

**Reserve Fund for Governors' Mental Health and
Substance Use Task Force Recommendations**

Child Tiered Case Management Pilot Program

Session Law 2016-94, Section 12F.3 (b)



**Report to the
Joint Legislative Oversight Committee
on Health and Human Services
and
Fiscal Research Division**

By

North Carolina Department of Health and Human Services

February 10, 2017

Executive Summary

Reserve Fund for Governors' Mental Health and Substance Use Task Force Recommendations

Child Tiered Case Management Pilot

February 10, 2017

Background:

Session Law 2016-94, Section 12F.3(a) and (b), provide guidance on the funding and reporting requirements to implement the recommendations generated by the Governor's Task Force on Mental Health and Substance Use. The task force was established pursuant to Executive Order No. 76.

Under Session Law 2016-94, Section 12F.3 (b), the North Carolina General Assembly charged the Department of Health and Human Services (DHHS), through its Division of Mental Health, Developmental Disabilities, Substance Abuse Services (DMH/DD/SAS), with the following:

- 1) *The Department of Health and Human Services shall obtain the prior approval of the Office of State Budget and Management (OSBM) on a detailed implementation plan with key milestones and due dates.*
- 2) *The Department of Health and Human Services shall report to the Joint Legislative Oversight Committee on Health and Human Services and the Fiscal Research Division within 10 days after obtaining the approval required by the subdivision (1) of this subsection. The report shall include (i) an explanation of the specific amounts and uses of these funds and (ii) a detailed implementation plan with key milestones, due dates, and expected outcomes.*

A detailed implementation plan with key milestones, due dates, and specific amounts and uses of these funds was submitted to the Office of State Budget and Management (OSBM). This plan can be found in Appendices A, B, and C. **Appendix A** is the Budget for the Child Tiered Case Management Report and this item reflects the total expenditures for the child tiered case management pilot for 12 months, which is \$2,830,291. **Appendix B** is a table of the expected child and system outcomes from this pilot. **Appendix C** contains the key milestones and due dates.

Project Recommendation:

DMH/DD/SAS is seeking up to two Local Management Entities/Managed Care Organizations (LME/MCOs) to implement a successful Child Tiered Case Management Pilot. This tiered child case management model connects two at-risk populations of youth and their families to

behavioral health services. Youth and families involved in child welfare and juvenile justice have high rates of exposure to trauma and high behavioral health needs. Assessing, treating, and coordinating their behavioral health and life domain needs will assist social services in maintaining and reunifying youth with their families and will assist youth involved in juvenile justice from moving deeper into the corrections system. This tiered case management pilot will focus on youth ages 6-21 years of age in one to two judicial districts.

The tiers for child case management:

- Tier 1: LME/MCO Liaisons and Family Navigator co-located at juvenile justice and child welfare offices.
- Tier 2: Targeted Case Management for Youth with low to moderate level needs. Access to family and youth peer support.
- Tier 3: Intensive Case Management (High Fidelity Wraparound) with evidence based service planning model and family/youth peer support for youth exiting out-of-home placements-- Primary focus population for the pilot

Additional critical components include:

- Access to trauma informed comprehensive clinical assessments.
- Access to specialized assessments for youth with problematic sexual behavior.
- Access to specialized consultations for youth with co-occurring mental health and intellectual/developmental disabilities.

OSBM provided approval for the implementation plan on January 27, 2017, which is a prerequisite to the submission of this report to the Joint Legislative Oversight Committee on Health and Human Services and the Fiscal Research Division.

Appendix A
Budget for Child Tiered Case Management Project

Awardee-Alliance Behavioral Healthcare

Budget for Child Tiered Case Management Pilot (12 months)	
Allocations to Selected Local Management Entity/Managed Care Organization (LME/MCO)	
Personnel	
Salary/Wages/Benefits LME/MCO staff (30% benefits plus Two Department of Social Services/Juvenile Justice Liaisons and One Family Navigator)	\$207,306
Contracted Salary expenses for Provider (3 Wraparound Teams and start-up for Two Targeted Case Managers plus 3.5 Administrative costs on salary)	\$1,699,367
Intellectual/Developmental Disabilities (IDD) Specialized Consultations (15 consultations at rate of \$1,200 per 8 hour consultation)	\$18,000
Local Management Entity/Managed Care Organization (LME/MCO) Administrative Cost on Personnel Expense (3.5%)	\$ 64,722
Total Personnel Services	\$ 1,989,395
Supplies and Materials	
Instruments for Trauma Informed Assessments (200 assessments x \$25.50)	\$5,100
Total Supplies and Materials	\$5,100
Operational Expenses	
Travel for contracted provider for 3 Wraparound Teams	\$262,440
Communications (Telephone for Wraparound Teams) 30 phones x \$65 x 12 mo.	\$23,400
Provider training: Wraparound Training and Certification Process	\$34,360
Training for targeted case managers and supervisors	\$74,000
Provider Training: Trauma Informed Assessments and Certification for 15 clinicians	\$49,500

Budget for Child Tiered Case Management Pilot (12 months)	
Provider Training: Training in Intellectual/Developmental Disabilities for all levels of Care Coordination/Case Management	\$4,950
Provider Training: Assessments for Problematic Sexual Behaviors	\$15,000
Total Operational Expenses	\$463,650
Capital Outlay	
Computer Equipment (\$835 x 30 Wraparound Staff)	\$25,050
Total Capital Outlay	\$25,050
Total Local Management Entities/Managed Care Organization (LME/MCO) Allocation	\$2,483,195
Division of Mental Health/Developmental Disabilities/Substance Abuse Services (DMH/DD/SAS) Expenses	
Project Manager	\$103,548
Wraparound Implementation Specialist	\$103,548
Contract for Evaluation (estimate)	\$100,000
Contract for Implementation Consultation (estimate)	\$40,000
Total Division of Mental Health/Developmental Disabilities/Substance Abuse Services DMH/DD/SAS Expenses	\$347,096
Total Expenditures for the Tiered Case Management pilot (12 months)	\$2,830,291

Appendix B

Expected Outcomes

Individual (Youth)	System
Engaged in School	Reduction in behavioral health cost of care
Improved clinical outcomes	Identified benefits for Social Service and Justice system partners (costs, quality).
No new legal involvement	Shorter times from screening to assessment and start of behavioral health services
Reduced use of crisis services	Improved rates of completion of services
Improved caregiver engagement in services and youth successfully living at home	Improved rates of linkage to resiliency building community programs

Appendix C: Project Title: Tiered Child Case Management Pilot (Governor's Task Force on Mental Health and Substance Use)

Brief Description of Project: Provide three tiers of case management for children involved with social services and juvenile court in one judicial district. 1) Improved clinical and functional outcomes for children served. 2) Improved system outcomes: a. Reduction in behavioral health cost of care, b. Identified benefits for Social Service and Justice system partners (costs, quality), c. Shorter times from screening to assessment and start of behavioral health services, d. Improved rates of completion of services, and e. Improved rates of linkage to resiliency building community

Project Performance Goals: Execute pilot, track outcomes (clinical and functional improvements, cost effectiveness), and develop reports for multiple stakeholders.

Division/Office: DMHDDSAS

DHHS Stakeholders: Division of Social Services, DPS/Juvenile Justice

Target Completion Date: June 30,2018 or until funds are expended.

Project Plan Completed By:
Eric Harbour, DMHDDSAS

Status

Green - On track.

Yellow - Issues or problems may adversely impact completion date, cost, or scope.

Red - Activity/task won't be completed by scheduled date, will exceed projected cost, or won't meet scope.

Project Plan	Assigned To	Planned Start Date	Actual Start Date	Planned End Date	Actual End Date	Work Days Planned (Auto Calculation)	Work Days Over (Auto Calculation)	Status (Select from Menu)	Completion Rate (Enter % Value)
Milestone #1: INITIATE									
Task 1 Post RFAs	Eric Harbour	9/1/16	9/1/16	10/21/16	10/21/16	37	0	Complete	0%
Activity 1 Obtain approval from OSBM to post RFAs	Jessica Herrmann	9/1/16	9/1/16	10/20/16	10/20/16	36	0	Complete	0%
Task 2 Select LME-MCO for pilot	Eric Harbour	9/1/16	9/1/16	10/15/16	10/15/16	32	0	Complete	0%
Activity 1 LME-MCO applicants submit applications	LME-MCOs	10/21/16	10/21/16	11/14/16	11/14/16	17	0	Green	0%
Activity 2 Review committee reviews applications and makes recommendation	Eric Harbour	11/15/16	11/15/16	11/15/16	11/15/16	1	0	Complete	0%

Project Plan	Assigned To	Planned Start Date	Actual Start Date	Planned End Date	Actual End Date	Work Days Planned (Auto Calculation)	Work Days Over (Auto Calculation)	Status (Select from Menu)	Completion Rate (Enter % Value)
Task 3 Submit report to Joint Oversight Committee on Health and Human Services and Fiscal Research Division (10 days after approval from OSBM)	DHHS	1/20/17		2/2/17		10	0	Not Started	0%
Activity 1 Obtain approval of implementation plan from OSBM	Eric Harbour	1/10/17		1/19/17		8	0		0%
Activity 2 Submit draft report to DHHS	DMH staff	1/20/17		2/10/17		16	0		
Task 4- Hire or contract for project manager and implementation specialist positions	Eric Harbour	12/1/16		3/31/17					
Activity 1: Develop proposal and seek DMH leadership approval	Eric Harbour	12/20/16		1/3/17				Complete	
Activity 2: Submit proposal to OSBM for approval	Eric Harbour	1/10/17		1/19/17		8	0		0%
Activity 3: Post and hire for positions	Eric Harbour	1/20/17		2/25/17		26	0		0%
Milestone #2: PLAN									
Task 1 Send allocation letter to Alliance	DMHDDSAS Finance	1/19/17		2/20/17		23	0		0%
Activity 1 Obtain approval of implementation plan from OSBM	Eric Harbour	1/10/17		1/19/17		8	0		0%

Project Plan	Assigned To	Planned Start Date	Actual Start Date	Planned End Date	Actual End Date	Work Days Planned (Auto Calculation)	Work Days Over (Auto Calculation)	Status (Select from Menu)	Completion Rate (Enter % Value)
Activity 2 Announcement to Alliance	Eric Harbour	1/20/17		1/23/17		2	0		
Activity 3 Negotiate allocation letter with Alliance	Eric Harbour	1/20/17		2/2/17		10	0		
Activity 4- Draft allocation letter to Budget and Finance	Eric Harbour	2/2/17		2/2/17		1	0		
Activity 5-Draft allocation letter to DHHS	DMHDDSAS Finance	2/2/17		2/13/17		8	0		0%
Task 2 Alliance contracts with Youth Villages	Alliance	2/2/17		2/27/17		18	0		0%
Task 3-Hire High Fidelity Wraparound and Targeted Case Managers	Youth Villages	2/27/17		4/24/17		41	0		
Activity 1 Complete readiness assessment with Youth Villages for hiring	Eric Harbour	2/27/17		3/20/17		16	0		0%
Activity 2 DMH staff consults with Youth Villages and participates in hiring process	Eric Harbour	2/27/17		4/24/17		41	0		0%
Activity 3: Initial hires: 2 targeted case managers and 6 wraparound staff hired	Youth Villages	2/27/17		4/24/17		41	0		
Activity 4: 2nd Wave of hires, 14 staff	Youth Villages	4/24/17		7/24/17		66			
Activity 5: 3rd wave of hires, 10 staff	Youth Villages	7/24/17		10/23/17		66			
Task 4 Referral process in place	Alliance	1/20/17		3/31/17		51	0		

Project Plan	Assigned To	Planned Start Date	Actual Start Date	Planned End Date	Actual End Date	Work Days Planned (Auto Calculation)	Work Days Over (Auto Calculation)	Status (Select from Menu)	Completion Rate (Enter % Value)
Activity 1-Meeting with DSS, Alliance, Juvenile Justice, Youth Villages to develop process	DMHDDSAS	1/20/17		3/3/17			0		
Task 5- Develop monitoring plan for referral flow and outcomes	Alliance	3/3/17		4/28/17					
Activity 1: Ensure consent process to share information is in place	Alliance	3/3/17		4/28/17					
Task 6- Train 75% of Durham DSS CPS workers in Project Broadcast Tool	Division of Social Services	3/3/17		4/28/17					
Task 7-Hire LME-MCO Liaisons and Family Navigator	Alliance	2/20/17		4/17/17					
Task 8- 1st Round of High Fidelity Wraparound (HFW) Foundation Training Completed	Alliance	2/3/17		5/19/17					
Task 9-1st Round of HFW Coaching Training Completed	Alliance	2/3/17		5/26/17					
Activity 1: Develop system of monitoring progress toward certification completion for each HFW member	Youth Villages	2/27/16		5/26/17					
Task 10: Train targeted case managers.	Alliance	2/27/17		5/26/17					
Task 11- Training for Clinicians in Trauma Informed Assessments	Alliance	2/20/17		6/30/17					

Project Plan	Assigned To	Planned Start Date	Actual Start Date	Planned End Date	Actual End Date	Work Days Planned (Auto Calculation)	Work Days Over (Auto Calculation)	Status (Select from Menu)	Completion Rate (Enter % Value)
Task 12- Consultation for local team in implementation science	Eric Harbour	2/3/17		4/28/17					
Task 14-Evaluation Plan Developed	Eric Harbour	2/3/17		4/28/17					
Task 15-Developing Recommendations and Protocol for Training on Assessments for Youth with Problem Sexual Behavior	DMHDDSAS	2/3/17		2/2/18					
Task 16- Development of referral process for Specialized IDD Consultations	Alliance	2/20/17		4/28/17					
									0%
Milestone #3: EXECUTE									
Task 1-First Child Referred for High Fidelity Wraparound	Alliance	5/1/17		5/26/17		20	0		0%
Task 2-First Child Referred to Targeted Case Management	Alliance	5/1/17		6/1/17		24	0		0%
Task 3- First Child Referred to Liaison or Family Navigator	Alliance	3/31/17		4/24/17		17	0		0%
Task 4- Local team starts CQI Process	Alliance	3/31/17		6/30/17		66	0		0%
Task 5- HFW Coaches start 2nd round of HFW Foundational Training	Youth Villages	7/24/17		8/11/17		15	0		0%

Project Plan	Assigned To	Planned Start Date	Actual Start Date	Planned End Date	Actual End Date	Work Days Planned (Auto Calculation)	Work Days Over (Auto Calculation)	Status (Select from Menu)	Completion Rate (Enter % Value)
Task 6: Targeted Case Management Supervisors submit progress toward core competencies to Alliance.	Youth Villages	4/24/17		6/30/17		50	0		0%
									0%
Milestone #4: CONTROL									
Task 1-Youth Villages utilizing state service definition for HFW	Youth Villages	11/1/16		7/1/17		174	0		0%
Activity 1 approval of state services definition for HFW	Eric Harbour	11/1/16		4/1/17		109	0		0%
Task 2-Local and statewide implementation teams receive quarterly evaluation on process and outcome indicators	Eric Harbour	2/3/17		7/15/17		116	0		0%
Activity 1						0	0		0%
Activity 2						0	0		0%
Task 3-Revisions to targeted case management training and supervisory coaching tools are completed	Eric Harbour	5/26/17		10/27/17		111	0		0%
Task 4-Development of process for monthly tracking of FSR submission	Eric Harbour	2/20/17		3/30/17		29	0		0%
Activity 2						0	0		0%

Project Plan	Assigned To	Planned Start Date	Actual Start Date	Planned End Date	Actual End Date	Work Days Planned (Auto Calculation)	Work Days Over (Auto Calculation)	Status (Select from Menu)	Completion Rate (Enter % Value)
Milestone #5: CLOSE									
Task 1-Develop sustainability plan to continue services as allocation ends	Eric Harbour	2/20/17		10/30/17		181	0		0%
Activity 1						0	0		0%
Activity 2						0	0		0%
Task 2 Develop plan for selection of 2nd pilot site	Eric Harbour	1/10/17		4/1/17		59	0		0%
Activity 1						0	0		0%
Activity 2						0	0		0%
Task 3--End of pilot evaluation report.	Eric Harbour			7/30/18		0	0		0%