



Magellan of Arizona Regional Behavioral Health Administration

Governance Board Minutes of October 17, 2007

ATTENDANCE:

Absent: None

Community Members of Governance Board:

- Open. - Adult Service Recipient Representative
- Sue Davis, Vice President, emerita, NAMI - Family Member Representative
- Nick Margiotta, Phoenix Police Department - Community Member Representative
- Luz Sarmina, CEO, Valle Del Sol - CEO Children Provider Representative (teleconference)
- Ted Williams, CEO, ABC Housing - CEO Adult Provider Representative
- Valerie Van Auken - Family Member of Child Recipient Representative

Magellan Members of Governance Board:

- Anne McCabe - Representative of the Chief Executive Officer, Maricopa County RBHA
- Chris Carson – Representative of Chief Medical Officer, Maricopa County RBHA
- Andrea Smiley - Chief Community Relations Officer, Maricopa County RBHA
- Gaye Tolman - Chief Recovery and Resiliency Officer, Maricopa County RHBA
- Brenda Benage - Chief System Transformation Officer, Maricopa County RBHA
- Dan Wendt - Chief Quality Officer, Maricopa County RBHA

Consultant to Governing Board:

Charles Curie, Principle, The Curie Group, Consultant to the Board

Staff to Governance Board

Lynette Tolliver – Governance Board Administrator

In Session 10:10am

Board Minutes Submitted for September 19, 2007:

Minutes were submitted to the Board for approval. Sue Davis requested that minutes be amended on page 3 directly after the CRN Presentation to reflect her comment: “Sue Davis reminded the Board that the Crisis Recovery Network is responsible for providing crisis services to all people residing in or traveling through Maricopa County and not just to enrolled recipients of care. It is her opinion that this contract responsibility is an unfunded mandate.” The amendment was added.. Luz Sarmina commented that on Page 2 under the Service Delivery Transition Committee in the sentence starting “The charge of the workgroup was communicated...” the word “action” should be changed to “act.” Ted Williams corrected the name “Dr. Grossman” to “Dr. Gross.” Sue Davis moved that the minutes be approved with corrections, and Luz Sarmina seconded the motion. Ted Williams called for acceptance of the minutes with the recommended changes.

MAGELLAN UPDATES

Chris Carson introduced Andrea Smiley as the Chief Community Relations Officer for Magellan Health Services of Arizona. Andrea provided a brief overview of her work history, in particular with more than nine years as Assistant Vice President of Communications for the Arizona Medical Association (ArMA), the professional association for allopathic (MD) physicians in Arizona. Chris provided an overview to the audience on the process and opportunity to submit comments before the Governance Board at the time frame indicated on the agenda.

Governance Board Structure

Chris Carson gave an overview of the evolution of the Governance Board and discussed the early stages of development. Chris also commented that Charles Curie would continue to provide guidance as the Governance Board moves forward.

Charles Curie, Principle, The Curie Group, commented to keep in mind this is not being done anywhere else in the country and that this is just the second meeting since the September 1st contract live date. This is a fledgling endeavor and you are at a critical juncture in learning more as the Governance Board for Magellan of Arizona in particular determining the needs concretely and the clear progression to reach an ultimate vision. There was clear movement from the Department of Behavioral Health Services (DBHS) to support change in the system, but the challenge is finding the balancing ground of what that change should be. Charles asked the Board to keep in mind when a Governance Board is formed there is a determining of the Board's functioning, policy, and programming. This Governance Board is facing tough timeframes to get issues developed with multiple layers in the midst of aggressive timeframes to meet the need. Charles provided an overview of the first meeting and how the Board talked about the need to understand the higher calling. Charles provided these additional points for the Board to consider in its role:

1. Distinction of Role – not as the typical advocate as you may be in other forums (finding balance or guidance in determining the appropriate forum to bring issues up that should not be brought before this Board).
2. Think In Terms of “What it Means to be a Policy Governance Body” -this Board is not the forum to bring up operational issues, however there are point of contacts in leadership who can assist in determining who should be contacted to address situations.
3. Board Structure – Due to timelines there has not been time to set the structural portion for the Board, however this Board will need to take time to build the structure.
4. Time to evaluate what is going well and what are opportunity areas that can be addressed by this Board. Example - What is the appropriate role of the PNO? If there is not clear vision from this Governance Board, it could take another form.
5. Pressures In The Role - insure the Board is in alignment in where you want to see the system go.

Ted Williams commented, “Russ was clear in the past that we don't have the ability to determine the hiring, finance, or operational issues.” Ted also commented that he sees his role as working for Magellan, and not the community, and we have a vested interest that Magellan is successful as our RBHA. To do this we have to have the PNO structure, and services for families and we understand that the line between policy and operational is difficult to draw. Charles provided the example of the structure of the PNO's; the Board has a lot of leverage in designing and structuring the process and the Board can provide input on structure, however not day-to-day operations. Nick Margiotta provided this example as well - the telephonic system situation that is in the community, we should be able to address the programmatic portion, but should refrain from involvement in the structural portion of development. Charles commented it is appropriate for the Governance Board to give input on areas that are programmatic; however what is the appropriate structure to address issues must be discussed in lieu of the Governance Board, considering the priority, timeframe, and frequency of meetings.

The structure of standing reports will need to be developed in order to have the opportunity to govern. Luz Sarmina suggested having a Board retreat in order to build structure and process for the Board and to resume meeting twice monthly to become a true governance board and not an FYI board. Chris comments this is a great idea, we need the opportunity to have the oversight and history of the process and we want you to feel confident that this is a Governance Board and not a committee or advocacy board. Chris stated this is the Governance Board of Magellan of Arizona and we need for everyone to feel comfortable and confident in their roles. Charles Curie also agreed with having a day long retreat in order to develop the direction. Anne McCabe discussed systematic interventions as the role of the Governance Board and the need to get the system vision going in order to balance the operational needs. Charles reiterated the need to touch program is understandable, but the structural piece is essential. Sue Davis commented "I need to monitor operations in order to be sure that things are working regarding vision and policy directives." Ted Williams commented "whether we like it or not, we will touch policy, and we need to be in a position to address operational concerns that we hear in the community in an appropriate way. Chris Carson confirmed with the Board how often they would like to meet and polled for desire to have a Governance Board Retreat before the end of November. The Board agreed unanimously on the retreat and revision to twice monthly Governance Board Meetings. Lynette Tolliver agreed to set up the retreat and schedule an additional Governance Board Meeting on November 28th 2007 in addition to the pre-scheduled meetings. Nick Margiotta requested written reports in order to remain updated on process and progress. Chris reiterated we can work on the structure and process of your request during the retreat to ensure the appropriate structure of information.

Clinical Update

Chris Carson provided an update on implementation and transition of the clinics. Chris commented Magellan was not allowed in the clinics until September 1st 2007, therefore there was limited opportunity for background and pre-observation. Chris commented to the Board that Magellan of Arizona is committed to insuring that the system is built on integrity and respect in services provided. Magellan encountered some surprises regarding the contrast on systems in lieu as to what was in place prior to Magellan's vision of services. Finances continue to be a major area of focus for development. The Direct Service realm requires additional development and structure to become effective. Chris commented on the staff's commitment to supporting families in spite of structure from the previous RBHA. Direct Care Clinics previously were a cost center to the RBHA as one entity, versus unique diversification of funding or cost to operate individually therefore clinical goals were incidental to the financial goals. Clinical leadership when present was overwritten by administrative leadership in some situations. When Magellan of Arizona became the Regional Behavioral Health Authority (RBHA) we inherited the structure and in seven weeks have seen areas that will require restructure. Magellan of Arizona would like to see two arms to the Clinical and RBHA structure and we would like to build some foundational walls in between. Magellan has hired the Chief of Clinical Operations, Carole Matyas, and she will have the opportunity to come before the Board. The Urgent Care Center deserves special mention and attention as well, and a Medical Director is needed. Chris commented the desire to have that position filled in about one month to have complete clinical leadership oversight of the process. Chris also discussed reintroducing Benefit Specialists as a support to SMI and GMHSA to address appropriate funding stream for recipients. The structure for the Direct Care Clinics will have a strong Clinical Director to provide oversight of the leadership model. Chris stated it is Magellan's intent as the RBHA to move towards success and not being judged solely by financial success but on successful outcomes overall. Magellan of Arizona will build a financial model in conjunction to the clinical model with emphasis on successful outcomes. This is an area that will consist of new structure, in contrast to traditional process of limited planning for system of care for recipients. Magellan of Arizona wants to do what makes sense. Sue Davis commented, "I totally support what you Chris just said. I had the opportunity to sit in the Urgent Care Clinic (UCC) and was concerned with the level of service and ability to address the structural needs and process for families." Chris commented that on average the clinic sees two hundred patients per week, and the urgent care is about one hundred hours in stark contrast to the number of encounter hours submitted. Ted Williams applauded Chris Carson's understanding of the challenging process of how the system is running and how services are delivered and commented, "This has been an area that has been raised to DBHS over

the years.” Nick Margiotta also applauded the comments from Chris. Luz Sarmina suggested the name should definitely be changed based on the transitioning of clinics soon and how the process is inter-related. Chris commented to the Board that Magellan of Arizona will transition clinics by April 1st 2008, however there are concerns based on data which will be factors in effectiveness. The Service Delivery Transition Committee will provide a report today to the Board that will touch on this area. Sue Davis commented that it was her understanding that the Direct Care Clinic cost data could be extrapolated from the RFP data files and that she has learned from experience that transitions can be controversial.. Sue asked if Magellan of Arizona had spoken with the Court Monitor’s Office about the transition. Chris commented that Magellan would confer with DBHS on how to involve the Court Monitor’s Office effectively and appropriately.

Financial Update

Shannon Sieverling, Chief Financial Officer for Magellan of Arizona provided a scenario based overview of finance concerns around transition. Shannon touched on how the expenses Magellan will incur correlate with the update from the Service Delivery Transition Committee. Revenue received is based on two components- Title Based (the This amount is fixed, but the membership can fluctuate based on eligible members.) and Non-Titled Funding Amounts. When monies are put in the system, they are from different service areas such as Block Funding – fee for service, Title Funding, and Capitation for funding expenses. Shannon provided detailed definitions for block funding and encounter structure and explained how they connected with claims. Ted Williams asked if part of the issue is the complexity of information systems connecting. Shannon responded by stating the encounters are a little more challenging. Sue Davis asked for clarification on Title XIX rates based on funding streams, i.e. ADHS or AHCCCS. Shannon discussed in general the rate increases that have happened for children and SMI Adults over the last few years. Valerie Van Auker requested a reference document to become more familiar with the process and procedures. Anne McCabe and Chris Carson commented that this could be worked on at the retreat. Ted Williams commented that there are unfunded mandates that we need to address and determine how to provide the service without the funding from DBHS, and how to address in a way that is supportive to DBHS, that is reasonable and feasible. Shannon commented there have traditionally been unfunded supports that were needed, but were not accounted for in encounters. This area truly can be political, and we have a responsibility as a community to address the mandates for this service. The Board commented the Service Delivery Transition Committee could be instrumental in developing the needed data to support the concerns raised.

Service Delivery Transition Update

Brenda Benage, Chief System Transformation Officer and Chair of the Service Delivery Transition Committee provided an update to the Board by stating the Service Delivery Transition Workgroup has met weekly since its first meeting directly after the September 19th Governance Board Meeting. A draft document was distributed to the Board and reviewed by Ron Smith, CEO for CHOICES, and a Service Delivery Transition Committee member. Ron discussed Clinical Site Management and PNO and QSP Responsibilities. The Board discussed having a communication plan to insure we have input from the many voices in our system. The Board concurred that to do effective work the workgroups are needed to address specified areas of focus. The Service Delivery Transition Committee supported the Governance Board recommendation to provide options versus suggestions, with highlighted recommendations. Ron commended the work of the group thus far and commented that, as the Service Delivery Transition Committee continues, they will need direction from this Board to insure the direction they are moving in is in alignment with Governance Board goals. The Board discussed the intricacies of the segregation of services for case management and the other services. Ron commented all could be under the PNO but the Case Management area must be segregated from the provider sites. Chris Carson discussed the unique system model in Arizona, and how they are primarily lawsuit driven with Case Managers serving as advocates for consumers in addition to their traditional role. Valerie Van Auker inquired about the structure of the Children’s System and how it is being structured within this process. Chris Carson commented that the Children’s System is another area of focus that will be dealt with at a later date. The Service Delivery Transition Committee will continue to work on the decision-making process between the PNO’s. Chris Carson asked if the process utilized to

Comment [SD1]: Hyphenated

determine recommendation “3” on the Clinical Site Management Draft Document was based on broad input and group based thinking. Dan Wendt requested clarification on the QSP reporting Structure from the committee. Ron commented the ultimate goal is for the case managers to report to the PNO where they could truly bring issues to the forefront regarding provider situations that could arise. The Board inquired if the PNO can subcontract out to a single provider exclusively for case management. Dan Wendt believed there needed to be more separation between providers and case managers than what was being proposed so far by the SDT Committee. Ron agreed to pose the question to the committee. Sue Davis discussed the complexity of Case Management in the terms of its being a role versus a function. She agreed with Dan that the case management function should have independence from individual providers of care. Chris Carson commented that it is a good idea to consider a title change in the role. Charles Curie commented that this type of discussion is appropriate for the Governance Board in relation to policy and broad operational discussion to drive policy. The Board agreed unanimously that the PNO should not be in a position to manage the whole system structure. Chris Carson commented that the PNO will not manage the Direct Care Clinics and the Clinical areas in general and that the Governance Board has a responsibility to insure the system of care plan works in Maricopa County. Brenda confirmed that the comments and questions posed by this Board would come before the Service Delivery Transition Committee for review. Luz Sarmina commented that the suggested third PNO option should be considered as an area of focus in this process.

FOLLOWUP ITEMS

Organizational Charts and Key Contacts

Chris Carson agreed to ensure that organizational charts are given to the Governance Board members, and discussed the concerns on providing direct contact information. Andrea Smiley, Chief Community Relations Officer for Magellan of Arizona will work on developing the process for key contact information. Anne McCabe discussed how Magellan of Arizona is still building the internal structure.

Governance Board Seat Vacancy Update

Gaye Tolman and Sue Davis, the Governance Board Nominating Committee, reported that the vacant Adult Recipient of Services position had been advertised and applications had been received. Three finalists who met the position criteria had been identified and interviewed face-to-face. These finalists would be presented to the Governance Board in executive session at the end of this meeting for Board discussion and possible action

NEW BUSINESS - BOARD

Child and Family Team (CFT)

Luz Sarmina discussed the 100% CFT goal and how it does not meet the needs of our community. Luz also called to discussion before the Board the six million dollars being pulled out of the Children’s System to support Direct Service Providers after contracts had been approved. Chris Carson explained that some of the funds were mandated by the DBHS for the “Meet Me Where I Am” campaign and that he will have a representative from Magellan report on this process to the Board.

Community Committees

Nick Margiotta reported that he sits on a couple of community committees that have traditionally had RBHA representation—in particular the Maricopa Association of Government Committees and the Maricopa County Methamphetamine Taskforce that was presented to Magellan last month. Chris Carson commented that Andrea Smiley can address this area offline and expressed his appreciation for Nick’s input.

New Business for the Next Meeting

Sue Davis asked that the Board learn more about the behavioral health benefit of The Comprehensive Medical and Dental Program (CMDP), an AHCCCS insurance program for children primarily in Out Of Home Placements. CMDP children are a priority population, and the growth and costs in this area in Maricopa County have been phenomenal. Chris Carson commented this is truly a national issue and a priority for Magellan of Arizona as well.

Valerie Van Auker brought before the Board community concerns around the current process in Maricopa Crisis Response Network (MCRN). While Magellan is working on training and building the process, what is the solution for families as an alternative regarding response and contact concerns? Nick Margiotta recommended the Governance Board receive a report from MCRN that would help the Board to gauge the development and process. Dan Wendt commented there is one in development. Currently the report is developed for indicators, however a full comprehensive report will be developed in November for review. Chris Carson commented that Miki Antonelli, Chief Operations Officer, Magellan of Arizona, will come before the Board for the November 14th 2007 meeting to discuss the engagement and support process from Magellan of Arizona with MCRN.

PUBLIC COMMENT

Community Input to the Governance Board

Chris Carson provided another opportunity for the audience to bring situations before the Board by giving a brief reminder of the process. No responses were received.

The motion was submitted by the Chair to begin the Executive Session for the purpose of discussing the vacant Adult Recipient of Services position on the Board. The Board unanimously accepted.

NEXT MEETINGS

The Board will meet on the following dates:

- Wednesday, November 14, 2007
- Wednesday, November 28, 2007
- Wednesday, December 12, 2007

All meetings will take place at Magellan Health Services, 4129 East Van Buren Street, Ste 150, Phoenix AZ, 85008 – Cottonwood Conference Room from 10am – 1pm.

Meeting Adjourned at 12:19pm

(Executive Session – Adult Recipient Seat 12:25 – 1pm)