appropriate Services Standards (CLAS Standards) throughout BHS. The Team will be advocating that equity be systematically integrated into the contract performance measures that are built into the contracts BHS has with its network of providers.



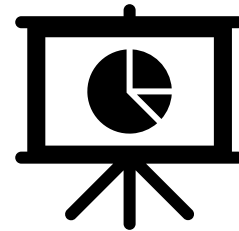
Engaging Stakeholders



The Q&R Team has made an effort over the last several years to seek stakeholder feedback through qualitative data. This includes interviews, focus groups, and survey questions. These activities continued through 2022, including focus groups with CBRF clients and staff to determine how group homes promote recovery and well-being. The Team also conducted individual interviews with CCS Mental Health Practitioners to better understand the factors that impacted staff retention and work satisfaction. In the spring, the Team sent out a survey to network providers to gauge the challenges providers are experiencing in hiring and retaining employees and learn what they are doing about it.

Project Management

The Q&R Team is simultaneously involved in many projects and initiatives. This led us to conclude that we needed a more robust system to track all the ongoing projects, monitor the due dates for reports and other deliverables, and hold ourselves accountable to our customers and each other. Therefore, we are in the process of developing several solutions to help us achieve this goal. We believe this will not only enable us to work more efficiently but allow our team to expand both in terms of staff and responsibilities throughout BHS.



A New Team



The Q&R Team is a relatively new Team, representing a combination of the Quality Department and the CARS Research and Evaluation Team at BHS. We have spent the last several months becoming acquainted with one another, as well as sharing our expertise and experience for the betterment of the whole Team. We look forward to continued growth and innovation.

Summary

We anticipate this to be a year of change for BHS and the Q&R Team. We look forward to these opportunities and challenges with anticipation. We are passionate about supporting BHS's growth as a continuous learning organization, focused on the Quadruple Aim, and committed to the community of Milwaukee County.

Quality Management Update

Prepared by T.J. Cobb, Milwaukee County DHHS Enterprise Quality Director
Presented to Milwaukee County Mental Health Board Quality Committee

“

Good quality management aims to unite an organization's stakeholders in a common goal, improving processes, products, and services to achieve consistent success.

”

Quality Management Strategy



Quality Management Strategy

A well-functioning quality management system **prioritizes monitoring, evaluation and learning functions for accountability**. A centralized, structured, and reliable system will give means to:

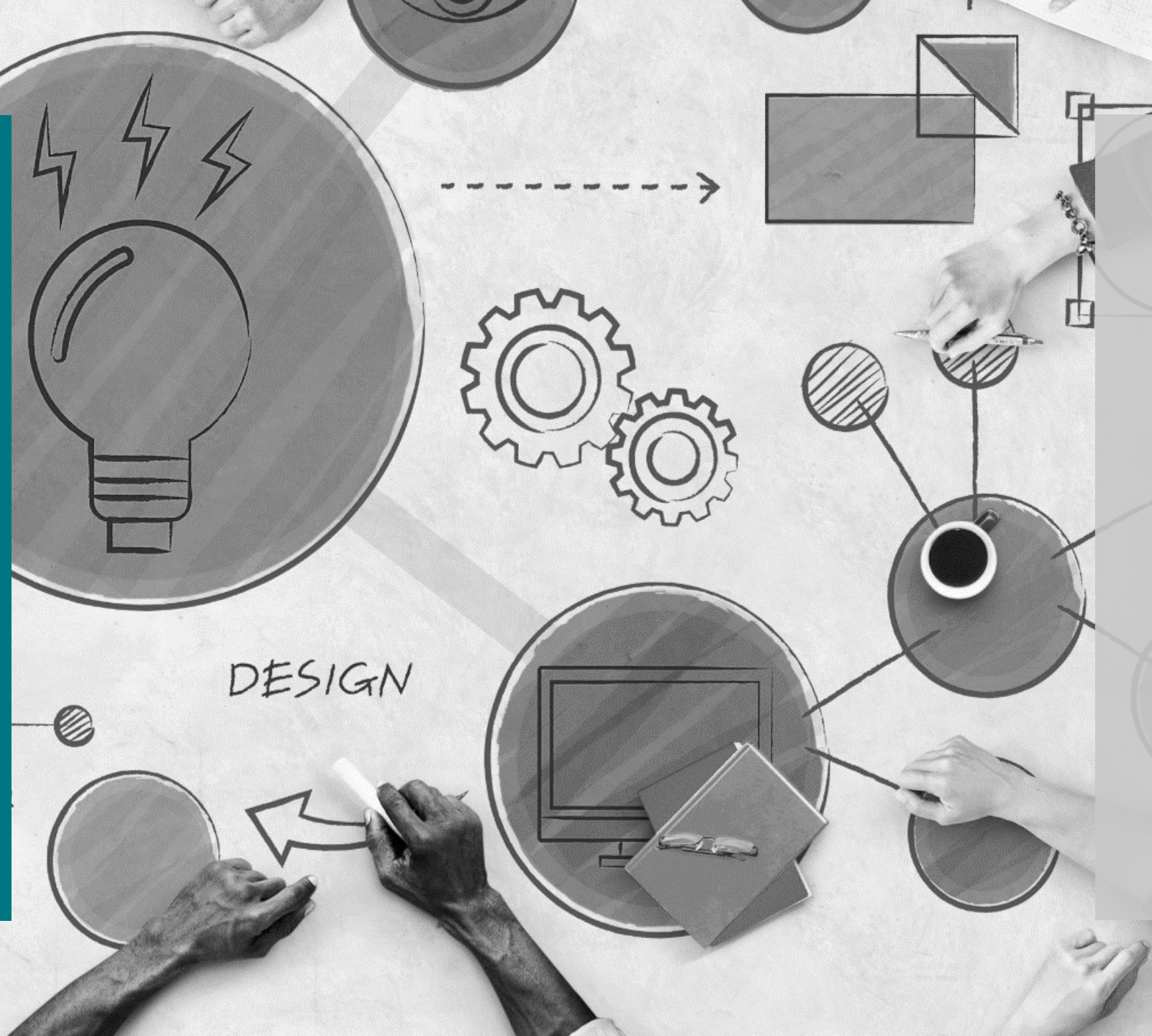
- **Support program implementation**
- **Contribute to an organizational learning climate**
- **Ensure compliance and accountability**
- **Increase transparency and opportunity for organization transformation**
- **Promote and recognize accomplishments**

“

**Successful quality management was
never intended to be only one
individual's responsibility.**

”

DHHS Future State
**Monitoring &
Evaluation**
Action Plan



M&E Action Plan | Phase 1: Building Infrastructure

**Strengthen
coordination
across service
areas**

**Execute
frequent
performance
reviews**

**Enforce data
quality
management
mechanism**

Build capacity

Monitoring and Evaluating the Future State Goals

An approach for implementing strategy with
transparency and accountability



Themes/Concepts/Strategies

Racial & Health Equity

Person-Centered Services

Care Coordination

Collective Impact

Knowledge Management

Organizational Efficiencies

Community Sustainability

Capacity Building

Racial & Health Equity

Workplace Culture

Technology

Collaboration

Advocacy

Financial Health

Service Delivery

Operational Health

Workforce Development

Partnership

System Change

Racial & Health Equity



STRATEGIC PLAN:
Creating Healthy Communities
2020-2025

Result-Based Accountability

Works backwards, systematically and transparently, to determine the best ways to achieve the result.





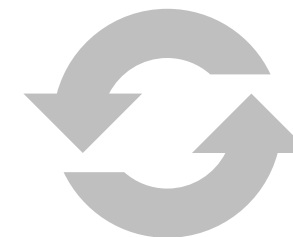
Goal Refinement

- Enhance goals for clarity and action planning
- Combine duplicative goals
- Identify clear end results
- Use to link with existing plans



Action Plan Development

- Analyze goals with results to determine what action items are contributing to the goals
- Identify accountable outcomes that drive progress to the results



Monitor Progress

- Select a limited number of performance measures
- Quantity, Quality, Effort, Effect

The RBA Process



Refined “Future State” Strategy

A coherent collection of actions with a reasonable chance of achieving results.



THE RESULT:

**Services are accessible,
available and acceptable.**

Service Delivery

Focuses on streamlined operation processes for a consistent persons-centered practice model and organizational efficiencies.

Service Delivery Goals

- **Integration:** Streamline services across systems of care for a consistent practice models.
- **Monitoring:** Ensure work is being carried out as agreed, and within recognized standards and in alignment with other requirements.
- **Capacity Building:** Comprehensive screening tools to meet wholistic needs of participants.
- **Racial & Health Equity:** Diversify service provider network by expanding and enhancing partnership.
- **Facilities:** Co-locate facilities in spaces where residents can seek help from trusted community providers and supportive staff.

THE RESULT:

**Available financial resources
to effectively support
community needs.**

Fiscal Health

Focuses on securing funds and managing fiscal resources to support community sustainability.

Fiscal Health Goals

- **Policy Advocacy:** Seek flexible funding sources to meet community and operational needs.
- **Fundraising:** Expand existing funding to ensure opportunities for flexible spending.
- **Capacity Building:** Establish infrastructure to support braided funding of services.
- **Racial & Health Equity:** Advocate for upstream investments to address structural racism.

THE RESULT:

**DHHS is well positioned for
organizational transformation.**

Organizational Capability

Focuses on organizational development to advanced capabilities to foster collaboration, knowledge management, and analytics.

Organizational Capability Goals

- **Workplace Culture:** Established an infrastructure for an organizational learning climate.
- **Stakeholder Engagement:** Involve community stakeholders and staff to promote commitment to generate action for aligned strategy, effective policy, efficient processes, and valuable resources.
- **Performance Management:** Adopt policies and procedures that elevate challenging yet reasonable expectations for a result-based management approach.

THE RESULT:

Stakeholders are empowered to make timely, informed decisions with available, accessible information.

Organizational Capability

Focuses on organizational development to advanced capabilities to foster collaboration, knowledge management, and analytics.

Organizational Capability Goals

- **Evaluation:** Support program implementation with accurate, evidence-based reporting to guide and improve service and project implementation and performance.
- **Data Management:** Ensure the availability of and access to information that enables stakeholders to make timely, informed decisions by strengthening data and knowledge management approaches.
- **Technology:** Enhance collaboration across the Department through digital solutions to inform and engage internal and external stakeholders.



THE RESULT:

DHHS has a diverse and inclusive workforce reflective of the community.

Workforce Development

Focuses on recruitment and retention of diverse talent pipeline to ensure DHHS is an employer of choice.

Workforce Development Goals

- **Network Coordination/Development:** Enhance partnerships and collaboration across the provider/contractor network to reflect alignment with DHHS (providing services on behalf of DHHS).
- **Hiring Practices:** Standardize hiring process that accounts for equitable practices and affords greater transparency.
- **Workplace Culture:** Execute a talent pipeline model grounded in an equity mindset that values both lived and learned experiences.
- **Capacity Building:** Develop a growth mindset where employees opt-in to ongoing professional development opportunities (i.e., training, coaching, etc.).
- **Employee Performance Management:** Employee performance goals identify areas for growth and engagement (i.e., ERG, workgroups, optional trainings, professional conferences) and advances DHHS mission, vision, values.

THE RESULT:

**Race no longer predicts
health outcomes.**

Systems Change

Focuses on leading systems to address structural racism to advance policy supporting the health of vulnerable populations.

Systems Change Goals

- **Partnership:** Collaborate with county departments and services to influence social determinants of health.
- **Policy Advocacy:** Build advocacy capabilities to enhance resources for public health at the local, state, and national level.
- **Collective Impact:** Sustain collaborative investments to employ population health interventions tailored to the community.

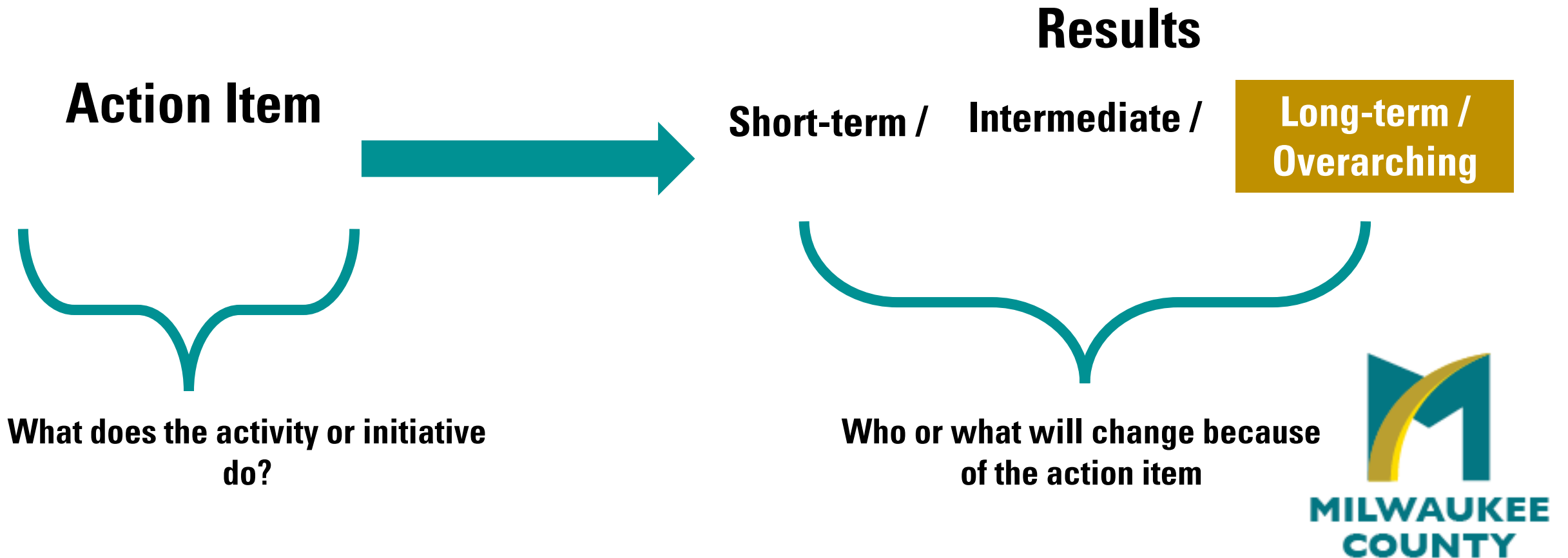


Action Planning

Outlines a variety of ways by which our activities to get us to the results and a variety of potential accountable outcomes that are major drivers of the goals.



Planning to the **Future State**



"Accountable" Outcomes

Results

Action Item



Short-term

Intermediate

**Long-term /
Overarching**



**What does the activity or initiative
do?**



**Who or what will change because
of the action item**

Monitoring & Evaluating

Performance measures is most critical aspects for action planning and gives us the mean to know how well our efforts are working to achieve results.



Performance Measures

QUANTITY

EFFORT

How Much We Do

How much work/service did we deliver?

Customers served

Services/ Activities

QUALITY

How Well We Do It

How well did we do it?

% Services/activities performed well

Is Anyone Better Off?

EFFECT

What quantity/quality of change for the better did we produce?

#/% with improvement in:

Skill

Attitudes

Behavior

Circumstances





**MILWAUKEE
COUNTY**

Overall Progress 96% as of October 1, 2022					Baseline 71.5% as of August 2016 LAB report				6	
Current Goal = 96%					Past Due by Policy Area		Past Due	12 Month Forecast Due for Review		
Review period	Number of Policies		Percentage of total		Community Access to Recovery Services (CARS)			Month/Year	# Due	
	This Month	This Month	This Month	This Month						
Within Scheduled Period	668	664	95.6%	96%	Contract Administration		1	October 2022	12	
Up to 1-year Overdue	28	26	4.0%	3.8%	Division Administration		1	November 2022	12	
More than 1 yr & up to 3 yrs overdue	2	1	0.3%	0.1%	Emergency Management- Confidential		2	December 2022	18	
More than 3 yrs & up to 5 yrs overdue	1	1	0.1%	0.1%	Engineering & Environmental Services- Operations		3	January 2023	10	
More than 5 yrs & up to 10 yrs overdue	0	0	0.0%	0.0%	Infection Prevention		1	February 2023	9	
Total	699	692	100%	100%	Information Technology		1	March 2023	18	
<div>Monthly Rate Trends</div> <div><div><div>%</div><div>Month</div></div></div>					Mental Health Board		2	April 2023	21	
					Office of Professional Training Programs		1	May 2023	19	
					Pharmacy		13	June 2023	23	
					Pharmacy and Therapeutics		5	July 2023	14	
					Provider Network-Credentialing and Impaneling		1	August 2023	9	
					Quality Management		1	September	6	
					Spirituality		1	October	15	
					September Activity					
					New Policies				14	
					Reviewed/Revised				44	
					Retired				10	
					Total Past Due		29			