Individualizing Care for Children with Complex Needs Through Developing a Comprehensive Service Array and Provider Network

National Wraparound Initiative 2011 Webinar Series
June 14, 2011

Presented By:
Bruce Kamradt, MSW, Director Wraparound Milwaukee
What is Wraparound Milwaukee?

- A unique System of care for families and children who have serious emotional, mental health or behavioral needs who:
  - Cross two or more child serving systems
  - Has persisted for six months or more
  - Causes some functional impairment at home, school or in the community, and
  - Places them at risk of placement in residential care, juvenile correctional care or psychiatric hospital

- Operated by the Milwaukee County Behavioral Health Division, it functions as its own managed care entity, pooling funding across systems and managing the care of all children in the target group regardless of the system they came from
  - 1500 families/youth served annually
  - 45 million budget
Administrative and Service Structures of Wraparound Milwaukee - What Does It Need to Do

- Screening /assessment of youth
- Enrollment
- Care Coordination
- Develop and Maintain a Provider Network
- Crisis Intervention
- Clinical Oversight
- Development of Informal Community Supports
- Quality Assurance
  - Utilization Management
  - Evaluation
- Finance
  - Service Authorization/Claim Processing
  - Reports
- IT
- Contracting with other systems
- Developing and supporting family advocacy organization
- Liaison with court system
Key Components of Delivery System in Wraparound Milwaukee

- Child & Family Teams (CFT) – develop the care plan including identifying needs and strategies to meet needs which can be formal and informal services
- Care Coordinator – facilitate CFT, authorize and obtain services when needed from network providers
- Mobile Crisis Teams – gatekeep hospitalization and oversee all the crisis services and providers
- Provider Network – organized array of service providers
- Family Advocacy Organization and QA/QI Program – evaluate performance of providers
A cornerstone of the Wraparound Milwaukee model and the values that drive a good Wraparound model is the ability to individualize care based on the unique needs of children with serious emotional and mental health needs and their families.
One way you can best individualize care for families is to develop a model with:

- Pooled, flexible funding
- A broad, comprehensive service array (benefit plan)
- An organized group of providers that provide these services consistent with the philosophy and values of Wraparound
Wraparound Milwaukee’s Funding Model

- **Blended Funding Pool**
  1. Medicaid – capitated rate and fee-for-service for crisis services
  2. Child Welfare – case rate agreement with Department of Children and Family Services
  3. Delinquency Services – fixed annual funding and case rate for diversions from juvenile corrections

- **Principle approach is to re-direct money from institutional to community-based care**

- **Contract with Medicaid as a special, publically operated managed care entity**
  - Under a 1915(a) waiver

- **Wraparound Milwaukee is the single payor for all services for enrolled youth and is at risk for service costs**

- **Wraparound Milwaukee utilizes a Provider Network, pays providers on a fee-for-service basis and sets rates it pays providers**

- **All care coordination agencies, mental health and support service providers are on Wraparound Milwaukee’s Synthesis IT system**
  - Services are authorized, claims processed and providers paid electronically
What are Pooled Funds?

- **CHILD WELFARE**
  - Funds thru Case Rate
  - (Budget for Institutional Care for Chips Children)
  - $10.0M

- **JUVENILE JUSTICE**
  - (Funds Budgeted for Residential Treatment and Juvenile Corrections Placements)
  - $11.0M

- **MEDICAID CAPITATION**
  - (1825 per Month per Enrollee)
  - $16.5M

- **MENTAL HEALTH**
  - • CRISIS BILLING
  - • BLOCK GRANT
  - • HMO COMMERCIAL INSUR
  - $7.5M

**WRAPAROUND MILWAUKEE CARE MANAGEMENT ORGANIZATION (CMO)**
- $45M

**CHILD AND FAMILY TEAM**

**PLAN OF CARE**

**PROVIDER NETWORK**
- 210 Providers
- 80 Services

**CARE COORDINATION**
Wraparound Milwaukee - Business Office Flow Chart

Finance Office
- Processes T19 Application (Including FAST Determination)

Notice from CC
- Child's Placement has Changed

4 E Eligibility Determined
- State Eligibility for Fed Dollars

T19 Eligible
- Receive Monthly Case Rate
- Monthly Report Reconciled
- Monitor Eligibility Status for Change

Not T19 Eligible
- Monitor Eligibility Status for Change

Per Month Fixed Rate
- 1/12th of Delinquency and Court Service Annual Out-of-Home Placement Budget
- Monthly Meetings to Reconcile Discrepancies

BMCW Billed Monthly
- $131 per Day From Bureau of Milwaukee Child Welfare
- Monthly Meetings to Reconcile Discrepancies

BMCW Billed Monthly
- $65 per Day From Bureau of Milwaukee Child Welfare
- Monthly Meetings to Reconcile Discrepancies

Delinquency
- Delinquency Fixed Rate

Care Coordinator Assigns
- Child/Family Enrolled In Wraparound

Care Coordinator Authorizes Services On a Monthly Basis

Business Office Processes

Service Providers/Vendors
- Invoice Online (60 day limit)
- Payment Check processed weekly
- Invoices over 60 days require Administrative Approval for payment

If Child Placement Foster or Kinship Care
- Finance Office Responsible for Payments while in Wraparound Payments Processed Monthly

Crisis Stabilization & Crisis Respite
- Billed to T19 for T19 Eligible Clients

Transportation
- Review Monthly Log prior to Payment
- Process medically Eligible Services for Re-payment by Medicaid

Authorizations Above Maximum Allowable Units of Service
- Reviewed by Quality Assurance Staff

Delinquent
- CHIPS
- CHIPS & Delinquent

Finance Office
- Processes T19 Application (Including FAST Determination)
Developing a Comprehensive Array of Services and Building Provider Network

- Outside of institutional care services i.e., residential treatment, hospitalization, group homes and day treatment, the array of community-based services was very limited in 1995-96.
- Most services were purchased through expense-base contracts.
- Wraparound Milwaukee eliminated most of the contracts going to a managed fee-for-service system i.e., rates, units, service definition, credentialing, all set by Wraparound Milwaukee.
- Residential treatment centers were brought in and asked to re-engineer services to reduce bed capacity and to develop alternative community-based services.
- No provider incentives were used during period of transition.
- Wraparound Milwaukee went to prior authorization of residential and group home care – 30 day authorization.
- Wraparound started with about 20 different services and increased to over 70 services in 2008.
List of Some of the Available Services in Social/Mental Health Plan - Benefit Plan

- Case Management
- Referral Assessment
- Medication Management
- Outpatient
  - Individual/Family
- Outpatient - Group
- Outpatient - AODA
- Psychiatric Assessment
- Psychological Evaluation
- Mental Health
- Assessment/Evaluation
- Inpatient Psychiatric
- Nursing
- Assessment/Management
- Consultation with Other Professionals
- Daily Living Skills - Individual
- Daily Living Skills - Group
- Parent Aide
- Child Care
- Housekeeping
- Mentoring
- Tutor
- Life Coach
- Recreation
- After School Programming
- Specialized Camps
- Discretionary Funds
- Supported Work Environment
- Group Home Care
- Respite
- Respite - Foster Care
- Respite - Residential
- Crisis Bed - RTC
- Crisis Home
- Foster Care
- Treatment Foster Care
- In-Home Treatment (Case Aide)
- Day Treatment
- Residential Treatment
- Transportation
What Services Do We Utilize the Most in Wraparound Milwaukee

- Care Coordination
- Outpatient/In-home Therapy
- Mentoring/Crisis 1:1 Stabilization
- Medication Management
- Discretionary/Flex Funds
Fiscal Intermediary Services

- Sometimes used where there is no available or appropriate provider outside family, friend, or other non-agency provider
- Wraparound contracts with third-party agency that establishes employee/employer relationship between provider & family
- Third party fiscal intermediary charges check processing fees and does federal, state withholding, provides 1099’s etc.
- Avoids county being employer and responsible for unemployment, etc.
Informal Supports and Resources

- Family Resources
- Church Groups
- Civic Organizations
- Boys Club/Girls Club, YMCA, etc.
- School and After School Resources
- Athletic Leagues

“...a good wraparound plan should consist of 50% informal, unpaid resources...”
Wraparound Milwaukee Provider Network

- Array of 80 Different Services
- Over 200 Providers (Agencies)
  - Agency and some Individual Providers
- Providers Paid on a “Fee-for-Service” Basis
- Rates are Established by Wraparound Milwaukee
  - Service Descriptions and Units of Service Established by Wraparound Milwaukee
- QA/QI Performed by Wraparound Milwaukee
- Care Coordinators Integral to the Process of Requesting/Authorizing/Monitoring Services
- Authorizations, Claims Processing and Payment Are Tied to Web-bases IT System – All Providers on a Single System
Advantages of Fee-for-Service Provider Network System

- Cost
  - No guaranteed volume of business or expenditures
  - Pay only for delivered units of service
- Flexibility
  - Funds follow client needs
- Levels “Playing Field” for New Providers
  - Encourages minority vendor participation
- Competition Promotes Quality and Responsiveness
- “De-Politicalizes” Contracting
- Families Offered Choice of Providers
- One Network can Service Multiple Programs
- On-Line Resource Directory for Care Coordinators and Families
Application Process for Provider Network

- Open Panel Model
  - 90 Day Enrollment Period Each Year
- Wraparound Milwaukee Credentials Providers of All Services
- Providers can Apply to Provide One or More Services
- Service Descriptions and Rates Developed by Wraparound Milwaukee
- Providers Develop Agency Descriptions for Resource Guide
- All Providers Sign Fee-for-Service Agreement
Ensuring Quality in Provider Network

- Service Descriptions
- Written Policies and Procedures for All Services
- Training and Orientation for Providers
- Family Satisfaction Surveys
- Program and Fiscal Audits by Wraparound Milwaukee QA/QI Dept. and Milwaukee County Contract Administration
- Utilization Data from IT System
How Did Residential Treatment Providers Adapt to Change to Fee-for-Service

- Residential treatment providers asked to re-engineer & diversify services & program to offer more community-based, non-institutional services
- No guaranteed or start-up funds provided during change over; Wraparound Milwaukee would provide training in new approaches
- Incentive for RTC’s was potential for new business opportunities in expanded community-based programming
- Three of residential treatment providers became care coordination providers
- Downsizing of infrastructure, sell of some buildings/land did occur with reduced need for residential treatment beds
Challenges to Developing and Maintaining Provider

- Change for Providers from Traditional Contracting Methods – “Taking on More Risk”
  - No Guaranteed Volume or Number of Slots
  - No Expense Based Reimbursement
- Need for Training and Education on Wraparound Philosophy and Approaches
- Expectations for Involvement of Providers on Child and Family Teams
- Getting Providers to Understand the Importance of Detailing Service Provision
  - Following Wraparound Milwaukee Policies and Procedures
  - On-Line Service Notes
  - Authorization Process
  - On-Line, Electronic Submission of Invoices
  - Audit Process
Provider Network Challenges Continued

- Need Very Good IT System to Perform Authorizations, Claims Processing, Provider Service Notes, Payment, Utilization Reviews, etc.

- Political Buy-In for Change from Traditional Contracts
Questions??
The National Wraparound Initiative is based in Portland, Oregon. For more information, visit our website:

www.nwi.pdx.edu

The National Wraparound Initiative is funded by the Center for Mental Health Services, Substance Abuse and Mental Health Services Administration, United States Department of Health and Human Services.