

**Office of Mental Health and Addiction Services**  
**PROJECT PLAN TO PROMOTE THE ADOPTION EVIDENCE-**  
**BASED PRACTICES**

11/18/04

**Purpose Statement**

The Office of Mental Health and Addiction Services (OMHAS) Project Plan will guide OMHAS efforts to encourage, promote and ensure the use of evidence-based practices (EBPs). The Project Plan ensures a focused and integrated effort to advance the implementation of EBPs. The Project Plan enables OMHAS to provide effective leadership in making the systems transformation necessary to increase and maintain the use of evidence-based services and practices.

**Operational Framework**

- From current staff resources, the OMHAS Administrator appoints a project manager to direct the EBP project. The project manager reports directly to the Assistant Administrator. The project manager serves as the “change leader” for OMHAS in the EBP efforts.
- The project manager chairs the internal EBP steering committee and communicates with the Administrator and Assistant Administrator regarding the activities and recommendations of the internal Steering Committee.
- The project manager attends the interagency steering committee and is responsible for communication between that committee and OMHAS management.
- The project manager will lead or direct communication with stakeholders about the plans and progress of OMHAS in the EBP effort.
- The Project Plan developed by the internal steering committee guides the systems change. Proposals to stakeholders, rule drafts and other initiatives will be consistent with the Project Plan.
- The internal EBP steering committee reviews and recommends initiatives, plans, proposals, and policy changes related to EBP implementation, subject to approval by the Administrator or Assistant Administrator. The internal EBP steering committee will include one representative from the Association of Oregon Community Mental Health Programs.

- The internal steering committee reviews and approves recommendations developed by work groups, subject to review by the Administrator and Assistant Administrator. The work group chair will distribute approved recommendations to relevant stakeholder groups for broader review and comment.
- The internal steering committee analyzes internal OMHAS structure and workload priorities relative to EBP activities and makes recommendations to OMHAS management on adjustments in internal organization necessary to advance EBP efforts.
- The internal steering committee may amend the Project Plan, subject to approval by the Administrator or Assistant Administrator.
- In all its efforts, OMHAS will ensure a substantial level of consumer, family and stakeholder involvement. This involvement should be sufficient to ensure that the concerns and values of these groups are reflected in the project plan, the EBP workgroups, the administrative rule workgroups, and in the final products of the EBP effort.

### **Incentives for Change**

Recognizing that system change occurs more quickly with incentives and supporting measures, the steering committee will work to identify and examine incentives that may represent mechanisms for change. Mechanisms that will be examined are listed below.

- OMHAS may establish priority in funding for specific types of EBP programs.
- OMHAS may provide recognition for providers that have successfully adopted EBPs.
- OMHAS may prioritize access to training and technical assistance for providers in the process of adopting or maintaining EBPs.
- OMHAS may subsidize training or technical assistance for providers in the process of adopting or maintaining EBPs.

### **Administrative Rule and Contract Actions**

OMHAS will identify administrative rule changes necessary for the implementation of EBPs. Advisory committees chaired by OMHAS staff will work on the list of rules relevant to EBP efforts. This work will include eliminating rules that act as barriers to EBPs.

Rule development will begin with revision of the *General Administrative Standards for Community Mental Health Contractors*. The rule change process will use the General Organizational Index (GOI) as a guide in making revisions. The objective will be to require programs to adopt administrative structures and practices conducive to the adoption and long-term maintenance of EBPs.

OMHAS will develop evidence-based rule requirements for behavioral health programs operated or funded by the Department of Corrections. The rule development would be a joint effort with the Department of Corrections. We will develop the rules with reference to the extensive body of research directly related to corrections programs. We will not apply provisions of this rule to programs or providers not defined as “corrections” programs.

OMHAS will develop a draft rule to define programs providing specialized treatment for persons with co-occurring disorders. Integrated mental health and alcohol/drug treatment services for this population is an evidence-based practice. Identifying and approving this type of program will assist OMHAS in directing funding to these services and in providing incentives to deliver integrated services.

With stakeholder participation, OMHAS will identify and establish contract provisions that promote the adoption, use and maintenance of EBPs by the service delivery system.

### **Technical Assistance**

OMHAS will develop a detailed, long-term plan for increasing provider access to technical assistance resources that facilitate effective implementation of evidence-based practices.

- The plan will include use of existing federal resources designed to facilitate systems change at the state, regional and local level.
- OMHAS will act as a broker and facilitator, maximizing opportunities to subsidize the change process through contracts or agreements with consultants.
- The technical assistance plan will use multiple strategies, including the pairing of “mentor” programs with programs planning to implement specific EBPs.

- The plan will include the development of a cadre of systems change specialists. These specialists will provide direction to the state and providers in managing change processes. They will also provide advice or information specific to particular EBPs.

OMHAS will use the Resource Center as a clearinghouse and a link between the delivery system and sources of information or technical assistance. These functions will include the identification of research sources regarding implementation methods and organizational practices.

OMHAS will revise the current Training Plan and shift the focus for future training plans. Resources assigned to state-funded training will not suffice for a comprehensive effort to deliver training in evidence based clinical practices to counselors and clinical supervisors. OMHAS will focus on advancing the use of change methodology and organizational development practices to lay the groundwork for adopting and maintaining evidence-based practices.

### **Identification and Listing of Evidence-Based Practices**

OMHAS has developed an operational definition to evaluate a practice's level of evidence. At minimum, a practice needs to have a formalized structure that can be assessed and replicated. In addition, the practice must have data from research/evaluation studies that support its relationship with positive outcomes.

An OMHAS team will compile a list of practices for review from available resources, such as those developed by SAMHSA or by other states. The team will review these practices based on criteria in the OMHAS operational definition. Following the OMHAS review, a panel of stakeholders consisting of providers, consumers, families and academic professionals will review and comment on the OMHAS team conclusions. The Administrator or Assistant Administrator will approve the work. OMHAS will use this process to generate a list of OMHAS-approved evidence-based practices. We will place this information on the OMHAS web site.

Stakeholders may submit practices to OMHAS for review, approval and addition to the OMHAS list. We will work with community partners to monitor developments in mental health, substance abuse and prevention to keep the list of approved practices current.

## **Evaluation of the Implementation of Evidence-Based Practices**

To track the use of EBPs, OMHAS will ask funded providers to submit information demonstrating how they are delivering EBPs with a degree of fidelity. This includes tracking basic outcomes associated with the practice and identifying a process for documenting fidelity to the practice. This information would confirm that a provider is delivering a particular EBP. Workgroups led by OMHAS will develop a process for the collection of this information. OMHAS will submit the process to principal stakeholder groups for review before we finalize it.

OMHAS will cooperate with the county Community Mental Health Programs, Mental Health Organizations and Fully Capitated Health Plans to obtain annual reports from providers regarding their EBP services. The reports will include a list of practices, the number of people served by each practice, and the cost associated with the delivery of each practice. Other information may include documentation of ongoing measurement of outcomes and adherence to practice principles.

OMHAS will work to ensure that data collection related to EBPs takes full advantage of existing systems. Collection of EBP data will remain a factor in the modification of current information systems.

## **Communication Plan**

### **Web Site**

- OMHAS will use the OMHAS web site to provide information about EBP plans and activities. The EBP information will be easy to locate and will provide information from both the mental health and substance abuse perspective. The web site will include stakeholder meeting schedules and meeting minutes. The meeting minutes will contain any handouts or links to the handouts.
- The internal steering committee will post an update summary of EBP actions and activities on the web site and on the listserv monthly.

### **OMHAS Internal Communication**

- The “Newsflash” will contain a monthly EBP summary that includes links with more information.
- Internal steering committee members will update staff at all-staff meeting and at unit meetings.

### **External Communication**

- Persons attending OMHAS stakeholder work groups will receive minutes, including meeting schedules and handouts.
- Persons attending stakeholder work groups will receive the monthly EBP summary.
- Steering committee members will provide updates at meetings of providers, the Association of Oregon Mental Health Centers, the Governor’s Council on Alcohol and Drug Services, the Mental Health Planning and Management Advisory Council, the Oregon Indian Council on Addictions, and other stakeholder groups.
- The steering committee will work with stakeholder groups to find additional appropriate media opportunities to transmit information.
- The steering committee will work with DHS communications to transmit information within DHS using methods such as *Currents* or the Director’s weekly message.
- OMHAS will develop a standard EBP PowerPoint presentation to provide a general picture of the EBP efforts for a variety of audiences.