Building Successful Partnerships to Establish and Expand Bed Registries

Transformation Transfer Initiative 2019
Today’s Presenters

Leah Holmes-Bonilla
Senior Training and Technical Assistance Advisor
NASMHPD

Genna Bloomer
Technical Assistance Research Associate
NASMHPD

Krista Ragan
Program Manager
North Carolina Behavioral Health Crisis Referral System

Susan Knapik
Assistant Director, Bureau of Inspection and Certification
New York State Office of Mental Health

Debbie Atkins
Director
Georgia Office of Crisis Coordination

John Verney
Acute Care Coordinator
New Jersey Office of Treatment and Recovery Supports

Harry Reyes
Assistant Division Director
New Jersey Office of Treatment and Recovery Supports

Jackie Shipp
Director, Community Based Services
Oklahoma Department of Mental Health and Substance Abuse Services
The Importance of Partnership

States with existing registries shared that **upfront stakeholder engagement is critical to success**

- Engage Families, MH Consumers, Emergency Departments, First Responders to drive participation
- Joint partnerships between MCOs and the State may leverage paying for care
- Sell the value of a Registry from the perspectives of each different stakeholder
The Basics: Strategic Communication

**GOAL:** What change in knowledge, attitudes, or behaviors do you seek from your partner?

**AUDIENCE:** Who are the organizations you should partner with? Who *are* they, really?

**MESSAGE:** What can you say or do to motivate change?

**OUTREACH:** Deliver your message: make your pitch, have your meeting, make the “ask”. Listen, and come to agreement.

**FEEDBACK:** Follow up and continue listening. Problem-solve and adapt as needed.
What’s the Goal?

Our initiative will help our behavioral health system to:

• Locate the appropriate level and type of care
• Locate available care
• Move individuals efficiently between levels of care
• Improve timeliness of access to care
• Reduce inpatient and increase community treatment
Who is the Audience?

- List the organizations you seek to partner with
  - Who are they?
  - Do they understand your priorities?
  - Do you have an existing relationship?
- Discuss potential partner organizations with agency and state leadership
  - Can leaders be a bridge to partner organizations?
  - Who is best positioned to review your list of potential partners?
Your Partners/Audiences
In Practice: Choosing Partners

Who?
• Providers and ASO’s

Why and How?
• Identified by using data about referrals, transport, and service utilization
In Practice: Choosing Partners

Who?
• Two large hospital industry groups - Greater New York Hospital Association and Healthcare Association of New York State

Why and How?
• They have been helpful and engaged partners in the past
• Because they are in an advocacy role, messages from them are viewed more favorably
In Practice: Choosing Partners

Who?
• Psychiatric Emergency Screening Services (PESS) and Short Term Care Facilities (STCF)

Why and How?
• These comprise the majority of the state’s acute care system
• The division has had a relationship with them for many years.
In Practice: Choosing Partners

Who?
• End-users of the system who work in facilities

Why and How?
• Researched and identified all potential facilities that would be eligible, then identified contacts
• End users know the challenges and procedures better than anyone. They know what works and what hasn’t worked for their facility.
In Practice: Choosing Partners

Who?
- Youth and family groups throughout the state (Oklahoma Federation of Families, Oklahoma Family Network, Evolution Foundation, NAMI)

Why and How?
- The state authority has long-standing contractual relationships with these groups for their statewide advisory board
- Natural partner, as they are invested in meeting the needs of consumers and families
Each Partner is Different
Understand your Audience

- **Research the organization**
  - What do you know about this audience’s knowledge, attitudes, and behaviors as they relate to the goals of your TTI?
  - Have they had prior experience with similar initiatives?
  - What else do you know about this audience? What do they care about? Who influences them? What might make them listen to you or motivate them to alter their behavior?

- **Identify Contacts**
  - Who has influence?
  - Existing contacts or relationships?
In Practice: Understanding Audiences

Choosing the appropriate contacts/champions

• Decision-makers at the top, versus mid-level management?
• Who has influence?
• Who do we already have contact with?
• Who can make the commitment?
In Practice: Understanding Audiences

Understanding their resource constraints

- Their resources are often stretched, as they fill many roles
- Scheduling can be difficult
In Practice: Understanding Audiences

Appreciating their prior experiences and context

• Stigma of “state” oversight
• Their current system has been in place for years (hesitancy to change).
• Tried a similar initiative in the past that was unsuccessful
• Need to be transparent about what hasn’t worked and listen
In Practice: Understanding Audiences

Appreciating their expertise

• They are experts in the technical placement process.

• They know what won’t work for their facility (and what will).

• They are knowledgeable about relationships with other facilities.
In Practice: Understanding Audiences

Appreciating their ongoing experience and expertise

- Importance of family voice and choice
- Importance of the voice of all community partners
- Have fostered this relationship for many years
Understand the Incentives

• Market to providers and hospitals that will feed data into the database by understanding what is important to them

• Supply providers/hospitals with meaningful data

• Frame the database as a tool to improve the system as opposed to an enforcement mechanism.
Understand their Challenges

• **Boarding** of people with mental health crises in emergency rooms waiting placement or treatment beyond stabilization

• Individuals with mental illness in **jails** awaiting assessments and treatment are a critical issue in some states

• Searching for available placements is **inefficient**

• People in need of treatment are made to **wait**, unnecessarily
Overcoming Barriers

BARRIER:
“Timely reporting will be a challenge due to staff constraints.”

POSSIBLE STRATEGY:
The more hospitals and crisis residential programs cooperate with timely information about available beds, the more useful a registry will be for the purposes of finding placements.
Overcoming Barriers

BARRIER:
“We don’t want to receive a high volume of patients with complex needs or who require uncompensated care.”

POSSIBLE STRATEGY:
Utilize advocates as allies, such as families, community groups, NAMI, first responders, etc. to share messages about the need for system transformation and access.
Overcoming Barriers

**BARRIER:**
“Reporting is complex and adding users to the platform is burdensome”

**POSSIBLE STRATEGY:**
Be available for on-site training as needed, simplification or automation of the system as able.
Fine-Tune the Message

• Before you start your outreach...
  • What could they (both leadership and front-line workers) gain from your TTI?
  • What stands in their way of complying (and how can you help them overcome these barriers)?
  • What information could help you illustrate your point to your audience? (For example: data, personal stories, highlighting the audience’s personal connection to the issue, etc.)
In Practice: Messaging

• Tailored presentations

• Smaller group meetings to address specific issues not relevant to others

• Making it clear via messaging that they are listening
In Practice: Messaging

- Audience: Youth and Family Organizations and other partner organizations
- Focused messages on the needs and wants of the partner (i.e. what’s in it for them?)
- Focus on the good that will follow for consumers and their families as a result of TTI
A Key Message for Leadership

Proper care and support of individuals with serious mental illness requires policymakers to look "beyond beds" toward a full continuum of psychiatric care to meet treatment needs over time.
Begin the Outreach

- Focus on realistic, mutually-beneficial goals
- If the partner is not familiar with the initiative, provide an overview
- Make it clear what the benefits are to them
In Practice: Mutual Benefit

- Regular contact and transparency in sharing progress
- Site visits and training opportunities
- Partner investment in hospital success
- Enlist partner ideas to increase participation
- Use their space for training/meeting
- Their reach and role assists us with sharing messages without the perception of the mandate
Make a Clear and Specific “Ask”

• What change in behaviors do you need from this audience, in order for your TTI to be successful (in other words, what is your “ask” of them)?

• What needs does the partner have?

• How could the TTI potentially address those needs and benefit the organization?

• What resources can the partner contribute?
Follow Up and Initial Feedback

- Follow up after initial “pitch”
- Be flexible and listen to what the partner may want
- How can you help the partner overcome barriers to helping us achieve our TTI goals?
- How will you create a mutually beneficial initiative?
In Practice: Feedback and Problem-Solving

• We must listen A LOT!
• We must be willing to hear criticism without being defensive.
• Going to local and statewide meetings and conferences
• Being accessible and responsive to questions, requests to meet or present.
Come to an Agreement

• Based on feedback from the partner organization and your research on the barriers and benefits to the partner organization, determine and put in writing if possible:
  • The expectations of each partner
  • A timeline
  • Clearly defined roles
Maintain, Nurture, & Ongoing Feedback

• Consider creating a formal feedback mechanism (for both leadership and end-users of your registry)
• Determine a preferred mode and frequency of communication (and follow through!)
• Continue to build trust by hearing feedback and making midcourse corrections
• Keep lines of communication open for all
In Practice: Ongoing Feedback

• Online report form that is accessible via a web link to all users
• Many users will call or email about any issues
• Continuing to participate in calls and meetings to obtain user feedback
• Periodic calls to users to ask questions
• Advisory group & users group
• Site visits
• Support calls
In Practice: Ongoing Feedback

- Representatives from partner entities enlisted to participate in a stakeholder group
- Help guide the development of the platform
- Viewed a demonstration and discussed how it will affect the Acute Care System.
Steps of Building Successful Partnerships

1. Determine your needs
2. List the organizations you seek to partner with
3. Discuss potential partner organizations with agency and state leadership
4. Research the organizations
5. Determine their needs
6. Identify Contacts
7. Begin your outreach
8. Make a clear and specific “ask”
9. Follow up
10. Come to an agreement and put it in writing
11. Maintain and nurture the partnership
Resources

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Audience Segmentation and Messaging Worksheet
2019 Transformation Transfer Initiative

In order to meet the goals of your Transformation Transfer Initiative (TTI), you will need to successfully engage partner organizations and key audiences. In doing so, it is critical to consider who these individuals and organizations are, and use this information to build a lasting and effective partnerships. The process of building relationships and encouraging compliance in relation to your TTI will be much more effective if you take the time to understand the audiences you are trying to reach.

Segmenting your audience is a key component of developing compelling messages and building lasting partnerships. Answer the questions below about your target audience:

1. Who is your audience?

2. What do you know about this audience’s knowledge, attitudes, and behaviors as they relate to the goals of your TTI? Have they had prior experience with similar initiatives?

3. What else do you know about this audience? What do they care about? Who influences them? What might make them listen to you or motivate them to alter their behavior?

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Building Successful Partnerships
2019 Transformation Transfer Initiative

When building a partnership, it is important to take the time to understand the partner organization and the individuals that it is comprised of. In doing so, you will take on the partner’s perspective in relation to the goals of your Transformation Transfer Initiative (TTI). What is standing in the way of the potential partner helping you achieve your TTI goals? What could the partner organization gain by helping you achieve your TTI goals? The steps of building successful partnerships that are outlined below will help you think through these key questions and others in order to build successful and lasting partnerships.

**Step 1: Determine your needs**

Identify what you want from the partnership. Identify what specific needs the partnership could meet.

**Key Questions:**
- What initiative activities do you need the partner to fulfill?
- Where are you having difficulty reaching goals and objectives?
- What activities could be sustained, expanded, or improved through partnership?

**Step 2: List the organizations you seek to partner with**

Identify which organizations you must partner with in order for your TTI to be successful, and those that make the most sense to partner with. You might consider writing this list in order of priority. You should also consider whether this list needs to be reviewed and approved by state leadership.

**Key Questions:**
Questions? Comments?

Jackie Shipp – Oklahoma  
JShipp@odmhsas.org  

Susan Knapik - New York  
Susan.Knapik@omh.ny.gov  

Debbie Atkins – Georgia  
debbie.atkins@dbhdd.ga.gov  

Jenna Caccese – New Jersey  
Jenna.Caccese@dhs.nj.gov  

John Veryney – New Jersey  
John.Verney@dhs.nj.gov  

Harry Reyes – New Jersey  
Harry.Reyes@dhs.nj.gov  

Krista Ragan – North Carolina  
krista.ragan@dhhs.nc.gov  

Ted Lutterman – NRI  
Ted.Lutterman@nri-inc.org  

Genna Bloomer - NASMHPD  
Genna.bloomer@nasmhpd.org  

Leah Holmes-Bonilla - NASMHPD  
Leah.holmes-bonilla@nasmhpd.org