

COUNTY OF LOS ANGELES

Public Health

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January 13, 2011

TO: Executive Directors
Outpatient and Residential Treatment Programs

FROM: John Viernes, Jr., Director *John Viernes, Jr. / y*
Substance Abuse Prevention and Control

SUBJECT: **PERFORMANCE BENCHMARKS AND DASHBOARDS**

This is a follow up to Substance Abuse Prevention and Control's (SAPC) Bulletin No. 10-03, dated September 20, 2010 (Attachment 1), regarding the implementation of three performance benchmarks for outpatient counseling programs (including Day Care Habilitative, or DCH), effective October 1, 2010. Through that Bulletin, SAPC informed you that the requirement regarding performance benchmarks will be added to contracts beginning July 2011.

Attachment 2 is the requirement that will be added to all treatment agreements beginning July 2011. Although performance benchmarks have been adopted only for adult outpatient counseling services (including DCH), the requirement will be incorporated in all treatment agreements but will only be applicable once performance benchmarks have been established for the modality.

SAPC is now in the process of selecting areas for benchmarking for narcotic treatment and residential programs. Discussions with the provider community will commence once the areas to be measured are identified.

If you have any questions or need additional information, please let me know or contact your assigned Contract Program Auditor.

JV:dhd

Attachments

- c: Jonathan E. Fielding, M.D., M.P.H.
- Jonathan E. Freedman
- Key Managers, SAPC
- Contract Program Auditors



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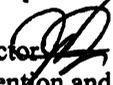
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SAPC BULLETIN NO. 10-03

September 20, 2010

TO: Executive Directors, Outpatient Treatment Providers

FROM: John Viernes, Jr., Director 
Substance Abuse Prevention and Control

SUBJECT: **PERFORMANCE BENCHMARKS AND DASHBOARDS**

This is a follow up to my initial memo dated March 3, 2010 regarding performance benchmarks. It is also to advise you about the implementation of three performance benchmarks for adult outpatient counseling programs (including day care habilitative), effective October 1, 2010.

Los Angeles County has been engaged in a form of performance management for the last several years with the development and implementation of the site reports. These reports include information on areas that were studied in two performance-based pilot projects that drew participation from several outpatient counseling programs. These areas include engagement (first 30 days of treatment) and retention (total length of stay). Performance benchmarking and the dashboards will set goals or standards that programs are expected to meet.

The following are the performance measures upon which the benchmarks are based. The definition and current benchmark for each are noted in the attached sample dashboards. Dashboards will provide each contractor with information on their performance and whether it meets the identified benchmark. Contractor performance will be based on data entered by programs in the Los Angeles County Participant Reporting System (LACPRS).

- 30-day length of stay
- 90-day length of stay; and
- Exit Interviews

The above performance measures are aligned with accepted practices in the field of substance use disorder. Substance Abuse Prevention and Control (SAPC) worked with the Integrated Substance Abuse Program at the University of California-Los Angeles to ensure that there is annotative evidence and data to support the benchmarks associated with each performance measure. SAPC also worked with a group of providers to review and discuss performance benchmarking beginning in Spring 2010.

The benchmarks were based on the County average for each of the performance measures. Contractor performance related to the established benchmarks will be presented via dashboards beginning in 2011. Attached are three dashboards that will be used under the following conditions:

- Dashboard 1 will be used when all three of the performance measures are met or exceeded.
- Dashboard 2 will be used if any one or all three of the performance measures are not met but the performance of the program is within 19 percent of meeting any or all of the benchmarks.
- If the program's performance is at or below 20 percent on any of the benchmarks, then Dashboard 3 will be used.

Links to available resources for training and technical assistance are posted on SAPC's website. Program providers that do not meet the benchmarks should consult these resources for ways to improve their performance. As part of SAPC's efforts to assist programs to improve their 30-day length of stay (first performance measure), agencies that fall below 20 percent of the performance benchmark will be invited to participate in a Process Improvement project. A separate memo will be sent to these agencies.

SAPC will be sending the baseline data to outpatient programs within the next few weeks, and a requirement regarding performance benchmarks will be added to the contracts beginning July 2011. The baseline is based upon data that providers entered in LACPRS during FY 2009-2010.

Again, the current performance benchmarks are only for adult outpatient treatment programs (including intensive outpatient, also referred to as day care habilitative). SAPC is currently reviewing possible benchmarks for residential and narcotic treatment programs.

If you have any questions or need additional information, please contact Dorothy de Leon at (626) 299-4532 or via e-mail at ddeleon@ph.lacounty.gov; or Antonne Moore at 626-299-4112, or via e-mail at anmoore@ph.lacounty.gov. You may also contact Tim Young, the Contract Program Auditor assigned to this project, at 626-299-3239 or via e-mail at timyoung@ph.lacounty.gov.

JV:dhd

Attachments

c: Jonathan E. Fielding, M.D., M.P.H.
Jonathan E. Freedman
Key Managers, SAPC
Contract Program Auditors

- SAMPLE DASHBOARD #1 -
Performance Dashboard
Outpatient Counseling Program
1234 Any Street, Los Angeles, CA 90025

This dashboard provides information concerning how well this program is performing relative to the established performance benchmarks. Providers are expected to reach or exceed the performance benchmark. Those programs that do not reach the performance benchmark may be offered training and technical assistance. It is the responsibility of the agency to ensure that these numbers are reviewed on a quarterly basis and to contact the County if the performance of this program falls short.

According to this information, nothing further is required of your program at this time.

Performance Measure	N	Total for Fiscal Year by Quarter (%)				Program Performance (%)			Performance Benchmarks (%)
		1 st	2 nd	3 rd	4 th	Year 1	Year 2	Year 3	Outpatient Benchmark
Participants in Treatment at least 30 Days		79	81			80			80
Participants in Treatment at least 90 Days		70	65			68			65
Participants with Exit Interviews		60	66			63			50
Participants with Social Connectedness		---	---			---			TBD

RESULTS

Current Quarter

- This program has met/exceeded the County Benchmarks for 30 Day LOS.
- This program has met/exceeded the County Benchmarks for 90 Day LOS.
- This program has met/exceeded the County Benchmark for Exit Interviews.

Cumulative Results (Year to Date)

- This program has met/exceeded the County Benchmarks for 30 Day LOS.
- This program has met/exceeded the County Benchmarks for 90 Day LOS.
- This program has met/exceeded the County Benchmark for Exit Interviews.

DEFINITIONS

Participants in Treatment at Least 30 Days: Are those individuals who are in treatment at least 30 days, as measured by the LACPRS admission date and discharge date (last face to face) and had four treatment sessions during that time. The treatment sessions can include the individual counseling sessions to complete the assessment and treatment plan as well as any form of group counseling.

Participants in Treatment at Least 90 Days: Are those individuals who were in treatment at 30 days and remained in treatment for 90 days or more, as measured by the LACPRS admission date and discharge date (last face to face).

Participants with Exit Interviews: This performance measure is more of an administrative performance measure in that it assesses the ability of the program to collect the information necessary to produce patient outcomes. This measure is collected based on the response to the LACPRS discharge question, "Is the client available for an exit interview?" This performance measure is only counted for those clients who remained in treatment at least 30 days or more.

Social Support Connectedness: The final performance measure, social connectedness, is as yet to be defined. Once defined, benchmarks will then be added.

- SAMPLE DASHBOARD #2 -
Performance Dashboard
Outpatient Counseling Program
1234 Any Street, Los Angeles, CA 90025

This dashboard provides information concerning how well this program is performing relative to the established performance benchmarks. Providers are expected to reach or exceed the performance benchmark. Those programs that do not reach the performance benchmark may be offered training and technical assistance. It is the responsibility of the agency to ensure that these numbers are reviewed on a quarterly basis and to contact the County if the performance of this program falls short.

The performance of this program requires improvement of 1-19 percent on one or more of three performance measures.

Performance Measure	N	Total for Fiscal Year by Quarter (%)				Program Performance (%)			Performance Benchmarks (%)
		1 st	2 nd	3 rd	4 th	Year 1	Year 2	Year 3	Outpatient Benchmark
Participants in Treatment at least 30 Days		77	75			76			80
Participants in Treatment at least 90 Days		59	61			60			65
Participants with Exit Interviews		45	48			46			50
Participants with Social Connectedness		---	---			---			TBD

RESULTS

Current Quarter

- This program has not met the County Benchmarks for 30 Day LOS.
- This program has not met the County Benchmarks for 90 Day LOS.
- This program has not met the County Benchmark for Exit Interviews.

Cumulative Results (Year to Date)

- This program has not met the County Benchmarks for 30 Day LOS.
- This program has not met the County Benchmarks for 90 Day LOS.
- This program has not met the County Benchmark for Exit Interviews.

Next Steps

To address this, please review the hints and tips to improve program performance for each benchmark below. SAPC may also offer your agency specific training and technical assistance to improve performance.

30-Day Length of Stay (LOS): Check out the NIATx website at www.niatx.net to learn of ways to improve your programs' 30 day LOS.

90-Day Length of Stay (LOS): Program participants who are not in treatment at least 90 days may not fully benefit from treatment. The patient does not have to be in this program for the full 90 days if he or she transferred from a briefer treatment stay elsewhere. In order to ensure the LOS is calculated correctly, be sure that the client ID is identical to what was used with the patient in the prior program. If you are transferring the patient to another level of care, be sure to follow-up with the program to determine if the patient enrolled. If your program does not span for 90 days, please notify your program auditor.

Exit Interviews (Administrative Performance Measure): Exit interviews (or completed LACPRS discharges) are important in order to adequately measure how the patient improved over the course of treatment. If you are having problems with patients who leave treatment prior to the scheduled interview, try one of these strategies:

- Inform the patient at admission that an exit interview is required prior to the patient discharging from the program.
- As the date of discharge nears, remind the patient that there is an exit interview that needs to be completed prior to discharge – regardless of the patient’s discharge status.
- Have counselors complete the Concurrent Recovery form – this information can then be used if the patient leaves treatment prior to the scheduled discharge. If the patient is present, complete the discharge as usual – do not use the form, even if completed as it does not collect all of the required discharge information and should only be used if necessary.

If this program requires additional assistance, please contact your program auditor.

DEFINITIONS

Participants in Treatment at Least 30 Days: Are those individuals who are in treatment at least 30 days, as measured by the LACPRS admission date and discharge date (last face to face) and had four treatment sessions during that time. The treatment sessions can include the individual counseling sessions to complete the assessment and treatment plan as well as any form of group counseling.

Participants in Treatment at Least 90 Days: Are those individuals who were in treatment at 30 days and remained in treatment for 90 days or more, as measured by the LACPRS admission date and discharge date (last face to face).

Participants with Exit Interviews: This performance measure is more of an administrative performance measure in that it assesses the ability of the program to collect the information necessary to produce patient outcomes. This measure is collected based on the response to the LACPRS discharge question, “Is the client available for an exit interview?” This performance measure is only counted for those clients who remained in treatment at least 30 days or more.

Social Support Connectedness: The final performance measure, social connectedness has yet to be defined. Once defined, benchmarks will then be added.

- SAMPLE DASHBOARD #3 -
Performance Dashboard
Outpatient Counseling Program
1234 Any Street, Los Angeles, CA 90025

This dashboard provides information concerning how well this program is performing relative to the established performance benchmarks. Providers are expected to reach or exceed the performance benchmark. Those programs that do not reach the performance benchmark may be offered training and technical assistance. It is the responsibility of the agency to ensure that these numbers are reviewed on a quarterly basis and to contact the County if the performance of this program falls short.

The performance of this program requires improvement of 20 percent or more on one or more of three performance measures.

Current Performance

Performance Measure	N	Total for Fiscal Year by Quarter (%)				Program Performance (%)			Performance Benchmarks (%)
		1 st	2 nd	3 rd	4 th	Year 1	Year 2	Year 3	Outpatient Benchmark
Participants in Treatment at least 30 Days		50	55			50			80
Participants in Treatment at least 90 Days		45	40			42			65
Participants with Exit Interviews		30	35			33			50
Participants with Social Connectedness		—	—			—			TBD

RESULTS

Current Quarter

- This program has not met the County Benchmarks for 30 Day LOS.
- This program has not met the County Benchmarks for 90 Day LOS.
- This program has not met the County Benchmark for Exit Interviews.

Cumulative Results (Year to Date)

- This program has not met the County Benchmarks for 30 Day LOS.
- This program has not met the County Benchmarks for 90 Day LOS.
- This program has not met the County Benchmark for Exit Interviews.

The performance of this program is well below the benchmark (more than 20 percent) on one or more of the three performance measures. The performance of this program will be closely monitored for the next several quarters. It will be expected that program performance will improve by no less than 10 percent each quarter until the performance benchmark is achieved. As such, the schedule of performance improvement is noted in the chart below.

Expected Performance for Third and Fourth Quarter

Performance Measure	Current Performance (%)	Expected Performance FQ 3 (%)	Expected Performance FQ 4 (%)
Participants in Treatment at least 30 Days	50	55	60
Participants in Treatment at least 90 Days	42	47	52
Participants with Exit Interviews	33	36	40

Each quarter, the current performance column will be updated to inform the provider if the expected performance has been reached.

Next Steps

SAPC may contact your agency to schedule specific training and/or technical assistance to improve program performance. In addition, please review the hints and tips to improve program performance for each benchmark below:

30-Day Length of Stay (LOS): Check out the NIATx website at www.niatx.net to learn of ways to improve your programs' 30 day LOS.

90-Day Length of Stay (LOS): Program participants who are not in treatment at least 90 days may not fully benefit from treatment. The patient does not have to be in this program for the full 90 days if he or she transferred from a briefer treatment stay elsewhere. In order to ensure the LOS is calculated correctly, be sure that the client ID is identical to what was used with the patient in the prior program. If you are transferring the patient to another level of care, be sure to follow-up with the program to determine if the patient enrolled. If your program does not span for 90 days, please notify your program auditor.

Exit Interviews (Administrative Performance Measure): Exit interviews (or completed LACPRS discharges) are important in order to adequately measure how the patient improved over the course of treatment. If you are having problems with patients who leave treatment prior to the scheduled interview, try one of these strategies:

- Inform the patient at admission that an exit interview is required prior to the patient discharging from the program.
- As the date of discharge nears, remind the patient that there is an exit interview that needs to be completed prior to discharge – regardless of the patient's discharge status.
- Have counselors complete the Concurrent Recovery form – this information can then be used if the patient leaves treatment prior to the scheduled discharge. If the patient is present, complete the discharge as usual – do not use the form, even if completed as it does not collect all of the required discharge information and should only be used if necessary.

In addition, this program should contact your program auditor immediately for further assistance.

DEFINITIONS

Participants in Treatment at Least 30 Days: Are those individuals who are in treatment at least 30 days, as measured by the LACPRS admission date and discharge date (last face to face) and had four treatment sessions during that time. The treatment sessions can include the individual counseling sessions to complete the assessment and treatment plan as well as any form of group counseling.

Participants in Treatment at Least 90 Days: Are those individuals who were in treatment at 30 days and remained in treatment for 90 days or more, as measured by the LACPRS admission date and discharge date (last face to face).

Participants with Exit Interviews: This performance measure is more of an administrative performance measure in that it assesses the ability of the program to collect the information necessary to produce patient outcomes. This measure is collected based on the response to the LACPRS discharge question, "Is the client available for an exit interview?" This performance measure is only counted for those clients who remained in treatment at least 30 days or more.

Social Support Connectedness: The final performance measure, social connectedness has yet to be defined. Once defined, benchmarks will then be added

PERFORMANCE BENCHMARKS AND DASHBOARDS

Contractor performance for services provided under this Agreement shall be measured against County Benchmarks. County will regularly provide to Contractors a report of their performance and the corresponding benchmarks through SAPC Dashboards, which shall be made public and posted on the SAPC website. Contractors shall be responsible for reviewing the Dashboard and ensuring they meet the established benchmarks.

For purposes of measuring Contractor's performance, the following shall apply:

A. Contractor is expected to meet the County Benchmark in the selected areas identified by SAPC through directive(s).

B. If Contractor does not meet one or more of the Benchmarks by the end of each fiscal year (June 30), then Contractor shall develop a performance improvement plan. When an improvement plan must be completed, it shall be submitted to SAPC Director or his designee, by no later than September 15 of the next fiscal year.

C. In addition to providing a performance improvement plan, Contractors that fall below 20% on one or more of the benchmarks, as indicated by their Dashboards, shall also participate in a process improvement activity that addresses the benchmark requiring improvement. Technical assistance may be provided by SAPC to those contractors requesting such assistance. Requests for process improvement technical assistance may be submitted to SAPC Director or his designee.