HMA
Health Management Associates

Behavioral Health Administration (BHA)
Change Management

Update on Formation of the Behavioral Health Administration

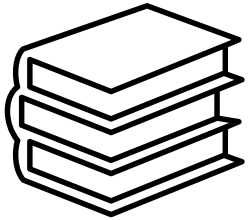
CANDO Presentation

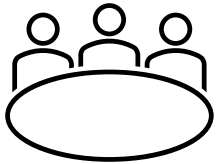
6/25/21

COLORADO

Development of the BHA

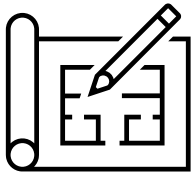
Technical Research





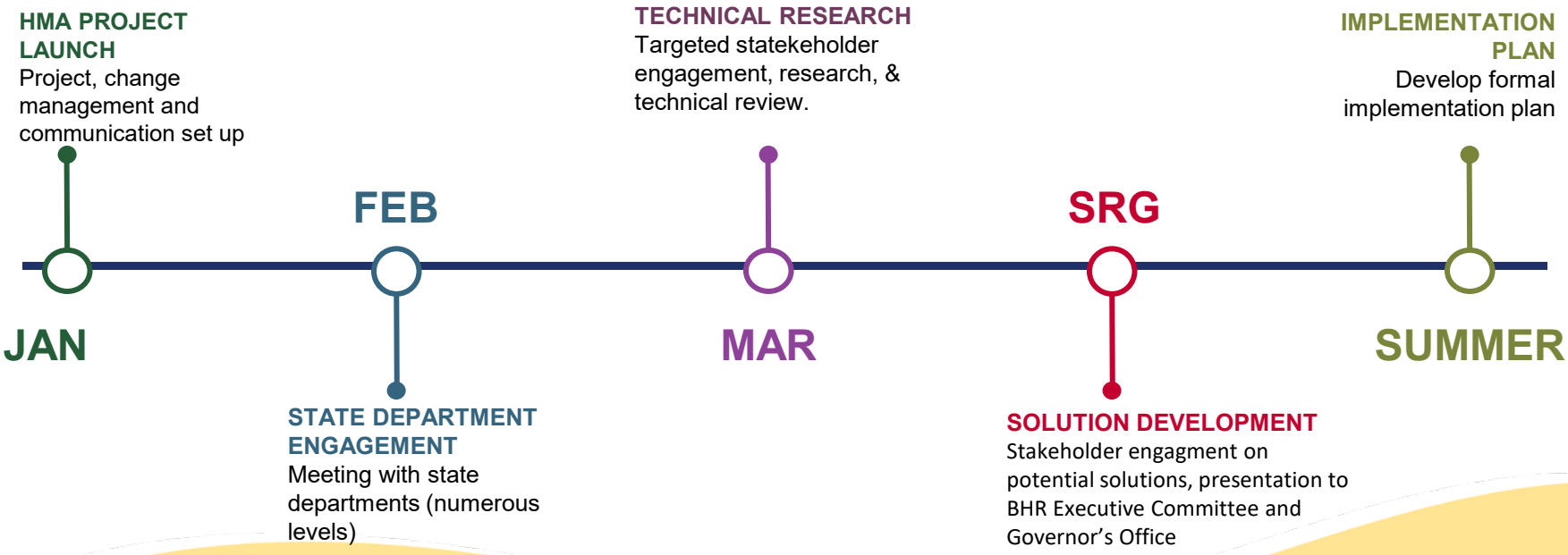
Stakeholder Engagement

Design Elements



Communication & Change Management

Timeline for HMA



Technical Work

Behavioral Health Programs Detailed	Legislation and Statutes Reviewed	Regulation and Administrative Rule Reviewed	Funding Sources Assessed	Relevant Data Systems Identified
Total 128	Total 79	Total 219	Total 118	Total 60

Stakeholder Engagement

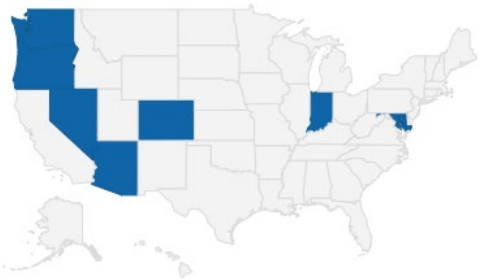
Stage 1 Interviews Conducted

Stage 1 Interviews Conducted	Number
State Agency Subject Matter Expert Interviews	45
State Agency Leadership Interviews	17
Executive Committee & Governor's Office Inter...	7
Grand total	**69**

Stage 1 Focus Groups & Forums Conducted

Stage 1 Focus Groups & Open Forums ...	Number...
Focus Groups	16
Open Forums	2
Grand total	**18**

Stage 1 States Interviewed



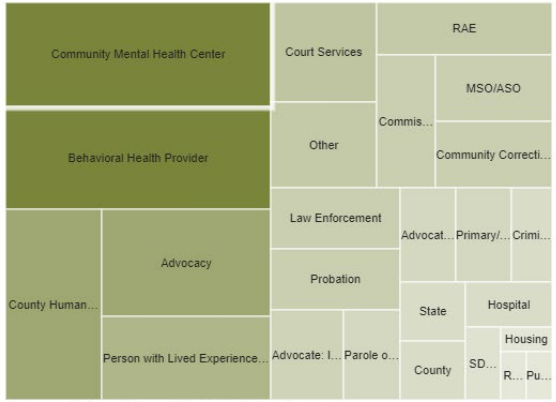
Stage 2 Focus Groups & Forums Conducted

Stage 2 Focus Groups & Open Forums	Number...
Focus Groups	14
Open Forum	1

Stage 2 Interviews Conducted

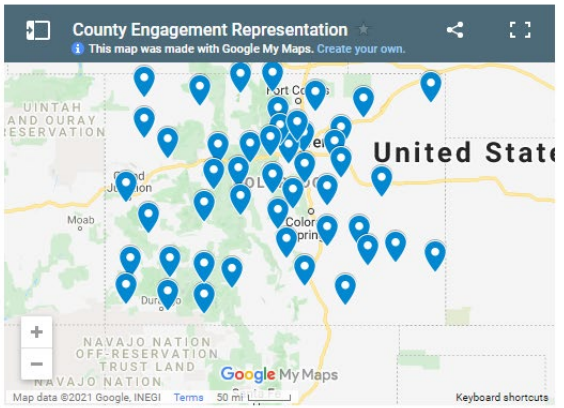
Stage 2 Interviews	Number
Executive Committee & Governor's Office Interviews	7
State Agency Subject Matter Expert Interviews	18

Stage 2 - Types of Diverse Perspectives Represented



Based on registration "what perspective best describes you?" question.

Stage 2 - Counties Represented



What is the Value Proposition of the BHA System Level

The BHA offers a new paradigm for how government can solve challenges that are complex, cross payer, and cross sector.

- The BHA will be accountable for all behavioral health (BH) in the state even if not directly responsible for the payment, operations and implementation. It is the "**Buck Stops Here**" for BH.
- The BHA will do this by:
  - Continuously assessing need and creating a clear vision and strategy for BH in the state
  - Setting cross-payer standards for BH quality, service delivery, data sharing, network adequacy, utilization management, and parity
  - Streamlining processes that are currently duplicative such as credentialing and data reporting
  - Reviewing data that are holistic and cross payer to provide transparent accountability and reporting on quality, funding and costs
  - Being accountable to elected officials and Coloradans for the functioning of the BH system

What is the Value Proposition of the BHA for Coloradans

The BHA offers a new paradigm for how government can solve challenges that are complex, cross payer, and cross sector.

- The BHA will be accountable for all behavioral health (BH) in the state even if not directly responsible for the payment, operations and implementation. It is the "**Buck Stops Here**" for BH.
- The BHA will do this for consumers and their families through:
  - Bringing consumer/family voices into the policy-making and program design processes in order to inform the work of the BHA
  - Serving as a point of navigation and support to connect consumers to services regardless of their insurance status and building onto existing structures for care navigation
  - Establishing a cross-payer grievance process that addresses individual problems while identifying systemic failings and developing mechanisms to address them
  - Convening relevant entities (state department, payers, and others) to solve problems
  - Educating and advocating for BH needs with elected officials while providing data-driven cross system solutions for implementation

Functions of the BHA

WHAT

- **Owner of BH Problems and Solutions**
- **Planning and strategy,** assessment and monitoring of need
- **Purchase or cause to be purchased,** lead strategy for resource allocation
- **Standard setting,** licensure/designation, networks, UM, provider outcomes, and more
- **Quality assurance,** data collection, analysis and transparent reporting with high cross-payer accountability
- **Promulgate BH policy**

HOW

- **Interagency coordination and collaboration**
- **Stakeholder engagement** with consumers and communities
- **Technical assistance** and BH expertise

Proposed Tools of the BHA

Dept. Alignment

- State Department Formal Agreements
- Master Provider Contract
- BHA Network and Provider Designation
- Cross-System Funding Strategy and Braided Funds
- Data Interoperability

Strategy and Tools

- Legislation Creating BHA
- Policy and Standard Generation
- General Assembly Report

Role of BHA with Individuals with Co-occurring Disabilities and Behavioral Health

- Engage individuals and family members within the BHA to inform strategy
  - Consumer & Family member representation to create avenues for meaningful engagement that is more than advisory-direct input, strategies and consumer voice to inform and shape the system
  - Leverage human centered design principles to support individual and family members in designing the system from the front of the BHA
  - Hear gaps, challenges and needs to inform priorities

- Provide navigation and point of connection to improve individuals getting to the right service at the right time
  - Provide direct connection to the right program based on insurance, eligibility, and service need through existing structures and in addition to when needed
  - When service doesn't exist, problem solve and resolve the need with state agency partners—be accountable to the solution for that individual or family
  - Capture themes in gaps and incorporate into strategy
  - Provide public facing materials and resources with information on access, providers, and community connections

- Support statewide technical assistance with partners for providers with ongoing disability and cultural and linguistic competency training
  - Promote a culture of person first approaches and provider accountability to meet the need of the individual or family
  - Spread innovation and effective programs across the state

- Operate grievance process and gather grievances across-payers and across-sectors—be accountable

- Work collaboratively with the OeHI to develop data interoperability, shared guidelines for data sharing for providers, and data standards that ensure data follows the person and the BHA can see and be accountable for the full system
  - Use of a single identifier for individuals for data to follow the person

Role of BHA with Individuals with Co-occurring Disabilities and Behavioral Health

- Set standards for quality and be accountable to Coloradans for quality—be the "bucks stops here" for individuals and families
  - Provide public transparency on quality with a public facing dashboard on provider quality
  - Support network expansion—consumer choice and more diverse provider network through efforts like SB-19-222 and additional enhancements over time.
  - Incorporate standards for providers to serve individuals with disabilities and to engage in ongoing training as well as the use of technology, accommodations and modifications that to promote and ensure equity in access

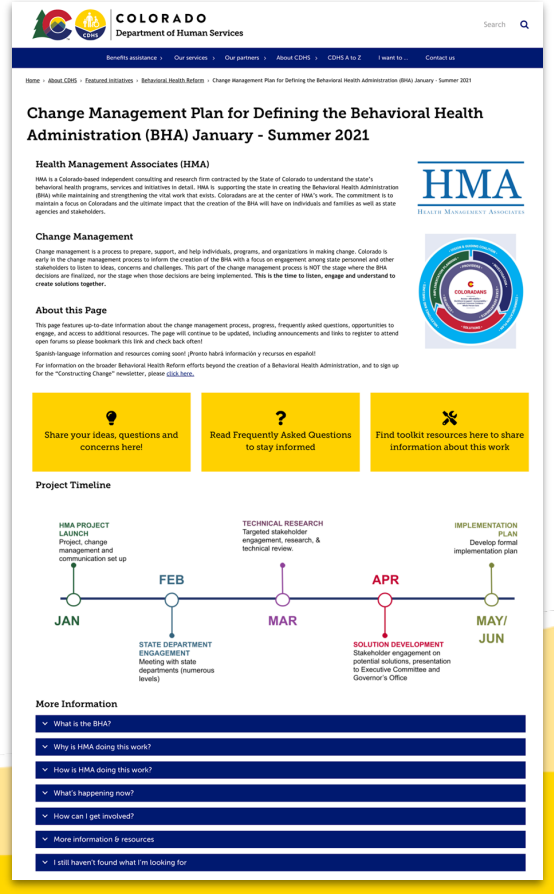
- Advocate for benefits, parity, and other needs on behalf of individuals and families
  - Support design of a public sector benefit including parity for individuals with co-occurring disabilities to ensure a comprehensive continuum of care

- Improve whole person care approaches that meet complex needs and further the use of and quality of integrated services
  - Leverage best practice and recommendations on new models of care (e.g., co-responder/cross trained approaches for crisis, hot handoffs between providers, and others)

- Be a collaborative problem solver and own the problems raised by Coloradans as well as owning the solution
  - Improve policies for equity and access (e.g., primary diagnosis) and address payment gaps to improve care
  - Streamline access for individuals through braided and blended funding as well as maximation of other and alternative funding—be creative to fill the holes in the existing continuum

Change Management Webpage

COMMUNICATION & COLLABORATION

- Up-to-date information about the change management process, progress, frequently asked questions, opportunities to engage, and access to additional resources.
- The webpage will continue to be updated throughout the project so check back often!

bit.ly/BHA-Colorado