

Strategic Healthcare Investment for Transformation (SHIFT)

Application process for first SHIFT program cohort

August 2023



CareOregon's **Strategic Healthcare Investment for Transformation (SHIFT)** program is a new investment in transforming behavioral health organizations across Oregon so that people with behavioral health needs are truly at the center of care delivery, and care teams thrive. Through a collaborative process, SHIFT will build member-driven, outcomes-focused, team-based care models that reduce health disparities, assure timely access to care and prepare providers for advanced value-based payment models.

Why now?

CareOregon is committed to a vision where members in each of its regions have access to a high-performing behavioral health home. Decades of systemic underinvestment in behavioral health at the local, state, and federal levels has resulted in significant capacity challenges and health inequities. Today, we are entering a new phase of opportunity for transforming behavioral health. New and significant financial investments are being made to shore up specialty behavioral health services, and we must capitalize on this opportunity to reimagine and transform the practice of care delivery.

SHIFT components

The SHIFT program will support clinical, financial and operational transformation by:

- Defining the principles and operational components (“Building Blocks”) of excellent outpatient behavioral health care, in collaboration with community stakeholders.
- Engaging six to eight diverse behavioral health organizations over three years to implement the Building Blocks and providing them with intensive technical and financial resources to learn what works to accomplish the program’s aims.
- Analyzing the success of earlier stages and refining and spreading the reach of the program to additional behavioral health organizations across CareOregon’s network.

SHIFT timeline for cohort engagement

- **August 2023:** Submissions of letters of intent by agencies interested in SHIFT
- **September - November 2023:** Written applications and invitations for interview
- **December 2023:** Agency selection and planning phase funding issued
- **January - June 2024:** In-depth self-assessment and planning phase
- **July 2024 - December 2026:** Implementation with CareOregon support

For more information, contact SHIFT@careoregon.org or visit careoregon.org/SHIFT

Application process

To select the first cohort of agencies to support through SHIFT, CareOregon will engage in a multi-step process.

1. **August 2023:** CareOregon will invite eligible agencies to indicate their interest and intent to apply for SHIFT by submitting a letter of intent. A form letter can be found here and is also included below in this packet. A letter of intent is a required step and must be submitted no later than August 25, 2023.
2. **September 2023:** Written applications will open September 5 and be due no later than September 29.
3. **October - November 2023:** CareOregon will begin to review applications and invite select agencies to interview.
4. **December 2023:** CareOregon will notify the first agencies to participate in SHIFT.

SHIFT eligibility

To participate in SHIFT, agencies must:

- ✓ Be a contracted, in-network provider for Columbia Pacific CCO, Jackson Care Connect, and/or Health Share of Oregon CCO
- ✓ Have nonprofit status
- ✓ Provide outpatient mental health and/or substance use disorder level of care
- ✓ Serve clients with serious or persistent mental illness, substance use disorder and/or complex youth; SHIFT will prioritize agencies that serve clients with more complex needs and do not deliver only clinic-based services
- ✓ Have majority behavioral health revenue from CareOregon for outpatient care
- ✓ Have a Certificate of Approval
- ✓ Have their board's endorsement of their application to SHIFT
- ✓ Minimally serve at least 200 unique CareOregon members annually in outpatient behavioral health care
- ✓ Be in the top 10 providers by volume by service/population category (adult/youth, MH/SUD), unique to each region OR is a culturally specific agency (*CareOregon is contacting agencies directly that we believe meet this criterion)
- ✓ Where eligible, be participating in the Feedback Informed Treatment (FIT) incentive program (does not apply to SUD agencies or agencies in CPCCO);
- ✓ Employ staff or offer all of the following services directly or through contract:
 - Medication management and/or medication supported recovery
 - Qualified Mental Health Associates and/or Certified Addiction Treatment Counselors
 - Traditional Health Worker services (peer support specialists, peer wellness specialists and/or community health workers)

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Evaluation criteria

Agencies' applications will be evaluated based on:

- Leadership drive and capacity for leading major change initiatives
- Alignment of SHIFT with the applicant's existing strategic priorities around client-centered care, team-based care, whole health care, and equity, diversity and inclusion
- Applicant commitment to implementation of an integrated team-based care approach driven by SHIFT's cross-cutting values and eight core building blocks
- Financial and infrastructure stability
- Cross-regional/network representation, inclusion of one or more culturally specific agencies, and member reach across our networks

Note: Agencies will not be asked to develop proposals or conduct a thorough self-assessment as part of their application.

Implementation supports to be offered to agencies in SHIFT

Once selected to be part of the SHIFT program, participating agencies can expect to receive:

- Facilitated support to complete a comprehensive organizational self-assessment
- Partnership in developing a multi-year business plan to make progress against the building blocks framework
- Financial resources ranging from \$1.5 to \$3.5 million for planning, infrastructure development and meeting mutually agreed upon program milestones
- Leadership coaching, training, and technical assistance from CareOregon as well as national experts in team-based care and integration
- Toolkits to support practice implementation and a practice and financial modeling tool
- Strong partnership with CareOregon

Questions about the application process?

The SHIFT program team will hold office hours throughout August and September for interested agencies to ask questions about the SHIFT program and application process. To schedule, email SHIFT@careoregon.org.

SHIFT office hours schedule:

Aug. 15, 2-4 p.m.

Aug. 18, 9-11 a.m.

Aug. 21, 11 a.m. – 1 p.m.

Aug. 24, Noon-2 p.m.

Sept. 11, 2-4 p.m.

Sept. 15, 9-11 a.m.

Sept. 19, 2-4 p.m.

Sept. 22, 9-11 a.m.

Sept. 26, 11-11:30 a.m.

Sept. 29, 9-11 a.m.

For more information, contact SHIFT@careoregon.org or visit careoregon.org/SHIFT

SHIFT program

Letter of intent to apply form

This form is required if an agency intends to apply for CareOregon’s Strategic Healthcare Investment for Transformation (SHIFT) program. It can be downloaded from careoregon.org/SHIFT. Please submit this letter to SHIFT@careoregon.org no later than Friday, August 25, 2023.

Agency name:	
Primary administrative address:	
Contracted network provider for: (check all that apply)	<input type="checkbox"/> Columbia Pacific CCO <input type="checkbox"/> Health Share of Oregon CCO <input type="checkbox"/> Jackson Care Connect CCO <input type="checkbox"/> CareOregon Advantage (Medicare) <input type="checkbox"/> N/A
Key contact person (name/title):	
Key contact person (phone/email):	
Secondary contact for application materials (name/title):	
Secondary contact for application materials (phone/email):	

Eligibility criteria (please check yes or no for each item):

- Yes No Applicant is a contracted, in-network provider for Columbia Pacific CCO, Jackson Care Connect, and/or Health Share of Oregon CCO
- Yes No Applicant is a nonprofit
- Yes No Applicant provides outpatient mental health and/or substance use disorder level of care and serves clients with serious or persistent mental illness, substance use disorder and/or complex youth; SHIFT will prioritize agencies that serve clients with more complex needs and do not deliver only clinic-based services.
- Yes No Applicant receives the majority of their outpatient behavioral health revenue from CareOregon
- Yes No Applicant has a Certificate of Approval

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