

COUNTY OF MILWAUKEE
Behavioral Health Division Administration
INTER-OFFICE COMMUNICATION

DATE: May 31, 2011

TO: Supervisor Peggy West, Chairperson, Health and Human Needs Committee

FROM: Geri Lyday, Interim Director, Department of Health and Human Services
Prepared by Paula Lucey, Administrator, Behavioral Health Division

SUBJECT: Informational Report from the Interim Director, Department of Health and Human Services, Regarding the 2011 Behavioral Health Division Budget Initiative to Obtain Joint Commission Accreditation by 2012

Background

In the 2010 and 2011 Behavioral Health Division (BHD) budgets, various investments and resources were included with the long-term goal of achieving Joint Commission accreditation by 2012. Since the beginning of 2011, BHD has made great strides toward this goal therefore the Interim Director, Department of Health and Human Services and the BHD Administrator wanted to provide the Health and Human Needs committee with a status report.

Discussion

The Joint Commission is an independent, not-for-profit organization that accredits more than 19,000 health care organizations in the United States. Joint Commission accreditation is recognized nationwide as a symbol of quality that reflects an organization's commitment to meeting certain performance standards. The mission of the Joint Commission is to continuously improve health care for the public by evaluating health care organizations and inspiring them to excel in providing safe and effective care of the highest quality and value. The Joint Commission is the nation's oldest and largest standards-setting and accrediting body in health care. To earn and maintain the Joint Commission's Gold Seal of Approval™, an organization must undergo an unannounced, on-site survey by a Joint Commission survey team at least every three years.

The Behavioral Health Division let their accreditation lapse in 2003. Since 2010, BHD has had the goal to reapply and be surveyed by the Joint Commission. In order to achieve this goal in a systematic way and to understand the changes that had occurred since

2003, the Interim Director of Health and Human Services contracted with Critical Management Solutions.

Critical Management Solutions is a nationally recognized consultant firm specializing in Joint Commission accreditation preparation. Recognizing that accreditation and the regulatory compliance process can be challenging and taxing on an organization's resources, Critical Management Solutions has a proven approach to reduce these challenges and eliminate the complexities of accreditation and regulatory compliance. They promote a structured and practical approach towards achieving and maintaining standards' compliance, incorporate accreditation and regulatory requirements into an organization's daily operations, and energize healthcare organizations' quality and compliance efforts. Led by the former Director of the Joint Commission's Hospital Accreditation Program, the Critical Management Solutions team consists of many former Joint Commission surveyors who will share their experience and expertise with BHD leadership and staff.

In November 2010, a team from Critical Management Solutions performed a mock Joint Commission survey of BHD. The survey and make-up of the team replicates the actual survey team BHD can expect from the Joint Commission. This mock survey evaluated the clinical care provided by BHD as well as many of the organizational systems and processes (such as information management, human resource management, and leadership) that are in place to support quality care.

At the end of their review, they produced a report that identified where additional effort was needed in order to demonstrate compliance with the Joint Commission standards. Mr. Glenn Krasker, the principal partner of Critical Management Solutions, found that while there are a number of areas requiring improvement, the organization was in better shape than he expected for an organization that had not been accredited since 2003.

After the first mock survey, BHD administration got together to make a plan to move forward in working on the areas that needed improvement. The Joint Commission standards are organized into chapters therefore BHD organized their activities by chapters as well. Mr. Krasker returned to BHD the week of May 2, 2011 and reviewed the areas requiring improvement, made work assignments, and worked with staff to identify "champions" or leaders for each chapter.

The report from the mock survey has been transformed into the BHD Joint Commission readiness work plan. This work plan prioritizes all of the work that must be accomplished in order to achieve Joint Commission accreditation, including revisions to policies, procedures, and practices. The work plan also identifies an individualized strategy to accomplish these efforts, designs accountability into the process, and will be used to drive improvements organization-wide. In addition to including practical, realistic, and sustainable solutions/strategies towards achieving accreditation standards

compliance, the work plan contains metrics that will subsequently be used to gauge BHD's progress with preparation for an actual Joint Commission survey. **Attachment A** includes a graphic that depicts the on-going Joint Commission process within an organization.

As the "chapter champions" develop policies and procedures and staff are educated on new and improved practices, the work plan will be continuously updated. The status of each task on the work plan is color-coded to indicate what work remains to be done, what is in progress, and what is complete.

In a separate report to the County Board, DHHS is requesting authorization to extend and increase the 2011 BHD Professional Services contract with Critical Management Solutions for continued consulting services to provide assistance toward achieving accreditation.

Critical Management Solutions will assign an expert that has experience in various chapters to be the coach and resource person for each "chapter champion" at BHD. In addition, Critical Management Solutions will bring resources such as templates, model policies, and national best practices.

At this point, the BHD staff involved in this effort is both excited and overwhelmed. They are excited to demonstrate their care and professional practice and overwhelmed at the documentation needed for the accreditation process. All administrative staff is dedicated to completing this process.

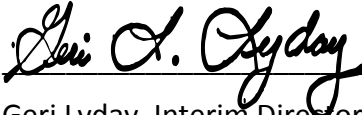
Next Steps

The "chapter champions" are gathering staff and resources to begin to complete the work necessary for their chapters. The BHD administrator is working on developing an organizational structure that will continue to move this important work forward in a timely manner. In addition, an employee newsletter is being developed, since one very important aspect of the Joint Commission work is to educate staff about the process. The newsletter will share progress with all staff and help teach them about their important role. Finally, Critical Management Solutions is continuing their work with BHD to assist in moving the process forward.

The BHD staff thanks the Board for their support of this initiative and looks forward to bringing additional updates and accomplishments as BHD moves forward with this initiative.

Recommendation

This is an informational report only. No action is necessary.

A handwritten signature in black ink, reading "Geri A. Lyday", is positioned above a horizontal line.

Geri Lyday, Interim Director
Department of Health and Human Services

cc: Chris Abele, Milwaukee County Executive
CJ Pahl, Interim Fiscal & Budget Administrator - DAS
Terrence Cooley, County Board Chief of Staff
Antionette Thomas-Bailey, Analyst - DAS
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