



**County of Los Angeles**  
Department of Public Health  
Substance Abuse Prevention and  
Control with  
California Institute of Behavioral Health  
Solutions (CIBHS)

PM- In Person Provider Capacity Building Session  
July 11, 2023 1-3pm





***BREATHE DEEP  
YOU ARE READY FOR THIS!***

*CURRENT STATE*

*LEAD WITH YOUR STRENGTHS AND CAPABILITIES*

*SEIZE THE OPPORTUNITY,  
TAKE ADVANTAGE OF  
THE DISRUPTION*



Current  
State

## *THE CHANGE PROCESS*

Desired  
Future



1. Your Name/Agency/Role
2. If the bike represents your organization's current "change state", what part of the bike are you?

Attestation invoices are due 7/15/23.

What information do you need, to decide to send in your attestation invoice?

**For:**

- Workforce Development
- R-95
- Fiscal and Operational Efficiency
- Agency Survey
- Other

# *CIBHS TRAINING ANNOUNCEMENTS*

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**CalAIM**

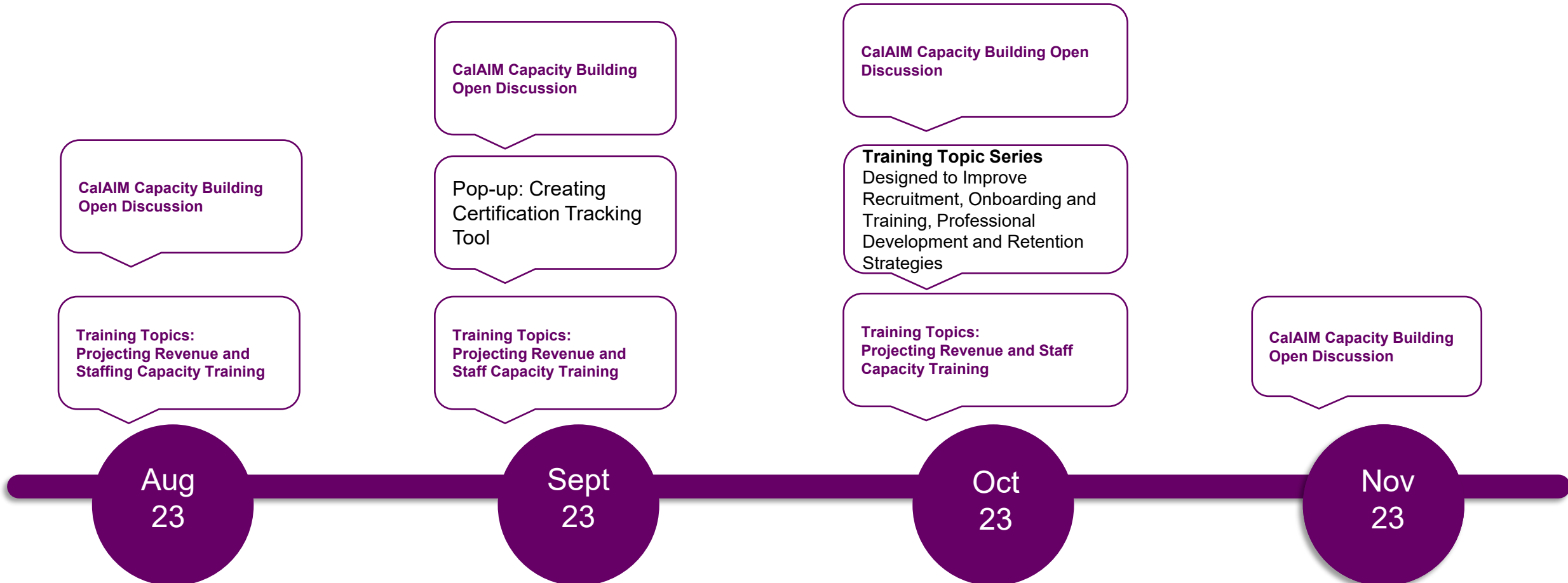
**Bridging Care & Communities  
to Improve Patient Outcomes**

## **Options**

- Participate in Virtual, In-person or Hybrid offerings
- Monthly Open Discussion/Q&A Sessions
- Pop-Up Sessions as needed and requested

# Workforce Development

- CIBHS will provide Training and TA to advance your success in achieving 1C-1 and 1D-2



**1 - WORKFORCE DEVELOPMENT DECISION MAKING TOOL**

**Over Arching Quality Metric**

**1A-1 Agency Survey**  
 (\*required to participate in the capacity building category)

5	1a	Goal	The percent of certified SUD counselors is at least 40% among all SUD counselors employed within an agency on June 30th of the fiscal year.									
6	1b	Goal	The agency-wide ratio for LPHA-to-SUD counselor ratio is at least 1:15 (i.e., 1 LPHA for every 15 SUD counselors) on June 30th of the fiscal year.									

**Capacity Building Advance / Start-up Funds (Invoice #1 Attestation Due 7/15/2023)**

#	Category	Description	Days Remaining	Inv. #1 Attestation Due Date	Inv. #2 Deliverable Due date	Max Units	# of Units	Payment per Unit	Total	What you have to do	Training/TA 1st Quarter
*1C-1	Sustainability Plan	Develop and submit a long-term workforce development and retention sustainability plan.	357	7/15/2023	6/30/2024	1		\$ 20,000	\$ -	Complete and submit attestation invoice by 7/15/2023 Submit sustainability plan to SAPC by 6/30/24 to avoid recoupment.	Projecting Revenue and Staff Capacity Training; 90 Minute Training, held monthly from 8/23-11/23. Take the First Step to developing a true understanding of your current workforce potential and gaps.  CIBHS will partner with experts in workforce development to assist you in building out your sustainability plan, covering best practices to round out your workforce strategy in the following key areas: Recruitment, Onboarding and Training, Professional Development and
*1D-1	Tuition	Supports registered SUD counselors credentialed by DPH-SAPC and employed by agencies as of April 1, 2023 to expedite the completion of certification	266	7/15/2023	3/31/2024	N/A		\$ 2,500	\$ -	Complete and submit attestation invoice by 7/15/2023 Submit verification of expenses for tuition and PTO to SAPC by 3/31/24 to avoid recoupment.	N/A
				Enter # of Staff ⇐							
Sub Total									\$ 0.00		

**Capacity Building Deliverable Based Funds**

#	Category	Description	Days Remaining	Inv. #1 Attestation Due Date	Inv. #2 Deliverable Due date	Max Units	# of Units	# of Dollars	Total	What you have to do	Training/TA 1st Quarter
1A-1	Agency Survey	Survey used to assist in your agency's strategy for workforce recruitment and retention across classifications  1A-1 is required to participate in other workforce capacity building efforts.	53	7/15/2023	8/31/2023	1		\$ 10,000	\$ -	Complete and submit agency survey to SAPC by 9/30/23	Survey will be designed by SAPC. Agencies will need to fill out and return.
1B-1	Staff Survey	Survey for direct service staff to inform decision making to strengthen workforce recruitment and retention.	175	7/15/2023	12/31/2023	1		\$ 5,000	\$ -	Submit summary response to staff-level survey - one per treatment agency.	SAPC to lead future discussions on design and implementation strategies.
1D-2	Certification Obtained	Providers will be paid after staff certification verification is submitted and deemed complete.	722	7/15/2023	6/30/2025	N/A		\$ 2,500	\$ -	Verify that registered counselor(s) passed the certification exam between 7/1/23 and 6/30/25 - Credentialed direct service registered counselor employed as of April 1, 2023.  Complete and submit the invoice and attach the deliverable by June 30, 2025 for payment.	CIBHS will host monthly CaAIM "pop-up sessions" for just in time training to advance provider execution of Capacity Building tasks; CIBHS to develop tool and train staff responsible for tracking.
Sub Total									\$ -		

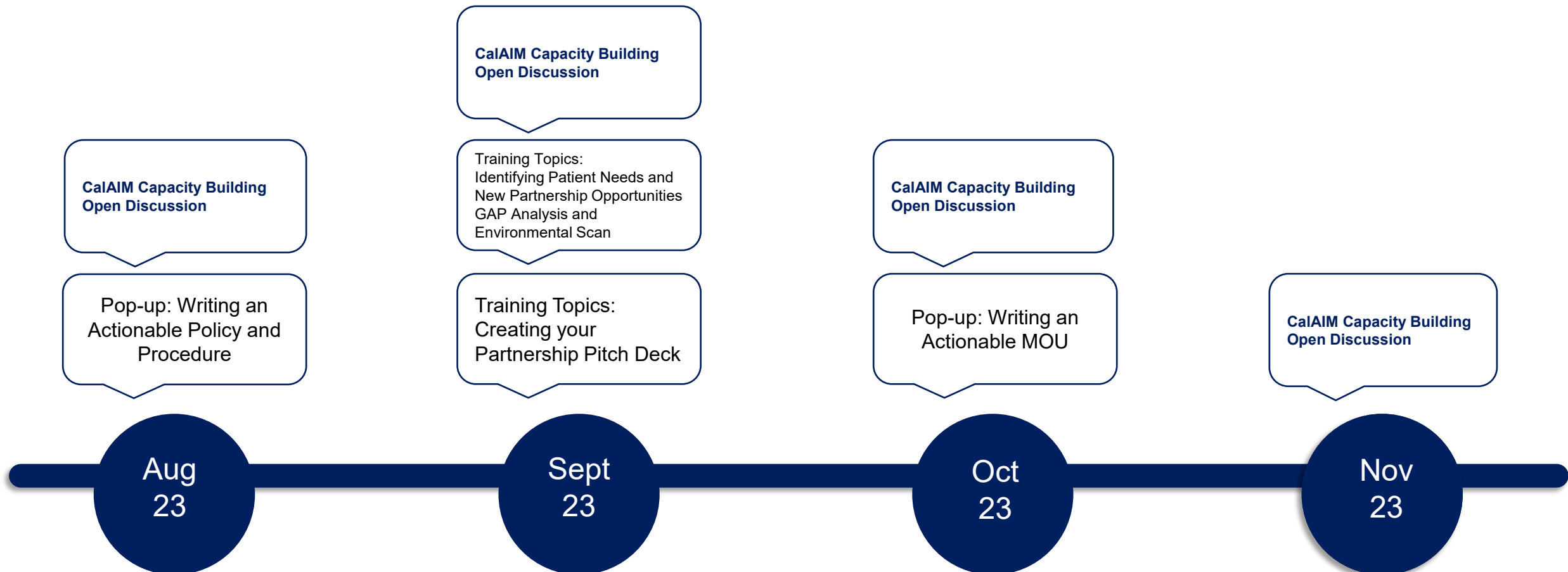
**Incentives Deliverable Based Funds**

#	Incentive Category	Description	Days Remaining	Inv. #1 Attestation Due Date	Inv. #3 Incentive Verif. Due date	Max Units	# of Units	# of Dollars	Total	What you have to do	Training/TA 1st Quarter
1A	Workforce Development	40% of all SUD counselors are certified	357	N/A	6/30/2024	1		30,000	\$ -	Achieve Agency-wide metric of 40% of all SUD counselors are certified.	Dashboard to be provided, use of tool is optional
1B	Workforce Development	Agency-wide ratio for LPHA-to-SUD counselor ratio is at least 1:15 (i.e., 1 LPHA for every 15 SUD counselors)	357	N/A	6/30/2024	1		30,000	\$ -	Achieve Agency-wide ratio for LPHA-to-SUD counselor ratio is at least 1:15 (i.e., 1 LPHA for every 15 SUD counselors)	Dashboard to be provided, use of tool is optional
Sub Total									\$ -		
Grand Total									\$ 0.00		



# R-95

- CIBHS will conduct a New Partnerships Learning Series that will advance skill building to complete items 2A-1, 2A-2, 2A-3 and 2B-1 and 2F-1
- CIBHS will host Pop-up sessions for 2C-1, 2D-1, 2D-2



## 2 - REACHING THE 95% (R95) DECISION MAKING TOOL

Meet specified "R95 Champion" Criteria by June 30th of the fiscal year.

To qualify as a R95 champion, implement at least all components of 2C and 2D and one other R95 criteria specified in the capacity building section.

### Capacity Building Advanced / Start-up Funds

#	Category	Description	Days Remaining	Inv. #1 Attestation Due Date	Inv. #2 Deliverable Due date	Max Units	# of Units	Payment per Unit	Total	What you have to do	Training/TA 1st Quarter
*2A-1	New Partner Entity Meetings	Identify new community, health and social service providers in your area that serve people who otherwise may not know of your SUD services, specifically including people at different stages of readiness to change their substance use and who would benefit from services.  Cultivate partnerships with these settings that increase the number of referrals.	175	7/15/2023	12/31/2023	10		\$1,000	\$ -	Submit attestation to meet with potential new partner entities.  Submit the deliverable by December 31, 2023 to avoid recoupment.	CIBHS will conduct a New Partnerships Learning Series that will advance skill building to complete items 2A-1, 2A-2, 2A-3 and 2B-1, 2C-1, 2D-1, 2D-2 and 2F-1
*2A-2	New Partnership Plan	Plan for developing or maintaining new partnerships and how outreach will be sustainable after the incentive period.  One per treatment agency.	175	7/15/2023	12/31/2023	1		\$3,000	\$ -	Submit attestation to complete a plan on developing / maintaining new partnerships.  Submit the deliverable by December 31, 2023 to avoid recoupment.	Topics: Identifying Patient Needs and New partnership Opportunities
*2A-3	New Executed MOU	Establish Memorandum of Understandings (MOU) with local health and social service providers to clarify bidirectional referral processes.  Up to 3 MOUs different than 2B-1 and 2F-1	175	7/15/2023	12/31/2023	3		\$5,000	\$ -	Submit attestation to provide the number of newly executed R95 MOUs entered for health/service agency referrals.  Submit to SAPC by 12/31/23 to avoid recoupment.	CalAIM Pop Up Sessions: Writing an Actionable Policy and Procedure, Writing and Actionable MOU
*2B-1	New Executed MOU	Build upon relationships developed under 2A and leverages new community-based locations that already attract the focus population.	175	7/15/2023	12/31/2023	3		\$5,000	\$ -	Submit attestation to provide the number of newly executed FBS MOUs entered to reach/serve the R95.  Submit to SAPC by 12/31/23 to avoid recoupment.	CalAIM Pop Up Sessions: Writing an Actionable Policy and Procedure, Writing and Actionable MOU
*2C-1	Engagement Policy	Policy that leverages new State allowances to establish medical necessity and complete the ASAM assessment within 30-days for adults (21+), and 60-days for youth (12-20) and adults experiencing homelessness in non-residential facilities.	175	7/15/2023	12/31/2023	1		\$5,000	\$ -	Submit attestation to complete the engagement plan and staff notification/training.  Submit to SAPC by 12/31/23 to avoid recoupment.	CalAIM Pop Up Sessions: Writing an Actionable Policy and Procedure, Writing and Actionable MOU
*2E-1	Service Design	Adapting the program services to align with the treatment needs of individuals who want to participate in services but are not ready to maintain abstinence. Efforts should be made to integrate services for individuals with different recovery goals whenever possible.	357	7/15/2023	6/30/2024	1		\$1,000	\$ -	Submit attestation to complete the service design.  Submit to SAPC by 6/30/24 to avoid recoupment.	More information to follow.
*2E-2	Customer Walk-Through	Review current service offerings for the R95 population, ensuring the intake process is inviting and accommodating, providing materials in languages spoken by patients, and creating a welcoming and professional treatment environment for all patients.	357	7/15/2023	6/30/2024	enter # of sites		\$200	\$ -	Submit attestation to provide a customer walk through/assessment at the number of sites specified.  Submit to SAPC by 6/30/24 to avoid recoupment.	More information to follow.
*2E-3	Improvement and Investment Plan	Create a plan that sets expectations and standards for optimally serving this population and verifying successful implementation based on the customer experience.	357	7/15/2023	6/30/2024	1		\$5,000	\$ -	Submit attestation to provide completed improvement and investment plan.  Submit to SAPC by 6/30/24 to avoid recoupment.	More information to follow.
*2F-1	Executed MOU	Develop MOU(s) and create referral pathways specifically with harm reduction partners.	175	7/15/2023	12/31/2023	3		\$5,000	\$ -	Submit attestation to provide the number of executed MOUs specified with harm reduction sites.  Submit to SAPC by 12/31/23 to avoid recoupment.	CalAIM Pop Up Sessions: Writing an Actionable Policy and Procedure, Writing and Actionable MOU
Sub Total									\$0.00		

18	Capacity Building Deliverable-Based Funds											
19	#	Category	Description	Days Remaining	Inv. #1 Attestation Due Date	Inv. #2 Deliverable Due date	Max Units	# of Units	# of Dollars	Total	What you have to do	Training/TA 1st Quarter
20	2B-2	Verified Claims Field-Based Services	Verify claims for newly executed MOUs for field-based services. Patient cannot receive any participation incentive.	357	7/15/2023	6/30/2024	10		\$500	\$ -	After at least 6 months after signed MOU, submit verified claims for new admissions at field-based services (FBS).	CIBHS to work with providers to develop a tracking tool. Providers to share best practices with peers.
21	2C-2	*Verified Engagement Auths	Verify claims for services provided under an approved 30- to 60-day authorization. <b>*Required to participate in other R95 capacity building efforts</b>	357	7/15/2023	6/30/2024	10		\$500	\$ -	After 6 months after policy approval, submit verified claims for services provided under an approved 30- to 60-day authorization.	
22	2D-1	*R95 Admission Policy	Update admission and discharge policies to be more inclusive of patients at different points in recovery or who are not yet ready for abstinence. <b>*Required to participate in other R95 capacity building efforts</b>	175	7/15/2023	12/31/2023	1		\$10,000	\$ -	Submit updated admission policy to serve R95 and submit by the due date.	CIBHS Pop-up Session Writing an Actionable P&P 60min Provider Discussion Sessions to share ideas and best practices.
23	2D-2	*R95 Discharge Policy	Establish discharge policies that do not result in an automatic discharge if clients use substances during a treatment episode and facilitate a culture of treating SUDs as chronic conditions by allowing for clients who use substances during treatment an opportunity to continue with treatment. <b>*Required to participate in other R95 capacity building efforts</b>	175	7/15/2023	12/31/2023	1		\$10,000	\$ -	Submit updated discharge policy to serve R95 and submit by the due date.	CaAIM Pop Up Sessions: Writing an Actionable Policy and Procedure, Writing and Actionable MOU
24	2D-3	R95 Training Presentation	Train direct service staff and managers on new policies and adopt changes.	175	7/15/2023	12/31/2023	1		\$10,000	\$ -	Submit to SAPC for approval a staff training presentation on the updated policies (discharge and admission) to serve R95.	CIBHS to provide guidance and coaching as needed.
25	2F-2	Verified Claims-Bidirectional Referrals	6 months after signed MOU, verify claims for new admissions at non-FBS site.	357	7/15/2023	6/30/2024	10		\$500	\$ -	Submit verified episodes under newly executed MOUs for non-field-based services.	More information to follow.
26	Sub Total								\$ -			

Incentives Deliverable-Based Funds												
	#	Incentive Category	Description	Days Remaining	Inv. #1 Attestation Due Date	Inv. #3 Incentive Verif. Due date	Max Units	# of Units	# of Dollars	Total	What you have to do	Training/TA
28	2a	Access to Care	Implement at least all components of 2C and 2D and one other R95 criteria specified in the capacity building section.	357	No separate attestation from 2C/2D (7/15/23) on Invoice #1	6/30/2024	1		\$30,000	\$ -	Meet specified "R95 Champion" Criteria by June 30th of the fiscal year.  To qualify as a R95 champion, implement at least all components of 2C and 2D and one other R95 criteria specified in the capacity building section.	More information to follow.
29												
30	Sub Total									\$ -		
31	Grand Total									\$ -		

# Fiscal and Operational Efficiency

- CIBHS will conduct Training and Technical Assistance to advance your success in achieving 3A-1, 3B-1, 3B-2

CalAIM Capacity Building  
Open Discussion

Speaker Series  
Selecting Software to  
Leverage Healthcare  
Analytics - RSM

Launch of Assessing &  
Enhancing Financial  
Health Training

Aug  
23

CalAIM Capacity Building  
Open Discussion

Speaker Series  
Best Practices and  
Innovations in Technology

Continue the Assessing  
& Enhancing Financial  
Health Training

Sept  
23

CalAIM Capacity Building  
Open Discussion

Training Topic:  
Using KPI's to track and  
assess agency financial  
health

Continue the Assessing  
& Enhancing Financial  
Health Training

Oct  
23

CalAIM Capacity Building  
Open Discussion

Continue the Assessing  
& Enhancing Financial  
Health Training

Nov  
23

3 - Fiscal and Operational Efficiency

Over Arching Quality Metric

4	3A	Goal	Accounting Systems and Capacity								
5	3B-1	Goal	Assessing & Enhancing Financial Health Training								
6	3B-2	Goal	Revenue/Expenditure Tracking Tool - Utilization								

Capacity Building Advance / Start-up Funds

#	Category	Description	Days Remaining	Inv. #1 Attestation Due Date	Inv. #2 Deliverable Due date	Max Units	# of Units	Payment per Unit	Total	What you have to do	Training through December 2023
8	3A-1	<p>Providers can pick one of, or all of the below for one (1) reimbursement amount based on Tier.</p> <p>3A-11 - Purchase or upgrade of software, including accounting software, and information technology to help monitor and manage expenses and revenue.</p> <p>3A-12 - Enrollment of staff in accounting or business courses to increase organizational capacity.</p> <p>3A-13 - Formal training(s) or course(s) in non-profit organization management.</p> <p>3A-14 - Enrollment and participation in non-profit organizations (Center for Non-Profit Management, California Association of Non-Profits, etc.)</p> <p>3A-15 - Development of trackers, tools, and any</p>	175	7/15/2023	12/31/2023	1		\$10,000	\$0	<p>Complete and submit attestation invoice by 7/15/2023.</p> <p>Providers must submit the summary of investment expenditures to avoid recoupment by 12/31/2023.</p> <p>CIBHS in partnership with RSM identifying needs and selecting the right technology.</p>	CIBHS - Guest Speaker Presentations to address item 3A-11 and 3A-15 to identify needs and technology solutions to advance agency data analysis.
9	3B-1	CIBHS <i>Assessing &amp; Enhancing Financial Health Training</i>	357	7/15/2023	6/30/2024	1		\$10,000	\$0	<p>Complete and submit attestation invoice by 7/15/2023.</p> <p>CIBHS to develop and disseminate training and resources. Submit attendance records, which will be validated by CIBHS, by 6/30/2024 to avoid recoupment.</p>	<p>Participate and complete the Assessing &amp; Enhancing Financial Health Training. This training will provide a deeper dive to inform and improve your agency's strategic planning, workforce sustainability plan and advance financial success. This hybrid training will include the following: 4 days of in-person training, Virtual Zoom Sessions and Coaching. CIBHS will work with teams to develop a KPI dashboard that will provide a snapshot of your "agency's health" which will be reviewed monthly for six months.</p>
11	<b>Total</b>								\$0.00		

Capacity Building Deliverable Based Funds

#	Category	Description	Days Remaining	Inv. #1 Attestation Due Date	Inv. #2 Deliverable Due date	Max Units	# of Units	# of Dollars	Total	What you have to do	Training/TA 1st Quarter
13	3B-2	Providers will be paid after use of the Revenue/Expenditure Tool for at least 6-months and it shows they have successfully monitored, maintained, and documented their revenues and expenditures.	357	7/15/2023	6/30/2024	1		\$10,000	\$0	Complete and submit invoice #2 and attach the deliverable by 6/30/2024 for payment.	CIBHS will work with teams to develop a KPI dashboard that will provide a snapshot of your "agency's health".
15	<b>Sub Total</b>								\$0.00		

Incentives Deliverable Based Funds

#	Incentive Category	Description	Days Remaining	Inv. #1 Attestation Due Date	Inv. #2 Deliverable Due date	Max Units	# of Units	# of Dollars	Total	What you have to do	Training/TA
19	<b>Total Grand Total</b>								\$0.00		



# Capacity Building

## 1A-1 Agency Survey





## 1A-1- Agency Survey and Purpose

- The Agency Survey was developed by SAPC in collaboration with CIBHS and feedback from the Provider Advisory Committee (PAC)
- Completion of 1A-1 is required when participating in the Workforce Development Category

### 1A-1 Purpose:

- a. Build a sustainable and capable workforce while reducing recruitment and turnover costs** The agency survey, the summary findings (pdf), and de-identified and aggregate network data to follow, are a key step to impacting workforce goals and learning how comparable your compensation package and other human resources strategies are to your peers. Agency Leadership can assess current practices and determine if changes are needed to be more competitive. This information will also inform SAPC on how to design future workforce related efforts that can target identified needs and priorities.
- b. Inform other Workforce Development Deliverables: Staff Survey (1B-1) and Sustainability Plan (1C-1)** The staff survey and the summary findings(1B-1), and the sustainability plan (1C-1), can be used to tailor your agency's practices to address staff needs and preferences and maintain a sufficient workforces.



# What Information Do I Need To Complete The Survey?

- Designated leads (across the agency) for the three categories
  - Names and emails
- Agency Overview
  - Levels of Care (LOCs), Tier level
- Recruitment
- Current recruitment strategies and perceived effectiveness
- Staff Composition for DMC program
  - Salaries (entry to max), number of staff, volunteers/peers
- Workforce Development & Support
- Retention Strategies
  - Benefits offered, average lengths of direct service staff employment, employee recognition

A *LISTSERV* will be generated from this list for each category (workforce development, R95 and fiscal/operational efficiency) to ensure agency CBI lead staff are included in all communications related to that category.

**What is the hourly salary range for the following in your agency? If you do not hire that classification, enter \$0.**

Classification Title Specific to DMC Program	Contracted		Employed	
	Entry-Level Hourly Wage	Maximum Hourly Wage	Entry-Level Hourly Wage	Maximum Hourly Wage
Licensed Vocational Nurse (LVN)				
Supervising LVN				
Registered/Certified Counselor				
Supervising Certified Counselor				



## When Will We Receive the Agency Survey?

- The Survey Monkey link will be open between **July 31<sup>st</sup>- August 15<sup>th</sup>**
- Survey package will include:
  - an FAQ document
  - the survey questions in pdf format to assist with advance preparation
  - a Survey Monkey Link

**NOTE: ONLY SURVEY MONKEY RESPONSES WILL BE ACCEPTED- (NO PAPER SUBMISSIONS)**

## What Happens After the Survey is Submitted via Survey Monkey?

- SAPC will send a PDF version of the survey to each participating agency which serves as proof of completion of the deliverable **[August 16th-August 28th]**
- The agency will submit the survey (pdf) and Invoice #2 completed/signed to [SAPC-CBI@ph.lacounty.gov](mailto:SAPC-CBI@ph.lacounty.gov) by August 30<sup>th</sup> for payment



## Important Information!

### Dates 1A-1

- Let SAPC know you are participating by completing Invoice 1- Attestation **by July 15, 2023**
- Complete the survey through SAPC Survey Monkey Link [\[7/31-8/15/2023\]](#)
- SAPC sends back pdf survey document to Agency (proof) [\[8/16-8/28/2023\]](#)
- Submit Invoice 2 Deliverable-Based Efforts and survey pdf (proof) **by August 30, 2023**

### Tier Level Revenue Potential:

- Tier 1 - \$10,000
- Tier 2 - \$15,000
- Tier 3 - \$20,000

### How much time can your agency expect to take to complete the survey?

Approximately 1 to 1.5 hours to compile the information for your agency (all locations) and 15 minutes to enter responses into the Survey Monkey Link provided by SAPC.



# Questions and Answers

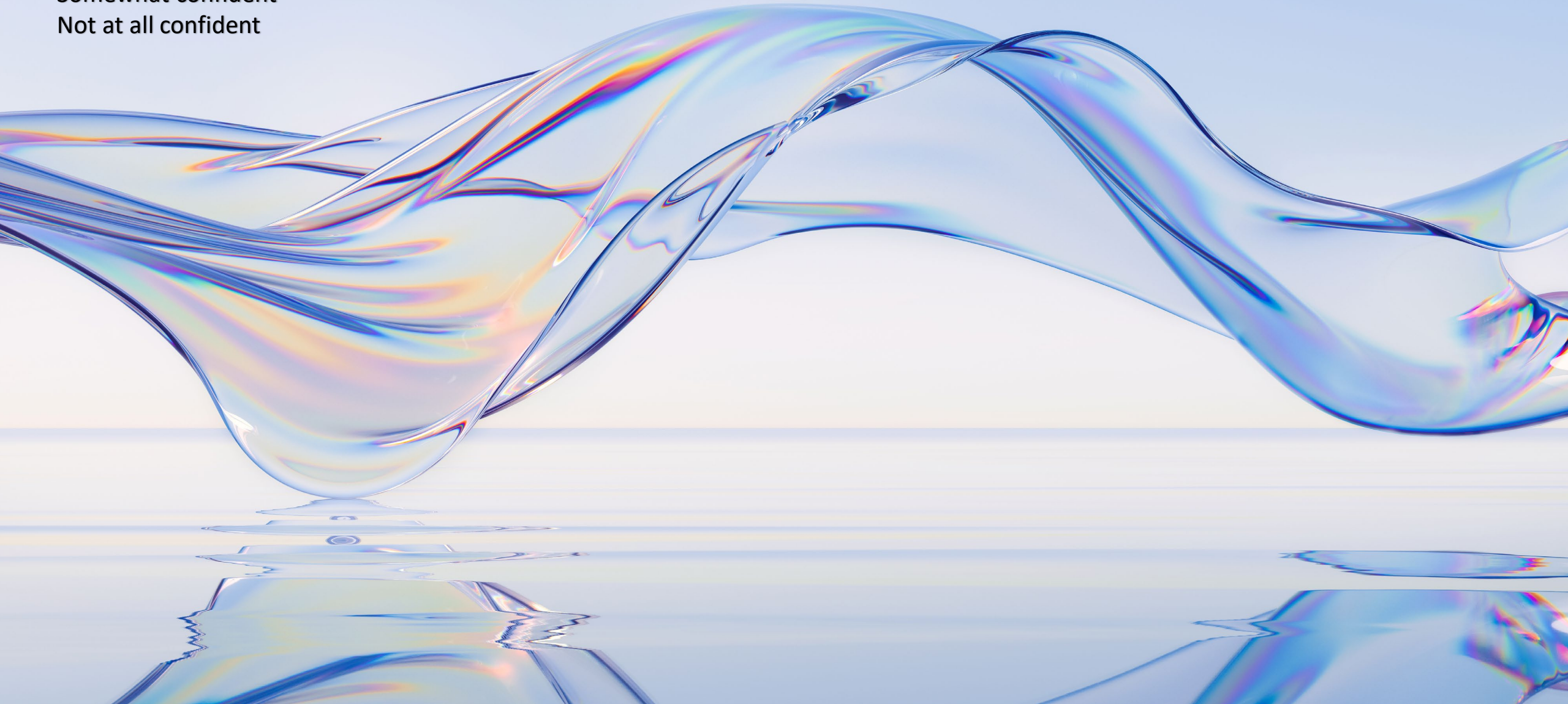
# Reflection Time - Rate Your Capability

Very confident

Moderately confident

Somewhat confident

Not at all confident



# Discussion At Your Table Debrief

# NEXT STEPS

## Call to Action

- ✓ Complete the Capacity Building Tool,
- ✓ Complete the attestations and submit to SAPC,
- ✓ Assign someone to be the CB point person,
- ✓ Add **Capacity Building as a standing Meeting Agenda Item**
- ✓ Discuss action items, develop an implementation plan, be successful!

## Need Assistance?

- Contact SAPC  
[SAPC-CBI@ph.lacounty.gov](mailto:SAPC-CBI@ph.lacounty.gov)
- Contact CIBHS
- Watch for Training Updates
- SAPC FAQ-  
<http://publichealth.lacounty.gov/sapc/NetworkProviders/PaymentReform/032923/PaymentReformQA.pdf>

