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Coleman Professional Services

Improving the lives of individuals, families and businesses in northeast Ohio

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Background and Organizational Profile

Coleman Professional Services is a nationally recognized not-for-profit provider of behavioral health and rehabilitation programs that improve the lives of individuals, families, and businesses in Northeast Ohio. The company relies on an Enterprise Business Model to diversify its funding. Coleman's foundation and four enterprise companies produce more than 40 percent of the company's funding for its award-winning programs.

Coleman Professional Services began its work in 1978 with 35 employees and an annual budget of \$1.7 million. The organization's initial mission was to provide counseling services for individuals and families residing in Portage County who were experiencing mental health issues. Since its inception 29 years ago, Coleman Professional Services has grown into an organization with more than 420 employees and an annual operating budget of more than \$22 million. Coleman Professional Services' primary operations are still located in Portage County, but it has expanded its behavioral health and rehabilitation programs and services to several other northeast Ohio communities including, Stark, Trumbull, Summit, and Medina counties, resulting in the provision of services for more than 10,000 individuals on an annual basis. Coleman Professional Services provides an array of programs and services for individuals and families with behavioral health needs, including psychiatry and counseling services, case management, residential programs and facilities, and employment services.

Coleman Professional Services' vision is to help people change their lives by being an organization that provides behavioral health and rehabilitation services that support the organizational mission of identifying and sustaining positive change for the individual and the community. Coleman Professional Services works toward achieving this mission for individual consumers, consumer family members, and the larger community by ensuring that the organization maintains its commitment to continuous systemic and programmatic improvement, responsiveness to consumers, and the provision of efficient and effective behavioral health services and rehabilitation programs.

Integration of Consumer and Family Voice into Organizational Processes

Coleman Professional Services is committed to the inclusion of family member and consumer voices as a means of continuing to improve services. Coleman Professional Services' governing board is comprised of nineteen board members, three of whom are Coleman Professional Services' consumers and one who is a consumer family member. These four board members

represent 21% of the board membership and Coleman Professional Services strives to maintain this level of consumer and family representation on its Board as member changes occur.

Three of the four board members who represent consumers and family members on the Board of Trustees are also active members of the Continuous Improvement Committee. The Continuous Improvement Committee meets quarterly and works with administration and clinical staff on determining the best methodology for the development, analyses, implementation and/or modification of behavioral health services and programs that will improve the level of service provided to consumers. The results of the Quality Improvement Committee's quarterly review of the clinical and administrative staff's recommendations are presented to the full Board of Trustees for further discussion and approval.

In addition to representation on the Coleman Professional Services' Board of Trustees, consumers are included in the support and recovery process through peer support efforts and the utilization of consumers as session leaders for recovery educational initiatives. Two consumers also are active participants on Coleman Professional Services' Recovery Committee, which is a group of consumers and clinical staff who are working to evaluate all aspects of the Community Support and Recovery Program and implement changes where areas needing improvement have been identified.

Implementation of Quality Improvement Processes in the Provision of Behavioral Health Services

Since its inception, Coleman Professional Services has been committed to quality improvement and continually evaluates the effectiveness of the various behavioral health and rehabilitation services and programs it provides its consumers. Coleman Professional Services has designed a unique format for quality improvement in its services and programs that is known within the organization as the "Product Improvement Process."

The components utilized in the "Product Improvement Process" include: 1.) Identification of the critical success factors the organization is striving to achieve by providing the service or program; 2.) Identification of the customers who are utilizing the service or program; 3.) Identification of the factors needed to ensure the product or service is provided at a higher quality level and in an effective manner that still addresses the needs of the "product" consumers; 4.) Collection and review of feedback from the primary stakeholders and or consumers served by the "product;" 5.) Collection and analyses of measurable outcomes from the "product" delivery process to ascertain where problems may exist and to help clarify areas of the "product" that may need improving. After all five of these areas have been addressed, the clinical or administrative division personnel use the information to identify quality improvement measures that may improve the quality of how the "product" is provided to the relevant consumer. The results of this process are presented to the Coleman Professional Services' Board of Trustees Continuous Improvement Committee, which as mentioned earlier, has consumers and family representatives as committee members. The members of the committee, as well relevant clinical and or administrative staff, discuss the results of the "Product Improvement Process" for a particular program or service and make quality improvement recommendations for the program or service to the full Board of Directors for consideration, discussion, and an

implementation vote. In addition, the quarterly data are reviewed with staff to reinforce successful approaches or encourage modification of an ineffective strategy.

Utilization of Evidence-Based Practices in Alignment with Clinical Philosophy

Coleman Professional Services is committed to ensuring Evidence-Based Practices are utilized throughout the organization. Coleman Professional Services embraced Evidence-Based Practices by first designing an overarching Clinical Philosophy. The organization does not incorporate Evidence-Based Practices into its services and programs and then develop a clinical philosophy that supports their use. Rather, the organization's clinical philosophy is used as part of the selection criteria for endorsing Evidence-Based Practices. A practice must be aligned with the clinical philosophy in order to be endorsed.

The clinical philosophy is based on the belief that all people served want to fully participate in their communities, their families, their work, and their lives. Regardless of the nature or severity of an individual's mental illness, everyone has capacity, capability, strengths, and motivation which can be used to develop the essential skills needed to manage symptoms, modify behaviors, and achieve individual optimum functioning. This clinical philosophy for the consumers served by the organization is premised on the belief that individuals will seek opportunities for self-awareness and improvement, will be actively involved in the assessment, service planning, and care delivery processes and want services that facilitate and support opportunities to achieve mutually desired outcomes in the least amount of time and in the least disruptive environment.

Coleman Professional Services' clinical philosophy for the services it provides is based on the belief that the organization is providing services as part of a larger continuum of care in the community and the services are provided in an environment of hope and empathy. The clinical philosophy asserts that the services provided must be reflective of current and emerging best practices and be designed to deliver consistent, predictable, and known outcomes that are measurable, observable, and time specific. The services provided must be solution-focused and recovery-based and be provided by staff with the necessary resources to effectively use clinical protocols, evidence-based and best practices, and be provided in an efficient manner.

The clinical staff uses a strategic initiative that involves the use of teams to identify and research emerging and existing Evidence-Based Practices for a particular service or program and present the information to the "Clinical Council" for endorsement before disseminating the service or program throughout the organization and the larger community. Examples of Evidence-Based Practices that are reflective of the organization's clinical philosophy and which have been endorsed by Coleman Professional Services through this evaluation process, include the use of Dialectical Behavior Therapy, Cognitive Processing Therapy for addressing trauma, Supported Employment, in collaboration with the Case Western Reserve University Coordinating Center of Excellence (CCOE), Integrated Dual Disorder Treatment (IDDT) also in collaboration with the CCOE, and Cognitive Behavior Therapy for Chronic Pain.

Promoting Recovery through Recovery Teams

One of the focal points of Coleman Professional Services' clinical philosophy is based on the belief that the people served by the organization are seeking assistance to develop the recovery skills needed to fully participate in their communities and their personal lives. This reflects the

organization's commitment to help people change their lives by avoiding the offering of treatment programs that sustain dependency and instead, providing treatment services and programs that promote recovery.

A major shift in services delivered at Coleman involved the implementation of a Recovery Team model. Recovery Teams organize multi-disciplinary staff around consumers as opposed to organizing staff around a discreet service. The newer model for recovery was first introduced in Coleman Behavioral Health-Canton office in 2005, and later implemented in the Coleman Behavioral Health-Portage offices. Independently licensed providers serve as recovery leaders. All Recovery Team Leaders received the necessary training on the core activities of the new model. This model truly breaks down the barriers created when services are organized in silos.

Utilization Management

A critical success factor of Coleman Professional Services involves the integration of solid business practices with clinical care. Utilization management is one of those practices believed necessary for behavioral health and rehabilitation services to be sustained. Level-of-Care protocols were designed and implemented in 2001. These protocols prescribe the service mix and expected length of stay based on the clinical profile. Providers are responsible to assign a level of care upon admission, and update each time the level of care changes. Coleman employs a Utilization Manager to objectively review the assigned level to assure it matches the clinical profile, monitor the length of stay and approve or deny extensions based on the clinical profile.