



Magellan of Arizona Regional Behavioral Health Administration for Maricopa County

Governance Board Minutes of March 18, 2009

PRESENT:

<p><u>Community Members of Governance Board:</u> Sue Davis – Board Co-Chair Vice President, emerita, NAMI - Family Member Representative Frank Scarpati CEO, Community Bridges - CEO Adult Provider Representative Nick Margiotta Phoenix Police Department - Community Member Representative Luz Sarmina CEO, Valle Del Sol - CEO Children Provider Representative Valerie Van Auker Family Member of Child Recipient Representative Kathryn Ayotte Recovery Innovations of AZ, Adult Recipient Representative</p>	<p><u>Magellan Members of Governance Board:</u> Richard Clarke M.D. – Board Co-Chair Chief Executive Officer, Maricopa County RBHA Jeff Boldizar Deputy Chief Executive Officer, Maricopa County RBHA Shawn Thiele Chief of Child and Youth Services Officer, Maricopa County RBHA David Covington Chief of Adult Services System, Magellan Dan Wendt Chief Quality Officer, Maricopa County RBHA</p>
<p><u>Board Consultant</u> Charles Curie - Principal, The Curie Group</p>	
<p><u>Staff to Governance Board</u> Lynette Tolliver – Governance Board Administrator</p>	
<p><u>ABSENT:</u> Jim Stringham Chief Operations Officer, Maricopa County RBHA</p>	

IN SESSION: 10:05 a.m.

Board Minutes Submitted for February 18, 2009 Meeting:

A motion was submitted to the Board to approve the February 18, 2009 minutes. The Board unanimously passed the motion. Shawn Thiele will clarify one issue in the minutes on page 3 of the Children’s Update.

MAGELLAN UPDATES

Magellan of AZ Updates

Richard Clarke provided an update to the board and announced that all upcoming community events will be announced at all Governance Board meetings to promote awareness, remove stigma, embrace quality service and support each other.

- Ann Shannon will be assisting Richard in compiling upcoming events. Some of the previous events consist of:
 - 3/14 thru 3/15/09 - Aloha Festival at Tempe Park to increase awareness of mental health issues and to allow Magellan and providers to have booths for education, employment and information. 100,000 people attended.
- Upcoming Events:
 - 3/19/09 – Asian-American and Pacific Island Communities Health Fair
 - 3/25/09 – Health Fair at South Mountain Community College
 - 3/25/09 – Child and Family Advisory Partnership at Family Involvement Center (FIC)
 - 3/26/09 – Quarterly Tribal Meeting of Tribal Leaders with Magellan’s support to assist in becoming more engaged in our system of work with the tribes.
 - 3/27/09 – Arizona Parenting Champions for Children Annual Lunch Fundraiser. Magellan is a sponsor.
 - 3/27/09 - Terros’ fifth Annual Cesar Chavez Behavioral Health Conference. Richard encouraged people to sign up and participate.

- 3/29/09 – NAMI Valley Walk for Mental Health and Stigma Reduction at Tempe Town Lake. Mental Illness Affects One in Four Campaign. 500+ Magellan participants will walk in support, displaying signs about the 1 in 4 campaign. Magellan is a presenting sponsor.
- 4/11/09 – Magellan Youth Leadership Inspiring Future Empowerment (My Life) will hold the second annual “My Fest” event at Tempe Town Lake. Channel 12 is a major co-sponsor and has been making public announcements and holding interviews with supporters. 3,000 – 4,000 people are expected.
- Organizational Structural Changes
 - Dr. Andrew Mebane, Chief Medical Officer, will return to private practice as Chief of Psychiatry at the Saguaro Clinic later this month. Dr. Michael Brennan, from Maricopa Integrated Health Systems (MIHS) will assume the Chief Medical Officer role for Magellan of AZ starting May 11, 2009, and Dr. Gary Henschen, Chief Medical Officer for Magellan Health Services, will serve as the interim Chief Medical Officer until Dr. Brennan comes aboard in May.
- Non Titled Budget Reductions Update
 - Maricopa system of care will experience a \$6.1 million reduction in Non Titled funding. On March 13, 2009, Magellan was notified by the State of budget reductions and given policy decisions on how to handle the cuts.
 - The cuts were reviewed with provider networks, mobilized by the Maricopa County Consumers, Advocates, and Providers (MCAP), Contract Providers, Board members and other interested parties.
 - ✓ Magellan went back to the State and said the policy decisions could not achieve any savings this fiscal year and that this is a long-term situation.
 - ✓ Cost issues
 - ✓ Quality of Care issues have to be thought out carefully
 - ✓ Seven policy decisions will be effective July 1, 2009 and the community must decide how to handle them.
 - Magellan will be at risk for \$4.6 million of the \$6.1 million
 - ✓ There will be a shift of risk for this money from the State fiscal year ending June 30, 2009, to the Magellan fiscal year ending December 31, 2009.
 - ✓ Richard Clarke will work with the Provider community and the Division of Behavioral Health Services (DBHS) to obtain policy decisions to allow the reductions to occur without passing the cuts to the Provider community.
 - ✓ The balance of \$1.5 million will have to be absorbed by the Provider community.
 - ✓ On March 19, 2009, there will be a meeting with MCAP to look at the strategy to apportion the \$1.5 million to the Providers without affecting clients and to look at the 2010 budget.
 - ✓ The Board commented they were pleased to see Magellan collaborating with MCAP to build a consensus and that ADHS is making the policy decisions.
- Children’s Recoupment Update
 - Magellan will be reviewing with DBHS how to meet the \$8.8 million of relief for Providers. DBHS has granted \$2.7 million of encounter relief on the children’s side, consistent with what the rest of the RBHA’s have experienced this year. Three Provider systems were under development and changes to the case management model will need to be made as well as the implementation of various initiatives pertaining to residential services. Children’s Providers will still need \$6 million in funding, and Richard will meet with DBHS to attempt to resolve this issue this week. The deadline for addressing the Children’s encounter relief issue has passed, but final reports have to be provided to AHCCCS by the end of April 2009.

Action Item – Richard will provide an update to the Board regarding the status of Children’s Recoupment efforts with DBHS.

Adult System Update

David Covington provided the Adult Services Update

- Magellan has spun out about half of the clinics and will transition the rest over the next few months. Ron, Teri, and Jill from CHOICES and Amy and Anita from SWN are developing the new infrastructure with staff members. Work is being done from an aggregate level down to each individual case. Three local private non-profit groups are working with the remaining nine undedicated clinics.
- David will spend a full day shadowing a case manager to learn how the service delivery system is working, and he participated in a CIT ride-along with Nick Margiotta until midnight and got a comprehensive view

of what is happening in the field. He reported to the Board that he was very impressed with the coordination with local law enforcement and the speed in which incidents were responded to promptly. Richard was very pleased to hear how thoroughly David is involving himself in the system.

Children and Youth Services Update

Shawn Thiele provided an update on Children and Youth Services

- Children's management expansion: Having a targeted case management workforce with a smaller caseload of 1 to 15 to focus on high-needs children who are involved in multiple systems. As of mid-March, there are 156 full time high-needs case managers with a goal of increasing them to total of 191 by the end of 2009 with the goal to serve 18% of the total population. More focus is on at-home services (residential and foster care) to encourage children to be placed in residential settings. Currently, Magellan is only at 1% residential placement, compared to national figures. Magellan has a great record by comparison nationally.
- Level three (least restricted): Shifting utilization of respite. There will be an emphasis on working with other RBHA's to have a more statewide approach. The next phase with the PNO's key teams will be implemented in April 2009 to address Level 1 (most restrictive) care in order to assist in getting deterrent children back home to their families or a lower level of care. Richard encouraged that there be the right services for the welfare of recipients. There will be no rate reductions for Foster Care because Magellan is the provider. Standard Foster Care is under Child Protective Services (CPS) and there may be reductions. Behavioral health is the responsibility of Magellan if a recipient is enrolled. Richard credited Providers with doing a great job at making good progress and at retention rates.

PROVIDER UPDATES

Anita Barnas, CEO of Southwest Network and Ron Smith, CEO of CHOICES PNO Presentation

- Anita Barnas of Southwest Network presented:
 - Clinic transitions, August 23, 2009 – Garden Lakes, September 13, 2009 – Alma School, October 11, 2009 – Osborn, October 11, 2009 – Glendale, and November 15, 2009 – Highland Clinic.
 - Spacing the transitions to mid-month worked well to train employees and to complete benefits enrollment, which avoided a perceived lapse in coverage.
 - There are 300 staff at the five clinics and the focus is to fill all positions. There was an open house, job fair, and interviews. The State Rapid Improvement Plan has been implemented to improve system improvements. Each Site Administrator and Clinical Director will report to the licensed independent Regional Director to enhance the hierarchy and retain a medical structure. Only licensed independent staff will be hired. The Area Medical Director is Dr. Eller; all doctors and medical practitioners will report to either him or the Chief Psychiatrist. This will also be the Human Resource structure. Every Friday all Site Administrators and Clinical Directors will meet to keep the Vision and Mission, and philosophy is coordinated with the organizations. Four doctors have been hired and other candidates are being recruited. Magellan's assistance is utilized regarding verification of skills and knowledge and ability to do clinical supervision. David Covington will look at defining roles when there is an issue or process that needs to be communicated.
 - Lessons learned – Each clinic needs a Clinical Director informing new staff of expectations and providing oversight of training and support of post-transition staff. Outside environment needs to be a priority for all staff. Crisis Intervention Specialists have been hired at the Highland clinic for recipients with increased symptoms.
- Ron Smith of CHOICES presented:
 - Ron expressed his pleasure to address and update the Board and to work with Southwest Network.
 - Ron described the handouts he brought: Organizational chart, description of the history of CHOICES and the Initial Recovery training used for his staff.
 - Teri Ingram and Jill Rowland were introduced as Co-Vice Presidents of Recovery and Transformation. Teri has been an integral part of the initial set-up and is relocating with her husband to Pittsburgh, PA in a few weeks. She will be sorely missed.
 - CHOICES contracted to do eight clinical transitions with Magellan in late September 2008. November 2008 the first transition, Mid-November 2008 was the second, and after that, there were two clinics transitioned at a time. The last of the clinic transitions was finished in late February 2009. Staffing is progressing well, and since the transition, 49 people were hired with an attrition of 22. CHOICES is working with David Covington and Jill Dennis to improve retention. They are also working on funding issues with Magellan relating to staff and the number of staff transitioned because they inherited more

staff than they thought and the ratios have changed. CHOICES has implemented bi-weekly reviews of all COT cases with the CHOICES Medical Director, Site Administrators and Clinical Director due to concern over past lack of attention. The Medical Practitioner participates in leadership sessions and has been requested to lead and increase their participation in difficult situations. Productivity Encounters are being dealt with and we are addressing productivity by tracking and monitoring. In total, CHOICES transitioned over 400 employees and 7,500 recipients and established an ASO structure through Terros. Unique to CHOICES is that they use sponsor agencies to administer their services (IT, HR, Finance). Key leadership positions are all filled: Jill Roland is replacing Teri Ingram. Magellan staff moving to CHOICES are: Keith Press (Director of Clinic Operations) and Dr. Negri (Medical Director). Ron thanked Magellan for their assistance in the transitions

- Lessons learned - Connect with the clinics and consumers well before transition to avoid confusion. Consistency among clinics is essential for smooth operations. Recovery and Resiliency means following the Villages model, being family-based, and having convenient services for recipients. Training has been taken by all clinic staff members to take ownership of the process. Teri has initiated a bi-weekly Integrated Leadership Meeting to include the Medical Director, Clinical Directors, Site Administrator, Office Managers, Lead Psychiatrist, Lead Nurses, Case Management Partners, and the Learning Specialists. They each bring one additional person from each of the clinics. Staff is invited to come in to tell stories of what they experience at the clinic. Gaye in the Recovery and Resiliency Department agreed to help pre-screen for the family and peer positions and to set up the community councils.
- CHOICES officers are: Dale Rinard, Chair; Tom McKelvey, Vice Chair; Jackie Moler, Board Treasurer; Wayne Hochstrasser, Board Secretary. Ron distributed handouts regarding CHOICES to the Board.
- The Board suggested including an in-jail structure to address jail discharges in a similar fashion as hospital discharges.. The Board also asked questions regarding the credentialing process for Magellan verses provider organizations, and it was determined that it was more of an oversight issue by OBHL that caused the concern. The Board inquired about Cultural Competency training, and both presenters provided an overview of their current structure and implementation goals around cultural competency. The Board discussed the concerns regarding co-location issues, and Richard commented that this was being addressed with OBHL and a report on status will be provided at the next Board meeting. Richard commented that there needed to be consistency in the system for children and adults and race and equity is one issue that must remain at the forefront. In response to queries from several Community Board members, Ron Smith and Anita Barnas reported that future discussions with Magellan of Arizona would resolve any identified funding inadequacies for populations served. The Board thanked Anita and Ron for their insightful presentations.

Action Item – *The Board will receive an update regarding Co-Location concerns and OBHL’s response to the concerns raised.*

NEW BUSINESS

Sue Davis advised everyone that NAMI’s *Grading the States 2009* is available and that she had sent copies to the Board and other system partners electronically. NAMI reports that Arizona moved up from a “D” Grade in 2006 to a “C” Grade in 2009 based on data collected in 2008. The Board as a whole commented this is very encouraging for our system.

PROPOSED NEW BUSINESS

None

PUBLIC COMMENT

None

NEXT MEETING

The Board will meet on the following dates: **Wednesday, April 15, 2009 for Board Meeting**. All Board Meetings will take place at Magellan Health Services, 4129 East Van Buren Street, Ste 150, Phoenix AZ, 85008 – Cottonwood Conference Room from 10 am – 12 pm. Locations for the Development Sessions will be communicated to Board members directly.

Meeting adjourned at 11:50 a.m.