How the Coordinated Care Initiative Inspired Opportunities to Improve Practice in Adult Protective Services...

Enhanced Care Management
Workshop Overview

- Framework for Leading Organizational Change
- Background and Development of Enhanced Care Management (ECM) Model
- Application of the ECM Model: *Case Example*
- Riverside County’s Implementation Lessons Learned
- Discussion: *Creating a Sense of Urgency Around a Single Big Opportunity*
Using “Change Accelerators” as a Framework

Create a Sense of Urgency Around a Single Big Opportunity

Build and Maintain a Guiding Coalition

Formulate a strategic Vision and Develop Change Initiatives

Communicate the Vision and the Strategy to Create Buy-in and Attract a Growing Volunteer Army

Accelerate Movement Toward the Vision and the Opportunity by Ensuring that the Network Removes Barriers

Celebrate Visible Significant Short Term Wins

Never Let Up! Keep Learning from Experience

Institutionalize Strategic Changes in the Culture

(John P. Cotter, 2012)
Riverside County’s caseload growth is higher compared to other similar-sized counties in California:

- County Population is over 2.3 Million
- 44,776 IHSS clients (15,800 Intake 28,975 Continuing) disabled and seniors, suffering from multiple debilitating health conditions and requiring daily living assistance to safely remain at home and prevent institutional placement
- 15,000 APS clients, victims of neglect, physical abuse, sexual abuse, financial abuse, or emotional abuse
- 25,000 non/relative caregivers providing IHSS assistance
- 58 APS and 132 IHSS social workers
California’s Coordinated Care Initiative (CCI), implemented in April 2014 promotes integrated delivery of medical, behavioral, and long-term care Medicaid services, and also provides a road map to integrate Medicare and Medicaid for people on both programs, called “dual eligible beneficiaries.”

- Managed Care Health Plans: Enrollment
- Health Risk Assessment Tool
- Coordinated Care Team Approach
- Data Sharing
- “Maintenance of Efforts” Funding Structure
D*fferent constituent groups will have different urgencies. What is urgent for executive staff, caseworkers, community partners, and clients?

- Need to address high caseloads
- Need to prepare social workers for working in an inter-professional environment
- Need to improve quality APS and IHSS casework practices
- Need to improve client outcomes

Is it me or is our iceberg getting smaller?

What is the worst thing that could happen?
A coordinated system of care that enhances the quality of life for vulnerable adults

We will strengthen the Adult Services System of Care by focusing on IHSS as...

- a core prevention strategy for promoting safety, well-being, and independence; and
- an intervention strategy to avoid or reduce reoccurrence of elder abuse and neglect.
Enhanced Care Management “ECM”

- A response to varying case complexities and urgencies, acknowledging that different cases have different needs, and will involve more time, resources and support
- A holistic view of the client, requiring a comprehensive client assessment to accurately classify clients based on need
- A system that works with the managed care environment
- A coordinated approach between APS, IHSS and multiple disciplines
- Based on the promising practices in past coordinated care efforts for aging and older adults
ECM Guiding Principles

- No Wrong Door
- All Clients Assessed for Strengths and Needs
- Individualized Supportive Services
- Enhanced Outcomes
- Community Based Care and Services
- Better Care through Healthy Caregivers
Client Outcomes

- Decreased client risk
- Decreased re-occurrence in adult abuse and neglect
- Increased linkages to services
- Increased supportive services to caregivers
<table>
<thead>
<tr>
<th>Standard IHSS Practices</th>
<th>ECM Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eligibility Work</td>
<td>Comprehensive social work</td>
</tr>
<tr>
<td>Determine IHSS Eligibility</td>
<td>Determine Eligibility for IHSS and other Community Resources</td>
</tr>
<tr>
<td>Time-per-Task Assessment</td>
<td>Global Assessment</td>
</tr>
<tr>
<td>Incident Focused</td>
<td>Focused on Prevention</td>
</tr>
<tr>
<td>Focused on the IHSS Client</td>
<td>Focused on the IHSS Client, Provider, Family System and Social Network</td>
</tr>
<tr>
<td>Annual Home Visit</td>
<td>Contact as Needed (in person or by phone)</td>
</tr>
<tr>
<td>Focused on Medical Condition</td>
<td>Focused on Holistic Situation</td>
</tr>
<tr>
<td>IHSS Social Worker is main Interventionist (siloed approach)</td>
<td>Joint or MDT Approach to Case Management</td>
</tr>
<tr>
<td>Authorize IHSS Hours</td>
<td>Creation of Service Plan and Follow-up on Implementation of Services</td>
</tr>
<tr>
<td>Focused on Maintaining the Client in the Home</td>
<td>Focus on Overall Wellness – “Enhancing” all aspects of client’s life</td>
</tr>
</tbody>
</table>
## Shift in Culture and Practice in APS Consultation

<table>
<thead>
<tr>
<th>APS Consultation Practices</th>
<th>ECM Consultation Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor</td>
<td>Supervisor</td>
</tr>
<tr>
<td>Public Health Nurse</td>
<td>Public Health Nurse (non-geriatric)</td>
</tr>
<tr>
<td>CARE Multidisciplinary Team</td>
<td>Geriatric Home Visiting Nurse</td>
</tr>
<tr>
<td>Geriatrician, M.D.</td>
<td>Home Visiting Neuropsychologist</td>
</tr>
<tr>
<td>CARE Multidisciplinary Team</td>
<td></td>
</tr>
<tr>
<td>Health Plans</td>
<td>Public Authority</td>
</tr>
</tbody>
</table>
Challenges & Barriers

- Caseloads Very High
- Not Enough Time to Provided Needed Case Management
- Staff Recruitment Process Long
- Not Enough Quality of Candidates
- Limited Training Available
- Social Work Staff not Accustomed to Collaborating with Health Plans
Creating Strategies

We're hiring a Director of Change Management to help employees embrace strategic changes.

Or we could come up with strategies that make sense. Then employees would embrace change.

That sounds harder.
Strategies

- Take advantage of Maintenance of Effort funding opportunity to hire more IHSS staff to reduce case loads by 50%
- Explore alternative funding sources (SPMP) to expand workforce
- Specialize Caseloads with High Risk Clients (clients who can benefit from short-term case management)
- Streamline recruitment and hiring processes
- Change Recruitment guidelines to emphasize Master’s level (MSW, MSG)
- Engage Schools of Social Work and Gerontology for Recruitment and Training
- Decentralize/ Expand Liaison Role from Admin to Program District Offices
Short Term Wins

- Staff have embraced the vision; ECM” is a part of the organization’s vocabulary
- Expanded partnerships with medical and behavioral health professionals
- Direct access to medical records through the health plans
- Immediate linkage to medical services
- Increased case consultation between APS and IHSS
- Improved the quality of training for APS and IHSS
- Increased social work staffing/ reduced IHSS caseloads
- Improved customer service feedback

NEVER LET UP... WE ARE NOT DONE YET!
ECM In Action: A Case Example

Before
The social workers (PA, IHSS, APS) conducted coordinated care team meeting with Ms. S and health care providers and effectively advocated for the following:

- Home health nutritionist, physical therapist and primary doctor to provide medical care to Ms. S at home
- Hospital bed and wheel chair
- Multiple IHSS providers monitored by the Public Authority to provide 70 hours of caregiving per week.
We have more work to do...

- Continue to hire and train additional social workers to result in a lower case load
- Implement centralized high risk medical and behavioral health case management model
- Determine performance measures and collect data
- Continue to monitor and address barriers/ make changes needed
- Institutionalize!
Create a Sense of Urgency Around a Single Big Opportunity

- Never Let Up! Keep Learning from Experience
- Build and Maintain a Guiding Coalition
- Formulate a strategic Vision and Develop Change Initiatives
- Communicate the Vision and the Strategy to Create Buy-in and Attract a Growing Volunteer Army
- Accelerate Movement Toward the Vision and the Opportunity by Ensuring that the Network Removes Barriers
- Celebrate Visible Significant Short Term Wins
- Institutionalize Strategic Changes in the Culture

(John P. Cotter, 2012)
What Single Big Opportunity can your Organization Create a Sense of Urgency Around?