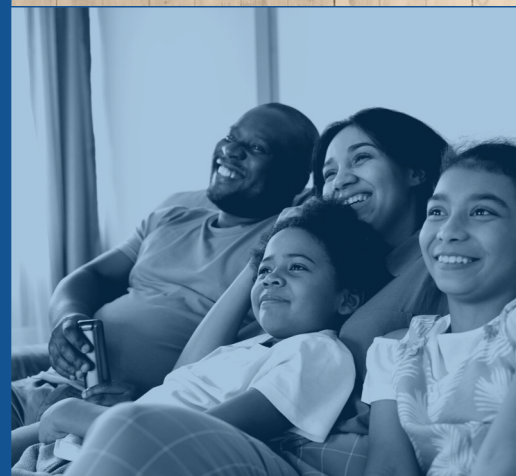


BUILDING BRIDGES INITIATIVE

SERVICE DESIGN METHODOLOGY

A Pragmatic and Systemic
Approach to Transforming and
Improving Community-Based
Systems of Care for Children,
Adolescents, and their Families.



INTRODUCTION

Building Bridges Initiative (BBI) is pleased to introduce its **Service Design Methodology*** created for use by agencies, organizations, communities, and jurisdictions (e.g., state and county governments) involved in transforming and improving how community-based behavioral healthcare services are provided to children and adolescents, and their families.

*Developed by Christopher Marics, MSW and Alan Vietze, LCSW



BBI's approach to service design can be useful to child serving organizations interested in:

1

Employing a service design methodology that is **transparent, inclusive, and free from hidden assumptions** and/or non- or under-funded mandates or requirements.

2

Employing a service design methodology that **identifies and addresses the actual, specific needs of the children, adolescents and families served.**

3

Employing a service design methodology that is **flexible**, can accommodate the wide range of varied and specialized local needs, and is **easily updated in response to changing needs.**

4

Employing a service design methodology that **aligns with the core values of the System of Care** approach to serving children and adolescents and their families.

5

Employing a service design methodology that calculates reimbursement rates that are **reflective of the "true cost of doing business"** so that service providers can deliver the specific high-quality and effective services needed by children, adolescents and their families, while simultaneously sustaining their organizations.

BBI'S DEFINITION OF ITS SERVICE DESIGN METHODOLOGY

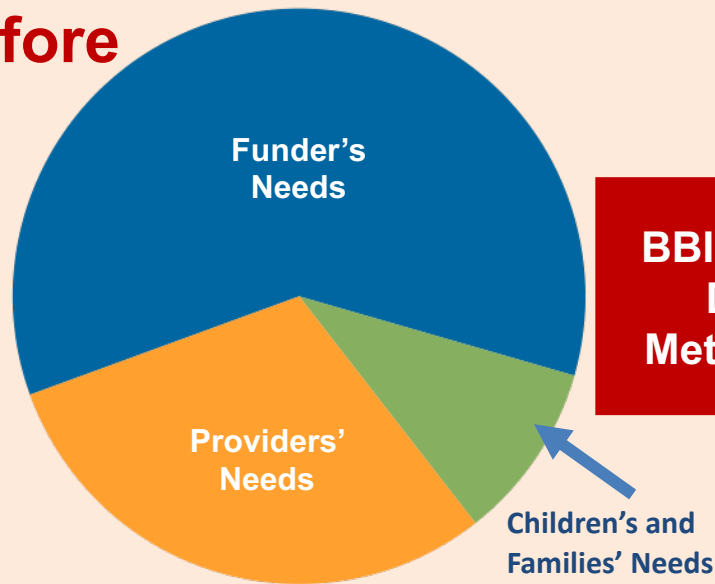
BBI's approach to designing community-based services for children, adolescents and their families is a rational, pragmatic, and data-driven methodology for documenting the specific challenges of the children, adolescents, and families served, designing systemic interventions to address those needs, and calculating reasonable fair-market reimbursement rates for purchasing them.

BBI's methodology naturally and appropriately prioritizes and balances the needs of three of the primary stakeholders in the community-based children's behavioral healthcare system.

- The children's and families' needs for high quality clinical and non-clinical services that are affordable, effective, acceptable and accessible,
- The treatment providers' responsibility to deliver the required services while sustaining their organizations, their employees and their families, and,
- The funders' needs to maximize the impact of their service purchasing power, contain costs, and realize benefits.

Services Before and After Implementing BBI's Service Design Methodology

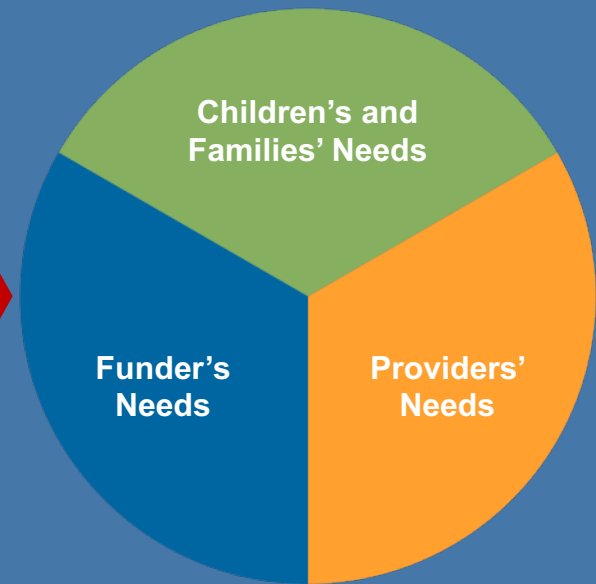
Before



Typical Characteristics

1. Funder's needs given top priority and greatest weight
2. Provider's needs given second weight
3. Children's and families' needs given least weight
4. Inadequate, underfunded and/or ineffective interventions

After




Typical Characteristics

1. Children's and families' needs given top priority and weight equal to funder's and providers' needs
2. Providers' needs given increased weight, equal to to the needs of funders and children and families
3. Adequately funded and effective high-quality interventions

How Does BBI's Service Design Methodology Support the Core Values of Systems of Care?

Core Values of Systems of Care
for Children's Mental Health



Child Centered and Family Driven • Community Based • Culturally Competent

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES
Substance Abuse and Mental Health Services Administration
Center for Mental Health Services
www.samhsa.gov

For more information about children's mental health call 1-800-789-2647.

Child Centered and Family Driven

All services are designed in response to child and family needs documented via data analysis and/or focus and advisory groups that include children and family representation.

Community Based

Fair, market-based reimbursement rates calculated to address the specific needs of children and families create incentives for existing providers to expand into additional community-based settings and new providers to enter the treatment service market.

Culturally Competent

Fair, market-based reimbursement rates calculated to address the specific needs of children and families can be calibrated to ensure the purchase of services delivered by highly qualified and culturally competent professionals who are reflective of the populations of children and families they serve.

BBI's Seven-Step Service Design Methodology

		Empirical Data Used?	Child & Family Needs Prioritized?	Provider Needs Represented?	Funder Needs Represented?	Steps that Take the Most Time	Optional Step in Some Cases
1	Convene a Service Design Advisory Panel composed of representatives of all stakeholders in the service design process.	N/A	Yes	Yes	Yes	X	✓
2	Collect and analyze all available data and anecdotal information to determine the current and anticipated needs of the children and families served.	Yes	Yes	Yes	Yes	X	✓
3	Determine appropriate treatment settings and interventions to address the children's and families' needs identified in Step 2.	Yes	Yes	Yes	Yes	X	✓
4	Determine the appropriate provider credentials for each intervention identified in Step 3 and the amount of time needed to deliver it.	Yes	Yes	Yes	Yes	X	✓
5	Collect market-based compensation data and quantify the cost of each of the interventions identified in Step 3 and staffed as determined in Step 4.	Yes	Yes	Yes	Yes		
6	Use market-based data to determine additional costs to be added into rates (e.g., indirect costs and room and board costs).	Yes	Yes	Yes	Yes		
7	Use a standard formula to calculate rates for interventions.	Yes	Yes	Yes	Yes		

REAL-LIFE USE OF BBI'S SERVICE DESIGN METHODOLOGY

GOVERNMENT OVERSIGHT AGENCY

BBI's Service Design Methodology has been used continually and successfully by a government agency that oversees a well-developed statewide children's system of care that has been in operation for nearly 20 years.

In 2020 that agency used BBI's Service Design Methodology to update services and reimbursement rates for its full continuum of services for children and adolescents and their families.

That process involved analyzing and updating approximately 69 services and reimbursement rates of which 36 were residential treatment services at multiple levels of care, and 33 were non-residential, community-based "wrap-around" services.

Lessons Learned from the Process

■ INCLUSION OF STAKEHOLDER GROUPS

Through the inclusion of stakeholder groups, BBI's Service Design Methodology creates increased transparency, understanding, and good will among those groups which, in turn, increases the perceived validity, legitimacy, and acceptance of the services designed.

■ CURRENT EMPIRICAL & MARKET-BASED DATA

Through the use of current empirical and market-based data from third-party sources, the services and rates produced in the process:

- Are closely linked to real-life market conditions and accurately reflect the true cost of delivering high-quality services.
- Can be easily updated as market conditions and indicators change over time.

Continued on the next slide...

Lessons Learned from the Process

■ SPECIFYING THE TYPE AND AMOUNT

By specifying the intensity and frequency of interventions included in each service, BBI's Service Design Methodology:

- Defines precisely what all stakeholders in treatment services can expect from them:
 - funders know exactly what they're purchasing,
 - children and families know what services they will receive, and
 - providers know exactly what to provide.

This specificity eliminates any undefined or unfunded expectations or mandates and allows for increased transparency in auditing, program monitoring, and quality assurance and improvement processes.

We're here to help!



Building Bridges
INITIATIVE

If your Oversight or Provider organization is interested in learning more about how BBI can help you with service design, please contact us.

Some possible options available include:

- An individual presentation for your organization on the methodology
- Assistance selecting, accessing, and reviewing data sources and the data contained within that could be most helpful to a Service Design Advisory Panel.
- A customized approach for your organization

For additional information on BBI's Service Design Methodology, please contact:

Mark Nickell, Executive Director: marknickell.bbi@gmail.com

JuRon McMillan, Director of Operations: juronbbi@gmail.com.

To learn more about BBI, please visit our website at: www.buildingbridges4youth.org