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280 Madison Avenue, Suite 1208, New York, NY 10016

FOLLOW THE MONEY AND GROW WITH THE FLOW
*Organizational Capacity Enhancements that are Critical
for Competitive Federal Grant Success*

Presenters:

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SESSION OVERVIEW

- Core components of a healthy organization—the grant writing “basics”
- Core components of grant readiness for advance planning and optimal approach
- Strategies to build your capacity
- Support for next steps



Core Components of a Healthy Organization



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BEHAVIORAL HEALTH CENTERS OF EXCELLENCE

- Education and Early Intervention: Community Education
- Rapid Access/Open Access: “Be there when I need you.”
- Customer Service: Think Nordstrom, Amazon, Apple, Costco...
- Treat to Target: Team-based care using consumer goals to drive planning and rapid cycle adjustments if plans don't work
- Effective Care Models: Evidence informed care for whole person, right size caseloads, and ample training/supervision
- Wellness, Resilience, and Recovery: Strengths-based, self management, low dropout rates, shorter lengths of stay
- Measurable Outcomes: Prepare for Transparency



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ALIGNMENT WITH THE ACA/DSRIP

- Person-Centered
- Trauma-Informed
- Holistic and Recovery Oriented Care
- Integrated Health and Wellness
- Track Record with Evidence Based Practices
- Part of a system of care/service network
- Peer Service Delivery



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CHANGES TO ORGANIZATIONAL CULTURE YESTERYEAR TODAY

- Some clients are “not treatment ready” or “too complicated”
 - Acute treatment episodes and limited aftercare
 - Optional/superficial partnering
 - Programs are budgeted
 - Report numbers served
 - Paper record keeping
- Recovery promotion for all
 - Targeted assistance to those with the most extreme needs
 - Networks are ideal, partnerships are required, and multi-site satellites are expected
 - Service costs are known; billing is efficiently streamlined to maximize quality care and ensure fiscal functioning
 - Outcomes demonstrate treatment impact
 - HIT and EMR required



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CLEAR AND COMPELLING “CORE STRENGTHS”

- Comprehensive Continuum
- Strong background with EBPs
- Robust infrastructure (Human Resources, Continuous Quality Improvement)
- Diverse and comprehensive network of partners (housing, health, workforce development, education, recreation)



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STRONG CQI

- Continuous Quality Improvement systems inform grant writing and promote effective grant implementation. Key elements include:
 - Information systems that produce monthly reports on program performance
 - Routine report review as part of an ongoing quality improvement processes
 - Quality Assurance staff direct activities throughout the agency
 - Data dashboard to flag issues and concerns for immediate intervention
 - Data tracking related to:
 - Measurable clinical outcomes
 - Length of stay
 - Frequency of services delivered are routinely tracked
 - Utilization and no-show rates
 - Customer Satisfaction
 - Outcomes are supported by data



ROBUST ELECTRONIC HEALTH RECORD

- Your EHR will ideally be:
 - *Meaningful Use* certified
 - Able to quantify:
 - Population needs in relevant areas
 - Impact, to make the case for the “gaps” to be addressed
 - Cost of care
 - Data to support organizational impact
 - Fully maximized, in terms of its utility
 - Efficiently integrated within organizational workflow
 - Utilized for collaborative care; interoperable single case file for integrated behavioral health and health care



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CLEAR AND COMPELLING VALUE PROPOSITION

- What “sells” to managed care organizations is also of value to grant funders—The Triple Aim
 - Timely Access to needed services
 - Competitive unit cost and/or cost per episode of care
 - Outcomes: positive clinical outcomes & recovery for individuals
 - Client satisfaction
 - Targeting resources where they are most needed: High Risk/High Cost/High Need members
 - Population Management & Geographic Coverage



Core Components of Grant Readiness



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“COMPELLING STORY”

- The need for enhanced/expanded services within your local community
- Specialized services/partnerships that support capacity to reach the target population
- An evidence-based approach to addressing identified needs
- Ability to be replicated in other communities



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ACA-ALIGNED APPROACH TO NEEDS AND SERVICES

- Improved access and better experience for those in greatest need
- Overall health, wellness, and recovery focused
- Community based—“least restrictive environment”
- Leverages peer delivered and natural community supports
- Culturally and linguistically congruent with populations of focus



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STRONG EVALUATION PLAN

- Identify SMART goals and objectives to measure that will best support the agency's overarching goals
 - Specific, Measurable, Attainable, Realistic, Timely
- Use tools that can be useful beyond the grant
- Identify an experienced federal grant evaluator able to mentor program staff
- Use program evaluation opportunity to build staff capacity for data collection, as well as to institutionalize data collection and review process



Build Your Capacity





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ORGANIZATIONAL SELF-ASSESSMENT

- Do you reach the most high-need and costly consumers? Do you know how many of them are engaged and retained in your services?
- Do you know what local target populations are in greatest need of enhanced care or expanded care?
- Are health and wellness services integrated into your behavioral health service delivery?
- Is your network of partners meaningful and comprehensive?
- Are you connected to the inpatient care delivery system to collaborate in meeting reform goals?
- Is your EHR adequate? Do you know what gaps you want to address?
- Do you know who your in-house experts, champions, and “stars” are?



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ROADMAP FOR SUCCESSFUL GRANT WRITING

- Intra-agency improvements: consumer involvement, cultural competence, CQI, maximized HIT, etc.
- Annual grant priorities are clear with organization-wide agreement
- Grant writing committee convened
- Evidence-based models appropriate for the target population are identified
- EHR “wish list” is developed
- Partners are connected and on board with the vision
- Grants tracking system is in place to anticipate, identify, and analyze opportunities
- You can quantify population needs for sub-populations of interest for the grants you want to obtain



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GRANT WRITING IS A SCIENCE AND AN ART

- Evaluate your grant writing capacity early in the process
- Local needs can be documented in advance
- Clinical input about population needs inform priorities
- Gather bios and resumes from staff and partners whose backgrounds reflect your goals
- Analyze your strengths as well as address your weaknesses:
 - Strengths: critically underserved populations; integrated care capacity; consumer driven services
 - Weaknesses: Wealthy local area; small numbers; strong competitors
- Consider sustainability plans (i.e., new/future reimbursement options, managed care partnerships)



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SAE BEHAVIORAL HEALTH CONSULTING SERVICES

- Prospects Research
- Grant Writing
- Strengthening Organizational Operations
- Developing External Partnerships
- Refinement of Continuous Quality Improvement (CQI)
- Clinic Enhancement
- New Service Development (i.e., integrated care, peer services, technology assisted care, health promotion)
- Managed Care Readiness/Alignment with Health Care Reform
- SAE Behavioral Health Evaluation Services—Program Evaluation



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QUESTIONS & COMMENTS?

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