NIATx Accelerating Reform Initiative
December 2009–July 2010

Request for Proposal deadline: November 24, 2009

An invitation to forward-thinking leaders in behavioral health care

The health care industry is in the midst of a major market disruption due to the pending effects of parity, health care reform, and continuing budget cuts. Behavioral health will be affected in significant ways that are still hard to predict. Organizations will need to rethink their care delivery systems at all levels, from the treatment they provide to the administrative structure that supports care delivery.

NIATx seeks applications for the Accelerating Reform Initiative from progressive organizations that have started transformational efforts to prepare for the sweeping changes that parity, health care reform, and decreased grant funding may bring.

Up to 12 organizations will work together to accelerate their reform efforts, sharing creative thinking on how to thrive in a dramatically different funding environment.

Key features of the Accelerating Reform Initiative include:

- Travel stipends for selected participants to attend a February 2010 leadership forum
- High-level coaching on process improvement and system change
- Access to expertise from diverse fields
- Peer networking with others leading change in their organizations

Accelerating Reform Initiative Outcomes

Through the Accelerating Reform Initiative, participants will gain tools to increase momentum for efforts they’ve already started to prepare for change. Over the course of the project, Accelerating Reform participants will also conduct a reform project with a primary focus on technology, or financial management, or service integration. Participants who choose to focus on service integration will need to select and work with a community partner such as a local emergency department, FQHC, or hospital or clinic.

Preparing for Reform

Health care reform, with provisions to cover the uninsured and establish medical accountability, represents an unprecedented opportunity to achieve the coordinated, holistic approach to care that benefits America’s most vulnerable people. NIATx feels the proposed changes should result in increased access to care for vulnerable populations and an integrated system of care that meets the needs of the whole individual and his/her family. An integrated system should offer a well-articulated vision, a broader array of services, seamless hand-offs, and improved follow-up care.

NIATx has identified seven areas where organizations will need to change to adapt to a new care delivery model, described in the table below. Participants in the NIATx Accelerating Reform Initiative will select the area(s) that are most critical for their agency to address and develop strategies to implement change.
### NIATx Seven Systemic Conditions for Integrated Holistic Care and Health Care Reform

<table>
<thead>
<tr>
<th>Reform</th>
<th>What Exists</th>
<th>What’s Needed</th>
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<tbody>
<tr>
<td>Patient Identification</td>
<td>Primarily through criminal justice referral</td>
<td>Referrals from all health care systems and non-traditional health systems and population centers</td>
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<td>Accountability for patient care &amp; outcomes</td>
<td>Specialty care focus</td>
<td>Integrated health services, seamless handoffs, and follow up</td>
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<tr>
<td>Treatment practices</td>
<td>Mix of personal experience, evidence-based practices, &amp; self help</td>
<td>National Quality Forum Evidence Based Practices Data driven treatment planning</td>
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<td>Patient &amp; Family Role</td>
<td>Dependent on clinician for treatment and care management</td>
<td>Goal of self-care that is technology enabled Family and peer support or knowledge exchange Family supports self-care</td>
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<tr>
<td>Workforce</td>
<td>Sparse MD, sparse RN; up to 50% licensed</td>
<td>More MDs, more RNs; 70% licensed, and trained peers</td>
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<tr>
<td>Technology</td>
<td>Limited to billing systems</td>
<td>Need for follow up &amp; track across the continuum; EMR, patient self management</td>
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<td>Infrastructure (Business system)</td>
<td>Separate registration, appointment, &amp; follow up systems Difficult to accept new payers</td>
<td>Integrated patient and business management systems Easy to accept new payment sources A data repository for evaluation or ongoing assessment of business operations</td>
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Project Description

Four Phases

Phase I: Health Care Reform Readiness Inventory

Each participant will conduct an inventory, based on the Seven Systemic Conditions of Integrated Holistic Care and Health Care Reform, to assess their organizational readiness. Each participant will be partnered with a coach who will provide assistance in interpreting and applying the instrument.

Phase II: Leadership Forum

In this two-day forum, participants will learn about innovative approaches being applied by their peers and promising practices from outside behavioral health. The forum will include a facilitated discussion on the merits of the approaches presented and presentations from experts in managing change, design thinking, and surviving market disruption. Participants will be asked to develop a targeted action plan on how to accelerate reform efforts within their organizations and set goals for what they want to accomplish by July 2010.

Phase III: Action, Networking, and Continued Learning Phase

Each participant will be aligned with a peer partner and NIATx coach to implement their action plan. This portion of the project will incorporate multimedia-networking strategies to facilitate on-going interaction between the participants, faculty, and coaches. Facebook and scheduled conference calls will be used to introduce new topics and facilitate peer-to-peer networking.

Phase IV: Prototype Sharing & Promising Practices Demonstration Event at the NIATx Summit/SAAS National Conference Cincinnati, July 11–14, 2010

Successful projects will be highlighted at the NIATx Summit. A preconference day will be offered to summarize the learning from the project and identify the promising practices that can be shared with the field, as well as discuss next steps for participants.

Eligibility Criteria:

- Applicant must be the key person who is leading the effort for transformational change in a non-profit behavioral health care or primary care organization.
Timeline

<table>
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<tr>
<th>Event</th>
<th>Date/Time</th>
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<tr>
<td>Solicitation for RFPs</td>
<td>October 29–November 24</td>
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<tr>
<td>Informational Call</td>
<td>November 10, 12:00 noon, Central</td>
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<td>1-866-642-1665</td>
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<td>Pass code: 468162</td>
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<tr>
<td>RFP Due Date</td>
<td>November 24</td>
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<tr>
<td>Participant Notification</td>
<td>December 4</td>
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<tr>
<td>Project Framing &amp; Readiness for Reform Primer Call</td>
<td>December 8</td>
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<tr>
<td>Leadership Forum</td>
<td>Week of February 8, 2010</td>
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<td>Networking with peers and coaches</td>
<td>February–July 2010</td>
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<tr>
<td>Accelerating Reform Webinars/Check-ins</td>
<td>Monthly from March through July 2010</td>
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<tr>
<td>Accelerating Reform Prototype Sharing &amp; Promising Practices Closed Demonstration Event (@ the NIATx /SAAS Summit)</td>
<td>July 11–14, 2010</td>
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What to expect from NIATx

NIATx will provide:

- Expert coaches and faculty
- Support for peer networking
- Travel stipends to attend the leadership forum in February 2010
- Summation materials for distribution to the field

Application Process

Complete the Request for Proposal (RFP) and submit to Rochelle.green@chess.wisc.edu by November 24, 2010. You may also fax your RFP to Rochelle’s attention at: 608-890-1438

RFP Expectations and Format

The RFP should be limited to six pages, double-spaced, using 12-point font. Please address the following questions:

- Describe how health care reform will have an impact on your organization.
• Identify one to three activities you have engaged in to begin to prepare for the
effects of reform.

• How would you like to better position your organization for reform? Why will this
be strategically important?

• Describe the technology issues that you face or the technology solutions you are
considering. What problems will they solve, or how will they improve care delivery?
What questions do you have about how technology will influence service delivery in
your organization?

• Please describe a community partner that could be a potential collaborator with you
in developing an integrated delivery system model. How could that organization or
individual participate in the project with you? Travel stipends will be available for
each selected participant to bring one community partner to collaborative events.

• What one thing you would like to learn more about from your peers or faculty
experts? How does it relate to the “conditions of reform?” Or is it an area not
covered by these conditions?

• What organizational resources would you be prepared to commit to this initiative?

Selection Criteria
NIATx will evaluate your application based on the following criteria:

• Commitment to preparing your organization for health care reform
• Interest in broadening access to underserved populations and building an
integrated care delivery system that can deliver holistic coordinated care
• How your efforts to prepare for reform will strengthen your organization’s ability to
be sustainable and increase the number of consumers served
• Openness to exploring innovative organizational changes
• Commitment to being a contributing member of the leadership forum

For More Information
Please join an informational call:
Tuesday, November 10
12:00 p.m. Central
1-866-642-1665
Pass code: 468162

If you have questions about the Accelerating Reform Initiative, please contact:
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