Brandeis-Maine Addiction Treatment Study
Phase 2
Clinician and Front-Line Staff Incentives

Institute for Behavioral Health (IBH)
Heller School for Social Policy and Management
Brandeis University

Funded by the National Institute on Drug Abuse (NIDA) R01 DA033402
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• For more info: http://sihp.brandeis.edu/ibh/maine-incentives/index.html
Why we are doing this study

• Despite tremendous efforts, quality of SUD treatment has room for improvement

• Incentives (to the program, clinician, client) may lead to behavior change that can improve quality
  – Questions remain about effects in SUD treatment
  – Little is known about incentives to clinicians and other staff in SUD treatment → this is an exciting opportunity to be at the forefront
Why we are doing this study in Maine

- **You** have experience and knowledge that could benefit each other and providers elsewhere
- **You** have a history of quality initiatives (e.g., NIATx, STAR-SI)
- **SAMHS** has a long history of pioneering payment methods and research collaboration

We can learn from your experience and knowledge about quality and incentives, within this context of activated providers and treatment system
Overall question: **Do financial incentives paid directly to clinicians and front line staff improve performance?**

- **What is the goal?** Improve access to treatment and retention in treatment
- **Who can participate?** All staff with direct client contact, including clinicians, receptionists, intake counselors, psychiatrists, etc.
- **Will all programs get an incentive?** We randomized participating programs to the clinician incentive group or the control group (no clinician incentive).
  - *Your program is in the incentive group* – you are eligible to receive incentives based on your program’s performance
- **What do I need to do?** No required changes – what you do is up to you.
- **How long does the study last?** Nearly 1 year (or 3.5 quarters) – Feb 15, 2015 to Dec 31, 2015
- **Who is paying for the study?** All funds come from the research project, not SAMHS or your program. The overall study is funded by the National Institute on Drug Abuse (NIDA)
What to expect if you participate

The study team will:

• **Measure your program performance** quarterly, using admission and discharge data you already send to SAMHS
  
  – We use 3 performance measures: access to treatment, early retention and retention (see next slide)

• **Determine if your program met targets or improved** in each quarter, compared to your program’s 2013 baseline

• **Send $$ (a check)** to each participating individual, about 4 weeks after the end of each quarter
  
  – Only paid if the program meets at least one target or improves on at least one measure

• **Ask you to complete a web-based survey** soon after the study begins and just after the study ends. You will get $25 for each survey you complete, whether or not you receive an incentive
# OUTPATIENT PROGRAMS

<table>
<thead>
<tr>
<th>Level Required for Reward</th>
<th>Target ($30)</th>
<th>High Target ($50)</th>
<th>Improvement from Baseline ($5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access (time from 1st contact to 1st treatment)</td>
<td>10 days</td>
<td>5 days</td>
<td>each 1 day decrease</td>
</tr>
<tr>
<td>Early retention (4 or more sessions)</td>
<td>71% of admissions</td>
<td>90% of admissions</td>
<td>each 2% increase</td>
</tr>
<tr>
<td>Retention (90 days or more)</td>
<td>42% of admissions</td>
<td>65% of admissions</td>
<td>each 2% increase</td>
</tr>
</tbody>
</table>

All data are for the whole program, not individual staff.

“Target” is the 50th percentile of all outpatient programs in Maine in 2013. For example, half of all outpatient programs in Maine had an average of 10 days between 1st contact and 1st treatment, across all of their outpatient clients.

“High target” is the 90th percentile. The top 10% of programs had an average of 5 days from 1st contract to 1st treatment in 2013.
**INTENSIVE OUTPATIENT PROGRAMS**

<table>
<thead>
<tr>
<th>Level Required for Reward</th>
<th>Target ($30)</th>
<th>High Target ($50)</th>
<th>Improvement from Baseline ($5)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Access (time from 1st contact to 1st treatment)</strong></td>
<td>7 days</td>
<td>2 days</td>
<td>each 1 day decrease</td>
</tr>
<tr>
<td><strong>Early retention (4 or more sessions)</strong></td>
<td>82% of admissions</td>
<td>97% of admissions</td>
<td>each 2% increase</td>
</tr>
<tr>
<td><strong>Retention (treatment completion)</strong></td>
<td>42% of admissions</td>
<td>65% of admissions</td>
<td>each 2% increase</td>
</tr>
</tbody>
</table>

All data are for the whole program, not individual staff.

“Target” is the 50th percentile of all intensive outpatient programs in Maine in 2013. For example, half of all IOP programs in Maine had an average of 7 days between 1st contact and 1st treatment, across all of their outpatient clients.

“High target” is the 90th percentile. The top 10% of programs had an average of 2 days from 1st contract to 1st treatment in 2013.
Example using 4+ sessions

- 2013 Baseline: 79%
- 2015 1st Quarter: 91%
  - $50 for high target +
  - $60 for 6x2% improvement
  - = $110 to each participating clinician

- 2013 Baseline: 35%
- 2015 1st Quarter: 45%
  - $0 (didn’t meet target) +
  - $50 (5x2% improvement)
  - = $50 to each participating clinician

- 2013 Baseline: 72%
- 2015 1st Quarter: 72%
  - $30 for target +
  - $0 (no improvement)
  - = $30 to each participating clinician

- 2013 Baseline: 35%
- 2015 1st Quarter: 35%
  - $0 (didn’t meet target) +
  - $0 (no improvement)
  - = $0

- 2013 Baseline: 78%
- 2015 1st Quarter: 72%
  - $30 for target +
  - $0 (no improvement)
  - = $30 to each participating clinician
How did your program do?

AGENCY NAME – Outpatient
1st Quarter (Feb-Mar 2015)

<table>
<thead>
<tr>
<th></th>
<th>Access</th>
<th>Early Retention</th>
<th>Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013 BASELINE</td>
<td>12 days</td>
<td>80%</td>
<td>41%</td>
</tr>
<tr>
<td>THIS QUARTER</td>
<td>12 days</td>
<td>92%</td>
<td>45%</td>
</tr>
<tr>
<td>$ for Target:</td>
<td>$0</td>
<td>$50</td>
<td>$30</td>
</tr>
<tr>
<td>$ for Improvement:</td>
<td>$0</td>
<td>$60</td>
<td>$20</td>
</tr>
<tr>
<td>Total $</td>
<td>$0</td>
<td>$110</td>
<td>$50</td>
</tr>
</tbody>
</table>

YOUR REWARD FOR THIS QUARTER = $0 + $110 + $50 = $160