Building Bridges In Arizona

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Magellan Health Services
2008 – Magellan developed a whitepaper with recommendations to guide the work of our RBHA. Developing the document included:

- in depth research
- focus groups with system stakeholders (including youth, parents and referral sources)
- review of our own experiences & data
Why in Arizona?

- Magellan concerns re outcomes for children and youth from Maricopa County who were in out-of-home care
  - # children out of home
  - Length of stay
  - Rates of admission and discharges

- Environmental Opportunity
Our First Approach

- Engaged families to help explore solutions
- Established regular meetings with community-based providers to identify ‘touchpoints’ for impact
  - Identified new front and back end strategies for serving children and youth
- Established regular meetings with residential providers to explore opportunities for change
Framework for Culture Change: Setting the Local Tone

- Key Concepts for All Providers – Community-Based, Out-of-Home and Family Run Organizations
  - Family Involvement
  - Community Involvement and Service Integration
  - Targeted Discharge Planning
  - Provider Integration
## Identifying Outcomes and Metrics

<table>
<thead>
<tr>
<th>System Wide Functional Outcomes</th>
<th>Targeted Metrics</th>
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<tbody>
<tr>
<td>- Lives with Family</td>
<td>- Monthly Census &amp; Bed Day Utilization</td>
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<tr>
<td>- Success in School</td>
<td>- Average Length of Stay</td>
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<tr>
<td>- Avoid Delinquency</td>
<td>- Admissions &amp; Discharges</td>
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<tr>
<td>- Increased Stability</td>
<td>- Cost of Care</td>
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<tr>
<td>- Decreased Safety Risk</td>
<td>- Out-of-Home Risk</td>
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<tr>
<td>- Stable/Productive Transition to Adulthood</td>
<td>- Out-of-Home (OOH) diversion</td>
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Magellan Health Services.
Strengthening Child & Family Team (CFT) Treatment Model

Operational Process

• Incorporate Consultation Approach
  – Clinical/Medical
  – Family Expertise

• Family Support and Education
  – Creating Localized Expertise/Structure
  – Building off National Models

• Treatment Intervention According to Need

Guiding Tools

• Case Consultation
  – Periodic Progress Review
  – CFT Checklist
  – Family Run Organization Case Consultation

• Family and Youth FAQs
  – CFT Process
  – Community–based Service Options
  – What to know when considering OOH treatment

• Operational Workflows
  – Front–end education and diversion
    • CASII
  – Back–end integration and management
# Strategic Timeline

|-------------------------------|----------------------------------------|-----------------------------------|---------------------------------------------|-------------------------------|-----------------------|----------------------------------------|---------------------------------------------|
OUTCOMES/RESULTS
Magellan Child and Adolescent RTC Total Bed Day Utilization

1 September, 2007 to February 31, 2012

Month/Year

Bed Days

RTC total bed day number

Linear (RTC total bed day number)
Magellan Child and Adolescent Out of State RTC Monthly Utilization
1 September 2007 to February 2012

- RTC out of state bed days number

Month/Year
An Opportunity to Shift Practice Inside

- Magellan’s national partnership with BBI –
  - 2010 – Sponsorship of BBI Summit III in Omaha, NE included travel and expenses for 15 family members/advocates and youth to attend and participate
    - Webinar on the BBI self-assessment tool
  - 2011 – ENGAGE US: – A Guide Written by Families for Residential Providers and a peer youth advocate guide for youth in residential settings were developed.
    - 2 webinars presented the guides developed (over 450 participants)
    - On site t/a in AZ – review process of residential facilities
On-site technical assistance visits with three residential treatment facilities (RTF) towards trauma-informed, family-driven and youth-guided care and positive outcomes
- Includes support to facilities in developing individual action plans for improvement

Develop a guide for creating Family Advisory and Youth Advisory Councils for residential and community programs that includes practical ways to incorporate the councils’ input

Magellan will sponsor two BBI webinars on best practice areas
Family Driven and Youth Guided Care Works:

- Residential-specific research shows improved outcomes with shorter lengths of stay, increased family involvement, and stability and support in the post-residential environment (Walters & Petr, 2008).
Identify and promote practice and policy initiatives that will create strong and closely coordinated partnerships and collaborations between families, youth, community- and residentially-based treatment and service providers, advocates and policy makers to ensure that comprehensive services and supports are family-driven, youth-guided, strength-based, culturally and linguistically competent, individualized, evidence and practice-informed, and consistent with the research on sustained positive outcomes.
Core Principles of Building Bridges

- Family Driven & Youth Guided Care
- Cultural & Linguistic Competence
- Clinical Excellence & Quality Standards
- Accessibility & Community Involvement
- Transition Planning & Services (between settings & from youth to adulthood)
Research on effectiveness

- Recidivism
  - 68% in one state (2009) for all licensed residential programs vs. Damar Services (BBI implementer) with ranges from 3–11%

- Lengths of Stay
  - NYS (Average: 14 months in 12+ years) vs. FL (<6 months in 3 years) and RI (3 months)
Building Bridges Resources

Documents & Tools available for you:

- Joint Resolution
- Matrix/Self Assessment Tool
- Family & Youth Tip Sheets
- Engage Us – A Guide Written by Families for Residential Treatment Providers
- Cultural and Linguistics Competence Guidelines
- Fiscal Strategies that Support the BBI Principles

Many of the tools are available in Spanish
Where is Building Bridges?

- Comprehensive State initiatives (MA, IN, NH – initially 6 residential programs, CA – initially 4 regions)
- Beginning State level activities (AZ, FL, WV; in CA & MD – Provider associations leading)
- County level initiatives (Monroe/ Westchester, NY & Maricopa, AZ)
- Many individual residential and community programs across the country
What has Happened in Arizona?

- Building Bridges Kickoff (November 2011)
  - Out of Home Providers (Level I, II, III and HCTC)
  - Stakeholders (CPS, ADHS/DBHS, ADJC, AOC, MCJPD)
  - Outpatient Providers
  - Family Members
  - Youth
Four Site Visits at Level I Residential Provider Programs

- A New Leaf
- Devereux
- Parc Place
- Youth Development Institute
Building Bridges Workgroup
- Family Member Representatives
- Out of Home Providers
- Outpatient Providers/Provider Network Organization
- Magellan Representative
What’s Next in AZ?

- Beginning of implementation of Programmatic Change based on feedback from the site visits to Family Driven/Youth Guided Care at Level I Facilities
- T/A Sessions In October and November
- Site Visits with Level II and Level III Providers
How can you get started?

- Use BBI documents to provide guidance to residential and community providers
- Hold regional and/or statewide BBI forums
- Rewrite regulation/licensing based on BBI principles/practices
- Develop BBI teams and developing plans for state-specific projects
- Revise fiscal strategies to support replication of BBI informed program models
Core Strategies to Support Change

- **Leadership** Toward Organizational Change
- Use **Data** To Inform Practices
- Develop Your **Workforce**
- Implement **Prevention Tools/Best/Promising Practice Tools**
- Actively recruit and include **youth and families in all activities**
- Make **Debriefing** rigorous
How State Agencies Can Support

- Family Finding/Family Search & Engage
- Family Team Conferencing/Child & Family Team/Wraparound to Fidelity
- Flexible Fiscal, Policy and Practice Models that Support Residential as a short-term Intervention, w/ long-term support in community (i.e. Damar – 2 years)
- Funding Flexible Community Programs & Supports
- Funding Training & Supervision for Clinical Staff in Family Systems (i.e. MST)
- Family/Youth Advocates in every Community who can follow in & out of residential
- Family/Youth Support Services in every Community
- All Staff from all state agencies trained in focus on BBI Principles/Best Practices (e.g., FDC; YGC; Moving from Control to Collaboration; TIC; Do whatever it takes) and Permanency
- Provide Training/Consultation for Staff/Programs on Family Driven and Youth Guided Care
- Permanency Round Tables for High Need Youth
- Cross agency data systems that support tracking long-term outcomes
Discussion/Questions

Thank You!