



LOS ANGELES COUNTY
**DEPARTMENT OF
MENTAL HEALTH**
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**QUALITY IMPROVEMENT WORK PLAN
CALENDAR YEAR 2019**

**Los Angeles County - Department of Mental Health
Office of Administrative Operations - Quality Improvement Division**

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Director

July 2019

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Quality Improvement Work Plan for Calendar Year 2019

The QI Work Plan functions as the foundation of DMH's efforts to improve the quality of services delivered to consumers. The CY 2019 QI Work Plan activities will serve to reinforce an organizational culture of continuous self-monitoring through effective strategies, best practices, and activities at all levels of the system.

The CY 2019 QI Work Plan goals are structured and organized according to the following domains:

- I. Monitoring Service Delivery Capacity
- II. Monitoring Accessibility of Services
- III. Monitoring Beneficiary Satisfaction
- IV. Monitoring Clinical Care
- V. Monitoring Continuity of Care
- VI. Monitoring Provider Appeals
- VII. Monitoring Performance Improvement Projects

**Los Angeles County - Department of Mental Health (DMH)
Quality Improvement Work Plan Goals Summary for Calendar Year 2019**

<p>I. MONITORING SERVICE DELIVERY CAPACITY</p> <ol style="list-style-type: none"> 1. By June 30, 2019, between 78.2% and 79.2% of the total Los Angeles County African American population estimated with Serious Emotional Disturbance (SED) and Serious Mental Illness (SMI) and at or below the 138% Federal Poverty Level (FPL) will be served in DMH outpatient programs. 2. By June 30, 2019, between 49.7% and 50.3% of the total Los Angeles County Latino population estimated with SED and SMI and at or below the 138% FPL will be served in DMH outpatient programs. 3. By December 31, 2019, a Community Mental Health Needs Assessment that identifies gaps in service delivery for the deaf, hard-of-hearing, and blind communities as well as people with physical disabilities will be implemented. 4. By December 31, 2019, at least 500 DMH consumers will receive Telemental Health (TMH) services. 5. By December 31, 2019, Promotores de Salud (Health Promoters) trained in delivering community-designed, peer-based engagement and education will serve the Latino population in all eight Service Areas (SAs) of Los Angeles County.
<p>II. MONITORING ACCESSIBILITY OF SERVICES</p> <ol style="list-style-type: none"> 1. Maintain the percentage of after-hours Psychiatric Mobile Response Teams (PMRT) responses with a response time of one hour or less at 60% for Calendar Year (CY) 2019. 2. By December 31, 2019, 80% of the calls to the toll-free hotline received during after-hours will be answered by a live agent within one minute from when they present to the Virtual Contact Center (VCC). 3. By December 31, 2019, 80% of the calls to the toll-free hotline received during business-hours will be answered by a live agent within one minute from when they present to the VCC. 4. By June 30, 2019, a report on the number of sign language interpreter services appointments coordinated by the toll-free hotline will be evaluated for trends. 5. In May 2019, between 86.5% and 87.7% of DMH consumers/families will report satisfaction with location of their outpatient programs. 6. In May 2019, between 90.2% and 91.2% of DMH consumers/families will report satisfaction with the times of their outpatient services.
<p>III. MONITORING BENEFICIARY SATISFACTION</p> <ol style="list-style-type: none"> 1. In May 2019, between 88.0% and 89.2% of DMH consumers/families will report satisfaction with their outpatient program staff's sensitivity to their cultural/ethnic background. 2. In May 2019, between 88.5% and 89.6% of DMH consumers/families will report overall satisfaction with their outpatient program. 3. By June 30, 2019, a report on the number of grievances, appeals (standard and expedited), and State Fair Hearings will be categorized by type and disposition and evaluated. 4. By June 30, 2019, a report on the number of beneficiary requests for a Change of Provider (COP) including reasons given by consumers for their requests as well as changes to the providers' COP submission process will be monitored and evaluated.
<p>IV. MONITORING CLINICAL CARE</p> <ol style="list-style-type: none"> 1. By June 30, 2019, the number and reasons for approved, denied, and returned Prescription Drug Prior Authorization (PA) Requests will be evaluated for trends.
<p>V. MONITORING CONTINUITY OF CARE</p> <ol style="list-style-type: none"> 1. By December 31, 2019, at least 93% of the consumers referred to DMH Directly-Operated (DO) programs by the toll-free line will be offered priority appointments for Specialty Mental Health Services (SMHS) assessments within five business days. 2. By December 31, 2019, at least 96% of the consumers referred to DMH LE/Contracted programs by the toll-free line will be offered priority appointments for SMHS assessments within five business days.
<p>VI. MONITORING PROVIDER APPEALS</p> <ol style="list-style-type: none"> 1. By December 31, 2019, the total number of Treatment Authorization Requests (TARs) appeals will be evaluated for trends.
<p>VII. MONITORING PERFORMANCE IMPROVEMENT PROJECTS</p> <ol style="list-style-type: none"> 1. By December 31, 2019, one non-clinical Performance Improvement Project (PIP) will be developed and implemented. 2. By December 31, 2019, one clinical PIP will be developed and implemented.

Los Angeles County - Department of Mental Health

Quality Improvement Work Plan

Calendar Year 2019

Domain I: Monitoring Service Delivery Capacity

Goal 1: By June 30, 2019, between 78.2% and 79.2% of the total Los Angeles County African American population estimated with Serious Emotional Disturbance (SED) and Serious Mental Illness (SMI) at or below the 138% Federal Poverty Level (FPL) will be served by the Los Angeles County – Department of Mental Health (DMH)

Population: African American population estimated with SED and SMI and living at or below 138% FPL

Indicator: African American consumers receiving mental health treatment services in DMH outpatient programs

Measure: Numerator = unduplicated number of African American consumers served in DMH outpatient programs

Denominator = African American population estimated with SED and SMI and living at or below 138% FPL

Source of Information:

1. Prevalence: California Health Interview Survey (CHIS)
2. Consumers Served: DMH Integrated System (IS) and Integrated Behavioral Health Information Systems (IBHIS) approved claims data
3. Population Estimates: American Community Survey (ACS), U.S. Census Bureau and Hedderson Demographic Services.

Responsible Entity: Office of Administrative Operations – Quality Improvement Division

Los Angeles County - Department of Mental Health

Quality Improvement Work Plan

Calendar Year 2019

Domain I: Monitoring Service Delivery Capacity

Goal 2: By June 30, 2019, between 49.7% and 50.3% of the total Los Angeles County Latino population estimated with Serious Emotional Disturbance (SED) and Serious Mental Illness (SMI) at or below the 138% Federal Poverty Level (FPL) will be served by the Los Angeles County – Department of Mental Health (DMH)

Population: Latino population estimated with SED and SMI and living at or below 138% FPL

Indicator: Latino consumers receiving mental health services in DMH outpatient programs

Measure: Numerator = unduplicated number of Latino consumers served in DMH outpatient programs

Denominator = Latino population estimated with SED and SMI and living at or below 138% FPL

Source of Information:

1. Prevalence: California Health Interview Survey (CHIS)
2. Consumers Served: DMH Integrated System (IS) and Integrated Behavioral Health Information Systems (IBHIS) approved claims data
3. Population Estimates: American Community Survey (ACS), U.S. Census Bureau and Hedderson Demographic Services.

Responsible Entity: Office of Administrative Operations – Quality Improvement Division

Los Angeles County - Department of Mental Health

Quality Improvement Work Plan

Calendar Year 2019

Domain I: Monitoring Service Delivery Capacity

Goal 3: By December 31, 2019, a Community Mental Health Needs Assessment that identifies gaps in service delivery for the deaf, hard-of-hearing, and blind communities as well as people with physical disabilities will be implemented

Population: Deaf, hard-of-hearing, and blind communities as well as people with physical disabilities

Indicator: Community Mental Health Needs

Measure: Unmet needs of the deaf, hard-of-hearing, and blind communities and people with physical disabilities as identified by the Community Mental Health Needs Assessment

Source of Information: Office of the Deputy Director of Strategic Communications – Underserved Cultural Communities (UsCC), Access for All (deaf, hard-of-hearing, and blind communities and people with physical disabilities) subcommittee

Responsible Entity: Office of the Deputy Director of Strategic Communications – UsCC, Access for All subcommittee and Office of Administrative Operations – Quality Improvement Division

Los Angeles County - Department of Mental Health**Quality Improvement Work Plan****Calendar Year 2019****Domain I: Monitoring Service Delivery Capacity**

Goal 4: By December 31, 2019, at least 500 Los Angeles County – Department of Mental Health (DMH) consumers will receive Telemental Health (TMH) services

Population: Consumers receiving TMH services at various end-points in DMH Directly-Operated (DO) Clinics

Indicator: Service delivery capacity for psychiatry appointments via the TMH program

Measure: Number of consumers receiving mental health services through the TMH program in CY 2019

Source of Information:

1. DMH Integrated System (IS)
2. Integrated Behavioral Health Information Systems (IBHIS) approved claims data

Responsible Entity: Office of Clinical Operations, Chief Information Office Bureau and Office of Administrative Operations – Quality Improvement Division

Los Angeles County - Department of Mental Health

Quality Improvement Work Plan

Calendar Year 2019

Domain I: Monitoring Service Delivery Capacity

Goal 5: By December 31, 2019, Promotores de Salud (Health Promoters) trained in delivering community-designed, peer-based engagement and education will serve the Latino population in all eight Service Areas (SAs) of Los Angeles County

Population: Los Angeles County residents living in Latino/Spanish-speaking communities

Indicator: Promotion of behavioral health awareness, education, and available resources for Los Angeles County's Latino population

Measure: Total number of Los Angeles County – Department of Mental Health (DMH) Promotores de Salud trained in Calendar Year (CY) 2019

Source of Information: Promotores de Salud program training reports

Responsible Entity: DMH Promotores de Salud program and Office of Administrative Operations – Quality Improvement Division (OAO – QID)

Los Angeles County - Department of Mental Health

Quality Improvement Work Plan

Calendar Year 2019

Domain II: Monitoring Accessibility of Services

Goal 1: Maintain the percentage of after-hours Psychiatric Mobile Response Teams (PMRT) responses with a response time of one hour or less at 60% for Calendar Year (CY) 2019

Population: Consumers receiving urgent after-hours care from PMRT of Los Angeles County – Department of Mental Health’s (DMH) Emergency Outreach and Triage Division (EOTD)

Indicator: Timeliness of after-hours care

Measure: Numerator = number of after-hours PMRT responses with response times of one hour or less

Denominator = total number of after-hours PMRT responses in Calendar Year 2019

Source of Information:

1. EOTD data reports
2. DMH Integrated System (IS)
3. Integrated Behavioral Health Information Systems (IBHIS) approved claims data

Responsible Entity: EOTD and Office of Administrative Operations – Quality Improvement Division

Los Angeles County - Department of Mental Health**Quality Improvement Work Plan****Calendar Year 2019****Domain II: Monitoring Accessibility of Services**

Goal 2: By December 31, 2019, 80% of the calls to the toll-free hotline received during after-hours will be answered by a live agent within one minute from when they present to the Virtual Contact Center (VCC)

Population: Callers using the ACCESS 24/7 toll-free number: 1-800-854-7771

Indicator: Timeliness of the Los Angeles County – Department of Mental Health’s ACCESS 24/7 toll free hotline during after-hours

Measure: Numerator = Number of after-hours calls in CY 2019 that are answered within one minute from when they present at the VCC

Denominator = Total number of after-hours calls in CY 2019 extended to the VCC

Source of Information: ACCESS Center data

Responsible Entity: ACCESS Center, Office of Administrative Operations – Quality Improvement Division

Los Angeles County - Department of Mental Health

Quality Improvement Work Plan

Calendar Year 2019

Domain II: Monitoring Accessibility of Services

Goal 3:	By December 31, 2019, 80% of the calls to the toll-free hotline received during business-hours will be answered by a live agent within one minute from when they present to the Virtual Contact Center (VCC)
Population:	Callers using the ACCESS 24/7 toll-free number: 1-800-854-7771
Indicator:	Timeliness of the Los Angeles County – Department of Mental Health’s ACCESS 24/7 toll free hotline during business-hours
Measure:	<p><u>Numerator</u> = Number of business-hours calls in CY 2019 that are answered within one minute from when they present at the VCC</p> <p><u>Denominator</u> = Total number of business-hours calls in CY 2019 extended to the VCC</p>
Source of Information:	ACCESS Center data
Responsible Entity:	ACCESS Center and Office of Administrative Operations – Quality Improvement Division

Los Angeles County - Department of Mental Health**Quality Improvement Work Plan****Calendar Year 2019****Domain II: Monitoring Accessibility of Services**

Goal 4: By June 30, 2019, a report on the number of sign language interpreter services appointments coordinated by the toll-free hotline will be evaluated for trends

Population: Consumers who need sign language interpreter services

Indicator: Cultural and linguistic access to care

Measure: Number of assigned appointments for hearing-impaired interpreter services coordinated by the toll free hotline in Fiscal Year 18-19

Source of Information: ACCESS Center sign language interpreter services appointment schedules

Responsible Entity: ACCESS Center and Office of Administrative Operations – Quality Improvement Division

Los Angeles County - Department of Mental Health
Quality Improvement Work Plan
Calendar Year 2019

Domain II: Monitoring Accessibility of Services

Goal 5: In May 2019, between 86.5% and 87.7% of the Los Angeles County Department of Mental Health (DMH) consumers/families will report satisfaction with location of their outpatient programs

Population: Consumers served in DMH outpatient clinics

Indicator: Convenience of service locations

Measure Consumer Perception Survey (CPS) Forms:
Numerator = number of consumers/families that agree or strongly with the “location of services was convenient” item in May 2019

Denominator = number of responses received for the “location of services was convenient” item in May 2019

Source of Information: May 2019 CPS data

Responsible Entity: Office of Administrative Operations – Quality Improvement Division and DMH outpatient programs

Los Angeles County - Department of Mental Health

Quality Improvement Work Plan

Calendar Year 2019

Domain II: Monitoring Accessibility of Services

Goal 6: In May 2019, between 90.2% and 91.2% of Los Angeles County – Department of Mental Health’s (DMH) consumers/families will report satisfaction with the times of their outpatient services

Population: Consumers served in DMH outpatient clinics

Indicator: Convenience of appointment times

Measure: Consumer Perception Survey (CPS) Forms:
Numerator = number of consumers/families that agree or strongly with the “services were available at times that were good for me” item in May 2019

Denominator = number of responses received for the “services were available at times that were good for me” item in May 2019

Source of Information: May 2019 CPS data

Responsible Entity: Office of Administrative Operations – Quality Improvement Division and DMH outpatient programs

Los Angeles County - Department of Mental Health

Quality Improvement Work Plan

Calendar Year 2019

Domain III: Monitoring Beneficiary Satisfaction

Goal 1: In May 2019, between 88.0% and 89.2% of Los Angeles County – Department of Mental Health’s (DMH) consumers/families will report satisfaction with their outpatient program staff’s sensitivity to their cultural/ethnic background

Population: Consumers served in DMH outpatient clinics

Indicator: Sensitivity of staff to consumers’ cultural/ethnic backgrounds

Measure: Consumer Perception Survey (CPS) Forms:
Numerator = number of consumers/families that agree or strongly with the “staff were sensitive to my cultural/ethnic background” item in May 2019

Denominator = number of responses received for the “staff were sensitive to my cultural/ethnic background” item in May 2019

Source of Information: May 2019 CPS data

Responsible Entity: Office of Administrative Operations – Quality Improvement Division and DMH outpatient programs

Los Angeles County - Department of Mental Health

Quality Improvement Work Plan

Calendar Year 2019

Domain III: Monitoring Beneficiary Satisfaction

Goal 2: In May 2019, between 88.5% and 89.6% of Los Angeles County Department of Mental Health's (DMH) consumers/families will report overall satisfaction with their outpatient program

Population: Consumers served in DMH outpatient clinics

Indicator: Overall satisfaction with services provided

Measure: Consumer Perception Survey (CPS) Forms:
Numerator = number of consumers/families that agree or strongly agree they are satisfied overall with the services they have received

Denominator = total number of responses received in May 2019

Source of Information: May 2019 CPS data

Responsible Entity: Office of Administrative Operations – Quality Improvement Division and DMH outpatient programs

Los Angeles County - Department of Mental Health

Quality Improvement Work Plan

Calendar Year 2019

Domain III: Monitoring Beneficiary Satisfaction

Goal 3:	By June 30, 2019, a report on the number of grievances, appeals (standard and expedited), and State Fair Hearings will be categorized by type and disposition and evaluated
Population:	Consumers/families served by DMH
Measure:	Resolution of beneficiary grievances, appeals, and requested State Fair Hearings
Indicator:	Number and type of the beneficiary grievances, appeals, and State Fair Hearings resolved and referred out, and pending in Fiscal Year 18-19
Source of Information:	Patients' Rights Office (PRO) data reports
Responsible Entity:	PRO and Office of Administrative Operations – Quality Improvement Division

Los Angeles County - Department of Mental Health

Quality Improvement Work Plan

Calendar Year 2019

Domain III: Monitoring Beneficiary Satisfaction

Goal 4: By June 30, 2019, a report on the number of beneficiary requests for a Change of Provider (COP) including reasons given by consumers for their requests as well as changes to the providers' COP submission process will be monitored and evaluated

Population: Consumers/families served by DMH

Indicator: Number and type of Requests for COP

Measure: Number of providers reporting consumer requests for COP in Fiscal Year 18-19

Source of Information: Patients' Rights Office (PRO) data reports

Responsible Entity: PRO and Office of Administrative Operations – Quality Improvement Division

Los Angeles County - Department of Mental Health**Quality Improvement Work Plan****Calendar Year 2019****Domain IV: Monitoring Clinical Care**

Goal 1:	By June 30, 2019, the number and reasons for approved, denied, and returned Prescription Drug Prior Authorization (PA) Requests will be evaluated for trends
Population:	Consumers receiving Pharmacy Benefits Management (PBM) services
Indicator:	Prescribing standards and parameters
Measure:	Monthly PA data reports
Source of Information:	Office of the Discipline Chiefs – Pharmacy Services data reports
Responsible Entity:	Office of the Discipline Chiefs – Pharmacy Services and Office of Administrative Operations – Quality Improvement Division

Los Angeles County - Department of Mental Health

Quality Improvement Work Plan

Calendar Year 2019

Domain V: Monitoring Continuity of Care

Goal 1: By December 31, 2019, at least 93% of the consumers referred to Los Angeles County Department of Mental Health's (DMH) Directly-Operated (DO) programs by the toll-free line will be offered priority appointments for Specialty Mental Health Services (SMHS) assessments within five business days

Population: Consumers referred for urgent appointments by DMH Collaboration programs, Department of Health Services (DHS) eConsult, Medi-Cal Managed Care Plans, and Psychiatric Emergency Services (PES)

Indicator: Continuity of Care for consumers referred for SMHS by primary care providers and behavioral health network providers of the DMH Collaboration programs, DHS eConsult, Medi-Cal Managed Care Plans, and PES

Measure: Numerator = number of priority appointments referred to DO programs offered SMHS assessment appointments within five business days from the date referred by the DMH Collaboration programs, DHS eConsult, Medi-Cal Managed Care Plans, and PES to the Priority Appointment Line in Calendar Year (CY) 2019

Denominator = total number of priority appointment referrals received from DMH Collaboration programs, DHS eConsult, Medi-Cal Managed Care Plans, and PES to the Priority Appointment Line in CY 2019

Source of Information:

1. ACCESS Center
2. Integrated Behavioral Health Information Systems (IBHIS)
3. Service Request Tracking System (SRTS)

Responsible Entity: ACCESS Center, Chief Information Office Bureau – Clinical Informatics, and Office of Administrative Operations – Quality Improvement Division

Los Angeles County - Department of Mental Health

Quality Improvement Work Plan

Calendar Year 2019

Domain V: Monitoring Continuity of Care

Goal 2:	By December 31, 2019, at least 93% of the consumers referred to Los Angeles County Department of Mental Health's (DMH) Legal Entities (LE)/Contracted programs by the toll-free line will be offered priority appointments for Specialty Mental Health Services (SMHS) assessments within five business days
Population:	Consumers referred for urgent appointments by DMH Collaboration programs, Department of Health Services (DHS) eConsult, Medi-Cal Managed Care Plans, and Psychiatric Emergency Services (PES)
Indicator:	Continuity of Care for consumers referred for SMHS by primary care providers and behavioral health network providers of the DMH Collaboration programs, DHS eConsult, Medi-Cal Managed Care Plans, and PES
Measure:	<p><u>Numerator</u> = number of priority appointments referred to LE/Contracted programs offered SMHS assessment appointments within five business days from the date referred by the DMH Collaboration programs, DHS eConsult, Medi-Cal Managed Care Plans, and PES to the Priority Appointment Line in Calendar Year (CY) 2019</p> <p><u>Denominator</u> = total number of priority appointment referrals received from DMH Collaboration programs, DHS eConsult, Medi-Cal Managed Care Plans, and PES to the Priority Appointment Line in CY 2019</p>
Source of Information:	<ol style="list-style-type: none"> 1. ACCESS Center 2. Integrated Behavioral Health Information Systems (IBHIS) 3. Service Request Log (SRL)
Responsible Entity:	ACCESS Center, Chief Information Office Bureau – Clinical Informatics, and Office of Administrative Operations – Quality Improvement Division

Los Angeles County - Department of Mental Health

Quality Improvement Work Plan

Calendar Year 2019

Domain VI Monitoring Provider Appeals

Goal 1: By December 31, 2019, the total number of Treatment Authorization Requests (TARs) appeals will be evaluated for trends.

Population: Legal Entity (LE)/Contracted Providers

Indicator: Timeliness of DMH's responses to Provider Appeals

Measure: Total number of TARs in CY 2019

Source of Information: DMH COGNOS report

Responsible Entity: Office of Clinical Operations and Office of Administrative Operations – Quality Improvement Division

Los Angeles County - Department of Mental Health**Quality Improvement Work Plan****Calendar Year 2019****Domain VII: Monitoring Performance Improvement Projects**

Goal 1:	By December 31, 2019, one non-clinical Performance Improvement Project (PIP) will be developed and implemented
Population:	Medi-Cal beneficiaries receiving outpatient Specialty Mental Health Services (SMHS) from Los Angeles County – Department of Mental Health (DMH)
Indicator:	Non-clinical PIP-related interventions and outcomes targeting a problem identified following a review of system-level facts and data
Measure:	<ol style="list-style-type: none">1. Non-clinical PIP committee meeting sign-in sheets, agendas, and minutes2. “PIP Development Outline Fiscal Year 2019-20”3. Data collection tool(s), performance indicators, and outcomes
Source of Information:	Committee members/stakeholders, relevant Los Angeles Department of Mental Health (DMH) Divisions and programs, and Office of Administrative Operations – Quality Improvement Division (OAO-QID)
Responsible Entity:	DMH Divisions and programs and OAO-QID

Los Angeles County - Department of Mental Health

Quality Improvement Work Plan

Calendar Year 2019

Domain VII: Monitoring Performance Improvement Projects

Goal 2:	By December 31, 2019, one clinical Performance Improvement Project (PIP) will be developed and implemented
Population:	Medi-Cal beneficiaries receiving outpatient Specialty Mental Health Services (SMHS) from Los Angeles County – Department of Mental Health (DMH)
Indicator:	Clinical PIP-related interventions and outcomes targeting a problem identified following a review of system-level facts and data
Measure:	<ol style="list-style-type: none"> 1. Clinical PIP committee meeting sign-in sheets, agendas, and minutes 2. “PIP Development Outline Fiscal Year 2019-20” 3. Data collection tool(s), performance indicators, and outcomes
Source of Information:	Committee members/stakeholders, relevant Los Angeles Department of Mental Health (DMH) Divisions and programs, and Office of Administrative Operations – Quality Improvement Division (OAO-QID)
Responsible Entity:	DMH Divisions and programs and OAO-QID