JRA Oversight Board:
Quarterly Update

August 28, 2017

*All information herein is subject to change*
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
  
anw.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
Industry-Standard Method for Process Analysis & Change

How are we bringing about 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

Please see appendices for WIP workflow diagrams

Duration depends on the scope of system changes

MARYLAND Department of Health
What have we recently done (1 of 2)?

BHA Structure: Hospitals, Placements, and Shared Services

All seven BHA hospitals to be managed by an empowered and proven Director

Shared-services model to be implemented in Sept / Oct for IT, HR, etc.

Title 3 processes, structure, and tools being assessed for changes this fall

850X Staffing Additions:
- Aug. 16: Tia Henry, 8507 Coordinator
- Sept 13: Adon Cherry-Bey, 8507 Supervisor
- October: Two (2) 8507 Coordinators on Contract Basis
Communications & Training

What have we recently done (2 of 2)?

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

### Accelerated Throughput to Achieve 21-Day Target

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

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
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

- Placements vs Capacity (Aug. 25)
  - Total capacity with providers: 245
  - Current placements with providers (Aug 10): 196
  - Available capacity with providers: 49

  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

Indicates more a through-put problem than a capacity problem
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

An update to members of the JRA oversight board

Not intended for broader distribution
High-Level 8-507 Process

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

**Phase**

**Defendant/District Attorney**
- Receive 8-507 Evaluation Report & Requests Treatment
  - Evaluate 8-507 Received & Signs Order
  - Sends Order to MDH

**Judges/Courts**
- 21 Day Deadline Starts Here
- ISSUES # 1 & 3
  - Order ends here, without placement, unless Court takes further action
  - Receive Notice of Issue with Clearance
  - Notify all Parties if Issue with Clearance
  - Schedulc Placement

**MDH Justice Services**
- ISSUES # 2, 3, 4 & 5
- Must determine location of defendant and whether or not the Defendant has other outstanding cases that could hinder placement in a community program.

**DPS/County Jails**
- ISSUES # 6
- Transport Defendant to Treatment Facility
- Process Defendant's Release & Schedule Transportation

**Treatment Facility**
- Admit Defendant

**Update to members of the JRA oversight board**

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