

Measurement-Based Care Made Practical: *Implementation Strategies That Work*

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Measurement-Based Care (MBC) Agenda:

- Overview of the definition and key components of MBC
- Discussion of the phases of implementing MBC and common challenges in each phase
- Consider your practice and identify strategies to overcome current barriers



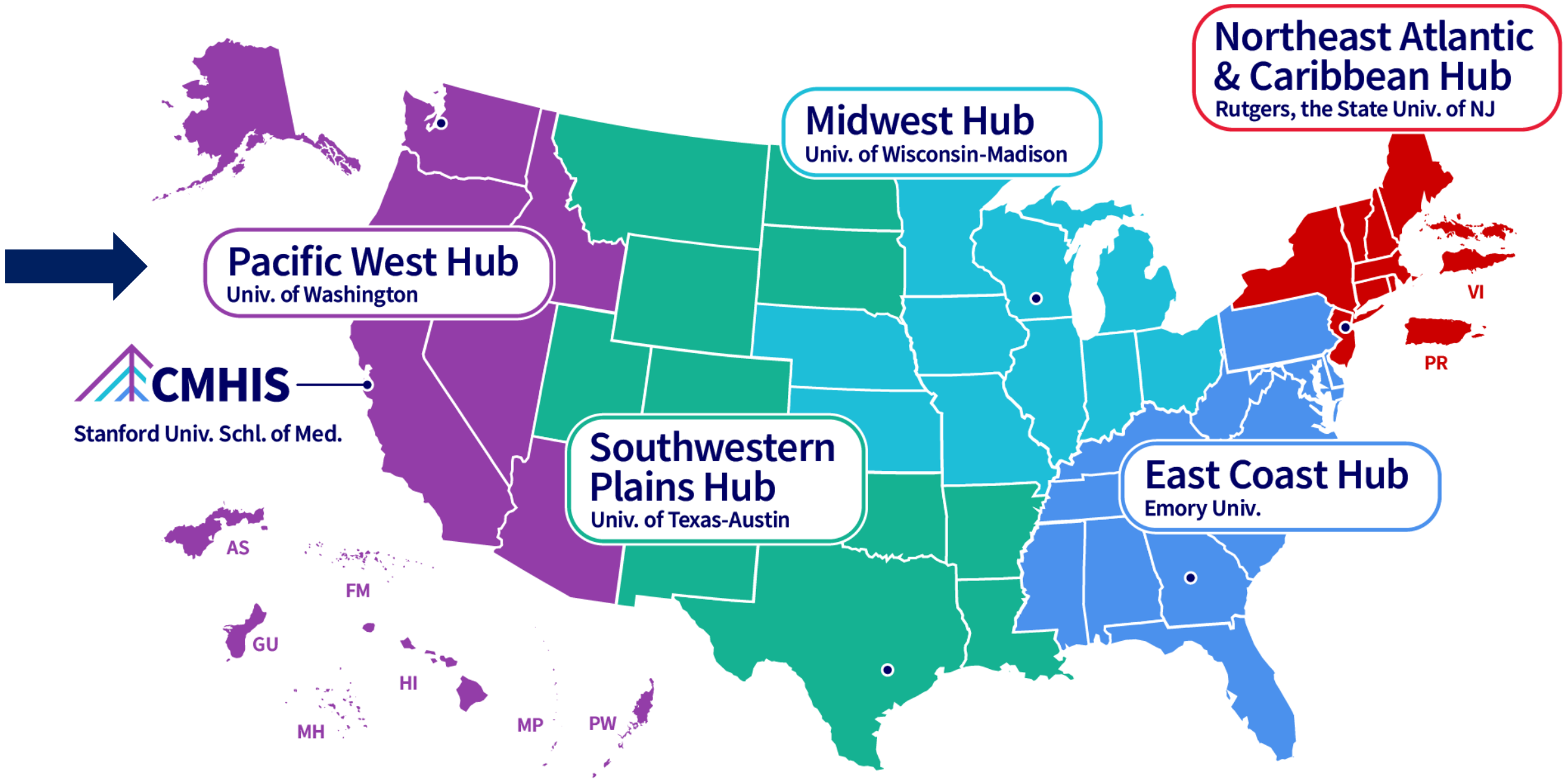
CMHIS provides support for organizations and systems on how to implement the most effective mental health care in their communities.



Preparing

Implementing

Sustaining



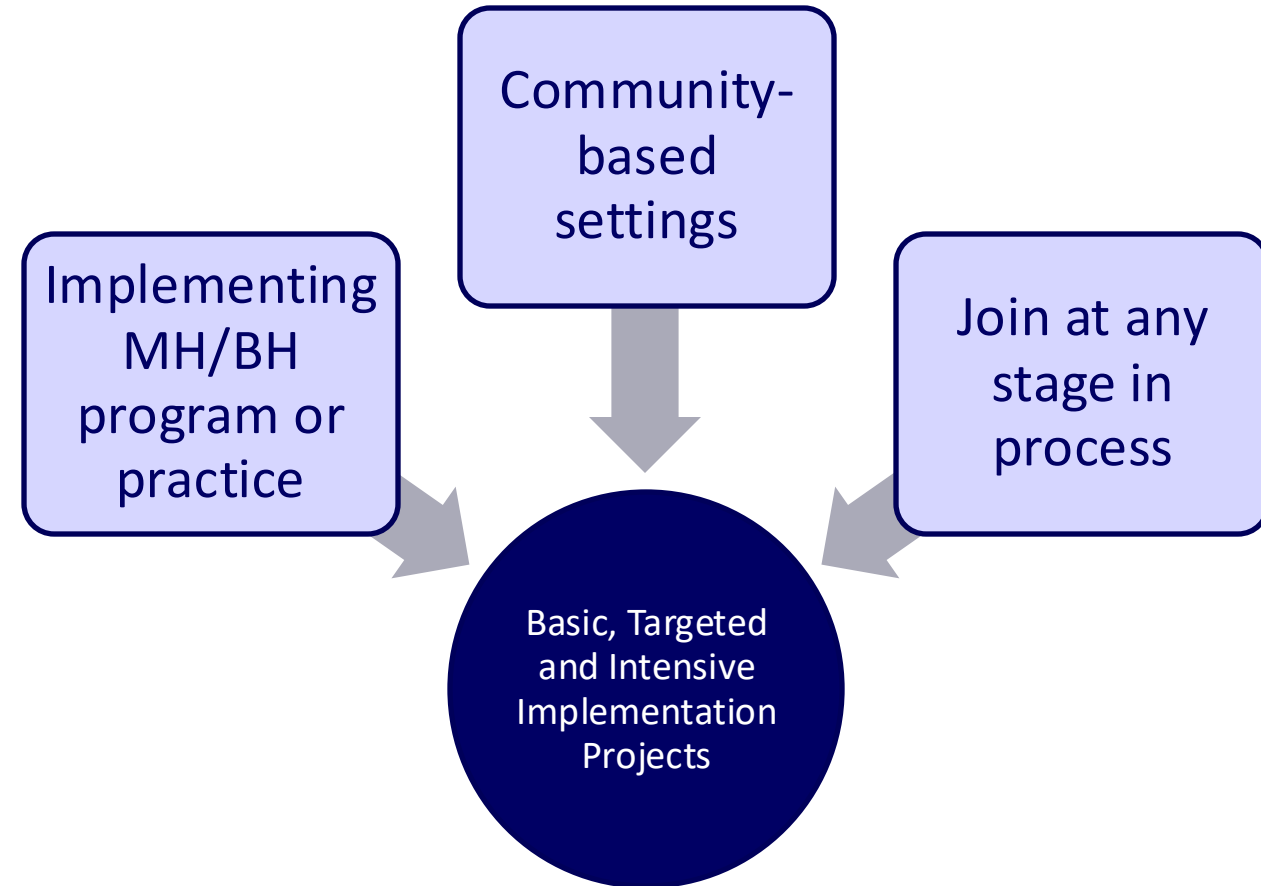


Co-directors

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- Serves HHS regions 9 & 10
- Housed at University of Washington School of Medicine's Department of Psychiatry & Behavioral Sciences
- Extensive public behavioral health, research, and clinical experience



What is Implementation Science?

The study of processes and factors related to successful integration of effective practices within a particular setting:

- *How to **get effective practices into routine settings** so more people can receive the best care*
- *How to **maintain the success of practices and programs***



Elements of Implementing Program & Practice Change



Engaging the community and assessing their mental health needs

Identifying factors that influence implementation

Deciding what support is needed to implement the new practice

Using clinical progress to guide treatment

Marketing programs and services

Using data to improve service delivery

Evaluating program outcomes

Sustaining service delivery



The Work of CMHIS and the Hubs



Events & Activities

Targeted/intensive events focused on real-world practice change.



Consultation & Coaching

Hands-on, tailored problem-solving to help your team navigate roadblocks.



Resources

Practical tools and guides to get started, improve quality, and sustain services.



Online Learning

Experts at your fingertips through online courses and recorded sessions in our CMHIS Learning Lab.

Implementation Scenarios



Additional Pressures



Session Learning Objectives:



UNDERSTAND

- Measurement-Based Care
- Core Components
- Clinical Benefits



IDENTIFY & EXPLORE

- Practical Steps
- Address Barriers
- Sustainable Strategies



ACCESS & ENGAGE

- Peer Learning
- Resources and tools
- Future opportunities

In other words...



**Effective practice
change has a
roadmap**

**How you
approach change
matters**

**Tools, resources
& supports can
help**



**What is Measurement-
Based Care?**



Definition: Measurement-Based Care



- MBC is a clinical process that focuses on a single client at a time
- Improves clinical outcomes
- Client-centered, increases transparency and confidence that treatment is working
- Can be integrated into any mental health treatment

Definition: MBC

MBC uses patient-reported outcome measures (PROMs) to track progress in treatment over time

PROMs are standardized, validated measurement tools that patients complete to provide information on aspects of their health status that are relevant to their quality of life, including symptoms, functionality and physical, mental, and social health.

PATIENT HEALTH QUESTIONNAIRE-9 (PHQ-9)

Over the last 2 weeks, how often have you been bothered by any of the following problems?
(Use "✓" to indicate your answer)

	Not at all	Several days	More than half the days	Nearly every day
1. Little interest or pleasure in doing things	0	1	2	3
2. Feeling down, depressed, or hopeless	0	1	2	3
3. Trouble falling or staying asleep, or sleeping too much	0	1	2	3
4. Feeling tired or having little energy	0	1	2	3
5. Poor appetite or overeating	0	1	2	3

Explanation: MBC



PROMs are completed

- ✓ routinely
- ✓ repeatedly
- ✓ throughout care

Key Components of MBC



Client completes an outcome measure or measures, ideally before each clinical encounter

Clinician reviews data from the measure

Client reviews data from the measure

Clinician and client discuss to ensure that the data are consistent with the client's experience

Clinician and client collaboratively reevaluate the treatment plan informed by the data



Questions?

What are the biggest challenges you are facing in implementing MBC in your practice or organization?



**Implementing
Measurement-Based Care**



Myth!

MBC is a one-size-fits-all intervention.



Phases of Implementation

Preparing

Implementing

Sustaining



Start with the Why



- Improve care and outcomes in a program or service
- Increase client engagement and satisfaction with services
- Strategic data collection to demonstrate outcomes for funders
- External mandate

Laying the Foundation: The Team

- Implementation team (and leader)
- Shared Vision
- Leadership Support
- Draft Implementation Plan
 - Initial scope
 - Proposed timeline



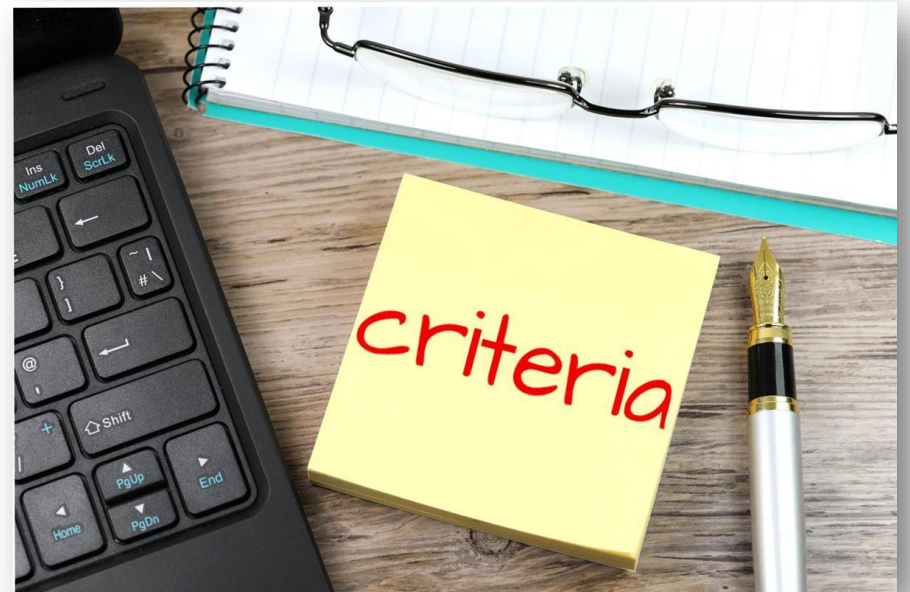
Initial Setting(s) and Scope



- Which clinics or programs?
- How many to start with?
- Which providers will participate?

Patient-Reported Outcome Measures


- **Criteria for selecting PROMs:**
 - Brief
 - Validated
 - Responsive to change
 - Fit?





Myth!

MBC only tracks symptoms, and that's not what clients care about.



CMHIS Repository of PROMs (2026)

- National experts in MBC
- Review of literature, white papers of measures in BH settings
- Brief, validated, free, responsive to change
- Adults and youth, wide range of conditions

<https://www.cmhisupport.org/resources/patient-reported-outcome-measures-proms-repository-list-and-details/>



Measures: Logistics

- How will data be collected?
 - What other staff will be involved?
 - Additional resources and support required?
 - Workflow(s)?
- How often will clients complete PROMs?
- How will data be entered for tracking?



Questions About Clients...



- What client populations will be the initial focus?
- How will clients be identified?
- What is the plan for client engagement?

Training



THE YALE MEASUREMENT BASED CARE COLLABORATIVE



Elizabeth Connors FAQ 4
How do I approach
introducing MBC to my
clients?

Learn →

<https://greenspacehealth.com/en-us/yale-mbcc-hub/>

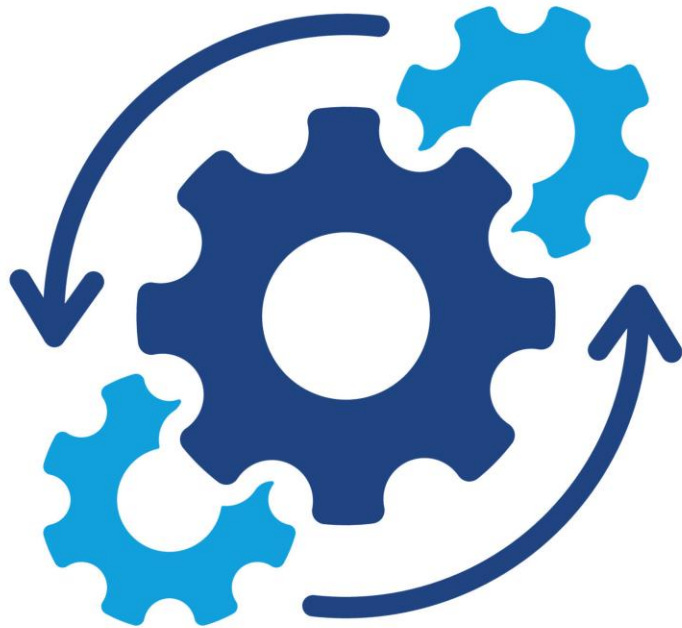
- Training logistics
- Supervisor buy-in
- How will MBC be monitored once it starts?
- What ongoing support will clinicians need?

Preparation Checklist

- Selection of measures
- Specify initial populations
- Develop workflows
- Develop plan for training and ongoing support
- Logistics around the launch
- Plan for monitoring and evaluation
- Plan for sustainability



Develop Plans Before Launch!



- What ongoing support are clinicians receiving?
- What is your plan for evaluation?
- How will MBC be sustained in your organization?

Skills Practice: Small Groups



Factors Influencing Implementation



Barriers



- Competing demands
- Lack of leadership support
- Inadequate staffing
- Lack of time
- Absence of key resources

Facilitators



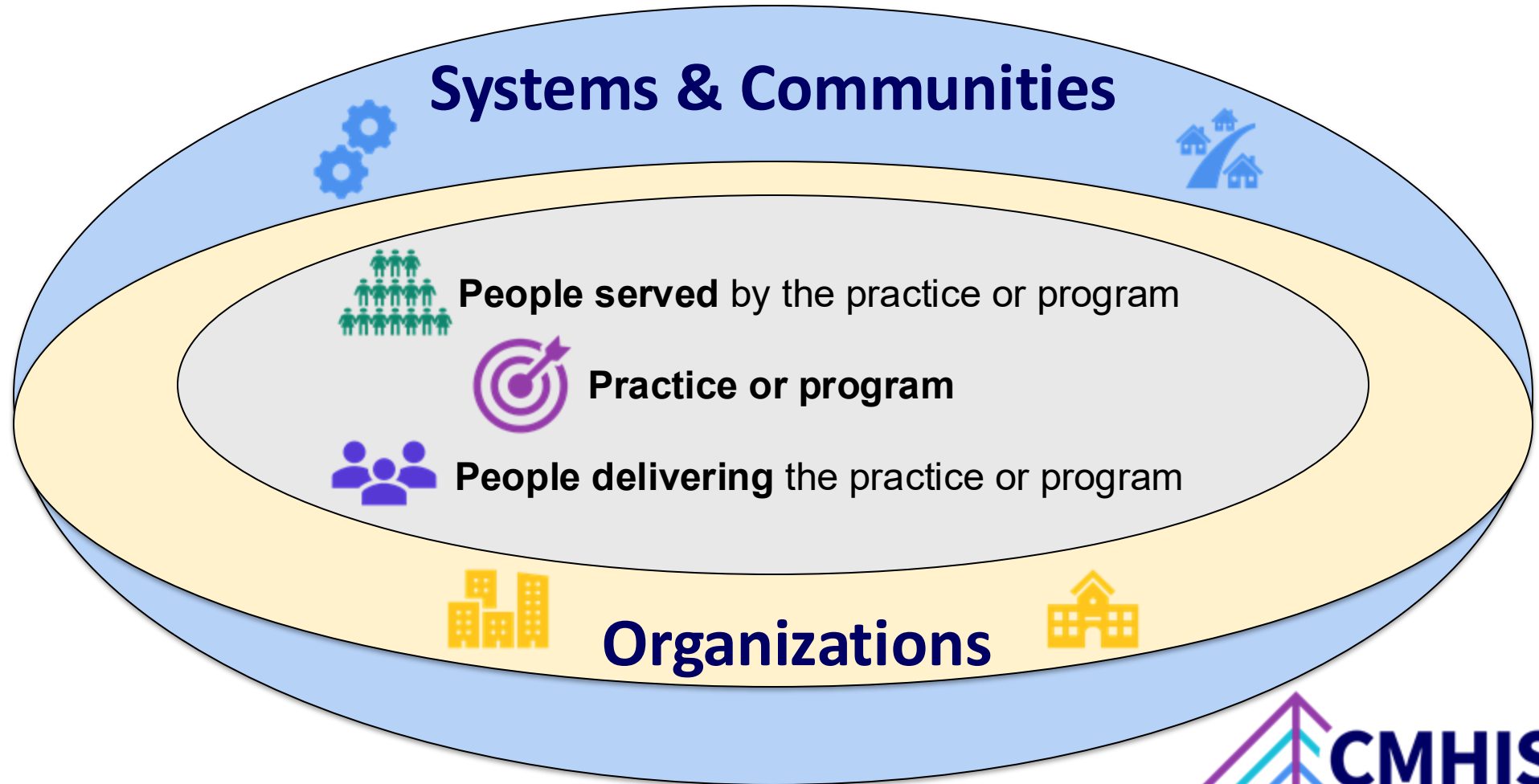
- External incentives or requirements
- Champions who advocate for practice
- Staff support for the practice
- High quality training
- Longitudinal support (intern. or extern.)

Factors Influencing Implementation

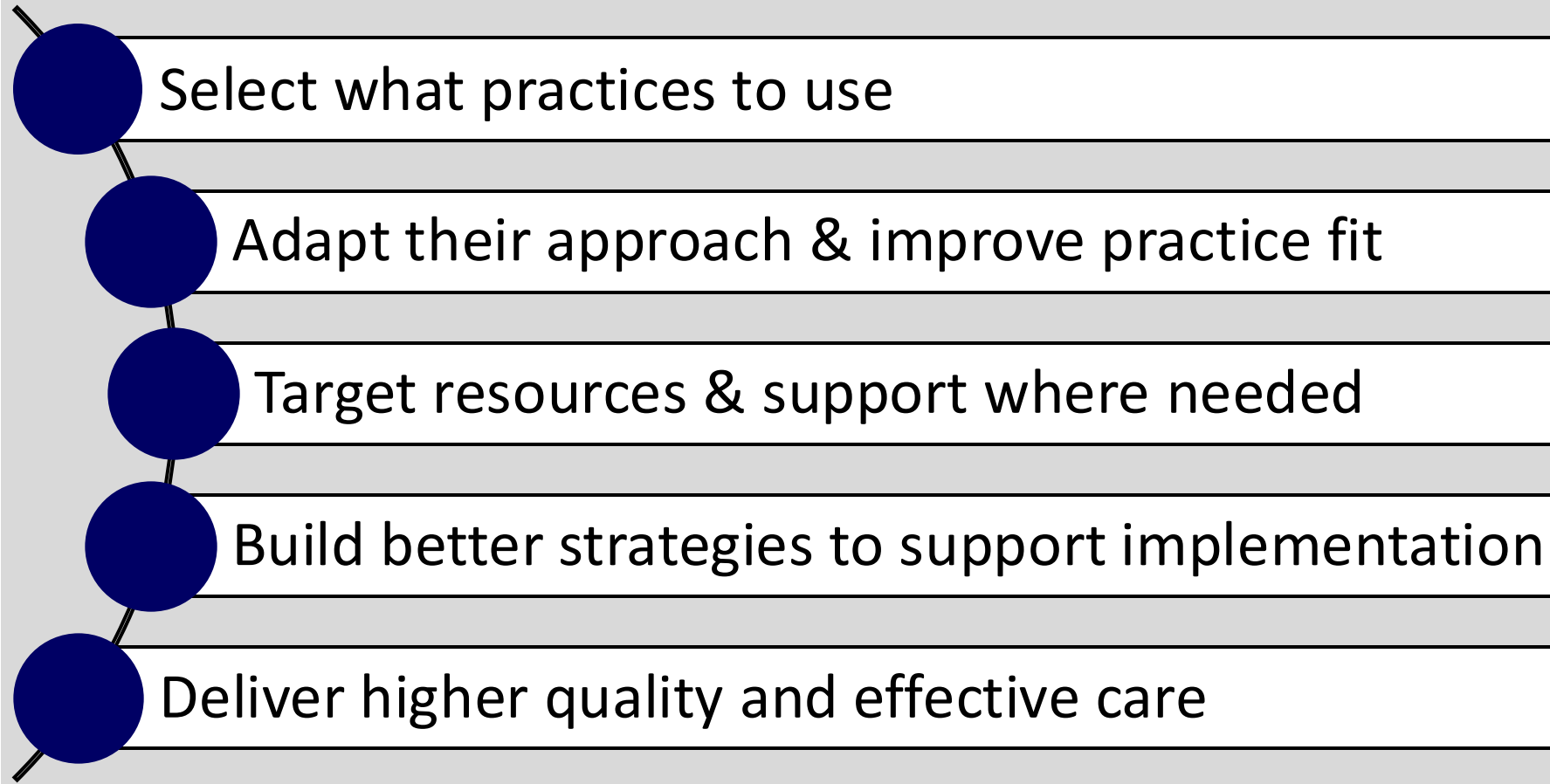


Things that:

- **Support** (facilitators)
- **Get in the way** of (barriers), or
- **Inform efforts** to sustainably deliver effective services



Knowing about factors helps organizations and leadership:

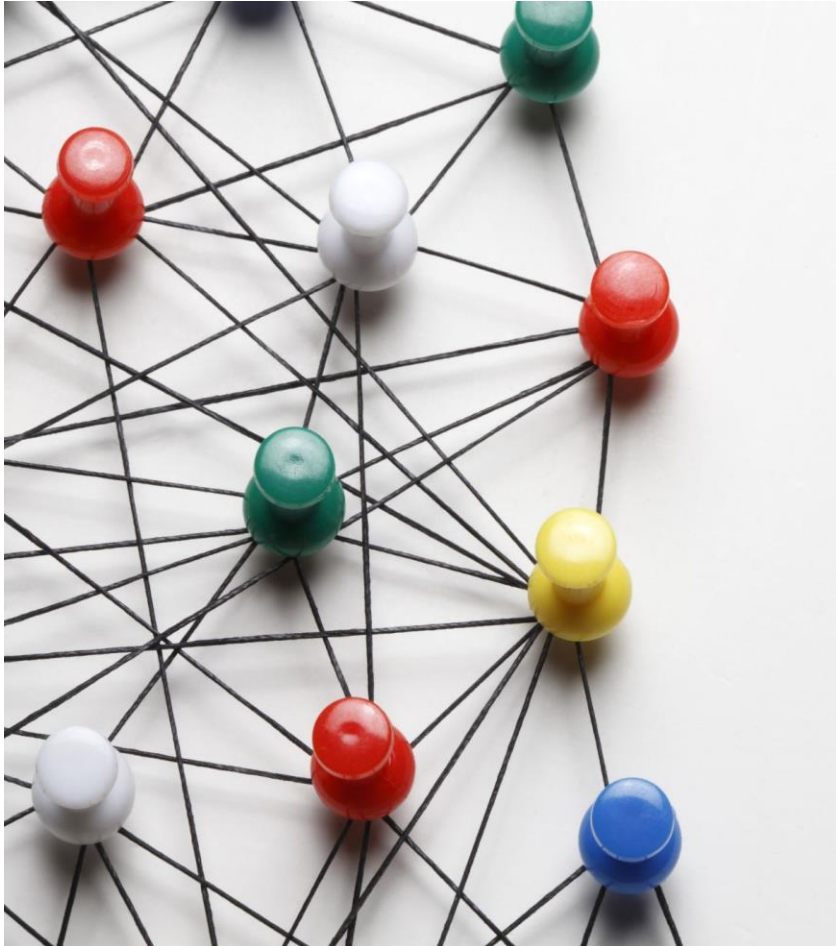


Prioritizing Barriers



- Will often have too many to address at one time
- Helps decide on supports and adaptations to address the most critical challenges
- Use agreed upon criteria

Challenges



Identifying these factors, prioritizing them, and addressing them can be challenging because they can:

- ✓ Be complicated
- ✓ Occur at multiple levels of an organization or setting
- ✓ Change over time
- ✓ Interact with each other

Activity: Identify Factors & Prioritize Barriers



Step 1: Identify barriers (below) & facilitators (next page) by listing them in the columns below

Barriers (i.e., challenges, obstacles, hurdles) that hinder efforts to deliver & maintain practice

Practice	People served by the practice	People delivering the practice	Organizations	Systems & communities

Step 2: Prioritize 3 TOTAL barriers (across all columns) focusing on importance & addressability - >> CIRCLE the top 3 barriers

Prioritizing Barriers – *for this exercise*



Your criteria for prioritizing barriers

Importance

Extent to which a barrier affects the implementation of the practice

Addressability

Extent to which a barrier could be easily or conveniently addressed

Activity:

Barriers and Facilitators to MBC

Scenario: Your organization is rolling out a new depression care pathway that involves measurement-based care. The plan is for all therapists and clinicians to start collecting PHQ-9 data at every visit with all clients who have depression.

Small groups (5-6 people): Consider perspectives of leadership responsible for planning and directing the new depression care pathway, the clinicians who will use MBC in treatment, any other staff who might be involved, and the people being served.

Assign a notetaker and person to report out

Spend 15 minutes on 2 tasks (Handout):

- Identify barriers and facilitators to this proposed MBC implementation
- Prioritize top 3 barriers to address initially
 - report these back to large group

You are beginning to implement Measurement-Based Care as part of intake and regular care.

Your group is the team at the organization responsible for launching this new practice - *need a notetaker & someone to report out*

Spend 15 minutes on 2 tasks – use one handout per group:

- Identify barriers & facilitators to implementing (8 minutes)

Report Out



Share your top 3 prioritized barriers

- Did leadership and clinicians prioritize similar barriers?
 - *Any overlap or differences?*
- What helped your group make decisions on which barriers to prioritize?
 - *What else might have helped?*
- What do these barriers indicate as next steps?

Reflections

- What strategies might address implementation challenges?
- How could CMHIS help?



Factors Inform Support Strategies



Align

With prioritized barriers

- *Increases success*

Select

In collaboration w/ stakeholders, esp. providers

- *Need their input*

Establish

Clear goals, outcomes, & evaluation plan

- *Did it work?*

Examples of Implementation Strategies

- ✓ Assess for readiness and identify barriers and facilitators
- ✓ Identify and prepare champions
- ✓ Form clinician implementation team
- ✓ Develop an implementation plan to guide your work
- ✓ Provide training and educational materials
- ✓ Work with an external consultant to help facilitate the process
- ✓ Provide incentives to encourage the use of the intervention
- ✓ Use technology to integrate the intervention into the workflow
- ✓ Audit and provide feedback to clinicians
- ✓ Develop an evaluation plan and implement

Matching Strategies

WHEN: Certain strategies may be more useful at specific stages of an implementation process.

Early	Mid	Late
		
Training, workshops	Consultation, coaching	Monitoring, incentives, policy
Builds foundational knowledge & buy-in	Supports fidelity & troubleshooting	Promotes sustainability & alignment

How CMHIS Can Help with MBC:



- Inform the **selection of patient reported outcome measures (PROMs)** for your setting or services

INFORM



- Recommend **tools to identify barriers and facilitators** to implementing MBC

RECOMMEND



- Help you **develop and implement a plan** for using MBC in your mental health services

PLAN



- Consult or coach your programs **to improve the quality** of MBC you are delivering

CONSULT



Support Example: Measurement-Based Care Learning Collaborative

Goal:

- Design and implement a plan to incorporate MBC into an outpatient integrated BH program

Objectives and outcomes:

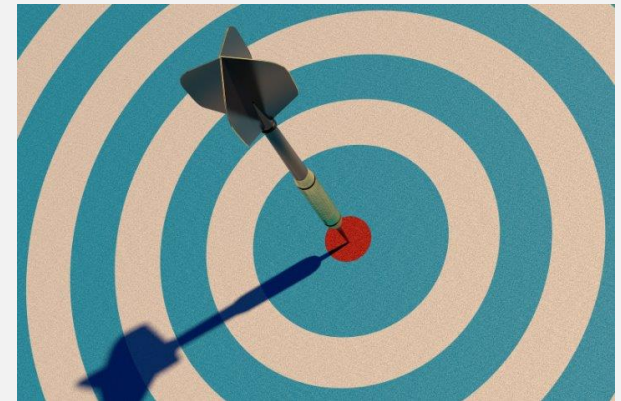
- Define vision for MBC program including assessing barriers and facilitators
- Design clinical and data workflows, evaluate change in client outcomes over time

Timeline & Structure:

- Year-long series starting with initial planning session
- Quarterly meetings of teams
- Monthly individual coaching

Participants:

- 8-10 behavioral health organizations



Key Takeaways: Implementing MBC



CLINICAL PROCESS

Measurement-based care is a **clinical process** that improves patient engagement, satisfaction with care, and clinical outcomes

SKILLS SUPPORT

MBC involves a **new set of clinical skills and practice change**—clinicians need training and ongoing support to do this well

PLANNING TEAM

Is a **process** requiring **thoughtful planning and an empowered team** with members understanding the clinical work & workflows

EVALUATE & SUSTAIN

Implementation plans should **consider plans for evaluation** (how do we know this is working?) and **sustainability** from the start

Questions & Discussion

- What are your top priorities for implementing MBC or related efforts?
- What kind of implementation support might be helpful (MBC or otherwise)?





Resources, Requesting Support & Tools

Register for FREE upcoming events on our website!

How Leaders Can Improve Workplace Climate for Successful Implementation of Mental Health Practices

Mondays, June 22 & 29 ~ 12:30-1:30 pm Pacific



Mark Ehrhart, PhD, Marisa Sklar, PhD, and Greg Aarons, PhD

Register for FREE upcoming events on our website!

What Is Adaptation and Why Does It Matter? Guidance for Adapting Mental Health Practices and Programs

Wednesdays, June 24, July 8 & 22~ 1:00-2:00 pm Pacific



Ana Baumann, PhD, Shannon Wiltsey Stirman, PhD, and JD Smith, PhD

CMHIS provides support for organizations and systems on how to implement the most effective mental health care in their communities.

Resource Library

We are excited to announce the launch of our Resource Library. This curated collection features practical, pragmatic, and accessible resources tied to our eight core topics to support the preparation, implementation, and sustainment of effective mental health practices and programs. We will continue to populate the Resource Library over the next few weeks, so please check back for updates.

Search for Text

Year Published

Contributor

Resource Type

Target Audience

Experience Level

Keywords

Sort

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Reset



Factors Influencing Implementation Infographic

Published: 2025
This infographic provides an overview of factors influencing implementation, their key components, and why they matter when implementing a new effective mental health practice. The...



Implementation Strategies Infographic

Published: 2025
This infographic provides an overview of implementation strategies, their key components, and why they matter when implementing a new effective mental health practice. The infographic...



Measurement-Based Care Infographic

Published: 2025
This infographic provides an overview of measurement-based care, its key components, and why it matters when implementing a new effective mental health practice. The infographic...



Community Engagement and Needs Assessment Infographic

Published: 2025
This infographic provides an overview of community engagement and needs assessment, their key components, and why they matter when implementing a new effective mental health...



National Repository of Patient-Reported Outcome Measures

Published: 2025
The National Repository of Patient-Reported Outcome Measures (PROMs) was identified and vetted by a national panel of experts on Measurement-Based Care (MBC). The PROMs are...



Program Evaluation Infographic

Published: 2025
This infographic provides an overview of program evaluation, its key components, and why it matters when implementing a new effective mental health practice. The infographic...

Using Clinical Progress to Guide Treatment: Measurement-Based Care

About the Core Topic

Measurement-based care (MBC) is the clinical approach of using regularly collected patient-reported outcome measures to monitor progress and inform treatment decisions. These data track how a patient (hereafter “client”) is responding to treatment and inform treatment adjustments for individuals who are not getting better. MBC produces “real-time” data to help clinicians and clients communicate about the client’s experience in treatment and decide how and when to adjust treatment to improve outcomes. MBC can also help clients and clinicians know when treatment is working and can help inform decisions to make treatment less intensive or to conclude a treatment episode. MBC has been shown to improve clinical outcomes; however, is underutilized in community mental health practice.¹

Key Components

WHAT DOES MBC LOOK LIKE FOR CLIENTS AND CLINICIANS?

Here are the steps of MBC:

- Client completes an outcome measure or measures, ideally before each clinical encounter.
- Clinician reviews data from the measure.
- Client reviews data from the measure.
- Clinician and client discuss to ensure that the data are consistent with the client’s experience.
- Clinician and client collaboratively reevaluate the treatment plan informed by the data.²

Where possible, patient-reported outcome measures (PROMs) are recommended for MBC because they foster client engagement and can be implemented in community settings with limited technology infrastructure. These measures should be brief, easy to collect, validated and sensitive to change. PROMs can measure symptoms, typically for a particular diagnosis, or other domains such as functioning and quality of life. Organizations may choose to use standardized measures and/or individualized progress monitoring approaches, which allow clinicians and clients to identify and track personalized goals over time.³

References:

1. Interdepartmental Serious Mental Illness Coordinating Committee Data and Evaluation Working Group. (2023). *Use of measurement-based care for behavioral health care in community settings, a brief report.*
2. Lewis, C. C., Boyd, M., Puspitasari, A., Navarro, E., Howard, J., Kassab, H., Hoffman, M., Scott, K., Lyon, A., Douglas, S., Simon, G., & Kroenke, K. (2019). Implementing measurement-based care in behavioral health: A review. *JAMA Psychiatry*, 76(3), 324-335.
3. Connors, E. H., Douglas, S., Jensen-Doss, A., Landes, S. J., Lewis, C. C., McLeod, B. D., Stanick, C., & Lyon, A. R. (2021). What gets measured gets done: How mental health agencies can leverage measurement-based care for better patient care, clinician supports, and organizational goals. *Administration and Policy in Mental Health*, 48(2), 250-265.

Using Clinical Progress to Guide Treatment: Measurement-Based Care

Key Resources

These practical resources are designed to help you move from planning to action:

- [Patient-Reported Outcome Measures \(PROMs\): Repository List and Details](#). Center for Mental Health Implementation Support, Measurement-Based Care Workgroup.
- [Use of Measurement-Based Care for Behavioral Health Care in Community Settings, a Brief Report](#). Interdepartmental Serious Mental Illness Coordinating Committee Data and Evaluation Working Group.
- [Implementing Measurement-Based Care in Behavioral Health: A Review](#). Lewis, C. C., Boyd, M., Puspitasari, A., Navarro, E., Howard, J., Kassab, H., Hoffman, M., Scott, K., Lyon, A., Douglas, S., Simon, G., & Kroenke, K.
- [What Gets Measured Gets Done: How Mental Health Agencies Can Leverage Measurement-Based Care for Better Patient Care](#). Connors, E. H., Douglas, S., Jensen-Doss, A., Landes, S. J., Lewis, C. C., McLeod, B. D., Stanick, C., & Lyon, A. R.
- [Yale Measurement Based Care Collaborative](#). Yale School of Medicine.
- [MBC Implementation Planning Worksheet](#). Yale Measurement Based Care Collaborative.
- [Financing Measurement-Based Care in Community Behavioral Health Settings](#). Substance Abuse and Mental Health Services Administration.

To view recorded learning sessions and online courses focused on measurement-based care and our other core topics, visit the [CMHIS Learning Lab](#).



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www.cmhisupport.org



Questions? Want to request
support? Contact us!
www.cmhisupport.org/contact



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company/cmhisupport/](https://www.linkedin.com/company/cmhisupport/)

Developed by the Center for Mental Health Implementation Support, Measurement-Based Care Workgroup, 2025.

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MBC Implementation Planning Worksheet



- National guidance for MBC
- Planning worksheet for organizations seeking to implement MBC
- From the Yale Measurement Based Collaborative.



<https://www.cmhisupport.org/resources/mbc-implementation-planning-worksheet/>

NEW! Introducing the CMHIS Learning Lab

CMHIS has launched the [CMHIS Learning Lab](#), a new online collection of self-paced courses and recorded learning sessions developed by CMHIS and our bi-regional Hubs.

What you'll find:

- Free, on-demand courses and recorded sessions, including certificates and continuing education credits
- Content covering the whole implementation process, whether you're just getting started or trying to sustain an existing practice or program
- Updates to come! Stay tuned for more learning opportunities in the near future



[**Access Learning Lab**](#)

CMHIS provides support for organizations and systems on how to implement the most effective mental health care in their communities.

Center for **Mental Health Implementation Support**

CMHIS TA Support Request

By completing this form, you help us better understand your specific needs and priorities so we can tailor our response.

We accept requests from grantees funded by SAMHSA's Center for Mental Health Services and organizations that oversee or directly provide mental health services.

CMHIS provides support on the process of selecting, implementing, and sustaining practices. We do not provide clinical training on specific evidence-based practices.

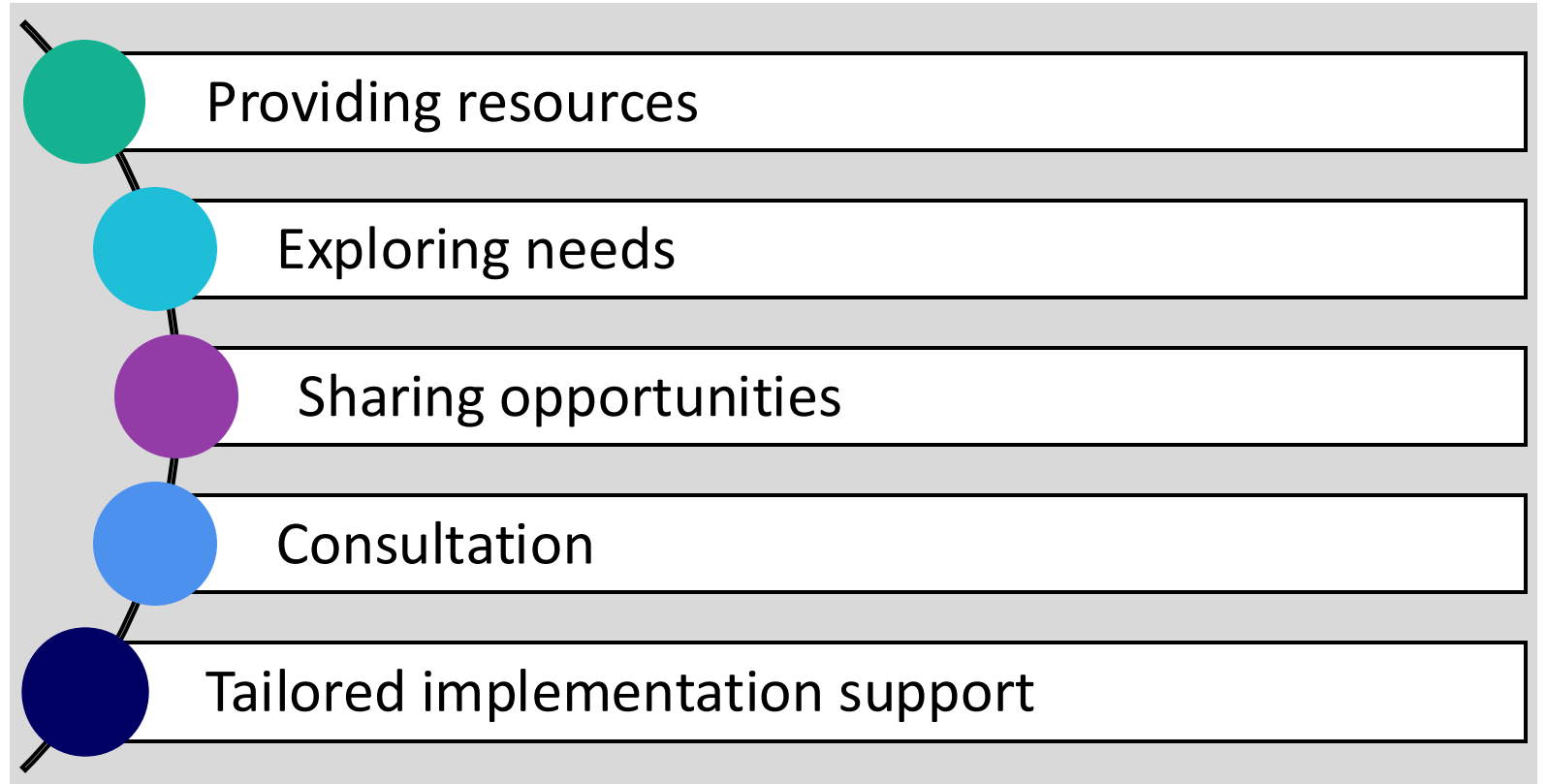
Requesting Implementation Support



We're Responsive

You'll receive a response within a few business days

Support may include:



Implementation Support Options



- Community needs, resources, and readiness.
- Marketing and communications.

- Adapt interventions
- Adjust to unique barriers and facilitators

- Support with workflow integration.
- Organizational technical assistance.
- Problem-solving program rollout.

- Use continuous quality improvement and data-driven decisions.
- Tailor program evaluation.

- Ensure long-term adoption.
- Institutionalize practices.
- Share successful models.

Meetings, Conferences, Gatherings

- Connect & meet with your team or group
- Partner to share information & resources
- Other meetings or convenings we should attend?



Let's Connect!



SCAN ME



<https://www.cmhisupport.org/hubs/pacific-west/>



<https://www.cmhisupport.org/register/>



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<https://www.linkedin.com/company/pacificwesthubofcmhis/>

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