



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

National Wraparound Initiative 2011 Webinar Series

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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 it's 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

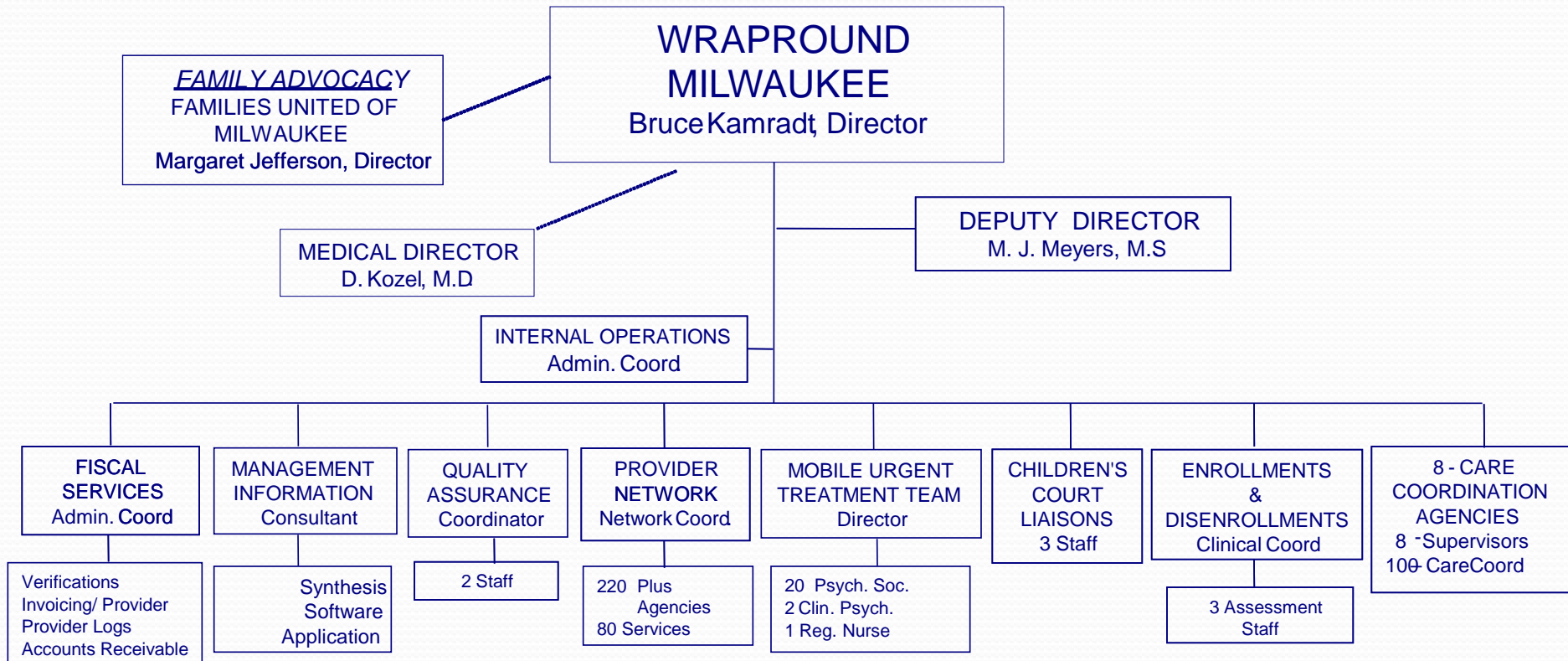
Administrative and Service Structures of Wraparound Milwaukee – What Does It Need to Do


- 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

Wraparound Milwaukee Organizational Chart



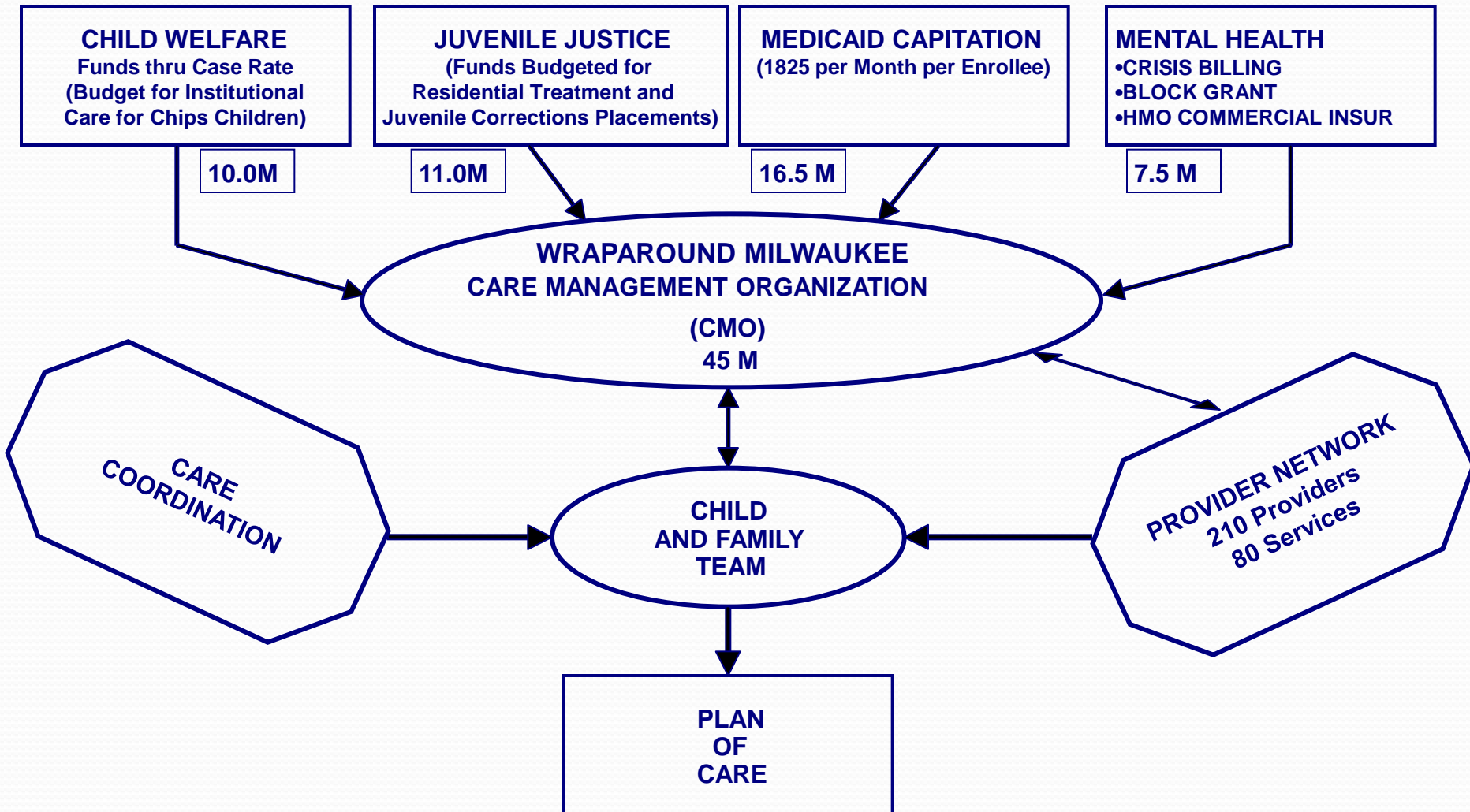
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- A cornerstone of the Wraparound Milwaukee model and the values that drive a good Wraparound model is the ability to individualize care based on the unique needs of children with serious emotional and mental health needs and their families.

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- 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

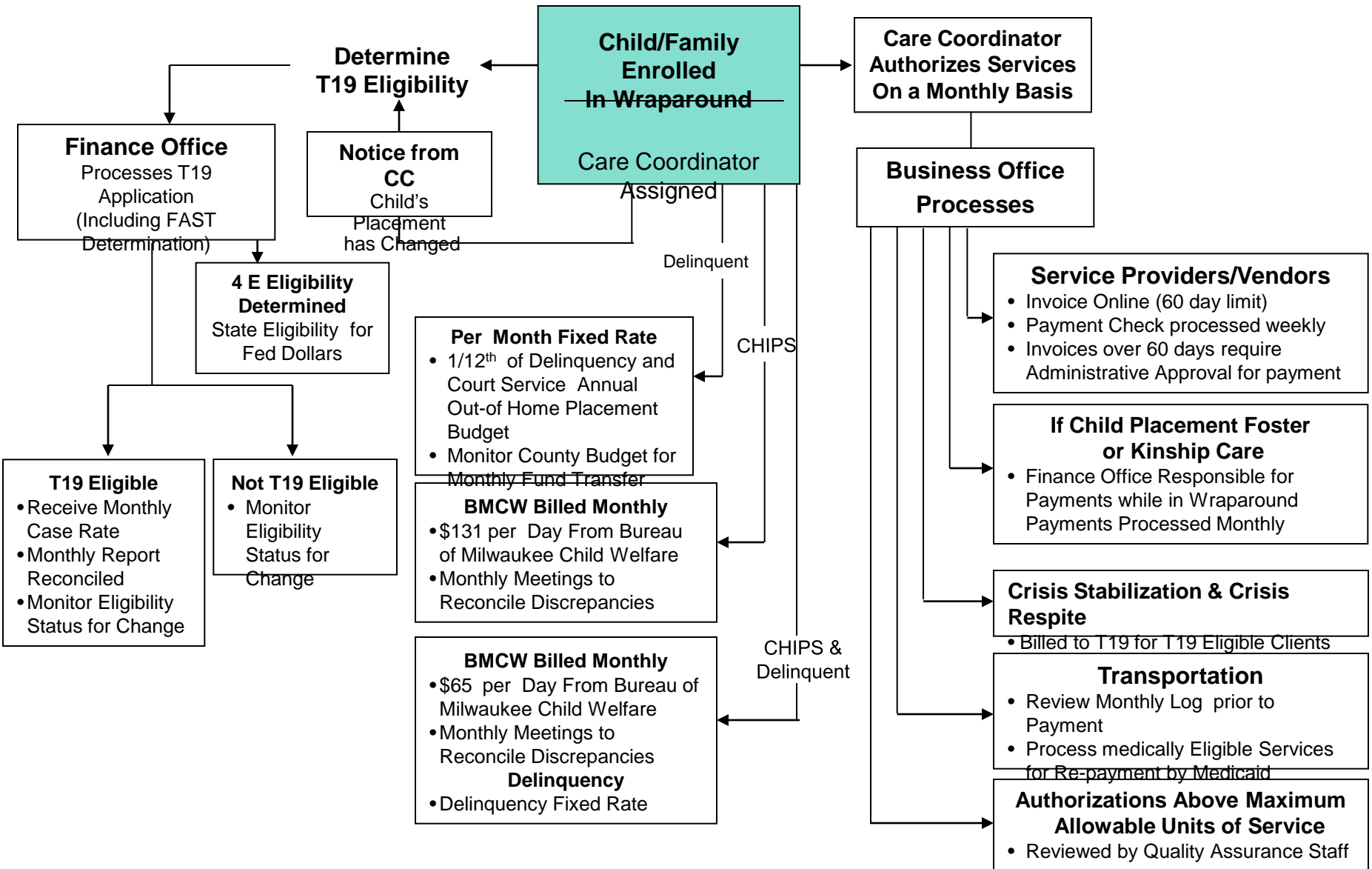
Wraparound Milwaukee's Funding Model

- 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?



Wraparound Milwaukee – Business Office Flow Chart



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-based 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

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