

The Office of County Internal Audit

Behavioral Health Practices Improvement

#22/23-9



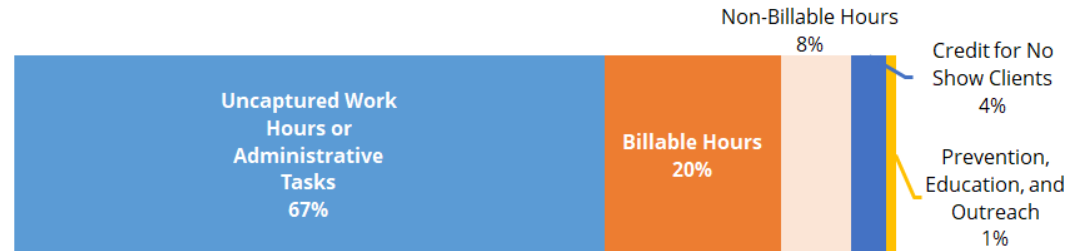
AUDIT COMMITTEE MEETING | September 8, 2023

Audit Objectives

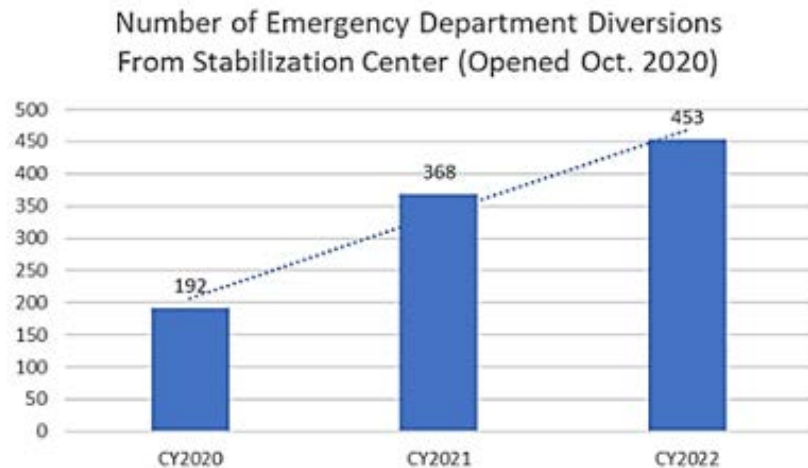


Behavioral Health's system of productivity measures needs additional development.

#1- Current clinician productivity measures are ineffective.



Versus



Outcomes

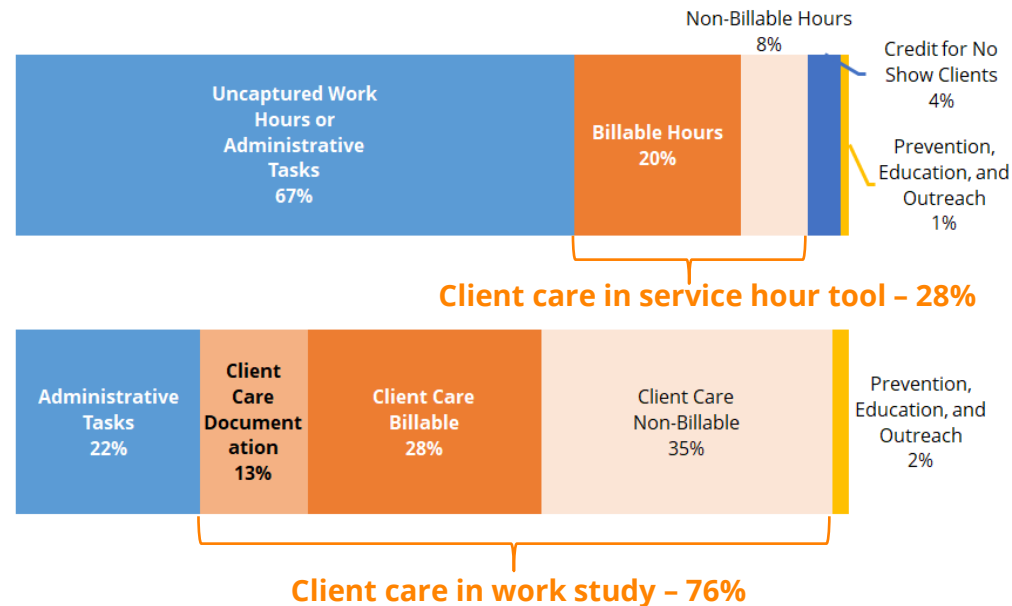
91% of shared patients seen by a provider in last 30 days	Of those, patients 82% have low ED use in last 6 months	80% of Adult OP clients with hypertension met goal of hypertension control
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It is recommended Behavioral Health go through the process to develop appropriate productivity measures as well as clarify expectations for staff.



Behavioral Health's system of productivity measures needs additional development.

#2- The service hour tool does not reflect the time clinicians spend on client care.

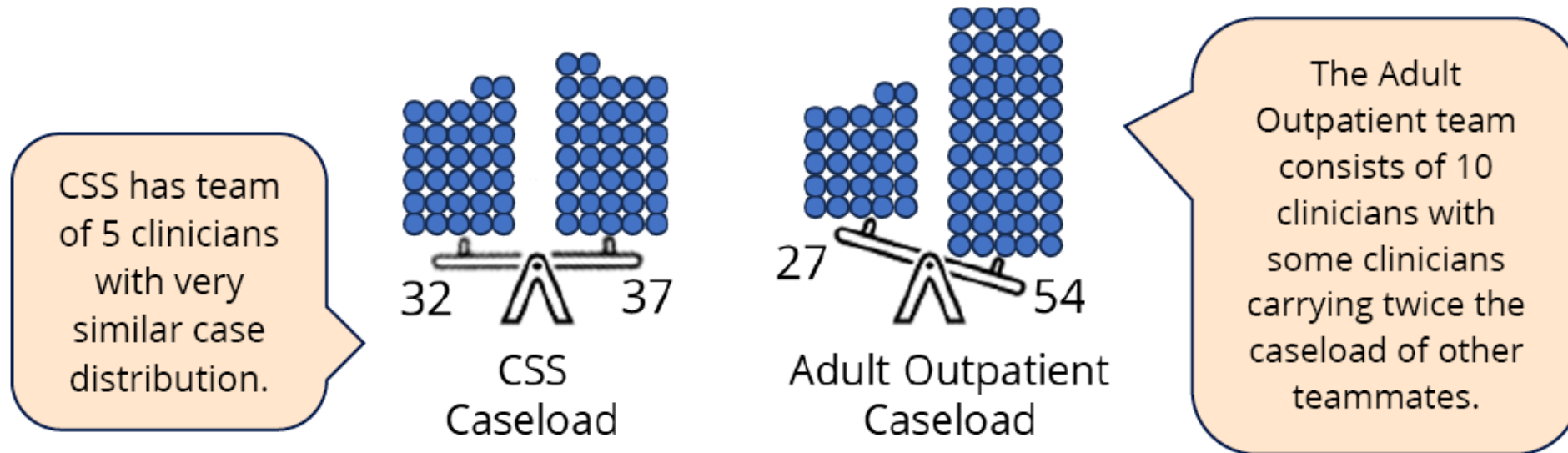


It is recommended Behavioral Health review the accuracy of the data contributing to clinician workload measures.



Behavioral Health's system of productivity measures needs additional development.

#3- The caseload distribution system is not functioning effectively.



It is recommended Behavioral Health strengthen the controls for first treatment appointment assignment and client discharge.

It is recommended Behavioral Health use the caseload measures to promote a more equitable distribution of work within teams.



Behavioral Health’s system of productivity measures needs additional development.

#4- Specialization limits the efficiency of the division.

Location	Days Until First Available
DC COURTNEY CLINIC BH	33
DC NORTH COUNTY BH	28
DC SOUTH COUNTY BH	75

It is recommended Behavioral Health re-evaluate the division’s flexibility to actively respond to the broader needs of the community.



Opportunity exists for Behavioral Health to improve practices.

#5- Technology can be leveraged more effectively.

- **Smart forms** are used for client assessments.
- **Smart text** is used for goal, intervention, response, progress, and plan (GIRPP) notes.
- **Smart links** are used for client screenings.
- **Smart lists** are dropdown menus of pre-programmed options, such as a scale of 1 - 10.
- Several clinicians have **smart phrases** approved by the division for regular usage to document client encounters.

It is recommended Behavioral Health create a comprehensive library of division-approved smart tools to improve clinical documentation efficiency and provide training to clinicians on how to use them.



Opportunity exists for Behavioral Health to improve practices.

#6- The onboarding procedures for new therapists could be strengthened.

Onboarding-

50% - EPIC training was overwhelming

23% - More direct supervision & job shadowing

Evaluations-

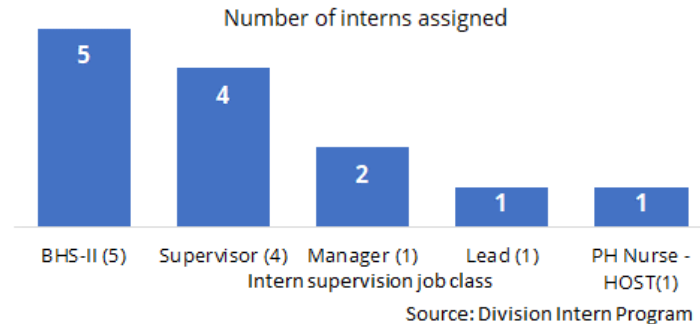
5% usage since 2019

It is recommended Behavioral Health evaluate the onboarding content, procedures, and supervision to better integrate new employees.



Opportunity exists for Behavioral Health to improve practices.

#7- The division's policy on supervision of interns lacks clarity.



Policy:

The supervisor (or lead) will be responsible for providing on-going supervision and direct feedback to clinical staff, volunteers and interns as part of their regular supervision as outlined in this procedure.

Job Description (practice):

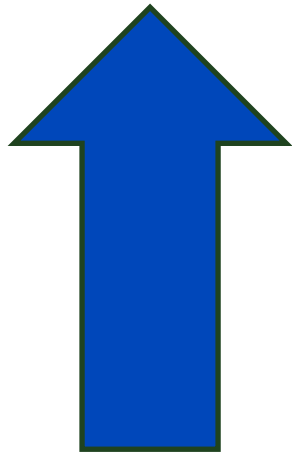
May supervise behavioral interns or provide consultation to unlicensed staff members.

It is recommended Behavioral Health clarify the policy for supervision of interns.

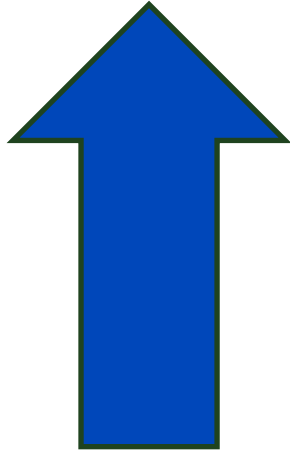


Opportunity exists for Behavioral Health to improve practices.

#8- The availability of vehicles is an obstacle for some clinicians.



Utilization
@ 80%



Staffing
@ 30%



It is recommended Behavioral Health coordinate with the Road and Facilities Departments to improve fleet management at the downtown Bend locations.
This could include a location-based motor pool incorporating other departments nearby.



Observation

Methods utilized by highly productive clinicians that could be promoted to increase productivity for all clinicians.

1. Schedule dedicated time during the day to focus on documentation and establish clear boundaries around that time.
2. Anticipate the documentation requirements of annual assessments and schedule accordingly.
3. Document encounters as soon as possible after completing them, even if they are only partially documented.
4. Stay concise with documentation.
5. As previously recommended, utilize smart phrases to reduce the writing burden.
6. Utilize smart phrases for non-billable events.



Questions?



Thank you

