



Magellan of Arizona Regional Behavioral Health Administration for Maricopa County

Governance Board Minutes of June 17, 2009

PRESENT:

Community Members of Governance Board:

Sue Davis – Board Co-Chair
Vice President, Emerita, NAMI - Family Member Representative

Dr. Frank Scarpati
CEO, Community Bridges - CEO Adult Provider Representative

Nick Margiotta
Phoenix Police Department - Community Member Representative

Valerie Van Auken
Family Member of Child Recipient Representative

Kathryn Ayotte
Recovery Innovations of AZ, Adult Recipient Representative

Magellan Members of Governance Board:

Richard Clarke PhD. – 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

Jim Stringham
Chief Operations Officer, Maricopa County RBHA

Michael Brennan
Chief Medical Officer, Maricopa County RBHA

STAFF TO GOVERNANCE BOARD

Charles Curie – Board Consultant, Principal, The Curie Group

ABSENT:

Open
CEO Child Provider Representative

Lynette Tolliver
Governance Board Administrator

IN SESSION: 10:05 a.m. Called to order by Richard Clarke, Co-Chair

Board Minutes Submitted for May 20, 2009 Meeting:

- Nick Margiotta suggested two edits to page four, second and third bullets.
 - “Nick Margiotta reported that NAMI ‘In Our Own Voice’ had presented at a Criminal Justice class...”
 - “Ann Shannon went on a police ride-along with Nick Margiotta which included transports to Community Bridges and UPC.”
- A motion was submitted to the Board that was seconded to approve May 20, 2009 minutes as corrected. The Board unanimously passed the motion to accept.

Board Announcement

- Richard offered the Board’s congratulations to Jim Stringham (Operations Department) and Alex Zavala (Communications Department), who were named two of 50 “Hot Shot Executives” in a field of 2,000 to participate in a very helpful and productive leadership program. This program provides education on how the community works, how the business sectors learn new skills, translating between different industries, etc.

MAGELLAN UPDATES

Magellan of AZ Updates

Richard Clarke provided an update to the Board.

- Recent Events
 - May was Mental Health Awareness Month.
 - ✓ 5/1/09 – Art Awakenings presented “Through Our Eyes, Faces of Recovery” photo exhibit. Recipients took photos in the community of what recovery meant to them. Kathy Bashor representative for Southeast NAMI and Alicia Brown of Triple R. started this project in 2008.

- ✓ 5/29/09 The Phoenix Art Museum hosted this photo exhibit where 200 attended. Service recipients were there to speak to attendees. The photos revealed everyday experiences that recipients cherish. Richard Clarke was invited to the Channel 12 Morning Show and was interviewed, giving the art exhibit wide exposure to the community.
 - ✓ 5/6 – 5/15/09 – Public Service Announcements - TV and radio spots were created to increase awareness in collaboration with NAMI and the Mental Health Awareness Coalition. Some of the recipients in the TV spots have been recognized in the community. Magellan will explore creating more in the future.
 - ✓ The first Virtual Provider Summit was attended by over 200 people in person and on the phone. Richard and his team laid out the progress accomplished by the provider community and the RBHA. This will occur at a minimum of once a quarter to see the steady progress taking place. The audio and video are posted on the Magellan of AZ website.
 - ✓ Richard Clarke and Vicki Gonzalez, Director of Outpatient and Clinical Services for Chicanos Por La Causa, participated in a 15-minute interview for Assante in partnership with Chicanos Por la Causa to discuss barriers in accessing services.
 - ✓ Dr. Scarpati pointed out that there were several long-time recipients attending this Board Meeting who see the good outcomes from Magellan's being the RBHA as compared with the past RBHA where progress had been very slow. There is now more emphasis on results and achievements.
 - ✓ Work has begun with the Catholic Church about getting the word out about Behavioral Health Service and access to those services. The Bishop wrote an inspiring homily with the message that the Bible supports mental health issues. The Bishop asked the priests in Maricopa County to present at least one homily in May dealing with mental health issues. Other spiritual leaders from various religious groups will be contacted as well.
 - ✓ There was a two-page spread in La Voz and a one-page spread in Emprensa España with articles in Spanish from Richard Clarke and the Division of Behavioral Health Services describing the signs and symptoms of mental illness and the many services and outcomes that have been achieved in Maricopa County. Ann Shannon is printing 10,000 bi-lingual copies of the two-page spread for anyone who would like to have them.
 - ✓ Several interactive Town Halls regarding breaking down barriers to seeking help were hosted in partnership with Chicanos Por la Causa featuring Chief Medical Officer, Dr. Michael Brennan, clinical leadership from Chicanos Por la Causa, a priest from another parish, and recipients and parents. These will repeat in different communities.
 - ✓ Nick Margiotta reported he has been working with the Veterans' Administration's Chief of Psychiatry and medical staff for the past 13 months on health initiatives and access to care. On June 16, he had a concluding meeting and was pleased to report that he is encouraged with the progress.
- Upcoming Community Events
 - 6/24/09 - Children and Family Advisory Partnership at the Family Involvement Center. Richard Clarke encouraged attendance for the Board and other interested parties.
 - 7/1/09 – Monthly Adult System of Care Meeting
 - 6/18/09 - Jeff Boldizar reported that he, David Covington and Dr. Frank Scarpati would be meeting with all West Valley Police Chiefs to discuss their issues and to inform them of the Provider System and functions of the RBHA.
 - Budget Update
 - The Arizona Governor's new budget does not cut Non-Title SMI dollars and the Legislature's budget cuts all of it. Richard Clarke is working to influence the decision so that services are not affected. Nevertheless, the system needs to be re-sized because expenses exceed funding and Non-Title 19 enrollments will need to be cut. If funds can be moved from Non-Title to Title, it will help. Richard sent a letter to all Providers regarding the July Block payment telling them to be careful with their spending. Future Block payments will depend on available funding. Richard requested all to contact members of the State Legislature to voice their feelings about having adequate funding. Nick Margiotta said Crisis has increased 20% and will go higher in today's financial situation. There will be further meetings with the Provider community to discuss funding issues as more information is received so this is not solely a RBHA decision. Dr. Scarpati stressed the ripple effect with jobs and health insurance being lost.

- **Governance Board Charter Revision**

- Sue Davis explained that the Governance Board Charter is handed down by Magellan Corporate. The authority for Magellan of AZ's function is under this Charter. Recent discussion has prompted the conclusion that the language of the Charter must be changed. Nick Margiotta read the new language into the record as follows:
 - ✓ Page 2, Paragraph 1: The Governance Board will consist of Twelve (12) voting members. Six (6) members will come from Magellan and six (6) will be community stakeholders of the program. Community members will serve a term of two (2) years, commencing with the date of their appointment as a Board Member. Staggered terms will assure better continuity of expertise and knowledge on the Board.
 - ✓ Nick Margiotta moved to accept the change. It was seconded and was unanimously accepted.
 - ✓ Richard expressed his agreement with the community members' suggestion to stagger the Community members' tenure on the Board to maximize the Board's retention of intellectual capital and expertise. Dr. Frank Scarpati is the first such member under this new procedure.

- **Board Recruitment Update**

- Jeff Boldizar presented an update.
 - ✓ For the past six to eight weeks a search has been in progress to fill three Board seats: Community Member at Large, currently filled by Nick Margiotta; Family Member of a Recipient, currently filled by Valerie VanAuker; and Children's Provider CEO Representative, recently vacated by Luz Sarmina.
 - ✓ The Board and Lynette Tolliver have been actively reaching out for qualified applicants. Several applicants selected by the Nomination Committee are being interviewed in the next few weeks. Recommendations to the Governing Body could be given by the end of July with a decision hopefully following shortly afterwards. An update will be shared at the next Governance Board meeting on July 15, 2009.

ACTION ITEM: Assess applications to determine recommendations to the Board at the next meeting

- **Operational Update**

Jim Stringham presented this update.

- Coordination of Care - This is a high priority for Magellan, the RBHA, DBHS, AHCCCS and the Provider Community. Historically, across the state, this standard has been difficult to achieve due to the tough documentation process. In December 2008, Magellan received a Notice to Cure regarding a lack of timely health plan referrals and dispositions. The State of Arizona is under corrective action regarding ongoing Coordination of Care. There are two components:
 - ✓ #1 – Health Plan Referral for Title XIX. The Primary Care Physician or the health plan sends referrals directly to the RBHA, which is a more formalized process with more standards required.
 - ✓ #2 – General ongoing coordination is required as part of ongoing Continuity of Care and treatment. There must be coordination regarding medication, laboratory work, and significant changes to diagnostic information at a minimum of annually. Health Plan coordination must demonstrate a consistent 85% compliance with a minimum threshold of 60%. The goal for the system and threshold is 85%. A lot of work has been done on looking at the Health Plan referral process and, workflow in an attempt to improve the points of contact, better documentation and tracking. A Provider workgroup has been formed to study how to improve upon the points of contact and have better interface with intake Providers by working with them to be more accessible and have better coordination and tracking. The Provider work group (QI Summit regarding the standard) was formed to focus on how to improve the standard, documentation, and tracking over the last three quarters. There has been significant improvement. Jim presented the statistics. For example, an appointment must be made for a recipient within 7 days of the call received. The system must have compliance for three months. Data is sent to DBHS and then to AHCCCS. There has been significant improvement over January, February, March and April. By the end of June, 2009 Magellan should move out of the Notice to Cure process. Meetings are held with Providers to assure compliance with standards. Richard noted that Coordination of Care is a ten-year old problem. Magellan is aggressively working to improve it, and results are very good. David pointed out that the AHCCCS community is very receptive to these improvements.
- Race Indicators Project
 - ✓ Data collection and demographics look at individuals' race and ethnicity to assess the penetration in enrollment across the AHCCCS-eligible population and also at the breakdown of race inequity so as to

identify utilization patterns, strategies, or program growth. The goal of this Project is to focus on identifying the individuals that are to be served. Approximately 1,500 records are missing the field to identify ethnicity. Children ages 5 to 17 must have increased penetration in order to measure the Hispanic, African-American and Native American community. The files with missing information will be sent to the appropriate Adult and Children Providers and Clinical Liaisons. There is a target date of June 30, 2009 to appropriately assess and update data. Jim demonstrated this data on those enrolled vs. total eligible, showing enrollment is increasing but not at the same rate as overall enrollment. The non-Caucasian population is increasing at a higher rate than the Caucasian population.

- Title 19 Screening Project
 - ✓ Direct Care Clinics – 52% penetration. 48% were Non-Title XIX. The DBHS requirement is 63% (the highest ever). Strategies and new tools are being developed. There is a new online referral application that reduces the 60-day determination from AHCCCS to 4 to 6 days. Cuts in DES funds delay this process. 8,500 Non-Title XIX files will be distributed to the site managers to be distributed to case managers to re-screen and correct. The largest segment of Non-Title XIX clients do not qualify because their incomes are over the limit for their family size. This is known, and these files are being re-screened. DBHS is looking into determining a sliding fee scale for premiums and co-payments. North Phoenix Visions of Hope, STAR and Compass are working on the training and helped get a 6% increase in Title XIX eligibles. Nick Margiotta noted that homeless Providers should be trained as well. A training packet is available for anyone.
- 2010 Provider Contracting Process
 - ✓ Attendees at the Provider Summit discussed the Rate Governance Structure and Committee that will set the overall strategy and approval of Provider final contracts, performance measures, service priorities, rates and budgets. All Providers will be invited to a meeting to discuss overall strategy, the RBHA financial situation, and how to prioritize. Providers Agreements will be outlined. Then Provider funding will be sent to the Provider community for their approval. Final rates should be available sooner than last year. The contracts will have “Evergreen” language that prevents them from ending. B-3’s expire at the end of the fiscal year. Jim would like them extended. Providers are concerned about how transitioning from the RBHA to PNO’s will affect their contracts. Magellan will maintain the contracts for Substance Abuse Providers for FY10 separately from other Providers. Richard noted there would be discussions regarding this. Sue asked about the community reinvestment provision in the ADHS contract and how those dollars would be forthcoming. Richard responded that this was still to be determined but noted that Magellan is projecting a break-even position. The contract envisions that 7% will go back into the community. This should take six to eight months. Final financials will not be ready until January 2010 and shared in February; the State will finalize a counter position, so finalization is projected for spring 2010. The \$6.4 million TXIX cut absorbed by Magellan would be considered funds toward community involvement. Magellan has several community programs outside this funding, such as the community give-away programs, etc.

ACTION ITEM: Continued updates on contract discussions

▪ **Adult Services Update**

David Covington presented the following update

- The focus is to have service delivery on a smaller basis in the community to allow the RBHA to concentrate on its functions. In July 2008, there were 27 programs run by the RBHA. Only MCRN was run by the community. In 2009, the vast majority of these programs are now run by entities in the community, giving recipients more choice.
 - ✓ 18 clinics are run by four Adult Provider Network Organizations and seven are still under the RBHA. Over the next two months, all clinics will be transitioned to PNO’s. Southwest Network and CHOICES operate eight clinics each, People of Color Network now has Centro Esperanza, and Partners in Recovery opened Metrocenter this week. There have been opening celebrations.
 - ✓ June 27, 2009 - East Phoenix and Washington House will join People of Color Network
 - ✓ East Mesa and Gateway will join Partners in Recovery next.
 - ✓ August 25, UPC and ConnectionsAZ, Inc. will become official.
 - ✓ Total transitions - 28 to the community, which is a tremendous effort on the part of the RBHA Leadership and Teams, DBHS and OBHL to achieve and shortening the move to local choice to 20 months. Other states have not been able to make this type of progress. David demonstrated that clinics are located throughout the Phoenix area. Although clinics will be individualized and customized, the

overall quality, superior outcomes and integration of recovery remains the responsibility of the RBHA. Most Adult System positions are filled in all locations. There are communication protocols, access to resources, financial incentives, quarterly Provider profiles to provide demographics, and monthly reports (dashboard) to show aggregate data.

- ✓ Tools have been developed for a four-area system of reporting from the upper levels all the way to individual service recipients. Written narratives will be created to demonstrate shadowing and the observations that will be done. There is a formal framework to include weekly two-hour meetings of the executives of the four PNO's, the four Operational leads facilitated by David and Karen to exchange ideas to outline the framework. Steve Dannenbaum leads a clinical workgroup on Thursday afternoons. Chris Carson chairs a Medical Leadership Meeting to discuss clinical and medical issues. The ACT Clinical Consultation Meetings, Clinic Recipient Counsels, and Peer Review Process are headed by Dr. Brenner. Of these, the clinical review process is the most important.
- ✓ A one-page, eighteen-item Dashboard has been developed in collaboration with Leadership to track status in five categories: Recovery Based Indicators, Clinical Indicators, Coordination of Care, Administrative components and Service Maximization drilled down by clinic. The Dashboard was also shown to DBHS and it appears to meet their criteria. David demonstrated the ease of obtaining consistent and predictable real-time information and that there has been dramatic improvement since the beginning of the year.
- ✓ Nick Margiotta said he finds the Dashboard to be a very useful tool.
- ✓ Shawn Thiele and David are collaborating to develop a similar Dashboard for the Children's System and the two groups will meet periodically.
- ✓ Legal transition documents will be ready in the next week
- ✓ Richard noted that results will be the focus in the future and that the Provider Networks are coming together with Magellan. A similar dashboard will be developed with DBHS for the health of the community.
- ✓ Dr. Scarpati noted that he was very impressed with the Dashboard.

NEW BUSINESS

- Richard delivered the first draft of a new Magellan structure initiative to the State Friday, June 12, 2009. Magellan has engaged an international researcher to work with Richard, Charles Curie and Jeff Boldizar. Over the past two months, they have developed Maricopa Outcomes Framework for Recovery, Resiliency and Life Change that was delivered to DBHS. All are excited about this coming potential for transformation.

ACTION ITEM: Richard will further report on the RBHA structure initiative presented to the State at a future meeting.

PUBLIC COMMENT

- None

NEXT MEETING

The Board will meet on the following dates: **Wednesday, July 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 11:47 a.m.