Question 16. Quality improvement strategy update - Provide a quality improvement strategy update including quality improvement activities and findings.

Independent Assessor Question: While the presentation information is insightful, please provide additional narrative regarding detailed activities that address barriers noted and how that is impacting future ACH activities. If providers are delayed, how is the TA addressing their scope of work adjustments when providers?

Barriers Reported by Partners, TA and Impact on Future Activities

Workforce: Partners report challenges with staff turnover, general staff capacity and recruiting, particularly behavioral health provider positions. This barrier has significant implications for our Partners, not only their ability to complete their projects in the time frame they are contracted with SWACH, but for sustainability as well. SWACH has engaged in conversations with the HCA and stakeholders in our region (e.g. RHIP council) in search of a systems-level support, particularly around the behavioral health workforce. One of the SWACH partners has recently began to accept Behavioral Health interns within their organization in an attempt to increase the workforce, only to find out that there are conflicts between the Department of Health, Health Care Authority and regulations which do not allow BH interns to bill Medicaid for services.

SWACH is supportive of its partners by adjusting scope of work timelines and providing feedback on job descriptions. Through the Equity Collaborative, partners are developing workplans to improve internal systems, such as their ability to recruit, support and retain people of color.

Financial & Policy: Partners report challenges around sustaining integration efforts. SWACH meets regularly with Molina and CHPW and will be implementing a joint-MCO quarterly meeting with the four MCO's represented in the SWACH region. The goal of these collaborations is to identify ways to partner and provide TA to partners and sustainability planning. Partners expressed concern about being able to sustain FTE that was funded by MTP dollars, integral to their integration work, beyond the MTP. Discussions have taken place among Integrated Care Collaborative leadership to provide a financial modeling workshop to its participants in the spring.

Partnership: This challenge refers to SWACH Partners experiencing delays in collaborating and creating contracts with another organization (that may or may not be a SWACH Partner). Challenges with partnerships tend to be due to lack of capacity, large system delays in the contract/MOU process, or if two partners are collaborating and have different electronic medical record systems. SWACH has provided TA to address this barrier by facilitating meetings between partners, providing example MOU's, identifying other partnership opportunities, and adjusting scopes of work if partnerships are not able to move forward.

Technology – Delays and challenges in implementing Collective Medical/PreManage is the main technology-related barrier reported by Partners. Delays are largely due to internal capacity of partners to get this work done. SWACH connects its Partners to MCO's for sponsorship to the Collective Medical Platform and connects Partners to SWACH region's Collective Medical representative to address questions. SWACH will be meeting with Comagine to discuss options for providing implementation TA to our partners on an individual basis. Partners also express concerns about the CMT Overdose Pilot; a

number of our Partners signed up with CMT and indicate they never heard back from CMT. SWACH has been in contact with CMT, requesting updates for our Partners.

How TA is addressing partner's scope of work:

Partners report progress on a quarterly basis. This provides the opportunity for Partners to identify challenges early on and identify opportunities for TA. SWACH connects with Partners that identify significant barriers to strategize next steps. If a barrier emerges that is out of the Partner's control, and it is clear the project cannot move forward as it is written in their scope of work, SWACH helps the partner identify other opportunities and develop an equally substantial project. SWACH worked with two organizations to revise their scope of work when situations occur which were out of their contro.