
Board Leadership...*Into the future with health care reform*

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Board Leadership Roles & Tools

Context &
Knowledge

- Steve Hedge

Strategy &
Oversight

- Kathleen Schnipke

Public &
Political
Will

- Jacqueline Romer-Sensky

Board Leadership Roles & Tools

Context & Knowledge

- Educate ourselves regarding our field and what works
- Understand the local, state and federal context for our system

- Community Needs Assessment
- Consumer & Provider Input
- Resources



Strategy & Oversight

- Service decisions regarding:
 - Purchasing
 - Monitoring
 - Evaluation
- Propose property tax levies
- Executive Director

- Board Strategic Plan
- Levy Business Case
- Evaluation tools / reports



Public & Political Will

- Mobilize local, state and federal relationships for results
- Delivering the right message to the right audience to generate desired action

- Communication Plan
- Message Triangle / Talking Points
- Leave-Behind Materials



Context & Knowledge

- How **behavioral health system works** in Ohio
- Federal policy context
- State policy & financial context
- Community needs and community resources
 - Populations & Priorities
 - Service Capacity
 - Finances
 - Consumer Voice
 - Partnerships

Federal Health Reform Complexities

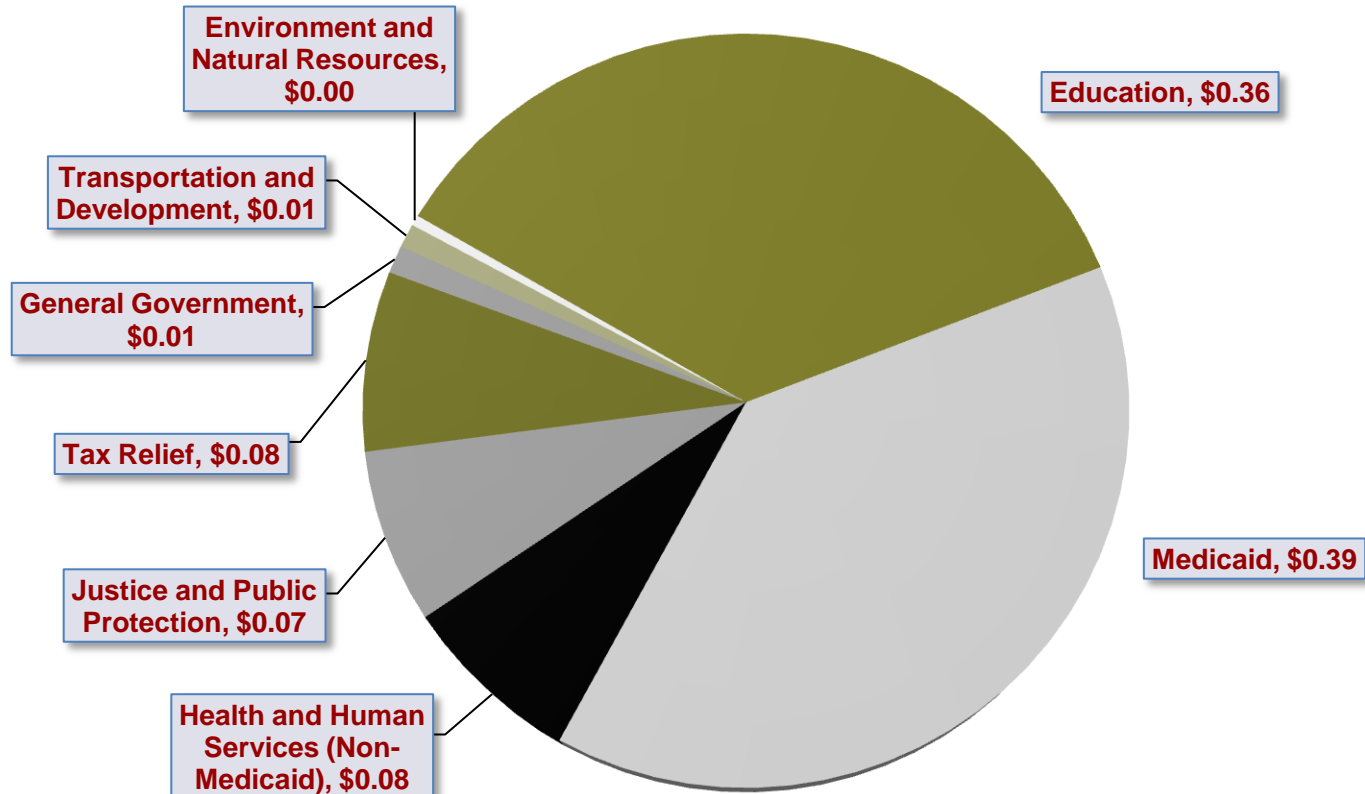
- **Implication of Federal & State Healthcare Reform**
 - Increased number of individuals covered, (low income thru Medicaid)
 - Improved care coordination across all healthcare providers and service sectors,
 - Improvements in the measurement of quality outcomes, and,
 - Financing methods and systems changes that focus on improving access and care quality for consumers.
 - Ohio based programs

State Context

- Legislative Service Commission says structural state budget deficit is **\$8.4 billion**
- Medicaid, the single-largest area of state spending in the budget , is estimated to grow 30% by June 2011

Where Does Your State Tax Dollar Go?

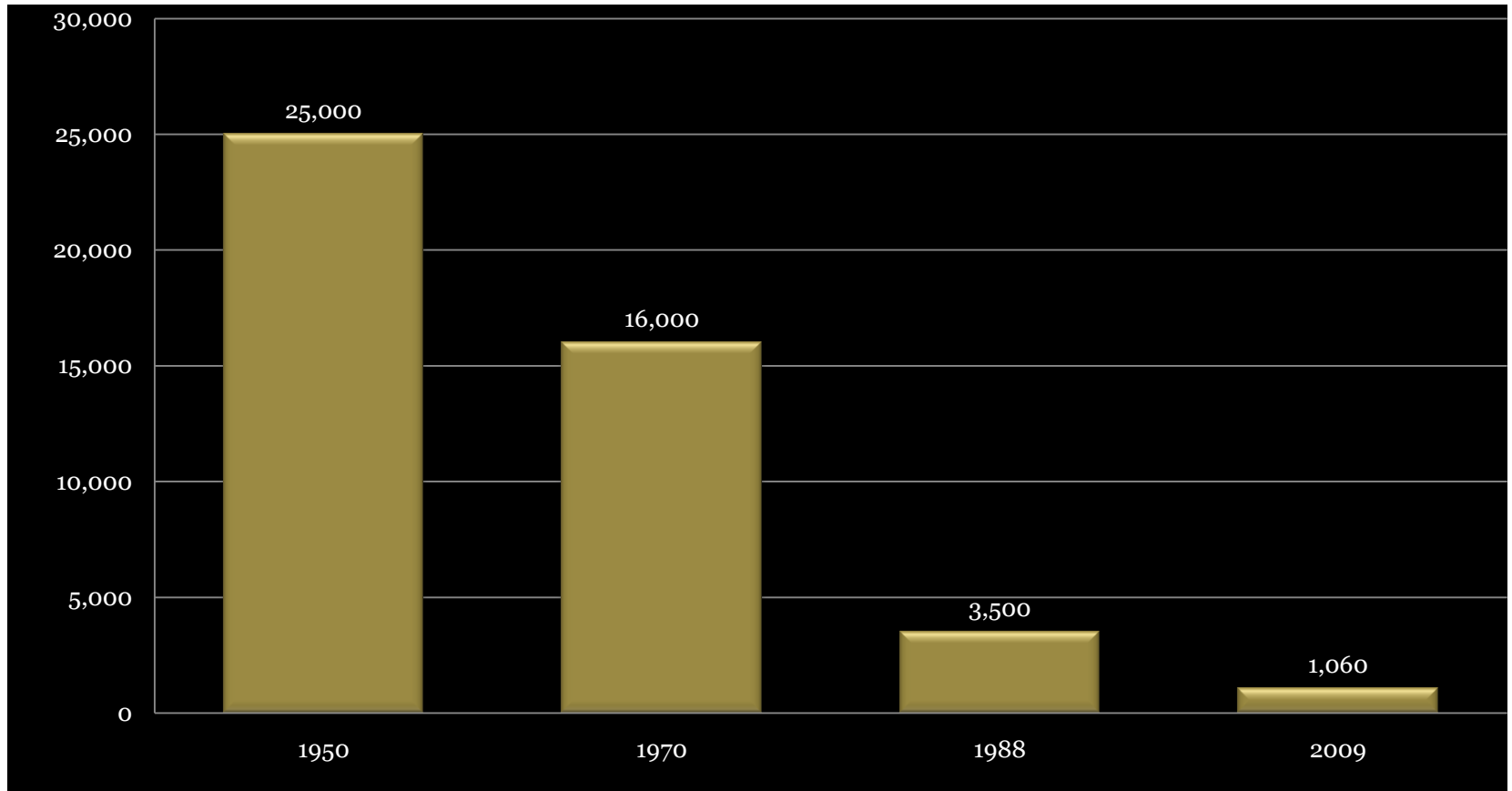
FY2010 and FY2011 Biennial Appropriations



Source: Ohio OBM, June 9, 2010

Ohio State Hospital Census

History & Relationship to Community Priorities



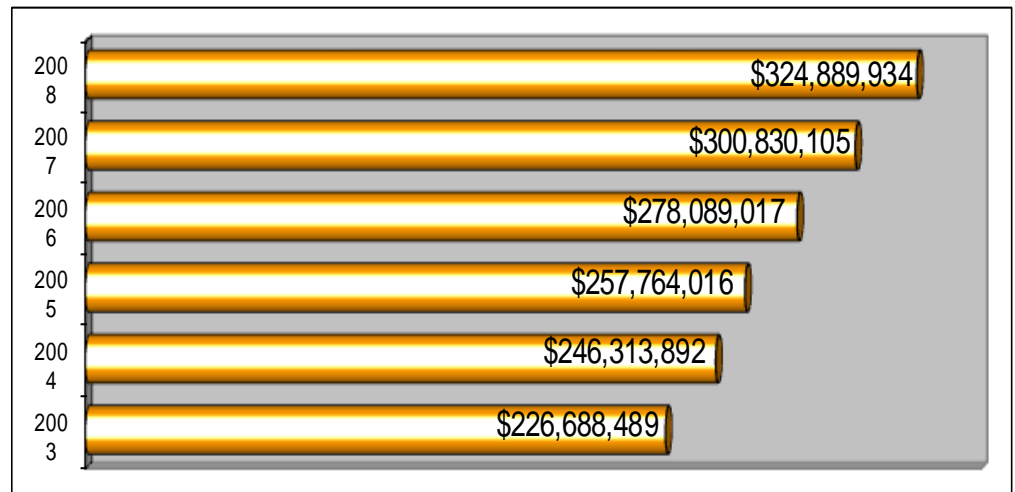
State Behavioral Health Context

■ State Revenue to Behavioral Health Declining

Levy	\$	324,000,000
ODMH	\$	294,000,000
ODADAS	\$	76,482,237
ODMH - Medicaid	\$	362,770,242
ODADAS - Medicaid	\$	62,772,342
Total	\$	1,120,024,821

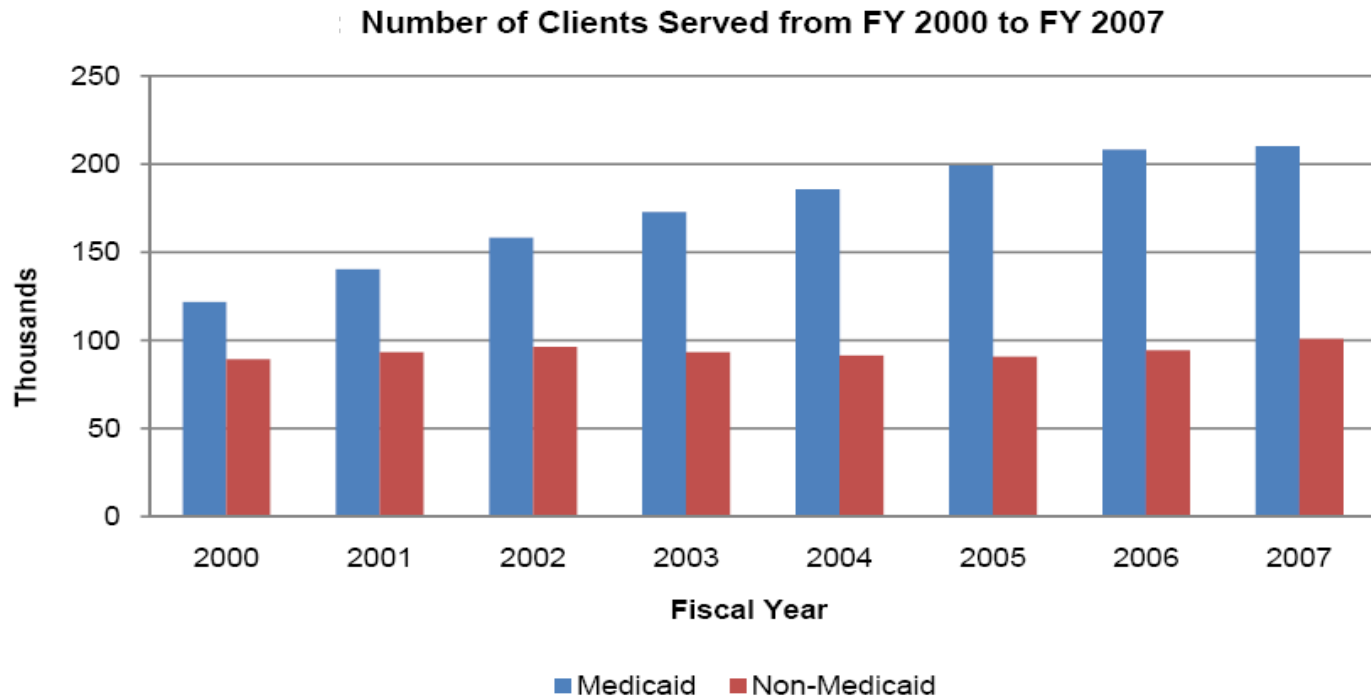
Total loss of 408 & 505 state funds to community SFY2010 from SFY 2009 equals **\$78.6 million or 30% of all funds.**

- Local Property Tax supporting more
 - 43% increase from 2003-2008



State Behavioral Health Context

- Federal “Stimulus” funds to expire
- Medicaid required match growing



State Policy Issues

- System re-design / reform
 - Potential changes to ADAMH Boards & role
- Managing Medicaid
 - State
 - Boards
 - Private
- Ohio's Health Care Reform
 - Care Coordination
 - Amount, scope and duration
 - Benefit package

Community Needs & Resources

- Populations & Priorities
 - Change over time
 - Consumer voice and choice
- Service Capacity
 - Provider network
 - Prevention, Treatment, Recovery Supports
- Funding
- Partnerships
 - Government, Philanthropic, Civic, etc.

Local Populations/Services

- State and locally identified populations
- Emerging Special Populations (DMMHR SB)
 - Youth
 - Offenders
 - Opiate addicted
- Core services and supports
- Provider Network

Service System Priorities

Level 1

- Emergency/Crisis/Triage
- Pharmacologic Management
- Community Psychiatric Support Treatment (CPST)
- Residential Care/Respite (Star Center)

Level 2

- Partial Hospitalization
- SAMI/ACT Team
- MH Individual Counseling/Therapy (Children/Families)
- Hotline

Level 3

- Community Residence
- AOD Counseling/Therapy
- Community Liaisons to Schools & Courts

Priority Populations - Treatment & Recovery Supports*

DMMHR SB/ODMH

- Adults with severe mental disability (SMD)/illness (SMI)*
- Children/adolescents with serious emotional disturbance (SED)*
- Individuals involved in the criminal justice system
- Consumers with dual disorders (SAMI)*
- Children/adolescents/ families

DMMHR SB/ODADAS

- Pregnant women/women of child-bearing age*
- Children/adolescents
- Individuals involved in the criminal justice system

Priority Populations

- Prevention
 - including Early Intervention
- School-Age Children (ages 6-18)
- Early Childhood (ages 0-5)

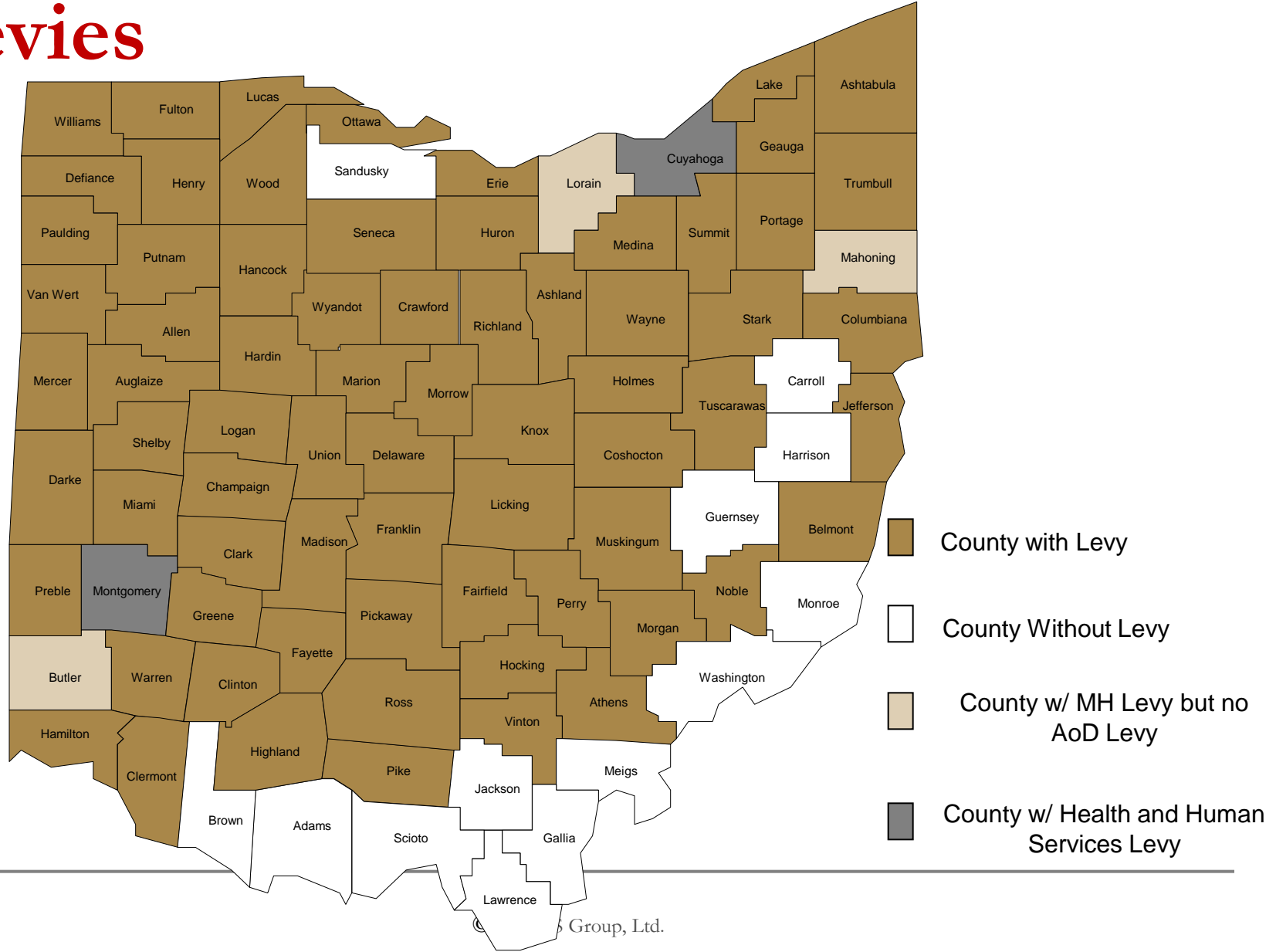
Service Capacity

- Provider network
 - Number & Type of Providers
 - Capacity & Expertise
 - Financial Viability
 - Positioned for Future
 - Evidenced Based Practices
 - Outcomes
 - Administrative efficiencies
 - EHR, IT
- Health – Behavioral Care Integration

Local Funding Issues

- Property Tax Levy
- Tangible Personal Property Tax
- United Way
- Foundations
- Private Fund-raising
- Administrative efficiencies

Levies



Partnerships

- Key to success
 - Common goal (s)
 - Joint strategies
 - Inter-system collaboration
 - Intra-system approach
 - Communication
 - Leverage resources

Partnerships / Relationships

For example:

- Public Officials
- Courts
- Law Enforcement
- JFS / Children Services
- Health
- Dev. Disabilities
- Schools
- United Way
- Social Service and Community Agencies
- Faith-based Community
- Business & Civic Organizations
- Private sector



Tools

- Community Needs Assessment & Plan
 - Key issues and needs
 - Strategic Direction
 - Input & Involve Key Stakeholders
- Consumer & Provider Input / Involvement
- OACBHA & Fellow ADAMHS Board Resources
- Federal / Health Care Resources

Oversight & Strategy

- Board Strategic Role & Oversight
 - Well educated on Key Issues & Community
 - Set Strategic Direction & Make Decisions:
 - Policy
 - Plans
 - Purchasing
 - Monitoring
 - Evaluation
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Strategy and Oversight

- Fiscal Support / Levy Proposals
- Advocacy & Community Education
- Oversee & Evaluate Performance
 - Provider Network
 - Executive Director

Key Strategy Considerations

- Future Board Structure & Role
 - Re-design, Mergers, Consolidated/shared services
- Medicaid Administration (Board/state/Private)
- Community Behavioral Health Services
 - Benefits – amount, scope and duration
- Health – Behavioral Health Integration
- Local Provider Network
- Local Community Acceptance



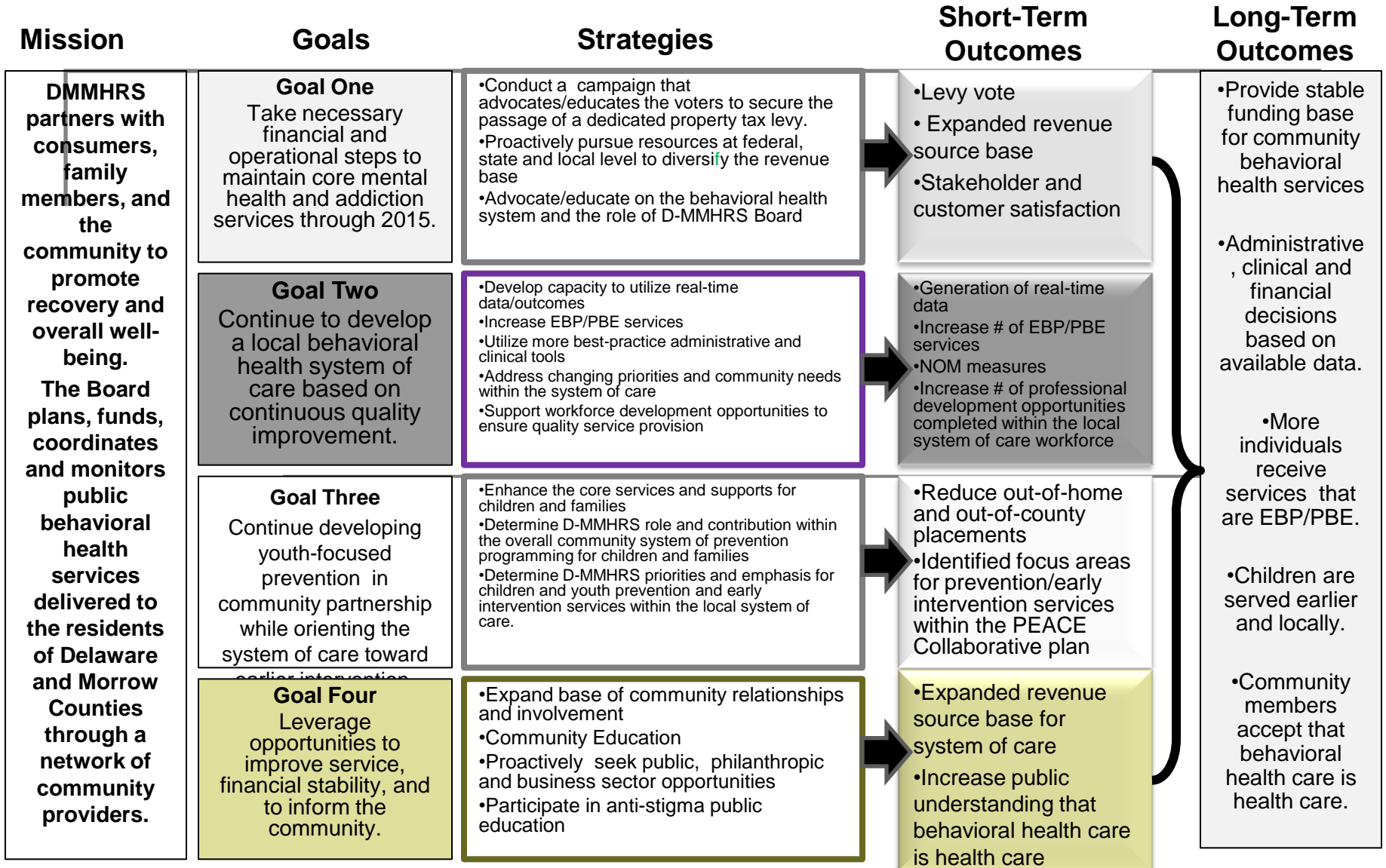
Tools

- Board Strategic Plan
 - Goals, Strategies, Performance Measures, Outcomes
 - Education / Training Opportunities
- Evaluation Tools
 - Basic reports: Budget, Audit, Service Units, etc.
 - Quarterly reports: Milestones in Strategic Plan/Outcomes
 - Performance
 - Provider Network
 - Executive Director
- Customized Tools from Board & Staff

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**Delaware/Morrow Mental Health Services & Recovery Board
Strategic Plan Summary SFY 2012-2016**

DRAFT



Public & Political Will

- Clear Strategic Plan goals
- Identify if goal requires political will or public will or both
- Mobilize local, state and federal relationships for results
- Deliver the right message to the right audience to generate desired action

Public & Political Will

■ Public Will

- Gathers an issue the visibility needed to be part of the political debate or mainstream conversation
- Increasing public interest / acceptance can move an issue from low to high profile on the political or community agenda

■ Political Will

- Moves people with authority to action
- Sometimes public will generates it; sometimes not

Political Primer

- Coming up with a good idea and convincing the people who have the authority to make it happen is generating “will.”
 - Different audiences for different issues
- Sustained public and political brings legitimacy and support for continued resources, authority and goodwill.



Tools

- Communication Plan
 - Identify goal (Pull from Strategic Plan)
 - Identify target audiences
 - People whose authority you need
 - People who influence those in authority
 - Identify messages
 - Identify messengers / delivery vehicle
- Message Triangle
- Leave-Behind Materials

The Message Triangle

**Values in
Common...**

**Why your audience
cares...**



Target Audience

**What you want your audience
to do, think, or feel...**

Build on Core Messages



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Discussion

