

# NorthCare Network

200 W. SPRING STREET, MARQUETTE, MICHIGAN 49855

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## *Performance Management Report FY05*

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Dear Colleagues and Friends:

NorthCare has experienced another exciting and rewarding year. In response to the Mental Health Commission's report that was published in 2005, the State endorsed Evidence Based Practices for consumers of mental health and substance abuse services. NorthCare applied for, and was awarded, a grant to implement two Evidence Based Practices – Family PsychoEducation and Parent Management Training. As part of the grant NorthCare has developed a region-wide Practice Improvement Leadership Team and set some actionable goals: define a vision to transform our system of care for adults and children; align leadership capability and organizational capacity to communicate vision and lead the transformation; create a work environment receptive and amenable to change.

In addition, NorthCare has implemented a Performance Improvement Project which will improve services for people who have a serious mental illness combined with a substance abuse disorder. The project will follow the Evidence Based Practice of integrating care and treatment for individuals with co-occurring diagnoses.

On the administrative front, our funding has become increasingly tied to detailed, regional service data electronically submitted to DCH throughout the year. The accuracy of this data has been a major focus for NorthCare in FY05. Working with a cross-functional, regional team, we not only submitted our full scope of services to DCH, but successfully reconciled these services to those in our data warehouse and transferred board-level cost reporting to a standardized, central platform.

This year NorthCare increased the utilization of "cross-functional" teams to meet many objectives and found many benefits to this approach:

- Increasingly ensures the right people are at the table when identifying roadblocks and developing recommendations/solutions.
- Distributes accountability and workload while leveraging the varied expertise and experience within the organization.
- Educates a wider community on the project and its goals, while minimizing the impact of bringing people on board once the project is under way.

Examples of current cross functional teams include the Practices Improvement Team, the Data Warehouse Committee, the Self Determination Team and the new Clinical Practice Management System Team that will focus on regional clinical processes and documentation.

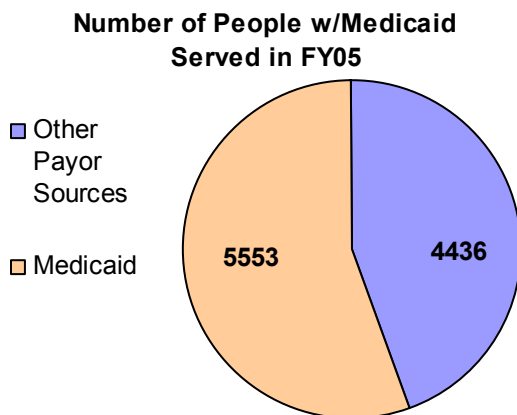
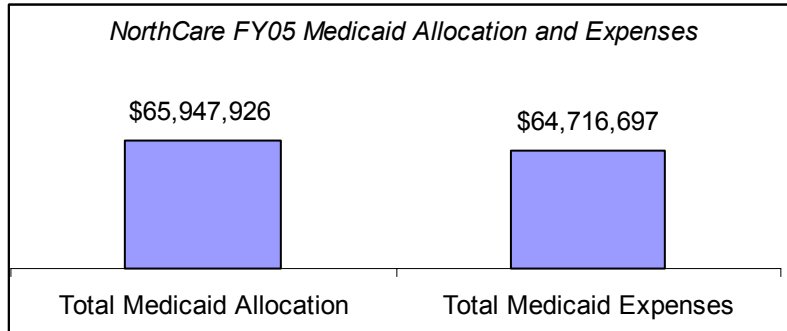
In the summer of 2005, NorthCare added substance abuse providers in the western Upper Peninsula to the Provider Network. We now provide substance abuse treatment to our Medicaid recipients throughout the entire UP. In addition NorthCare has implemented the only automated electronic authorization process for outpatient substance abuse services. Future plans include implementation of the Evidence Based Model of case management for clients needing more intensive services.

These successes are the result of the extraordinary level of cooperation and hard work by our provider network in the Upper Peninsula. I would like to personally applaud and thank the individuals that have worked hard to make tough decisions and remain positive during the process. These staff and consumers are the real champions of NorthCare. On the horizon, NorthCare continues to face challenges – including funding issues, federal regulations/changes, a new waiver, and more data demands. We are confident in the region's ability to succeed and grow with these challenges.

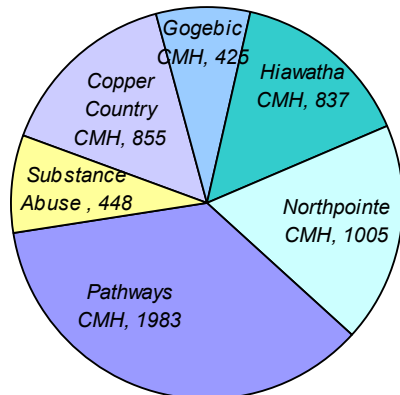
Cyndi Shaffer  
Chief Operating Officer

## OVERVIEW

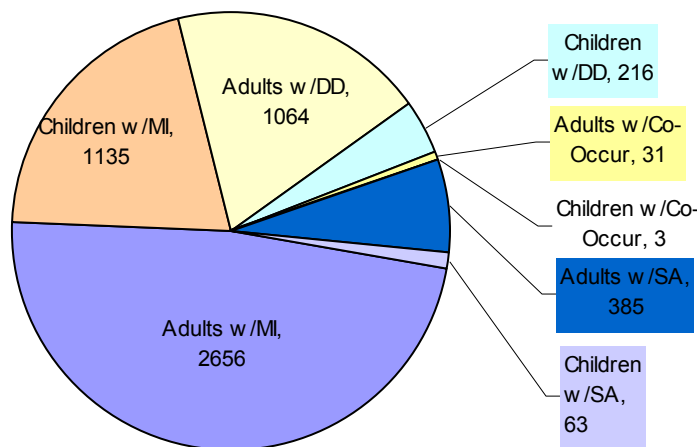
NorthCare Network is the Prepaid Inpatient Health Plan responsible for the monitoring and management of services provided to Medicaid beneficiaries with mental illnesses, developmental disabilities, and substance abuse disorders across the 15 counties in the Upper Peninsula of Michigan.



**# of Medicaid Recipients by Provider - FY05**



**# Served by Population in FY05-Medicaid Only**



# ACCOMPLISHMENTS

## Administrative and Information Technology Services

- NorthCare began working toward greater integration of mental health and substance abuse services; first, by streamlining access to services for people with co-occurring disorders (mental health and substance abuse disorders) and secondly by launching the Integrated Treatment for Co-Occurring Disorders Performance Improvement Project.
- To support the regions desire for consistency, three CMHSPs have purchased and successfully implemented the same accounting and human resource software package.
- A new process that enables NorthCare to provide EOBs (Explanation of Benefits) to each CMH to reflect accurate inpatient billings has been successfully developed and implemented.
- The NorthCare CDR (Substance Abuse Services) implemented an automatic authorization process which streamlines access for our Substance Abuse Provider Network and for clients seeking outpatient services.

## Member Services

- NorthCare's Annual Educational Program and Picnic was held in August.
  - *Consumers attending enjoyed numerous presentations on topics such as Recovery, Fitness for Life, Evidence Based Practices and Medication Management.*
- NorthCare attended the meeting for all Upper Peninsula NAMI groups which allows the various groups across the U.P. to meet, share ideas, and highlight their local efforts. NorthCare staff members also attended the local, state and National NAMI meetings for the past three years.
- Independent Facilitation is a program that allows consumers of CMHSP services to request a neutral independent third party to facilitate meetings where their individual treatment plan is developed.
  - *Four Individual Plans of Service were facilitated with an Independent Facilitator in fiscal year 2005.*
  - *Trained Independent Facilitators attended an in-service/luncheon for additional training and discussion on how to improve the process.*
- Cultural Diversity Training
  - *Other than Caucasians, Native American people are the most prevalent ethnic group in the Upper Peninsula. Therefore, NorthCare organized a cultural diversity training focusing on the Native American culture and lead by a local Native American.*
- Consumer Grievances/Complaints
  - *An electronic tracking system was implemented across the region to monitor non-recipient rights complaints. Complaints are now logged and tracked for timeliness and trending of patterns and problem areas.*
  - *Two performance indicators focusing on customer services were developed for implementation in FY06.*
- Regional Training Coordinators Team
  - *This group has been charged with numerous activities such as identifying training requirements; researching a potential e-learning system; and a consistent method for disseminating training materials and opportunities.*
- NorthCare's Communication with Stakeholders
  - *The NorthCare website was updated to provide an easier format to navigate the entire site. Feedback thus far has been positive.*
  - *NorthCare continues to educate consumers in various ways including the publication of a Newsletter twice each year.*

## **Quality Improvement**

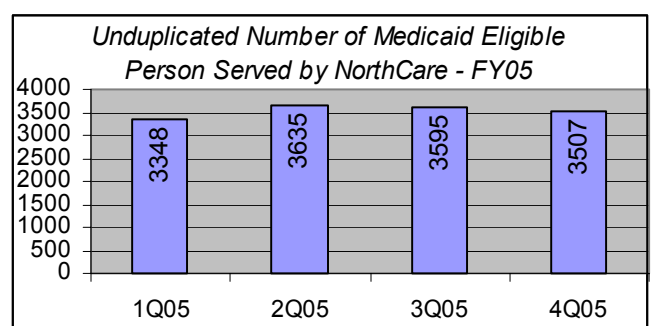
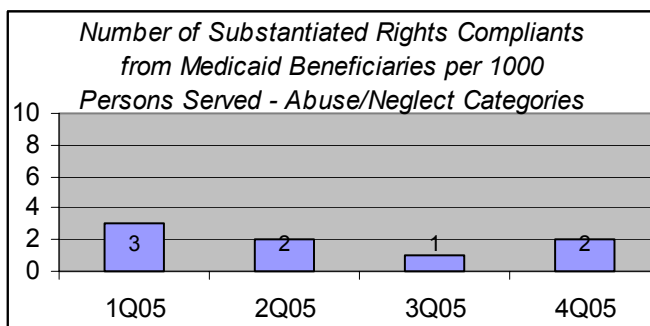
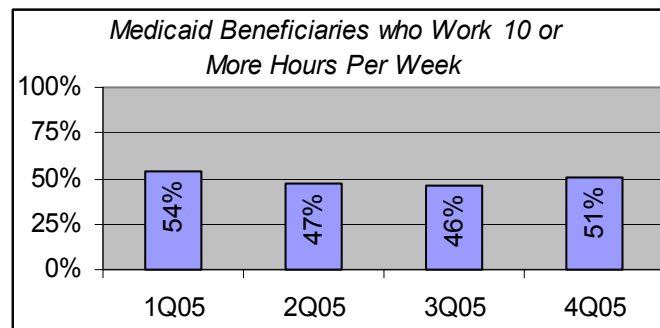
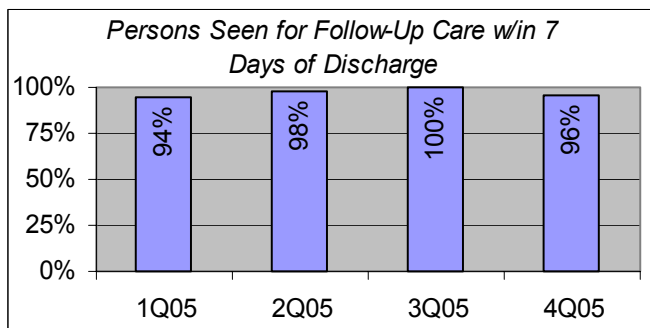
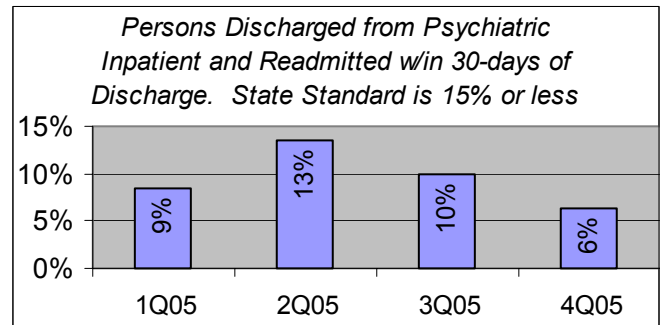
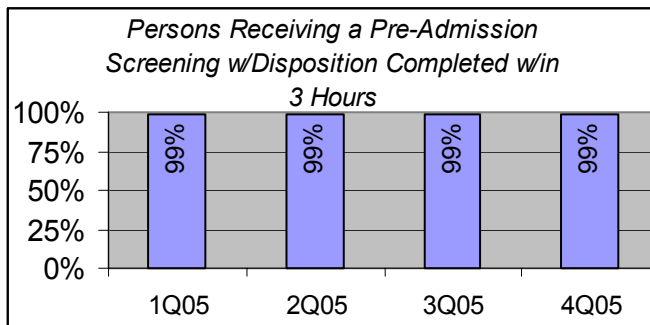
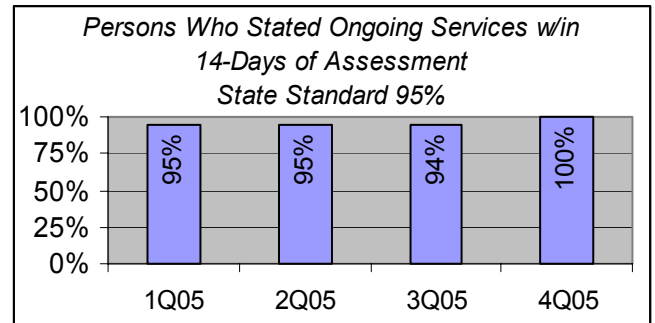
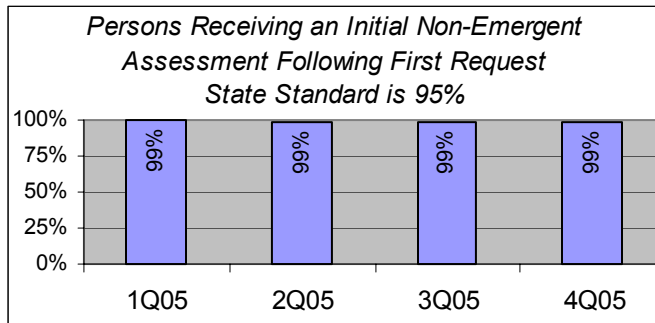
- Received high marks from External Quality Review
  - *NorthCare scored an overall 87% which is a “Good” rating on a scale of Poor, Average, Good, and Excellent.*
- Performance Improvement Projects show tremendous improvement:
  - Coordination of Care Performance Improvement Project
    - *With NorthCare meeting 13 of 13 critical elements, this project was fully validated by the External Quality Review Organization.*
    - *Compliance for overall efforts to coordinate care with primary care physicians rose from 72% compliance at baseline in May 2004, to 90% in October 2005.*
  - Data Integrity Performance Improvement Project
    - *First of two indicators met goal of 95% accuracy and maintained for nine consecutive months.*
    - *Second indicator shows improvement and is consistently at 98% accuracy; just shy of our 100% goal.*
- Medicaid Verification of Services
  - *NorthCare continues to educate providers and verify that services paid for with Medicaid dollars are identified in the treatment plan and that there is documented evidence the service was actually provided.*
- State Performance Indicators
  - *See page 6 of this report.*
- Developed standardized Consumer Satisfaction process for FY 06 implementation.
- Consumer Documentation Review Process
  - *Developed and implemented an Access database for standardized Consumer Documentation Review data and reports.*
  - *Distributed to all CMHSPs updated guidelines used for this semi-annual review, ensuring that NorthCare guidelines are in line with MDCH’s review standards.*

## **Utilization Management**

- A site review of Dial Help, the phone crisis services line, was conducted and the review was positive overall.
- The aggressive regional plan to adopt the 3 evidence based practices selected by MDCH to implement in Michigan has been highly successful. Consumers are being educated about Family Psycho Education, Parent Management Training, and Integrated Treatment of Individuals with Co-occurring Disorders. Staff are offering the 3 treatments at specific sites across the region.
- A regional Practices Improvement Leadership Team has been identified and members have been educated about the broad range of evidence based practices, promising practices and emerging practices.
- The NorthCare Benefit Plan for services provided to adults with mental illness (MI), children with severe emotional disorders (SED), and adults and children with developmental disabilities (DD) has been implemented across the region.
- Trainings have been provided to CMHSPs, stakeholders and consumers on numerous issues: the Michigan Medicaid Provider Manual; grievance and appeals; regional consumer documentation standards; Advance Directives and Evidence Based Practices.
- Keeping individuals with serious mental illnesses out of jail has been a high priority. NorthCare and the CMHSPs have completed the development of a regional data base to track diversions.

## Performance Indicators

Performance Indicators are one way the Michigan Department of Community Health measures the performance of each Pre-paid Inpatient Health Plan for services provided to Medicaid beneficiaries. Each Community Mental Health Service Provider (CMHSP) is also evaluated using measures that reflect all Medicaid beneficiaries and non-Medicaid recipients of service. 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 and all CMHSPs in our network to ensure full compliance in all areas. During fiscal year 2005, NorthCare did very well in achieving and maintaining compliance with performance indicators.

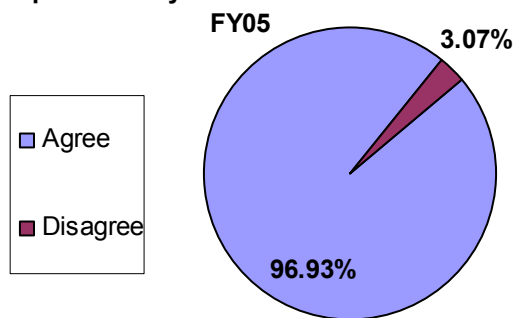


## CONSUMER SATISFACTION

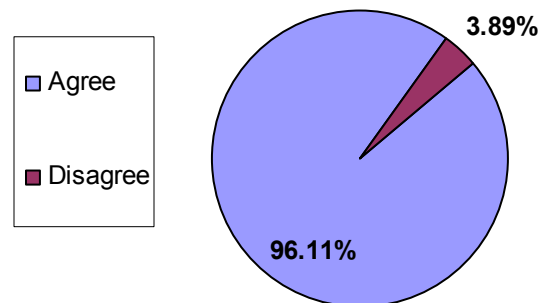
Each year, NorthCare providers survey consumers as one of several ways to assess quality of care, compliance with standards, and consumer satisfaction. A total of 5,632 surveys were distributed with 2,060 returned; a 37% rate of return.

In general, scores from the 2005 surveys indicate consumers believe they are being treated well and are receiving services that comply with standards for service planning, consumer rights, respect for cultural/ethnic values, and overall satisfaction.

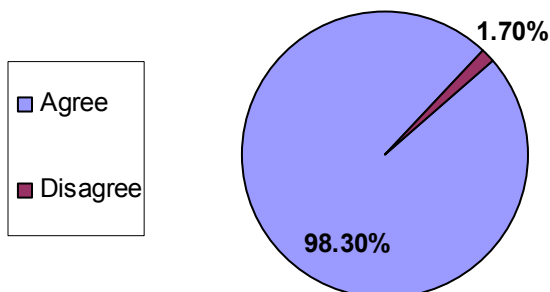
**Overall satisfaction with MH/DD and substance abuse services provided by NorthCare Network - FY05**

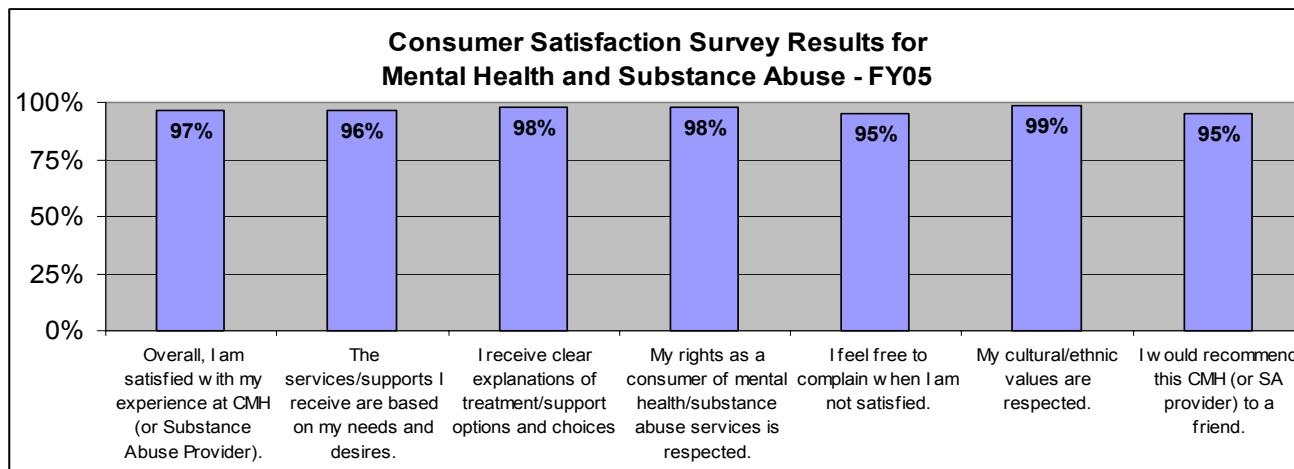


**Overall satisfaction with MH/DD services provided by NorthCare Network - FY05**



**Overall satisfaction with substance abuse services (including CDR) provided by NorthCare Network - FY05**





***Here is what our consumers are saying...***

- ☺ *"Excellent care done with respect. Staff is wonderful – go over and above." (Gogebic CMH)*
- ☺ *"Keep up the good work. Good job!" (Gogebic CMH consumer)*
- ☺ *"Thank you for the helpful services." (Gogebic CMH consumer)*
- ☺ *"I am doing 110% better because of HBH. I wish I would have gone to seek counseling services long before I did."*
- ☺ *"I am doing really good - HBH services were excellent. I have also used the crisis line and it has helped."*
- ☺ *"I like the staff best at Pathways, they are caring and helpful."*
- ☺ *"Without Pathways' services, I don't know where I would be right now-- they saved my life."*
- ☺ *"I and my sister are very thankful we have homes like Quincy House. Thank you for all you do..."*
- ☺ *"Overall - Everyone (I know at CCMH) is doing a pretty good job in a difficult profession."*
- ☺ *"Northpointe has helped in making me part of society again and to understand my mental illness. Thank You!"*
- ☺ *"Northpointe's assistance and services to my brother have been extraordinary. Moreover, it's obvious that the case workers and others relate to their clients in a very personal way and genuinely like them and like what they're doing to help them. It's definitely not just a job for them. My brother and I both really appreciate all that Northpointe's people have done!"*
- ☺ *"Thank you for your respect of my privacy in pursuing substance abuse treatment and also for your kind support as I embark upon this endeavor"! (Substance Abuse Service Recipient)*
- ☺ *"I have always been respected and I have never felt shame or embarrassment by (the) CDR. Thank you all"! (Substance Abuse Service Recipient)*

**For more information about NorthCare  
please contact us at:  
1-888-333-8030  
Or visit us on the web at:  
[www.northcare-up.org](http://www.northcare-up.org)**

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# ATTACHMENT A

## NorthCare Strategic Plan

**NorthCare Network  
Strategic Plan – FY06**

**VISION**

*NorthCare will ensure that all Medicaid managed care functions supporting excellent clinical care for community mental health and substance abuse services provided by Network providers are carried out in the most supportive, compliant, and cost effective manner.*

**MISSION**

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

**VALUES**

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

<p style="text-align: center;"><b>Goals</b></p> <p><i>(State goals in terms of results; needs/wants to achieve - short and long term. Relate to the expectations and requirements of all major stakeholder; should reflect the underlying reasons for running the business.)</i></p>	<p style="text-align: center;"><b>Objectives</b></p> <p><i>(Specific interim or ultimate time-based, measurements to be achieved by implementing goals in pursuit of the objectives. Quantifiable, consistent, realistic and achievable.)</i></p>	<p style="text-align: center;"><b>Resource</b></p>	<p style="text-align: center;"><b>Target Date to Accomplish</b></p>
<p><b>(1) Provide leadership for the standardization of regional practices.</b></p>	<p>Obj. 1 - Establish standard reports to enable data driven decision making by senior leaders and supervisors both clinical and administrative.</p>	<p>Cyndi, Jean and Deb</p>	<p>FY06</p>
	<p>Obj. 2 - Develop and implement Clinical Practices Management System (EMR) – project plan developed 2006.</p>	<p>Diane and Claudia</p>	<p>TBD</p>
	<p>Obj. 3 - Develop process to accomplish Activity Based Costing – standardize costing</p>	<p>Julie</p>	<p>TBD</p>
	<p>Obj. 4 - Establish data quality standards for Data Warehouse and publish data dictionary.</p>	<p>Jean and Lori</p>	<p>March 2006</p>
	<p>Obj. 5 - Work with regional Compliance team to develop and implement prospective Medicaid Verification reviews.</p>	<p>Diane</p>	<p>April 2007</p>
	<p>Obj. 6 - Ensure adequate resources to address regional finance issues.</p>	<p>Cyndi</p>	<p>TBD</p>
	<p>Obj. 7 – Follow-up on all areas cited by year-1 (FY05) HSAG site review.</p>	<p>All</p>	<p>April 15, 2006</p>
<p><b>(2) Develop and implement standard practices that will assist in ensuring quality services are provided to all consumers.</b></p>	<p>Obj. 1 - Practices Improvement Leadership Team will use fidelity scale adherence for the implementation of EBPs and promising practices.</p>	<p>Lucy</p>	<p>October 2006</p>
	<p>Obj. 2 - Validate NorthCare’s Benefit Plan</p>	<p>Lucy, Jean, and Ginny</p>	<p>May 2006</p>
	<p>Obj. 3 - Use NorthCare’s validated Benefit Plan to identify and address under and over utilization with each CMH.</p>	<p>Lucy, Jean, and Ginny</p>	<p>June 2006 ongoing</p>

<p style="text-align: center;"><b>Goals</b></p> <p><i>(State goals in terms of results; needs/wants to achieve - short and long term. Relate to the expectations and requirements of all major stakeholder; should reflect the underlying reasons for running the business.)</i></p>	<p style="text-align: center;"><b>Objectives</b></p> <p><i>(Specific interim or ultimate time-based, measurements to be achieved by implementing goals in pursuit of the objectives. Quantifiable, consistent, realistic and achievable.)</i></p>	<p style="text-align: center;"><b>Resource</b></p>	<p style="text-align: center;"><b>Target Date to Accomplish</b></p>
	Obj. 4 - Launch Integrated Treatment for Co-Occurring Disorders Performance Improvement Project.	Sally and Diane	FY06
	Obj. 5 – Follow-up on areas cited during FY05 MDCH site review.	All	By FY06 site visit
<p><b>(3) Education/communication with: community agencies where we have a responsibility to coordinate care, providers, consumers and families.</b></p>	Obj. 1 - Continue to use newsletters and web site as ongoing vehicles for education and communication	Sally	Ongoing
	Obj. 2 - Promote use of local experts on cross-functional teams.	All	Ongoing
<p><b>3.a. Community Agencies</b></p>	Obj. 1 - Identify agencies that must be educated regarding EBPs and educate.	Lucy	October 2006
<p><b>3.b. Providers</b></p>	Obj. 1 - Publish weekly/bimonthly NorthCare updates for provider network (Friday Fax)	Danielle	March 2006 and ongoing
	Obj. 2 - Attend at least one Board meeting at each CMH per year (present NorthCare’s Strategic Plan)	NorthCare Staff	March 2006 , ongoing
	Obj. 4 - Research feasibility of implementing regional electronic learning system for mandated trainings, e.g. customer service, PCP, RR/Privacy, Security, Cultural Competency, etc.	Sally and Diane	October 2006
	Obj. 5 - Develop and publish NorthCare Provider Manual.	Sally	May 2006
<p><b>3.c. Consumers and Families</b></p>	Obj. 1 - Facilitate education about new endeavors and services available.	Ginny Lucy	SDI – FY06 EBPs – FY06

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	Obj. 2 - Assist member services committee members in educating local advisory committees	Sally	Ongoing
	Obj. 3 - Expand Member Services committee to include recovery council model.	Sally and Lucy	February 2006 ongoing through 2007