

## Evaluation Questions through the Ethics of Scarcity Lens (ODMH)

### Units of Analysis

- SP: Evaluation and research questions can be formed at the Micro level that includes individuals (consumer) and local level (boards and providers), and the Macro state level (policy guidelines).
- SP: Understand constituency.
  - ORE typically analyzes/reports findings by age, gender, geographic area, and diagnostic group, where applicable. Also, these analyses are often conducted to address and provide information about state-wide policies.

### Defining Minimum Standards of Care

SP Macro: Identify the range of services to be offered over time (mandates, mission, demands of public opinion) and commit to provide minimum services

Table 1 ORE Projects Related to Minimum Standards of Care			
Project	Description	Minimum Standards of Care Objective/Target	Known Completion Date
Children's Access to Child Psychiatry	External research being conducted by Nationwide Children's Hospital. The purpose of the project is to provide information to improve Medicaid's quality improvement (QI) efforts in the areas of the implementation of the Pediatric Psychiatry Network, the improvement of children's access to psychiatric services, and the coordination of care between pediatricians and psychiatrists.	Identify what services are available at a state and local level	September 2012
Feasibility Study and Needs Assessment: Integrating Health care for High-Mortality General Medical Conditions into Everyday Treatment	External research being conducted by the Ohio State University, College of Public Health. The project investigates the feasibility and practical issues involved with providing a more comprehensive and effective form of integrated behavioral and physical health care to people with SMI, and more specifically, to evaluate the capacity and willingness of community-based mental health agencies in Ohio.	Identify what services are available at a state and local level	November 2012
Implementation of Integrated Care in Ohio—Best Practices Study	External research being conducted by the Ohio State University, College of Public Health. The purpose of the project is to understand best practices related to the provision of integrated mental and physical health care, and the context of implementing an integrated care model in Ohio as well as factors that may hinder or facilitate implementation.	Identify viable integrated care projects	June 2013

**Table 1**  
**ORE Projects Related to Minimum Standards of Care**

Project	Description	Minimum Standards of Care Objective/Target	Known Completion Date
Predictors of Successful Outcomes in Permanent Supportive Housing	External research with the University of Cincinnati, Department of Psychology. Using archival data, researchers conducted a retrospective longitudinal study of SMI individuals who are received permanent supportive housing (PSH) supports to determine if PSH is a stable option for homeless individuals and the cost to Medicaid in promoting PSH.	Identify regional/local services	October 2013
505 Hot Spots Evaluation	ORE is collecting the evaluation measures from the 20 projects funded in 6 Collaboratives (hospital catchment areas). ORE is also providing TA, recommending additional measures that follow SAMHSA GPRAs and summarizing results across projects.	Identify what regional/local services	SFY13 Evaluation to be completed by October 2013
Community Development Block Grant Survey	ODMH has sought feedback on Block Grant funding priorities from stakeholders annually for the past 3 years; most recently this survey was sent out to a broader audience via Survey Monkey. Survey questions change annually based on current ODMH directions, for example this year questions were added about Hot Spot priorities.	Identify public opinion on departmental funding decisions	Annual

**Prior Commitment**

- SP: Continue to provide services to those currently receiving services.
- ORE provides on-going analysis of consumers actively engaged and currently receiving services. Table 2 provides examples of on-going ORE studies that analyze ODMH's services to those currently receiving services.

Table 2 ORE Projects Related to Prior Commitment		
Project	Description	Known Completion Date
Treatment Episode Outcome System (TEO)	Ohio's new MH outcomes being developed.	On-going
MHSIP/YSSF Perception of Care Survey	Annual results. Randomized sample survey of adults and youth consumer surveys of perception of care and treatment outcomes; contains subscales on general satisfaction, quality and appropriateness, participation in treatment, cultural competence, outcomes, functioning, and social connectedness. Analyses include breakdowns by age, gender, racial groups, and county/board types.	On-going
National Outcomes Measures (NOMS)	Outcomes to be reported to SAMHSA	On-going
Medicaid Eligibility Patterns	Analysis of Medicaid claims files to determine if consumers had continuous, partial, and no Medicaid coverage. This analysis provides information as to the number of non-Medicaid individuals that could be potentially covered by Medicaid.	Completed; updated annually
Medicaid Recidivism Patterns Study	An external project being conducted by Case Western University. The purpose of this study is to explore the volatility of Medicaid coverage, specifically Aged-Blind-Disabled coverage, of people who are SMI and who receive services in Cuyahoga County and examine who among this population is at most risk of churning, and what impact churning has on this population. A model is being developed for replication in other mental health board areas across Ohio.	
Effects of Unemployment on the number of Medicaid-covered individuals seeking individuals accessing Medicaid mental health services	The model provides planners with information as to how demand for community-based mental health services changes based on unemployment fluctuations.	Completed
MACSIS Data Analysis	On-going data analysis of demographic and claims information	Ad hoc; on-going
Block Grant Submission	Data gathering/data analysis for block grant submission	On-going
Systems of Care Planning/Implementation Grant (ENGAGE)	ODMH received a 1-year grant from SAMHSA to create a strategic plan for expanding Systems of Care for youth and young adults in transition throughout Ohio. ORE provides evaluation support and collects and reports required grant measures. ODMH applied and will likely receive a follow-up 4-year implementation grant to carry out infrastructure changes and provide services across Ohio; ORE will collect and report required measures.	Planning grant through 9/30/12; Implementation grant 10/2012 through 9/2016

Table 2  
ORE Projects Related to Prior Commitment

Project	Description	Known Completion Date
Projects for Assistance in Transition from Homelessness (PATH)	PATH service and outcomes data to guide program and policy development and quality improvement efforts for a SAMHSA-funded program that supports service access to homeless individuals who are diagnosed with either SMI/SPMI and/or with co-occurring substance use disorders. (Note: individuals may be at risk of becoming homeless).	On-going
Data Infrastructure Grant (DIG)		On-going
Project Veterans Intervention Program (PVIP)	SAMHSA grant to support local implementation and statewide expansion of trauma-informed jail diversion for people with post-traumatic stress disorder and other trauma-related issues, with a priority to veterans.	On-going
Longitudinal Perspective on Service Patterns	Internal research conducted with Synthesis, Inc. The study documented changes in patterns of service delivery in the community as budget cuts and the recession deepened. It examined changes by age, race, geographical areas, and diagnostic type.	Completed

## Urgent Need

### SP: Determining Urgency

- Individuals who cannot access services by other means
- Individuals who if needs are unmet will lose basic physiological functioning
- Individuals who if needs are unmet will be exposed to life and/or safety risks (risk of harming self or others)
- Individuals who if needs are unmet will fail to meet basic developmental needs
- Individuals who if needs are unmet their condition may degenerate and lead to loss of physiological functioning, exposure to safety risks or failure to meet developmental needs

Project	Description	Urgency	Known Completion Date
Risk Violence Screening	Development and implementation of a community-based screening to determine if individuals have a potential for violence and need a more in-depth violence screening	Risk of harming self or others	
Analysis of Community Linkage utilization	Analysis of how community linkage assists SPMI/SED individuals who are exiting DRC and DYS	Lack of access to services by other means	On-going
Longevity Study of Dual Disorder Population (Morbidity and Mortality)	Internal research being conducted with ODADAS staff. Analysis of co-morbidity/mortality patterns of individuals with behavioral health diagnoses in order to determine the type of integrated services needed.	Exposure to life and/or safety risks	June, 2013
Projects for Assistance in Transition from Homelessness (PATH) grant	PATH service and outcomes data to guide program and policy development and quality improvement efforts for a SAMHSA-funded program that supports service access to homeless individuals who are diagnosed with either SMI/SPMI and/or with co-occurring substance use disorders. (Note: individuals may be at risk of becoming homeless).	Lack of access to services by other means	On-going
Project Veterans Intervention Program (PVIP)	SAMHSA grant to support local implementation and statewide expansion of trauma-informed jail diversion for people with post-traumatic stress disorder and other trauma-related issues, with a priority to veterans.	Lack of access to services by other means; exposure to life and/or safety risks	On-going
Rise Sister Rise	Study about adolescent African American girls who experienced trauma and behavioral health problem behaviors.	Loss of physiological functioning, exposure to safety risks, and/or failure to meet developmental needs	
Youth Risk Behavior Survey	Survey of Youth Risk behaviors and mental health status.	Exposure to life and/or safety risks	On-going

**Table 3**  
**ORE Projects Related to Urgent Need**

Project	Description	Urgency	Known Completion Date
Analysis of community mental health providers, private inpatient providers, and residential provide use of seclusion and restraints	Department conducts a survey of use of seclusion and restraint. This is required by ORC.	Potential liability to Public Mental Health system as well as loss of personal freedoms	On-going

**Effectiveness**

- SP: Applied to specific individuals and a desire to maximize outcome for targeted individuals.
- SP: While according to Gillette Best Practices are a luxury and scarce resources should focus on satisfying minimum standards of care, delivery of effective services often increase efficiency, and in scarcity situations per Gillette effectiveness is often takes priority over efficiency on the macro-level.
- *Who determines what programs/agencies are most effective and how is this measured?*
- *What are the Outcomes of interest?*

Project	Description	Known Completion Date
Statewide Performance Management System	Use existing, available data	Ongoing and in development
Treatment Episode Outcome System (TEO) reporting/analysis	Measures effectiveness of funded services	Ongoing
MHSIP/YSSF Perception of Care Survey	Annual results. Randomized sample survey of adult and youth consumer surveys of perception of care and treatment outcomes; contain subscales on general satisfaction, quality and appropriateness, participation in treatment, cultural competence, outcomes, functioning, and social connectedness. Analyses include breakdowns by age, gender, racial groups, and county/board types.	Ongoing
Data Infrastructure Grant (DIG)—National Outcomes Measures (NOMS)	Grant to develop and implement statewide outcomes system	October, 2013
Evaluation of Mental Health Services for Children in Foster Homes with Dual Diagnoses	Dissertation: Research grant to evaluate the effectiveness of mental health services in foster care	June, 2013
Incorporating Criminogenic Interventions in Mental Health Treatment of Justice Involved Seriously Mentally Ill Consumers	External research being conducted by Case Western University. This project is designed 1) to support the adaptation of Thinking for a Change, an evidence-based correctional program for addressing criminogenic risk factors for people with SMI; 2) to examine the program's impact on recidivism and the possibility of implementing this adapted intervention model on a larger scale in Ohio, and 3) to disseminate the model and study findings.	
Behavioral Health Juvenile Justice	Examines effectiveness of using evidence-based practices with juvenile justice population.	Ongoing. Dept. does not fund.
Organizational Cultural and Mental Health Service Engagement of Transition Age Youth: Service Provider Perspectives	Dissertation award. Evaluates the mediating effects of organizational culture on treatment outcomes in community mental health	

**Table 4**  
**ORE Projects Related to Effectiveness**

Project	Description	Known Completion Date
Clinical Profile of Children with Severe Emotional Disorders	External research being conducted by the Ohio State University, College of Social Work. Using Medicaid claims and encounter data, the research team is conducting a needs assessment of service use patterns and expenditures for children and youth with serious emotional disturbances. The study focuses on the effectiveness of care and the accessibility of care.	March 2013
System of Care Planning and Implementation Grant	ODMH received a 1-year grant from SAMHSA to create a strategic plan for expanding Systems of Care for youth and young adults in transition throughout Ohio. ORE provides evaluation support and collects and reports required grant measures. ODMH applied and will likely receive a follow-up 4-year implementation grant to carry out infrastructure changes and provide services across Ohio; ORE will collect and report required measures.	Planning grant through 9/30/12; Implementation grant 10/2012 through 9/2016
Project Veterans Intervention Program (PVIP)	SAMHSA grant to support local implementation and statewide expansion of trauma-informed jail diversion for people with post-traumatic stress disorder and other trauma-related issues, with a priority to veterans.	2015
Projects for Assistance in Transition from Homelessness (PATH) grant	PATH service and outcomes data to guide program and policy development and quality improvement efforts for a SAMHSA-funded program that supports service access to homeless individuals who are diagnosed with either SMI/SPMI and/or with co-occurring substance use disorders. (Note: individuals may be at risk of becoming homeless).	On-going
Cost Containment Measure Analysis	Analysis of Medicaid Cost Containment Measures by board area, provider, age groups, and diagnoses	June, 2013
Evidence-based Practices Cost Utilization Project	Investigation as to whether there is a shift from higher cost services, such as hospitalization and crisis care, to lower cost services, such as case management (based on results from the Center for Evidence-Based Practices study showing that providing IDDT to high-utilizing consumers resulted in a cost-savings).	December, 2012
An Evaluation of Consumer-Operated Services and Traditional Mental Health Services Recovery Outcomes	External research being conducted by Dartmouth University and WLT Consulting. The purpose of this study is to explore the feasibility of using a short survey format to collect recovery-related outcomes of consumers who access consumer-operated services compared to consumers who receive traditional mental health services.	June, 2013
Effects of Direct Linkage to Peer-Run Support Services on De-Institutionalized Money Follows the Persons Participants with a Primary Mental Health Disability	Internal evaluation being conducted with the Office of Health Integration. The purpose of the project is to examine the effects of peer-support services in the treatment of Home Choice participants who have a severe mental illness and who have been released from a nursing facility.	--



**Table 4**  
**ORE Projects Related to Effectiveness**

Project	Description	Known Completion Date
Predictors of Successful Outcomes in Permanent Supportive Housing	External research with the University of Cincinnati, Department of Psychology. Using archival data, researchers conducted a retrospective longitudinal study of SMI individuals who are received permanent supportive housing (PSH) supports to determine if PSH is a stable option for homeless individuals and the cost to Medicaid in promoting PSH.	October 2012
Peer Support Employment	Examine competencies required for employment as a peer support specialist. Also examines common roles and routines of this specialization for certification and eventual billing.	
MHSIP Cultural Competence Analysis	Examine how cultural competences effects overall perception of care and functioning.	
Children's Access to Child Psychiatry	External research being conducted by Nationwide Children's Hospital. The purpose of the project is to provide information to improve Medicaid's quality improvement (QI) efforts in the areas of the implementation of the Pediatric Psychiatry Network, the improvement of children's access to psychiatric services, and the coordination of care between pediatricians and psychiatrists.	September, 2013

## Efficiency

- SP: Serve the maximum number of individuals (across a group); measure cost-efficiency.
- EG: Measure the impact on the community?
- EG: Access (local/regional): No shows, time to available appointments across service types, same day appointments (QI)

Project	Description	Known Completion Date
Cost-benefit of Consumer Operated Services Organizations Compare to Traditional Mental Health Services	External research conducted by Dartmouth University and WLT Consulting. Analysis of costs associated with individuals who receive consumer-operated services and traditional mental health services	Completed
Cost Containment Measure Analysis	Internal research being conducted in conjunction with the Ohio State University College of Public Health. Analysis of Medicaid Cost Containment Measures by board area, provider, age groups, and diagnoses	
Evidence-based Practices Cost Utilization Project	Investigating whether there is a shift from higher-cost services, such as hospitalization and crisis care to lower-cost services, such as case management.	
Community Planning Support	Assist with community plans.	
System of Care Planning and Implementation Grant	ODMH received a 1-year grant from SAMHSA to create a strategic plan for expanding Systems of Care for youth and young adults in transition throughout Ohio. ORE provides evaluation support and collects and reports required grant measures. ODMH applied and will likely receive a follow-up 4-year implementation grant to carry out infrastructure changes and provide services across Ohio; ORE will collect and report required measures.	Planning grant through 9/30/12; Implementation grant 10/2012 through 9/2016
Economic impact of the recession on community mental health provider organizations	Internal research conducted in conjunction with the Ohio State University, College of Public Health. This study documents provider operational changes/strategies during the economic recession. Study includes traditional mental health organizations and consumer operated services organizations.	June 2013
Cost Benefit Analysis of Project Veterans Intervention Program (PVIP)	Internal evaluation. Cost benefit analysis of the PVIPI pilot site in Richland County.	
Analysis of Community Linkage utilization	Analysis of how community linkage assists SPMI/SED individuals who are exiting DRC and DYS	
Evidence-based Practices Cost Utilization Project	Investigation as to whether there is a shift from higher cost services, such as hospitalization and crisis care, to lower cost services, such as case management (based on results from the Center for Evidence-Based Practices study showing that providing IDDT to high-utilizing consumers resulted in a cost-savings).	

## Comparative Need/Supports (Consideration of Public Opinion)

- SP: Once basic needs have been met, and efficiency and effectiveness achieved, attention may shift to an analysis of lesser needs that support social functioning, cognitive development, employment success, etc. These needs are important but not serious and imminent needs.
- ODMH has funded/prioritized the following types of supports: health integration, housing supports, employment supports, peer supports, and best practices.

Project	Description	Comparative Need/Support	Known Completion Date
Feasibility Study and Needs Assessment: Integrating Health care for High-Mortality General Medical Conditions into Everyday Treatment	External research being conducted by the Ohio State University, College of Public Health. The project investigates the feasibility and practical issues involved with providing a more comprehensive and effective form of integrated behavioral and physical health care to people with SMI, and more specifically, to evaluate the capacity and willingness of community-based mental health agencies in Ohio.	Health Integration	December 2012
Consumer Operated Service Needs Assessment	External research conducted by the Ohio State University, College of Public Health. Compiled, analyzed, and compared individual and aggregate organizational profiles of COS in Ohio	Social Functioning/Peer Support	Completed
Predictors of Successful Outcomes in Permanent Supportive Housing	External research with the University of Cincinnati, Department of Psychology. Using archival data, researchers conducted a retrospective longitudinal study of SMI individuals who are received permanent supportive housing (PSH) supports to determine if PSH is a stable option for homeless individuals and the cost to Medicaid in promoting PSH.	Housing Supports	October 2012
Transition Age Youth Engagement Study	External research with New York University and Stark County. Study of young adult engagement in treatment brief intervention.	Young Adults as a special population	December 2012
Consumer Employment Wage Match	Internal research being conducted in conjunction with Ohio Wesleyan University, Department of Economics. To track the number of adult consumers who access Medicaid mental health services with the Labor Market Information Wage records in order to determine the number of adult consumers with workforce attachment	Supported Employment	
MHSIP Cultural Competence Analysis	Examine how cultural competences effects overall perception of care and functioning.		

**Table 6**  
**ORE Projects Related to Comparative Need/Supports**

Project	Description	Comparative Need/Support	Known Completion Date
System of Care Planning and Implementation Grant	ODMH received a 1-year grant from SAMHSA to create a strategic plan for expanding Systems of Care for youth and young adults in transition throughout Ohio. ORE provides evaluation support and collects and reports required grant measures. ODMH applied and will likely receive a follow-up 4-year implementation grant to carry out infrastructure changes and provide services across Ohio; ORE will collect and report required measures.	Youth and Young Adults as a special population; includes YYAT with multiple needs: educational, child-welfare, juvenile justice, substance abuse, physical health care, housing, social services, and vocational.	Planning grant through 9/30/12; Implementation grant 10/2012 through 9/2016
Job Analysis for Peer Support Professionals.	External research being conducted by the Ohio State University, Government Resources Center.	Employment	
Implementation of Integrated Care in Ohio—Best Practices Study	External research being conducted by the Ohio State University, College of Public Health. The purpose of the project is to understand best practices related to the provision of integrated mental and physical health care, and the context of implementing an integrated care model in Ohio as well as factors that may hinder or facilitate implementation.	Health Integration	June 2013
Implementation of community behavioral health homes	The purpose of the research is to provide information about the barriers and facilitators in implementing community behavioral health homes in Ohio.	Health Integration	

**Macro-Considerations**

- **SP: Alternative and leveraged resources (federal funding)**
- SP: Limit harms of budget cuts (equity)
- SP: Select programs that leverage resources to increase funding for services (efficiency)
- SP: Select programs with high and measurable success rates (effectiveness)
- SP: Satisfy demands of public opinion within the mandates and mission (reflective equilibrium)
- SP: Prioritize spending (and evaluation?) options in positive language; adjust priorities with available funds being spent on high-priority activities.

Table 7 ORE Projects related to Macro-Considerations			
Project	Description	Grant Source	Known Completion Date
Federal Block Grant; State Wide Performance Management	Use existing, available data to benchmark system performance.	Federal Block Grant and DIG grant	
National Outcomes Measures (DIG)	Use existing, available data; TEO system	SAMHSA Data Infrastructure Grant	
Treatment Episode Outcome System	Measures effectiveness of funded services	DIG grant	
MHSIP/YSSF Perception of Care Survey	Annual results. Randomized sample survey of adult and youth consumer surveys of perception of care and treatment outcomes; contain subscales on general satisfaction, quality and appropriateness, participation in treatment, cultural competence, outcomes, functioning, and social connectedness. Analyses include breakdowns by age, gender, racial groups, and county/board types.	DIG grant	
Project Veterans Intervention Program (PVIP)	SAMHSA grant to support local implementation and statewide expansion of trauma-informed jail diversion for people with post-traumatic stress disorder and other trauma-related issues, with a priority to veterans.	SAMHSA PVIP grant	
Projects for Assistance in Transition from Homelessness (PATH) grant	PATH service and outcomes data to guide program and policy development and quality improvement efforts for a SAMHSA-funded program that supports service access to homeless individuals who are diagnosed with either SMI/SPMI and/or with co-occurring substance use disorders. (Note: individuals may be at risk of becoming homeless).	SAMHSA PATH program	

Table 7 ORE Projects related to Macro-Considerations			
Project	Description	Grant Source	Known Completion Date
Cost Containment Measure Analysis	Internal research being conducted in conjunction with the Ohio State University College of Public Health. Analysis of Medicaid Cost Containment Measures by board area, provider, age groups, and diagnoses	MedTap	
Children's Access to Child Psychiatry	External research being conducted by Nationwide Children's Hospital. The purpose of the project is to provide information to improve Medicaid's quality improvement (QI) efforts in the areas of the implementation of the Pediatric Psychiatry Network, the improvement of children's access to psychiatric services, and the coordination of care between pediatricians and psychiatrists.	MedTap	September 2013
System of Care Planning and Implementation Grants	ODMH received a 1-year grant from SAMHSA to create a strategic plan for expanding Systems of Care for youth and young adults in transition throughout Ohio. ORE provides evaluation support and collects and reports required grant measures. ODMH applied and will likely receive a follow-up 4-year implementation grant to carry out infrastructure changes and provide services across Ohio; ORE will collect and report required measures.	SAMHSA SOC Grant	Planning grant through 9/30/12; Implementation grant 10/2012 through 9/2016
Peer Support Competencies Study	External research being conducted by the Ohio State University, Government Resources Center.	MedTap	
Clinical Profile of Children with Severe Emotional Disorders	External research being conducted by the Ohio State University, College of Social Work. Using Medicaid claims and encounter data, the research team is conducting a needs assessment of service use patterns and expenditures for children and youth with serious emotional disturbances. The study focuses on the effectiveness of care and the accessibility of care.	MedTap	
Grant writing to leverage funds for ongoing and new department program priority areas.	Grant-writing topics have included: Trauma, Systems of Care, Veterans, MH Transformation, Integrated Care, Youth and Young Adults, Transition to Independence, MH Courts, etc.	SAMHSA AFC	As RFPs are announced – usually limited notice and tight approval & writing timelines
Implementation of community behavioral health homes	The purpose of the research is to provide information about the barriers and facilitators in implementing community behavioral health homes in Ohio.	MedTap	
Consumer Operated Service Needs Assessment	External research conducted by the Ohio State University, College of Public Health. Compiled, analyzed, and compared individual and aggregate organizational profiles of COS in Ohio	416 line	Completed

Table 7  
ORE Projects related to Macro-Considerations

Project	Description	Grant Source	Known Completion Date
Cost-benefit of Consumer Operated Services Organizations Compare to Traditional Mental Health Services	External research conducted by Dartmouth University and WLT Consulting. Analysis of costs associated with individuals who receive consumer-operated services and traditional mental health services	416 line	Completed
An Evaluation of Consumer-Operated Services and Traditional Mental Health Services Recovery Outcomes	External research being conducted by Dartmouth University and WLT Consulting. The purpose of this study is to explore the feasibility of using a short survey format to collect recovery-related outcomes of consumers who access consumer-operated services compared to consumers who receive traditional mental health services.	416 line	June 2013