

## **Integrated Family Services prenatal to 22 years old: Redesign Concept**

### **Charge**

AHS will design and implement a family and child centered system of health promotion, prevention, early intervention, treatment and support. Funding will be flexible and based on best practices and family needs. The system will strive to intervene early in a preventive fashion, and provide services to the family, not just the child. Each child and family in the early intervention, treatment and support system will have measurable goals against which progress will be assessed. Health promotion activities will include population based measures.

- The health promotion system will work to create healthy environments and communities as well as promote wellness within a family.
- Prevention will intervene in the most natural settings in order to promote mental health, developmental health and physical health.
- The early intervention, treatment and support system will:
  - retain content experts in early childhood, mental health, developmental disability, substance use, etc. and integrate with primary healthcare,
  - operate with standards for best practice and,
  - develop unified guidelines for effective treatment and family support.
- The early intervention, treatment and support system will be readily available to meet the child protection and guardianship responsibilities of the state.
- The early intervention, treatment and support system will be linked to and support those health and human services which are health promotion and preventative in nature and which address the whole population and offer developmental, health and mental health benefits.
- The early intervention, treatment and support system will actively collaborate with the Agency of Education on efforts to unify services for families in a comprehensive manner.

### **Goal**

Integrate human and health service efforts to create a continuum of supports and services for families to experience and choose from and base service on diagnostic and functional needs of the child, youth and family.

Health promotion and direct services will be guided by best practices including wellness, healthy communities, early intervention, clinical service, and family support. The system will monitor outcomes and integrate AHS funding across programs in order to meet these goals effectively.

### **Background and Current Focus**

Currently AHS children's services fall in six Departments and multiple divisions of the agency. Division and departments historically developed separate and distinct Medicaid waivers and Medicaid procedures for managing sub-specialty populations within various departments. While the best approaches available at the time, the artifacts of this history are multiple and fragmented funding streams, policies, and guidelines about our work with children and families. With the inception of the Global Commitment waiver, these siloed Medicaid funding structures no longer exist.

The Integrated Family Services approach seeks to bring all agency children, youth and family services together in an integrated and consistent continuum for families. **The premise being that providing families opportunities for wellness, early support, education and interventions will produce more favorable outcomes at a lower cost than the current practice of *waiting until circumstances are bad enough to access high end funding streams which may result in out of home or out of state placement.***

Efforts across the agency over the past several years have moved in the direction that this initiative champions. For example, DCF- Family Service Division has instituted a Differential Response system which seeks to apply resources and intervention earlier to focus on mitigating risk and thus increase child safety and family unity. VDH- Children with Special Health Needs, DCF- Child Development Division and DVHA have been fully integrating administrative and operational procedures for service authorization, billing and tracking for the last several years.

The basic elements of this model will also integrate with the Healthcare Reform, the Blueprint Community Health Teams and the expanded DVHA Chronic Care initiative. The Integrated Family Services effort will support and over time expand on wellness coaching and ensure a connection with the developing health information exchange network and modernized information technology efforts to maximize their applicability to the child and family services efforts. Additionally, proposals by DMH, DVHA and DCF to assure that the best clinical practices are utilized in the Medicaid program will be integral to this initiative relative to clinical practices in mental health, health and medication management for children, youth and families.

**System of Measurement**

Note: Over time and with full modernization of the AHS Information technology infrastructure, more precise longitudinal and other intervention specific measures will be available for implementation in outcome tracking. This capability is currently inhibited by disparate and outdated technology systems and the historical isolation of programs that resulted in separate program and data collection efforts.

Outcome	Indicators
Pregnant Women and Young Children Thrive	Developmental progress measures used in 0-6 early childhood programs <ul style="list-style-type: none"> <li>• Increase the percent of children 0-6 years old who achieve 1 or more of their goals as defined annually in their integrated plan of care.</li> <li>• Increase the percent of children enrolled in child care programs who regularly attend a quality child development program.</li> </ul> National HEDIS <sup>1</sup> Measure used in Global Commitment to Health <ul style="list-style-type: none"> <li>• Increase the percent of women receiving prenatal and post care in the Global Commitment to Health Population</li> <li>• Increase the percent of well child visits in the first 15 months of life-in the Global Commitment to Health Population</li> <li>• Increase the percent of well child visits in the third - sixth year of life in the Global Commitment to Health Population</li> </ul> School Readiness Survey Data <ul style="list-style-type: none"> <li>• Increase the percent of children who are ready for Kindergarten</li> <li>• Increase the rate of developmental screening in early childhood according to national guidelines</li> </ul>
Children live in Stable and Supported Families	<ul style="list-style-type: none"> <li>• Decrease the rate of child abuse and neglect substantiations</li> <li>• Decrease the percent of children and youth in out of home placement</li> <li>• Increase positive family reports of experience of care (did you get the help you needed, services were right for you, staff treated you with respect, the services you received made a difference)</li> <li>• Measure increased competencies through a standardized</li> </ul>

<sup>1</sup> HEDIS (Healthcare Effectiveness Data and Information Set) is a tool used by more than 90 percent of America's health plans to measure performance on important dimensions of care and service. Altogether, HEDIS consists of 71 measures across 8 domains of care. Because so many health plans collect HEDIS data, and because the measures are so specifically defined, HEDIS makes it possible to compare the performance of health plans on an "apples-to-apples" basis. Health plans also use HEDIS results themselves to see where they need to focus their improvement efforts. \*HEDIS is a registered trademark of the National Committee for Quality Assurance (NCQA)

Outcome	Indicators
	assessment tool.
Youth Choose Health Behaviors	<ul style="list-style-type: none"> <li>• Decrease in the percent of youth reporting substance abuse, smoking and unhealthy behaviors as self reported by youth using the Youth Risk Behavior Survey</li> <li>• Implement an assets based data collection tool for youth system wide and report on the percent of youth reporting indicators of positive youth development</li> </ul>
Health Promotion	<ul style="list-style-type: none"> <li>• TBD</li> </ul>

**Assumptions:**

- AHS will fund services that promote and strengthen the family system as a whole.
- AHS services overall will exist on a continuum which moves from health promotion to prevention to early intervention to treatment to long term supports if necessary.
- A consistent and common assessment process will happen across disciplines and will determine the functional need for services of the child, youth and family.
- Regardless of where a child or family enters to access AHS funded services, it will lead to a consistent and common assessment process, a single, integrated family plan that represents all AHS funded treatment and support services, and it will be complimentary to the IEP when an IEP is necessary.
- Services will be delivered in an intentional and developmentally appropriate order based on the needs and desires of the family with a logical progression defined by the family plan.
- Eligibility will be simplified and must be common across disciplines. Criteria will be developed which defines what level of functional impact warrants what level of funding and intervention.
- Documentation will be simple and must be common across disciplines.
- Funding will be flexible and must allow for needs-based interventions, support and treatment and;
- Outcomes will be tracked across a region and the state with each service entity knowing specifically what they are being measured on.

**Health Promotion:**

Activities that promote population based health, community health and overall family wellness will be a focus. We will strive to purposefully shift funding from the high end to health promotion and prevention activities but creating a more flexible and responsive system at the higher ends.

**Early and Periodic Screening, Functional Assessment and Diagnosis:**

Ideally and over time, families will enter the system through the established early childhood screening (prenatal to 6) processes. Each child and family will have a health home and if needed a Children’s Integrated Services (CIS) Team.

Any family that enters the system later than age six will be referred to a local team with multi-disciplinary screening and assessment available and include:

- a. standard assessments for the identified or suspected issue(s);
- b. common, consistent and comprehensive functional assessment process and;
- c. multi-disciplinary team to address concerns and build capacities.

The overall goal would be to have a local structure that supports a multi-disciplinary and common screening, triage, assessment, consultation and unified/integrated service delivery plan.

**Early Intervention and Treatment**

Eligibility for intervention and treatment services will be based on current functional impact, regardless of diagnosis. Criteria will be developed which defines what level of functional impact warrants what level funding and intervention.

Each child and family will have a health home and will have a lead care coordinator who is responsible for assuring the needed services are arranged and delivered and who will work closely with the a local team and other service agencies as needed.

The family, with a lead coordinator, will have a primary role in determining the service and support needs. The health home and service providers will utilize best practices.

Available services will include at a minimum:

- Early and periodic screening and diagnosis
- Primary care
- Consultation to early childhood, afterschool and other caregiver settings
- Care coordination
- Mental health care
- Behavioral interventions
- Respite
- Family Support, Skill building and Education Acute care as required
- Medication as required
- Therapies including physical, occupational, speech and language
- Personal care
- Transportation
- Durable medical equipment
- Medical supplies
- Residential/Out-of-Home options when necessary, time limited and with a goal of returning to family.

The lead care coordinator will work with the family to develop a proposed plan of care based on the assessments obtained and best practices and to agree on a plan with measurable goals for the family.

### **Quality Oversight**

Quality oversight will be based on the three measurements within the Global Commitment Waiver: 1. Did we get what we paid for; 2. Were the services appropriate and; 3. Did the services make a positive difference. There will be a common process for quality oversight and the expectations for each service sectors will be clear and lead to the overarching outcomes including the AHS Strategic Plan.

### **Financing**

All funding across AHS divisions targeted as fitting the “treatment and support” category of services, will be identified and managed as a global children’s budget and by an AHS team. Other funding that is focused on population based activities will be coordinated with this financing change. Services identified as falling into the category of “treatment and supports” include:

- VDH: Children with Special Health Needs; Children’s Personal Care; Hi-Tech Nursing and home visiting.
- ADAP: Adolescent Treatment services; Student Assistance Programs; services to pregnant women.
- DCF: Family Services Division, Intensive Family Based Services; Parent Education; Child and Family Supports (in part); Sex offender treatment services; victim treatment services; Individualize Service Budgets/waivers; private non-medical institutions; runaway and homeless youth programs; post adoption support services.
- DCF: Child Development Division, Specialized Child Care; prenatal to six children’s integrated services programs.
- DAIL: Voc. Rehab., JOBS.
- DAIL: Developmental Services, Bridges; Flex Family Funds (in part 0-22); Home and Community Based Services (in part 0 – 220 and TBI (in part 16-22) DS Clinic Services (in part 0-22).
- DMH: All child and family programs.
- Any grants specific to services and supports outlined in this document.

Funding may be based on global budgets and bundled rate methodology. Some services that support children and families will continue to be outside the bundle (such as acute care and WIC food benefits). However, the provider agency and lead care coordinator will continue to be accountable for the provision of all services, even if a child is hospitalized or enters a residential setting.

### **Information Technology (IT)**

Assessments and screenings, services received, progress notes and outcomes will be entered into an electronic client record. HIT/HIE capability will be available to all service providers and the family. IT will include necessary federal reporting capability and connect with Health Home records. Data on actual spending per child and per local region and/or team will be recorded, shared and analyzed. Data on outcomes will be recorded, shared and analyzed per local region and statewide.

Areas under development in AHS that will support Integrated Family Services include:

- *Enterprise Master Person Index* - unduplicated information and ability to track for consumers prenatal to 22.
- *Medicaid Management Information System* – service authorizations, ability to make payments from all fund sources combined (not just Medicaid), utilization and costs reports
- *Work Flow tools*– to assist with case tracking/management tools within AHS, between AHS and its grantees and contractors
- *Health Information Exchange* - networks within AHS and between AHS and its grantees and contractors
- *Data warehouse* - central source for the measurement and integration of data from disparate AHS and provider sources.

### **Opportunities for savings across all AHS programs**

#### **1. Practice changes**

- Earlier intervention strategies
  - Strengthen and unify prenatal and early childhood services and family support to mitigate risk factors and/or challenges that are already present.
  - Implement practice changes to promote strong family systems, shared decision making, goal directed family plans and strength based interventions to decrease:
    - use of more intensive and costly services
    - long term negative effects of living within stressful and challenging environments for all family members
  - Make available low cost services (respite, increase family capacity skills and supports) that can alleviate the need for more expensive and intensive services.
  - Provide families with support and skill building as needed to move towards decreasing reliance on public sector and/or more costly services.
- Common screening, intake, and assessment process
  - Ensure the right services are delivered at the right time for the right purpose.
- Single point for care coordination
  - Reduce duplication of services, labs, assessments, etc.
  - Ensure targeted plans to address immediate needs.
  - Monitor effectiveness and adjust services as needed in a timely fashion.
- Strengthen integrated Health Home model
  - Stronger communication and integration of interventions to accomplish all of the above.

#### **2. Administrative changes to reduce and simplify overhead**

- Single documentation system.

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- Bundled reimbursement strategies (i.e., capitation payments, case rates, level of care rates, etc.) versus separate and disparate approaches across divisions.
- Simplified and common billing mechanisms.

### **3. Infrastructure Changes**

- Health Information Exchange and data exchange systems that eliminate duplicate data entry and info capture.
  - Reduce duplication of data entry and repeat service referrals
  - Reduce administrative overhead
  - Prompt timely review of service type and utilization

### **4. Other Benefits**

- Improved effectiveness—focusing resources on evidence-based practices shown to produce positive results
- Focus on results rather than purchasing units of service
- Less meeting time, less time for families repeating the same story and needs over and over

## Summary of Basic Elements of Integrated Family Services

### Policy

<i>From Current</i>	<i>To Redesign</i>
Family centered, child focused	Family systems, strength based & informed decision making by families
Eligible only when <i>bad enough</i>	Early intervention, treatment and support
Diagnosis driven	Diagnostic and functionally driven
High-end intensive focus	Focused continuum from health promotion through long term supports

### Program

<i>From Current</i>	<i>To Redesign</i>
Separate screenings, intakes and assessments	Common & consistent family screening, intake and multi-disciplinary assessment process
Separate guidelines and criteria	Unified and common AHS guidelines and criteria
Separate programs, separate plans	Integrated services and single plan
Separate documentation	One common documentation set
Multiple case management/service coordination definitions and providers	One definition and single lead coordinator
Child diagnosis	Family & child functioning
Medical home separate from social/behavioral	Integrated health home & teaming
Separate & disconnected frameworks on working with families	A common framework on strengthening families
Individual focus only	Focus on healthy children, family, schools, child and family environments including communities

### Fiscal, Contract, IT

<i>From Current</i>	<i>To Redesign</i>
Units of service	Bundled rate and outcome measures
Multiple contracts and grants– similar services	Unified and simplified administrative & program oversight activity
Individually negotiated rates/budgets for each provider by each AHS division	Statewide rate/outcomes drive budget
Fragmented or outdated IT	HIE/HIT advances & modern IT structures
Lots of data collected from each provider but not used effectively	AHS strategic plan, outcomes and measures coordinated & common with data used to tell the community's story

### Structural – Central Office

<i>From Current</i>	<i>To Redesign</i>
Individual departments/division	Child and Family leadership team and global budget for health promotion, prevention, early intervention, treatment and support

### Structural –Regions

<i>From Current</i>	<i>To Redesign</i>
Multiple individual providers with separate systems and standards, intakes, budgets based on separate expectations from each AHS division	Unified local network/continuum for direct services Multi-disciplinary team approach available with consistent guidelines in each region
Various procedures and policies regarding decision making within each provider	Governance structure that spells out procedures and policies for collective decision making