

**Performance Measurement:
ROSI—A Tool for Assessing the
Recovery Orientation of Local
Mental Health Systems**

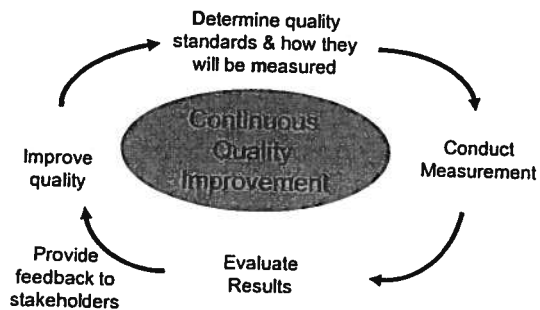
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**Mental Health Transformation:
A Call for Change**

- Transformation and redesign of service systems and programs under a recovery paradigm require deep cultural change in mission, vision, core values, strategies, day to day activities, processes and results
- Demands new ways of knowing, doing, and being for managers, staff and people in recovery
- Old paradigm process and outcome measures are no longer as relevant

**Performance Measurement
is a Part of CQI for Systems Change**



Performance Measurement 101

- Some processes that improve recovery outcomes are "EBP's" –evidence based practice (e.g. supported employment) with clearly defined program standards
- General recovery inputs and activities had not been so well defined/standardized
- What processes influence mental health recovery? Are they tangible and measurable?

Performance Measurement 101 (cont.)

- A **Performance Measure** is a quantitative indicator that can be used to track progress toward an objective—providing a "metric" for comparison and accountability that is understandable to all
- Performance measures serve to ground ideals and help link a ambitious vision to clear actions and results
- Repeated use of a performance measure allows program leaders to detect change (hopefully progress) over time, and to assess whether targets have been met that were set to increase specific levels of attainment of mental health related goals

Performance Measurement 101: Measures can Influence a System's Culture

- Continuous feedback focuses attention on things that matter
- "What gets measured gets done"
- Focus on performance measures builds buy-in and ownership throughout an organization

Measures can Influence the System's Culture (cont.)

Performance measures can help:

- guide organizational self-inquiry
- can nurture dialogue on core cause-and-effect program logic
- steer change efforts and help build momentum for change
- engender interest and ensure that all levels of the organization attend to what's important
- allow leaders/stakeholders to map and measure progress

**Problems in Recovery Oriented Systems Management:
Lack of Performance Measures**

- No agreed upon core measures
- No firm standards against which to measure recovery-engendering processes
- No agreed upon recovery outcomes
- No firm direct causal links between discrete processes/interventions and recovery status—many personal, social, structural, immeasurable factors influence the process
- Fear of standardization, and loss of services if service users attain a pre-set "recovery"

Several Recovery Performance Measures Were Developed To Fill that Gap!

COMMON PROCESSES:

- Review recovery literature
- Conduct expert panels to gain stakeholder consensus, grassroots forums—what do service users find helpful?
- Recovery model building
- Qualitative research
- Measure design
- Small and larger scale pilots
- National identification/review/assessment of state of the art recovery measures (US and England)

**An Example of Performance Measurement:
The National Research Project for the Development of Recovery Facilitating System Performance Indicators**

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Project Sponsors/Funders

SAMHSA-CMHS
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MHSIP Partner State Mental Health Authorities
Missouri Institute of Mental Health (MIMH)
Columbia University Center for the Study of Social Work Practice
Human Services Research Institute (HSRI)
Mental Health Empowerment Project (MHEP)
Nathan Kline Institute (NKI)

State Research/Sponsors Partners

AZ - Division of Behavioral Health Services
CO - Department of Mental Health Services
HI - University of Hawai'i-Mānoa
NY - State Office of Mental Health
OK - Department of MHSAS
RI - Department of MH/MR
SC - Department of Mental Health
TX - Health and Human Services Commission
UT - Division of Mental Health
WA - Department of Social & Health Services
MHSIP Policy Group (CA, GA, OK, WA, IL, TX, NRI)

Purposes of the Project

- To increase knowledge about what facilitates or hinders recovery from psychiatric disabilities
- To devise a core set of indicators that measure elements of a recovery--facilitating environment
- To integrate the items into system performance evaluation and quality improvements efforts, helping to generate comparable data across systems

A 3-Phase Project

- Phase I To better understanding what helps and what hinders recovery
- Phase II To develop draft measures
- Phase III To conduct a series of pilot tests
To finalize measures and methods
To create benchmarks and a national data base

Phase I

- Asked people about what helped and what hindered their recovery
- Conducted 10 focus groups in 9 states
- Built rigorous grounded theory
- Prepared an extensive report
What Helps and What Hinders Recovery?

Phase II

- Used grounded theory to create performance indicators (73)
- Drafted Survey Instruments—
 - 42-Item Consumer Survey
 - 14-Item Administrative Indicator Set
- Pilot tested measures/Conducted Think Aloud
- Conducted state pilots
- Created a technical report

Phase III

- Revised the ROSI and conducted further state pilots
- Support was ended for centralized development/management of the ROSI
- Ad hoc group of SMHA's and ROSI investigators conducted further psychometric testing using state pilot data and presented at NMHSC
- Status—States and local areas are using ROSI consumer survey

Examples of ROSI Performance Indicators

I have a say in what happens to me when I am in crisis.

Staff believe that I can grow, change and recover.

I have housing that I can afford.

Staff use pressure, threats, or force in my treatment.

Staff see me as an equal partner in my treatment program.

Mental health staff support my self-care or wellness.

Potential for ROSI as an Accreditation Tool

- A national "home" is needed for ROSI
- Further psychometric testing is needed
- The ROSI instruments must be finalized
- A national data base should be created
- Benchmarks should be devised
- Technical assistance provided/A toolkit created
- Data warehouse for data base management
- Create electronic reports
- OR add a subset of ROSI to MHSIP

Performance Measurement: Ideal System Level Impact

- Evaluate all publicly funded systems to determine alignment with overall goals and mission of recovery
- Determine whether public investments are resulting in accomplishment of desired results, as measured by the well-being of people in recovery
- Assess local performance against national benchmarks
- Provide stakeholders with concrete information to compare their local service system to others
- Identify performance gaps and develop quality improvement plans
- Deliver targeted technical assistance, retraining

Enhancing Performance Measurement: Engaging Consumers as Evaluators

- Able to "give back" to others
- Roles of researcher/interviewer/peer advocate/planner build self esteem, provides new skills and employment
- Increases theoretical sensitivity—ask important questions
- Improves data—people answer more honestly
- Improves utilization of data—informs analysis, interpretation and translation into practice

Benefits to the System

- Increases accountability—service users are taken seriously—not just “lip service” to an ideal
- Data helps integrate and ground big goals (such as choice, consumer voice, and empowerment) into day-to-day operations—the system “walks the talk”
- Demonstrates systems responsiveness to service users needs and goals

Ultimate Goals of Performance Measurement

- Active Consumerism—People in Recovery
 - have a voice
 - actively assess their services
 - gain knowledge about quality of care
 - become active change agents in local systems
 - Systems of care become consumer directed
- People throughout the country have access to systems of care that support (and no longer hinder) their recovery and resilience

Additional Information

Mental Health Recovery: What Helps and What Hinders Recovery?
http://www.nasmhpd.org/general_files/publications/ntac_pubs/reports/MHSIPReport.pdf

Phase II Technical Report
http://www.nasmhpd.org/general_files/publications/ntac_pubs/Phase%20II%20Mental%20Health%20Recovery.pdf

Measuring the Promise: A Compendium of Recovery Measures Volume II (to order an E-copy):
http://www.tecathsri.org/shop_display_cart.asp?action=add&version=E-copy&id=129
