



Performance and Quality Improvement Q1 2024 Quarterly Report

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I. BestSelf Vision, Mission, Commitments, Values

BestSelf Behavioral Health (BestSelf) is the largest community-based behavioral health organization serving children and adults of all ages in Western New York. BestSelf provides comprehensive mental health and substance use disorder treatment. BestSelf's Certified Community Behavioral Health Clinics (CCBHC) are designed to improve overall health by caring for the whole person, better integrating behavioral healthcare with physical healthcare, and increasing the use of high-quality, evidence-based practices.

BestSelf also offers a wide range of programs and services to meet the community's needs, such as education and vocational supports, mobile mental health and substance use disorder services, homeless outreach and housing, community and school-based programs, and a Child Advocacy Center.

BestSelf Vision Statement

To empower everyone to be their BestSelf.

Mission Statement

Our behavioral health services will promote health, hope, recovery, and enhanced quality of life.

Commitments

Our behavioral health services will be inclusive, innovative, evidence-based, accessible, and individualized.

Core Values

Every individual is unique, with the potential for growth and healing.

Strong, healthy support systems provide the foundation for successful outcomes and individual well-being.

Respect for diversity guides our work.

All interactions are supportive and trauma-informed.

Partnerships and collaborations contribute to a healthier community.

Our employees are fundamental to achieving our mission.

II. Introduction to Performance and Quality Improvement

What is Quality Improvement?

BestSelf works to foster a culture of excellence and continuous quality improvement, where “quality” is defined as making sure the care and services provided at BestSelf meet the following principles:

- **Client-centered:** Provide services that are respectful of and responsive to individual client and family preferences, needs, and values.
- **Effectiveness:** Provide evidence-based services to all who could benefit from them.
- **Efficiency:** Avoid waste, including waste of time, ideas, and energy.
- **Equity:** Provide a level of quality service that does not vary because of personal characteristics such as gender, ethnicity, geographic location, and socioeconomic status
- **Safety:** Avoid harm to clients from services that do not help them.
- **Timeliness:** Reduce waits and delays for those who receive services.

Quality Improvement is a belief that all services are provided within a system, and that system can always be improved. The quality improvement process is based on building knowledge about what works and what doesn't work and applying that knowledge to improve the experience for clients, staff, and the community.

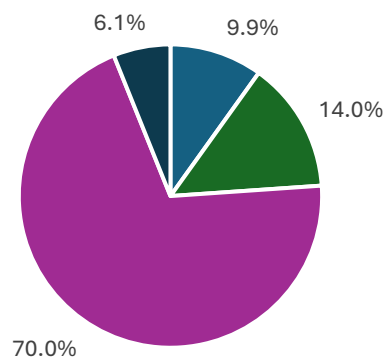
Performance and Quality Improvement Reporting

The Performance and Quality Improvement (PQI) report is an opportunity to address the improvements BestSelf has made in operations and client services. Transparency is critical to an effective quality improvement strategy. PQI reports are created quarterly to share updates throughout the year, and the annual PQI report summarizes the developments for the full calendar year. All reports are shared with all BestSelf staff and stakeholders to keep them informed on the activities and ongoing improvements within the organization.

III. Client Demographics

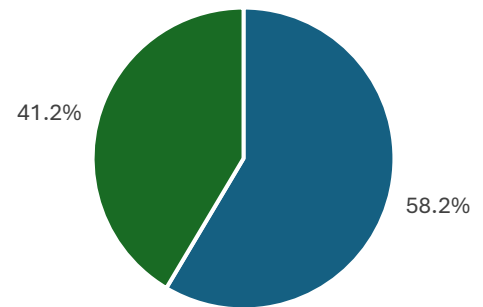
The following figures illustrate the demographic breakdown of BestSelf Behavioral Health’s clients. These data were collected from BestSelf’s electronic health record and consists of clients engaged in the following programs: Certified Community Behavioral Health Clinics (CCBHC), Assertive Community Treatment (ACT), the Child Advocacy Center (CAC), OnTrack, Personalized Recovery Oriented Services (PROS), the Recovery Community and Outreach Center, additional substance use disorder services, and vocational services.

Client Age



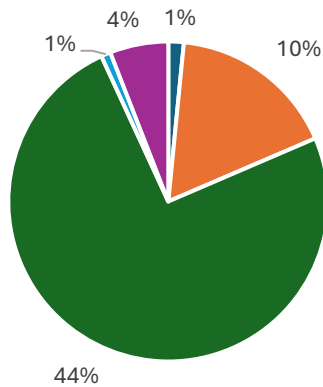
■ 0-11 years ■ 12-17 years ■ 18-64 years ■ 65+ years

Client Sex at Birth



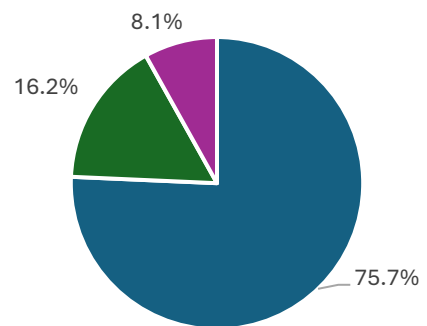
■ Female ■ Male

Client Race



■ Asian ■ Black/African American ■ White ■ American Indian/Alaska Native ■ More than one race

Client Ethnicity



■ Not of Hispanic/Latino/Spanish origin ■ Unknown ■ Hispanic/Latino Origin

III. Program Updates

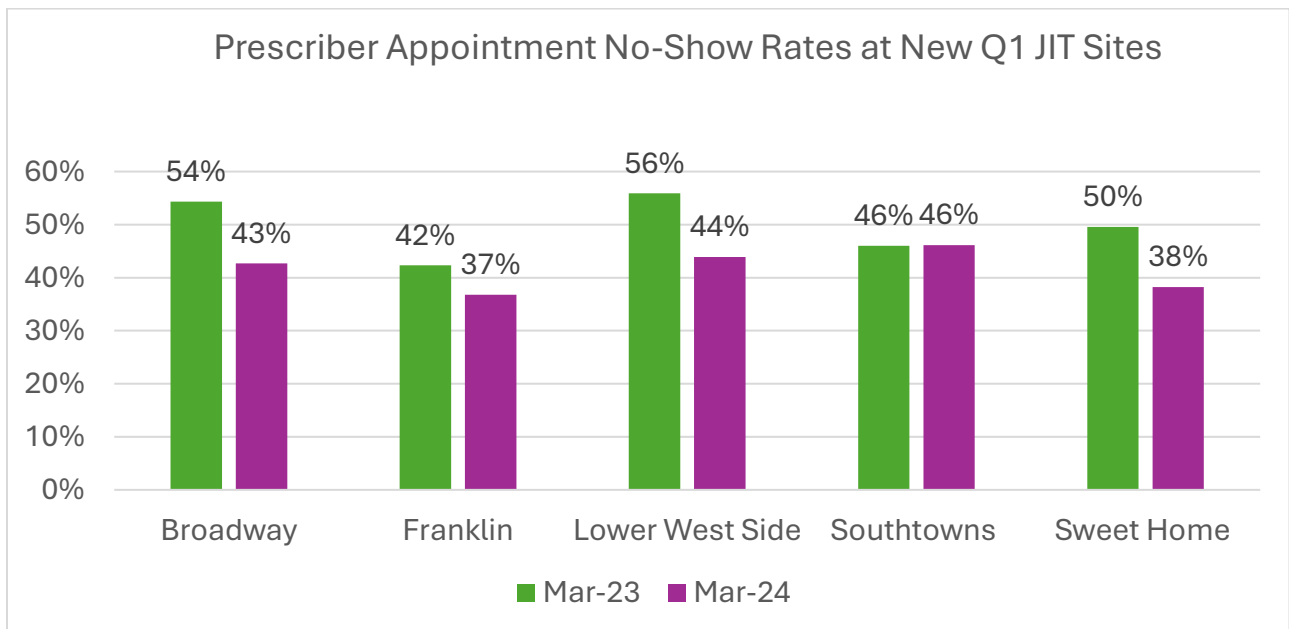
Just in Time Prescribing

Just in Time Prescribing is an evidence-based model to improve appointment attendance rates and expand client access to appointments with their medication providers. The goal of this work is to make sure more clients are seen for medication management appointments when they need care, which is essential to providing safe and client-centered services. Just in Time Prescribing reduces the need for “bridge scripts”, which contributed to the risk of clients not being seen for care as frequently as they should have been.

The Just in Time model was expanded to the following sites in the first quarter of 2024:

- Broadway
- Franklin
- Lower West Side
- Southtowns
- Sweet Home

Overall, there was a **20% reduction in prescriber appointment no-show rates among all sites with Just in Time Prescribing implemented in March 2024**, compared to no-show rates among the same sites in March 2023.

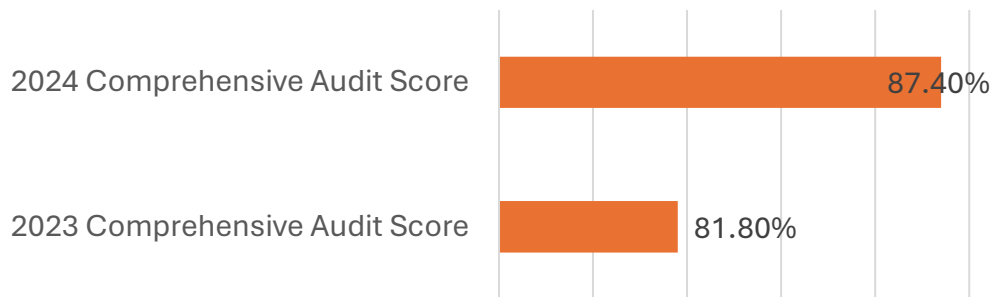


Adult Health Home – HHUNY Comprehensive Audit

Health Homes provide comprehensive care management services to Medicaid recipients to help make sure their medical, mental health, and substance use disorder needs are met. BestSelf’s Health Home care managers work to ensure everyone in a client’s care team is collaborating and sharing all necessary information. In addition to facilitating client access to medical and behavioral health services, Health Home care managers also assist in addressing the client’s health-related social needs.

BestSelf is a Health Home Care Management Agency as part of the Health Homes of Upstate New York (HHUNY) network. Each year, HHUNY and BestSelf undergo a comprehensive audit of Health Home client records to ensure services provided are consistent with the standard of care. In 2024, the total audit score for BestSelf increased to 87.4%.

BestSelf-HHUNY Audit Performance



In addition to improving on the overall score, the BestSelf Health Home audit scoring revealed that Best Self performs greater than the HHUNY average on 24 of 32 audit components. There were several items which received perfect 100% scores, including:

- Health Home enrollment appropriateness criteria is documented
- Current comprehensive assessments are complete for each client
- The needs identified in the assessments are reflected in the care plan
- Updates to the comprehensive assessment are completed and acted upon as needed
- Interventions indicate the specific activities, steps, actions, and services that will be provided by the Care Manager and Care Team
- All care plans are written in person-centered language

Congratulations to the BestSelf Adult Health Homes team!

Quality Improvement Partnership Spotlight – CCBHC Client Demographic Information Update

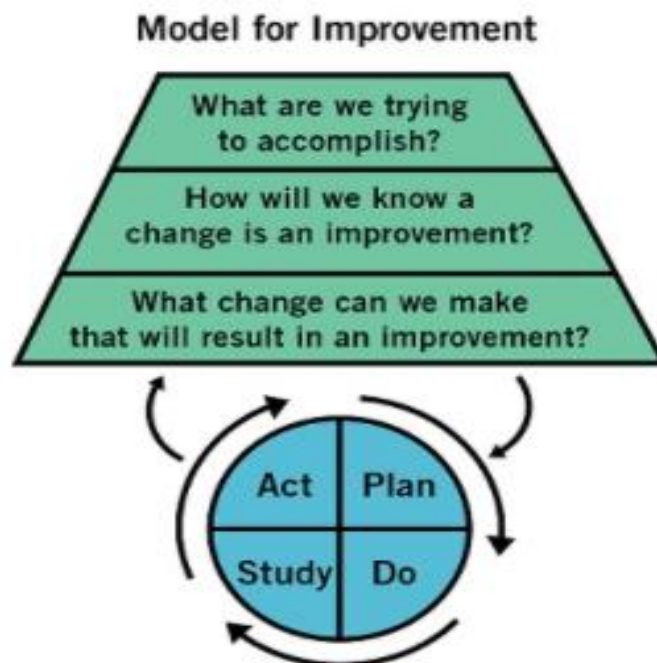
The BestSelf CCBHC Clinic and Quality Improvement Teams began to work together on a new data improvement process in the first quarter of 2024.

Every year, BestSelf submits a CCBHC Annual Report to the NYS Office of Mental Health (OMH). This report includes information on the number of services provided to clients, the quality of services provided, and more. NYS OMH reviews the report for completeness and provides feedback for improvement opportunities to be implemented back at the CCBHC clinic sites.

One component identified by NYS OMH for improvement this year was the client demographic information section. The race and/or ethnicity data was missing or incomplete for 67% of all clients seen for services in the past year. This was a substantial increase in missing data when compared to the previous year's report.

Having complete race and ethnicity data documented for clients is essential to ensure that all clients receive high-quality care at BestSelf. This enables monitoring for the risk of potential health disparities that may exist among different client racial or ethnic communities.

To brainstorm and implement improvement activities, BestSelf Quality Improvement and CCBHC clinic staff worked together through the components Institute for Healthcare Improvement's Model for Improvement, as shown below.



Improvement Model Question #1: What are we trying to accomplish?

- We are looking to reduce the amount of client charts that are missing data in the “race” and/or “ethnicity” fields.

Improvement Model Question #2: How will we know that a change is an improvement?

- After we try out our improvement ideas, we will run reports of client data to see if the percentage of charts with missing data has decreased.

Improvement Model Question #3: What change can we make that will result in an improvement?

- We will design a Client Race/Ethnicity Update Form that will be distributed to all clients who have a chart with missing information, to complete when they come in for their next appointment.
- For clients who do not have an appointment in the next few weeks, we will do a short-term outreach campaign to call clients to update their information over the phone.

Both improvement ideas were implemented in February 2024 via Plan-Do-Study-Act (PDSA) Cycles:

PDSA Stage	Client Race/Ethnicity Update Form Activities	Phone Outreach Campaign Activities
Plan	QI staff created the new information form and drafted a corresponding workflow.	QI staff requested a report of all clients without an appointment in the following month and developed a tracking spreadsheet.
Do	Data collection began - clinic management was trained on the new form at the February 2024 Office Managers meeting and instructed to implement the form at their sites.	QI Team staff began calling clients to update their information.
Study	The process was moving along as expected with no major issues.	<i>QI Staff identified a more efficient activity:</i> Information could be found more quickly by reviewing other areas of the clients’ charts to find the missing information than by phone calls.
Act	The demographic form continued to be filled out by clients over the following weeks. Over 350 charts were updated.	QI switched to the chart search strategy and continued to update missing information. 955 client charts were updated.

By March 8th, the percentage of all client charts with the missing information dropped from 67.1% to 60.7%, which is a significant accomplishment given the short time period when these improvement ideas were implemented.

Stay tuned for more updates on this improvement project!

IV. Council on Accreditation Updates

COA Reaccreditation Process

BestSelf is accredited by the Council on Accreditation (COA). COA is an independent, objective, and reliable verification that organizations can apply for to demonstrate the strength of their services. COA accreditation helps secure confidence and trust in BestSelf from the community, regulatory agencies, and other stakeholders.

The COA reaccreditation process involves a detailed review and analysis of all BestSelf's administrative functions and service delivery practices, which are measured against international standards of best practice. The entire reaccreditation process is expected to take about 12-18 months to complete.

BestSelf has just completed the initial reaccreditation application phase and will start to complete the intake phase in the coming months. After this, representatives from COA will come to BestSelf for an in-person site visit in Spring 2025. Once BestSelf's application is approved, they will be accredited by COA for the next three years.



COA Accreditation in Action: Performance and Quality Improvement (PQI)

A core component of compliance with COA standards is having a robust Performance and Quality Improvement (PQI) strategy. PQI is a process which uses data to promote efficient, effective service delivery and to achieve BestSelf's mission and strategic goals.

Active engagement of staff from all departments across BestSelf is essential to having a comprehensive and robust PQI system. To achieve this, there are many regular opportunities for staff feedback and input into how BestSelf could achieve higher levels of service quality and access for clients.

The following is a summary of the PQI activities which took place in the first quarter of 2024:

- **PQI Measure Update Meetings:** Staff from each BestSelf program met with the QI department in the beginning of the year to review all program output and outcome measures. These indicators help tell the story of what successful program operations looks like. These measures are reviewed annually in the first quarter to discuss progress and make any changes if necessary.
- **QI Advisory Committee Meeting:** Held every other month, all staff are welcome to join the QI Advisory Committee to talk about any opportunities for quality improvement at BestSelf. This committee met on March 28th and discussed progress on Just in Time prescribing and Centralized Scheduling. Staff raised questions and feedback about how different parts of the projects presented different challenges, and brainstormed ways to address the issues.
 - **Get Involved!** If you're interested in joining the QI Advisory Committee, please get permission from your supervisor and email Stephanie Davis (sdavis@bestselfwny.org) to be added to the upcoming meeting invitation.
- **VP PQI Committee Meeting:** BestSelf senior and executive leadership teams meet six times a year with representatives from each BestSelf program or department to review overall performance and walk through any problem-solving needs. This committee met on February 27th with representatives from ACT, PROS, Recovery Community and Outreach Center, and the Child Advocacy Center.

Contact the Quality Improvement Department

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If you have any questions or feedback about this report, please contact Christine Kemp at ckemp@bestselfwny.org.