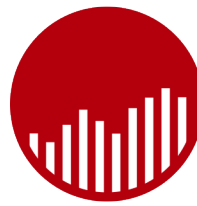




Flying the CCBHC Airplane While Building It: a Conversation About Leadership and Learning with a CCBHC CEO

- Candace Hodgkins, Ph.D., LMHC – CEO of Gateway, a CCBHC in Jacksonville, FL
- Michael Flora, MBA, M.A.Ed, LCPC – MTM Services Senior Operations and Management Consultant and Senior National Council Consultant

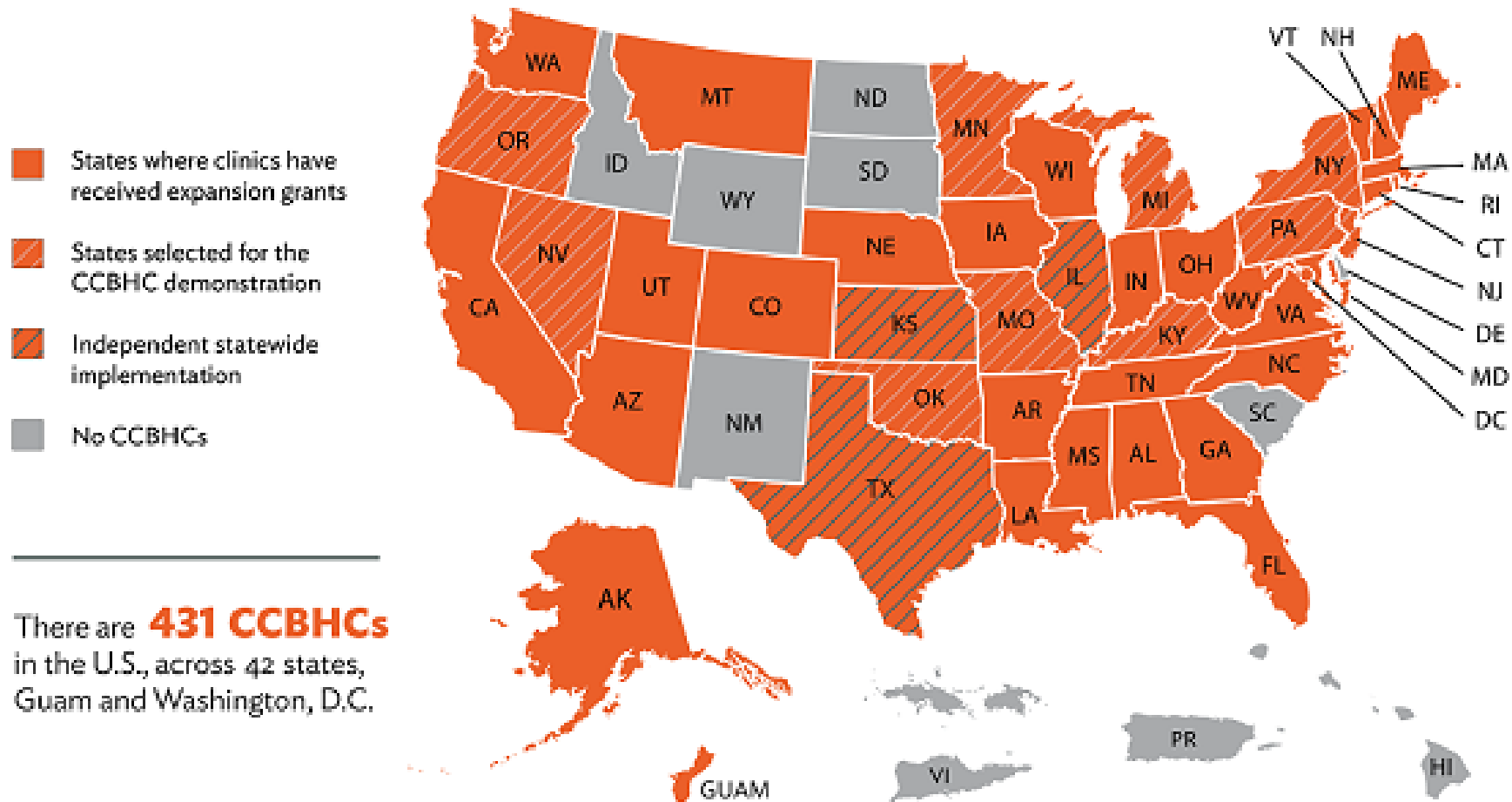




The screenshot shows a web browser window with the URL <https://www.mtmservices.org/ccbhc>. The page features a dark navigation bar with the MTM SERVICES logo and menu items: HOME, SERVICES, CCBHC SUPPORT, OUTCOMES, RESOURCES, ABOUT US, and a CONTACT button. The main content area has a light background and includes the MTM SERVICES logo, the text "Works with CCBHCs in 32 states", and a map of the United States with 32 states highlighted in light blue. Below the map is the slogan "Driving Transformational Change - Across the Country". The main heading is "CCBHC Support from MTM Services". The text below explains that CCBHCs focus on diversifying and expanding services in a competitive healthcare marketplace, and that MTM Services provides tailored support, including consultation, training, and technical assistance, in partnership with the National Council for Mental Wellbeing. At the bottom, there is a section for "Consulting Services for CCBHCs" with two bullet points: "CCBHC Readiness and Implementation - Individual Organization" and "CCBHC - Statewide Readiness and Planning". The Windows taskbar at the bottom shows the time as 8:56 PM on 5/2/2022.

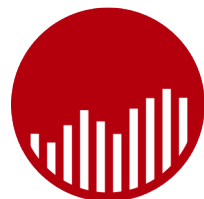
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Status of Participation in the CCBHC Model



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Source: National Council for Mental Wellbeing



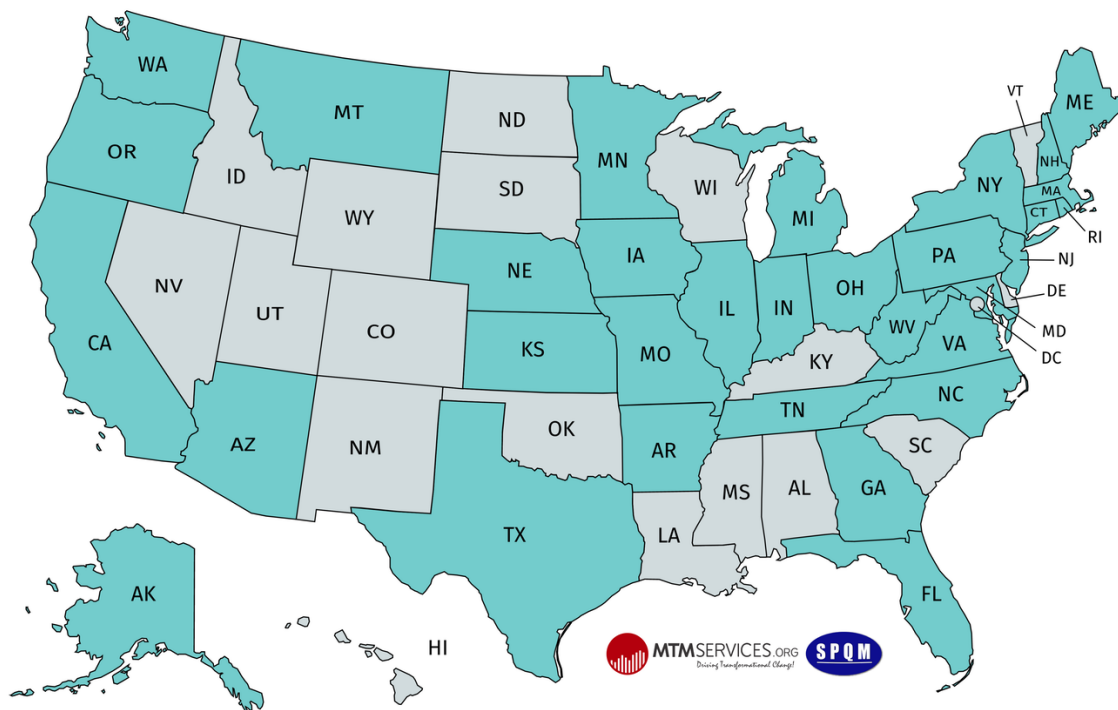
MTMSERVICES.ORG

Driving Transformational Change!



 **MTMSERVICES**

Works with CCBHCs in 32 states



CCBHCs are focused on diversifying and expanding their services to adapt to a rapidly changing and competitive healthcare marketplace.

MTM Services helps organizations embrace transformational change and implement state-of-the-art compliance solutions that make a difference.

Our suite of services is tailored to support the needs of CCBHCs and organizations ready for change. But tools alone are not enough. With our strategic partner, the National Council for Mental Wellbeing, MTM provides in-depth consultation, training, and technical assistance to ensure organizations are equipped to fully leverage their tools and maximize their outcomes.

Driving Transformational Change - Across the Country



Setting the Stage

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Created by MTM Services

SAMHSA FY22 CCBHC Grant Funding

Grant Program and Application Opportunities

- Certified Community Behavioral Health Clinic – Planning, Development, and Implementation Grants (CCBHC-PDI) are available to clinics who are new to the CCBHC model, (i.e., clinics that have not been certified as CCBHCs by their state and have not previously received prior CCBHC designation or funding and a CCBHC expansion grant). This funding opportunity is designed to assist grantees with development and implementation of a CCBHC that meets the CCBHC Certification Criteria. Qualified applicants must be able to meet the requirements of a CCBHC within the first year of the grant.
- Certified Community Behavioral Health Clinic – Improvement and Advancement Grants (CCBHC-IA) are available to CCBHCs that have been certified by their states or received previous CCBHC-Expansion grants and is designed to support current CCBHCs in expanding or improving their CCBHC services. Qualified applicants must be able to demonstrate compliance with CCBHC Certification Criteria through state certification or SAMHSA acceptance of CCBHC Certification Attestation within the past two years.
- *Key change: This is shift from prior years where all funding flowed through the same grant program.*

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Source: National Council for Mental Wellbeing

Core Competencies



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Getting Started

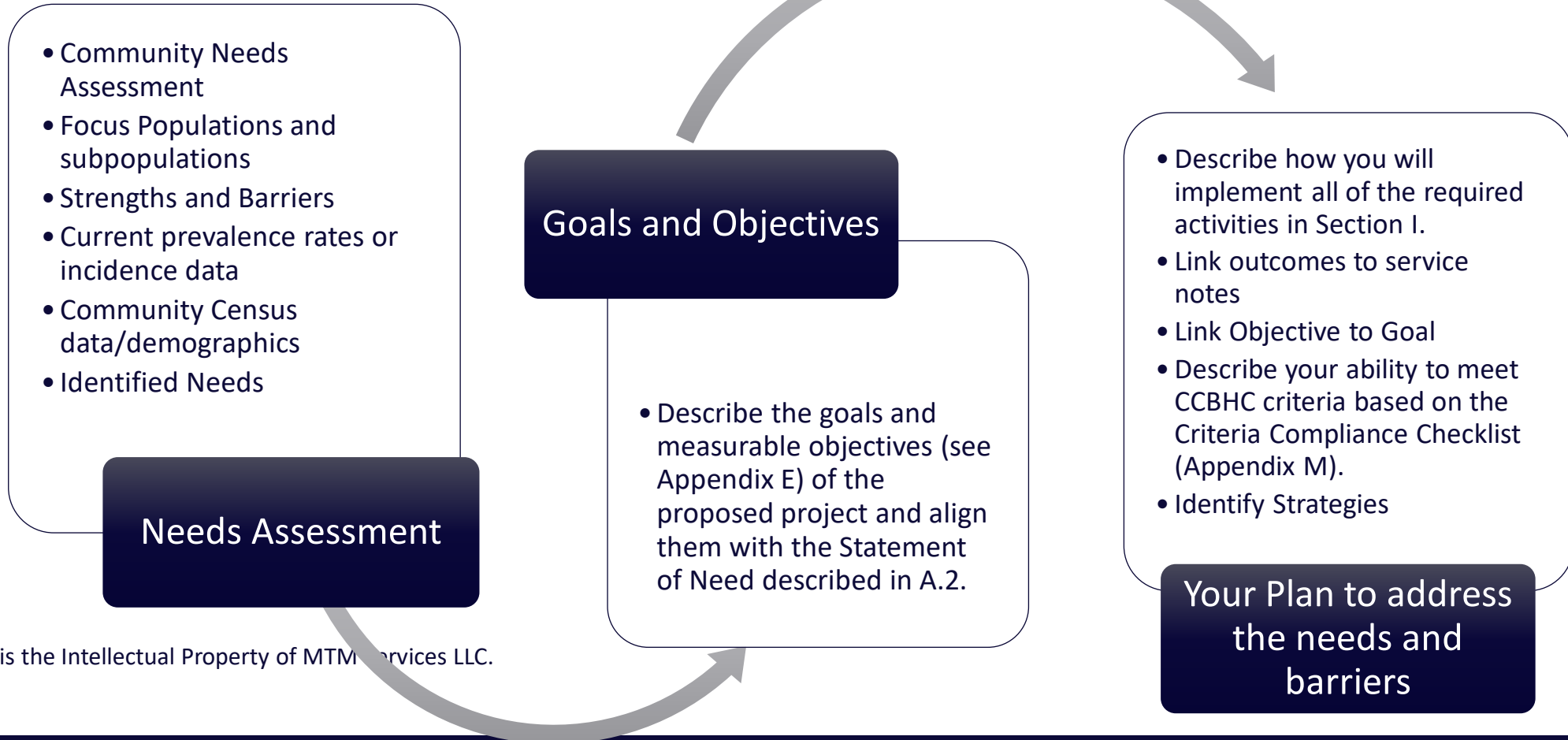
- *Build your Implementation Strategy*



- Becoming a CCBHC requires **transformational change** to become a new provider type.
- There are many areas to take into consideration when beginning your implementation
 - Your organization's ability to provide services in a non-four walls environment.
 - Assessing your organization's competency for linguistic and cultural competencies, Trauma informed care, Evidenced based practices, service to veterans, managing and collecting required data elements.
 - Not just meeting the requirements. It's about moving beyond the requirements
 - Implementing your NOMs and IPP reporting Plan
 - Developing your attestation document
 - Ability to meet **ALL** the required services either directly or through a DCO
 - Meeting the six (6) required certification standards.
 - The ability to embrace organizational wide **Change Management**.

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The CCBHC Golden Thread



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Mindset:

What should organizations understand about becoming a CCBHC? What are some common misunderstandings?

- It is transformational for the organization which equals change at all levels of the organization – this is a massive undertaking
- Access within 10 days of first touch with an assessment
 - Same Day Access
- CCBHC's are integrated person-centered treatment services
- The attestation is key and demands tedious attention
 - Policy, Procedures, Workflows, Training and Competency Plans
- CCBHC is not a program



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Leadership

What kind of leadership is required to thrive as a CCBHC? What are the necessary priorities of the leadership team?



- Embrace the Vision as CEO and articulate it to the leadership team - be the agent for change
- Be involved in the process as there will be push back from staff – don't give up!
- Find a consultant that is able to guide your team – you don't know everything – listen to the consultant
- Establish priorities to accomplish
- CCBHC is not “just” a SAMHSA grant / program – team needs to be invested in transformational change
- Think of CCBHC as a payer system, not a program
- Writing a winning grant is no enough, you need to operationalize

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Funding and billing

How does becoming a CCBHC change an organization's financial model? What does it take to effectively implement those changes?

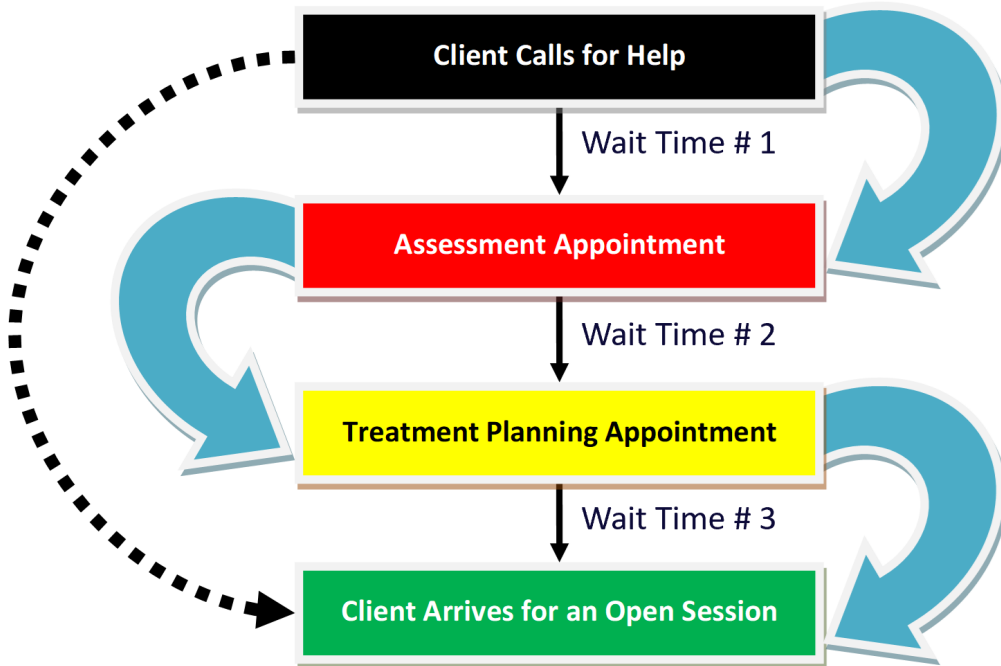
- It depends on the organization – mostly insurance, Medicaid or higher in state funding create different issues
- Each community is set up differently – don't be fearful if you don't provide all services listed – rely on community partners that DO provide the safety services – get assistance in which process, DCO or MOU's are better
- Learning the Cost per individual to provide a service – taking a deep dive looking at how you currently do business and steps necessary to change
- Also need to think about sustainability and advocacy
- Applaud SAMHSA for promoting / funding person-centered care – we are all learning how to do this together



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Access

How does becoming a CCBHC change the way people access services? Do organizations have to change their staffing model?



- Look at the time it takes to get individuals into OP services – embrace the notion that accepting long waitlists is not person-centered treatment
- Where are the gaps and work on strategies and implementation of change?
- Changing staffing models may take place
- SDA is essential
- Leadership needs to monitor to ensure newly implemented programs are actually working, staff is on board

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Productivity

How should an organization think about productivity differently as a CCBHC?

- What does it take to align performance with the CCBHC expectations?
 - Address current productivity vs the current reality of productivity...
- The goal is to have staff busy serving patients/clients
- Learn and implement tips regarding centralized scheduling
- Workforce engagement and retention



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Future Priorities

For organizations applying for the continuation funding, what should their goals be? If they receive funding, what elements should be the focus?

- Look at the gaps from the NOMs collected – what did you accomplish and what will the focus be for the current IA
- Becoming the best behavioral health organization for your patient population
- Care Coordination is essential along with good business practices to enhance the quality of services provided which leads to higher payments for services provided
- Don't stop monitoring especially if you are moving to PPS; keep an eye on anticipated costs

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Sustainability and Advocacy

- Building and hardwiring your data to tell the story of your work
- Expand Scope of Quality Definition and provide measurement to verify compliance
- Shift to a service delivery culture that utilizes an integrated CQI performance measurement model
- Establish and protect Organizational Core Principles
- Facilitate implementation of service capacity enhancement re-engineering efforts



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Developing your CCBHC culture needed for implementing and sustaining change to meet the certification criteria requirements

- **Your providers need to know the reason for the change before they can buy into it.**
- **Why is the change necessary?**
- **To stay competitive?**
- **To serve more individuals ?**
- **To support caregivers?**
- **To expand?**
- **To stay financially solvent?**
- **To prevent bad outcomes ?**
- **To meet the focus population/sub-population needs ?**

**Dig deep to find a compelling reason that goes beyond compliance.
Anchor your CCBHC changes in your mission, values and guiding principles.**

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What Questions do
you have?

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Thank you for your time!



Michael D. Flora, MBA, M.A.Ed., LCPC
Senior Operations Management Consultant
MTM Services

Michael.Flora@mtmservices.org



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