

IMPLEMENTATION SCIENCE FOR HOUSING FIRST:

- (1) TRAUMA-INFORMED**
- (2) VALUE-BASED AND SAFETY-INFORMED**
- (3) CULTURALLY COMPETENT**
- (4) MEDICAID-COMPLIANT**
- (5) EVIDENCE-BASED**
- (6) INTEGRATED CARE**



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Implementation Science Agenda

Why Implementation Science?

- (1) Checklists/Instructions for Housing Counselors
- (2) Documentation Reviews/Coaching
- (3) Manager/QI Oversight and Problem-solving
- (4) MIS and Implementation Progress Reports



Why Implement the Six Priority Services?

Trauma-informed, Value-based and Safety-informed, Culturally Competent, Medicaid-compliant, Evidenced-based, Integrated Care

Creating an Implementation Plan Checklist

Service Priorities, Oversight, and Reports

WHAT IS IMPLEMENTATION SCIENCE?

HOW TO ENSURE CONSISTENT EVIDENCE-BASED INTEGRATED CARE AND OTHER PRIORITIES

*... what automation and robotics do for manufacturing, **Implementation Science** and its **Checklists** do for healthcare.*



IMPLEMENTATION SCIENCE FOR EFFECTIVE AND CONSISTENT IMPLEMENTATION:

Checklist Manifesto – Atul Gawande

Simple Tasks: Hand-washing + Sterile Supplies in ERs/ICUs

- ✓ Reduced infections to '0' + Saved \$175 million in 18 mos

Simple Tasks: Hand-washing in Karachi, Pakistan

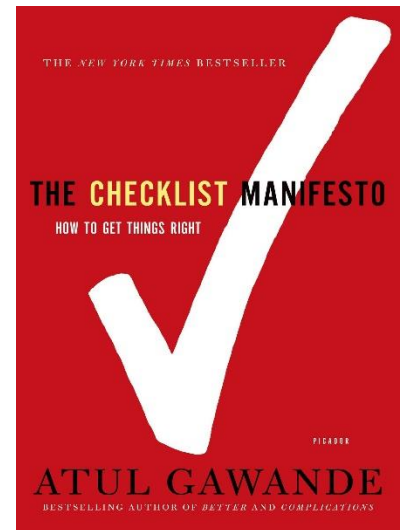
- ✓ 52% Reduction in Diarrhea + 48% in Pneumonia

Complex Tasks: Flying the B-17's 4 engines in 1935

- ✓ Test Flight Crash → Checklists to master complexity

Complex Tasks: Engineering “Sway” into Skyscrapers

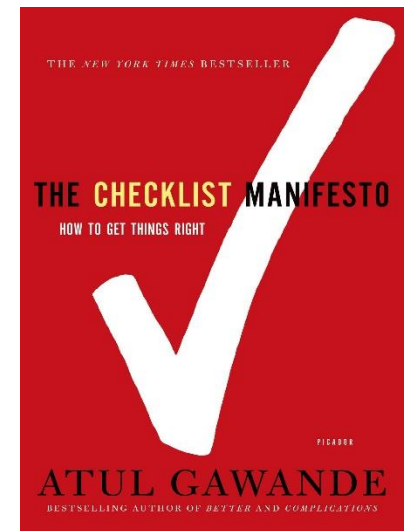
- ✓ Checklists of Tasks/Whom to Consult re Unexpected



IMPLEMENTATION SCIENCE FOR EFFECTIVE AND CONSISTENT IMPLEMENTATION:

Does Implementation Science require too many Checklists? It sounds too confusing, and too time consuming. There's already too much paperwork!

- ✓ Most ***Checklists*** are not forms to be completed, but
 - ✓ tutorials that map out things to be considered; or
 - ✓ a menu of options, or a to-do list.
- ✓ Some ***Checklists*** require only that we glance at them.
 - ✓ and then check off that we considered them; or
 - ✓ check those items appropriate for action by staff.
- ✓ We use ***Checklists*** to be thorough, effective and safe.
- ✓ After 10 reviews, the ***Checklist*** is almost memorized. Then, the ***Checklist*** can be completed in 5-10 seconds.



WHY USE IMPLEMENTATION SCIENCE TO IMPLEMENT THE SIX PRIORITY SERVICES?

OUTLINE EACH IN SERVICE MANUAL FOR ALL STAFF

1) MEDICAID-COMPLIANT → Spread infrastructure cost

- CMS Auditors → Require EBS for “Medical Necessity”.
- Training alone not effective: 6-10% *versus* Managing 100%.

2) TRAUMA-INFORMED

- Monitor Stress Response → Reduce Reactivity → Improve Cognitive Functioning → Harm-reduction → Health

3) VALUE-BASED AND SAFETY-INFORMED

- Medicaid/Other Payors → Contract for Improved Health, Reduced ER/Inpatient/ Incarceration/Homelessness

4) CULTURALLY COMPETENT

- Probability of Cultural Obstacles due to Race/Ethnicity/Other
- Learn from Individual, Reduce Obstacles → Engagement

5) EVIDENCE-BASED

- Motivational Interviewing = default EBS intervention

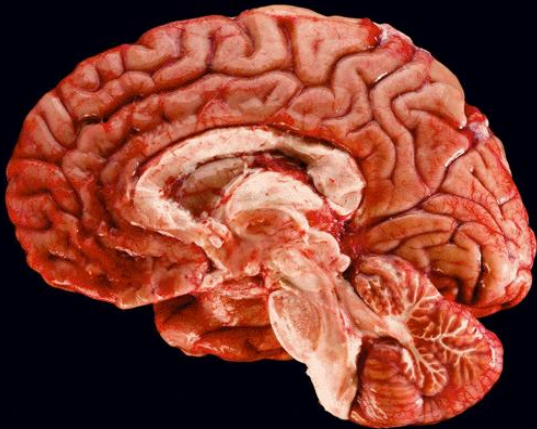
6) INTEGRATED CARE

- Physical Health → Engagement → Major Health Disparities

Six Priorities as one evidence-based service model



HOW TRAUMA-INFORMED CARE IS THE ORGANIZING PRINCIPLE FOR HEALTH VIA SIX PRIORITY SERVICES?



Increased Stress Response

Proven by fMRI studies in response to presence of Mental Illness, Substance Use, and/or Trauma

- Increased Activity in Amygdala
- Reduced Activity in Pre-frontal Cortex
- Reduced Cognitive Functioning

Reduced Stress Response

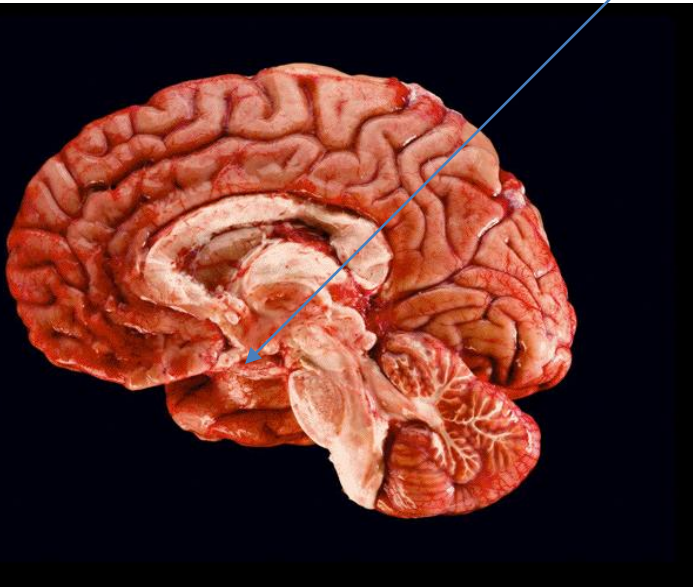
Proven by fMRI studies in response to Evidence-based Services → CBT and Mindfulness

- Reduced activity in amygdala
- Increased activity in Prefrontal Cortex
- Improved Cognitive Functioning

HOW MENTAL ILLNESS/TRAUMA/ SUBSTANCE USE IMPACT AMYGDALA AND PREFRONTAL CORTEX

Amygdala-triggered Problems

- Increased Stress Hormones:
 - Increased Amygdala via **Adrenalin**
 - Decreased Hippocampus via **Cortisol**
 - Increased Inflammation
 - Increased Physical Illness
 - Increased Fight/Flight/Freeze Response
 - Increased Reactivity/Health Risks
- Reduced Access to Prefrontal Cortex
 - ✓ Reduced Cognitive Functioning
 - ✓ Increased Health Problems



HOW TRAUMA-INFORMED, EVIDENCE-BASED, INTEGRATED CARE IMPACTS PREFRONTAL CORTEX

Solutions via Prefrontal Cortex

Grow Neurons in Prefrontal Cortex

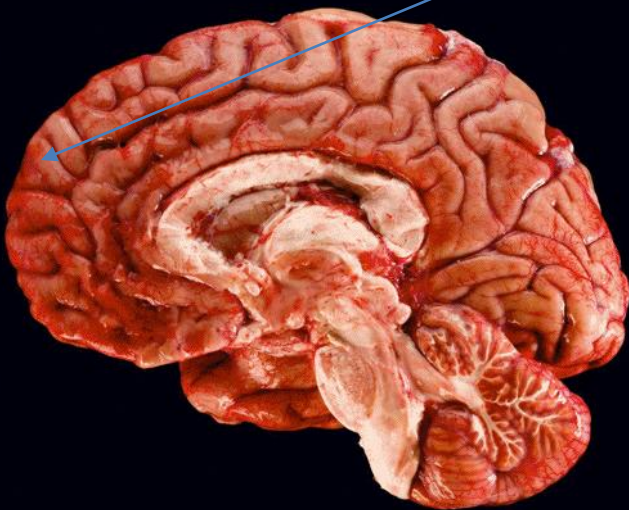
- Increased Gray Matter
- Increased Neural Connections to Amygdala and Hippocampus
- Increased Hippocampus Activity
- Reduced Amygdala Activity
- Reduced Reactivity/Health Risks

Improved Cognitive Functioning

Increased Capacity to Choose

- Reduce Harmful Behavior
- Increase Healthy Behavior

Resulting in Improved Health!!!



IMPLEMENTATION SCIENCE FOR EFFECTIVE AND CONSISTENT IMPLEMENTATION:

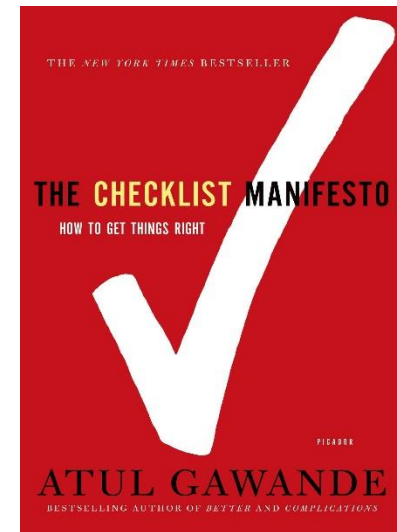
Staff Checklists for Complex Tasks/Managing Unexpected:

Assessment of Integrated Health Risks for Value-based Safety-Informed Services

- ✓ Traumatic Stress, Consumer/Staff Safety, Help-seeking/Access Problems,
- ✓ Physical + Behavioral Health Medication Problems
- ✓ Risk of Emergency/Inpatient Care for Physical/Behavioral Health

IDDT's Stage-wise Assessment & Service Planning (Early/Late Stage)

- ✓ Early/Late Engagement → Refusing Services/Minimal Participation
 - ✓ Crisis Coordination/Engagement Checklists
- ✓ Early/Late Persuasion → Wants to Stop Problem Behavior/Tries
 - ✓ Crisis Coordination/Engagement/Harm-reduction Checklists
- ✓ Early/Late Active Treatment → Reduces/Stops Problem Behavior
 - ✓ Harm-reduction/Illness Management/Wellness Skills Checklists
- ✓ Early/Late Relapse Prevention → Abstinence for 6 months/1 year
 - ✓ Illness Management/Wellness Skills Checklists

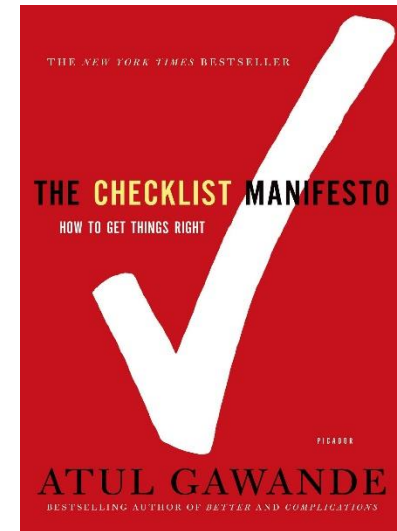


IMPLEMENTATION SCIENCE FOR EFFECTIVE AND CONSISTENT IMPLEMENTATION:

Staff Checklists for Complex Tasks/Managing Unexpected:

Documenting Evidence-based Services in Progress Notes

- ✓ Integrated Dual Disorder Treatment
 - ✓ Conduct Stage-wise Assessment
 - ✓ Implement Payoff Matrix
 - ✓ Use Motivational Interviewing with both
- ✓ Motivational Interviewing's OARS Interventions to
 - ✓ Build Engagement
 - ✓ Determine Readiness to Change
 - ✓ Strengthen Change-talk
 - ✓ Select Stage-wise Measurable Integrated Health Objectives
 - ✓ Via Checklists: Engagement, Cultural Competence, Crisis Coordination, Housing Stability, Harm-reduction, Illness Management, Health/Wellness



IMPLEMENTATION SCIENCE FOR EFFECTIVE AND CONSISTENT IMPLEMENTATION:

Supervisor Checklist for Managing Complex/Unexpected:

Coaching Staff re Six Service Priorities

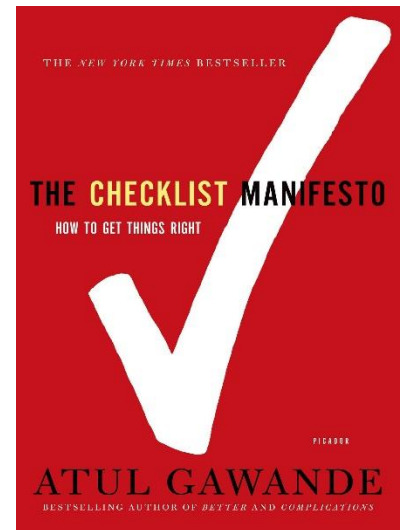
- ✓ Facilitating knowledge-transfer/Confirming Competence
- ✓ Monitoring those at risk of Emergency/IP/Safety Problems
- ✓ Confirming staff person has necessary skill level

Medicaid Compliance Audits & QI Documentation Reviews

- ✓ Confirming Medical Necessity via EBS in every contact
- ✓ Confirming “Golden Thread” in Documentation
- ✓ Identifying & Reporting Potential Medicaid Overbillings
- ✓ Scoring Documentation Quality for Each Service Priority

Progress Reports to Managers/QI

- ✓ Progress Managing High Risk Situations → via Tracking Log
- ✓ Progress Implementing Six Priorities → Excel or MIS Programmed Report



IMPLEMENTATION SCIENCE FOR EFFECTIVE AND CONSISTENT IMPLEMENTATION:

Manager/QI Checklist for Managing Complex/Unexpected:

Monitoring Supervisory Reports re Implementing Six Service Priorities

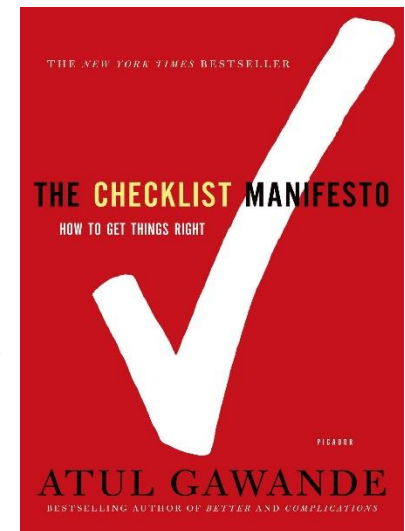
- ✓ Reports re Scoring of Documentation Reviews
- ✓ Progress Reports re Implementing Six Service Priorities

Monitoring Safety/Preventing Emergency/Inpatient Care

- ✓ Progress Reports re Managing High Risk Situations
- ✓ Progress Reports re Preventing Emergency/Inpatient Care
- ✓ Providing Support/Problem-solving re High Risk Situations

Credentialing Staff and Supervisors in Six Service Priorities

- ✓ Oral & Written Testing
- ✓ QI Program Confirms Competence
- ✓ Scoring Staff Performance for Each Review → Example
- ✓ Managerial/QI review of Scores



IMPLEMENTATION SCIENCE FOR EFFECTIVE AND CONSISTENT IMPLEMENTATION:

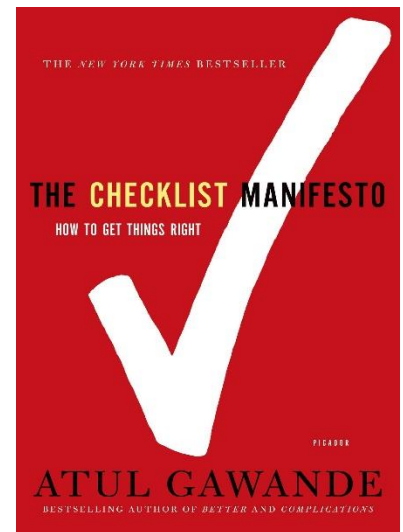
Compliance Officer Checklist for Managing Compliance:

Review Supervisory Reports re Medicaid Compliance

- ✓ Reports re Scoring of Documentation Reviews
- ✓ Audit Reports re Potential Medicaid Overbillings Due to
 - ✓ Insufficient Evidence-based Service Documented
 - ✓ Insufficient “Golden Thread” in Documentation
 - ✓ Failure to Meet Timetables for Documentation, etc.

Complete Reports re Potential Medicaid Overbilling

- ✓ Complete Investigations/Reports re Potential Overbilling
- ✓ Solicit/Share Compliance Attorney Feedback re Investigations
- ✓ Complete w Compliance Attorney Medicaid Fraud Division Self-disclosure
 - ✓ How overpayment occurred, overpayment amount, etc.
 - ✓ Remedial Measures, Corrective and Disciplinary Action Taken, etc.



IMPLEMENTATION SCIENCE FOR EFFECTIVE AND CONSISTENT IMPLEMENTATION:

Compliance Officer Checklist for Managing Compliance:

Seven Federal Compliance Program Requirements,

- 1) Standards, Policies, and Procedures
- 2) Compliance Officer/Compliance Program Admin
- 3) Screening/Evaluation of Employees, Physicians, Vendors, etc.
- 4) Communication/Education/Training re Compliance
- 5) Monitoring, Auditing, and Internal Reporting Systems
- 6) Discipline for Non-compliance - Board/Staff signoff
- 7) Investigations and Remedial Measures

Update the above, as needed, to Implement Six Service Priorities, especially #1, #4, and #5 to ensure Review of Staff w Problem Documentation, Quarterly Review of All Staff, Routine Investigations/Remedial Measures, Self-Disclosure Reporting to State Medicaid Fraud Division.



IMPLEMENTATION SCIENCE:

HOW TO REDUCE VARIABILITY AND ENSURE CONSISTENT PERFORMANCE

... it takes practice ... and coaching ...



**IMPLEMENTATION SCIENCE:
HOW TO REDUCE VARIABILITY
AND ENSURE CONSISTENT PERFORMANCE**

... and a checklist!





Self-efficacy and Recovery in Housing First



- **From Evidence-based Services**
 - Focus on Integrated Care
 - Strengthen Prefrontal Cortex
 - Resolve Cultural Obstacles
 - Reduce Reactivity
 - Build Capacity to “Choose”
 - De-escalate Safety Problems
 - Prevent Emergency/Inpatient
 - Reduce Harmful Behavior
 - Learn Illness Management
 - Learn Healthy Behavior
- **To Self-efficacy and Recovery**