Using the FACIT for COSP
Continuous Quality Improvement
This Webinar Will Discuss How to Use the FACIT for COSP CQI

1. Describe basic principles of Continuous Quality Improvement (CQI) for use in Consumer-Operated Services (COSPs)
2. Explain how to facilitate collaborative CQI processes so CQI can enable transformation of COSPs to Evidence-based Practices (EBPs)
3. Illustrate how to analyze Fidelity Assessment Common Ingredients Tool (FACIT) scores to produce charts and bar grafts of COSP Common Ingredients (CIs)
4. Conduct panel with COSP providers who have field experience using the FACIT for COSP CQI
Definition: Continuous Quality Improvement (CQI)

- CQI means that every person in the organization actively participates in the continuous improvement of processes and performances to ensure customers are satisfied.
  - Doing the right things, doing them well and satisfying the customer.
Evaluating Your COSP

- As your COSP develops its CQI efforts, the FACIT, outcome evaluations, and consumer satisfaction assessments become invaluable assets for developing an EBP truly responsive to consumer needs and interests.

- As COSP members’ familiarity with CQI principles grows, you may wonder how the COSP ever operated without these evaluation tools in place!
Evaluating Your COSP

- The Fidelity Assessment Common Ingredients Tool (FACIT) can assess the extent to which a Consumer-Operated Services Program (COSP) faithfully implements evidence-based peer practices according to the COSP Common Ingredients (CIs) structure, values and processes.
COSP Common Ingredients

- The 46 CIs items define COSP evidence-based peer practices
  - Details of CIs found in COS Evidence-based KIT available online at www.SAMHSA.gov
- Peer staff training modules are organized around the six CIs domains
  - Operations
  - Peer Support
  - Environment
  - Education
  - Values/Belief System
  - Advocacy
CQI and Performance Excellence: What Does It Have To Do with You?

Think about a time when you wanted to improve your performance.

What are the motivators for undertaking a new regimen in the quest for excellence?

- A better quality of life
- A higher level of self-esteem
- Higher levels of personal mastery
- The fear of the status quo
Be the Change You Want To See

Peer Values

Plan
Do
Study
Act
Change

COSP Quality

Turning Values/Beliefs into COSP Improvement
How Leadership Drives CQI

- Manage with facts
- “Drive out fear”
- Follow the Socratic method
- Promote the use of comparisons and stretch goals
- Fix processes, not people
- Focus on the peer culture
CQI Principles

1. Establishing a culture, including vision, mission and values statements that demonstrate a commitment to quality care and services
2. Providing leadership and support to guide, facilitate and involve staff in quality improvement through teamwork and participation
3. Managing and improving processes so intended results are achieved
4. Meeting and exceeding the needs of customers
The Peer Operational Context

- Principles and Values
- Collaboration Skills and Tools
- Decision Making For Process Improvement
- Knowledge Management
Team Approach

- CQI's premise is that teams are better able than individuals to analyze processes fully.
- The main features of the CQI team approach are support from management, staff involvement, and COSP member engagement.
Scientific Approach

- The importance of *data* to CQI is to provide a sound basis for decisions
  - Data analyses
  - Systems thinking
  - Benchmarking
COSP Data and Information

- FACIT scores
- Consumer Satisfaction Data
- Demographics
- Encounter Data
- Budget
Systems Thinking

A systems approach is important—everything is interrelated so the whole always has to be considered; if something changes in one area, it is necessary to check what is affected elsewhere (for example cause and effect)
Systems Thinking

- Systems thinking means that even while analyzing separate parts of a process, the relationships among them are still kept in mind.

- It also means that the system's processes are considered more likely to be the cause of problems than are individuals.
Systems Thinking: Logic Model

A Contemporary Systems View

INPUTS

METHODS
PERSON POWER
ENVIRONMENT
FACILITIES & EQUIPMENT
SUPPLIES

PROCESSES

Critical Process Necessary to Produce the Outputs

OUTPUTS

PRODUCTS & SERVICES

CUSTOMERS

EXTERNAL

INTERNAL

MEASURES OF PERFORMANCE
TIME; QUANTITY, QUALITY (Accuracy/ Fit for Use); COST; MANNER OF PERFORMANCE
PDSA: CQI Cycle

PLAN
We identify our purpose and goals. We formulate our theory. We define how we will measure success. We plan our activities.

DO
We execute our plan, undertaking the activities, introducing the interventions, applying our best knowledge to the pursuit of our desired purpose and goals.

STUDY
We monitor the outcomes, testing the theory of our plan. We study the results for signs of progress and success or unexpected outcomes. We look for lessons learned or problems solved.

ACT
We integrate the lessons learned from our check or Study. We adjust our methods. We identify what more we need to learn.
CQI in Practice

- **PROBLEM**
  - COSP or new peer program not being used at capacity

- **PLAN**
  - Increase provider referrals
CQI in Practice

- DO
  - Visit providers’ offices to explain program and referral process
  - Create and distribute easy to use referral form
  - Send program brochures to provider’s offices
  - Attend provider staff meetings every 3 months to increase awareness of program
CQI in Practice

☐ CHECK
- Monitor referrals on a monthly basis by provider
- Analyze effect of each strategy by # of referrals received

☐ ACT
- Continue to practice those strategies with the greatest effect/create new ones
Data Analyses & Interpretation: FACIT Excel Workbook & Users’ Guide

☐ The e-FACIT Users’ Guide is to be used with the e-FACIT Data Entry Program (Excel Workbook)

■ Program developed as a simple data entry system for FACIT scores on each of the 46 Common Ingredients entered in the FACIT Score Sheet

■ Program automatically produces charts based on FACIT scores and benchmarks
Workbook Features

- A worksheet consists of cells that are organized into columns and rows
- A worksheet is always stored in a workbook
- There are tabs at the bottom of the screen identifying the names of the different worksheets
Workbook Features

- The FACIT Excel Workbook contains three worksheets
  - National Benchmark Worksheet
  - COSP Worksheet
  - COSP Chart Worksheet
Range of Scores by CI Item

- There is a column for the Range
  - Displays the range of scores for each CI item
    - There are scores for each of the 48 items, and ranges of 1-4 or 1-5 for each item
  - For example, under the Structure domain, the first item scores Board Participation
    - There are anchored scores from 1 to 5, with 1=No member of the board is self-identified as a consumer to 5=90-100% of the board are self-identified as consumers
### National Benchmark Work Sheet

#### Fidelity Assessment Common Ingredients Tool (FACIT)

<table>
<thead>
<tr>
<th></th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. STRUCTURE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Consumer Operated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.1 Board Participation</td>
<td>1 to 48</td>
<td>4.75</td>
</tr>
<tr>
<td>1.1.2 Consumer Staff</td>
<td>1 to 5</td>
<td>4.80</td>
</tr>
<tr>
<td>1.1.3 Hiring Decisions</td>
<td>1 to 4</td>
<td>3.94</td>
</tr>
<tr>
<td>1.1.4 Budget Control</td>
<td>1 to 4</td>
<td>3.70</td>
</tr>
<tr>
<td>1.1.5 Volunteer Opportunities</td>
<td>1 to 4</td>
<td>3.93</td>
</tr>
<tr>
<td>1.2 Participant Responsive</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.1 Planning Input</td>
<td>1 to 5</td>
<td>4.60</td>
</tr>
<tr>
<td>1.2.2 Satisfaction/Grievance Response</td>
<td>1 to 5</td>
<td>3.72</td>
</tr>
<tr>
<td>1.3 Linkage to Other Supports</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3.1 Linkage with TMHS</td>
<td>1 to 5</td>
<td>3.50</td>
</tr>
<tr>
<td>1.3.2 Linkage to Other COSPs</td>
<td>1 to 5</td>
<td>3.60</td>
</tr>
<tr>
<td>1.3.3 Linkage with Other Service Agencies</td>
<td>1 to 5</td>
<td>2.91</td>
</tr>
<tr>
<td>Total Structure Score</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. ENVIRONMENT</td>
<td>11 to 50</td>
<td></td>
</tr>
<tr>
<td>2.1 Accessibility</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1.1 Local Proximity</td>
<td>1 to 4</td>
<td>3.09</td>
</tr>
<tr>
<td>2.1.2 Access</td>
<td>1 to 4</td>
<td>4.13</td>
</tr>
<tr>
<td>2.1.3 Hours</td>
<td>1 to 5</td>
<td>3.98</td>
</tr>
<tr>
<td>2.1.4 Cost</td>
<td>1 to 5</td>
<td>4.56</td>
</tr>
<tr>
<td>2.1.5 Reasonable Accommodation</td>
<td>1 to 4</td>
<td>2.94</td>
</tr>
<tr>
<td>2.2 Safety</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2.1 Lack of Coerciveness</td>
<td>1 to 5</td>
<td>3.59</td>
</tr>
<tr>
<td>2.2.2 Program Rules</td>
<td>1 to 5</td>
<td>4.44</td>
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<tr>
<td>2.3 Informal Setting</td>
<td></td>
<td></td>
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<tr>
<td>2.3.1 Physical Environment</td>
<td>1 to 4</td>
<td>3.0</td>
</tr>
<tr>
<td>2.3.2 Social Environment</td>
<td>1 to 5</td>
<td>4.56</td>
</tr>
<tr>
<td>2.3.3 Sense of Community</td>
<td>1 to 4</td>
<td>3.60</td>
</tr>
<tr>
<td>2.4 Reasonable Accommodation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4.1 Timeliness</td>
<td>1 to 4</td>
<td>3.75</td>
</tr>
<tr>
<td>Total Environment Score</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
National Benchmark Work Sheet

- There is a column entitled “Averages”
  - National FACIT Benchmarks
    - Average FACIT scores of the 8 COSP sites included in the COSP Multisite Study
    - Benchmark used for comparison with the scores your COSP receives for each CI item in the six CI domains
COSP Work Sheet: Easy Data Entry

- The second worksheet has the name of your COSP on the tab
- Once opened, you will see each of the six domains, with the FACIT items for each of the domains
Automated Charting

- The charts are next to each of the domains and will automatically reflect the number that is entered
Structure Domain Items

Structure Domain

Item

Board Participation
Consumer Staff
Hiring Decisions
Budget Control
Volunteer Opportunities
Planning Input
Satisfaction/Grievance Response
Linkage with TMHS
Linkage to Other COSPs
Linkage with Other Service Agencies

Yr 1
Yr 2
Yr 3
Benchmark

Total

0
1
2
3
4
5
Compare Domain Scores with National Benchmark

- The third tab of the workbook contains a chart that maps the agency’s total domain scores against the National Benchmark.
- This chart is automatically produced based on the total scores that are calculated by the worksheet for each of the six FACIT domains.
Comparison of Domain Scores to National Benchmark

Comparison of Domain Scores to National Benchmark

- Structure
- Environment
- Belief Systems
- Peer Support
- Education
- Advocacy
Interpreting FACIT Scores: Baselines & Benchmarks

- The first fidelity assessment establishes the program baseline and is the starting point to become an EBP
  - Helps the COSP identify or confirm the existence of program strengths and weaknesses
Interpreting FACIT Scores: Baselines & Benchmarks

- Baseline is compared to the national FACIT benchmarks
  - Aggregated FACIT scores from the eight consumer programs that participated in the COSP Multisite Study
    - These programs were geographically diverse
    - Represented multiple program models
    - Met federal criteria for COSPs

- Aggregated benchmark scores are a useful standard for gauging individual COSP performance
Interpreting FACIT Scores: Comparing Annual FACIT Scores

☐ The Peer Evaluator Teams (PETs) conduct yearly FACIT assessments that can be compared to the national benchmarks and to the COSP baseline and item/domain change over time
BUILDING A CQI CULTURE

CONTINUOUS IMPROVEMENT

CUSTOMER FOCUS
HIGH EXPECTATIONS
IN INVOLVEMENT
ASSESSMENT & FEEDBACK

MANAGEMENT BY FACT
TRUST
SHARED VALUES AND GOALS
Barriers to CQI Implementation

- Poor planning
- Lack of commitment on the part of management
- Lack of resources
- Unsupportive organizational philosophy
- Poor leadership
The CQI Culture Includes YOU
Voices from the Field Panel: Identifying COSP EBPs

- How did your COSP distribute & discuss FACIT results?
- How did your COSP interpret the FACIT results and use them to discuss quality improvements and enhancements?
- What improvements were made to your COSP based on the FACIT?
- What recommendations do you have for the COSP CQI process?
In Parting

“The future ain’t what it used to be.”

—Yogi Berra
Moving Forward

☐ How do you plan to master the materials in this training?