


Arizona Department of Health Services

*Advancing Transformation Through
Procurement*

December 9, 2007



Overview of Arizona's Behavioral Health System

- ❑ Funded primarily through Medicaid
 - ❑ Arizona Health Care Cost Containment System (AHCCCS) is the single state agency to administer Medicaid funded programs
 - ❑ AHCCCS operates under an 1115 demonstration waiver; wide array of home and community based services
 - ❑ ADHS is required by state law to contract with AHCCCS to administer behavioral health programs— “carve out”
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Overview of Arizona's Behavioral Health System (cont.)

- ❑ ADHS contracts with Regional Behavioral Health Authorities (RBHA) and Tribal RBHAs
 - ❑ One RBHA per Geographic Service Area, a total of six statewide
 - ❑ RBHAs prohibited by state law from direct service delivery; services provided by subcontracted providers
 - ❑ Managed care system; capitated payments; encounter submission to verify service delivery
 - ❑ Contract compliance and oversight
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Prior ADHS/RBHA Contracts

- ❑ Modeled on the ADHS/AHCCCS contract
 - ❑ Too much philosophy, not enough teeth
 - ❑ Measured process, not quality and outcomes
 - ❑ Defining measurable events
 - ❑ Lack of incentives or disincentives to provide services to most acute members
 - ❑ Lack of critical detail to measure specific units and types of services
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Current ADHS Maricopa County RBHA Contract

- ❑ Clear expectations, eliminate passive voice
 - ❑ Define measurable events, focus on quality and outcomes
 - ❑ Performance incentives; remedies for non-compliance
 - ❑ Oversight and enforcement
 - ❑ Member choice
 - ❑ Recovery, resiliency and wellness
 - ❑ Compliance with court orders
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Current ADHS/RBHA Contract (cont.)

- ❑ Question need for terms
 - ❑ Fixing old problems; creating new problems
 - ❑ “If it’s not in the contract . . .”
 - ❑ Plan ahead; look for loopholes
 - ❑ More than a legal document
 - ❑ Verify and proofread
 - ❑ Comply with state and federal procurement laws
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Maricopa Solicitation

- Independent Expert Consulting Firm
 - Strategy Sessions
 - Internal and with Medicaid Authority
 - Community Input
 - Research and Literature Review
 - National Expert Interviews
 - Assist in writing solicitation
 - Develop capitation rates
 - Independent evaluation and scoring
 - Experts, Members, Family Members
 - Recommendations to ADHS
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Maricopa Solicitation

- Stakeholder Input Processes
 - Town Halls
 - Focus Groups
 - State Agency Partners
 - Members
 - Family Members
 - Advocates
 - Providers
 - Plaintiff's Counsel and Court Monitor
 - Themes informed solicitation content
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Maricopa Solicitation

- Literature Review
 - Use of multiple vendors and member/family choice
 - Provider Network/Service Delivery Models and Best Practice
 - Separation of managed care and service delivery
 - RFP requirements and options
 - Scoring criteria
 - Capitalization
 - Past performance
 - Performance guarantees
 - Sanctions
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Maricopa Solicitation

- Writing the Solicitation
 - Under constant guidance from state procurement
 - Increase accountability
 - Clear, concise language
 - Specific, objective, measurable deliverables
 - Methods of enforcement
 - Encounter and other data reporting requirements
 - Technical questionnaire
 - Proposal Content
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Maricopa Solicitation - Ann

- Independent Evaluation and Scoring
 - Scoring Teams
 - Training and Protocols
 - Pass Fail Minimum Requirements
 - Differentiate between plans/promises and demonstrated capabilities and performance
 - Site Visits
 - In person and virtual
 - Transcripts of all proceedings
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Maricopa Solicitation

- ❑ Best and Final Offer Step not necessary
 - ❑ ADHS as the decision maker
 - ❑ Allow for twice as much time as projected
 - ❑ Questions and answers
 - ❑ Project management tools
 - ❑ Documentation
 - ❑ Prepare for award protest
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Maricopa Solicitation

- Cross functional workgroups
 - Integrated approach
 - Contingency planning
 - Readiness Review
 - Pre Implementation
 - Post Implementation
 - Contractually based
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Maricopa Solicitation

- Evaluation Methodology
 - Review Proposal Documents
 - On Site Experience Verification
 - Data Systems
 - Financial Systems
 - Crisis Response
 - Quality, Medical, Utilization Mgmt
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Maricopa Solicitation

- Scoring Tool
 - Likert Scale
 - Reward Innovation
 - Industry/Field Benchmarks
 - Weighting among and within categories
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Advancing Transformation and a Recovery-based System

- ❑ Consumer Voice and Involvement
 - ❑ Choice of network and provider(s)
 - ❑ Individualized approach to care
 - ❑ Outcome oriented
 - ❑ Focus on employment, education, housing, self-sufficiency, community involvement
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Advancing Transformation and a Recovery-based System

- Best Practices: science to service
 - Out of Home Services
 - Home Care Training to Home Care Client
 - Peer Workers/Recovery Support Specialists
 - Older Adults
 - The Child and Family Team
 - Informed Consent
 - Use of Polypharmacy
 - Psychotropic Medication Use in Children
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Advancing Transformation and a Recovery-based System

- Required RBHA staff
 - ACT Team Psychiatrist
 - Recovery and Resilience Consultant
 - Cultural Sensitivity Consultant
 - Housing Administrator
 - Employment/Vocational Administrator
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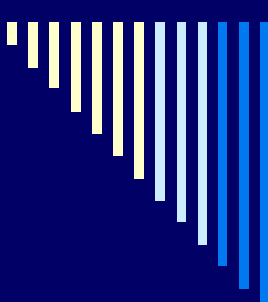
Advancing Transformation and a Recovery-based System

- Locate contracting of high cost, high intensity services at the RBHA level
 - Inpatient hospital
 - Residential Treatment
 - Crisis Response System
 - Home Care Training
 - Crisis Respite Services
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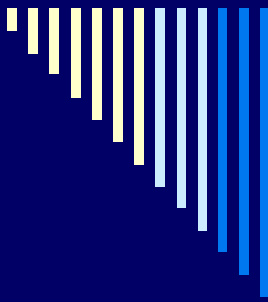
Advancing Transformation and a Recovery-based System

- Shared databases support service delivery
 - Locate contracting for system wide services at RBHA level
 - Sign Language, translation and interpretation services
 - PASRR
 - Laboratory, radiology
 - Block grants
 - Housing
 - Employment
 - Pharmacy Benefits
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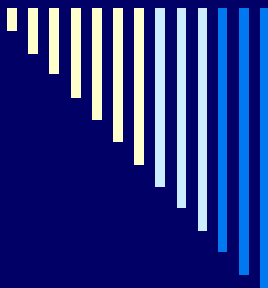
Managed care functions separated from delivery of services

- Managed Care Functions of RBHA
 - Information and Referral
 - Customer Services
 - Care Management
 - Quality Management and Utilization Management
 - Information Technology
 - Financial Management
 - Complaints, Grievances, Appeals
 - Training
 - SMI Eligibility Determinations
 - Credentialing, Privileging, Network Development and Management
 - Claims and Encounter Processing and Oversight
 - Business Continuity and Disaster Preparedness
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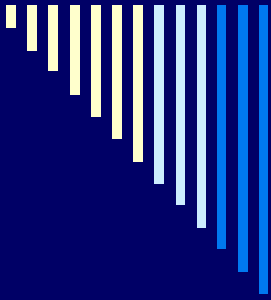
Managed care functions separated from delivery of services

- Service Delivery by the Networks
 - Treatment services
 - Counseling, assessments, medical management
 - Rehabilitation services
 - Skills development, supported employment
 - Support services
 - Case management, personal care, family support, peer support, respite
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Advancing Reform and a Recovery-based System

- Performance Incentives
 - Clinical team composition
 - Quality of Service Plans
 - Quality of Child and Family Teams
 - Consumer satisfaction
 - Increased use of direct supports
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Questions?
