

Fact Sheet

Date: February 3, 2011

Contacts: Jane-ellen Weidanz, 503-945-9725 Jane-ellen.Weidanz@state.or.us
Len Ray, 503-945-9714 Len.Ray@state.or.us

Transitioning People (Initiative O1)

What Are They Doing? Staff members in the AMH Central Office and at OSH are developing and implementing new and clear ways for people to transition from the hospital into the community. This team is taking the guesswork out of supporting people to access the right types of services in the best environment possible, for the right amount of time. This Initiative is focusing on:

- Implementing Co-Management;
- Implementing & standardizing the use of the LOCUS assessment tool;
- Standardizing hospital discharge criteria;
- Standardizing what "Ready-To-Place" at OSH means; and
- Developing real-time communication tools among all stakeholders to identify vacancies.

The process improvement event occurred late September 2009. Policies and related procedures began September 2010 and continue development and roll out.

What Do We Expect? We expect to see the waitlist in acute care to decrease in time and in number of people, the ready-to-place list to decrease in time and in number of people, the average length of stay at OSH to decrease, and our overall spend for the acute care waitlist to decrease.

2011: Much of the work in this project has transferred to the Adult Mental Health unit team members for overview. Cost and service benefits will be reported monthly through 2011.

Who's Been Working On This? Ken Goforth, Chad Scott, Rick Wilcox, Cissie Bollinger, Chris Potter, LuAnn Meulink, Rebecca Curtis, Deborah Kelling, Robert Janz, Kevin Campbell, Nancy Griffith, Melissa Jagoe-Deidl, Laurie Robertson, Sandy Haffey, Penny Vansanten, Nora Goya, Len Ray, Wei Day, Shannon Casey, Dean Carlisle.

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Contact: Derek Wehr, 503-945-9034 Derek.Wehr@state.or.us

OSH Process Improvements (Initiative O3)

What Are They Doing? This Initiative is about improving existing processes and implementing streamlined processes; primarily by using Lean principles. Since September 2008, the staff members at OSH worked on the RN hiring process, how physicians bill Medicare, group treatment work documentation across the treatment malls, and the Certified Nurse Assistant hiring process.

What Do We Expect? We expect to see the RN and CNA vacancy rate to be sustained at less than 10% and our spend on more expensive agency RN or overtime RN hours to remain low. We also expect to see CNA mandated shifts to decrease and remain low, an increase in revenue from the physicians billing Medicare, and that OSH will be in a stronger standing with both CMS and the Joint Commission requirements. And finally, we expect that work in this Initiative will assist OSH to teach and practice Lean principles and keep their focus on the needs of all customers, whether that is a patient or a staff member.

2011: CNA Hiring and MD Billing benefits will be reported through 2011. The RN Hiring project will close in June 2011.

Who's Been Working On This? Penny Vansanten, Derek Wehr, Lee Hullinger, Ashley Eason, Dominic Vanlith, Michelle Swanger, Pauline MacDougal, Ben Kessler, Hanal Al-Awaj, Joni Detrant, Mo Popov, Trudy Metzger, Chuck Porter, Sue McDonald, Michael Ratliff, Michelle McGraw-Hunter, Catherine Hurckes, Rick Varnum, Kaitlin Hand, Linda Bylsma, Frank Warner, Amanda Pasch, Patty Ott, Cheryl Miller, Vince Boaz, Vimal Aga, Cheri Caldwell, Steven Fritz, Joni Detrant, Maria Prokhorova, Janelle Jegglie, Dania Johnson, Russel Kittrell, Laura Noble, William Newton, Michael Roninson, Richard Stansfield.

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OSH Quality Improvements (Initiative O4)

What Are They Doing? This Initiative is about improving those processes that impact the quality of services delivered at OSH. For example, staff members have streamlined the process to provide timely dietary consultations and were able to increase the number of consultations provided over the last year.

What Do We Expect? We expect to see the excellent process improvement work done in this project to be sustained. The number of consults each dietician completes every month has, on average, doubled since OSH staff improved the process in 2008.

2011: The Dietary Consultation project will close in June 2011.

Who's Been Working On This? Penny Vansanten, Derek Wehr, Debbie Granum, Sami Vonweller, Connie Mickelson, Maryann Grieve, Linnea Johnson, Marilyn McNulty, Nancy Johnston, Dr. Chen, Vicki Duesterhft, Dan Pasch.

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Contacts: Cissie Bollinger, 503-947-5543 Cissie.M.Bollinger@state.or.us
Len Ray, 503-945-9714 Len.Ray@state.or.us

Vacancy Exceptions (Initiative O10)

What Are They Doing?: This project implements a new policy, procedure, and an Oregon Administrative Rule (OAR) to modify the past practice of paying for vacancies in community-based adult residential treatment programs.

What Do We Expect?: We expect to see a decrease in monthly spend on vacancies in the adult community mental health residential programs from a monthly average of \$75,000 to \$15,000, decreasing the annual general fund spend on vacant beds by \$720,000.

2011: Cost and service benefits will be reported monthly through 2011.

Who's Been Working On This?: Rick Luthe, Nola Russell, Carmen Armendariz., Belinda Sauer, Kelly Knight, Donna Smith, Darcy Strahan, Elaine Sweet, Ken Goforth, Nora Goya, Len Ray.

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Contacts: Diane Lia, 503-945-6197 Diane.Lia@state.or.us

Karen Wheeler, 503-945-6191 Karen.Wheeler@state.or.us

NIATx Expansion (Initiative O11)

What Are They Doing?: This project expands the number of addiction treatment providers in Oregon who will employ a simple process-improving model that will make more efficient use of capacity, improve access and retention of people accessing addiction treatment. The Network for the Improvement of Addiction Treatment (NIATx) also emphasizes the value of learning how to track and communicate improvements.

What Do We Expect?: We expect to see an increase in the number of addiction providers who utilize process improvement techniques. We expect that those providers will demonstrate improvements in the following areas: increase in addiction treatment retention over time, increased continued treatment (less drop-out), and smooth transitions between levels of care.

2011: The team continues to work with seven providers in four counties (Clackamas, Polk, Lake, Multnomah) to gather baseline data on how processes work today and implementing process improvements.

Who's Been Working On This?: Diane Lia, Therese Hutchinson, Karen Wheeler, Cheryl Schollenberg, Jay Wurscher, Dana Peterson, Jim Bradshaw, Dagen Wright, Denna Vandersloot, Jeff Peters, Joan Wan, Patty Beller, Geoff Heatherington, Ray Hudson, Tanya Pitt, Rick Treleaven, Rick Jones, Wendy Robinson, Leon Roher, Shawn Clark, Jon Collins, Steve Gallon, Janet Bardossi, Maryann Bryant.

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<http://www.oregon.gov/DHS/mentalhealth/adult-initiative/main.shtml>

Adult Mental Health Initiative (Initiative O12)

What Are They Doing?: The Adult Mental Health Initiative (AMHI) is designed to promote more effective utilization of current capacity in facility-based treatment settings, increase care coordination and increase accountability at a local and state level. It is also designed to promote the availability and quality of individualized community-based services and supports so that adults with mental illness are served in the least restrictive environment possible and use of long-term institutional care is minimized.

What Do We Expect?: We expect that this Initiative will bring similar benefits as that of the Transitioning People project; decreased average lengths of stay and supporting people to access the right type of services that meet their needs, for the right amount of time.

2011: The team continues to work with individuals, MHOs and CMHPs, and providers to develop contract language and agreements, finance strategies, and principles.

Who's Been Working On This?: Kathryn Nunley, Jay Yedziniak, Jane-ellen Weidanz, Ralph Summers, Jon Collins, Madeline Olson, Cissie Bollinger, Bill Bouska, Edie Woods, Karen Wheeler, Ken Goforth, Dave Fischer, Veronica Gentle, Fred King, Nola Russell, Darcy Strahan, Sheryl Derting, Len Ray, Richard Harris, Chad Scott, Rick Wilcox.

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Contacts: Sandra Koelle-Stewart, 503-969-8479 Sandra.L.Koelle-Stewart@state.or.us
Jodie Jones, 503-945-9425 Jodie.L.Jones@state.or.us
Linda Hammond, 503-945-2920 Linda.Hammond@state.or.us
<https://apps.state.or.us/cf2/oshrp/pages/index.cfm?id=NewPATH>

NewPATH (Initiative O14)

What Are They Doing?: This project focuses on older adults and younger adults with disabilities who historically receive mental health services in the gero-psychiatric long-term care units in the state hospital (GTS). The team assessed and documented recommendations for the current GTS population, the current community capacity, its services gaps, and potential diversion opportunities.

What Do We Expect?: The Initiative Leads work across divisions and agencies (SPD, OSH, OSHP, & AMH). We expect to see new recommendations beyond long-term hospitalization for services and program models in the community. We expect to see people who perhaps previously were not successful or well supported outside of the hospital to find options in the community.

New community-based services, supports and programs will help ensure the following:

- Meet the needs of individuals with complex medical and behavioral health issues in the community, rather than admit them to OSH (diversion); and
- Discharge more rapidly those individuals who have reached maximum benefit from treatment at OSH Geropsychiatric Treatment Services (GTS) units, but have not been able to return to or stay in the community because of a lack of suitable community services and supports.

2011: The team made recommendations to address the trends, patterns and barriers, and new community-based opportunities for older adults and younger adults with disabilities. These recommendations are currently in review, in preparation for the 2011 legislative session.

Who's Been Working On This?: Sandra Koelle-Stewart, Jodie Jones, Matt Bartolotti, Sandra Moreland, James Toews, Madeline Olson, Linda Hammond, Rebecca Curtis, Nancy Griffith, Megan Hornby, Nena Strickland, Greg Roberts.

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Contacts: Leslie Mikan, 503-945-6181 Leslie.Mikan@state.or.us

Jon Collins, 503-945-6429 Jon.C.Collins@state.or.us

Madeline Olson, 503-945-9718 Madeline.M.Olson@state.or.us

Oregon Web Infrastructure for Treatment Services (Initiative O15)

What Are They Doing? This team is working to implement a web-infrastructure that captures treatment services electronically.

What Do We Expect? Once built, the Oregon Web Infrastructure Treatment Services system (OWITS), will allow AMH & behavior health providers to track grant dollars and report outcome measures electronically.

2011: The team is piloting OWITS with twelve providers throughout Oregon.

Who's Been Working On This? Bill Bouska, Jon Collins, Russ Hargrave, Steven Johnson, Leslie Mikan, Mike Morris, Madeline Olson, Ralph Summers, Jane-Ellen Weidanz, Karen Wheeler, Edie Woods, Sharon Anderson, Piet Vermeer, Joan Wan.

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Contacts: Rebecca Curtis, 503-945-2860, Rebecca.L.Curtis@state.or.us
Derek Wehr, 503-945-9034 Derek.Wehr@state.or.us
Arthur Tolan, 503-947-1074 Arthur.Tolan@state.or.us

OSH Discharge Processes (Initiative O16)

What Are They Doing? The team will clarify the discharge processes for all stakeholders, including patients and identify areas of opportunity for streamlining the overall discharge process.

What Do We Expect? We expect to see a more streamlined discharge process for patients and staff at the state hospitals.

2011: This project is under development for initiation in 2011.

Who's Been Working On This?: Derek Wehr, Rebecca Curtis, Arthur Tolan, Richard Ott, Kurtis Drake.