

Kristen Lacijan-Drew, MS, MPH  
Portland, Oregon  
June 24<sup>th</sup>, 2019

Dear AEA Award Committee,

It is my great pleasure and honor to support the application of Shannon Campbell for the 2019 *Guttentag Promising New Evaluator Award*. I work as an analyst at Health Share of Oregon, a Medicaid coordinated care organization that works closely with Multnomah County (Shannon's employer). Shannon and I have worked together on several projects over the past three years.

When you review Shannon's nomination materials, you will find she is extremely deserving of this award- her resume and list of accomplishments read like someone who has been in the field for several decades, not less than five years. In addition to the complex analytics and projects she has completed, Shannon also brings leadership, strong equity values, and compassion to all her work. I would like to call your attention to several specific ways in which Shannon's work exemplifies the award qualities.

**Notable and substantial achievements.** Over the past five years, Shannon has developed multiple tools and reports that are currently being used to impact mental health service delivery in our region. The mental health outpatient composite score she developed has guided \$1.5 million in incentive payments to their use in the regional care delivery system. It is quickly becoming a standard for quality across the Portland area. The acute care risk tool that she developed uses statistics to inform real-time decisions among front-line mental health staff. These decisions are impacting real people in our community. And, her reports on the integration and intersection of behavioral and physical health and substance use in the criminal justice system elevated substance use disorder as a health issue that needs to be addressed in multiple settings. Each of these examples represent complex, multi-sector work that has improved regional care delivery practices.

**Use of the *systematic inquiry* AEA evaluation principle.** Shannon did not set about completing any of these projects in a vacuum. In the case of the mental health outpatient composite score, she worked with the regional behavioral health providers group over a period of several months to develop the framework, and she collaborated with local public health, state researchers, and behavioral health plans to revise and refine the score over time.

**Use of the *respect for people* AEA evaluation principle.** I see this principle enacted in every single interaction I have with Shannon. She truly views all her work through a person-centered lens, which becomes apparent through her reports and her meeting presentations. Shannon never loses sight of the people in our community who are struggling with addiction and mental health issues.

**Use of the *common good and equity* AEA evaluation principle.** Shannon has a strong commitment to working to decrease health disparities in the community. A health disparities lens has been part of every analysis I have ever seen Shannon undertake. She is currently working with culturally specific providers to more adequately address their communities' needs and to let them drive the conversation on what quality care for marginalized communities looks like.

**Leadership qualities.** Shannon has risen to leadership opportunities quickly within the region, and she is well-known as a leader in behavioral health analytics and program evaluation. She was chosen for Multnomah Leadership Academy, which is a very selective process. She has also been active within AEA, as a presenter, an AEA 365 blogger, a conference planner, and abstract reviewer.

Thank you for your consideration of Shannon's application. I can not think of anyone else more qualified for this award.

Sincerely,

Kristen Lacijan-Drew, MS, MPH, AEA Member

# Health Department

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## Mental Health and Addiction Services Division (MHASD)

Date: 6/21/2019

To: American Evaluation Association

From: Jacob Mestman, Decision Support Unit Manager

Re: Letter of Support for the nomination of Shannon Campbell, MPP for the Marcia Guttentag Promising New Evaluator Award

Dear Committee Members:

I am honored to submit this letter of support for the nomination of Shannon Campbell for the Marcia Guttentag Promising New Evaluator Award.

As a manager of a technology, reporting and analytics team in Multnomah County Mental Health and Addiction Services Division in the Health Department, I have had the pleasure of working with Shannon Campbell over the past 5 years and I am continually impressed with her leadership work in research and evaluation.

She has demonstrated a tremendous commitment to the clients that we serve in our community and has shown innovation, creativity and subject matter expertise which have all contributed to her substantial accomplishments and impact on our community here in Multnomah County.

It's rare that a single person can have as much impact on a large service system as Shannon has achieved. Her vision over the past 5 years to improve customer service has taken shape in a number of different ways and I would like to highlight two specific examples that have changed the way that our County and region provide care for some of our most vulnerable citizens.

### 1. Composite Score

A few years ago Shannon approached our management team with an innovative concept for a tool called a "Composite Score" to measure provider outcomes and improve services in our mental health service system at a time when we were transitioning away from a fee-for-service delivery system model but didn't yet have a way to measure outcome-based care.

The Composite Score is a report that combines a series of variables that are critical indicators in measuring provider success in serving clients, including access to services, scheduling and following up with second appointments, mental health assessments completed and additional key information. This information is pulled from different data sources including claims information and provider self-report surveys and compiled so that each organization can see how they rank in different areas of the report.

Over the past few years as Shannon has been building the tool, she has diligently and intentionally reached out to providers and stakeholders to make sure that people most impacted were at the table during the design process. This resulted in engaging our culturally-specific service providers and

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collaborating with organizations across our region to ensure that the tool is culturally responsive and that people most impacted were involved in decision-making.

The Composite Score has been very successful in driving our providers to improve client care in different critical domains of services and, after many years of designing and collaborating with providers and stakeholders in building the tool, Multnomah County recently made our first incentive payment of \$1.5 million to providers that scored high, with an anticipated \$10 million next year as we continue to incentivize outcome-based treatment.

## 2. Acute Care Risk Tool

The second body of work that I would like to highlight is called an "Acute Care Risk Tool" which is a predictive analytical tool that Shannon designed and built that is used to reduce client psychiatric hospitalization rates.

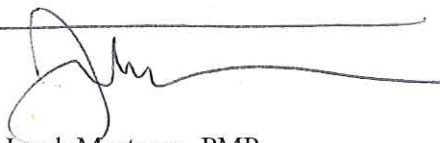
The tool is used by clinicians so that they have information to engage with clients that meet a combination of high-risk indicators such as homelessness, multiple concurrent diagnosis, an increase in calls to our 24 hour crisis line, a drop in visits to provider agencies and other variables.

The Acute Care Risk Tool is remarkable because it is a combination of both innovative research and evaluation practices as well as technical back-end data processing techniques that run daily automated queries on approximately 110,000 Medicaid members. Results, stratified by risk score, are displayed in easy-to-understand visual dashboard reports that are accessible to clinicians so that they can follow up with clients to reduce risk of psychiatric hospitalization.

In addition to these two significant projects that I have worked on with Shannon, she has also demonstrated an exceptional commitment to equity, anti-oppression work and improving services to our multi-cultural communities in Multnomah County by participating as a member of our Equity Data Committee. Her participation on the committee and work in reviewing reports and providing evaluation feedback has been helpful to inform decision-making and assist the committee in documenting and measuring processes to reduce disparities in our diverse communities in Multnomah County.

I am honored to write a letter of support for Shannon and highly recommend her for the Marcia Guttentag Promising New Evaluator award. Her research and evaluation work serving the citizens of Multnomah County has made a profound and significant difference.

Sincerely,



Jacob Mestman, PMP  
Program Manager, Decision Support Unit  
Multnomah County Health Department  
Mental Health and Addiction Services Division

June 21, 2019

To whom it may concern,

I am pleased to recommend Shannon Campbell for the Marcia Guttentag Promising New Evaluator Award this year. Her work has gone above and beyond the usual expectations for a single evaluator – particularly one fresh out of school – and this award seems fitting to her skills, her innovation, and her promise for the future.

Until recently, I worked as the Medicaid plan manager for Multnomah County's mental health and addiction services division. I hired Shannon almost 5 years ago, immediately after she completed her graduate degree. Even in the interview process, her technical skills in research and evaluation, intellectual curiosity, and passion for improving outcomes for her community were apparent. In the years that I supervised her, she quickly outgrew the entry level position she had been hired in by expanding her knowledge and skills. As the scope of her work increased, so did her job classification, first to an intermediate and then to a senior level.

In her time at the County, she has completed projects that have had large-scale financial, policy, and client care implications. From small one-time analyses examining the impact of new care coordination pilot programs or projecting the impact of applying alternative payment models to specific programs, to building a systemwide quality scoring model upon which millions of dollars in incentive funds are distributed and predictive algorithms identifying which of our clients are most at risk of psychiatric crisis, her work has significantly helped advance regional behavioral health policy and practice, and has exemplified the evaluative principles laid out by the AEA.

*Spirit of inquiry; competence; integrity*

As mentioned, Shannon is doing very advanced work that is moving the behavioral health system forward in multiple ways. She is highly competent, and has earned the respect of both peers and leaders for her skills. While formally working for Multnomah County, she has stepped up to lead efforts affecting all three counties that make up the Portland (Oregon) metro region. Despite a professed discomfort with being "front and center," she has ably stepped up into leadership roles, engaging providers and other stakeholders in regional evaluative efforts. She has learned throughout this process about navigating the politics that come with any kind of systemic change and subsequently earned respect from stakeholders. Additionally, her subject matter knowledge has been drawn upon by other evaluators and researchers interested in better understanding behavioral health concerns in our community.

She possesses excellent statistical skills and creatively approaches the problems set to her. When discussing her work with others, she is able to anticipate and respond to additional questions that I and other partners bring up in response to the analyses she does. She is intellectually curious, too, so she



looks at her work from different perspectives before presenting it, exercising both scientific rigor and creative thought in her approach. When presented with an evaluation question, she is often able to come back not only with answers, but with new questions worthy of exploration and with actionable results. She has gone out of her way to learn and practice new skills while here, continually expanding her professional repertoire and what services she can contribute.

Two examples of high-impact projects:

Her work on developing composite scoring systems for multiple levels of care brought together stakeholders from across three counties to develop complex and innovative performance measurement models that now guide the distribution of millions of dollars in incentive payments and have provided a model for other Medicaid health plans to move towards value-based payment systems.

She spearheaded the development of an acute care risk algorithm that assesses which of our clients are most at risk of psychiatric hospitalization and emergency room services, aiding our front-line staff in outreach and triage. She also grappled with the ethical considerations that such work represents and put forth considerable effort to make sure this tool was an asset for our clients, not anything that impedes client autonomy or restricts services.

*Respect for people; promoting equity and the common good*

On that note, through her work and her demeanor as an evaluator and researcher, she has displayed respect and consideration for the communities we serve, as well as sensitivity to cultural considerations and health disparities. Providers have expressed appreciation for her helpfulness and expertise in developing performance measures and other evaluations and explaining them in a way that everyone can understand. Culturally specific providers have appreciated her attention to collaborating on developing measures that acknowledge and help in mitigating disparities. She listens and accepts feedback and critique and learns from past missteps, which is an important quality in any profession, but particularly in one with as much impact as this has. She understands and takes seriously the impact our work has on the marginalized in our community.

In conclusion, I believe she is an excellent candidate for this award. While I'm at a different organization now, I look forward to continuing to partner with her to advance our behavioral health system, and seeing where her future career takes her.

Sincerely,

A handwritten signature in black ink, appearing to read 'Devarshi Bajpai', with a long, sweeping horizontal line extending to the right.

Devarshi Bajpai, CADC-III, MBA  
*Director of Clinical Behavioral Health, CareOregon*