

Q1, 2020

Performance Quality Improvement

best|self™
BEHAVIORAL HEALTH

I. Introduction

BestSelf Behavioral Health (BBH or BestSelf) works to foster a culture of excellence and continuous Quality Improvement. BestSelf serves consumers from two years old through adulthood and offers homeless services, substance use disorder treatment, mental health treatment, as well as after school programming, and mobile community counseling. BestSelf has 47 mental health and substance use clinics and satellites.

The following vision and mission statements show the steps BestSelf is taking to become a data driven organization and moving forward on the path of continuous improvement. BestSelf is committed to providing the best quality services to consumers, and as the Quality Improvement Department grows, BestSelf is capable of taking on more projects for the betterment of the agency.

Vision Statement

Empowering everyone to be their BestSelf.

Mission Statement

To provide innovative, evidence-based, accessible, and family-focused behavioral health services to promote health, hope, recovery, and an enhanced quality of life.

BestSelf Behavioral Health provides effective, accessible, and family focused behavioral health services to promote health, hope, recovery, and an enhanced quality of life.

The Performance and Quality Improvement (PQI) Report is an opportunity to address the improvements BestSelf has made in operations and consumer services. The PQI Report will be updated and distributed quarterly. Along with the quarterly updates, an annual report will also be distributed at the end of each calendar year.

Performance and Quality Improvement (PQI) involves all aspects of the organization, and is the belief that there are always opportunities for BestSelf to change and transform for the improvement of consumers and staff. This report is intended to review the projects BestSelf has addressed in the past quarter by providing data in a transparent fashion.

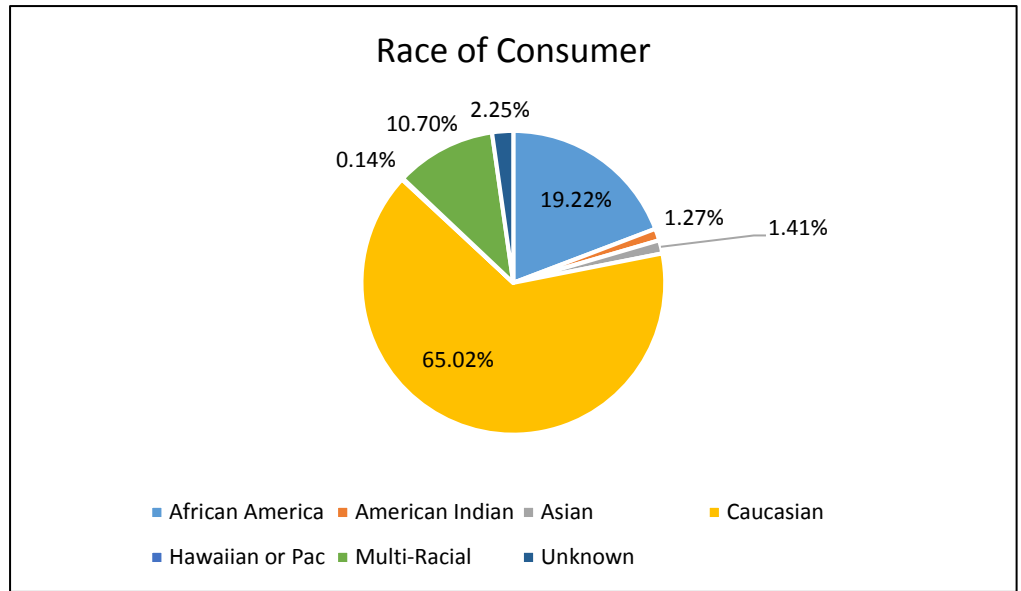
The PQI Quarterly Report shows not only larger QI Department projects, but also includes some individual program/department outcome measures that were chosen by the Vice Presidents (VPs) and Program Directors (PDs) in conjunction with the VP of Quality Improvement and Accreditation.

The following dates indicate the separation of quarters throughout the year. This report shows changes and improvements made in the third quarter of the 2019 year.

Q1	Q2	Q3	Q4
January 1 – March 31	April 1 – June 30	July 1 – September 30	October 1 – December 31

II. Demographic

Primary Language	Percentage of Consumer
Arabic	2.55%
Bengali	0.11%
Burmese	0.30%
Chinese (Mandarin)	0.02%
English	87.84%
English/Spanish	0.15%
Ethiopian	0.07%
Farsi	0.04%
French	0.05%
Hindi	0.00%
Japanese	0.01%
Karen	0.14%
Karenni	0.04%
Kinyarwanda	0.03%
Kirundi	0.00%
Kurdish	0.01%
Nepali	0.24%
Other	0.08%
Pashto	0.01%
Russian	0.00%
Sign Language	0.01%
Somali	0.06%
Spanish	7.86%
Spanish/English	0.20%
Swahili	0.12%
Tigrigan	0.03%
Vietnamese	0.03%

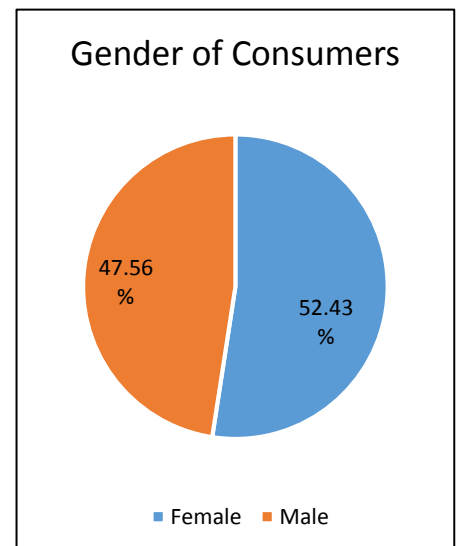
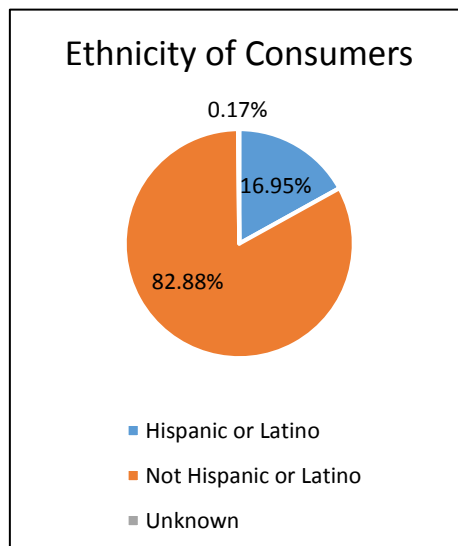
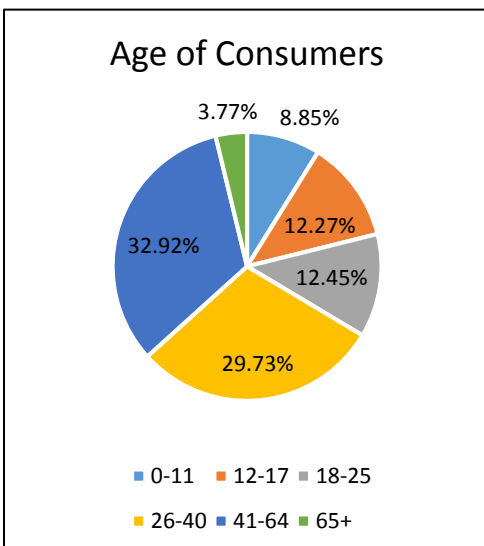


The demographics for the first quarter of 2020 is similar to previous reports. English continues to be the primary language of BestSelf consumers, followed up by Spanish and Arabic. Across all BestSelf programs, consumers primarily speak 27 different languages.

Most of BestSelf consumers are Caucasian, but a significant portion are also African American or Multi-Racial. Other Races that are represented are American Indian, Asian, and Hawaiian or Pacific Islander. 16.95% of consumers are Hispanic or Latino.

BestSelf serves consumers across all age ranges from children to the elderly. During the first quarter of 2020, BestSelf consumers are primarily between the ages of 26 to 64.

The gender of BestSelf consumers is split fairly evenly down the middle. In the first quarter of 2020, females represented 52.13% of BestSelf consumers and 47.56% were male.



III. Program/Department Outcome Metrics

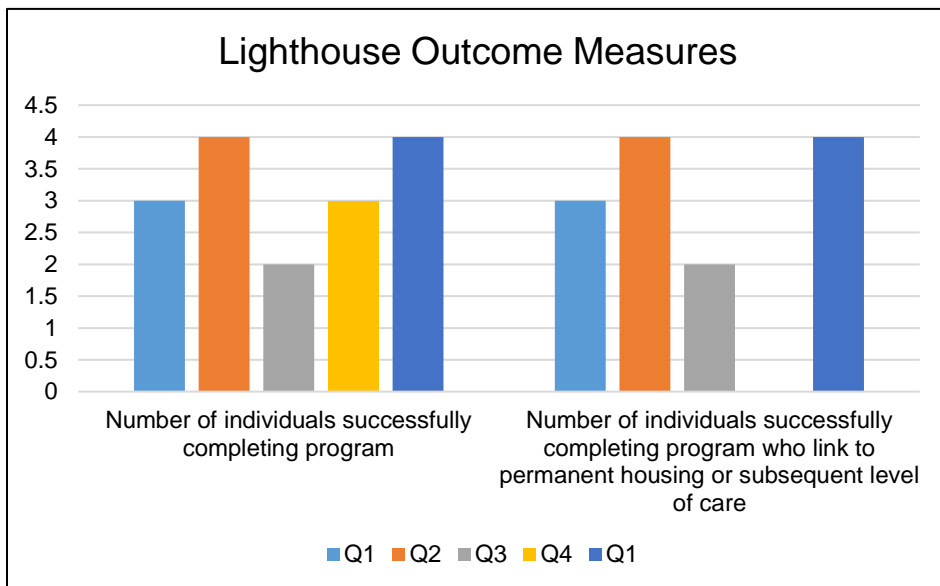
Each program has their own individual QI projects that were decided on by Vice Presidents and Program Directors in conjunction with the Vice President of Quality Improvement and Accreditation. These metrics are reevaluated annually to determine any adjustments or changes that may need to be made. The VP of each program presents the data at the VP PQI Committee and data for each program will be presented bi-annually in the PQI Quarterly Report. The first quarter of 2020 features Lighthouse, OnTrack, the Recovery Community, SUD Housing, and Vocational Services.

Lighthouse

BestSelf Behavioral Health’s Lighthouse program was created to provide specialized services to pregnant and/or parenting women with substance use disorders in an integrated setting that allows them to remain with their children throughout treatment. The program addresses both substance abuse and parenting to assist women in becoming healthy parents.

Lighthouse’s outcome measures are:

- Number of individuals successfully completing the program
- Number of individuals successfully completing the program who link to permanent housing or subsequent level of care



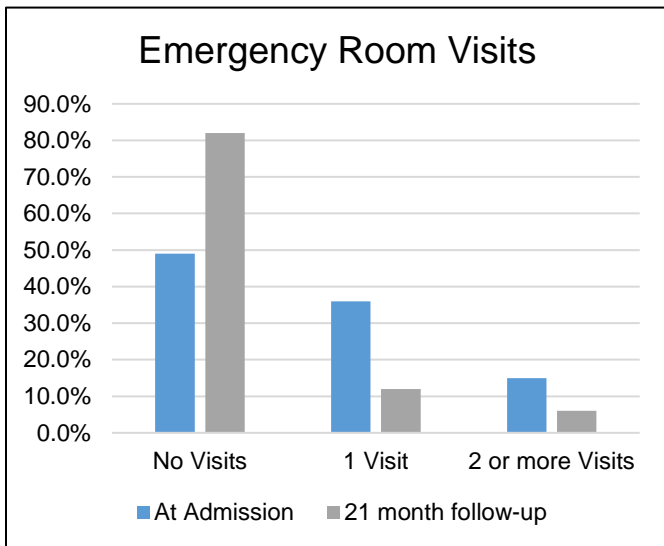
One of the most difficult obstacles for Lighthouse is connecting the women who accomplish all the steps to complete the program to outside housing. In 2019, Lighthouse staff have prioritized finding housing for the women.

OnTrack

OnTrack is an innovative treatment program for adolescents and young adults who have recently had unusual thoughts and behaviors. Care and support services are provided from a specialized team that helps participants learn the skills they need to achieve their goals for school, work, and relationships.

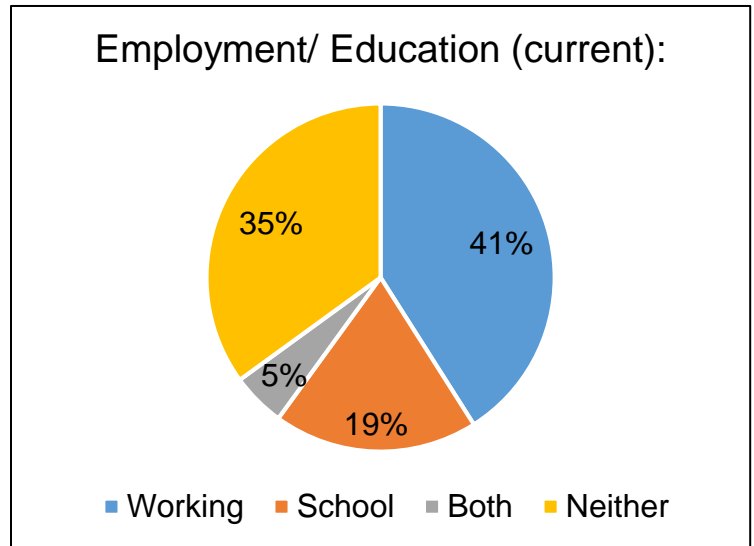
OnTrack’s outcome measures are:

- Number of clients engaged in OnTrack who are working, in school, or volunteering
- Number of clients who are hospitalized
- Number of clients who use ER services



BestSelf's OnTrack program has experienced great successes. It can be seen, the number of times their clients go to the Emergency Room have decreased significantly from admission to their 21 month follow-up. At the follow-up, the vast majority of their clients did not visit the ER and the amount of clients who had *one visit* or *two or more visits* decreased by more than half. They were able to have such successes through the utilization of ClubWest and the 24/7 Crisis Phone Line.

OnTrack also encourages their clients to continue in school and/or join the workforce. Currently, 19% of their clients are enrolled in school, 41% are working, and 5% are both in school and working. In total, 65% of OnTrack clients are either in school or working.



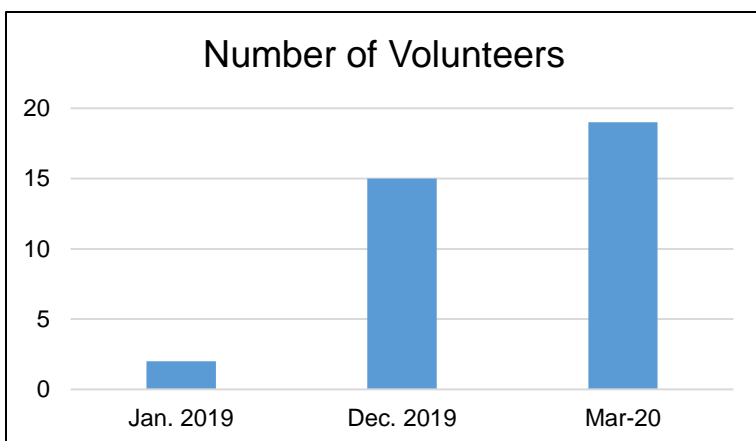
The Recovery Community

BestSelf Recovery Community was created to give people in all stages of recovery and their families, a safe and welcoming environment to reclaim their lives. The BestSelf Recovery Community takes a holistic approach to recovery, offering a wide range of personalized services to promote healthy lifestyles – from support groups and life-skills training to nutrition seminars and exercise classes.

The Recovery Community's outcome measures are:

- The number of volunteers from previous consumers
- Perception of Care survey measure

Over the last year, one of the goals of the Recovery Community was to increase their number of



volunteers from previous participants. This encourages continuous growth in their participants and allows them to bring their own experiences and expertise to teach and help others through their recovery process.

The Recovery Center's outcome measures are from January 2019 to March 2020, they increased their number of volunteers from 2 to 19. This was a huge growth for the Community.

SUD Housing

The outcome measures for SUD Housing are:

- Number of clients who have successfully maintained independent housing and discharged from program
- Number of clients who are successfully discharged
- Number of clients satisfied with their housing

MRT and CTI Data	
MRT: Successful Discharges	1
MRT: Residence satisfied with housing	20
MRT: Applicants on the waitlist	16
CTI: Active Participants	12

SUD Housing consists of both MRT and CTI. As seen in the chart, MRT has a significant amount of clients who are satisfied with their housing and have had one successful discharge. MRT also has a sixteen person waitlist.

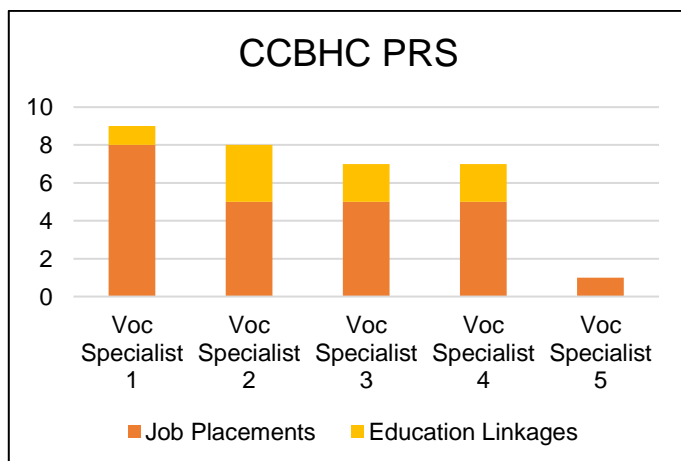
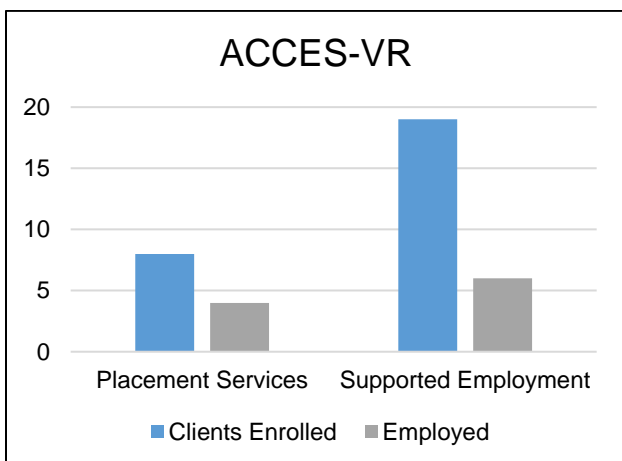
CTI currently has twelve participants. CTI also had one successful completion.

Vocational Services

Vocational Services is a recovery-oriented program for individuals with a diagnosed mental illness and/or substance use disorder. The goal of the program is to integrate treatment and support in a manner and facilitates the individual's recovery and employment goal. The goals for individuals in the program are to develop skills necessary for obtaining and maintaining competitive employment in an integrated setting within the community. It is the agency's belief that work is fundamental to the physical and psychological well-being of individuals.

- Number of successful closures = 90 days of employment

The Vocational Services team works hard to find job placements and education linkages for clients enrolled in both ACCES-VR and through CCBHC PRS. Vocational Services has some difficulty gaining new ACCES-VR clients due to challenges in communication with the state.



IV. Current QI Projects

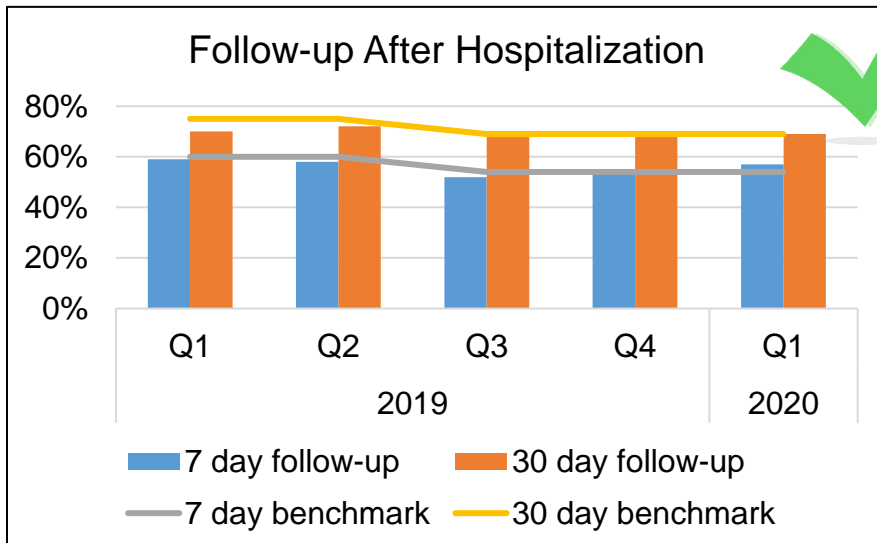
DSRIP/Millennium

Delivery Systems Reform Incentive Payment (DSRIP) was one of Quality Improvement's first projects when the department was formed in 2018. Since the beginnings of this project, QI has worked with numerous departments and programs to ensure we see continuous success. DSRIP officially ended on April 15th with the collection of the data for the first quarter of 2020.

In the final quarter of DSRIP, BestSelf successfully met every benchmark for each metric of this project for the first time in two years. This would not have been possible without the help from staff across the agency from the nursing staff helping to make sure bloodwork was completed, to counselors who consistently entered their treatment plans.

Follow-Up after Hospitalization

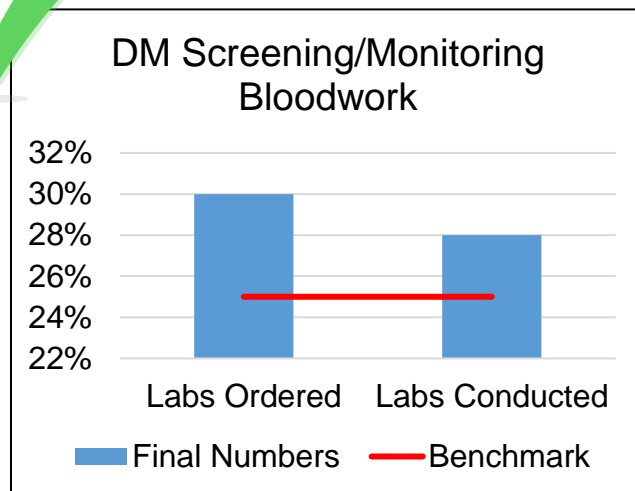
QI has been focusing on follow-up after hospitalization since the beginning of the department in early 2018. Up until the third quarter of 2019, BestSelf was unable to meet the benchmark. The benchmarks were adjusted based on our performance on these measures in 2019. The benchmarks were lowered to 54% for a 7 day follow-up and 69% for a 30 day follow-up which allows BBH a greater opportunity to meet and exceed the benchmark.



At the end of the first quarter of 2020, BestSelf met both benchmarks. For a 7 day follow-up, BestSelf ended at 57% and 69% for a 30 day follow-up. This was particularly exciting because DSRIP officially ended after the first quarter of 2020 and therefore, BestSelf ended with success on this metric that has been a primary focus over the past couple of years.

Diabetes Screening and Monitoring Bloodwork

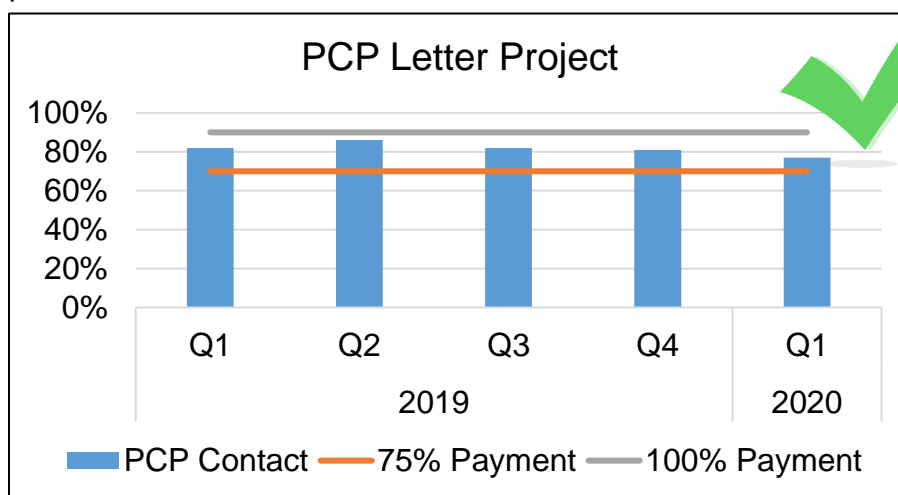
This metric was changed for the first metric of 2020. Originally, a Diabetes Monitoring (DM) report is run through PSYCKES showing clients of BestSelf with diabetes who need LDL bloodwork. Because PSYCKES ran this report and gathered the data from the state database, there were a lot of elements that were out of BestSelf's control. The original goal was at least 5% improvement from quarter to quarter. BestSelf was unable to meet this metric consistently.



The benchmarks were adjusted, as well as the way the numbers were reported in the first quarter of 2020. The new benchmark for this metric was to get at least 25% of the clients' labs ordered and at least 25% conducted. BestSelf also self-reported the final numbers to the state which allowed QI and BI to continuously check on the numbers and work with the nursing staff to ensure these labs were being ordered and conducted.

PCP Letter Project

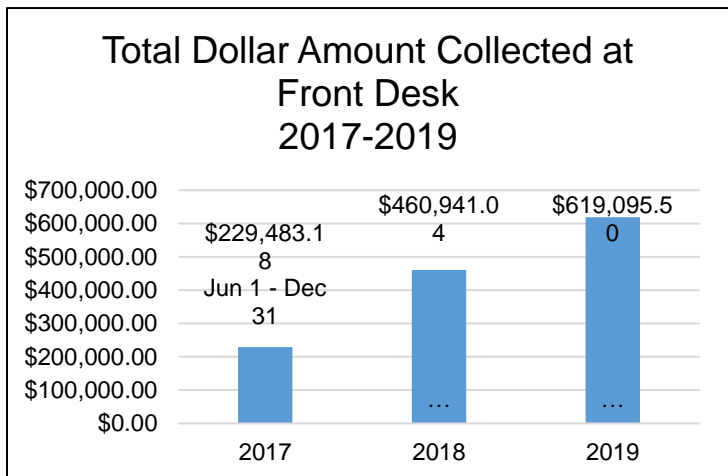
The DSRIP CPWNY Letters project began with the creation of the QI Department in March 2018. This project has seen a steady increase in the percentage of letters sent to primary care physicians (PCPs) to keep communication open between mental/behavioral health and physical health providers.



Quality Improvement prioritized this project and BestSelf has consistently met the 75% payment benchmark. The Quality Improvement team sent out letters to Primary Care Providers for every client possible to continuously meet this metric.

Front Desk Standardization/ Fee Collection Project

In 2019, one of the projects Quality Improvement focused their efforts on was front desk fee collection. This was part of the Front Desk Standardization project. While looking at the previous data for fee collection, it was noticed that BestSelf was not always collecting the copays consistently from consumers and this often resulted in consumers unknowingly going into delinquency. In order to ensure that the consumers do not go into delinquency, the Quality Improvement Manager, Chris Chavez, worked with Program Directors and Office Managers to retrain the Customer Service Representatives to ask and feel comfortable asking for the consumer's copay.



The fee collection audit was put on hold at the beginning of the year as QI worked with BI to create a dashboard. In March, due to the current COVID-19 Pandemic, the current scope of the project was adjusted to standardizing front desk processes and workflow while working remotely. Chris Chavez, QI manager, is working closely with VPs and Revenue Cycle to strategize best practices.

2018-2019 Year End Fee Collection Comparison						
Site	2018	2019	Fee Collection % Increase/Decrease	Total Clients 2018	Total Clients 2019	Client % Increase/Decrease
Abbott	\$190,849.84	\$274,814.27	44%	3500	4030	15%
Broadway	\$3,230.51	\$8,703.98	169%	605	724	20%
Buffalo East	\$11,067.13	\$6,167.99	44%	414	481	16%
Delaware Park	\$11,306.01	\$23,721.47	110%	262	355	35%
Franklin	\$3,009.31	\$5,591.23	86%	744	1060	42%
Linwood	\$26,831.45	\$37,035.66	38%	1540	1581	3%
Lower West Side	\$12,345.04	\$17,651.74	43%	3474	3752	8%
North Collins	\$30,942.25	\$49,828.36	61%	469	606	29%
Southtowns	\$77,150.00	\$95,182.12	23%	1162	1433	23%
University	\$89,680.50	\$97,742.65	9%	1210	1513	25%
West	\$4,520.00	\$2,656.03	41%	690	748	8%

Nursing Optimization

In the last quarter of 2019 leading into 2020, QI began the Nursing Optimization project. This project is looking to ensure that the nursing staff at BestSelf are working to their highest licensure and that they were being utilized by their programs to do nursing tasks. The goal of this project was to remove tasks from the nurses that were below their licensure, freeing up their time to work on nursing tasks.

A Nursing Optimization Steering Committee was formed, focus groups were held, and initial data was collected. The project was set to be piloted in mid-March at BestSelf's Sweet Home location, but unfortunately, a week before the project was set to begin, COVID-19 hit Erie County and the project had to be postponed.

With everything settling into a “new normal,” QI is looking to reevaluate the project. The Nursing Optimization Steering Committee will be meeting to refocus the project and make the decision on the next steps.

V. COVID-19 – Quality Improvement’s Current Role

Like every other program and department, when the COVID-19 pandemic began, the Quality Improvement department had to make some adjustments in order to help the agency in any way possible.

Throughout the last couple of months, QI has been helping with the following in relation to COVID-19:

- Quality Improvement teamed up with HR to help track COVID-19 cases for both staff and clients.
- Quality Improvement worked with the Executive Management and Senior Management teams in orders to make sure policies and procedures were created in compliance with OMH and OASAS guidance

QI also continues to re-evaluate our current projects against the new norm of the COVID-19 Pandemic. QI continues working on agency policies and procedures for individual programs and overarching administrative policies.

VI. Acknowledgements

In the first quarter of 2020, the efforts of many people went into the success of the quality improvement projects.

Quality Improvement would like to thank the nursing staff. In the last quarter, they have had a large impact on the current QI project. Firstly, for their help with the last push of finding the bloodwork for the DSRIP, Diabetes Screening and Monitoring Bloodwork project. Without the help of the nursing staff, BestSelf would not have met the benchmark for that metric. And secondly, the nurses’ participation in the Nursing Optimization Focus Groups and their communication with Quality Improvement regarding the project helped propel the project forward.

We would like to give a special thank you to all the Front Liners who have been in the offices and out in the community who are helping every day to provide the best services to BestSelf’s consumers. These staff have gone above and beyond in their dedication to our consumers. Without their continued efforts, BestSelf would not be the amazing organization that it is.

As always, Quality Improvement would like to acknowledge Executive and Senior Management, as well as the Board of Directors for their support of continuous quality improvement throughout the agency.

IV. Contact Us!

If you have any questions or feedback about this report, please contact Claire Haumesser by email or phone.

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