

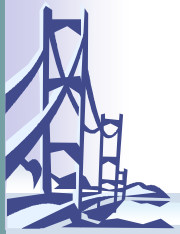
NorthCare Network

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Performance Management Report FY07

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January, 2008

Dear Colleagues and Friends:

Last year at this time we were excited about embarking on six major endeavors. Now would be a good time to check on the status of those projects:

2007: NorthCare is in the process of selecting a **Clinical Practice Management System (CPMS)**. Some people refer to this as an electronic medical record. However, it is much more than just an electronic medical record. The system will track demographic data, access and eligibility information, billing information, quality improvement data, encounter data, provider activity, etc. This process will ease the burden on our consumers as information will follow them, and the paperwork burdens should decrease. This will increase staff availability for providing direct care.

2008 Update: NorthCare completed a very extensive procurement process and has selected **Peter Chang Enterprises (PCE)** for our regional CPMS. Currently we are working diligently with the vendor and will be completing a timeline for implementation. Expectations and enthusiasm are building for NorthCare; we will be using the system at the start of our next fiscal year: October, 2008.

2007: NorthCare has many responsibilities to ensure staff are trained and competent and that certain trainings occur on a regular basis. The most efficient way to accomplish these trainings is with an electronic **Learning Management System (LMS)**. The Learning Management System will automate tracking of regional trainings, provide a vehicle to deliver training content, and consolidate training initiatives across the NorthCare region.

2008 Update: The LMS is being integrated with the old system at Pathways and will be up and running at Pathways on May 1, 2008. The other boards are at various stages of implementation. The **LMS** will offer up to 10 continuing education units for staff social workers and will provide an easy and efficient method for staff to receive required annual training.

2007: MDCH requires each PIHP to have a **Practice Improvement Leadership Team**. The purpose of this team is to create the leadership infrastructure necessary to support and guide system transformation efforts and promote evidence-based treatment practices.

2008 Update: During the past year, the team has become established as a vehicle for directing training and communicating the clinical efforts to improve direct services to our consumers. The current vision for the PILT is to establish quality improvement measures to maintain fidelity to evidence based practices and to obtain outcome measurements to assure the treatments being provided are achieving the recovery outcomes important to consumers. The active involvement of the clinical leadership and consumer members from each CMHSP is essential for the attainment of this vision.

2007: Our transition to making service delivery recovery based is moving forward. The five Community Mental Health Boards have made a **commitment to train and hire Peer Support Specialists**.

2008 Update: Exciting activities are occurring with PSS: MDCH continues to provide certification training; NorthCare is providing 3 days of training with Dr. Ann Carden in April for PSS; NorthCare through a grant hopes to hire a PSS Coordinator who will provide WRAP (Wellness Recovery Action Planning) Training throughout the region; and all PSS will be invited to participate in the NorthCare Consumer Conference in September at Bay Cliff Camp in Big Bay, MI. At our most recent count we have 15 Peer Support Specialists in the UP. We hope to continue to increase this number in the coming year.

2007: NorthCare is following the direction of the Michigan Department of Community Health and looking for **Standardization of Access and Eligibility**.

2008 Update: Under the supervision of the NorthCare Medical Director, NorthCare has developed a Centralized Access Unit. Currently all calls for initial services for Hiawatha Behavioral Health, Gogebic County Community Mental Health and Pathways are screened for eligibility by the NorthCare Access Unit. The Access Unit will begin accepting these calls for Northpointe consumers in May, 2008. We are finding that we are a regional resource for any UP resident who has questions about public mental health services.

2007: The Access and Eligibility efforts will build on our **Entry to Care** initiative, begun last summer. The initiative to automate PIHP performance indicators will allow us to retrieve reports from our data warehouse, thus eliminating board-based manual effort and variability.

2008 Update: Calculation of Inpatient and Access timeliness Performance Indicators has been migrated to the NorthCare data warehouse; a joint effort between regional Quality, Billing and Information Management teams, this project standardized related operations across the region while reducing the manual effort associated with the quarterly development of this reporting.

This has been our focus for the past year and our direction for the future. If you have any questions, concerns, or comments about this report, please let me know. We always appreciate feedback; it helps us improve. I look forward to hearing from you.

VISION

NorthCare will ensure that all Medicaid managed care functions supporting excellent clinical care for consumers of specialty mental health services are recovery based and carried out in a supportive, compliant, and cost effective manner. Recovery based services require self-direction by the individual, who defines his or her own life goals and designs a unique path toward those goals (National Consensus Statement on Mental Health Recovery).

MISSION

NorthCare Network ensures that every Medicaid recipient receives quality specialty mental health services and supports through responsible management of regional resources.

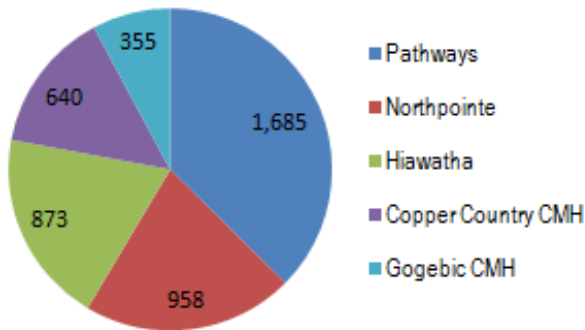
VALUES

- ☆ Integrity ☆
- ☆ Recovery ☆
- ☆ Efficiency ☆
- ☆ Accuracy ☆
- ☆ Compliance ☆
- ☆ Responsive to Stakeholders ☆
- ☆ Continuous Quality Improvement ☆
- ☆ Team Work ☆
- ☆ Accountability ☆
- ☆ Ongoing Education and Communication ☆

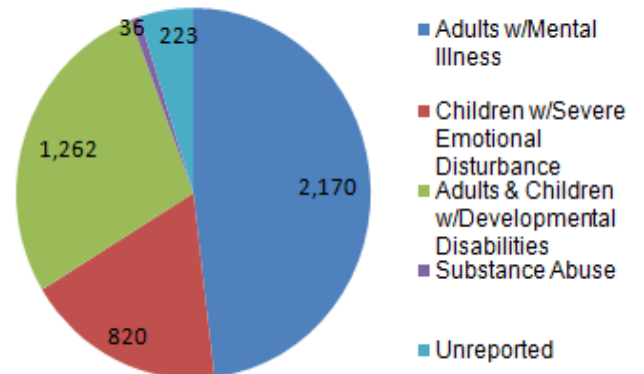
OVERVIEW

NorthCare Network is the Prepaid Inpatient Health Plan responsible for the monitoring and management of services provided to Medicaid beneficiaries with mental illnesses, developmental disabilities, and substance abuse disorders across the 15 counties in the Upper Peninsula of Michigan. NorthCare's Provider Network provided mental health services to over 4,500 Medicaid consumers and substance abuse services to over 1,900 clients who represent all funding sources during fiscal year 2007. The NorthCare Network continues to work hard to ensure people who meet eligibility requirements are provided with appropriate services while assuring our funding by meeting all local, state, and federal mandates.

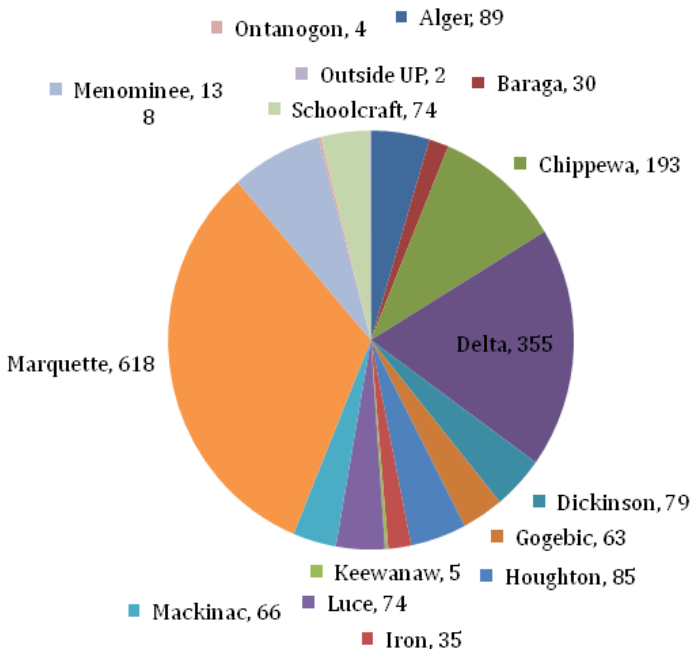
FY07 Mental Health Consumers Served
by CMHSP - 4,511 total Medicaid consumers



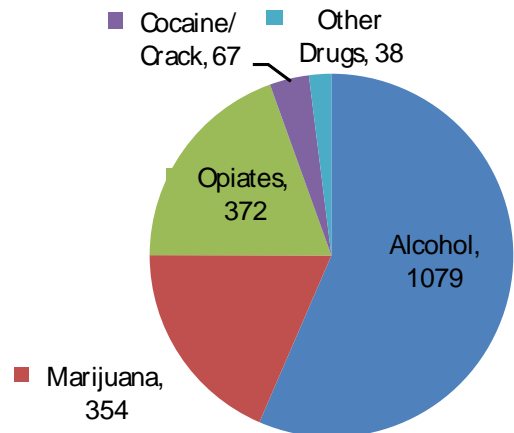
FY07 Mental Health Consumers
by Primary Eligibility - 4,511 Medicaid consumers served



of SA Clients Served by County of Residence
1,910 clients served - all funding sources



of Clients Served by Primary Substance of Abuse
1,910 clients served - all funding sources



ACCOMPLISHMENTS

Customer Services

- The first Upper Peninsula Consumer Conference was held at Bay College in Escanaba on May, 7, 2007. There were 163 participants at this first ever U.P. Conference. The keynote consumer speaker was Bob White, a Peer Support Specialist at Hiawatha Behavioral Health. There were numerous workshops including Psychiatric Advance Directives, NAMI's In Our Own Voice, Stigma, Recovery, Advocacy and Empowerment.
- Continuing Education programs were provided in the areas of Ethics for Social Workers, Motivational Interviewing for clinicians, peer support specialists, and Practices Improvement Leadership committee members, and LOCUS.
- A grant was submitted and approved by MDCH to fund the 2nd Annual Upper Peninsula Consumer Conference in September of 2008. Work has already begun and the conference will be held at Bay Cliff Health Camp which will allow for up to 100 consumers to stay over night for the two day conference.
- NorthCare's Customer Service Specialist provided Customer Service training to all five Community Mental Health Service Providers and all contractual Upper Peninsula Substance Abuse providers. The NorthCare Customer Handbook was also updated to include all of the mandated templates provided by MDCH.
- NorthCare Newsletters are sent out twice a year (spring and fall) to over 2,000 CMHSP and substance abuse recipients. The newsletters provide up to date information on evidence based practices and recovery.

Quality Management

- External Reviews of NorthCare
 - Received high marks from External Quality Review - *NorthCare did well in its third year of review conducted by Health Services Advisory Group (HSAG), a state contracted External Quality Review Organization. HSAG conducts a three part review.*
 - *Part I: Compliance Monitoring. Six of eight standards reviewed scored 100%. The two areas with opportunity for improvement were: Grievance Process (95%), Enrollee Rights (91%, which resulted in an overall compliance monitoring score of 98%).*
 - *Part II: Performance Measure Validation (PMV). All performance measures reported to the state were validate, which resulted in a score of 100%. This means processes used by NorthCare to extract and calculate data will most likely result in accurate data.*
 - *Part III: Performance Improvement Project (PIP) Validation. As a result of one CMHSP in our region not meeting the standard for Performance Indicator #3, the Department of Community Health mandated NorthCare to adopt this as one of two required PIP projects. PI #3 addresses the timeliness for children with developmental disabilities to start ongoing services within 14-days of their initial assessment. In fiscal year 2006, we dropped below the 95% standard for two quarters. Although NorthCare had been working with the CMHSP to address their non-compliance, we implemented the PIP in January of 2007. We are happy to report that we have exceeded the standard at 100% for the past five consecutive quarters. This project has been fully validated by HSAG.*
- In fiscal year '08, HSAG will conduct a full Performance Measure and Performance Improvement Project validation; and, will complete a desk audit and phone*

conference to address three outstanding issues from the '07 Compliance Monitoring review in April.

- Michigan Department of Community Health visited NorthCare in July to follow up on our FY05 plan of correction. ~~As a result,~~ No further corrective actions were required. MDCH will visit our region again in August of 2007 for two weeks and visit each CMHSP as well as NorthCare. Areas that will be addressed are administrative functions as well as clinical, including clinical record audits, program site visits, and interview with consumers.
- Performance Improvement Projects show tremendous improvement:
- Medicaid Verification of Services - NorthCare continues to review standards that measure the appropriate use of Medicaid dollars. Results of three of these standards are reported to MDCH. Monitoring is done through annual audits of clinical and billing documentation. Compliance percentages for each of these three standards show continued improvement and are:
 - The service provided was a Medicaid Service = 100% for mental health and substance abuse reviews.
 - The service was identified in the Plan of Service = 90% for mental health and 100% for substance abuse reviews.
 - There was documented evidence that the service was provided = 91% for mental health and 95% for substance abuse reviews.
 - State Performance Indicators – Performance Indicators are one way the Michigan Department of Community Health measures the performance of each Pre-paid Inpatient Health Plan. These indicators include measures on timeliness of service provision in emergent and non-emergent situations, service following discharge from an inpatient facility, and percentage of readmissions to an inpatient facility. Since the indicators are a measure of performance, deviations from standards (where applicable) and negative statistical outliers may be addressed through contract action. Therefore, it is imperative for NorthCare to ensure full compliance in all areas. During fiscal year 2007, NorthCare did very well in achieving and maintaining compliance with performance indicators. Data for the fourth quarter of FY07 indicates that, as a region, NorthCare met or exceeded the standard set for five of six Performance measures.
 - Entry to Care/Performance Indicator Project – NorthCare staff along with staff from each of the CMHSPs have completed intense work to implement consistent practices to capture and enter data needed to report State Performance Indicators from the regional data warehouse. Auditing on the local level is nearly complete. We will report first quarter performance indicators for FY08 from the regional data warehouse.

Utilization Management

- The regional after hour's crisis phone service contract was awarded to a new provider this past summer. Gryphon Place was selected to provide this critical service based on their strong leadership and their web-based reporting. The transition to this new provider in October was virtually seamless to our consumers.
- Utilization management activities have been well established over the past five years in terms of the delegated functions being reviewed at the CMHSP level and NorthCare providing relevant reports from the Data warehouse as needed. As MDCH has shifted their focus to emphasize system transformation in providing state of the art clinical services, so

UM has shifted its focus to assist in the development and implementation of evidence based practices across the region.

- Integration of Treatment for Co-Occurring Disorders –
 - *NorthCare applied for a mental health block grant to achieve integrated care capacity for all consumers with co-occurring disorders in the summer of 07. The grant was awarded in 10-07 and will be used to continue staff training including training in COD for the Peer Support Specialists. Regional training will focus on standard use of the four quadrant model of assessing level of functioning and then utilizing change wise treatment strategies for each aspect of care provided to the consumer.*
 - *October 10, 11 &12, Dr Ann Carden returned to provide advanced training for approximately 25 “Champions” of the motivational interviewing techniques and their supervisors. The ongoing follow-up supervision with Dr. Carden to help move several champions into the status of qualified MI trainers is in progress.*
 - *The project team will work with a broader team now working with MDCH and Drs. Minkoff and Cline as “Change Agents” to complete this transition toward co-occurring capacity at each CMHSP.*

- In FY07, 116 consumers and their families and supporters participated in Family **Psycho Education (FPE) treatment**. Groups were established at 11 sites across the region. The grant funding for the implementation of this treatment ended in September 07 The challenge is to further expand this treatment in FY08 and sustain it where groups are already in place.

- The **Practices Improvement Leadership Team (PILT)** which was organized as a requirement of the FPE grant continues its work under the auspices of the grant awarded for achieving integrated care for consumers with co-occurring disorders. The PILT supports the Peer Driven services in the Upper Peninsula. A Learning Collaborative for the Peer Support Specialists (PSS) has been created and met twice in 2007. Continuing quarterly meetings and furthering the connections between the PSS and the Consumer Drop –Ins are in the plans for 2008. Hopefully the PSS and Drop-In Directors will collaborate to develop the consumer self help process known as Wellness Recovery Action Plan (WRAP).

Substance Abuse Services

- In Fiscal Year 2007 the NorthCare CA implemented a region-wide co-occurring screening form, called the “Simple Screening Tool”, to be used by the 30+ licensed Substance Abuse Treatment Providers in the NorthCare region.
- In August 2007 a post-CDR screening follow-up process was initiated in the CDR. The purpose of the follow-up process is to insure that clients make it to treatment admission following screening for level of care placement. Clients who do not show up for Admission are sent follow-up letters requesting they call the CDR for further information or assistance with treatment options.
- With the recent addition of “Social Detox” to Residential Detox services, substance abuse services in the NorthCare region were expanded to allow for more medically appropriate treatment options for clients.
- The NorthCare network of Substance Abuse Treatment Providers are showing improvement in implementing administrative efficiencies and assisting clients in transitioning to the next level of care.

SATISFACTION

Each year, NorthCare providers survey consumers as one of several ways to assess consumer/client experience with their community mental health and/or substance abuse provider and the services that are offered.

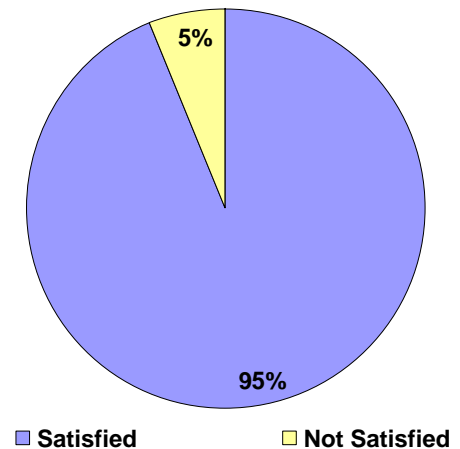
In general, scores from the 2007 surveys indicate that consumers believe they are being treated well and are receiving services that comply with standards for appointment times, service planning, consumer rights, respect for cultural/ethnic values, and overall satisfaction.

Surveys were mailed to 3,636 consumers of mental health services and 808 of those consumers responded, resulting in a 22% response rate. Satisfaction ratings for the 10 questions asked range from 85% to 97% with an average rating for all responses being 95%. Mental health respondents rated 7 of the 10 questions higher than in 2006 with the remaining 3 rated the same as 2006. One determining factor of how satisfied a person is with their services is that they would recommend those services to a friend or family member. Response to this question from recipients of mental health services was 95%; up from 94% in 2006.

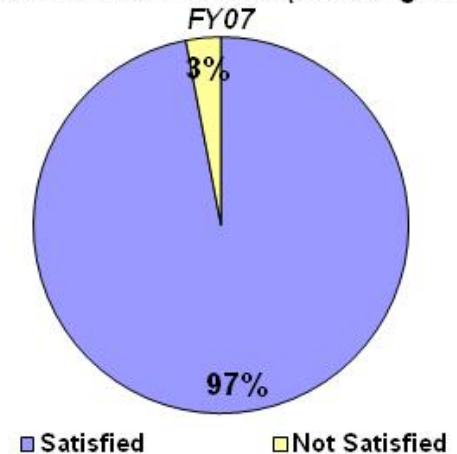
421 surveys were mailed to clients receiving substance abuse services with 46 responding -- an 11% response rate. Satisfaction ratings for the 9 questions asked range from 86% to 100% with an average rating for all questions being 97%. Substance abuse respondents rated 8 of the 9 questions higher than in 2006 with the remaining question rated the same as 2006. 91% of all

respondents receiving substance abuse services would recommend services to a friend or family member – up from 89% in 2006.

Overall Satisfaction for Consumers Receiving Mental Health Services - FY07



Overall Satisfaction for Clients Receiving Substance Abuse Services (Including CDR) - FY07



CONSUMER SATISFACTION - continued

As part of our Consumer/Client Satisfaction Survey process, we encourage consumer/clients and/or guardians to include comments. What do they like about the services, organization, provider, etc. and where can we improve. Following are some comments received in 2007.

Here is what people are saying...

Comments from substance abuse service recipients:

- ☺ *"I was treated so patiently. I had a hard time answering and concentrating, but I never felt hurried or judged."*
- ☺ *"I thank you very much for the help I very much needed at this time."*
- ☺ *"I thank God for your services and everyone with whom I've spoken to there. Without your services I was told by emergency doctor I will be dead in 2 months if I didn't quit now."*
- ☺ *"I am extremely grateful to this program for helping me acquire the services that I needed. Without this program I would have never received help for my addiction and can only imagine where I would be still. So I thank you from the bottom of my heart. Also, the staff were extremely friendly in my time of need and I can't even begin to express how important this was, to hear a friendly and calm, caring voice on the other end of the phone."*

Comments from mental health services recipients:

- ☺ *"The services were helpful for the time I had it and the counselors we had were the best."*
- ☺ *"The staff is always very nice to talk to and always do their best and go out of their way to help."*
- ☺ *"The services of CCMH greatly impact (positively) the quality of life for both this client and guardian. Thank you."*
- ☺ *"__ has limited communication skills and staff really understand his needs. Thank you."*
- ☺ *"I have been very pleased with all the services I have received. Everyone has been very helpful and a real blessing."*
- ☺ *"We have appreciated the help we receive during off hours. We are made to feel that we are welcome and all involved want to help."*
- ☺ *"My quality of life is 1000 times better then it has ever been."*
- ☺ *"Wonderful people and services!"*
- ☺ *"I have very much appreciated the sensitivity and personal concern on the part of your staff."*

**For more information about NorthCare or to share your comments please contact us at:
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Or visit us on the web at:
www.northcare-up.org**

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