



Outcomes-Based Accountability: NOMS, SOMMS, and COMS

"The Basics"

IADDA Annual Conference

September 7 - 9, 2011

Trainer: Eleanor Wolfram



Training Session Components:

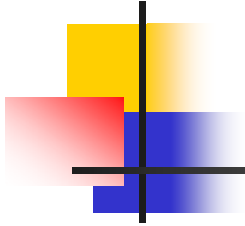
- PART 1: Overview
- PART 2: Initial Steps
- PART 3: Using Data
- PART 4: True Analysis
- PART 5: Importance of Linking COMS



Section 1

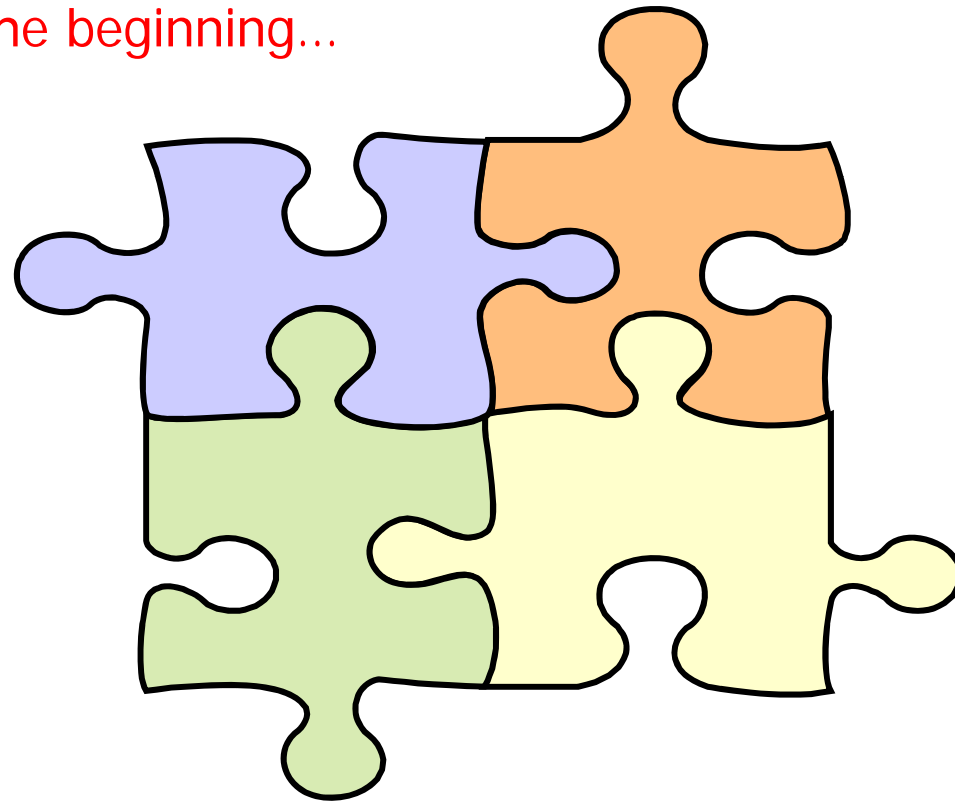
PART 1: Overview

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PART 1: Overview

- Begin at the beginning...





PART 1: Overview

- Accountability
&
■ Accountability Measures



PART 1: Overview

- Measuring does not equate with improvement !



PART 1: Overview

- Healthcare Reform



PART 1: Overview

Outcomes Initiative Driven by the 1993
Government Performance and Results Act (GPRA)



PART 1: Overview

- GPRA Mission

To improve the confidence of the American people in the capability of the Federal Government by holding all Federal agencies accountable for achieving program results.



PART 1: Overview

GPRA's intent is to increase program effectiveness and public accountability by promoting a focus on:

1. Results,
2. Service quality, and
3. Customer satisfaction.



PART 1: Overview

- Substance Abuse and Mental Health Services Administration (SAMSHA) has mandated that both national and state level measurement activities occur.
- SAMSHA is just one of many government entities requiring measured accountability...



PART 1: Overview

SAMSHA

- SAMSHA is a branch of the U.S. Department of Health and Human Services.
- There are 4 divisions or centers within SAMSHA.



PART 1: Overview

SAMSHA

- The Center for Mental Health Services (CMHS)
- The Center for Substance Abuse Prevention (CSAP)
- The Center for Substance Abuse Treatment (CSAT)
- The Center for Behavioral Health Statistics and Quality (CBHSQ)



PART 1: Overview

SAMSHA:

- CMHS
Prevention and treatment of mental disorders.
- CSAP
Prevent and reduce abuse of illegal drugs, alcohol and tobacco.
- CSAT
Effective substance abuse treatment and recovery services.
- CBHSQ
Collection, analysis and dissemination of behavioral health data.



PART 1: Overview

- SAMSHA

Under GPRA law, the SAMSHA is required to set specific performance targets, to measure program performance on a regularly basis and to report annually to Congress the results.



PART 1: Overview

- What are the *Levels* of Outcomes Measures?





PART 1: Overview

- NOMS
- SOMMS (*Sometimes called SOMS*)
- COMS



PART 1: Overview

- NOMS → Across States
- SOMMS → Within State
- COMS → Within the Community



PART 1: Overview

- NOMS

National Outcomes Measurement System

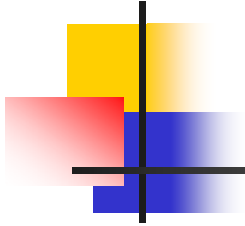




PART 1: Overview

- SAMSHA established the NOMS via GPRA law for the:

Purpose of ensuring consistent measures
across programs within the United States.



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THE NOMS are comprised of 10 domains.



PART 1: Overview

Domain **#1** focus on abstinence from drug and alcohol abuse.

The goal of this domain is to decrease symptoms and improving functioning.



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The next four domains, #2, #3, #4 and #5 focus on sustaining recovery.

These areas include:

- getting and keeping a job or enrolling and staying in school,
- decreasing involvement with the criminal justice system,
- finding safe and stable housing, and
- improving social connectedness to others in the community.



PART 1: Overview

Domain #6 deals with increased access to services for both mental health and substance abuse.



PART 1: Overview

Domain **#7** looks at retention in substance abuse treatment or decreased inpatient hospitalization for mental health treatment.



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The final three domains, #8, #9 and #10 examine the quality of services provided.

These include patient perception of care, cost-effectiveness, and use of evidence-based treatment.



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- SOMMS

State Outcomes Measurement and Management System





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SOMMS are to be designed to meet the alignment with SAMSHA's strategic goals for the NOMS.

SOMMS are reduced to State-level reporting - across agencies - in an attempt to provide uniform reporting of information within the states.

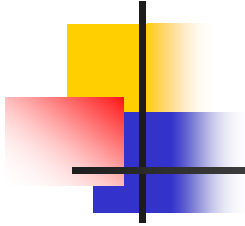


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- COMS

Community Outcomes Measurement System





PART 1: Overview

COMS is simply a measurement system that takes into collaboration community based service partnerships within the community.

An inter-relation “holistic” “wrap-around” services approach.



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COMS integration will help

- Help manage chronic conditions in “every area” of the patient’s life at a community based level.
- Reduce declines in health status.
- Foster patient and provider collaboration.

COMS data collection & evaluation is *not* mandated by SAMSHA.



PART 1: Overview

The 3 Basic Components Are:

1. Inputs
2. Outputs
3. Outcomes



PART 1: Overview

It is Important to Distinguish
“Outputs” from “Outcomes”.

*Often the two terms are confused as
one in the same.*



PART 1: Overview

- 1. Outputs are:

The direct products of program activities and are frequently measured in terms of the volume of work accomplished.



PART 1: Overview

- 2. Outputs are:

The amount of work, goods, energy and/or services produced by an individual in a period of time.



PART 1: Overview

- 3. An Output Is:

The process of “producing”.



PART 1: Overview

- 1. Outcomes are:

Measurable short-term, medium term or long term impact that the inputs and outputs had on the individual.



PART 1: Overview

- 2. Outcomes are:

The measured changes for individuals and populations as a result of the producing activities.



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- 3. Outcomes are:

The way something turns out in the end.



PART 1: Overview

- 4. Outcomes are:

Usually *not* achievable in a short time;
probably takes multiyear efforts.



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- 5. Outcomes are:

May be the cumulative result over a period of years.



PART 1: Overview

- 6. An Outcome Is:

Hopefully, your “expected” or likely final state, achievement, or end result.



PART 1: Overview

- Summary:

The “5” Basic Definitions to “always” remember...



PART 1: Overview

- *Basic Definition #1*

Inputs – what resources are committed.

The resources – money, time, staff, expertise, methods, and facilities – that an organization commits to a program to produce the intended outputs, outcomes, and impact.



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- *Basic Definition #2*

Outputs – what we count.

The volume of a program's actions, such as products created or delivered, number of patients served, and activities and services carried out.



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- *Basic Definition #3*

Indicators – what we use to stay on course.

Specific, observable, and measurable characteristics, actions, or conditions that demonstrate whether a desired change has happened toward the intended outcome.

Also, called “outcome indicators” or “predictive indicators”.



PART 1: Overview

- *Basic Definition #4*

Outcomes – what we wish to achieve.

Meaningful changes for those served by a program, generally defined in terms of expected changes in knowledge, skills, attitudes, behavior, condition, or status.

These changes should be measured, be monitored as part of an organization's work, link directly to the efforts of the program, and serve as the basis for accountability.

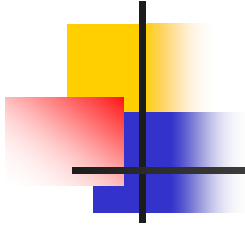


PART 1: Overview

- *Basic Definition #5*

Impact – what we aim to effect.

To slightly over simplify, the results that can be directly attributed to the outcomes of a given program or collective of programs, as determined by evaluations that are capable of factoring out other explanations for how these results came to be.



PART 1: Overview

The "Flow" of Processes.

INPUTS → OUTPUTS → OUTCOMES



PART 1: Overview

■ The Flow of Processes

INPUTS → OUTPUTS → OUTCOMES

Resources → *Activities* → *Impact (Short, Medium, and/or Long-term)*

Money
Staff
Time
Space

E&I Group:
"Budgeting"

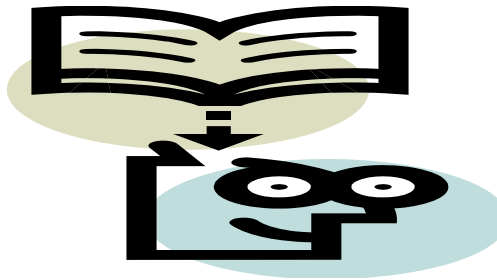
S-T: Increase Literacy
M-T: Open a Basic Checking Account
L-T: Maintain Checking Account for 6 Months
(With A positive balance.)



PART 1: Overview

- **PURPOSE**

Why Bother doing Outcomes Measuring?





PART 1: Overview

Purpose #1

Due to shrinking health care dollars, many agencies have been faced with the need to demonstrate effectiveness and efficiency.



PART 1: Overview

Purpose #2

To justify their position within the health care arena.



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Purpose #3

This challenge of justification comes from several layers of customers:

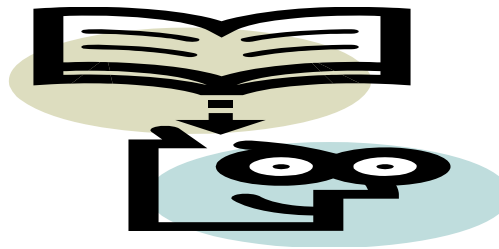
- Legislators
- Accreditation & Regulatory Bodies
- Payers and Funding Bodies
- Boards
- Consumers



PART 1: Overview

Benefits

What are some of the benefits to performing
Outcomes Measuring?





PART 1: Overview

- **Benefits #1**

Benchmark the outcomes of your organization with aggregated national across states and within states.



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- **Benefit #2**

Identify changing trends that might affect agency patterns
(staffing, programming, etc.)



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- **Benefit #3**

Establish preferred practice patterns and improve the quality of services.



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- **Benefit #4**

Provide answers to payers about prognosis and expected functional outcome of treatment.



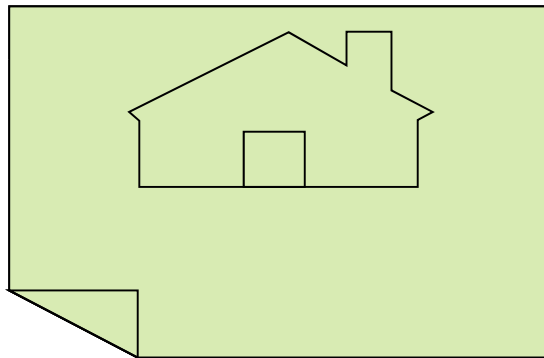
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- 



PART 2:

- **Initial Steps**





PART 2: Initial Steps

- Organizing Tasks



PART 2: Initial Steps

Organizing Tasks

- Select Programs To Include
- Determine Who Will Be Involved
- Establish An Overall Schedule



PART 2: Initial Steps

- Deciding What and How To Measure



PART 2: Initial Steps

Deciding What and How To Measure

- Identify The Mission
- Identify The Outcomes
- Select Specific Indictors
- Select Data Sources and Data Collection Procedures
- Identify Key Patient and Service Characteristics
- Pilot Test The Procedures



PART 2: Initial Steps

- Analyzing the Data



PART 2: Initial Steps

Analyzing the Data

- Examine the Outcome Data
- Report the Findings
- Seek Explanations



PART 2: Initial Steps

- Using the Results



PART 2: Initial Steps

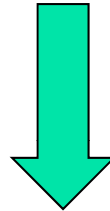
Using the Results

- Use Outcomes Information To Improve Services



Section 3

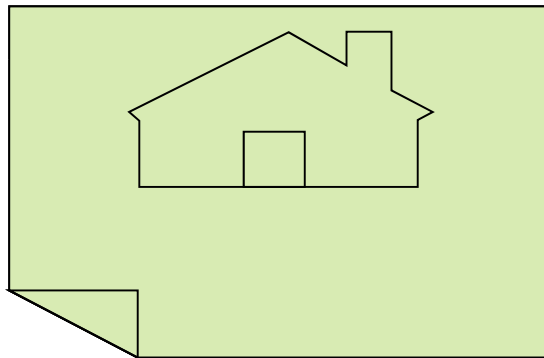
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PART 3:

- **Using Data**

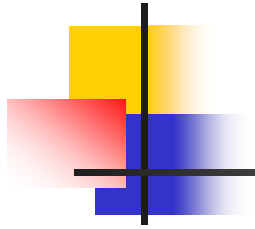




PART 3: Using Data

Using the Data

- Detecting Needed Improvements
- Motivating and Helping Staff and Volunteers
- Other Internal Uses
- Reporting to Others
- Cautions and Limitations



PART 3: Using Data

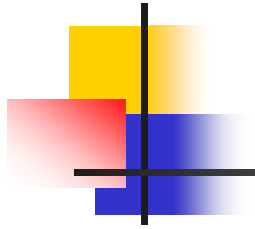
- Detecting Needed Improvements



PART 3: Using Data

Detecting Needed Improvements

- Identify Outcomes That Needs Attention
- Identify Patient Groups That Need Attention
- Identify Service Procedures and Policies That Need Improvement
- Identify Possible Improvements in Service Delivery



PART 3: Using Data

- Motivating and Helping Staff and Volunteers



PART 3: Using Data

Motivating and Helping Staff and Volunteers

- Communicate Program Results
- Hold Regular Program Reviews
- Identify Training and Technical Assistance Needs
- Recognize Staff and Volunteers for Good Outcomes



PART 3: Using Data

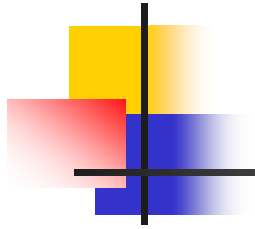
- Other Internal Uses



PART 3: Using Data

Other Internal Uses

- Identify Successful Practices
- Test Program Changes or New Programs
- Help Planning and Budgeting
- Motivate Patients



PART 3: Using Data

- Reporting to Others



PART 3: Using Data

Reporting to Others

- Inform Board Members
- Inform Current and Potential Funders
- Report to the Community



PART 3: Using Data

- Cautions and Limitations



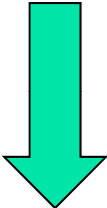
PART 3: Using Data

Cautions and Limitations

- Making Conclusions About Data



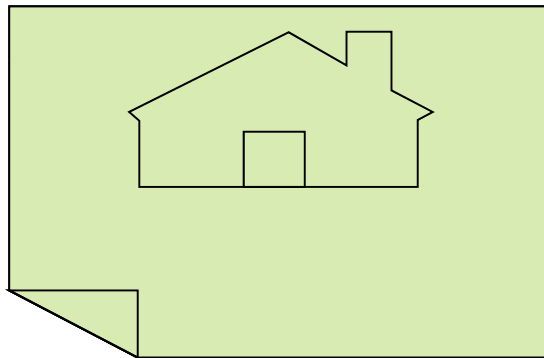
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PART 4:

- **True Analysis**

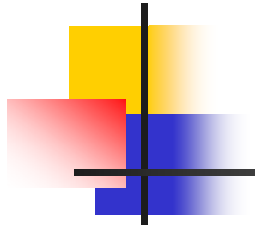




PART 4: True Analysis

True Analysis

- Begin With The Basics
- Digging Deeper into Patient and Service Characteristics
- Make Sense of the Numbers
- Special Analyses Using Outcome Information
- Final Points About Analysis



PART 4: True Analysis

- Begin With The Basics



PART 4: True Analysis

Begin With The Basics

- Calculate Overall Outcomes for All Patients
- Compare the Latest Overall Outcomes with Outcomes From Previous Time Periods
- Compare the Latest Overall Outcomes with Pre-established Targets
- Compare the Latest Overall with Outcomes for Patients in Other, Similar Programs



PART 4: True Analysis

- Digging Deeper into Patient and Service Characteristics



PART 4: True Analysis

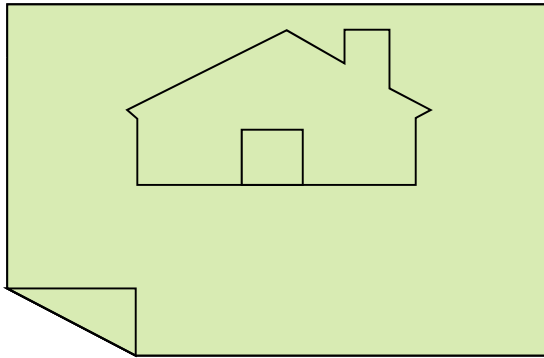
Digging Deeper into Patient and Service Characteristics

- Compare Patient Outcomes By Demographic Group
- Compare Outcomes By Service Characteristics
- Compare the Latest Outcomes with Outcomes From Previous Reporting Periods
- Examine Findings Across Outcome Indicators



PART 4: True Analysis

- **Make Sense of the Numbers**





PART 4: True Analysis

Make Sense of the Numbers

- Identify Which Numbers Should Be Highlighted
- Seek Explanations and Communicate the Findings



PART 4: True Analysis

- Special Analyses Using Outcome Information



PART 4: True Analysis

Special Analyses Using Outcome Information

- Assessments
- Post-Service Follow Up



PART 4: True Analysis

- Final Points About Analysis



PART 4: True Analysis

Final Points About Analysis

- Periodic Reviews



Section 5

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- PART 2: Initial Steps
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- PART 4: True Analysis

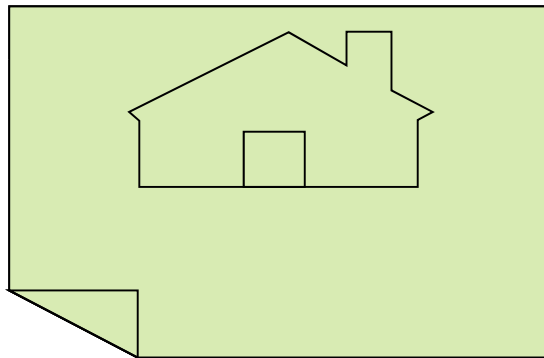
PART 5: Importance of Linking COMS





PART 5: Linking COMS

- **Importance of Linking COMS**





PART 5: Linking COMS

Importance of Linking COMS

- Keys to Developing Community-wide Indicators
- Elements That Lead To Success



PART 5: Linking COMS

- Keys to Developing Community-wide Indicators



PART 5: Linking COMS

- Elements That Lead To Success



References & Reading Sources

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Contact Info

- Email:

wolf36kuw@yahoo.com