

NORTH HIGHLAND INTRODUCTION

**RFP 16224
Facilitation for Lake County
Mental Health Coalition**

May 22nd, 2017



AGENDA

- 1 Who we are
- 2 What we are doing
- 3 Collaboration & Next Steps



LakeCounty

WHO WE ARE

QUALIFICATIONS & EXPERIENCE

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WORLDWIDE CONSULTING



QUICK FACTS:

300+

PUBLIC SECTOR PROJECTS OVER PAST FIVE YEARS

- Guiding Principle: Doing right by our client is always the right thing to do
- Pragmatic approach to facilitation and consensus building
- Cohesive team with data integration, public awareness, mental health and coalition expertise
- National Health & Human Services practice
- We 100% guarantee our work

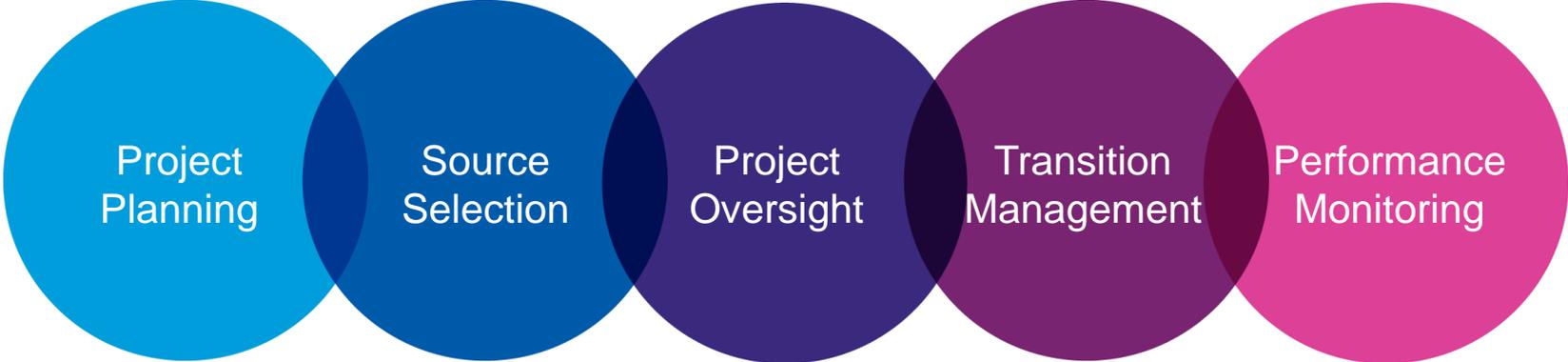
LOCAL PRESENCE

Chicago Office – Sample of Clients



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PUBLIC SECTOR SERVICES



Strategy Execution Services (Continuity Across All Phases)



Strategic Planning	Procurement Management & Support	Program Management Office (PMO) Set-up and Implementation	Operations Monitoring
Metrics and Scorecard Articulation		Program/Project Management	Benefits Realization
Process Improvement		Organizational Change Management	
Data & Analytics		Operational Readiness Assessment & Planning	

Subject Matter Expert Support to the Strategy Execution Services

(ex. Public Sector Domain, Shared Services, Strategic Sourcing, Cost Takeout, Human Capital, Marketing / Outreach, IT Optimization)

THE PROJECT TEAM



Rick Zelznak
QA/HHS Subject
Matter Expert

- More than 20 years of public sector health and human services experience
- Has led projects across related program areas including Mental Health, Child Welfare, Medicaid, Income Assistance and Juvenile Justice
- Leads North Highland's Public Sector Health and Human Services practice area
- Has extensive experience working with elected officials and guiding teams working in dynamic political environments
- Effective in building cohesive strategies across diverse stakeholder groups



Jim Mahony
Project Director

- North Highland's Public Sector Midwest Region Lead
- 20 years of experience in public sector project / program management
- Expertise in project planning / management, procurement, business process improvement, requirements definition, cost analysis, business case development
- Extensive experience in assisting organizations like Lake County, through large and complex projects, including multi-agency multi-State planning projects

THE PROJECT TEAM



Blair Kerr
Lead Functional
Analyst



Suzanne Rabideau
Subject Matter
Expert



Dan Montgomery
Lead Data Analyst



Choo Lee
Subject Matter
Expert

- Over 8 years of experience in the healthcare and financial services industries.
- Has lead strategic engagements for healthcare providers with areas of expertise that include new product development, project and change management, and performance improvement strategies.
- Holds a Healthcare MBA from Vanderbilt University with concentrations strategy, operations, and organizational performance.
- Blair has six years of experience in web-based platform project and change management.

- Experience in state and local behavioral health system redesign and service continuum development
- Experience in implementing data and analytics within and between behavioral/health/social service organizations
- Experience in developing and strengthening cross system collaboration partnerships
- Volunteer Community Board participation including for Peer and Family Run Organizations
- Licensed behavioral health clinician focused on best and promising practices

- North Highland's Data and Analytics Enterprise Information Management Lead.
- Data and Analytics National Public Sector Lead.
- Over 25 years of experience in the management, delivery and implementation of business-driven information technology solutions.
- Extensive experience in business intelligence, data warehousing, data governance solutions, business and technology strategy, merger and acquisition, system integration, information security and project management.

- Over 25 years of experience in delivering business focused analytics and information technology solutions.
- Possesses a track record of delivering detailed analysis of business and clinical challenges, producing actionable results, and collaborating across organizations to facilitate data-driven decision making.
- Specific areas of expertise include: business intelligence, healthcare strategy, population health, program and project management.
- Most recent engagement was with the Vanderbilt Health Affiliated Network where he worked to implement analytical solutions to support the Population Health initiatives as well as to grow and expand the network.



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WHAT WE ARE DOING

PROJECT OBJECTIVES

- Understand current challenges and priorities for sharing data
- Establish functional and technical models for sharing data compliantly between entities
- Identify and develop a plan to collect and analyze data necessary to make evidenced based decisions
- Evaluate the data available to understand capacity, needs, and gaps across the mental, emotional, and behavioral health services
- Identify the data governance model to support County's strategic decision making processes across the county

- Greater consistency in care
- Improved care coordination
- Less redundancy within the process
- Increased efficiency across mental, behavioral, and emotional support centers and care providers.
- Ability to make evidence based care decisions at the patient, community, and population level.

BENEFITS OF DATA SHARING

Cost efficiencies

Improved Outcomes

Improved Experience for the User



Hospitals

- Greater data for improved care
- Enhanced care coordination and outpatient placement
- Improved population health
- Enhanced resource management
- Complementary data to health records to better customize care plans



Health Clinic:

- Knowledge of past services rendered
- Readily available information on the grants and services for continued care
- Establish more customized plans to improved outcomes



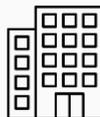
Police and Law enforcement

- Greater awareness of individuals' history and needs
- Greater awareness of behaviors
- Systematic solution and collaboration decrease repeat offenders
- Awareness of available resources can decrease time to address issue



Housing Support and Homelessness

- Greater information on patients' independence and whereabouts
- Statistics to show ROI on housing placement and improvement on health and prescription adherence



Managed Care Organizations

- Data on past successes and failures can help care for mental health patients in a more effective way
- Reduce redundancies in the system
- Data to support the success of more cost effective methods



Jail and Prisons

- Real time data on incoming patients needs
- Improved placement and matching case coordinators
- Better assessment of risk
- More data on the demand for services and capacity to meet that demand

Customer journey through support system - Awareness of all services rendered across organizations- Greater information for predictive analytics

PROJECT APPROACH

PHASE	PROJECT MANAGEMENT	CURRENT STATE ASSESSMENT	DATA GOVERNANCE MODEL
TIMING	1 Week & Ongoing May	6 Weeks June - July	10.5 Weeks July - October
KEY ACTIVITIES	<ul style="list-style-type: none"> Write the Project Management Plan Conduct internal Kick off meeting with Project Sponsors Establish Roles and Responsibilities for all stakeholders Assist and facilitate monthly coalition meetings (May – November) 	<ul style="list-style-type: none"> Consolidate, review, and analyze past research and materials on the current state of the coalition and data sharing Complement existing data with expertise and national data and research Interview representative stakeholders across industries and disseminate survey's to recruit information on the current state and its alignment with the County and Coalition's vision Present on the current data available, privacy practices, existing data sharing practices, areas of resistance, and barriers to data sharing 	<ul style="list-style-type: none"> Identify gaps in data availability, data quality, and sharing barriers that need to be addressed to support decision making Develop multiple process flows to recognize opportunities and improve data sharing Conduct a workshop to review recommendations and prioritize the available options based on criteria such as practicality and degree of improvement Develop a data governance approach to support increased data sharing, remove barriers, and enable data driven decision making
KEY DELIVERABLES	<p>1. Establish the Project Management plan, including:</p> <ul style="list-style-type: none"> Scope Approach Resources Assumptions Communications management Change request management Risk/issue plan 	<p>1.Documentation on current data sharing and privacy practices and the benefits, barriers, and gaps across organizations</p> <p>2.Understanding of current sponsorship for a public awareness campaign</p> <p>3.Recommendations on the current data to use to support decision making</p>	<p>1.Key observations, major risks and mitigation strategies, and critical action items</p> <p>2. Strategies to meet data privacy requirements</p> <p>3.Data Governance model including the risks to fata sharing, mitigation strategies, and critical next steps</p>

CURRENT STATE ASSESSMENT

Strategic Needs and Criteria Analysis (Functional Interviews)

Current Environment & Data Landscape Review (Technical Interviews)

Data Quality, Gaps, Opportunities Assessment

ACTIVITY	Prepare for Information Collection (1 week)	Gather Internal and External Documentation (1 week)	Conduct Functional Interviews, Surveys, and Facilitated Sessions (2 weeks)	Conduct Tech. Interviews and Assess Collected Information (3 weeks)	Analyze Findings, Assess, Map, and Present Results (2 weeks)
ACTIVITY DETAILS	<ul style="list-style-type: none"> • Collect and Review Available Internal & External Documents • Develop Interview Questions • Determine best methods for information collection (Surveys, Focus, Interviews) • Identify and Schedule Surveys, Facilitated Sessions, Interviews. • Account for emerging healthcare and social service trends 	<ul style="list-style-type: none"> • Identify Past Studies & Plans & Data Sets • Collect relevant Research Reports • Collect other information as defined in the Functional and Technical Interviews 	<ul style="list-style-type: none"> • Define Issues, Barriers Opportunities, and Priority Criteria • Document Business Requirements • Identify data sharing requirements and practices • Identify Data Quality issues and the Data Sets currently used in decision making 	<ul style="list-style-type: none"> • Assess Studies, Plans, Data Sets. • Document Technical Requirements. • Evaluate Application Architecture and system communications • Review Data Flows, Structures and Data Integration • Identify Data Related Issues, Barriers and Opportunities • Assess current privacy requirements 	<ul style="list-style-type: none"> • Analyze collected Requirements, Data/ information, and Processes • Assess and document Data / Information Quality, Gaps, Opportunities, and System as a Whole • Create summary of the Gaps, Current State of Data Sharing, Privacy Assessment
COALITION RESPONSIBILITIES	<ul style="list-style-type: none"> • Provide contact information for interviewees • Identify insights & observations on interviewees & culture • Begin building awareness within your organizations of this initiative 	<ul style="list-style-type: none"> • Provide relevant studies or initiatives happening at your respective organizations and the contact names for those individuals • Brainstorm and communicate challenges in previous data sharing attempts 	<ul style="list-style-type: none"> • Encourage honesty and full transparency • Actively participate in workshops to identify the top data priorities • Review materials presented and provide additional insights and your opinion 	<ul style="list-style-type: none"> • Collect and Review Available Internal & External Documents 	<ul style="list-style-type: none"> • Be open to feedback • Recognition that some systems will require more change than others • Provide financials or contacts that can assist with understanding current investments

RESEARCH EXPERTISE

Defensible, Efficient and Measurable

1. North Highland's "Current State Assessment Methodology" and Deep Experience in conducting "Current State Assessments" with other clients will be used.
2. Data and Analytics Best Practices will also be leveraged as needed, including:
 - The Data Warehouse Institute (TDWI) – Provides an applicable education and research to an engaged worldwide membership community of data leaders and their teams.
 - Data Management Association (DAMA) - International professional association for data modelers, analysts, and information resource managers.
3. Measurement Approaches and Guidelines for physical health, behavioral health and other social services will be leveraged as appropriate, including but not limited to:
 - NCQA - HEDIS measures for health outcomes
 - SAMHSA Certified Community Behavioral Health Clinic (CCBHC) demonstration grants for systems of care under the Excellence in Mental Health Act – outcome measures
 - US Office of the National Coordinator for Health Information Technology (ONC)
 - Healthcare Information and Management Systems Society (HIMSS)

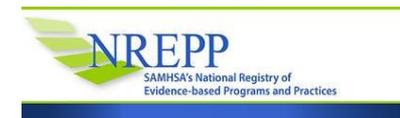


The Office of the National Coordinator for Health Information Technology



RESEARCH EXPERTISE CONT.

4. **Clinical Best Practices and System Design Literature** will be leveraged as appropriate, including but not limited to:
- SAMHSA - National Registry of Evidenced-based Programs and Practices (NREPP)
 - SAMHSA – HRSA Center for Integrated Health Care
 - Institute of HealthCare Improvement (IHI) - Triple Aim Concepts
 - CMS – Center for Innovation
 - Building Systems of Care – Georgetown University publication
 - US - Department of Health and Human Services – Child Welfare Information Gateway
 - Child Welfare League of America – Standards of Excellence
 - Crisis Intervention Training International – program to close gaps between law enforcement and behavioral health systems
 - Community Intervention Programs such as Mental Health First Aid and ASIST (Applied Suicide Intervention Skills Training)
 - National Action Alliance for Suicide Prevention – Zero Suicide Initiative





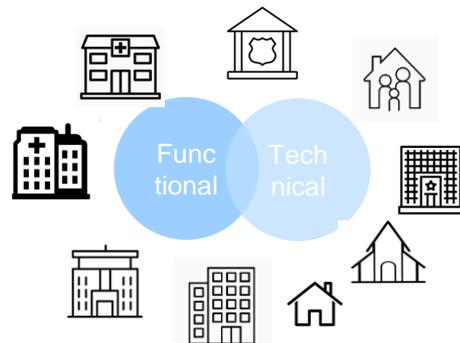
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COLLABORATION & NEXT STEPS

INTERVIEWS

To understand the current state of data sharing and privacy, North Highland will be conducting a series of interviews to recruit information to complement the existing documentation.

PROCESS



2-3 Weeks - Operational staff-
Survey & Focus groups by industry
May 29 – June 16

SAMPLE INTERVIEW QUESTIONS

- What barriers do you currently have to sharing data? which data points can you share with each type of facility?
- What type of decisions do you make that would benefit from having more or better data?
- What agreements are there for coordinating care between organizations for individuals or families that have behavioral health service needs?
- What process do you go through to enter data and into which systems? What does the output look like and are there issues with select data points?
- How is the data you receive used?
- What platforms and systems do you use and what file format allows the transfer of messages?

DATA REPOSITORIES

- Vista Healthcare
- Advocate Condell Medical Center
- Highland Park Hospital and Northshore
- Thresholds
- Arden Shore Family and Child Services
- LCRDC
- Lake County Health Department
- Lake County Sheriff Department/correctional facilities
- Police Department and Law enforcement
- State's Attorney's Office
- Nonprofit organizations

ADDITIONAL ORGANIZATIONS TO CONSIDER:

- Managed Care Organizations (Medicaid)
- Behavioral Health Associations
- Health Home
- Homeless community
- Veteran services

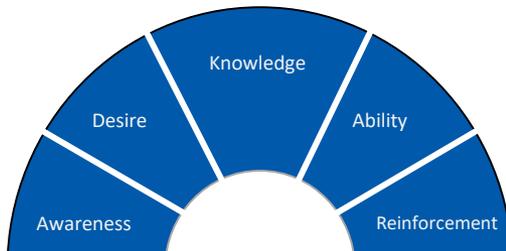
YOUR ROLE

- Send the contact information for individuals that can answer functional and technical questions
- Identify select organizations to include in addition to coalition entities
- Provide contact information for those additional entities
- Tell us what you want to know about others organization's data sharing?

SPONSORSHIP

Participation in a data governance model will impact organizations differently and imperative to all change initiatives is the use of change levers to pull individuals through to adopting and reinforcing the change.

CHANGE MANAGEMENT BRIDGE

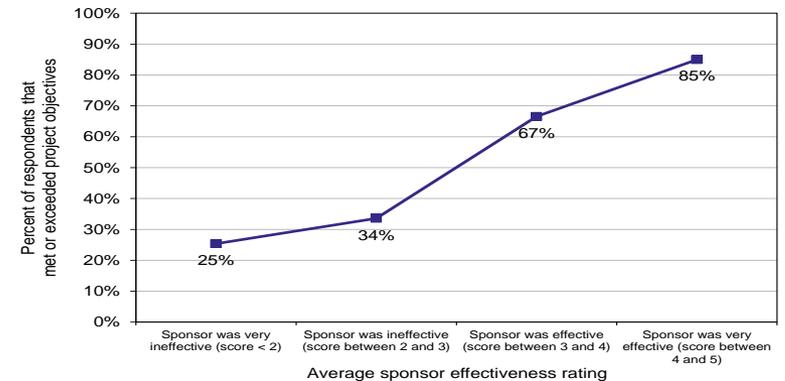


“The Bridge Analogy”: The ability to move individuals towards adoption is dependent on laying the foundation for crossing the previous phase. The entire change management cycle fails if one component is missing.

SPONSOR QUALIFICATIONS

- Good communicator
- Well respected and credible within their organization
- Has a good grasp on how the change will affect individuals’ job roles and individuals personally
- Reinforces the need for select activities and assists with resistance management

COORELATION OF SPONSOR EFFECTIVENESS TO MEETING PROJECT OBJECTIVES



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CHALLENGES FOR LAKE COUNTY MENTAL HEALTH COALITION

- Solution vision is not formalized yet
- Long time to full implementation
- Accountability structure spans across entities
- Necessary inputs may be outside of individuals’ control
- Duplicative entry, time, and differing technology configurations

Be visible and active. Develop additional Sponsors. Communicate directly with change targets.

DISCUSSION