

Program Performance

Section 5

Program Oversight

Meeting	Goal	Participants	Developing Programs (3-6 Mo)	Mature Programs (6+ Mo)	Required
Systematic Case Review	Provide expert treatment recommendations	BHCM and psychiatric consultant	Weekly	Weekly	Required
Program Performance Review	Review performance and operations of CoCM services, including patient outcomes, fidelity, billing, and program operations.	Program manager, clinical supervisor, quality improvement staff Optional: BHCM, PCP champion, leadership, psychiatric consultant, EHR or HIT staff	Monthly	Quarterly	Optional
Clinical Caseload Supervision	High-level review of caseload. Keep the caseload “fluid” by discussing appropriate enrollment, treatment, and triage.	BHCM and clinical supervisor Optional: psychiatric consultant	Monthly	Quarterly	Optional

Note: These are the minimum recommended frequency; review may occur more often as desired by the provider organization or practice.

Infrastructure: A Population-Based Approach

Program Performance Review

- Administrative discussion
- Evaluate program performance to optimize delivery of CoCM services
- Review patient outcomes, process measures, billing, staffing, and operations
- Strongly recommended

Clinical Caseload Supervision

- Clinical discussion
- A high-level review of the caseload with the BHCM and clinical supervisor
- Keeps the caseload “fluid,” allowing for enrollment of new patients
- Discuss ongoing development of skills (e.g., Motivational Interviewing, behavioral activation)
- Strongly Recommended

Note: Caseload review and program review meetings may occur at the provider organization or practice level depending on the oversight structure

Clinical Caseload Supervision

- Use the systematic case review tool to conduct a high-level clinical review of the caseload
 - Evaluate caseload volume, acuity, and needs
 - Evaluate BHCM productivity, capacity for ongoing patient engagement
- Discuss which patients would benefit from:
 - Relapse prevention planning
 - Different level of care
 - Being contacted at a different frequency
 - Discontinuing CoCM services
- Discuss ongoing skill development
- Contact patients to administer outcome measures, complete relapse prevention plans
- Discharge patients or refer patients to different level of care
- Make a note of which patients to discuss during systematic case review
- Follow-up with PCPs
- Explore opportunities for skill development

Program Performance Review

- Use data to guide conversation on program performance and optimize service delivery
- Discuss:
 - Clinical performance
 - Adherence to the evidence-based model
 - Program operations
 - Financial performance
 - Workforce changes

Monitoring Clinical Performance

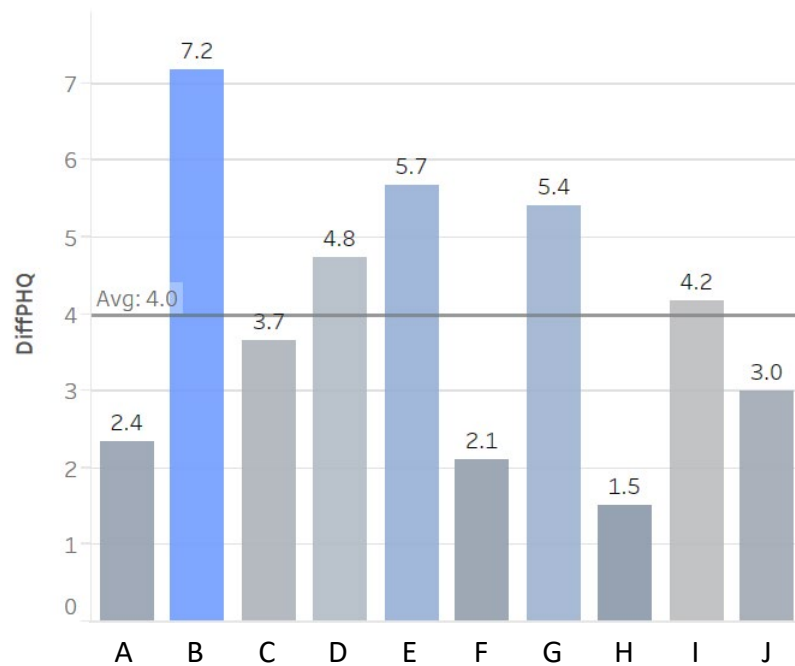
- Are your patient population's outcome measures improving as expected for the specified population?
 - Aggregate practice outcomes will vary depending on patient population
 - Review patient outcomes grouped by BHCM, PCP, practice, and time in treatment (e.g., 0-3 months, 3-6 months)
 - Treatment duration range 3-12 months, average of 6 months
 - Target: Approximately 50% of patients should show improvement* after three months of treatment

* Improvement is defined as a 5-point reduction, 50% reduction, or score less than 5 in PHQ-9 and/or GAD-7 score

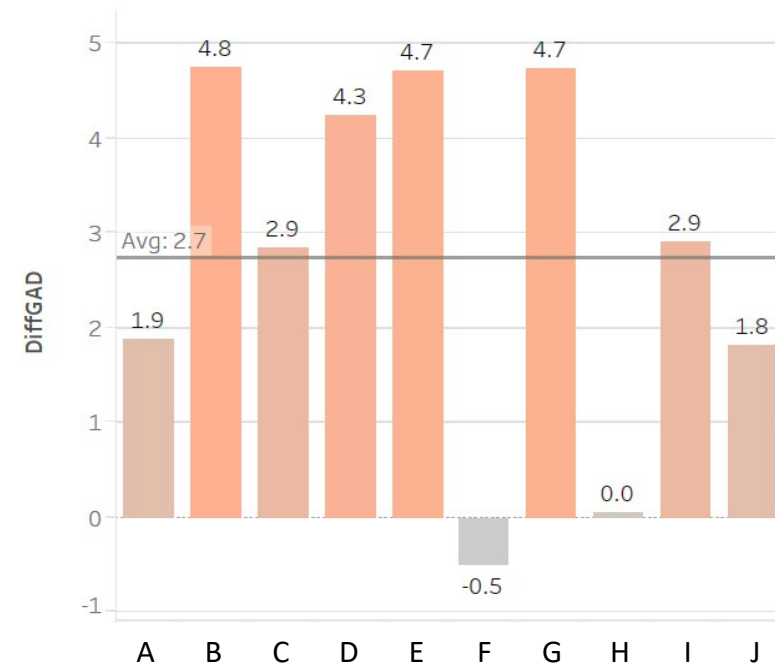
[Garrison, G. M., Angstman, K. B., O'Connor, S. S., Williams, M. D., & Lineberry, T. W. \(2016\). Time to remission for depression with collaborative care management \(CCM\) in primary care. The Journal of the American Board of Family Medicine, 29\(1\), 10-17.](#)

Example: Tracking Patient Outcomes

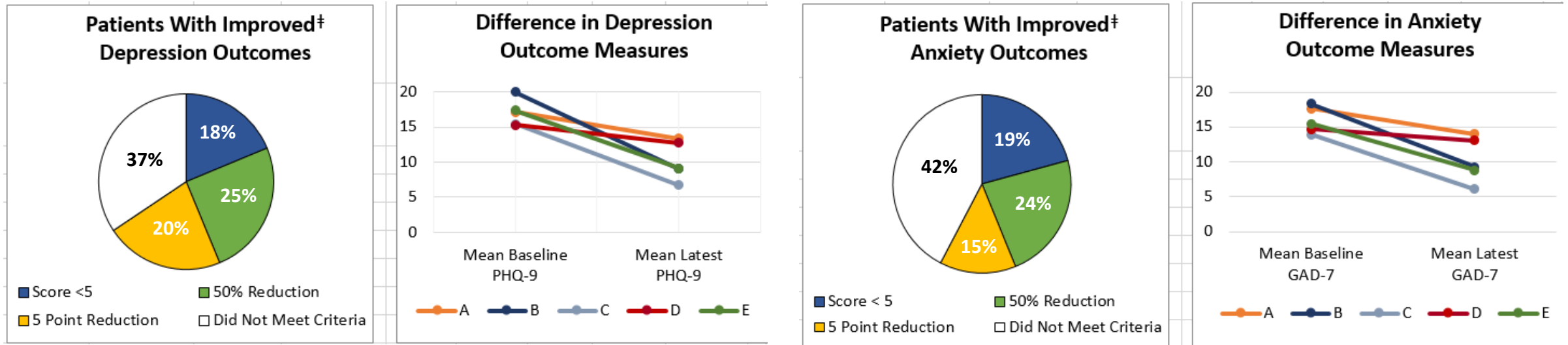
Change between Mean Initial and Mean Latest PHQ Scores by Location



Change between Mean Initial and Mean Latest GAD Scores by Location

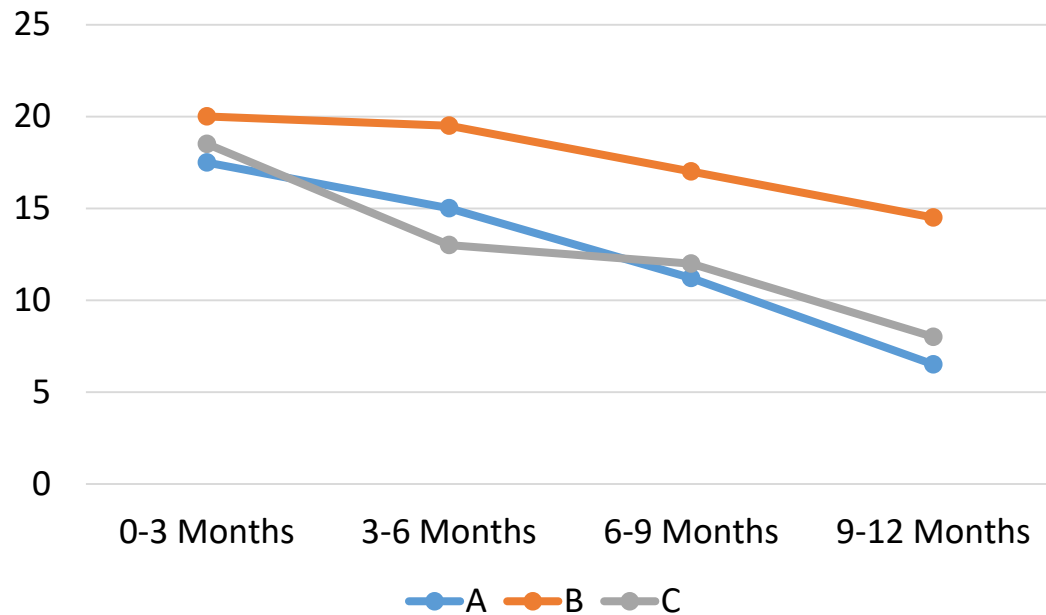


Example: Tracking Patient Outcomes

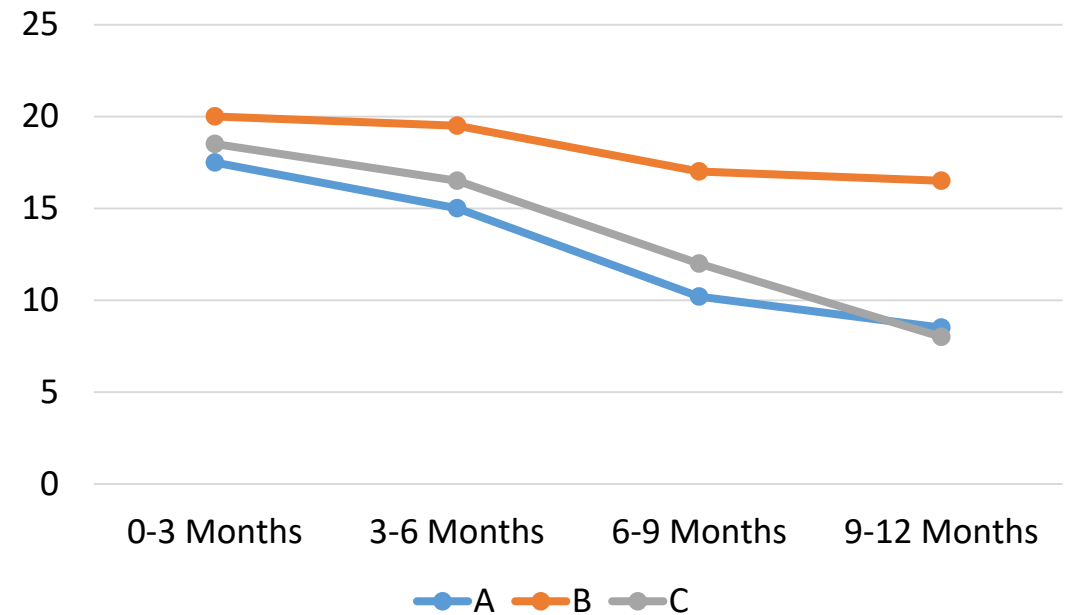


Example: Patient Outcome Trends

Trends in Mean Depression Outcomes by Treatment Duration



Trends in Mean Anxiety Outcomes by Treatment Duration



Process Measures: CoCM Evidence-Base

- Early engagement in CoCM activities is a strong indicator of patients' future success
- Patient should be contacted at least twice per month in the first two-four months of treatment
- Outcome measures (e.g., PHQ-9) should be administered monthly in the first two-four months of treatment

[Unützer, J., Katon, W., Williams Jr, J. W., Callahan, C. M., Harpole, L., Hunkeler, E. M., ... & Oishi, S. M. \(2001\). Improving primary care for depression in late life: the design of a multicenter randomized trial. Medical care, 785-799.](#)

Process Measures: Systematic Case Review

- Patients are discussed with the psychiatric consultant in systematic case review within two weeks after being enrolled
- Expert treatment recommendations from the psychiatric consultant are approved and implemented by the PCP and patient

Critical Treatment Window

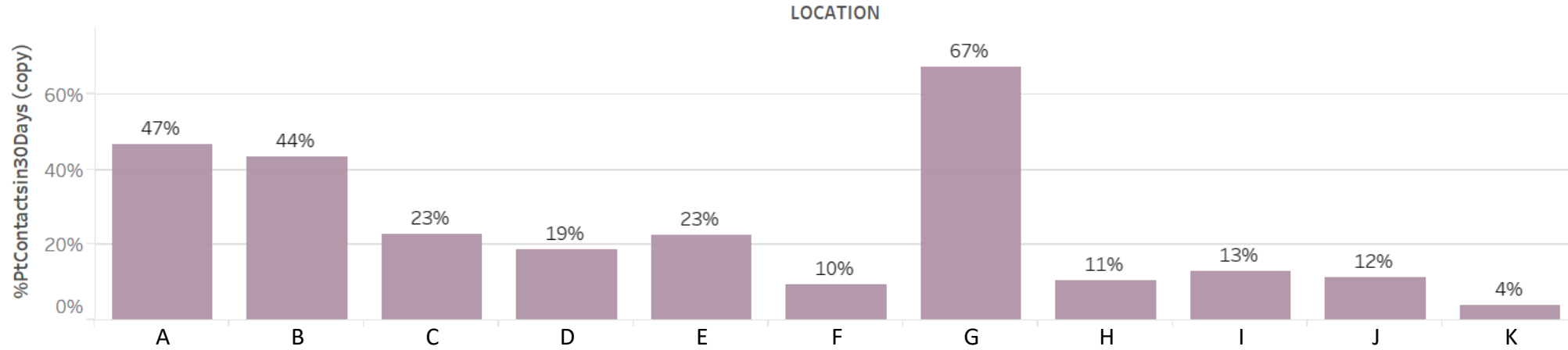
- Patients not improving* within 8-12 weeks of treatment should be discussed with the psychiatric consultant in systematic case review to revise treatment recommendation

*Improvement is defined as a 5-point reduction, 50% reduction, or score less than 5 in PHQ-9 and/or GAD-7 score

[Unützer, J., Katon, W., Williams Jr, J. W., Callahan, C. M., Harpole, L., Hunkeler, E. M., ... & Oishi, S. M. \(2001\). Improving primary care for depression in late life: the design of a multicenter randomized trial. Medical care, 785-799.](#)

Example: Tracking Process Measures

Patients with 2+ Care Manager Contacts in the First Month (by %)



Example: Tracking Process Measures

		Measures	Practices			
			A	B	C	D
Patient Engagement	Early Contact Rate (Target: 75%)	Percentage of patients with 2 or more contacts in the first month	75%	73%	97%	96%
	Early Outcome Measure Completion Rate (Target: 75%)	Percentage of patients* with 2 or more standardized outcome measure(s) (PHQ-9, GAD-7) completed within the first 3 months of their enrollment	95%	96%	90%	98%
Systematic Case Review	Early Systematic Case Review Rate (Target: 90%)	Percentage of patients discussed with a psychiatric consultant in systematic case review within their first 2 weeks of enrollment	88%	82%	100%	98%
	Recommendation Implementation Rate (Target: 80%)	Percentage of psychiatric recommendations that have been implemented (This does not include pending recommendations)	86%	85%	85%	96%
Evidence-based Care	Brief Intervention Use Rate (Target: 90%)	Percentage of patients with documented use of a brief intervention (e.g., Motivational Interviewing, behavioral activation, tangible resource, medication monitoring)	95%	100%	95%	100%

Questions?