



HOSPITAL-BASED INPATIENT PSYCHIATRIC SERVICES  
(HBIPS) CORE MEASURES:  
Implementation Strategies for an October Launch

## FACULTY

- ✦ **Celeste G. Milton, MPH, BSN, RN**, associate project director, Center for Performance Measurement, The Joint Commission, Oakbrook Terrace, IL  
Celeste Milton has been an associate project director in the center for performance measurement in the division of quality measurement and research at The Joint Commission since 2005. She is the project lead for a national project that developed core performance measures for hospital-based inpatient psychiatric services (HBIPS). Ms. Milton was responsible for directing all phases of the project including overseeing the development of technical specifications, pilot testing activities including data quality and reliability testing, and developing a final set of ORYX core performance measures for selection by both psychiatric hospitals and hospitals with psychiatric units. Ms Milton maintains bi-annual updates to the HBIPS Specifications Manual. Ms. Milton joined The Joint Commission in June 2002 and has worked in the office of quality monitoring and in the sentinel event unit prior to assuming her position in the division of quality measurement and research. Prior to joining The Joint Commission, she held positions as a performance improvement review specialist, clinical coordinator, financial planner, medical sales consultant, and staff nurse. She has clinical expertise in critical care, post anesthesia recovery, emergency and trauma nursing, and home health. Ms. Milton's formal education includes a Master of Public Health from Northern Illinois University in DeKalb, IL; a Bachelor of Science in Nursing from the University of Texas Health Science Center, School of Nursing in San Antonio, TX; and an Associate Degree in Nursing from Joliet Junior College in Joliet, IL.
  
- ✦ **Frank Ghinassi, Ph.D.**, chair, HBIPS Technical Advisory Panel; vice president, Quality & Performance Improvement, Western Psychiatric Institute & Clinic/University of Pittsburgh Medical Center, Pittsburgh, PA  
Dr. Ghinassi was named by The Joint Commission as the chair of the Technical Advisory Panel (TAP) addressing the development of Hospital-Based, Inpatient Psychiatric Services (HBIPS) core measures. He is vice president, quality and performance improvement at Western Psychiatric Institute and Clinic of UPMC Presbyterian Shadyside. He is an Assistant Professor in the Department of Psychiatry at the University of Pittsburgh School of Medicine, serves as the principal investigator on a research grant aimed at studying the effectiveness of mental health care for Medicaid recipients in Allegheny County, and is a co-investigator on two other research grants. He is a frequent presenter at national professional meetings and conferences. In former posts, Dr. Ghinassi served as the chief of adult psychiatry at Western Psychiatric Institute and Clinic/University of Pittsburgh School of Medicine, as clinical director of the Mental Health Division of the May Institute in Boston, and as director of Mood and Anxiety Partial Hospitalization and Residential Services at McLean Hospital/Harvard Medical School. During his years in Boston, he held an appointment as an Instructor in Psychology in the Department of Psychiatry at Harvard Medical School and was actively involved in the training of Pre- and Post-Doctoral Psychology Interns and Fellows. In 1995, Dr. Ghinassi was a recipient of the McLean Hospital Vision of Excellence Award.
  
- ✦ **Kathy Bolmer, Ph.D.**, executive vice president, quality and compliance, Psychiatric Solutions, Inc., Franklin, TN
  
- ✦ **Mary Brinson, AVP**, quality and regulation, Butler Hospital, Providence, RI

- ✦ **Penny Cahill**, assistant hospital administrator, Fairmount Behavioral Health System, Philadelphia, PA
- ✦ **Richard C. Hermann, M.D., M.S.**, associate professor of medicine and psychiatry, Tufts University School of Medicine; director, Center for Quality Assessment and Improvement in Mental Health, Tufts-NEMC Institute for Clinical Research and Health Policy Studies, Boston, MA  
Dr. Hermann is associate professor of psychiatry and medicine at Tufts University School of Medicine, where he directs the Center for Quality Assessment and Improvement in Mental Health. In addition, he is associate director of the Center for Organization, Leadership and Management Research (COLMR) at the VA Boston Healthcare System. He is a practicing psychiatrist with additional training in epidemiology at the Harvard School of Public Health and organizational behavior at MIT's Sloan School of Management. With funding from the NIMH, CDC, AHRQ, and SAMHSA, he has published more than 60 research articles on quality of care, addressing topics including practice variation, appropriateness of clinical practices, risk adjustment, cost effectiveness, and methods of quality assessment and improvement. He is currently funded by the NIMH to study organizational determinants of effective measurement-based quality improvement. He is also an investigator on a National Patient Safety Foundation-funded study of medical errors and adverse events on inpatient psychiatric units. He led the AHRQ-funded National Inventory of Mental Health Quality Measures ([www.cgaimh.org](http://www.cgaimh.org)), which evaluated more than 300 measures, and authored a book, *Improving Mental Healthcare: A Guide to Measurement-based Quality Improvement*. His research has also involved extensive literature reviews with formal evidence grading, testing quality measure reliability and validity, and leading a multi-stakeholder consensus development process to select core quality measures. Dr. Hermann has chaired the National Quality Forum's Technical Advisory Panel for Behavioral Health, the American Psychiatric Association's Committee on Quality Indicators, and the Mental Health Committee of the Organisation of Economic and Community Development's (OECD) International Healthcare Quality Indicators Project. He has also served on quality assessment panels of The Joint Commission, NCQA, AMA, AARP, WHO, and the Veteran's Administration/Department of Defense. He is a co-developer of the STABLE evidence-based quality measures for bipolar disorder, which were endorsed by NQF. He is one of the developers of AHRQ's National Quality Measure Clearinghouse (NQMC), and co-chairs the Editorial Board for NQMC and the National Guideline Clearinghouse. He also serves on the Editorial Board of the Joint Commission *Journal on Quality and Patient Safety*, and the *Harvard Review of Psychiatry*. In addition, he has taught at Tufts and Harvard University and developed quality management programs in the public and private sector.
- ✦ **Ann Hunter, M.A.**, health care administrator, director of risk management and quality improvement, Brooke Glen Behavioral Hospital, Fort Washington, PA  
Ms. Hunter is the director of risk management and quality improvement, the compliance officer, and the patient safety officer at Brooke Glen Behavioral Hospital, an acute care psychiatric inpatient facility serving children, adolescents, and adults in suburban Philadelphia, a wholly owned subsidiary of Psychiatric Solutions, Inc. With 30 years experience working in the Mental Health/Mental Retardation provider system, Ms. Hunter is responsible for facilitating performance measurement and improvement, coordinating accreditation and regulatory compliance, and providing leadership for patient safety management. As a pilot facility, Ms. Hunter directs Brooke Glen's participation in the Joint Commission HBIPS ORYX core indicators project.
- ✦ **Gayle Hurt**, program manager, The Quality Indicator Project® , Maryland Hospital Association, Elkridge, MD  
Ms. Hurt is program manager for the Quality Indicator Project®, a subsidiary of the Maryland Hospital Association that provides performance measurement software products and related services to hundreds of healthcare organizations throughout the U.S. Prior to the Quality Indicator Project, Gayle spent 12 years at the Sheppard Pratt Health System where she managed the Quality and Evaluation Services Research Department and served as vice-chair for the System's Institutional Review Board. While at Sheppard Pratt, Gayle coordinated several successful quality improvement and patient safety initiatives across the continuum of care, including inpatient, day hospital, residential, outpatient, and schools programs. She also previously worked as an independent quality improvement consultant, completing projects for several agencies, including The Good Shepard Center and the Baltimore County Core Services Agency. Gayle is a member of the National Association for Healthcare Quality,

Public Responsibility in Medicine and Research, American Association for the Advancement of Science, Academy Health, and American Society for Public Administration. In addition, she currently serves as vice-chair for the Sheppard Pratt Institutional Review Board and as a council person for the American Society for Public Administration Maryland Chapter.

- ✦ **Karen E. Johnson**, vice president, clinical services, Universal Health Services, Inc., Chicago, IL  
As vice president of clinical services for Universal Health Services, Inc., Ms. Johnson's responsibilities include management and oversight of regulatory practices and clinical operations for 40 behavioral health facilities. Her primary focus is on quality- and performance-improvement activities to ensure successful compliance with Joint Commission, state, and federal regulations. She oversees on-site survey preparation and review of all components of assigned organizations in anticipation of surveys as well as coordinates action plans in response to all regulatory visits. She oversees on-site survey preparation and review of all components of assigned organizations in anticipation of surveys as well as coordinates action plans in response to all regulatory visits. She coordinates activities among the Clinical Services Department, the UHS Risk Management Department, and the UHS Information Services Department, focusing on specific issues affecting the behavioral health division. She also coordinated HIPAA compliance efforts for the behavioral health division and is developing best practices to ensure that quality and safety are primary initiatives in each organization. Ms. Johnson serves as the representative of the National Association of Psychiatric Health Systems (NAPHS) to the Hospital Professional and Technical Advisory Committee of The Joint Commission. After graduation from the University of Wisconsin, she received her Master of Social Work from Loyola University of Chicago.
  
- ✦ **Noel Mazade, Ph.D.**, executive director, NRI, Inc., Alexandria, VA
  
- ✦ **Robert Plovnick, M.D.**, informatics and performance measurement specialist, Quality Improvement and Psychiatric Services, American Psychiatric Association, Arlington, VA
  
- ✦ **Lucille M. Schacht, Ph.D.**, director of operations, director of statistical analysis, NRI, Inc., Alexandria, VA  
Dr. Schacht is director of operations and director of statistical analysis at NRI, Inc. NRI, Inc., is committed to making mental health relevant data and analysis available to states and other key stakeholders for policy making, monitoring accountability, and to improve mental health programs and services. She has 20 years experience working with complex data systems, applying advanced analyses, and creating technical reports and presentations. She is the director of the Behavioral Healthcare Performance Measurement System.
  
- ✦ **Johan Smith, M.B.A.**, vice president of management and clinical support services, Horizon Health, Lewisville, TX  
Johan Smith is the Vice President of Management and Clinical Support Services for Horizon Health, a wholly owned subsidiary of Psychiatric Solutions. His responsibilities include outcomes measurement and monitoring the behavioral health-care business environment. A graduate of Texas Christian University and Amberton University, with 21 years of behavioral healthcare experience in both private and public healthcare settings, including Inpatient, Residential, Outpatient, Case Management and in developmental disabilities services. Johan has delivered on site training and consultation to over 300 psychiatric hospitals nationwide regarding outcome measurement and continuous quality improvement of clinical processes. Johan most recently served as a member on the HBIPS Technical Advisory Panel.
  
- ✦ **Scott Williams, PsyD**, project director, Center for Public Policy Research, The Joint Commission, Oakbrook Terrace, IL
  
- ✦ **Bill Wypyski, LCSW, MPA, FACHE**, vice president, chief of clinical operations, The Acadia Hospital, Bangor, ME

Bill Wypyski, LCSW, MPA, FACHE, is vice president, chief of clinical operations, at The Acadia Hospital in Bangor, ME. He serves as a member of the Board of Trustees of the National Association of Psychiatric Health Systems and as a Board Member of the Maine Chapter of the National Alliance on Mental Illness, among other activities. Since 1981 he has been a provider, supervisor, or administrator in a variety of mental health organizations. Those organizations have included a group home, a drug treatment center, mental health centers, a for-profit counseling company, and for the majority of the time a psychiatric hospital and outpatient healthcare facility. Over the past 15 years his work has focused on clinical oversight of hospital and outpatient based mental health and substance abuse services, risk management and legal concerns, strategic and financial planning, and statewide policy issues. He has been heavily involved in access to services and retention methods for treatment. More recently he has spent time overseeing information systems, performance improvement, research, grants, plant operations, spirituality services, and community outreach. He is also an adjunct graduate school teacher specializing in healthcare finance as well as healthcare management and policy issues.



**Frank Zibrat**, associate director, ORYX Implementation, Division of Accreditation Operations, The Joint Commission, Oakbrook Terrace, IL

### **Moderator**



**Kathleen McCann, R.N., Ph.D.**, director of clinical and regulatory affairs, National Association of Psychiatric Health Systems, Washington, DC

As director of clinical and regulatory affairs for the National Association of Psychiatric Health Systems, Dr. McCann provides clinical consultation to more than 600 member psychiatric health system facilities in areas of clinical programming, nursing care, performance improvement, and regulatory compliance. She is a liaison member of both the Hospital and Behavioral Health Care Professional and Technical Advisory Committees of The Joint Commission. She also works with the Centers for Medicare and Medicaid Services, the American Psychiatric Association, the National Institute of Mental Health, and other professional organizations and agencies in setting and maintaining professional standards of psychiatric care. She received the "Excellence in Leadership Award" from the American Psychiatric Nurses Association in 2003.

As of 8/5/08