

1 Mid-State Health Network Strategic Planning

May 18, 2021

2 Introduction and Overview – Day 3

- ▶ Introductions of Facilitators Jason Radmacher and Laura Vredevelde, Principals, TBD Solutions
 - ▶ Role of Facilitators
 - ▶ Keep things moving and running on time
 - ▶ Prompt participation; ask key planning questions and identify areas for further discussion
 - ▶ Scribe for MSHN leadership – keep track of comments and follow-up items
 - ▶ Contribute knowledge based on their consultantancy experiences
- ▶ Three board-level strategic planning sessions:
- ▶ Day 3: May 18, 5-7 PM (Record Zoom meeting and make available to all)
 - Introductions and Welcome, Agenda Overview [<5 minutes] (Joe)
 - Previous Meeting Review, Q&A [10 minutes] (Jason/Laura)
 - Strategic Goals for Better Care [40 minutes] (Todd/Kim)
 - Board discussion [20 minutes]
 - Strategic Goals for Better Provider Systems [30 minutes] (Carolyn)
 - Board discussion [20 minutes]
 - Strategic Goals for Better Value [30 minutes] (Leslie)
 - Board discussion [20 minutes]
 - Wrap Up [5 minutes] (Jason/Laura)
 - Process next steps [<5 minutes] (Joe)



3 Strategic Goals for Better Care

1 Goals/Objectives/Recommendations

2 ▶ Goal: Improve access to services and supports

- ▶ Recommendations:
 - ▶ Revised goal wording from *Improve access to care*.
 - ▶ Objective (Keep): MSHN will ensure a consistent service array (benefit) across the region and improve access to specialty behavioral health and substance use disorder services in the region.
 - ▶ Objective (Remove): MSHN will ensure expanded service access of SUD services for ex-offenders through collaborative efforts with the MDOC, community corrections and other jail/prison stakeholders.
 - ▶ Remove: Completed with an ongoing process.
 - ▶ Objective (Revised): MSHN will improve access to psychiatric inpatient care, reduce denials, and improve emergency and crisis support continuum of care in the region and across the State.
 - ▶ Revised to focus on acute care.
 - ▶ Objective (Revised): MSHN will create processes to assist individuals in establishing and maintaining eligibility for Medicaid and/or Healthy Michigan Program coverage.
 - ▶ Revised to focus on provider network and addressing Medicaid eligibility.
 - ▶ Objective (Keep): MSHN will ensure expanded SUD and CMHSP service access and utilization for Veterans and Military Families through implementation of the regional and

statewide Veteran and Military Family Member strategic plan.



4 Strategic Goals for Better Care

1 Goals/Objectives/Recommendations

2 ▶ Goal: Enhance Regional Quality and Compliance

▶ Recommendations:

▶ Continue with current goal

▶ Objective (Remove): Implement MDHHS-required standardized assessment tools across the region for all populations served.

▶ Process is in place.

▶ Objective (Replacing): Engage like-minded partners in leading initiatives to address system reform objectives, to improve beneficiary access to benefit from services and achieve long-term stabilization of the public behavioral health system.

▶ Replaces: Implement public policy initiatives including, but not limited to, Section 298 Policy Recommendations, MIPAD Inpatient Access Recommendations, Federal Parity Regulations, Federal Medicaid Managed Care "Mega-Rules", CARES Task Force recommendations to the extent appropriate.

▶ Objective (Keep): MSHN will address deficiencies in its Provider Network Adequacy Assessment in partnership with CMHSP Participants and Providers.

▶ Objective (Remove): MSHN will lead a process to establish protocols for the engagement, screening and assessment of high-risk individuals so that community safety systems are enhanced, and services and supports are effectively engaged.

▶ Processes are in place.

▶ Objective (New): Expand penetration rates in specialty populations (in particular, older adults, adolescents, and veterans).



5 Strategic Goals for Better Care

1 Goals/Objectives/Recommendations

2 ▶ Goal: Improve the Role of MSHN Consumers and Key Stakeholders in MSHN Operations

▶ Recommendation:

▶ Discontinue this goal and objectives as a process has been developed/operationalized

▶ Goal: Enhance Regional Quality and Compliance

▶ Recommendations:

▶ Continue with current goal

▶ Objective (Revised): MSHN will provide leadership on improving the consistency and implementation of person-centered planning, self-determination, conflict management and independent facilitation in the region

▶ Added: conflict management to objective

▶ Objective (New): MSHN will have well established compliance processes that are recurring, consistent and measurable and aimed at preventing, detecting, and deterring fraud, waste and abuse.

▶ Consideration: Monitoring and Oversight requirements of the OIG for region wide compliance activities



6 **Quality Assessment and Performance Improvement Plan (QAPIP) Connection**

- ▶ The QAPIP is accountable to the Governing Body
 - ▶ Responsibilities include:
 - ▶ Oversight of QAPIP
 - ▶ QAPIP progress reports
 - ▶ Annual QAPIP review
- ▶ QAPIP activities are aligned with the MSHN Strategic Plan Priorities contributing to Better Health, Better Care, Better Provider Systems, and Better Equity
- ▶ The QAPIP annual review inclusive of the Strategic Plan goals/objectives
 - ▶ The strategic plan includes objectives and tasks related to each priority and goal.
 - ▶ Evaluation method includes examples of evidence supporting the status
 - ▶ A status of completed/continue indicates the process has been completed and will be ongoing
 - ▶ Status of "In Progress" indicates continued development work or monitoring is needed to ensure effectiveness
 - ▶ Recommendations will be included within the quality work plan.



7 **Board Discussion**

- ▶ Discussion Starters
 - ▶ Consistent access to broad service array where needs are met
 - ▶ Improve access to acute level of care
 - ▶ Establish and maintain consistent eligibility for Medicaid
 - ▶ Lead and contribute to system reform
- ▶ Key Questions
 - ▶ Does the Board concur with the goals and objectives?
 - ▶ What, if any, concerns you most about the access to acute level of care?
 - ▶ What do you feel most confident about regarding services and service access?
 - ▶ Does the Board have any areas of concern for risk with compliance?
 - ▶ Are there activities that are part of the Strategic Plan that should be a priority in the QAPIP?

8 **Strategic Goals for Better Provider Systems**

- 1 SUD Provider System
- 2 ▶ MSHN Network Management
 - ▶ Over 70 Prevention, Treatment, and Recovery Provider Agencies
 - ▶ With 134 provider sites/offices
 - ▶ Located in 37 counties
 - ▶ Serving 11,754 individuals (treatment), 66,157 individuals (prevention), and 10,174 individuals (community recovery) during FY20
- 3 CMHSP Provider System
- 4 ▶ Delegated Network Management
 - ▶ 12 CMHs directly providing some services

- ▶ Over 650 Provider Agencies or Contracted LIPs
- ▶ Located in 55 counties
- ▶ Serving 55,143 individuals during FY20

9 **Strategic Goals for Better Provider Systems**

What does a *better providers system* look like?

- ▶ Provider satisfaction
 - ▶ Work/life balance
 - ▶ Efficient processes and workflows
 - ▶ Well-trained, highly competent workforce
 - ▶ Reduction in burnout and compassion fatigue

10 **Strategic Goals for Better Provider Systems**

- ▶ Why should we focus on a better provider system?
 - ▶ *Burnout and emotional exhaustion* impacts the satisfaction of individuals served, creates higher costs due to lower productivity, and reduces outcomes.
 - ▶ *Satisfied and engaged providers* instill a sense of trust which leads to better treatment plan compliance, overall satisfaction, and less costly workforce turnover.
- ▶ Without focusing on workforce satisfaction and engagement, expecting high quality care at lower costs puts a tremendous burden on the system.
- ▶ Achieving this aim – *better provider systems* – is no easy task.
- ▶ In a time when demand is high and budgets are tight, MSHN's provider system has been able to maintain timely access to high-quality care while keeping expenses at or below our allocated revenues. How?
 - Collaboration. Advocacy. Integration. Fiduciary excellence. Innovation.*
 - ▶
 - ▶

11 **Strategic Goals for Better Provider Systems**

MSHN ensures that it engages a provider network with adequate capacity and competency –
CONTINUATION

- ✓ *MSHN engages in activities to simplify administrative complexity and enhanced provider satisfaction – OPERATIONALIZED/COMPLETED*
- ✓ *MSHN enhances existing quality assessment and performance improvement and enhanced accountability for clinical and fiscal performance – OPERATIONALIZED/COMPLETED*
- Continue to advocate for and participate in statewide planning relative to inpatient access; assess for and develop alternative inpatient/crisis response options, particularly for individuals with intellectual and developmental disabilities (such as Autism) exhibiting behavioral challenges – *NEW*
- MSHN will prepare the SUD network for the statewide standardized assessment requirement

– now ASAM Continuum – *NEW*

- Assess adequacy of Certified Clinical Supervision (CCS) within the SUD treatment provider network to ensure all provider agencies have CCS capacity to support supervisee competency and ongoing development – *NEW*
- Continue to promote trauma informed care relative to SUD treatment and offer SUD providers opportunities for trauma competence training – *CONTINUATION*
- Continue to monitor access to timeliness to treatment; ensure processes are established to accurately report data for new performance indicators - *CONTINUATION*

12 Strategic Goals for Better Provider Systems

MSHN will advocate for public policies that promote an adequately compensated, safe, and well-trained workforce – *CONTINUATION*

- MSHN will create forums for the MSHN provider network to develop strategies for addressing provider workforce concerns including but not limited to wellness/self-care, trauma, workforce safety, attraction and retention of a well qualified workforce – COMPLETED*
- MSHN will continue to engage in the MDHHS Section 1003 and other initiatives to advocate for the provider network by addressing funding/low reimbursement issues, workforce attraction and retention issues, and to improve coordination across settings; MSHN will engage the provider network and subject matter experts in shaping MDHHS initiatives – *NEW*

13 Strategic Goals for Better Provider Systems

MSHN will develop a regional strategy to address the continuation of direct care worker wage increases initiated during the COVID pandemic response and make recommendations for consideration by the regional CMHSP participants and the MSHN governing board – *NEW*

- MSHN will determine available funding and feasibility to continue the direct care wage increase – NEW*
- MSHN will seek legislative support to continue and increase funding for direct care wages – NEW*

14 Strategic Goals for Better Provider Systems

To the extent required under its contracts with MDHHS or as determined by other regional priorities, MSHN will ensure adequate internal capacity to accomplish its responsibilities, including HCBS transition, waiver management, provider network oversight, fiscal oversight, clinical supervision, technical assistance for providers, and other required provider network service functions – *NEW*

- MSHN will annually assess staffing capacity to meet its contractual obligations - *NEW*
- MSHN will promote efficiency of operations by continuing to develop and promote reciprocity systems - *CONTINUATION*

15 Strategic Goals for Better Provider Systems

MSHN will partner with MDHHS, its CMHSP Participants, and the Substance Use Disorder Provider System to establish capacity and competency to implement CCBHC's, Behavioral Health Homes, Opioid Health Homes, Psychiatric Residential Treatment Facilities (PRTF), Crisis Stabilization Units, MiCAL, and other innovations to better serve individuals, families, communities, and providers - *NEW*

- MSHN will establish a regional crisis residential unit contract to ensure added capacity without risk to its CMHSP Participants – *ONGOING*
- MSHN will establish an internal, cross-functional workgroup of subject matter experts to address the operational impact to MSHN, relative to the implementation of CCBHCs, Opioid Health Home, MiCAL, and PRTFs; MSHN will ensure collaboration and involvement of the provider network - *NEW*
- Monitor the impact of telehealth; promote and support the development of telehealth infrastructure - *NEW*

16 Board Discussion

- ▶ Discussion Starters
- ▶ Key Questions
 - ▶ Do you support the goals and objectives presented? Do you have additional suggestions?
 - ▶ How can MSHN promote a better provider system, reduce provider burnout, and improve provider satisfaction and engagement?
 - ▶ Can MSHN strengthen its efforts in a particular area:
Collaboration. Advocacy. Integration. Fiduciary excellence. Innovation.

17 Strategic Goals for Better Value - Financial

- ▶ Goal – Public Resources are Used Efficiently and Effectively
 - ▶ New – MSHN will participate in the State's development of various monitoring and reporting processes to ensure continual input and outcomes that are supportive to the MSHN region and its systems. State Engineered Systems (monitor and implement activities associated with Behavioral Health Fee Screens, Standard Cost Allocation Model, and Rate Development) – the State's goal is to reduce unit rate variability and establish appropriate and consistent cost drivers for the same service code.
 - ▶ Remove – MSHN leads efforts to explore opportunities to achieve reduced administrative costs in the region (decreased horizontal and/or vertical administrative duplication) – MSHN's delegation serves to outline whether CMHSPs or the PIHP is responsible for certain activities. SUD providers generally have no overlapping administrative activities with MSHN. MDHHS system reform drives this process as administrative responsibilities are outlined in the PIHP contract.
 - ▶ Remove – MSHN monitors and provides reports and recommendations to improve the financial health of the region and its CMHSP participants – This function is largely operational and occurs several times throughout the Fiscal Year (FY).
- ▶

18 Strategic Goals for Better Value - Financial

- ▶ Goal – Public Resources are Used Efficiently and Effectively

- ▶ Remove – MSHN manages adequate risk reserves to meet current and future fiscal and utilization risk – Funds available for risk reserve are largely based on revenue and expense activity. The PIHP’s goal is to understand potential risk and ensure funds are available to meet any identified. In addition, and just as important as the PIHP’s monitoring, an actuarial performs a biennial analytical assessment of the factors impacting MSHN’s fiscal position to ensure factual information is available for planning.
- ▶ New – MSHN will annually review Service Use and Analysis reports with CMHSPs to discuss significant regional variances and develop cost practices to ensure consistent and best value approaches.



19 Strategic Goals for Better Value - Financial

- ▶ Goal – Regional Public Policy Leadership Supports Improved Health Outcomes and System Stability
 - ▶ Remove – MSHN Board of Directors reflect high degrees of satisfaction with MSHN operations and board development activities – largely operational
 - ▶ Revise - MSHN continues to evaluate the feasibility and appropriateness of pursuing NCQA (or other) accreditation in light of developments in the Section 298 Pilots and other public policy venues—SYSTEM REFORM INITIATIVES, POTENTIAL FOR PARTNERSHIPS IN THE FUTURE AND POTENTIAL LONG-TERM VALUE ADDED TO THE REGION.
 - ▶ Keep - MSHN will ensure consistent, standardized, and cost-effective operations and will position the region for continued success regardless of payer structure. MDHHS processes for standardized cost allocation and independent rate models once promulgated will be followed to promote regional consistency.



20 Strategic Goals for Better Value - Financial

- ▶ Goal – Regional Public Policy Leadership Supports Improved Health Outcomes and System Stability
 - ▶ Remove – MSHN will expand capability to conduct fiscal planning and analysis – largely operational
 - ▶ Remove – MSHN’s Provider Network Management Systems are effective and efficient – This is moved to Provider Systems
 - ▶ New - MSHN will advocate for public policies, statutes and financing necessary to advance beneficiary health outcomes improvements that demonstrate good stewardship of public resources and partnership with persons served and their advocates.

21 Strategic Goals for Better Value - Financial

- ▶ New Goal – MSHN will Collaborate with CMHSPs and SUD Providers to Develop Regional Recommendations to Expand Value-Based Purchasing and Financing Systems and will Develop Proposal for Financing Structures to Incentivize Performance Based on Adopted Outcomes Measures
 - ▶ In past Fiscal Years MSHN has been engaged with a few providers for limited Value- Based Purchasing (VBP) activities. More recently, MSHN and one SUD provider executed an incentive-based arrangement in which both parties developed mutually agreed upon metrics for quarterly review.
 - ▶ MSHN’s future plans include evaluating federal VBP strategies for use with the SUD network and expanding on current internal activities that may be portable for a larger group of

providers. This activity results in funding impacts however VBP is a collaborate effort across multiple MSHN departments.

- ▶ CMHSPs are also encouraged to develop VBP agreements with their provider network and to share the information with MSHN.

22 **Board Discussion - Financial**

- ▶ How do you define "better value" and are those ideas represented in our plan? If not, what would you recommend?
- ▶ As board members, what information is useful to understand MSHN's efforts in ensuring "better value"?

23 **SESSION 3 Wrap Up (Jason/Laura)**

NEXT STEPS: Joe