

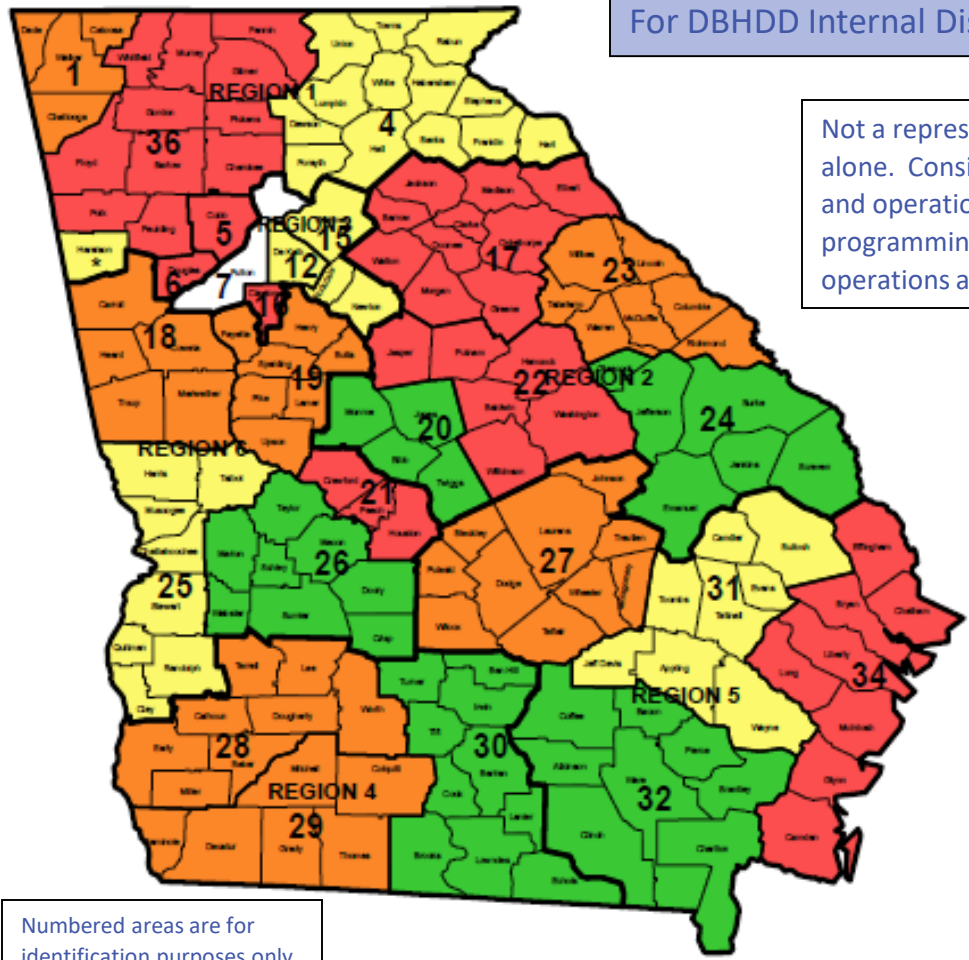
# Stabilizing the Safety Net

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DEPUTY COMMISSIONER  
CHIEF OPERATING OFFICER**

Georgia Department of Behavioral Health & Developmental Disabilities  
 CSB Financial Risk Assessment - SFY17

For DBHDD Internal Discussion Purposes Only

Not a representation of individual CSB risk alone. Considers individual CSB financial and operational conditions as well as programming complexities, size of operations and CSU/BHCC operations.



Numbered areas are for identification purposes only.

- |  |  |   |
|--|--|---|
| 1 - Lookout Mountain Community Services  | 16 - Pathways Center for BH and & Developmental Growth   | 27 - Community Service Board of Middle Georgia                                |
| 4 - Aulita Community Partners            | 19 - McIntosh Trail Community Service Board              | 28 - Aspire BH & DD Services (formerly Albany CSB)                            |
| 5 - Cobb Community Service Board         | 20 - River Edge Behavioral Health Center                 | 29 - Georgia Pines Community MHMRSA Services                                  |
| 6 - Douglas Community Service Board      | 21 - Phoenix Center Behavioral Health Services           | 30 - Behavioral Health Services of South Georgia                              |
| 7 - Fulton County MHDDAD                 | 22 - Oconee Community Service Board                      | 31 - Pineland Area Community Service Board                                    |
| 12 - DeKalb Community Service Board      | 23 - CSB of East Central Ge (Serenity Behavioral Health) | 32 - Union Behavioral Health (formerly Seville CSB)                           |
| 15 - View Point Health                   | 24 - Ogeechee Behavioral Health Services                 | 34 - Getaway Community Service Board  |
| 16 - Clayton Community Service Board     | 25 - New Horizons Community Service Board                | 35 - Highland Rivers Community Service Board                                  |
| 17 - Advantage Behavioral Health Systems | 26 - Middle Flint Behavioral Healthcare                  | * - Harrison Behavioral Health is operated by Harrison County Board of Health |

DBHDD, Office of Decision Support (rev. 3/20/2017)

# Managing a Public Safety Net of Behavioral Health Providers

The Network must be:

- Competent
- Reliable
- Accessible
- Sustainable
- Predictable

The Department should manage to these conditions by:

- Assessing and mitigating risks
- Proactively engaging Providers when the risk of service interruption is deemed to be high

# Community Service Boards and the Public Safety Net

- The Public Safety Net for Behavioral Health in Georgia consists primarily of, and is dependent upon, the 26 Community Service Boards
- Independently governed with escalated statutory oversight by DBHDD
- Primarily funded through State contracts with DBHDD and Medicaid
  - Fee-for-Service
  - Fully costed reimbursement contracts
  - Grant In Aid

# Building Accountability

- Core Redesign began in 2012
  - Redesign of the services array and Provider expectations
  - Movement towards more accountable funding mechanisms and away from grant-based supports
- DBHDD recognized that movement to outcomes-based funding would destabilize a network of Providers which had become fully reliant upon state grant funding and was not operationally or financially prepared.
- What does it cost to provide a service?
- Fee-for-service was determined to be the appropriate first step.
- How do we advance the system without destabilizing it?

# Preparing for Change

- **Communication and Messaging – 3 years prior to implementation**
- **Stakeholder Participation**
- **Hold Harmless Period – operations and fee-for-service implementation**
- **Technical Assistance – still ongoing in FY17**
- **Assessment of Readiness – rolled back implementation twice**

# Assessing Risk

## Problems created by historical funding

- **Agencies weak financially**
  - Poorly Managed
  - Underfunded
- **Financially sound**
  - Overfunded
  - Well-managed

## Management maturity and sophistication Resources

# Assessing and Mitigating Risks

Began tracking and reporting on financial condition in 2012 – Risk Map

<b>Risk Level</b>	<b>Description</b>
<b>Critical</b>	Deemed at risk of financial failure in 1-3 years
<b>High</b>	Inconsistent results, trending negatively
<b>Moderate</b>	Financially stable with indications of challenges
<b>Minimal</b>	Financially and operationally stable

Observe over time to identify trends

Engage in time to prevent financial failure

Began including operational measures in FY15



# Risk Elements Considered

- **Financial Operating Results**
  - Current Year and Trend over Time
  - Audited Financial Statements submitted by Provider
- **Financial Position**
  - Current Year and Trend over Time
  - Audited Financial Statements submitted by Provider
- **Fee-For-Service Use**
  - Current and Projected
  - Provider By Beacon ASO and reviewed by DBHDD weekly
  - AD and MH
- **Utilization and Implementation of Technical Assistance**
  - Survey conducted by Contracted Consultant

# Risk Elements Considered

- **Operational Quality Reviews**
  - Conducted by Georgia Collaborative ASO
  - Most Recent Scores and Trends
  - Behavioral Health and Developmental Disabilities
- **Performance Management Reports**
  - Submitted by Provider Twice Annually
  - Series of Key Performance Indicators
  - Addictive Diseases and Mental Health
    - ❖ Access to Services
    - ❖ Addictive Diseases Programming
    - ❖ ASO/Admin
    - ❖ Crisis Response
    - ❖ Behavioral Health Assessment
    - ❖ Crisis Transitions

# Risk Elements Considered

- **Complexity Risk**

- Performed by DBHDD Internal Audit
  - ❖ Complexity of Funding
  - ❖ Known Operational Performance Challenges

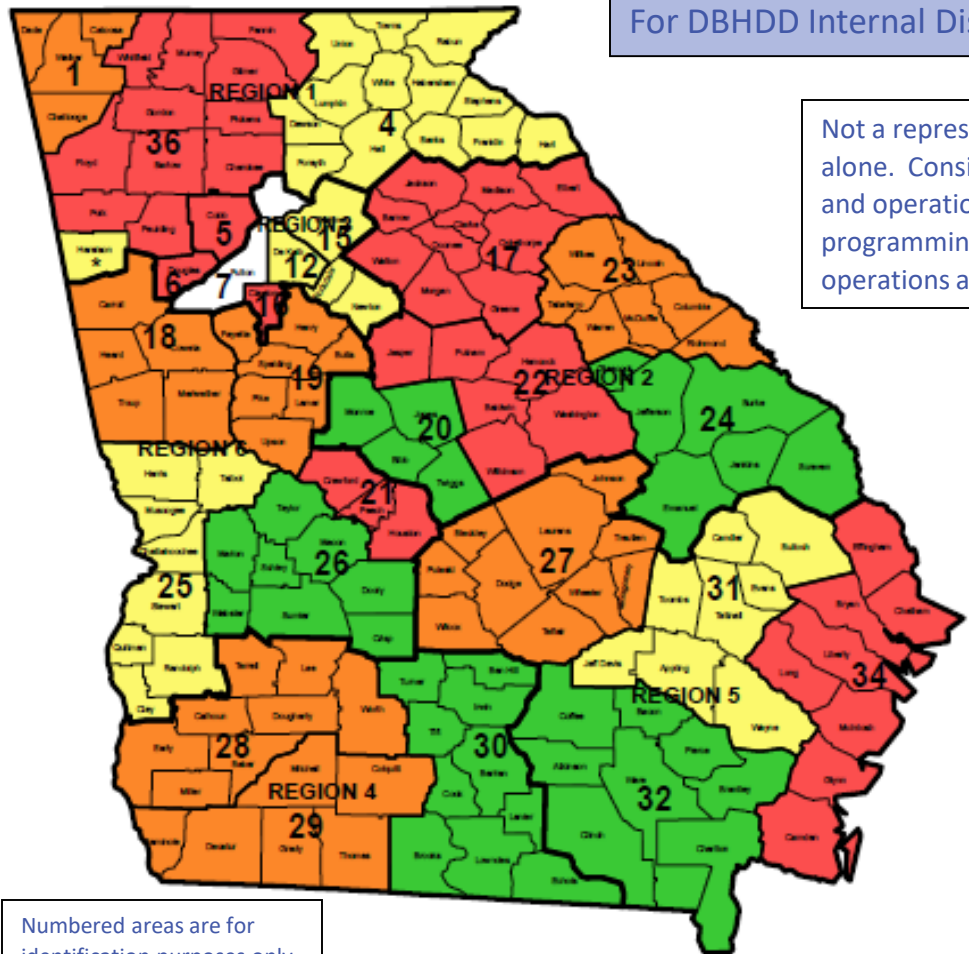
- **System Impact**

- Size of the Agency and number of individuals served
- Availability of Substitute Services
- CSU or BHCC
- Proximity to DBHDD Hospital Resources

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# Risk Notification Letters

*Sent out to Critical- and High-Risk Providers*

## May 1, 2017

- Cobb
- Douglas
- Phoenix Center
- Clayton
- Advantage

## May 16, 2017

- Gateway
- Highland Rivers
- Oconee
- McIntosh Trail
- Middle Georgia

## May 31, 2017

- Lookout Mountain
- Pathways
- Serenity
- Aspire
- Georgia Pines

## CSB Governance – Next Steps

Adopt Risk Rating Strategy	Engagement Levels
Red – Critical Risk	Active Progressive Intervention
Orange – High Risk	Active Monitoring
Yellow – Medium Risk	Quarterly Monitoring
Green – Low Risk	Annual Monitoring
Active Progressive Intervention	
Ongoing monitoring of quality and compliance reporting, Board Minutes, financial statements, revenue cycle management, etc.	Assigned to Intervention Team Management Group
Require Corrective Action Plan endorsed by Board with expectations for status reporting at regularly called Board Meetings	
Quarterly Status Meetings between DBHDD and the Board	
Mandatory Technical Assistance coordinated and provided by DBHDD	
Active “scenario” modeling project assigned	
Additional Audit Requirements	
Monthly Report out to PPMC	

## CSB Governance – Next Steps

<b>Active Monitoring</b>	
Ongoing monitoring of quality and compliance reporting, Board Minutes, financial statements, revenue cycle management, etc.	OIARM / Account Management
Require Corrective Action Plan endorsed by Board with expectations for status reporting at regularly called Board Meetings	
Additional Audit Requirements	
Escalation of emerging risks to PPMC	
<b>Quarterly Monitoring</b>	
Quarterly review of performance reports, revenue reports and Board Minutes	OIARM / Account Management
Escalation of emerging risks to PPMC	
<b>Annual Monitoring</b>	
Annual Review of Performance reports, revenue reports and Board Minutes	OIARM / Account Management
Escalation of emerging risks to PPMC	