



# Ohio Mental Health Consumer Outcomes System Implementation Planning Checklist

## HISTORY:

The Final Report of the Ohio Mental Health Outcomes Task Force (1996-1997) entitled "Vital Signs" was published in March of 1998. At that time, a pilot implementation process for the Ohio Mental Health Consumer Outcomes System began. This process included a small number of pilot sites and was designed to illuminate the issues that each site encountered as it implemented the Outcomes System. The experiences of the pilot sites have influenced the content and nature of this checklist.

## VALUES:

Several values have guided the development and piloting of Ohio's Mental Health Consumer Outcomes System and are reflected in this checklist. Successful implementation of the Outcomes System is influenced by the degree to which these values are embraced by local systems. The concept of **Recovery** is the foundation of the Outcomes System and requires that providers, consumers, and their families share responsibility for creating an environment of hope, guiding service provision, and actively participating in a flexible, evolving treatment process. If the Recovery concept is not part of a local system's philosophy and service provision, it may be difficult to find value in collecting and using outcomes data. In addition, because the perspectives of **multiple stakeholders (consumers, families, agencies, boards, ODMH)** are valued, it is important that these stakeholders work collaboratively to implement the Outcomes System. Successful implementation of the Outcomes System also requires that stakeholders work within the framework of **continuous quality improvement (CQI)**. This focus on quality should include ongoing monitoring, problem identification, and improvement to the Outcomes System. CQI efforts should also include examining trends in the outcomes data, identifying implications for improving treatment and systems of care, and describing the relationship of outcomes data to other data. Finally, **communication between and among stakeholders** plays a key role in successful implementation and continuous improvement of the Outcomes System.

## INTENT:

The intent of this checklist is to provide agencies and boards with the tools to begin implementing the Ohio Mental Health Consumer Outcomes System. It is based on the experiences of local areas that have already implemented the Outcomes System. Indeed, many aspects of implementing the Outcomes System are already decided. These decisions are delineated in various products in the Outcomes System Toolkit. However, the checklist contains recommended steps that need to be customized for your agency or board. It includes both board and agency activities as the Outcomes System is designed to be implemented within an entire local system.

## TIMING:

You may notice that timeframes are not prescribed. The length of time that it takes for your system to implement will depend on many factors, including the commitment and experience of staff, technical resources available, and the size of your system. We suggest that you begin implementation planning at least six months before you expect to begin data collection. Activities included in the checklist are generally listed in temporal order, although local systems may elect to vary the order to accommodate their specific context. Some tasks may also be completed concurrently. However, be aware that there are many listed activities that *must* be completed before others and this is generally reflected in the order.

## RESOURCES:

An Outcomes System Toolkit containing various products exists to aid local systems in their implementation efforts. The most recent versions of the Toolkit can be found on the Outcomes Initiative Web Site at [www.mh.state.oh.us/initiatives/outcomes/outcomes.html](http://www.mh.state.oh.us/initiatives/outcomes/outcomes.html).

In addition, the following people are resources at the Department of Mental Health:

- About the overall project:

Dee Roth	614-466-8651	RothD@mhmail.mh.state.oh.us
Leslie Brower	614-466-7450	BrowerL@mhmail.mh.state.oh.us
Paul Schreur	614-466-7450	SchreurP@mhmail.mh.state.oh.us
- About data flow and analysis:

Stacy Doklovic	614-466-8651	DoklovicS@mhmail.mh.state.oh.us
Geoff Grove	614-644-7840	GroveG@mhmail.mh.state.oh.us

## IMPLEMENTATION PHASE I: LEARN ABOUT THE OUTCOMES SYSTEM

### Local System Awareness

Task	Resources	Responsible Entities	Planned Completion Date	Actual Completion Date	Action Plan/ Comments	Done
<p>❖ Attend an ODMH Outcomes Overview Presentation to gain a basic understanding of the Outcomes Initiative and Measurement System.</p> <p>Specific agency personnel should be invited including clinical directors; MIS and QI staff; agency Directors, and leadership from constituency/ advocacy groups, consumers.</p>	ODMH Outcomes Initiative Staff, Pilot Participants	Board Staff, Agency Staff, Consumers, Family Members				<input type="checkbox"/>
<p>❖ Relay Outcomes Overview information to other staff members to foster understanding of initiative and commitment of key players.</p>	Vital Signs, Procedural Manual, Overview Presentation Slides	Board Staff, Agency Staff				<input type="checkbox"/>
<p>❖ Make brief presentation to Initial ADAMH Board of Trustees. This presentation need only be brief. It is not intended to be comprehensive training.</p>	Vital Signs, Procedural Manual, Overview Presentation Slides	Board Staff, Agency Staff				<input type="checkbox"/>
<p>❖ Inform consumers, family members, and local organizations about the Outcomes Initiative through newsletters, provider mailings, and presentations.</p>	Vital Signs, Consumer Training Module, Procedural Manual	Board Staff, Agency Staff				<input type="checkbox"/>
<p>❖ Hold a mandatory meeting for agencies regarding Outcomes System implementation. Consumers and family members may participate in this meeting.</p> <ul style="list-style-type: none"> <li>• Focus on uses of data and benefits of the Outcomes System.</li> <li>• Review Board/System intention for uses of data for decision making.</li> <li>• Address anticipated concerns and answer questions.</li> <li>• Make initial determination regarding which agencies are ready and willing to participate at the present time.</li> <li>• Discuss whether all agencies will implement the Outcomes System at the same time or if implementation will be staggered.</li> </ul>	Vital Signs, Procedural Manual, Data Use and Analysis Matrix, Pilot Evaluation Report	Board Staff, Agency Staff				<input type="checkbox"/>

## IMPLEMENTATION PHASE II: PLAN THE LOCAL IMPLEMENTATION PROCESS

### Team Building, Readiness Assessment, & ODMH Planning Presentation

Task	Resources	Responsible Entities	Planned Completion Date	Actual Completion Date	Action Plan/ Comments	Done
<p>❖ Schedule &amp; attend an ODMH Outcomes Implementation Planning Presentation.</p> <p>The intent of this presentation is to describe and discuss the tasks involved in implementing the Outcomes System. It is an opportunity for local systems to ask specific questions about the work involved, resources needed, suggested timeframes, and potential pitfalls.</p>	ODMH Outcomes Initiative Staff, Procedural Manual, Implementation Planning Checklist	Board Staff, Agency Staff				<input type="checkbox"/>
<p>❖ Assign a Point Person at the Board level.</p> <p>Point Person is the primary contact person for the Outcomes System at the Board Level. He/she will receive updates from other Board staff involved in implementation and the Agency Implementation Teams in order to coordinate implementation activities, identify issues as they arise and track the progress of the entire implementation. Point Person should update ODMH on progress of local implementation and should request assistance as needed.</p>	ODMH Outcomes Initiative Staff, Pilot Participants, Pilot Evaluation Report	Board Staff				<input type="checkbox"/>
<p>❖ Assign a Point Person at each agency.</p> <p>Point Person is the primary contact for the Outcomes System at the Agency level. He/she will participate on an Implementation Team and will receive updates from other Implementation Teams in order to coordinate implementation activities, identify issues as they arise and track the progress of the entire implementation. Point Person should contact ODMH as needed. Consider who can devote a large amount of time to implementation, especially in the start-up phase. High level staff with many other responsibilities may not be able to make the commitment needed.</p>	ODMH Outcomes Initiative Staff, Pilot Participants, Pilot Evaluation Report	Agency Staff				<input type="checkbox"/>

**Team Building, Readiness Assessment, & ODMH Planning Presentation (Continued)**

Task	Resources	Responsible Entities	Planned Completion Date	Actual Completion Date	Action Plan/ Comments	Done
<p>❖ Form Implementation Teams at Board &amp; agencies.</p> <ul style="list-style-type: none"> <li>Determine constraints on decisions made by Implementation Teams. Consider whether the Board and agencies have any non-negotiable requirements (i.e., The Board may require that all GMH adults complete the instruments rather than a sample). Each team should be aware of and cautious about the effect that its decisions may have on others “buying into” the system.</li> </ul> <p>Teams should be formed for the following areas: MIS, Adult SMD, Adult General Mental Health, and Youth. Team members should be knowledgeable about the topics. Staff productivity demands should be considered as well as the role consumers and family members will play in the implementation process. Report progress to the Point Person.</p>	<p>ODMH Outcomes Initiative Staff, Pilot Participants, Pilot Evaluation Report</p>	<p>Board Staff, Agency Staff</p>				<input type="checkbox"/>
<p>❖ Form Steering Group to guide local implementation. The Steering Group may consist of the Board Point Person and the Point Person from each participating agency. It should also consist of consumers and family members. Other members may be added.</p>	<p>ODMH Outcomes Initiative Staff, Pilot Participants, Pilot Evaluation Report</p>	<p>Board Staff, Agency Staff, Consumers, Family members</p>				<input type="checkbox"/>
<p>❖ Train Implementation Teams, Steering Group.</p> <ul style="list-style-type: none"> <li>Determine meeting schedule and decision making process.</li> <li>Discuss methods for ongoing stakeholder participation including consumer and family input.</li> <li>Distribute and explain additional materials.</li> <li>Discuss administration of the instruments, data collection and flow process, data use, and decisions that have already been made by ODMH and the Outcomes Pilot.</li> <li>Discuss implementation timeline and the necessary steps to achieve readiness.</li> <li>Set goal date for presenting local plan to ODMH.</li> </ul>	<p>Outcomes Toolkit, ODMH Outcomes Initiative Staff, Pilot Participants</p>	<p>Implementation Teams, Steering Group, Consumers, Family Members</p>				<input type="checkbox"/>

**Team Building, Readiness Assessment, & ODMH Planning Presentation (Continued)**

Task	Resources	Responsible Entities	Planned Completion Date	Actual Completion Date	Action Plan/ Comments	Done
<p>❖ Assess Board readiness &amp; determine appropriate action.</p> <ul style="list-style-type: none"> <li>• Does the Board have an electronic data system capable of data transmission, analysis, and reporting?</li> <li>• How will the MIS portion of the Outcomes System be handled?</li> <li>• Does the Board have a sufficient number of QI/Evaluation Staff and IS staff?</li> <li>• Is the Board already using outcomes data and in what way?</li> </ul>	<p>Implementation Planning Checklist, Outcomes Toolkit, ODMH Outcomes Initiative Staff, Pilot Participants</p>	<p>Board Implementation Team, Point Person, Steering Group</p>				<input type="checkbox"/>
<p>❖ Assess agency readiness &amp; determine appropriate action.</p> <ul style="list-style-type: none"> <li>• Does the agency have an electronic data system capable of data entry, transmission, analysis, and reporting?</li> <li>• What are other funding organizations' outcomes reporting requirements? What are the agency's accreditation outcomes reporting requirements?</li> <li>• How will the MIS portion of the Outcomes System be handled?</li> <li>• Does the agency have a sufficient number of QI/Evaluation Staff and IS staff?</li> <li>• Is the agency already using outcomes data and in what way?</li> </ul>	<p>Implementation Planning Checklist, Outcomes Toolkit, ODMH Outcomes Initiative Staff, Pilot Participants</p>	<p>Agency Implementation Teams, Point Person, Steering Group</p>				<input type="checkbox"/>

Decision Making					
Task	Resources	Responsible Entities	Planned Completion Date	Actual Completion Date	Action Plan/ Comments
<ul style="list-style-type: none"> <li>❖ Make data collection decisions.               <ul style="list-style-type: none"> <li>• Determine the settings for which these measures are not appropriate, according to the guidelines in the Outcomes Procedural Manual.</li> <li>• What type of data collection/data entry method will be used? Consider hardware/software issues.</li> <li>• Will the Board enter data for the agency or will the agency enter the data itself?</li> <li>• Will data be collected from all GMH adults or just a sample?</li> <li>• Who at the agency is responsible for collecting, cleaning, and managing the data on an ongoing basis? What type of checks will be conducted?</li> <li>• If multiple agencies are serving the same client, which agency is responsible for data collection? How will these shared clients be identified?                   <ul style="list-style-type: none"> <li>• Review and update inter-agency confidentiality agreements.</li> </ul> </li> <li>• How will measurement be phased in for new clients and current clients?</li> <li>• How will the Board and agencies know if measurements are taking place as planned? What type of tracking system will be used?</li> <li>• If agencies are seeking ORYX/JCAHO accreditation, how will they sample private pay clients to meet accreditation requirements?</li> <li>• What additional resources must be acquired to successfully collect outcomes data? What budgetary changes need to be made? What are the budgetary constraints?</li> <li>• How does outcomes data collection fit with other data collection systems and databases currently being used (i.e., CMHC, ECHO)?</li> </ul> </li> </ul>	Procedural Manual, File Specs, Data Entry Options Tech Sheets, Technical Cost Comparison Summary, Pilot Evaluation Report, ODMH, Pilot Participants	Implementation Teams, Steering Group			

Done

<b>Decision Making (Continued)</b>						
<b>Task</b>	<b>Resources</b>	<b>Responsible Entities</b>	<b>Planned Completion Date</b>	<b>Actual Completion Date</b>	<b>Action Plan/ Comments</b>	<b>Done</b>
❖ Make data flow decisions. <ul style="list-style-type: none"> <li>• How will data flow between agencies and the Board (i.e., disk, FTP)?</li> <li>• Who at the agency and Board is responsible for managing data flow and addressing problems?</li> <li>• How often will data flow occur between agencies and Board (i.e., daily, weekly)? Between agencies, Board, and accrediting organizations?</li> <li>• How will the Board and agencies know if data flow is taking place as planned? What type of tracking system will be implemented?</li> <li>• What additional resources must be acquired to successfully implement data flow? What budgetary changes need to be made? What are the budgetary constraints?</li> </ul>	Procedural Manual, File Specs, Data Entry Options Tech Sheets, Technical Cost Comparison Summary, Pilot Evaluation Report, ODMH, Pilot Participants	Implementation Teams, Steering Group				<input type="checkbox"/>
❖ How will agencies remind staff about what needs to be done and when?	Pilot Evaluation Report, Pilot Participants, ODMH	Implementation Teams, Steering Group				<input type="checkbox"/>
❖ What impact will implementing the Outcomes System have on the budget? How will unit rates be affected?	Unit Cost Estimator, Pilot Evaluation Report, Pilot Participants	Implementation Teams, Steering Group				<input type="checkbox"/>
❖ What types of reports will agencies and Board generate?	Data Use and Analysis Matrix, Pilot Participants, ODMH	Implementation Teams, Steering Group				<input type="checkbox"/>
❖ What methods, tools, training will be used to promote data use at the agencies, Board?	Procedural Manual, Data Use and Analysis Matrix, Pilot Participants, ODMH	Implementation Teams, Steering Group				<input type="checkbox"/>
❖ How will agencies and Board keep staff, consumers and families informed about the Outcomes Initiative?	Consumer, Staff, and Family Training Manuals, Pilot Participants, ODMH	Implementation Teams, Steering Group				<input type="checkbox"/>

## IMPLEMENTATION PHASE III: PRESENT THE LOCAL IMPLEMENTATION PLAN

### Local Implementation Plan Presentation, Resource Acquisition, & Training

Task	Resources	Responsible Entities	Planned Completion Date	Actual Completion Date	Action Plan/ Comments	Done
<p>❖ Schedule and present local plan to ODMH.</p> <p>The intent of the Local Implementation Plan Presentation is to present ODMH with a detailed description and discussion of a local system's outcomes implementation plan. It is an opportunity for the local system to explain its responses to the challenges presented in the Implementation Planning Checklist. ODMH will recommend improvements to the local plan based on findings from the pilot. In this way, local systems may be able to implement with less difficulty and avoid potential pitfalls.</p>	ODMH Outcomes Initiative Staff, Procedural Manual, Implementation Planning Checklist, Outcomes Toolkit	Implementation Teams, Steering Group				<input type="checkbox"/>
<p>❖ Obtain/upgrade hardware/software for data collection and flow.</p>	ODMH, File Specs, Data Entry Options Tech Sheets, Vendor RFI Information, Pilot Participants	Implementation Teams, Steering Group				<input type="checkbox"/>
<p>❖ Obtain/reassign staff for data collection and flow.</p>		Implementation Teams, Steering Group				<input type="checkbox"/>
<p>❖ Train staff.</p> <p>Clinical, QI/Evaluation, support, MIS, and administrative staff should be trained in appropriate areas including: administration of surveys/data collection, data entry and flow, report generation, and data analysis and use. Pilot counties reported that combined clinician and consumer training was effective. Training should be tailored for new staff orientations as well as ongoing training for current staff.</p>	Outcomes Toolkit	Implementation Teams, Steering Group				<input type="checkbox"/>
<p>❖ Train consumers/family members on use and interpretation of instruments, data, and reports.</p>	Outcomes Toolkit	Implementation Teams, Steering Group				<input type="checkbox"/>

**IMPLEMENTATION PHASE IV: DO AND REVIEW THE LOCAL IMPLEMENTATION PROCESS**

**Testing, Evaluation, & Revision**

Task	Resources	Responsible Entities	Planned Completion Date	Actual Completion Date	Action Plan/ Comments	Done
❖ Evaluate effectiveness of training efforts and make necessary revisions. A training evaluation form should be created to assess the effectiveness of training.	Outcomes Toolkit, ODMH, Pilot Participants	Implementation Teams, Steering Group				<input type="checkbox"/>
❖ Test, evaluate, and revise data entry process.	Outcomes Toolkit, ODMH, Pilot Participants	Implementation Teams, Steering Group				<input type="checkbox"/>
❖ Test, evaluate, and revise data flow between agencies, Board, and ODMH.	Outcomes Toolkit, ODMH, Pilot Participants	Implementation Teams, Steering Group				<input type="checkbox"/>
❖ Test, evaluate, and revise report flow between agencies, Board, and ODMH (e.g., data flow error reports).	Outcomes Toolkit, ODMH, Pilot Participants	Implementation Teams, Steering Group				<input type="checkbox"/>

**Implementation**

Task	Resources	Responsible Entities	Planned Completion Date	Actual Completion Date	Action Plan/ Comments	Done
❖ Begin Data Collection.	Outcomes Toolkit, ODMH, Pilot Participants	Board Staff, Agency Staff, Consumers, Family Members				<input type="checkbox"/>
❖ Begin Data Flow.	Outcomes Toolkit, ODMH, Pilot Participants	Board Staff, Agency Staff				<input type="checkbox"/>
❖ Begin Data Analysis and Report Generation.	Outcomes Toolkit, ODMH, Pilot Participants	Board Staff, Agency Staff				<input type="checkbox"/>

<b>Implementation (Continued)</b>						<b>Done</b>
<b>Task</b>	<b>Resources</b>	<b>Responsible Entities</b>	<b>Planned Completion Date</b>	<b>Actual Completion Date</b>	<b>Action Plan/ Comments</b>	
❖ Begin Using Outcomes Data. Use of data must be determined by each local system. Refer to the Outcomes Data Use Matrix. <ul style="list-style-type: none"> <li>• At the consumer/clinician level, outcomes data may be incorporated into treatment planning and care management.</li> <li>• At the agency and Board level, outcomes data may be used for QI and accountability purposes.</li> <li>• At the State level, outcomes data will be used to develop Ohio norms and benchmarks.</li> </ul>	Outcomes Toolkit, ODMH, Pilot Participants	Board Staff, Agency Staff				<input type="checkbox"/>
<b>Continuous Improvement/Future Development</b>						<b>Done</b>
<b>Task</b>	<b>Resources</b>	<b>Responsible Entities</b>	<b>Planned Completion Date</b>	<b>Actual Completion Date</b>	<b>Action Plan/ Comments</b>	
❖ Monitor Outcomes System operation, identify problems, and make improvements, especially in the areas of data collection, data flow, training, and data use. Agency and Board staff should collaborate in completing this task.	Outcomes Toolkit, Personal Experience	Board Staff, Agency Staff				<input type="checkbox"/>
❖ Examine trends in the data, implications for improving treatment and systems of care, and the relationship of outcomes data to other data. This task should be completed collaboratively by consumers, families, and clinical and administrative staff. Consumer and family members may also wish to form a separate group to provide a forum for developing ways to best use the outcomes data.	Data Use and Analysis Matrix, Personal Experience					<input type="checkbox"/>
❖ Continue to inform staff, consumers, family members, and local organizations about the Outcomes Initiative through newsletters, provider mailings, and presentations.						<input type="checkbox"/>