

Building a Mental Health Quality Dashboard

Report supports expanded mental health capacity

Children's Hospital of The King's Daughters (CHKD) used "[Demonstrating Value in Pediatrics: A Measure Menu, Workbook and Guidance for Value-based Care, Payment and Reporting Programs](#)," a 2019 Children's Hospital Association (CHA) report, to support the development of its mental health quality dashboard. The dashboard will guide both inpatient and outpatient performance of their expanded efforts in mental health. Given the move in health care toward value, it was important for the CHKD team to include value-based measures that address this paradigm shift.

Choosing a framework

The measures report relied on a multi-stakeholder advisory panel and rigorous process evaluation, meeting CHKD's needs. Criteria for measure inclusion in the report included statistical validity, implementation feasibility, and actionability among others. CHKD initially determined four aspects of quality from the report aligned with its work and would serve as an organizing framework for its mental health quality dashboard:

- Wellness and prevention
- Safety
- Communication and coordination
- Effectiveness of care

CHKD also used the recommended delivery settings for each measure, which aided the team in allocating dashboard measures across inpatient and outpatient settings.

Focus on children and families

The report struck a chord with the CHKD team because it was structured so that family and patient voices would not be overshadowed by other stakeholders in their care. As a result, a fifth category of health care quality – Experience of Care – was added to the dashboard. This category includes measures of quality of life and patient satisfaction. The focus on "what matters most to children and families," described in a white paper appended to the report, supported CHKD in identifying additional value-based measures.

As the team learns from the quality of life measurement data, staff intends to share their learnings across the hospital to create a broader hospital focus on measuring what matters most to patients and families. In addition, the staff will share their findings with other children's hospitals as a foundation for implementation of the quality of life measure in different mental health care settings.

Background

"Lighting the Way" – CHKD mental health program expansion

In September 2019, CHKD broke ground on a 60 bed, \$224 million mental health hospital that will include expanded outpatient services across a full continuum of mental health care. Opening fall 2022, programming will include partial hospitalization, intensive outpatient and tele-mental health across the region. A new crisis services clinic is planned to open in spring of 2020 to begin building capacity for children stepping down from acute care or to assist in avoiding acute care when clinically indicated. Fifteen child and adolescent psychiatrists will be recruited to join the multidisciplinary mental health team.

Measure implementation

The CHKD team shaped the final measure selection with input from researchers, service line leaders, clinicians and clinical flow managers, among others. These voices will continue to participate in determining next steps, priorities for quality improvement projects and conducting process evaluation. By using the “[Demonstrating Value in Pediatrics](#)” step-by-step guidance on measure implementation, the team identified the feasibility of each measure. For a measure to be adopted, clinicians needed to have the ability to influence the measure outcome and the ability to access data on the measure.

Next steps

Looking ahead, it will be important for dashboard and baseline benchmarking data reliability to train staff to report data consistently. CHKD will begin collecting data in 2020 and continue to refine its prototype dashboard accordingly. CHKD will be using the measures report in conjunction with Fortify Children’s Health (Virginia’s first pediatric clinically integrated network) to inform its future value-based contracts. The mental health dashboard, informed by the CHA work, has been useful in conversations with payers to show what is valuable and relevant for children. Ultimately, the data collected using the dashboard will help to forge partnerships with payers.

Implications for children’s health quality

CHA’s measures report has provided affirmation to CHKD its internal efforts should align with a national, vetted resource. A value-based dashboard satisfies CHKD’s mission to provide the highest level and quality of pediatric care. The inclusion of a quality of life measure in its mental health dashboard highlights the hospital’s progressive approach as it expands its mental health services to best respond to ever-increasing community needs.

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Children's Hospital of The Kings' Daughters
Quality Metrics Dashboard: Psychiatry/Mental Health
 FY19
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DOMAIN	Measures	Setting
Patient and Employee Safety	Duration rate of physical restraints.	Inpatient
	Duration rate of seclusion.	Inpatient
	Percentage AP Team events.	Inpatient
	Percentage of behavioral alerts.	Inpatient
	Rate of self-inflicted injuries.	Inpatient
	Rate of staff injuries.	Inpatient
	Rate of accidental patient harm.	Inpatient
	Suicide risk assessment ASQ	Inpatient
Effectiveness of Care	Metabolic monitoring for children and adolescents on antipsychotics (AMP) -(use behavioral registry)	Outpatient
	Use of multiple concurrent anti-psychotics in children and adolescents (APC-CH). - (use behavioral registry)	Outpatient
	Readmissions at 7 days	Inpatient
	Readmissions at 30 days	Inpatient
Communication & Coordination	7-day follow-up after hospitalization (use behavioral registry)	Outpatient
	30-day follow-up after hospitalization (use behavioral registry)	Outpatient
	Follow-up care for children prescribed ADHD medication (use behavioral registry)	Outpatient
	Utilization of PHQ tools to follow-up care for depression (use behavioral registry)	Outpatient
Wellness & Prevention	Alcohol use screening (use behavioral registry)	Outpatient
	Illicit drug screening (use behavioral registry)	Outpatient
	Depression screening PHQ (use behavioral registry)	Outpatient
Experience and Satisfaction	Clinical care satisfaction	Outpatient
	Quality of life indicators	Outpatient