



PATH – Collaborative Planning & Implementation (CPI)

Northwest Collaborative Planning Meeting

June 27, 2023



POPULATION HEALTH
INNOVATION LAB

A Program of the PUBLIC HEALTH INSTITUTE



Land Acknowledgment

The Population Health Innovation Lab team respectfully acknowledges that we live and operate on the unceded land of Indigenous peoples throughout the U.S.

We acknowledge the land and country we are on today as the traditional and treaty territory of the Native American, Alaska Native, and Tribal nations who have lived here and cared for the Land since time immemorial. We further acknowledge the role Native American, Alaska Native, and Tribal nations have today in taking care of these lands, as well as the sacrifices they have endured to survive to this day.



Checking in: Sharing Success

Do you have any recent successes to share, from ECM/CS to other life victories?



Agenda & Objectives

Agenda:

1. Welcome and Check-In
2. Framing and Objectives
3. Partnership Healthplan – Provider Directory and Updates
4. Feedback Loop: Responding to your Systemic and Technical Issues
5. DHCS Updates
6. Intro to Process Mapping
7. Follow-up from Asset Mapping Demo
8. Next steps and Upcoming events

Objectives:

1. Understand the issues that Partnership and DHCS are actively addressing
2. Explore our CPI system for gleaning and resolving ECM and Community Supports issues
3. Learn more about the services that PHIL offers to support CPI participants
4. Offer level of interest for future process mapping opportunities



CPI Regions

➔ Northwest Region

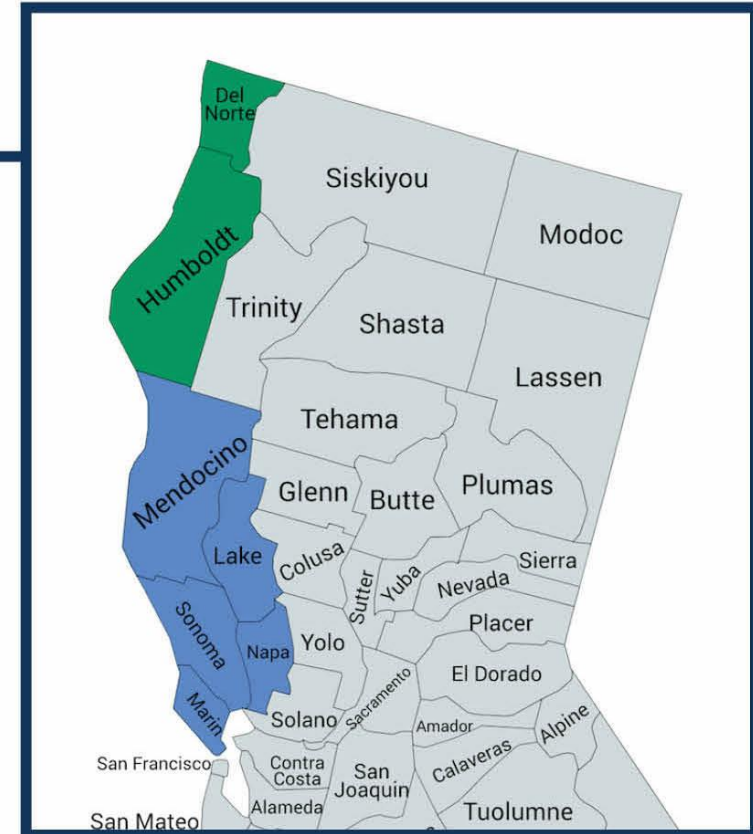
- Del Norte County
- Humboldt County

Southwest Region

- Mendocino County
- Sonoma County
- Marin County
- Lake County
- Napa County

Region Counties Supported by PHIL

-  Northwest
-  Southwest





CalAIM's PATH Collaborative Planning & Implementation (CPI) Initiative

Regional collaborative planning groups will work together to:

- Identify needs and gaps to deliver ECM / Community Supports services
- Identify and resolve topical implementation issues
- Support Gap Filling plan efforts while avoiding duplication with other forums

CPI facilitator responsibility:

- Identify potential resolution strategies and tactics to overcome challenges and conflicts, including identification and dissemination of successful practices to a diverse set of stakeholders



Partnership Healthplan of California

June Updates



Partnership Healthplan Updates

- PHC Updates
- Updated resources and websites
 - Responses to key issues raised in May's convening posted on PHIL's website
 - PHC website
 - Separate ECM and CS pages
 - Registering for roundtables
 - Key trainings / resources
- Partnership Provider Directory
 - <https://providerdirectory.partnershiphp.org/Hospital/BasicSearch/>
 - *Under "Type of Facility" select ECM or CS*



Feedback Loop: Responding to your Systemic and Technical Issues



Mutual Challenges



Contracting Concerns

- Administration barriers
- Unable to complete ECM or CS referral
- Concerns with methods of signing up enrollees

Capacity Concerns

- Rates are unsustainable
- Outsourcing for ECM & CS providers
- Data sharing capabilities and barriers

Infrastructure Concerns

- Price of software for CBO
- Billing difficulties
- Ease of completing referrals

Technical Issues



Historic Experiences with Public Support

- Communication disjointed with MCP & DHCS
- DHCS creating new programming as opposed to sustaining programming

MCP Relationship Concerns

- For-profit providers in local ECM/CS area of service
- Feels disconnected from “on-the-ground” providers

Relationship Issues



Financial Concerns

- Rates cannot fund a CalAIM role
- Rates are unsustainable

Reimbursement Challenges

- TARs and reimbursements are not timely
- TARs feel competitive without transparency

Billing Issues



CalAIM Responsibility

- Who owns the efforts in the county? How about in a clinic or CBO?

Change Management

- Some sectors are just not willing to expand to ECM or CS
- CBOs unfamiliar with ECM and CS funding

Siloed Processes

- No current hub of ECM + CS expansion in counties
- No streamlined process for contracting or implementation

Systems Opportunities

Readiness Roadmap



4. We have a contract!

5. We are testing the service delivery and billing system.

6. We are making it work, but...

Guiding thought: Systemic Challenges & Solutions of Delivering Services

What issues or ideas do you have about RR steps 4-6?

Use this time to raise your questions and share possible solutions surrounding ECM and CS implementation challenges with group participants.

CBO's sustainability while building capacity

CITED Initiatives from R1 intended for R2

roles & responsibilities - determining the role of CHWs in care management & their collaboration with the lead care manager

We are receiving little to no referrals from our MCP

Unsustainable reimbursement rates

Data being tracked in multiple platforms

Sustaining service delivery/start-up when we're stumbling through the billing process (no income coming in yet to pay for the services being provided)

The MCP created a portal for billing. The rates make this program unsustainable after incentive programs end.

Need county level view of delegation of ECM participants across organizations to ensure coordination of care across different service lines.

We don't have clarity about who is eligible to receive services.

I can't reach individuals referred to me.

I'm getting duplicate referral lists that other orgs are also getting

challenges with collective medical

What are billing best practices for FQHCs?

An agency from another region who has two MCPs who both have a billing component online that doesn't require an EDI or hours and hours of work to fill out. I want this!

What is the minimum to submit to get reimbursed?

I pull from different data sources to better know about and serve my clients

please no more care plans prior to enrollment/TAR approval

Contact PCP for emergency contacts/last appt attended or future appt. Send comm. health worker to physically try and find member. Letters in mail as last resort.

Best practices for service delivery: care models/staffing and caseload ratios.

Challenges with QIP

How to better collaborate with other local providers if clients are trying to access multiple providers

Information dissemination to community about ECM to better prepare community providers/resources/services

challenges with billing, coding, & claims (mainly around our EHR)

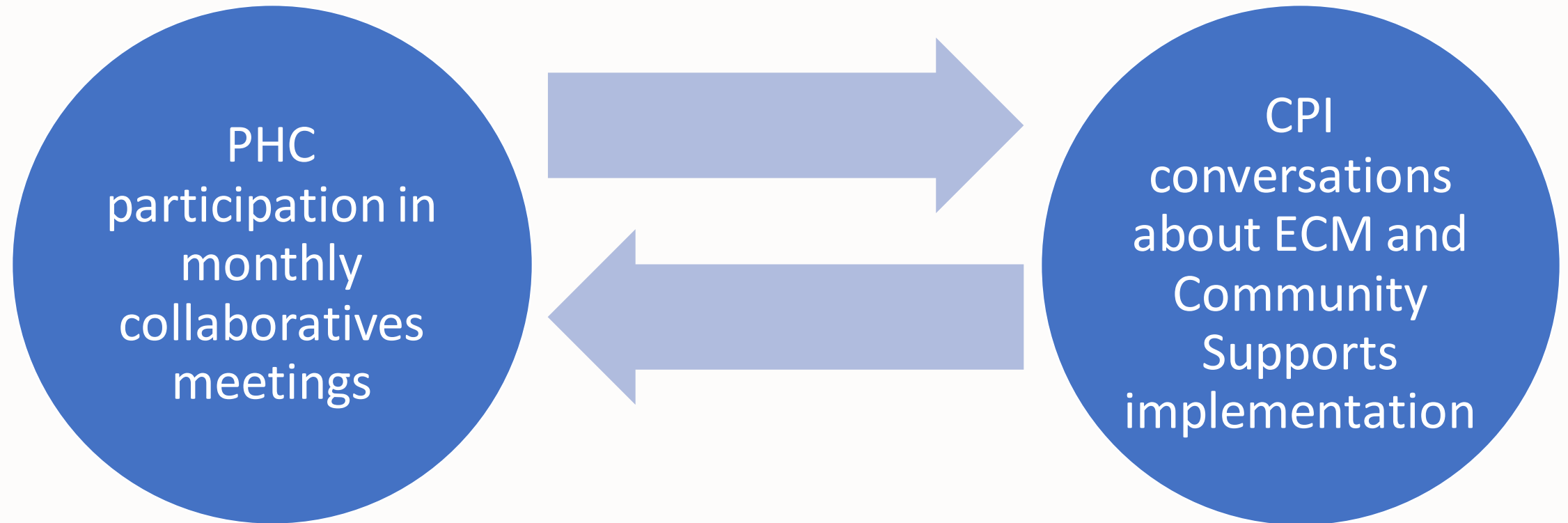
Consolidated referral system

The process of managing TARS is time consuming and challenging. There's no option to export from the PHC

Challenges with justifying extension of services without access to healthcare data (bi-directional data between us and healthcare providers)



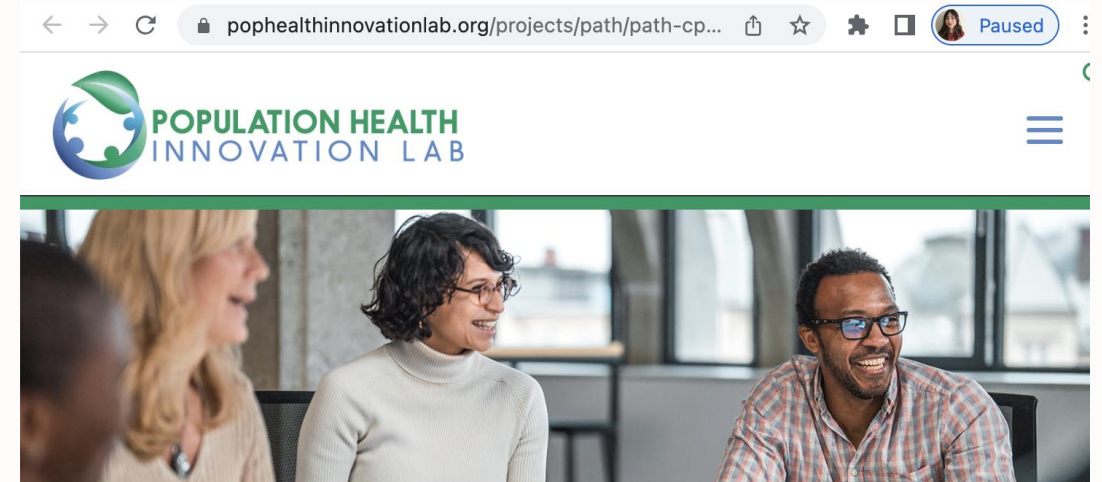
Simple feedback loop





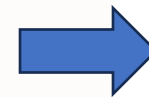
Feedback Loop Example:

- Partnership's CalAIM team worked together and responded to your questions and concerns!
- Find these updates on our [website](#).



CPI Resources

Resources



- **NEW!** Partnership Health Updates: Enrollment tracking, Care Plans, TARs and Billing, DHCS Risk Stratification May 2023
- **NEW!** Collaborative Planning and Implementation (CPI) Initiative for the Northwest & Southwest Regions: Aim, Readiness Roadmap and Support Strategies
- PATH CPI Planning Survey Report April 2023 (Web-Based Version and PDF)
- PATH CPI Northwest Asset Map
- PATH CPI Southwest Asset Map
- PATH CPI Initiative: Lessons Learned from Northwest and Southwest Region





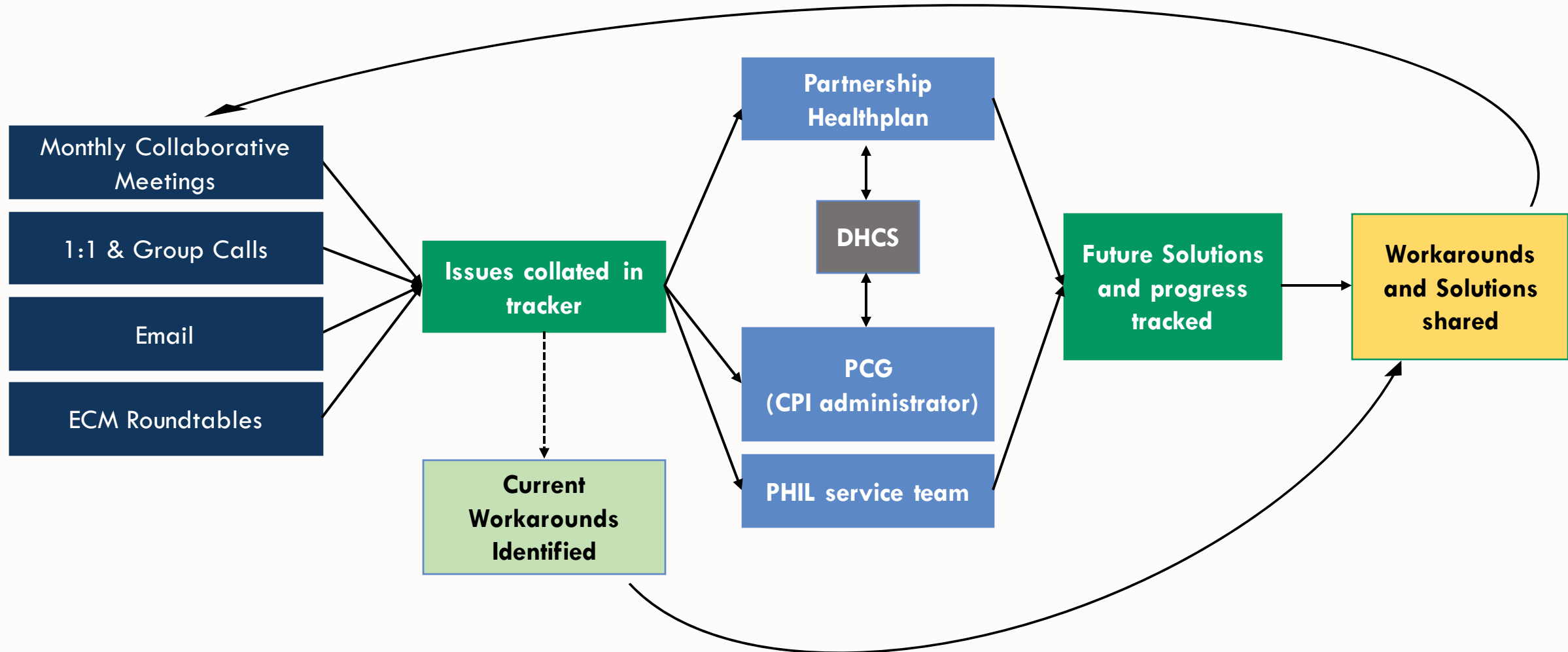
Issue and Solution Tracking System

- There are different “system levels” at which challenges occur
 - E.g.: technical platforms, organizational, intra-county, regional, policy
- There are many “categories” of implementation challenges
 - E.g.: billing, referrals, care coordination, etc.
- Interim workarounds should be shared
- Sources for solutions differ
 - Many challenges are *shared across* implementing partners
 - Other challenges are *unique to types* of organizations

We developed a system to organize and track all of this – it’s A LOT!



Issue and Solution Tracking System





Support Strategies to Achieve Our Aim

We propose a multi-pronged approach:

Capacity Building

Technical Assistance offered to CPI organizations

Training opportunities to address challenges

Collaborative Systems

Improvement

Foster cross-county systems solutions across all regional stakeholders, including the Managed Care Plan

Relationship and Network Building

Networking opportunities (including monthly CPI meetings) will address siloes and support the establishment of regional collaboration.



How can PHIL support you?

Monthly
convenings and
breakout
conversations

Guest speaker
subject matter
experts

1:1 Technical
Assistance

Support accessing
TA Marketplace

Meeting
facilitation

Quality
Improvement
Support

Disseminating
resources from
PHC and DHCS

Grant Application
Review



Questions?



DHCS Updates



DHCS is working on the following issues:

- Standardizing Eligibility
- Streamlining and Standardizing Referral/ Authorization Processes
- Expanding Provider Networks and Streamlining Payment
- Strengthening Market Awareness
- Improving Data Exchange

Goal: Increasing Availability and Uptake of ECM and Community Supports for Medi-Cal Members who Need Them



Coming in July: Pediatric Population of Focus

*Children and
Youth with...*

Homeless Families or Unaccompanied CY Experiencing Homelessness

At Risk for Avoidable Hospital or Emergency Department Utilization

Serious Mental Health and/or Substance Use Disorder Needs

Enrolled in CA Children's Services (CCS) or CCS Whole Child Model (WCM) with Additional Needs Beyond the CCS Condition

Involved in Child Welfare

With Intellectual or Developmental Disabilities (I/DD)

Pregnant or Postpartum Youth



Funding Opportunities

- [Traditional Indian Health \(TIH\) Request for Application \(RFA\)](#)
Release will assist Indian clinics in providing services to American Indians in a culturally appropriate manner and create a forum for the Indian community to address TIH education. Applications due July 9.
- [Data Exchange Framework Data Sharing Agreement \(DSA\)](#)
Grants: Administered by the CalHHS Center for Data Insights and Innovation (CDII), the DSA Signatory Grants program will support Signatories of the DxF DSA by subsidizing their investments to meet DSA requirements.



Funding Opportunities

- [PATH Capacity and Infrastructure, Transition, Expansion and Development \(CITED\) Grants](#)
 - Round 3 opens: July 2023
 - Round 4 opens: January 2024
- [Incentive Payment Program Windows – Partnership](#)
 - July 2023
 - January 2024
- [CalAIM Funding Opportunities Cheat Sheet](#)



Implementation Progress Check-in



Readiness Roadmap Poll

POLL: WHERE IS OUR ORGANIZATION ON THE READINESS ROADMAP?

2. We're exploring the contracting process.

What are the steps to becoming an ECM or CS provider? How can I be sure my organization can manage?



4. We have a contract!

We are finalizing workplans and internal processes.



6. We are making it work, but...

We are delivering services and have an internal process, but are having issues with referrals, reimbursements, or other workflow complications.



1. What are ECM & CS?

My colleagues are talking about these services. What are they? We are learning more about them.



3. We have started to work on the contract!

Our team began the application. BUT... we may be experiencing roadblocks or challenges.



5. We are testing the service delivery and billing system.

Eligibility confirmation, service delivery, claim submission and payment processes are ready to test on a small client group.



7. Coordinated delivery, billing, and referral system in place!

Our organization is part of a regional system delivering seamless and equitable cross-sector ECM & CS services.

(updated 4/15/23)



Intro to Process Mapping

What We Heard From You

What are the implementation challenges to reach sustainability?

"There is not a streamlined process for contracting."

"Does it matter what I'm doing???"

"There is not a simplified process. It takes a personalized approach."

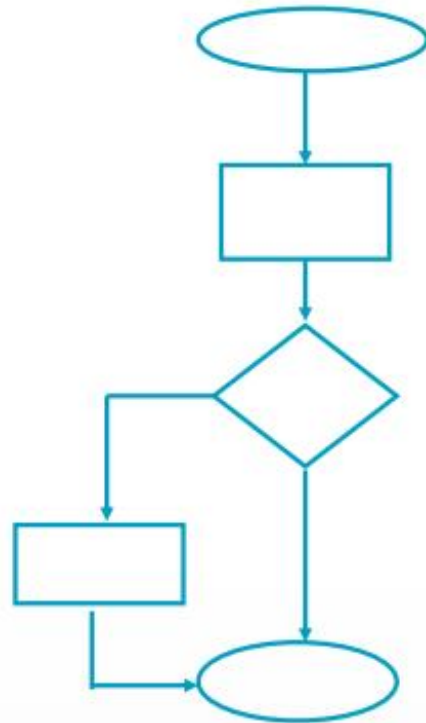
"The processes are unclear and sometimes foreign - like giving business plans to community organizations."

"There are challenges with the referral process."








Defining Process Mapping

A process map is a picture of the separate steps of a process in sequential order.

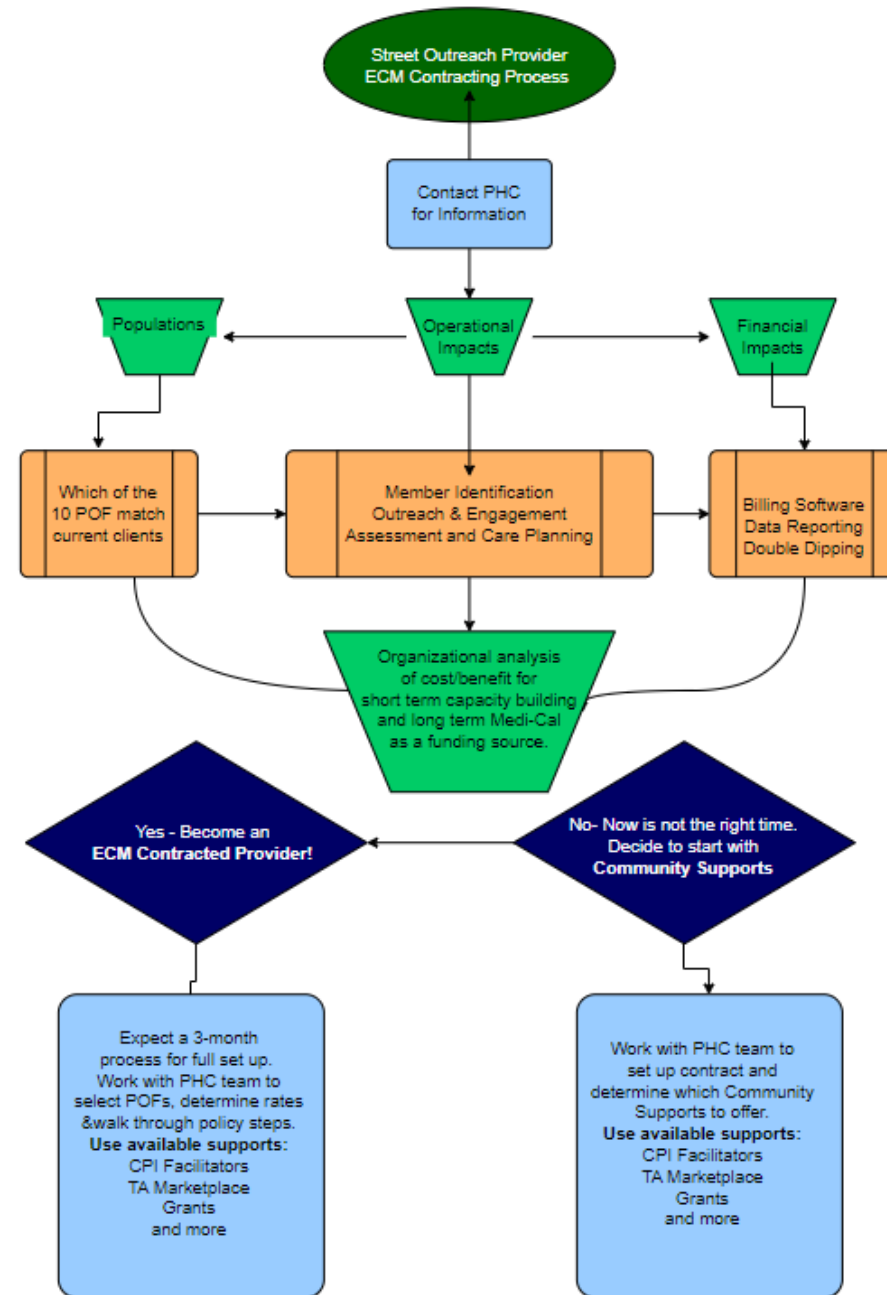


Elements may include:

-  Sequence of actions
-  Materials or services entering or leaving the process (inputs & outputs)
-  Decisions that must be made
-  People involved
-  Time involved in each step and/or process measures



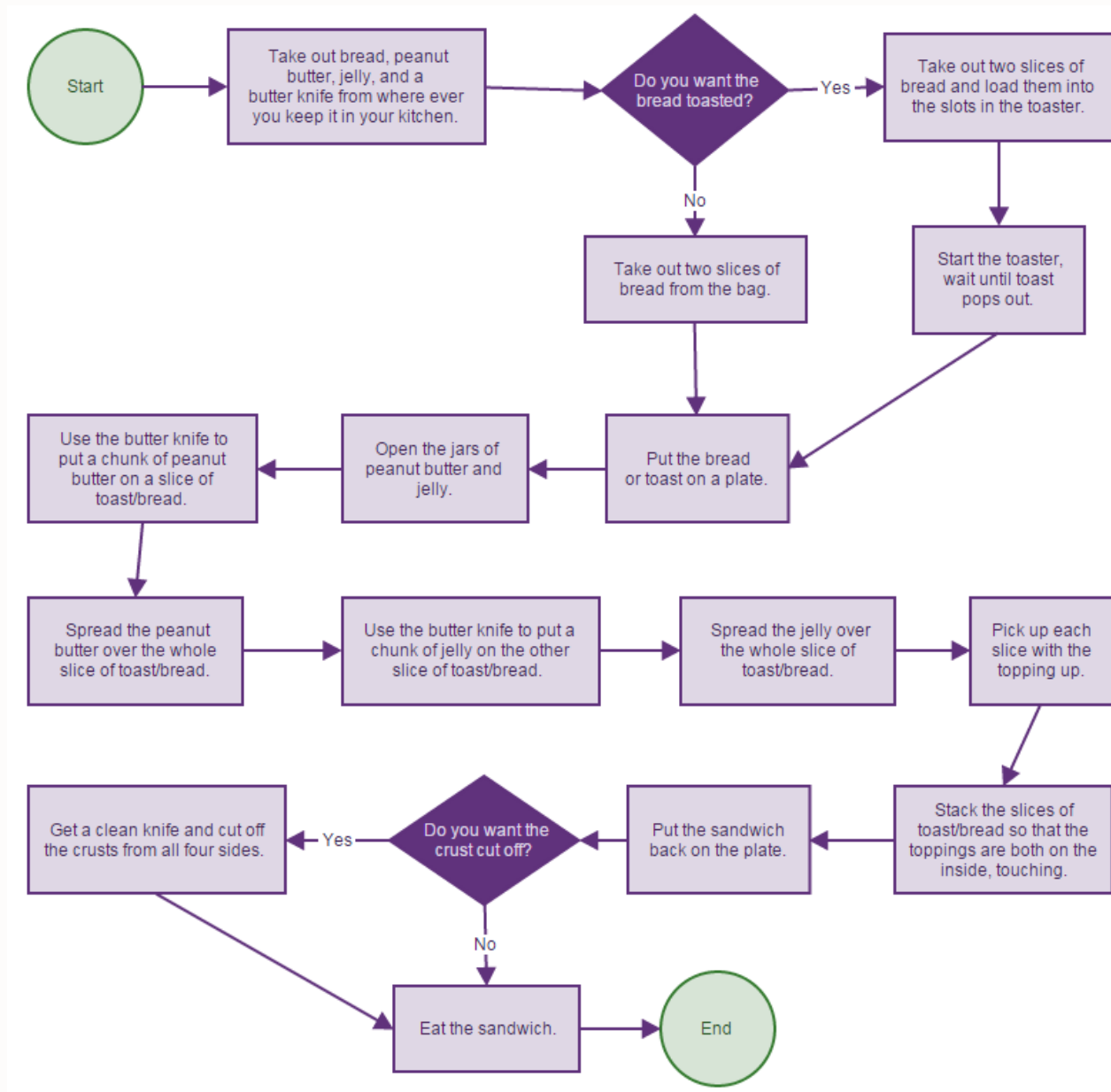
Process Mapping the ECM Provider Decision



Process Mapping



(Thomson, 2014)





Regional Goal:

Establish a system of coordinated care across ECM/CS providers in our area for improved care delivery.

Idea:

Create a process map that aligns workflows between ECM organizations and the necessary PHC touchpoints.

Contracting for ECM (by provider type)

Community Organization Convening Opportunities to increase Accessibility

Quality Incentive Programs Workflows

Care Planning Workflows

Considerations for Expanding Counties or Populations



Process Mapping Interest Poll





Updates from Asset Mapping Demo



Find our updated Asset Map online

- Thank you for your updates to our CPI Asset Maps!!!
- We gave demo of updates on June 12 and 14
- Recording available online
- If you would like to have your organization added to our map, email: PATH@pophealthinnovationlab.org



Questions?



Next Steps

- Next CPI regional meeting is in-person!
 - Northwest Region: Tuesday, July 25th, 11:00 – 2:00 pm
 - Southwest Region: Wednesday, July 26th, 11:00 – 2:00 pm
- Complete the [PATH CPI Participant Survey](#) by this Friday 6/30
- Check out the PATH Collaborative Planning and Implementation page on the PHIL website:
<https://pophealthinnovationlab.org/projects/path/>



Thank You!

Feel free to contact our CPI team:

Rachel McCullough-Sanden

Program Manager

rmcculloughsanden@phi.org

Jessica Sanchez

Project Coordinator

jsanchez2@phi.org

Kathryn Stewart

Director of Learning & Action

kastewart@phi.org

Sue Grinnell

Director of PHIL

sgrinnell@phi.org

Stephanie Bultema

Director of MERLIN

sbultema@phi.org

Stefani Hartsfield

Consultant

stefani@hartsfieldhealth.com

Thank you!



Appendix





Partnership Healthplan Resources

Includes trainings, webinars, roundtables, etc.

- CalAIM Initiative

<http://www.partnershiphp.org/Community/Pages/CalAIM.aspx>

- Enhanced Care Management

<http://www.partnershiphp.org/Community/Pages/Enhanced-Care-Management.aspx>

- Community Supports <http://www.partnershiphp.org/Community/Pages/Community-Supports.aspx>

- Provider Directory (under “Type of Facility” select ECM or CS)

<https://providerdirectory.partnershiphp.org/Hospital/BasicSearch/>

- Responses to key issues raised in May’s convening posted on PHIL’s website

https://pophealthinnovationlab.org/wp-content/uploads/2023/06/Partnership-Health-Updates-Enrollment-tracking-Care-plans-TARs-and-billing-DHCS-Risk-Stratification_May-2023.pdf



Funding Opportunity: Traditional Indian Health (TIH) Request for Application (RFA) Release¹

DHCS released the [Round Two RFA](#) to fund two TIH education programs that will assist Indian clinics in providing services to American Indians in a culturally appropriate manner and create a forum for the Indian community to address TIH education. A total of \$200,000 is available to fund regional TIH programs for two fiscal years. This funding opportunity supports the provision of traditional Indian health care.

Anticipated funding includes \$100,000 per region, supporting Southern California and statewide urban regional programs. The maximum funding is \$50,000 per region per fiscal year. The grant term is projected to start in August 2023 and continue until June 30, 2025. For questions about the RFA, please email TribalAffairs@dhcs.ca.gov.

¹California Department of Health Care Services. (n.d.). REQUEST FOR APPLICATION: TRADITIONAL INDIAN HEALTH. In *Indian Health Program*. Retrieved July 5, 2023, from <https://www.dhcs.ca.gov/Documents/FY-22-23-IHP-TIH-RFA-and-Attachments.pdf>



CPI Foundational Slides



CPI Regions

Northwest Region

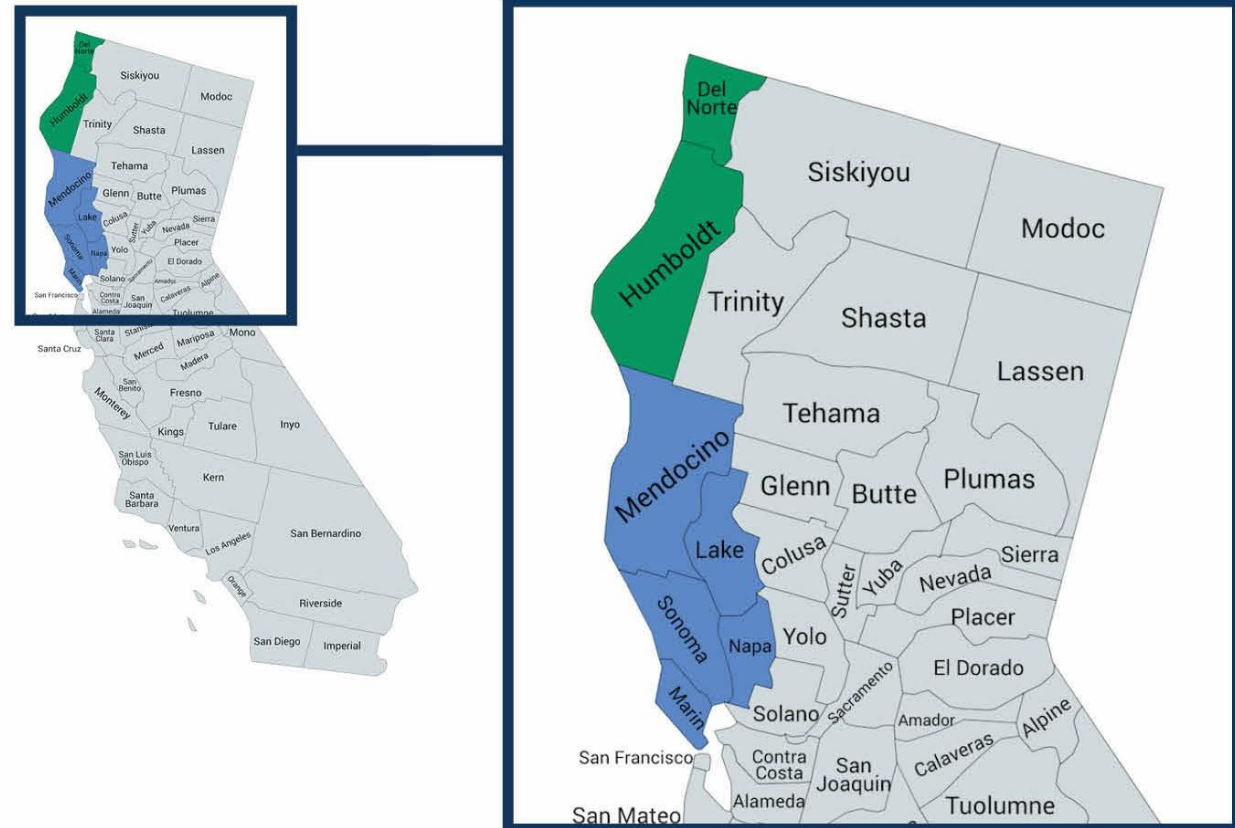
- Del Norte County
- Humboldt County

Southwest Region

- Mendocino County
- Sonoma County
- Marin County
- Lake County
- Napa County

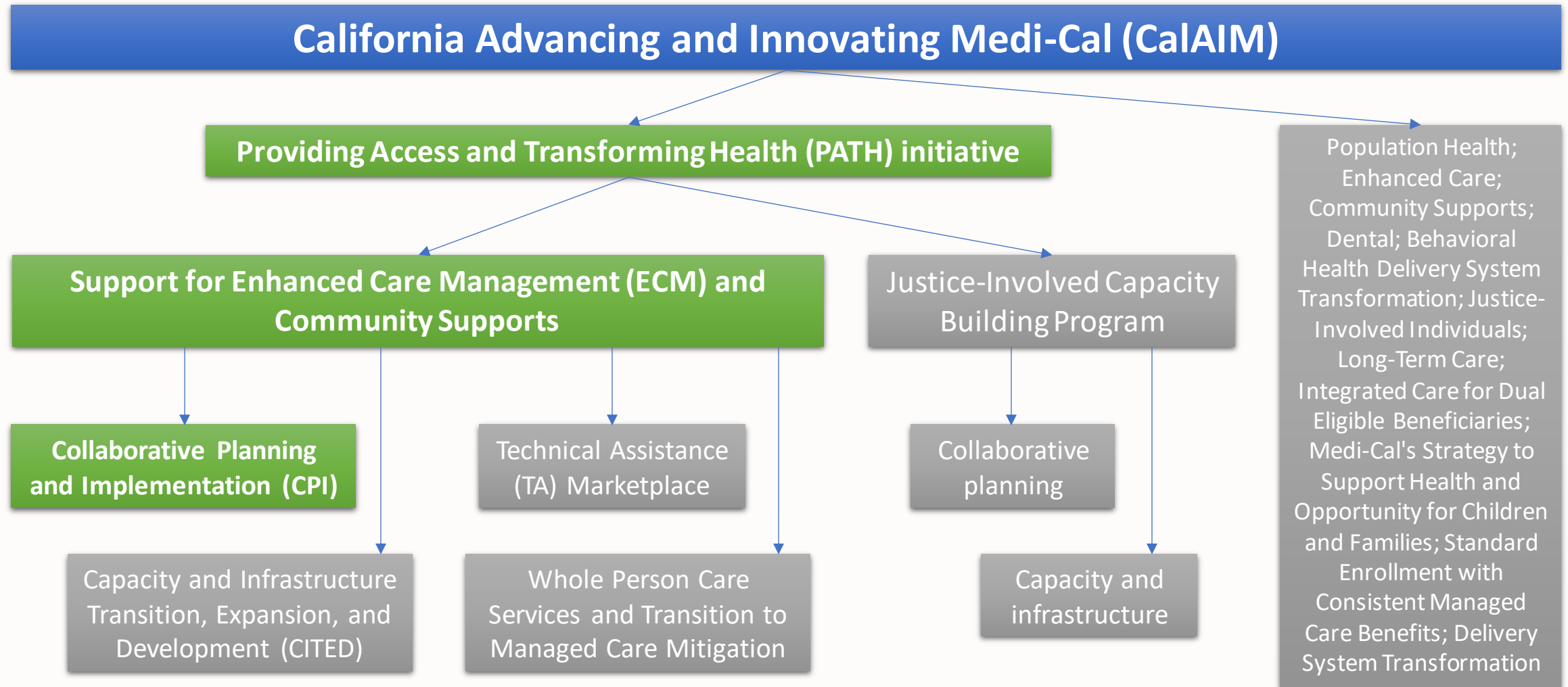
Region Counties Supported by PHIL

-  Northwest
-  Southwest





CaAIM → PATH → CPI





Goal / Aim Statement

The PATH Collaborative Planning and Implementation (CPI) initiative will support the advancement of CPI participants at least one step along the Readiness Roadmap towards successfully implementing Enhanced Care Management (ECM) and Community Supports services within the Medi-Cal delivery system through collaborative solutions that expand CPI participants' capacity and infrastructure needed to move towards an equitable, coordinated, and accessible Medi-Cal system by Dec 31, 2023.



Readiness Roadmap

WHERE IS OUR ORGANIZATION ON THE READINESS ROADMAP?

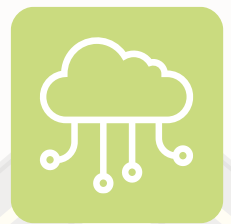
2. We're exploring the contracting process.

What are the steps to becoming an ECM or CS provider? How can I be sure my organization can manage?



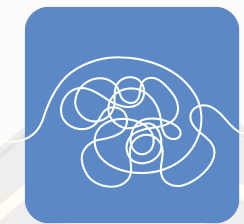
4. We have a contract!

We are finalizing workplans and internal processes.



6. We are making it work, but...

We are delivering services and have an internal process, but are having issues with referrals, reimbursements, or other workflow complications.



1. What are ECM & CS?

My colleagues are talking about these services. What are they? We are learning more about them.



3. We have started to work on the contract!

Our team began the application. BUT... we may be experiencing roadblocks or challenges.



5. We are testing the service delivery and billing system.

Eligibility confirmation, service delivery, claim submission and payment processes are ready to test on a small client group.



7. Coordinated delivery, billing, and referral system in place!

Our organization is part of a regional system delivering seamless and equitable cross-sector ECM & CS services.





Timeline

