



CHANGING
Maryland
for the Better

JRA Oversight Board: Quarterly Update

August 28, 2017

All information herein is subject to change



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Department of Health

What are we covering today?

Agenda

- Team: New Operational Team Members & Method for Change 5 mins
- Recent Accomplishments 10 mins
 - Organizational Structure
 - Communications & Training
- Current Focus Areas 10 mins
 - 21-Day Cycle Time
 - Impact of FFS Model on BHSB, DPSCS, and State
 - Systems for Case Management and Capacity / Bed Management
- Current Status of Backlog & Placements 5 mins
- Q&A As Needed

Total: 30+ mins

- Appendix: Workflow Analysis (July Version)



Who did we assign to the BHA JRA team in June / July?

Transformation Executive and Analyst

David Lashar, Chief of Staff and Office of Transformation

- Former partner in IBM's consulting business
- Specializes in IT-enabled business transformation and troubled-project turnarounds
- Performed turnarounds for private-equity firms after IBM
- Served as CIO for MDH in 2016
- Joined with Dr. Bazron in June for analyzing and transforming the processes for 850X and Title 3 placements and services
- david.lashar@maryland.gov

Kathy Nellius, Senior Analyst & PM, Office of Transformation

- Former "Big Five" consultant for PWC, analyzing processes and implementing systems
- Specializes in engaging stakeholders, comprehending requirements, and devising solutions.
- Worked with David in 2014 to improve processes at Remedi SeniorCare (Towson, MD)
- Joined MDH as a strategic business analyst in 2016
- kathy.nellius@maryland.gov



Who did we assign to the BHA JRA team in August?

Director of Placements and Transformation Analyst

Ann Walsh, Director of Placements,
Office of Forensic Services, BHA

- 11 years at MDH leading large-scale systems change projects focusing on performance management and data-driven decision-making
- Specializes in translating policy to operations within State agencies
- Led the public health core funding transformation project with all 24 jurisdictions
- Delivered national public health accreditation for the State
- ann.walsh@maryland.gov

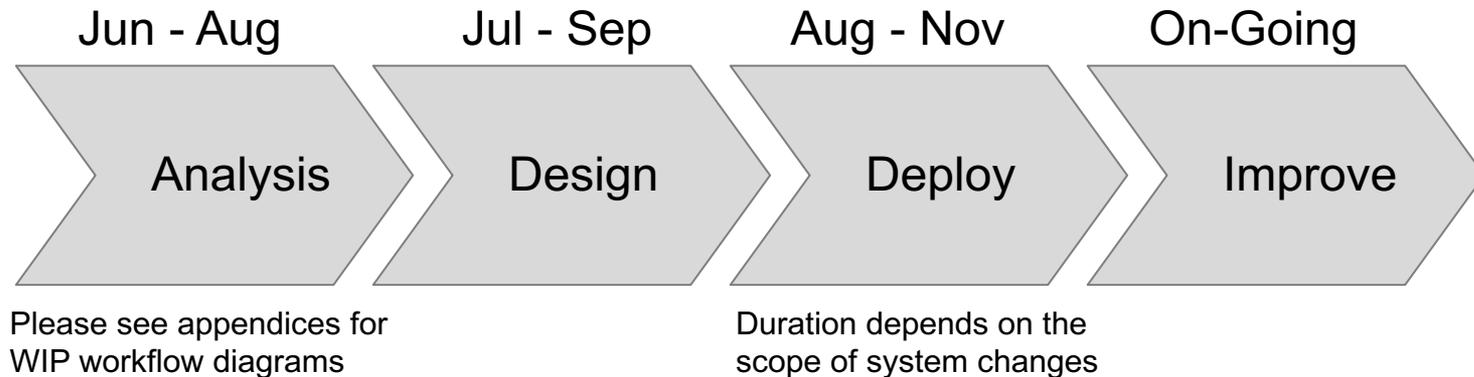
Sarah Hoyt, Project Manager, Office
of Transformation

- Experience in governmental relations, communications, and stakeholder management
- Specializes in analysis and development of judicial and criminal justice policy
- Served as Legislative Director for Sen. Thomas V. Mike Miller, Jr. and as Asst. to Chair for the Senate Judicial Proceedings Cte
- Led impact analysis for BHA Substance Use Disorder Provider Accreditation
- sarah.hoyt@maryland.gov



How are we bringing about change?

Industry-Standard Method for Process Analysis & Change



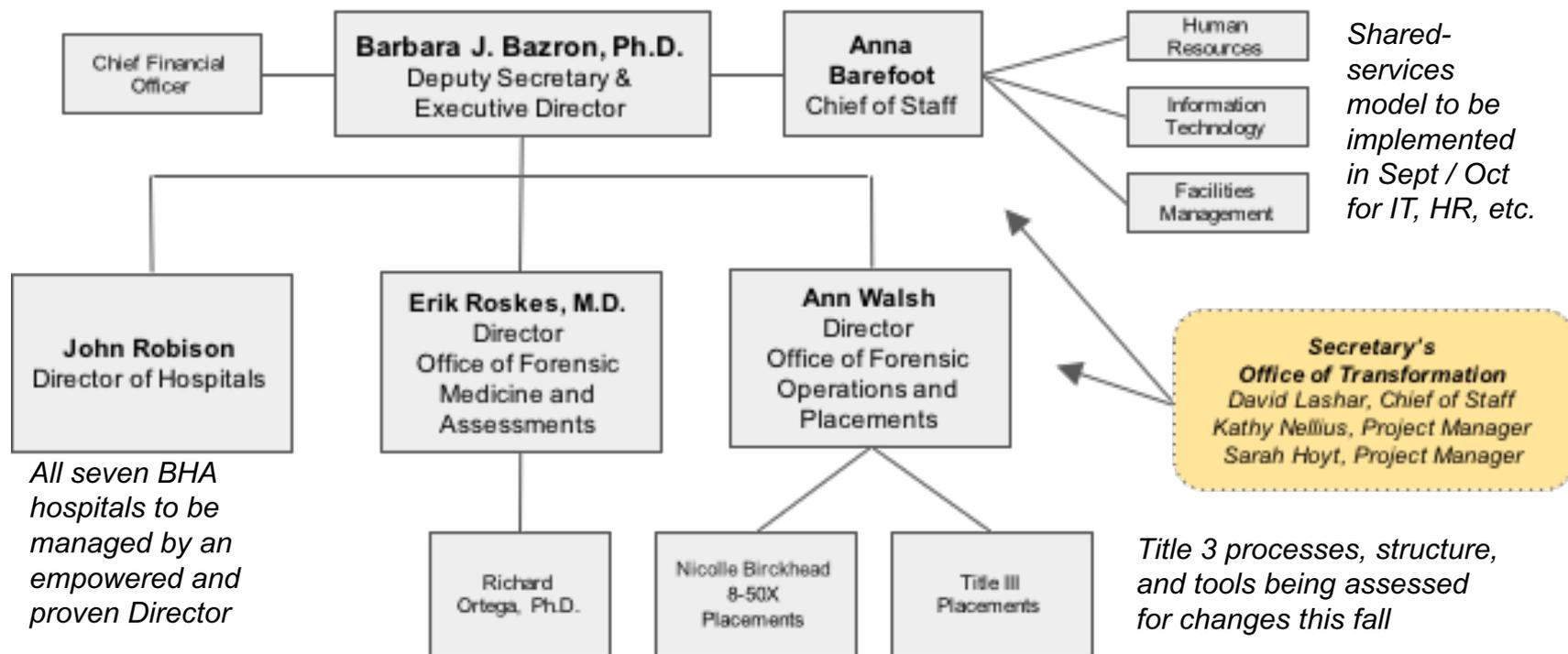
Identifying opportunities for improvement in:

- Workflow → currently under analysis
- Work Tools → currently under analysis for case management and bed management
- Workforce → currently being expanded and re-organized



What have we recently done (1 of 2)?

BHA Structure: Hospitals, Placements, and Shared Services



850X Staffing Additions:

- Aug. 16: Tia Henry, 8507 Coordinator
- Sept 13: Adon Cherry-Bey, 8507 Supervisor
- October: Two (2) 8507 Coordinators on Contract Basis



What have we recently done (2 of 2)?

Communications & Training

JUSTICE REINVESTMENT ACT: ALCOHOL AND DRUG TREATMENT

Excerpt

Health General Commitments (Md. Health General Code Ann. ("HG") §§8-505 and 8-507)

Evaluation: (HG §8-505)

- MDH shall complete within 7 days (subject to extension)
- If the evaluator recommends treatment the report shall
 - Name program immediately able to provide recommended treatment; and
 - Give estimated date when program can begin the treatment

Commitment for Treatment: (HG §8-507)

Timing – may be ordered:

- As a condition of release;
- As a condition of probation; or
- During a period of incarceration
 - Can be requested and ordered even if Defendant did not file timely request for modification, or prior request was denied

Prerequisites:

- Defendant must consent to treatment;
- Court must order and consider an HG §§8-505/8-506 evaluation;
- Court must find the recommended treatment appropriate and necessary;

Bench card with requirements and leading practices for judicial orders for 8505 evaluations and 8507 placements delivered to the judiciary on August 18 under sponsorship of Judge Cox ... which is part of a summertime re-commitment to Department engagement with key stakeholders, notably DPSCS, the BHA Advisory Council, and BHSB



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What are we currently focused upon (1 of 3)?

Accelerated Throughput to Achieve 21-Day Target

		Current Best-Case Business Days
Signed	Key Actor: Judiciary Key Oppty: Provide clean, actionable orders	1
Received	Key Actor: MDH (Office of Justice Services) Key Oppty: Receive electronically	1
Validated	Key Actor: MDH (Office of Justice Services) Key Oppty: Implement a proper case-management system	1
Cleared	Key Actor: DOC & LDCs Key Oppty: Streamline procedures; keep data up-to-date	7
Assigned	Key Actor: MDH (Office of Justice Services) Key Oppty: Implement a proper case-management system	7
Placed	Key Actor: MDH (Office of Justice Services) Key Oppty: Implement a proper case-management system	4

The overall challenge is to reduce a process that has taken 80-100 calendar days on average over the last year to 21 calendar days by this fall for orders w/out detainers / holds



What are we currently focused upon (2 of 3)?

Impact of Transition to Fee-for-Service Model

- Fee-for-Service Model: Effective on January 1, 2018
- Impact on DPSCS
- Impact on BHSB / Baltimore City
 - Receives MDH funding
 - Performs 850X placements for Baltimore City plus additional care coordination
 - Handles ~130 assessments and ~65 placements annually (2015)
 - Appears not to experience the wait time / issues seen with the State placement process (MDH + DPSCS)
- Current Efforts
 - Engaging Stakeholders: DPSCS, BHSB, Courts
 - Mobilizing across MDH: BHA, Medicaid, Office of Transformation
 - Currently focused on analyzing the FFS model, understanding the impact on stakeholders, and beginning to develop options for smooth transition



What are we currently focused upon (3 of 3)?

Modern Case-Management Platform

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Cases 00043252 00014723 00071938 00039172

00014723 Katie Miller

Contact

Name: Katie Miller
Title: Director of HR
Email: kmiller@gmail.com
Department: Human Resource
Account Name: Global Media
Phone: 415-555-5555

Case

My router isn't responding. Please help.

Write Email Internal Post Log a Call Update Case

Write Something

Most Recent Activity

All Updates All Emails Calls Logs Case Notes Status Updates Private Posts More

Knowledge

Search routers

200+ Items - Sorted by Relevancy

How to reset your router and other tips and tricks for the modern household

...an introduction for beginners about wireless routers and how they can use...

000001296 - Published - How to Guide
Last Modified 1/14/2019



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How are we doing?

Status as of Aug. 25

- Placement Pipeline as of Aug. 25

- Total Received: 25
- Orders w/ Issues: 9
- Orders in Process: 16
 - Scheduled for Placement: 8
 - Received as LOIs: 6
 - Court-Requested Hold: 2

← As compared to ~90 in May; 75 on Jun 16; 44 on Jul 17; 55 on Aug 18

← Resolving issues with the court order

← 56% scheduled for placement by Sep 7

- Placements vs Capacity (Aug. 25)

- Total capacity with providers:
- Current placements with providers (Aug 10):
- Available capacity with providers:

245

196

49

} Indicates more a through-put problem than a capacity problem



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What else is pressing?

Question & Answer

What questions do you have?

What do you recommend for...

- Process change?
- Communications?
- Training?
- Other?





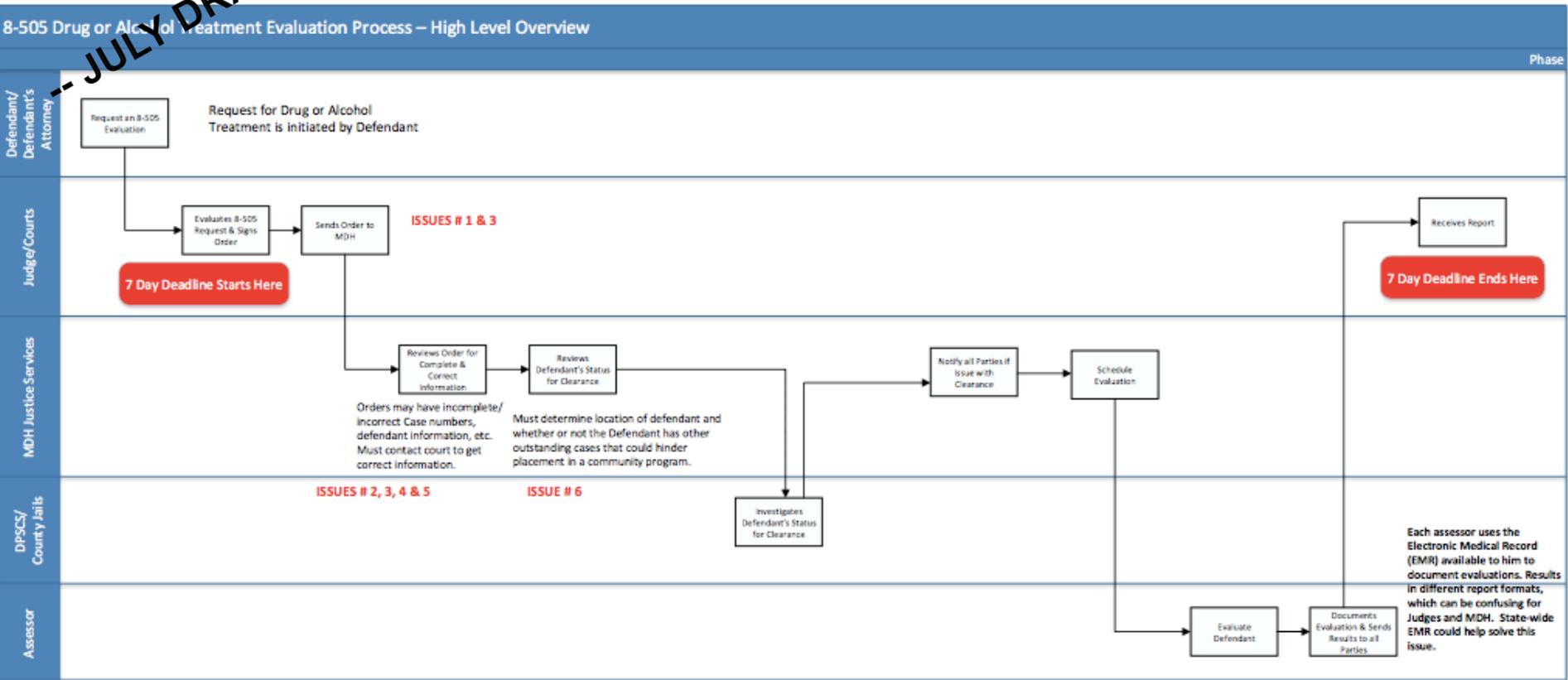
Appendix 1

PROCESS FLOW DIAGRAMS



High-Level 8-505 Process

JULY DRAFT --



High-Level 8-507 Process

JULY DRAFT --

8-507 Drug or Alcohol Treatment Commitment Process– High Level Overview

