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## **North Sound Behavioral Health Administrative Services Organization, LLC**

Section 1000 - Administrative: Network Selection, Capacity and Management

Authorizing Source: HCA Contract

Approved by: Executive Director

Date: 8/26/2020

Signature:

### **POLICY # 1008.00**

#### **SUBJECT: NETWORK SELECTION, CAPACITY AND MANAGEMENT**

#### **PURPOSE**

To establish, maintain and monitor a comprehensive network of behavioral health providers capable of delivering all medically necessary covered services to North Sound Behavioral Health Administrative Services Organization, LLC (North Sound BH-ASO) required under the Health Care Authority (HCA) Interlocal Agreement in accordance with state regulations, North Sound BH-ASO requirements, accepted standards of care, practice guidelines and evidence-based practices.

North Sound BH-ASO will maintain a network of Community Behavioral Health Agencies (BHAs) that is sufficient in number, mix and geographic distribution to meet the needs of the service area. North Sound BH-ASO may provide contracted services through non-participating providers, at a cost to the individual that is no greater than if the contracted services were provided by a participating provider, if its network of participating providers is insufficient to meet the behavioral health needs of individuals in a manner consistent with the North Sound BH-ASO HCA Agreement. To the extent necessary to provide non-crisis behavioral health services covered under the agreement, North Sound BH-ASO may offer contracts to providers in other Regional Service Areas (RSA) in the State of Washington.

North Sound BH-ASO subcontracts for an independent regional behavioral Ombuds program serving all five (5) North Sound counties. North Sound Ombuds is available to support and help Medicaid and Non-Medicaid individuals/ families.

#### **POLICY**

North Sound BH-ASO develops a behavioral health system of care, establishes strategies for service delivery, selects the provider network for delivery of service, ensures adequate capacity and manages the provider network through communication processes and contract requirements and monitors quality of care and service delivery for meeting the behavioral health needs of North Sound BH-ASO RSA.

#### **PROCEDURES**

##### **Network Development**

1. North Sound BH-ASO carries out a system wide and organizational planning process that establishes the mission, vision and values of the organization, ensures compliance in accordance with HCA contractual mandates for service delivery, allocates resources, estimates the clinical needs of the community, estimates the service capacity available in response to community needs and identifies the populations to be served by age groups and other relevant characteristics.

2. As part of the Strategic Planning Process a Geo-Mapping process is completed and reviewed as part of the geographic service area needs assessment. Aggregate utilization data and provider staffing models and ratios are analyzed, and input from North Sound BH-ASO Advisory Board, clinical provider staff and other stakeholders is solicited.
3. The Strategic Planning Process includes design of a continuum of care that is responsive to the needs of populations served and is adequately funded to provide adequate and appropriate services to members.
4. Care and services provided throughout the North Sound BH-ASO network are readily available, accessible, culturally sensitive/competent and appropriate to the scope and levels of care required by the populations served.
5. North Sound BH-ASO shall meet the following requirements when developing its network:
  - a. Only licensed or certified behavioral health providers shall provide behavior health services. Licensed or certified behavioral health providers include, but are not limited to health care professionals, licensed agencies or clinics, or professionals operating under an agency affiliated license.
  - b. Within available resources, establish and maintain contracts with office-based opioid treatment providers that have obtained a waiver under the Drug Addiction Treatment Act of 2000 to practice medication-assisted opioid addiction therapy.
  - c. Assist the State in expanding community-based alternative for crisis stabilization, such as mobile crisis outreach or crisis residential and respite beds.

#### **Network Selection and Capacity**

1. The design and structure of the network is designated by North Sound BH-ASO leadership in strategic planning. Service delivery is designed and planned to meet regional needs for timely care whether provided directly by the network, their subcontractors, through referral, consultation, or other contractual or delegated arrangements.
2. North Sound BH-ASO shall have a crisis network with enough capacity to serve the RSA to include, at a minimum, the following:
  - a. Designated Crisis Responder (DCR);
  - b. Evaluation and Treatment (E&T) capacity to service the RSA's non-Medicaid population;
  - c. Psychiatric and SUD inpatient beds to serve the RSA's non-Medicaid population;
  - d. Staff to provide mobile crisis outreach in the RSA.
3. North Sound BH-ASO identifies well-defined criteria or performance expectations to select providers of contracted services. North Sound BH-ASO retains the right to make key decisions affecting overall care and services provided to individuals by the network.
4. North Sound BH-ASO establishes standards of care as outlined in the Standards of Care and actively oversees contracted activity based on performance indicators established by North Sound ASO/HCA.
5. Based on assessed needs and the strategic plan for the service delivery system, North Sound BH-ASO develops and maintains a network of behavioral health providers through a procurement process that addresses quality, as well as, financial stability to ensure services are provided promptly and are reasonably accessible and available. network applicants are evaluated with consideration for clinical, financial and technical competency, demonstration of quality of past performance and diversity in populations served.
6. North Sound BH-ASO will not discriminate against provider network applicants that serve high-risk

populations or specialize in conditions that require costly treatment.

7. North Sound BH-ASO conducts provider credentialing prior to contract negotiations. Re-credentialing occurs every 36 months or sooner if indicated.
8. North Sound BH-ASO will not select or contract with provider network applicants that are excluded from participation in Washington State or a Federal department or agency.
9. North Sound BH-ASO maintains the provider network with sufficient professional personnel available to provide covered services including crisis services 24 hours a day, 7 days a week.
10. North Sound BH-ASO will provide a written notice of the reason for its decision to network provider applicants that are not selected as one (1) of the contracted service providers for the North Sound BH-ASO network.

### **Network Capacity**

Representatives of North Sound BH-ASO stakeholders, North Sound BH-ASO Advisory Board, providers, county representatives and North Sound BH-ASO staff will meet biennially to map current services and develop a set of factors that will be trended across time to indicate needs for additional capacity, new services and/or additional service locations.

### **Network Management**

1. North Sound BH-ASO and provider network staff are trained at the time of orientation and periodically to understand and effectively communicate the mission, vision, values and plans regarding the region-wide behavioral health system of care.
2. Integrated Provider Network meetings are conducted quarterly to ensure communications with contractors and their subcontractors. Issues for the agenda may include, but are not limited to contract requirements, program changes, quality of care, quality improvement activities, performance indicators and updates to state and federal regulations and requirements.
3. In management of the network, North Sound BH-ASO shall consider the following:
  - a. Expected utilization of services;
  - b. Characteristics and health care needs of the population;
  - c. Number and type of providers able to furnish services; and
  - d. Geographic location of providers and individuals, including distance, travel time, means of transportation and whether location is American Disabilities Act (ADA) accessible.
4. North Sound BH-ASO contract language clearly specifies expected standards of performance and the indicators used to monitor performance. Contract language describes how North Sound BH-ASO designs processes, collects data, assesses and guides performance improvement. North Sound BH-ASO collaborates with the network in implementing performance improvement processes. This language may be found in the North Sound BH-ASO Supplemental Provider Service Guide.

### **Network Evaluation and Monitoring**

1. North Sound BH-ASO conducts concurrent and retrospective reviews, on-site Clinical Record Reviews, Biennial Administrative, Fiscal and Quality Assurance/Improvement on-site Monitoring Reviews and other on-going monitoring activities to ensure the quality of care.
2. Continued retention of the network is determined on a periodic basis prior to contract renewal and is based on compliance with contract requirements, submission of encounter data, utilization data, critical incident reports, corrective actions, satisfaction surveys, financial audits, handling of grievances and continuous quality improvement.

3. Recommendations to change a provider/subcontractor status or to impose sanctions for non-compliance are discussed with the North Sound BH-ASO Leadership Team and final decisions are made by the North Sound BH-ASO Executive Director. In the event a North Sound BH-ASO network provider neglects to respond to the service needs and by so doing creates a situation that constitutes imminent jeopardy to the safety or welfare of the individual, North Sound BH-ASO will require immediate corrective action and/or immediate termination as specified in contract and notify HCA in accordance with North Sound BH-ASO's legal and contractual obligations.
4. North Sound BH-ASO may terminate a contract if the North Sound BH-ASO network provider/subcontractor has violated any law, regulation, rule, or ordinance applicable to services provided under the contract or if continuance of the contract poses material risk of injury or harm to any person. Denial of licensure renewal, or suspension, or revocation will be considered grounds for termination in accordance with the contract term.
5. In the event of a provider termination a notification shall occur, the following will commence:
  - a. If a subcontract is terminated or a site closure occurs in less than 90 days, North Sound BH-ASO shall notify HCA as soon as possible;
  - b. If a subcontract is terminated or a site closes unexpectedly, the North Sound BH-ASO shall submit a plan within seven (7) calendar days to HCA that includes:
    - i. Notification to Ombuds services and individuals served at said site;
    - ii. Provision of uninterrupted services; and
    - iii. Any information released to the media.

North Sound BH-ASO is committed to maintaining a provider network that is reflective of the geographic and demographic characteristics of the North Sound RSA.

### **North Sound Regional Ombuds**

North Sound BH-ASO contracts for a regional behavioral Ombuds as described in Chapter 71.24 RCW. Ombuds services are independent, including all personnel functions, of the North Sound BH-ASO and the North Sound RSA provider network.

North Sound Ombuds presents quarterly to North Sound BH-ASO's Internal Quality Review Committee and semi-annually to the North Sound BH Advisory Board and Governing Board.

Administrative reviews will occur once per contract cycle or sooner if deficiencies and/or areas of improvement are identified and may require corrective action.

Areas of ongoing review will include, but are not limited to:

1. Contract compliance
2. Reporting Requirements
3. Training
4. Grievance Process
5. Accessibility

North Sound BH-ASO will provide technical assistance when requested by the North Sound Regional Ombuds.

### **ATTACHMENTS**

None