Cross-Systems GPS Initiative: Guiding People & Systems

Grant Proposal

Number	Project Title	Start Date	End Date	Amount	Match Amount	Area Of Emphasis
2018-19.2.2b	Cross-System Navigation in a Managed Care Environment (Case/Care Management)	Jul 01, 2018	Jun 30, 2019	$125,000.00	$41,667.00	Quality Assurance

Goal

The CSN initiative will engage stakeholders to develop meaningful recommendations regarding how individuals with I/DD and families can effective[...] system navigation) in the emerging managed care environment.

Poverty/Non-Poverty	State Protection & Advocacy	University Center for Excellence	Other Collaborators
Non Poverty	No	No	None

Completed	Primary Staff
No	Philip Woodward, Systems Change Manager, philip.c.woodward@dhhs.nc.gov, (919) 518-9525

Organization	DUNS	Address	Type
i2i Center for Integrative Health		1135 Kildaire Farm Road Suite 200 Cary, NC 27511	Non-Profit

Role	Person
Project Director	Kelly Friedlander, Partner, Kelly@cb-cg.com, (800) 214-1633
Organization Director	Mary Hooper, Executive Director, Mary@i2icenter.org, (919) 657-0580

Role	Person
Financial Officer	Mary Hooper, Executive Director, Mary@i2icenter.org, (919) 657-0580
Council Program Staff	Philip Woodward, Systems Change Manager, philip.c.woodward@dhhs.nc.gov, (919) 518-9525

Outline

1. Executive Summary

Identify and provide a descriptive summary of the purpose, nature, scope, and rationale for the evidence-based strategies, best practices and /or promising policies/practices you will use as the basis or framework for the proposed initiative.

The cost of behavioral health care has resulted in concerted efforts across the United States to establish methods for delivering high-quality care at the lowest possible cost. Through Medicaid Transformation, North Carolina is joining the trend of state systems implementing capitated managed care as a strategy for lowering mental health care costs. Complicating this, however, is the enhanced supports that individuals with Intellectual and/or Developmental Disabilities (I/DD) who are dually diagnosed with behavioral health challenges need to navigate these changing systems.

To best support the Cross System Navigation (CSN) initiative, the i2i Center for Integrative Health and its partners will utilize the principles of Collective Impact in creating the Managed Care Cross-System Navigation Advisory Workgroup (Workgroup). The CSN will develop recommendations for the North Carolina Department of Health and Human Services (DHHS) as it moves toward implementation of managed care to address mental health, developmental disabilities, substance use, and physical healthcare services.

~ i2i will serve as the backbone organization, providing staff and specific set of skills to serve the entire initiative and coordinate participating organizations and agencies.
~ i2i will ensure the coordination of mutually reinforcing activities for the initiative, including Workgroup meetings, presentations, educational offerings, and disseminating information to the general public.
~ i2i will convene a workgroup consisting of various stakeholders (including people with intellectual and/or developmental disabilities and their family members) and guide them through the development of a common agenda for change, including a shared understanding of the problem and a joint approach to solving it through agreed upon actions.
~ i2i will provide guidance and oversight of initiative data collection, making sure to measure results consistently across all the participants to ensure shared measurement for alignment and accountability.
~ i2i will develop methods to ensure openly and continuous communication among workgroup members and with the

general public to assure mutual objectives and create common motivation.

With a track record of successful facilitation, engagement, and training, in combination with substantial knowledge of NC DHHS current policy and planning related to Medicaid Transformation, i2i and its partners are well-positioned to implement this initiative.

2. Qualifications

Describe the applicant agency (e.g., how, when, and why agency was established) and its mission. Attach an organizational chart. Describe applicant's capacity to implement the proposed initiative, including current and prior experience with relevant collaborators and people with I/DD and their families.

The i2i Center for Integrative Health (i2i) was established to engage the broad stakeholder community in collaboration, policy development, education, and best practice research in issues facing individuals receiving services from the behavioral health, intellectual and developmental disabilities, and substance use disorder services delivery system, with an emphasis on the publicly-funded system. Building upon the best parts of its legacy organization, the NC Council of Community Programs, i2i serves as a convener of a broad array of stakeholders, including service providers, plan managers, consumers and families, state leadership, and others, to address policy issues. i2i works to ensure a comprehensive system of whole person care via solution-oriented collaboratives, policy exchanges, conferences, and educational offerings
i2i's mission is to foster collaborative and evidence-based initiatives for improving the quality and efficacy of the behavioral health, intellectual and developmental disabilities, and substance use care and support services systems within a comprehensive system of whole person care. Our vision is to serve as a trusted convener of the broad coalition of perspectives engaged and invested in improving the quality of care and quality of life for North Carolinians through strategic partnerships, rigorous research and education, and exploration of best practices.

i2i brings over 30 years' experience in addressing policy issues related to the behavioral health and I/DD areas in North Carolina. Our staff are active members of a number of state-wide I/DD committees, and our organization demonstrates its commitment to our consumer stakeholders at every opportunity. The project manager for this initiative, Kelly Friedlander, has 10+ years of progressive responsibility and experience in advocacy, policy analysis, and program development/administration. Additionally, our staff has regular contact with a variety of LME-MCO leadership, provider organizations, commercial managed care organizations (public and private care managers), DHHS staff, state legislators and local government officials, DSS leaders, and key stakeholders whose support and assistance related to cross-system

navigation for individuals with I/DD and families will be invaluable. The i2i Center for Integrative Health organizational chart is included with attachments.

3. Detailed Narrative

Describe the need for this initiative. Be sure to include: relevant data, limitations of the data, current trends of which you are that may promote the proposed initiative, and a description of the target population. The scope of work must include goals and objectives that are "SMART": specific, measurable, attainable, relevant, and time-bound relative to the overall intent of the initiative.

The scope of work for this initiative is defined by three main objectives:
1) Identification of advisory workgroup: i2i will collaborate with NCCDD, DHHS and advocacy and service provider organizations to convene key stakeholders, including individuals with I/DD and family members. We will utilize guidance provided in the RFA, consultation with NCCDD, and consultation with other stakeholders to invite 15 to 20 members to the Managed Care Cross-System Navigation Advisory Workgroup (Workgroup) between July 1st, 2018 and August 30, 2018.
2) Convene advisory workgroup consistently: Once the Workgroup is created, we will hold workgroup meetings quarterly, starting with the first one in September 2018. There will be at least eight workgroup meetings total. These meetings will be 5-6 hours and used to establish a common agenda, develop mutually reinforcing activities, determine what outputs and outcomes will be utilized to ensure measuring results consistently, and to continually educate, learn from, and communicate with Workgroup members.
3) Disseminating Advisory Group findings: For the Workgroup to achieve its main objective – improving cross-system navigation for people with I/DD – dissemination of their findings must happen. Dissemination will be a planned process that involves consideration of target audiences and the settings in which Workgroup findings are to be received and, where appropriate, communicating and interacting with wider policy and health service audiences in ways that will facilitate research uptake in decision-making processes and practice. Dissemination activities for this initiative include:
~ Website development/operation: A website for the initiative will be developed to share initiative findings with interested parties and the general public. The website will be developed within the first three months of the grant and updated continuously throughout the initiative.
~ Two webinars for the general public: Two webinars will be conducted to enable the general public about NC's Medicaid Transformation and cross-system navigation to assist the general public in having a better understanding of the current system, including its gaps and opportunities for improvement. These webinars will occur by March 2019 and February 2020 and be recorded and posted on the initiative website to increase their utilization and impact.
~ Workforce White Paper: The initiative will produce a Workforce White Paper that will make relevant workforce development recommendations to DHHS, state policymakers, LME-MCO leadership, and provider leadership. These

recommendations will focus on ensuring that individuals whose job it is to function as case managers, care coordinators, and/or community navigators to assist people with I/DD in accessing services shall have the appropriate education, training, and knowledge, including familiarity with different systems of services, to interact appropriately with people with I/DD and their families and effectively guide them to the needed services in the most efficient manner possible. The Workforce White Paper will be developed and distributed to by October 2019.

~ Conference Presentations: To disseminate the findings of the Workgroup and initiative with relevant North Carolina DHHS policymakers, two presentations will be given. These will occur at the at i2i Spring Policy Forum in June 2019 and the i2i Annual Conference in December 2019.

~ Grant Recommendation Report: The Workgroup will produce a Grant Recommendation Report, detailing the findings of the initiative, at the end of the grant period (by June 30, 2020). This report will detail what is learned by the Workgroup regarding navigation support needs for individuals receiving long-term services and supports, for individuals with I/DD still on the registry of unmet needs, and for individuals with I/DD who have private insurance or no insurance. It will also outline policy and practice change recommendations.

4. Accomplishments

Please indicate the outcome measures that will determine the extent to which the initiative is meeting the goals and objectives identified above.

The mission of the CSN initiative will engage stakeholders to develop meaningful recommendations regarding how individuals with I/DD and families can effectively navigate service systems (cross-system navigation) in the emerging managed care environment.

To accomplish this mission, i2i will implement the activities listed in the narrative. i2i anticipates accomplishing the following outcomes in the first year of the initiative. How these performance measures are achieved is detailed in our workplan:

~ At least 65 public policymakers will be educated about cross-system navigation and the efforts of the initiative.

~ Approximately 5,000 members of the general public will be reached and informed of the initiative. This will be done through e-mail, the website, and educational efforts at conferences.

~ At least $45,000 in additional resources will be provided (leveraged) for this initiative by i2i.

~ At least 265 people will be trained in quality assurance around cross-system navigation. This will be done through workgroup meetings and webinars.

~ At least 25 people will be active in systems advocacy around cross-system navigation, with the goal of having a quarter of these people being individuals with IDD or family members.

~ At least 20 entities will come together to participate in the workgroup, combining their efforts to help the system improve and serve people with I/DD more effectively.

5. Methodology

Describe the initiative's personnel, including roles and responsibilities. Describe proposed resources required (operational, informational, technical, etc.) as to type, amount, distribution, etc. Please provide a list of potential partners. Describe a plan that includes strategies for partnering with stakeholders.

Personnel:
~ Kelly Friedlander will be the CSN Initiative Project Director. She has 15+ years' experience and most recently, was the local project manager for NCCDD's NC Stakeholder Engagement Group Initiative, a cross-disability advocacy initiative focusing on shaping the long-term support and service systems through meaningful engagement and dialogue with policymakers. Kelly holds a Masters of Social Work, a Masters of Public Administration, and a Bachelors of Social Work.
~ Mary Hooper, Executive Director, i2i Center for Integrative Health. She oversees and provides leadership for all aspects of the organization. She is responsible to the Center's Board of Directors in all matters of governance and is responsible for and to i2i staff on all areas of organizational functioning and decision-making. She will provide administrative and financial oversight for the grant, will ensure that all requirements are met and will serve as a consultant to the Project Director.
~ Ann Rodriguez, Assistant Director, i2i Center for Integrative Health. Ann has primary responsibility for the identification of key issues and direction of the Center's policy work, plays an integral part in all aspects of collaborative development, and serves on a number of statewide committees. She will provide Medicaid policy support and consultation to the grant.
~ Matthew Potter, Consultant. Matt will provide support to each of the collaborative meetings. He is an advocate and consumer.

Resource Requirements: Please refer to budget.

Partners/Partnership Plan
A core component of this grant requires the creation of a collaborative to ensure a holistic approach to cross-systems navigation. As outlined in the RFA, the Council has set forth requirements for specific types of partnerships. To adhere to this, our team will recruit participants as listed in item #3, (A –J), in the "Deliverables" section of the RFA. Participants will be recruited using multiple methods, including: notification/email to existing I/DD organizations and committees, direct contact with individuals with I/DD and their families, web postings, and phone calls when appropriate. Once individuals satisfying categories A-J are seated, we will broaden our membership to include several individuals as noted in #3, (K-L).

Should the collaborative then find the need to increase its membership in order to accomplish its goals, we will proceed accordingly.

6. Sustainability of Initiative

Describe how the applicant will promote or sustain the work of the initiative. Examples include organize, attend and/or present at local, regional, statewide or national conferences, webinars and/or other trainings as appropriate: Will the applicant develop a replicable model? Will materials such as guidebooks, brochures, etc. be created? Will the applicant employ internet strategies such as social media, blogs, etc.?

Based on the grant requirements, we anticipate that the collaborative's work in the first year will establish a baseline for the group's understanding of existing strengths, weaknesses, opportunities and challenges in cross-system navigation for individuals with IDD and families. This will require review of Medicaid (state plan and Innovations Waiver) service definitions, understanding the impact that capitation has had, and possibly adjusting all of this as the state further clarifies Medicaid Transformation.

We do anticipate our work in year 1 to provide information that will have initial value regarding its ability to provide direction and clarification regarding case management and care management in managed care. With this as direction, we expect that the collaborative will continue its work and will bring forward a set of comprehensive and actionable recommendations. As this occurs, we will utilize a variety of tools to disseminate information and get feedback, so that we can continue to refine our work/findings.

The i2i Center for Integrative Health will post initiative documents on its website, and we will highlight significant findings in our online news briefs, providing links to documents that individuals can download and reprint. We can circulate items to an email readership of over 5000 (unduplicated) sources, including legislators, state leadership, service providers, LME/MCOs, commercial managed care companies, professional associations, academic institutions, and consumers and families. Thus, our ability to "push" information out is unmatched and supports sustainability. Further, we intend to provide an opportunity at our annual conferences to both inform the work of the collaborative and to inform conference attendees about the work, again in support of sustainability.

Additionally, as i2i leadership has opportunities to speak in various state, local, and national venues, the collaborative's recommendations and findings will be included.

7. Monitoring Activities

Please provide a detailed description of how the applicant will monitor and evaluate performance activities and outcomes, as set out in your proposed scope of work. Describe how and when the applicant will assess or use proposed evaluation summaries to measure whether proposed objectives are achieved. Prepare a timeline for the initiative which includes all activities required to accomplish the key objectives. This will include target dates, as well as staff and agencies responsible for the proposed activities, where appropriate. This timeline will serve as the basis for monitoring progress and adjusting activities, as necessary. The timeline should contain information on the proposed start and completion dates of the key objectives and activities. This timeline should cover the entire two-year grant period. THE APPLICANT'S BUDGET SUBMISSION, HOWEVER, WILL BE FOR ONE YEAR ONLY!

i2i understands that the service system is dynamic and fluid and is willing and able to work with NCCDD to review the progress of the initiative and make adjustments as necessary to achieve its stated outcome.

Activities across the span of the grant will be monitored in the following ways:
~Through submission and review of quarterly reports to NCCDD.
~ Through submission and review of annual reports to NCCDD.
~Through ongoing outcome and performance measure tracking throughout the life of the grant.
~ Through direct report from the individuals assigned to participate in the collaborative, utilizing self-report surveys to collect information on meeting usefulness, progress towards stated goals, etc. Participants will be asked to complete a feedback document at the end of each meeting to collect information, document progress, and note areas for improvement in terms of content and process. A survey will also be administered to all Workgroup participants at the end of year one activities and the end of year two activities.
~ Through self-assessment by i2i staff on a quarterly basis.

A detailed timeline for the initiative which includes all activities required to accomplish the key objective can be seen in our Work Plan. This workplan provides detail about target dates, staff responsibility, and anticipated outputs of each activity.

Objectives
Year 1 objectives include the following:
~ Creation of the working collaborative
~ Total of 4 collaborative meetings
~ Creation and launch of website
~ One informational webinar

Year 2 objectives include the following:
~ Total of 4 collaborative meetings: Participants will be convened in person four times per year
~ One informational webinar
~ One conference presentation
~ One workforce white paper

Work Plan

Objectives

ID	Description	Start Date	End Date	State Plan Objective
1	Creation of Cross-System Navigation advisory workgroup. Create an advisory workgroup comprised of individuals and entities who are stakeholders in North Carolina's I/DD systems of services to educate, inform, advise, and guide the recommendations. Such a workgroup may include: 1. individuals with I/DD; 2. family members caring for individuals with I/DD; 3. a parent of a child with complex health needs in the Community Alternatives for Children (CAP/C) program; 4. guardians of individuals with I/DD; 5. staff from North Carolina DHHS divisions; 6. Local Management Entities/Managed Care Organization (LME/MCO) staff; 7. I/DD service providers; 8. medical providers; 9. a patient navigator who assists patients in coordinating their medical care; 10. an individual with I/DD or family member from a culturally or linguistically diverse background such as a person who speaks Spanish; 11. organizations that play a role in the social determinants of health; 12. and any other relevant individuals who can serve in an educational or advisory capacity.	Jul 01, 2018	Aug 31, 2018	*Not assigned*

Activities

ID	Description
A	Identification of advisory workgroup: Collaborate with NCCDD, DHHS and advocacy and service provider organizations to convene key stakeholders, including individuals with I/DD and family members.

Performance Measures

QA09 - People attained membership on public and private bodies and other leadership coalitions

Target Number: 15 - Individual

QA10 - Number of entities participating in partnerships or coalitions as a result of Council efforts

Target Number: 20 - Other/Number

ID	Description	Start Date	End Date
2	Convene the Cross-System Navigation Advisory Workgroup consistently.	Sep 01, 2018	Jun 30, 2020

Activities

ID	Description
A	Workgroup Meeting #1 – First Quarter, Year One
B	Workgroup Meeting #2 – Second Quarter, Year One
C	Workgroup Meeting #3 – Third Quarter, Year One
D	Workgroup Meeting #4 – Fourth Quarter, Year One
E	Workgroup Meeting #1 – First Quarter, Year Two
F	Workgroup Meeting #2 – Second Quarter, Year Two
G	Workgroup Meeting #3 – Third Quarter, Year Two

ID	Description
H	Workgroup Meeting #4 – Fourth Quarter, Year Two

Performance Measures

CR01 - Public policymakers educated about issues related to Council Initiatives

Target Number: 15 - Other/Number

QA02 - Dollars leveraged for quality assurance

Target Number: 45,000 - Other/Number

QA04 - People facilitated quality assurance

Target Number: 10 - Other/Number

QA05 - People trained in quality assurance

Target Number: 15 - Other/Number

QA06 - People active in systems advocacy about quality assurance

Target Numbers: 3 - Individual, 3 - Family, 19 - Other/Number

ID	Description	Start Date	End Date
3	Disseminate Cross-System Navigation Advisory Group findings.	Oct 01, 2018	Jun 30, 2020

Activities

ID	Description
A	Website development/operation to educate other stakeholders in NC: Dissemination of relevant learning with the advisory group and with relevant North Carolina DHHS policymakers at various intervals during the course of this initiative through the development of a website.
B	Two webinars for the general public: Enable a better understand how the current system of helping individuals and families identify and manage specialized and generic services and supports is working for individuals with I/DD by engaging individuals with I/DD and their family members to inform NCCDD on what works, what does not work, what is missing, and what the ideal system of services would look like.
C	Workforce White Paper: Make relevant workforce development recommendations to ensure that individuals whose job it is to function as case managers, care coordinators, and/or community navigators to assist people with I/DD in accessing services shall have the appropriate education, training, and knowledge, including familiarity with different systems of services, to interact appropriately with people with I/DD and their families and effectively guide them to the needed services in the most efficient manner possible.
D	Two presentations at i2i Spring Policy Forum and Annual Conference: Dissemination of relevant learning with the advisory group and with relevant North Carolina DHHS policymakers at various intervals during the course of this initiative.
E	Grant Recommendation Report: Produce recommendations regarding navigation supports for individuals receiving long-term services and supports, for individuals with I/DD still on the registry of unmet needs, and for individuals with I/DD who have private insurance or no insurance.

Performance Measures

CR01 - Public policymakers educated about issues related to Council Initiatives

Target Number: 50 - Other/Number

CR02 - (NF) Number of distinct products distributed to policymakers about issues related to Council Initiatives.

Target Number: 4

CR03 - (NF) Members of the general public estimated to have been reached by Council public education, awareness and media initiatives.

Target Number: 5,000

HE03 - Health care programs/policies created/improved

Target Number: 1 - Other/Number

QA04 - People facilitated quality assurance

Target Number: 6 - Other/Number

QA05 - People trained in quality assurance

Target Number: 250 - Other/Number

Program Report Dates

Period	Start	End	Due
1	Jul 01, 2018	Sep 30, 2018	Oct 15, 2018
2	Oct 01, 2018	Dec 31, 2018	Jan 15, 2019
3	Jan 01, 2019	Mar 31, 2019	Apr 15, 2019
4	Apr 01, 2019	Jun 30, 2019	Jul 15, 2019