



SYSTEM TRANSFORMATION TO ADVANCE RECOVERY AND TREATMENT

Los Angeles County's Substance Use Disorder Organized Delivery System

***ENSURING READINESS FOR NEW
PROGRAM AND BUDGET NEEDS***

July 6, 2017

***Los Angeles County Department of Public Health
Substance Abuse Prevention and Control (SAPC)***



RESOURCES

- DMC-ODS Finance and Rates Plan
- Treatment Rates and Standards Matrix
- DMC-ODS Budget Narrative
- DMC-ODS Budget Summary
- START-ODS Informational Brief #2



BUILDING IN COSTS OF NEW REQUIREMENTS INTO THE BUDGET





IMPLEMENTING NEW CLINICAL REQUIREMENTS

NEW REQUIREMENT

Topic: Staff Training

Clinical and counselor staff need to understand and be able to implement the following as part of patient care:

- ASAM Criteria & Medical Necessity
- Cognitive Behavioral Therapy
- Motivational Interviewing
- Culturally and Linguistically Appropriate Services (CLAS)



TRANSLATING TO BUDGET

Amount: What is the projected cost at your agency?

Considerations:

1. How many staff need training?
2. How often are trainings?
3. Who will conduct the trainings?
4. Will SAPC trainings be enough?



- The Change Companies® reduced the bulk discount minimum from 10 to 5 users (\$10.00 per course, per user, per year) for the annual ASAM eTraining subscription for Los Angeles County providers.
- Use the *1ETLA* and *2ETLA* discount codes when ordering either Module 1 or Modules 1 and 2 (for 5 or more users). Discount orders may be placed by calling 888-889-8866 and providing the correct code number.
- Single users may still access the courses by ordering online (<https://www.changecompanies.net/etraining/>) at the standard \$25.00 per course rate for 15-day access.
- Call Margaret Broyles at 1-888-889-8866 x130 or email mbroyles@changecompanies.net for more information

IMPLEMENTING NEW CLINICAL REQUIREMENTS

NEW REQUIREMENT

Topic: Medication-Assisted Treatment (MAT)

Medication-Assisted Treatment, including methadone, naltrexone, buprenorphine, and disulfiram must be offered as concurrent treatment options for individuals with an opioid use disorder. Each level of care needs to ensure staff can appropriately educate patients and serve individuals receiving MAT in regular program services.



TRANSLATING TO BUDGET

Amount: What is the projected cost at your agency?

Considerations:

1. Are staff trained?
2. Do policies reflect use of MAT by patients?
3. Are referral mechanisms in place?



IMPLEMENTING NEW CLINICAL REQUIREMENTS

NEW REQUIREMENT

Topic: Qualified Staff

Licensed Practitioners of the Healing Arts (LPHA) can perform some functions previously performed by the DMC Medical Director. New staffing requirements for registered counselors will begin July 1, 2018 so ensure current and new staff meet requirements by that date.



TRANSLATING TO BUDGET

Amount: What is the projected cost at your agency?

Considerations:

1. Will improved staff salaries or benefits increase retention and reduce turnover?
2. Would hiring LPHAs in addition to counselors improve patient care and outcomes?
3. Are managers needed for QA and billing management?



IMPLEMENTING NEW PROGRAM REQUIREMENTS

NEW REQUIREMENT

Topic: Benefits Acquisition

No eligible Medi-Cal or My Health LA individual can be turned away because the application has not been submitted or is in-process, or the renewal is incomplete. Case management needs to be used to help patients acquire benefits while concurrently receiving treatment.



TRANSLATING TO BUDGET

Amount: What is the projected cost at your agency?

Considerations:

1. Who is assigned to help patients acquire benefits?
2. Are there processes in place to track and confirm eligibility monthly?
3. Is training required?
4. Is equipment required?



IMPLEMENTING NEW PROGRAM REQUIREMENTS

NEW REQUIREMENT

Topic: Field-Based Services

Field-Based Services are allowable at select non-agency operated sites provided the location has been pre-approved by SAPC.



TRANSLATING TO BUDGET

Amount: What is the projected cost at your agency?

Considerations:

1. Are there costs associated with any of these sites?
2. Are there any transportation (e.g. mileage) costs?
3. Do you have equipment (e.g., computers, cell phones) that can protect patient confidentiality if lost/stolen?



IMPLEMENTING NEW PROGRAM REQUIREMENTS

NEW REQUIREMENT

Topic: Patient Materials

42 CFR part 438 governs managed care requirements and these regulations must be complied with in addition to 42 CFR part 2 on confidentiality. This includes distributing SAPC's [Patient Handbook](#) and [Notice of Privacy Practices](#) to all patients either by e-mail or hardcopy.



TRANSLATING TO BUDGET

Amount: What is the projected cost at your agency?

Considerations:

1. How many staff need training?
2. Are there procedures in place?
3. If printing copies for patients, is this budgeted?

IMPLEMENTING NEW PROGRAM REQUIREMENTS

NEW REQUIREMENT

Topic: Provider Manual and Contact Bulletins

The SAPC Provider Manual and Contract Bulletins describe how services must be delivered, and include information on clinical, program, contract, finance, and information technology matters.



TRANSLATING TO BUDGET

Amount: What is the projected cost at your agency?

Considerations:

1. Do all staff have a copy and understand requirements?
2. Is an internal training or other materials needed?
3. Are there other costs that need to be considered (e.g., finance quality assurance managers) to effectively implement these new requirements?

IMPLEMENTING NEW ADMIN REQUIREMENTS

NEW REQUIREMENT

Topic: SASH and SBAT

The Substance Abuse Service Helpline (SASH) will schedule appointments in real time whenever possible and the Service and Bed Availability Tool (SBAT) must be updated daily.



TRANSLATING TO BUDGET

Amount: What is the projected cost at your agency?

Considerations:

1. Is a receptionist or other staff always available during regular business hours?
2. What are the potential losses in referrals if nobody is available to receive SASH calls?
3. How will the SBAT be updated?



IMPLEMENTING NEW ADMIN REQUIREMENTS

NEW REQUIREMENT

Topic: EHR or Sage

Use of an approved electronic health record (EHR) is required. Sage will be available free of charge for agencies who do not wish to purchase their own EHR. Minimum requirements for your computer system are outlined in [Bulletin #17-02-START](#).



TRANSLATING TO BUDGET

Amount: What is the projected cost at your agency?

Considerations:

1. Is it better to use Sage?
2. Do you have enough computers for counselor and clinical staff?
3. Do your computers comply with SAPC requirements?

IMPLEMENTING NEW ADMIN REQUIREMENTS

NEW REQUIREMENT

Topic: DMC Site Certification

All agency-operated SUD treatment sites need to be DMC site certified before delivering services to DMC eligible patients. All DMC requirements and updates need to be implemented and timelines followed.



TRANSLATING TO BUDGET

Amount: What is the projected cost at your agency?

Considerations:

1. Are any sites pending? If yes, what impact will this have on ability to cover costs?
2. Are there staff assigned and procedures in place to submit DHCS required documents and updates related to DMC?
3. What are your certification and recertification costs?



BUILDING IN COSTS OF ENHANCEMENTS INTO THE BUDGET





IMPLEMENTING NEW PROGRAM ENHANCEMENTS

- **Is the facility inviting to patients and does it make them feel valued?**
 - ☑ *Minor facility updates (e.g., paint, furniture) that will directly impact patient care are an allowable expenses.*
- **Do the days and hours of operation reflect patient needs and preferences?**
 - ☑ *Additional staff and facility costs may be fully covered by new revenue. Evaluate patient preferences to determine if it is financially viable to expand, including whether you may get more referrals from the SASH based on expanded intake/assessment days/hours.*



IMPLEMENTING NEW PROGRAM ENHANCEMENTS

- **Do you offer the full continuum of care?**
 - ☑ *If you refer a lot of patients to other providers for non-offered levels of care, you may want to consider expansion if the volume is there.*
- **Are you maximizing referrals from health plans and County agencies?**
 - ☑ *Limited costs to revitalize your website, social media platforms, and patient education materials (including translation) are allowable costs provided if it improves the patient experience.*



WHEN TO INVEST?

Some investments need to occur now to ensure contract compliance while others can occur later in the fiscal year once additional funds come in due to the enhanced rates, but...

REMEMBER

If your costs are lower at cost reconciliation time than you were reimbursed, funds will be recouped...so plan your investments now!



**PATIENTS SERVED
DETERMINES
REIMBURSEMENT
NOT COSTS**





To Cover Your Annual Costs You Must Serve Enough Medi-Cal and My Health LA Eligible People and Deliver Enough Medically Necessary Services



If you have \$120,000 in costs how many people need to be served with how many units of service?



If your agency does not currently have the volume of patients needed to provide medically necessary services at the appropriate frequency to cover costs, what business development efforts need to occur?



What is this amount at your agency?

Reimbursement FY 2016-2017: Cost Settlement



If fee-for-service claims for patients served is **below** allowable expenditures, **SAPC** covers the difference.

Reimbursement FY 2017-2018: Cost Reconciliation



If fee-for-service claims for patients served
is **below** allowable expenditures,
SAPC does not cover the difference.



BUDGETS DON'T DETERMINE SERVICES DELIVERED

***Patient
treatment plans
cannot be designed
to draw patients into
services as a means
to cover the agency's
fixed costs.***



WHAT IS YOUR PLAN TO TRACK UTILIZATION AND MANAGE COSTS?

Start tracking utilization and productivity of staff now, and understand the impact this will have on your budget if targets are not achieved, and...

ADJUST RAPIDLY

If you are not receiving enough referrals. You may need to conduct marketing and outreach efforts.



Los Angeles County Department of Public Health Substance Abuse Prevention and Control (SAPC)

WEBSITE: www.publichealth.lacounty.gov/sapc

NETWORK PROVIDER PAGE: <http://publichealth.lacounty.gov/sapc/NetworkProviders.htm>

PATIENT AND PUBLIC PAGE: <http://publichealth.lacounty.gov/sapc/PatientPublic.htm>

START-ODS EMAIL LISTSERV: SUDTransformation@ph.lacounty.gov