

NORTHWEST IOWA CARE CONNECTIONS

**The Mental Health and Disability Services Region
serving residents of
Clay, Dickinson, Lyon, O'Brien, Osceola and Palo Alto
Counties**

FY 15 ANNUAL SERVICE AND BUDGET PLAN

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II. ANNUAL SERVICE AND BUDGET PLAN FOR FY14/15

Northwest Iowa Care Connections exists to support improved access to health care and to promote full citizenship for people with mental illness, intellectual disabilities, or developmental disabilities. This plan assumes that the state will not mandate expansion of initial core services or creation of additional core services without additional funding. This plan covers the period from July 1, 2014 through June 30, 2015.

A. Northwest Iowa Care Connections Regional Local Access points

Northwest Iowa Care Connections designates the following access points and their function(s) in the enrollment process. An access point is a part of the service system or community that is trained to complete the MH/DD funding applications for persons with a disability and forward them to the local Northwest Iowa Care Connections Office.

Access Point	Address	Phone
Cherokee MHI	1200 W. Cedar Loop Cherokee IA	712-225-2594
Dept of Human Services (DHS) Targeted Case Management (TCM) Emmetsburg office	2105 Main St Room 103 Emmetsburg, IA 50536	Teri Kunz: Work Cell: 641-425-2595
DHS TCM Spencer office	21 W. 6 th St. Suite 306 Spencer IA. 51301	Pam Moldovan: Work Cell: 712-830-1509
DHS TCM Sheldon office	2400 Park Street, Suite 2 Sheldon, IA 51201-8506	Pat Lange: Work Cell: 712-540-5873
Northwest Iowa Care Connections Clay County office	215 W. 4 th St. Suite 6. Spencer, IA 51301	712-262-9438
Northwest Iowa Care Connections Dickinson County office	1808 Hill Ave. Suite 2502 Spirit Lake, IA 51360	712-336-0775
Northwest Iowa Care Connections Lyon County office	315 1 st Ave. Suite 200 Rock Rapids, IA 51246	712-472-8240
Northwest Iowa Care Connections O'Brien County office	155 S. Hayes Box 525 Primghar, Ia 512245	712-957-5985
Northwest Iowa Care Connections Osceola County office	300 7 th St. Sibley, IA 51249	712-754-4209
Northwest Iowa Care Connections Palo Alto County office	1010 Broadway Emmetsburg, IA 50536	712-852-2832
Seasons Center for Behavioral Health with offices in Clay, Dickinson, Lyon, O'Brien, Osceola and Palo Alto Counties	201 E. 11 th St. Spencer, IA 51301	712-262-2922 or 800-242- 5101
	2301 Highway 71 Spirit Lake IA 51360	
	315 1 st Ave. Rock Rapids, IA 51246	
	604 Park St. Sheldon, IA 51201	
	600 N. 9 th Ave. Sibley, IA 51249	
	717 Broadway Emmetsburg, IA 50536	

Access Point	Address	Phone
Spencer Hospital	1200 1 st Ave. E. Spencer IA 51301	712-264-6228

Northwest Iowa Care Connections Regionally Designated Targeted Case Management Agencies

Department of Human Services Targeted Case Mgt.	2105 Main St Room 103 Emmetsburg, IA 50536 21 W. 6 th St. Suite 306 Spencer IA. 51301 2400 Park Street, Suite 2 Sheldon, IA 51201-8506	Teri Kunz: Work Cell: 641-425-2595 Pam Moldovan: Work Cell: 712-830-1509 Pat Lange: Work Cell: 712-540-5873
Clay County Case Management	215 W. 4 th St. Suite 6 Spencer IA 51301	712-262-9438
Dickinson County Case Management	1808 Hill Ave. Suite 2502 Spirit Lake, Iowa 51360	712-336-0775
Emmet County Case Management	598 1 st Ave. N. Estherville IA 51334	712-362-2452
O'Brien County Case Management	155 W. Hayes Box 525 Primghar, IA 51245	712-957-5985
Osceola County Case Management	300 7 th St. Sibley, IA 51249	712-957-5985

B. Crisis Planning

Crisis prevention, response and resolution is as much a mindset as it is a continuum of strategies and services. Crisis services are available on a 24 hour basis for prevention, supportive counseling and debriefing. Crisis prevention, response, and resolution are also embedded in the treatment and support plans that are prepared by Network Providers, Targeted Case Management, and Service Coordination. When these plans are developed, the goal is to figure out an environment and support structure that works for a person to mitigate the triggers that lead to crisis. Some agencies specifically use a Wellness Recovery Action Plan (WRAP) that complements the coordination plan. Much of the prevention, response, and resolution of crisis is handled through the normal services and supports people receive.

If more specialized crisis response and resolution is required to meet a person's need, Northwest Iowa Care Connections has several options. At Compass Pointe, Hope Haven, and Seasons Center for Behavioral Health, these providers have crisis services available 24 hours a day, seven days a week. The primary goals are crisis assessment, resolution, and screening for inpatient hospitalization. Seasons Center is our region's primary contracted provider for emergency 24 hour phone line access at this time. They can be reached by calling 1-800-242-5101. Since they

are an access point for the region, their physical locations are listed in Section A of this document throughout our six county region. With their psychiatric practitioners available for inpatient admissions as well as clinicians available for outpatient treatment options, Seasons Center for Behavioral Health provides an inclusive array of service to meet the needs of individuals in crisis.

Currently in FY 14 and through FY 15, there are three teams working on specific service needs that address gaps in service as well as complement current options. The goal of two of these teams is to address the needs for persons with multi-occurring crisis services in the community as well as in county jails. At this time, we are investigating models for tiered crisis intervention services which may include aid in place, local respite options with our partners in residential care facilities as well as exploration of a rural crisis stabilization unit featuring chairs for short-term assessment and intervention. These services are being designed to address the crisis needs of currently identified clients, those receiving law enforcement intervention, as well as those who access medical services in our local hospital emergency rooms. Our goal is to provide a menu of safe and appropriate crisis stabilization options in lieu of the inpatient psychiatric setting when applicable.

Service	Crisis Function	Provider	Contact Information
Mental Health First Aid	Mental Health training for regional law enforcement	Iowa Law Enforcement Academy	ILEA-Des Moines IA
*Mental Health First Aid	Mental Health training for regional communities	NWIACC, NAMI of NWIA, DBSA of NW IA, other local providers/interest groups	NWIACC 712-262-9438
* Positive Behavior Supports	Training consortium for Positive Behavior Support and Evidence Based Practices which includes Motivational Interviewing	Partnership between NWIACC and Network Partners and Providers	NWIACC 712-262-9438
*Trauma Informed Care	Training Consortium for Trauma Informed Care and Evidence based Practices which include Motivational Interviewing	Partnership between NWIACC and Network Partners and Providers	NWIACC 712-262-9438
*System Intake	Specifically for NWIACC regional clients in services during homeless crises	To be determined. This service is set to begin by September 1, 2014	NWIACC 712-262-9438
*Crisis Team	Care Coordination 24/7 telephonic service for crisis resolution and screening for inpatient treatment	Exploring options with local providers including Seasons Center for Behavioral Health to address rural tiered crisis services delivery system	NWIACC 712-262-9438
*23-Hour or less Crisis Stabilization	23 hour crisis assessment, stabilization and referral	Exploring options with the designated team.	NWIACC 712-262-9438

In our tiers of service, we will explore the use of natural supports and peer support services in the care of individuals in need. We have accessed the Iowa Law Enforcement Academy for regional

training on Mental Health First Aid. We see that as a need in the community and will address this with our local National Alliance on Mental Illness (NAMI) and Depression Bipolar Support Alliance (DBSA) to provide this training locally.

We also will be offering staff training and provider education about positive behavioral supports and motivational interviewing to better meet the needs of individuals in crisis. We denoted above with an asterisk (*) those services being designed to engage people at an earlier stage of crisis to avoid more intensive services.

C. Scope of Services & Budget

The annual budget and planning process is utilized to identify and implement core disability service improvements. The Northwest Iowa Care Connections Region collaborates with stakeholders to assess need and to advocate adequate funding for services and supports in the initial core and additional core service domains. Northwest Iowa Care Connections is the funder of last resort. Additional funding sources are used to empower individuals to reach their fullest potential. The Northwest Iowa Care Connections Region is responsible for services that are authorized in accordance with the Regional Management Plan and within the constraints of budgeted dollars. Because a lack of historical expenses makes it difficult to accurately address regional expenses for new services during this first and transitional year, the NWIACC Governance Board will allow, with their prior authorization, flexible use of funds within the confines of the regional budget to address special projects and services brought forward for consideration. Services funded by Northwest Iowa Care Connections are subject to change or termination with the development of the annual budget each fiscal year. The Regional Management Plan Policy & Procedure Manual addresses mandated services access standards.

The Northwest Iowa Care Connections Chief Executive Officer and Administrative Team proposed the FY15 budget. In February 2014, the Northwest Iowa Care Connections reviewed the Regional Budget with approval in March 2014. Northwest Iowa Care Connections is responsible for managing and monitoring the adopted budget.

Because there is debt on behalf of Osceola County, their equalization dollars were withheld by the State. The balance due at approximately \$60,000 has resulted in a plan for each county to provide a one-time payment from each county which will eradicate the debt in the first quarter of FY 15. As we move forward, we are projecting the amount of services are based on access standards discussed in this plan. In addition, we did not incorporate any changes with the budget to the unknowns of the Iowa Plan. Any excess dollars from this action will be used for reinvestment in community based funding as these funds become available.

Annually, Northwest Iowa Care Connections reviews actual expenditures and services provided, stakeholder input and participation, quality assurance implementation findings, waitlist information, progress toward goals and objectives, and, if any, appeal type and resolution to determine if gaps in services or barriers to services exist. This review is submitted annually to the Department of Human Services.

<u>Core Service Domain: Specific Service</u>	<u>Description</u>	<u>Priority Population</u>	<u>Additional Population</u>	<u>FY15 Proposed Budget Priority Population</u>	<u>FY15 Proposed Budget Additional Population</u>	<u>Additional Funding Sources</u>
Initial Core Services						
Treatment: Assessment & Evaluation	The clinical review by a mental health professional of the current functioning of the individual using the service in regard to the individual's situation, needs, strengths, abilities, desires and goals to determine the appropriate level of care.	Yes	No	\$ 36,041	\$ -	Medicaid, Insurance
Treatment: MH Outpatient Therapy	Services will consist of evaluation and treatment services provided on an ambulatory basis for the target population including psychiatric evaluation, medication management and individual, family, and group therapy.	Yes	No	\$ 306,724	\$ -	Medicaid, Insurance
Treatment: Medication Prescribing & Management	Services provided directly to or on behalf of the individual by a licensed professional as authorized by Iowa law including, but not limited to, monitoring effectiveness of and compliance with a medication regimen; coordination with care providers; investigating potentially negative or unintended psychopharmacologic or medical interactions;	Yes	No	\$ 167,173	\$ -	Medicaid, Insurance

	<p>reviewing laboratory reports; and activities pursuant to licensed prescriber orders. Services with the individual present provided by an appropriately licensed professional as authorized by Iowa law including, but not limited to, determining how the medication is affecting the individual; determining any drug interactions or adverse drug effects on the individual; determining the proper dosage level; and prescribing medication for the individual for the period of time before the individual is seen again.</p>					
<p>Treatment: MH Inpatient Treatment</p>	<p>Acute inpatient mental health services are 24-hour settings that provide services to treat acute psychiatric conditions. Primary goal is to provide a comprehensive evaluation, rapidly stabilize symptoms, address health and safety needs and develop a comprehensive and appropriate discharge plan.</p>	<p>Yes</p>	<p>No</p>	<p>\$ 165,000</p>	<p>\$ -</p>	<p>Medicaid, Insurance</p>
<p>Basic Crisis Response: 24-hour Access to Crisis Response</p>	<p>Program designed to stabilize an acute crisis episode, which is available 24 hours a day, 365 days a year.</p>	<p>Yes</p>	<p>Yes</p>	<p>\$ 16,000</p>	<p>\$ -</p>	<p>Medicaid</p>
<p>Basic Crisis Response: Evaluation</p>	<p>The process used with an individual to collect information related to the individual's history and needs, strengths, and abilities in order to</p>	<p>Yes</p>	<p>Yes</p>	<p>\$ 0 Included in outpt MH line item</p>	<p>\$ 0</p>	

	determine appropriate services or referral during an acute crisis episode.					
Basic Crisis Response: Personal Emergency Response System	An electronic device connected to a 24-hour staffed system which allows the individual to access assistance in the event of an emergency.	Yes	No	\$ 0	\$ 0	Medicaid
Support for Community Living: Home Health Aide	Unskilled medical services which provide direct personal care. This service may include assistance with activities of daily living, such as helping the recipient to bathe, get in and out of bed, care for hair and teeth, exercise, and take medications specifically ordered by the physician.	Yes	No	\$ 0 Since there is no history of funding for this service, the region has not budgeted for this but will provide funding if needed for this core service.	\$ 0	Medicaid
Support for Community Living: Home & Vehicle Mod	A service that provides physical modifications to the home or vehicle that directly address the medical health or remedial needs of the individual that are necessary to provide for the health, welfare, and safety of the member and to increase or maintain independence.	Yes	No	\$ 0 Since there is no history of funding this service, the region has not budgeted for this but will provide funding if needed for this core service.	\$ -	Medicaid
Support for Community Living: Respite	A temporary period of relief and support for individuals and their families provided in a variety of settings. The intent is to provide a safe environment with staff assistance for individuals who lack an adequate support system to address current issues related	Yes	No	\$ 3,500	\$ -	Medicaid

	to a disability. Respite may be provided for a defined period of time; respite is either planned or provided in response to a crisis.					
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Support for Community Living: Supportive Community Living (Daily) ¹	Services and supports to enhance an individual's ability to regain or attain higher levels of independence or to maximize current levels of functioning.	Yes	Yes	\$ 203,422	\$ 33,000	Medicaid
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Support for Community Living: Supportive Community Living (Hourly)	Services provided in a non-institutional setting to adult persons with mental illness, intellectual, or developmental disabilities to meet the persons' daily living needs.	Yes	No	\$ included in Daily Estimates (listed above)	\$ -	Medicaid
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Support for Employment: Day Habilitation	Services that assist or support the individual in developing or maintaining life skills and community integration. Services will enable or enhance the individual's functioning, physical and emotional health and development, language and communication development, cognitive functioning, socialization and community integration, functional skill development, behavior management, responsibility and self-direction, daily living activities, self-advocacy skills, or mobility.	Yes	No	\$ 25,000	\$ -	Medicaid
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<p>Support for Employment: Job Development</p>	<p>Services that assist individuals in preparing for, securing and maintaining gainful, competitive employment. Employment will be integrated into normalized work settings, will provide pay of at least minimum wage, and will be based on the individual's skills, preferences, abilities, and talents.</p>	<p>Yes</p>	<p>No</p>	<p>\$ 10,000</p>	<p>\$ -</p>	<p>Medicaid</p>
<p>Support for Employment: Supported Employment</p>	<p>An approach to helping individuals participate as much as possible in competitive work in integrated work settings that are consistent with the strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice of the individuals. Services are targeted for individuals with significant disabilities for whom competitive employment has not traditionally occurred; or for whom competitive employment has been interrupted or intermittent as a result of a significant disability including either individual or group supported employment, or both,</p>	<p>Yes</p>	<p>No</p>	<p>\$ 48,500</p>	<p>\$ 0</p>	<p>Medicaid</p>

	consistent with evidence-based practice standards published by the Substance Abuse and Mental Health Services Administration.					
Support for Employment: Prevocational Services	Services that focus on developing generalized skills that prepare an individual for employment. Prevocational training topics include but are not limited to attendance, safety skills, following directions, and staying on task.	Yes	No	\$ 310,540	\$ 0	Medicaid
Support for Employment: Group Supported Employment	Job and training activities in business and industry setting for groups of workers with disabilities.	Yes	No	\$ 20,000	\$ 0	Medicaid
Recovery Services: Family Support	Services provided by a family support peer specialist that assists the family of an individual to live successfully in the family or community including, but not limited to, education and information, individual advocacy, family support groups, and crisis response.	Yes	No	\$ 15,000	\$ 0	Medicaid
Recovery Services: Peer Support	A program provided by a peer support specialist including but not limited to education and information, individual advocacy, family support groups, crisis response, and respite to assist individuals in achieving stability in the community.	Yes	No	\$ 25,000	\$ 0	Medicaid

Service Coordination: Case Management	Service provided by a case manager who assists individuals in gaining access to needed medical, social, educational, and other services through assessment, development of a care plan, referral, monitoring and follow-up using a strengths-based service approach that helps individuals achieve specific desired outcomes leading to a healthy self-reliance and interdependence with their community.	Yes	No	\$ 0	\$ 0	Medicaid
Service Coordination: Service Coordination	Activities designed to help individuals and families identify service needs and coordinate service delivery.	Yes	No	\$ 85,000	\$ -	
Individualized Employment and Day Services	Services designed to address needs of eligible individuals who desire purposeful work and day services subject to SF2463 language "included but not limited to" under Support for Employment	Yes	Yes	\$ 799,810	\$ 11,500	
Additional Core Services						
<u>Core Service Domain: Specific Service</u>	<u>Description</u>	<u>Priority Population</u>	<u>Additional Population</u>	<u>FY15 Proposed Budget Priority Population</u>	<u>FY15 Proposed Budget Additional Population</u>	<u>Additional Funding Sources</u>
Comprehensive Crisis Services: 24 Hour Crisis Hotline	Program that operates a crisis hotline to relieve distress in pre-crisis and crisis situations, reduce the risk of escalation, arrange for emergency on-site responses, and refer callers to appropriate services	Yes	Yes	\$ 228,641	\$Included in Priority Population	

Comprehensive Crisis Services; 23- Hour Stabilization Facility	Crisis evaluation and stabilization provided by nurses and supervised by a psychiatrist for less than 24 hours.	Yes	No	\$ 0	\$ -	Medicaid
Justice Involved Services: Civil Commitment Prescreening	Program that provides assessment of individuals for who family members are considering filing an application for involuntary commitment to determine if another course of treatment is appropriate.	Yes	No	\$ 58,800	\$ -	Medicaid
Justice Involved Crisis Services MH Treatment in Jail *	Evaluation and treatment services provided to individuals while they are in jail.	Yes	No	\$ 16,000	\$ -	Medicaid applied for
Advances is EBP: PBS.	Positive Behavior Supports used in Conjunction with Prevention/Crisis Services	Yes	No	\$ 0	\$ -	

Standardized functional assessment must support the need for services of the type and frequency identified in the individual's case plan.

OTHER SERVICES

Core Service Domain: Specific Service	Description	Priority Population	Additional Population	FY15 Proposed Budget Priority Population	FY15 Proposed Budget Additional Population	Additional Funding Sources
Public Education *	Activities provided to increase awareness and understanding of the causes and nature of conditions or situations which affect an individual's functioning in society	Yes	No	\$ 0	\$ -	

RCF/ID/PMI *	Facilities licensed as residential care facilities, including those with special licenses for individuals with intellectual disabilities or for persons with mental illness.	Yes	No	\$ 688,013	\$ -	Medicaid
Treatment: Community Support Programs	Comprehensive programs to meet individual treatment and support needs in a community setting	Yes	No	\$ 2,000	\$ 0	Medicaid, Insurance
Support for Community Living: Transportation	Transportation to allow an individual to conduct business errands, shop, receive medical services, work, recreate, attend school, and reduce social isolation.	No	No	\$ 4,000	\$ -	Medicaid
Civil Commitments	Evaluations, transportation, legal representation, mental health advocates, and other services provided to individuals undergoing civil commitment	Yes	Yes	\$ 69,860	\$ included in priority population	
Administration	Activities necessary to manage the service system	Yes	Yes	\$429,644	Included in Priority Pop \$	
Total				\$ 3,733,668	\$ 44,500	

Anticipated revenues for the Northwest Iowa Care Connections result from each member county's MHDS Fund 10 that includes their annual tax levy, and any funding from the state as allowed to a rate of \$47.28 per capita (Equalization dollars), state payment program dollars as applicable, and FY 14 County Fund 10 balances brought forward. These funds are available to

client services and administration provided for purposes of the Region. The tables below reflect 2014 Equalization payments received by Northwest Iowa Care Connections member counties. FY 15 amounts are subject to population gain and loss. This table also anticipates State Payment Program revenues and the next table below provides FY 14 ending fund balances.

County	Per Capita	County Contribution based on \$47.28 Levy	Equalization paid To Region per DHS July 2014	Levy plus Equalization to \$47.28	Anticipated State Payment Program Allocations	Total Anticipated Revenues
Clay	16,590	\$ 402,866	\$ 381,509	\$ 784,375	\$ 29,631	\$ 814,006
Dickinson	16,899	\$ 412,509	\$ 386,476	\$ 798,985	\$ 119,616	\$ 918,601
Lyon	11,670	\$ 248,113	\$ 303,645	\$ 551,758	\$ 33,650	\$ 585,408
O'Brien	14,210	\$ 570,532	\$ 101,317	\$ 671,849	\$ 198,629	\$ 870,478
Osceola	6,357	\$ 195,225	\$ 105,334 ** pd to debt	\$ 195,225	\$ 0	\$ 195,225
Palo Alto	9,419	\$ 445,330	\$ 0	\$ 445,330	\$ 75,262	\$ 520,592
Total	75,145	\$ 2,274,575	\$ 1,172,947	\$ 3,447,522	\$ 456,788	\$3,904,310

Counties	FY 14 Projected Ending Fund Balance (Cash)
Clay	\$ 560,816
Dickinson	\$ 647,265
Lyon	\$ 500,811
O'Brien	\$ 425,600
Osceola	\$ 71,591
Palo Alto	\$ 835,085
Total	\$ 3,041,168

D. Financial Forecasting Measures

Throughout the year, Northwest Iowa Care Connections staff and stakeholders will identify unmet needs and areas for service development, which are incorporated into subsequent strategic plans and budgets. We will be computing the Medicaid offset impact on the region's budget. We anticipate that the fee for service dollars subject to the offset will be minimal in comparison to the block grant we currently pay with minimal savings seen overall. In addition, with the payment of Osceola County's debt as well as the limitations placed on Palo Alto County's levy to \$10 per capita for FY15 only, we forecast the funding of core services for the mandated core populations with emphasis on crisis services and customized employment along with limited exposure to the Developmental Disability (DD) population group, will result in a sustainable plan of investing in the services to persons in need and in our infrastructure for better response and access. Interdisciplinary teams have been or will be assembled to address the projects listed below as part of the region's strategic plan priorities in the areas of system infrastructure, community living, employment, and treatment.

Strategic Plan Priority Area	FY15 Strategy	Projected Cost
Employment and Day Services	Partner with Stakeholders to develop Individualized Outcome Based Customized Employment Opportunities in the Region	\$ 265,000
Crisis Services in the Jail	Partner with Stakeholders to develop screening and Treatment options for Incarcerated Adult Individuals with Multi-Occurring Disorders	\$ 89,000
Community Crisis Services	Partner with Stakeholders to develop Crisis Aversion with a mobile response team and respite options	\$ 407,000
Treatment	Partner with Stakeholders to develop Crisis Stabilization Model using existing facilities	\$ 220,000
Treatment	Partner with Stakeholders to develop Pre-Commitment Screening with qualified Mental Health and/or Substance Abuse Treatment staff	\$ 190,000
Treatment	Partner with Stakeholders to develop a Hospitalist Position Dedicated to Inpatient Psychiatric Services	\$ 200,000
Person Centered Plan	Partner with Stakeholders to address Core Curriculum per ADRC model ;Continued Consultation with IDPH and ROSC model	\$ 8,000
Community Living	Partner with Stakeholders to develop community living alternatives for individuals needing services within the Northwest Iowa Care Connections region	\$ 200,000
Community Living	Implement incentive payments for Community Living Providers	\$ 50,000
Positive Behavior Supports	Educate communities regarding Positive Behavior Supports for improved outcomes through	\$ 11,500
Mental Health First Aid	Additional training for Law Enforcement and First Responders Along with interested community members	\$ 8,500
Trauma Informed Care	In-services with local providers to encourage mastery of trauma informed care with persons presenting with complex needs	\$ 8,000
Total Anticipated Projected Costs of Regional Priorities	These opportunities begin the ongoing investment of Northwest Iowa Care Connections to address in a sustainable manner, the needs of individuals in our communities	\$1, 733,500

E. Provider Reimbursement Provisions

Northwest Iowa Care Connections will contract with MHDS providers whose base of operation is in the region. Northwest Iowa Care Connections may also honor contracts that other regions have with their local providers or may choose to contract with providers outside of the Region. A contract may not be required with providers that provide one-time or as needed services.

Over the past several years, Northwest Iowa Care Connections plans to use its contracting capacity to implement a series of strategies for moving towards outcome-based payments. Northwest Iowa Care Connections uses a mix of fee-for-service, fee-for-service and capitated case rates for most of its services. It provides block grants only for specific population based activities where billing by individual served is impossible or impracticable. Non-traditional provider contracts are used in instances when services are provided by individuals or families.

Northwest Iowa Care Connections service contracts require that all providers meet all applicable licensure, accreditation or certification standards; however Northwest Care Connections makes serious efforts to stimulate access to more natural supports in its service provider network. Successful attainment of positive outcomes, consumer and family satisfaction, and cost effectiveness measures are the most important factors in continued network participation. Northwest Iowa Care Connections (NWIACC) has identified access points within the provider network to assist individuals or their representatives to apply for services.

NWIACC Regional Network of Providers	Funded Programs in the NWIACC Region
Broadlawns Regional Medical Center 1801 Hickman Road Des Moines, IA 50309 515-282-2200	Adult Inpatient Psychiatric Services
Cherokee Mental Health Institute 1200 W. Cedar Cherokee, Iowa 51012 712-225-2594	Adult Inpatient Psychiatric Services Admission and Discharge Coordination Services
Community and Client Services of Iowa 518 9 th Ave. N. Sibley, Iowa 51249 712-754-3608	Supported Community Living
Compass Pointe 1900 Grand Ave. N. Suite A. Spencer, IA 51301 712-262-2952	Multi-Occurring Disorders Crisis Care Jail Multi-Occurring Disorders Screening Services
Creative Living Center 1905 10 th St. Rock Valley, IA 51247 712-476-5245	Adult Outpatient MH Services
Department of Human Services 20 W. 6 th St. Spencer, Iowa 51301 712-264-3540	Targeted Case Management
County Case Management Sub contracted currently through Seasons Center 201 E. 11 th St. Spencer, Iowa 51301 712-262-2922 800-242-5101	Case Management Services for Clay County (MI, ID, DD, BI) Dickinson (MI only) O'Brien (MI, ID, DD, BI) and Osceola Counties (MI, ID, DD, BI)
Emmet County Case Management Services 609 1 st Ave. N Suite 15 Estherville, IA 51334 712-362-2452	Case Management for Dickinson County (ID, DD, BI)

NWIACC Regional Network of Providers	Funded Programs in the NWIACC Region										
Echo/Plus, Inc. 1560 6 th Ave. N Estherville, Iowa 51334 712-362-2192 1808 Jackson Ave. Spirit Lake, Iowa 51360 712-336-4052	Supported Community Living Employment and Day Services										
Hope Haven 1800 19 th St. Rock Valley, Iowa 51247 712-476-2737	<table border="0"> <tr> <td>Supported Community Living</td> <td>Respite</td> </tr> <tr> <td>Employment and Day Services</td> <td>MI Day Habilitation</td> </tr> <tr> <td>Crisis Services</td> <td>Adult Outpatient Therapy</td> </tr> <tr> <td>Peer Support</td> <td>Jail Multi-Occurring Disorders</td> </tr> <tr> <td></td> <td>Screening & Therapy Services</td> </tr> </table>	Supported Community Living	Respite	Employment and Day Services	MI Day Habilitation	Crisis Services	Adult Outpatient Therapy	Peer Support	Jail Multi-Occurring Disorders		Screening & Therapy Services
Supported Community Living	Respite										
Employment and Day Services	MI Day Habilitation										
Crisis Services	Adult Outpatient Therapy										
Peer Support	Jail Multi-Occurring Disorders										
	Screening & Therapy Services										
Horizons Unlimited 3826 460 th Ave. Box 567 Emmetsburg, IA 712-852-2211	Supported Community Living Employment and Day Services										
Kathleen's RCF 1505 E. 5th St. Emmetsburg, Iowa 50536 712-852-2267	Residential Services Supported Community Living										
Life Skills 1510 Industrial Rd. SW LeMars, IA 51031 712-546-4785	Employment and Day Services										
Mercy Medical Center North IA 1000 4 th St. SW Mason City, Iowa 50401 641-428-7000	Inpatient Psychiatric Services										
Mercy Medical Center 1111 6 th Ave. Des Moines, IA 50314 515-247-3121	Inpatient Psychiatric Services										
Opportunity Village 1200 N 9 th St. W. Clear Lake, IA 50428 641-357-5277	Employment and Day Services										
Prairie View 18569 Lane Road Fayette, IA 52142 563-425-3291	Residential Services										
Pride Group 214 Plymouth St SE LeMars, IA 51031 712-546-6500 2273 170 th St. Okoboji IA 51355 712-332-3124 6059 390 th St. Primghar, IA 51245 712-757-6375	Residential Services Supported Community Living Habilitation Services										

NWIACC Regional Network of Providers	Funded Programs in the NWIACC Region
Seasons Center for Behavioral Health 201 E. 11 th St. Spencer, IA 51301 712-262-9438 1-800-242-5101	Inpatient Psychiatric Hospitalization-Evaluation and Treatment Outpatient MH Services – Psychiatric Evaluation & Medication Management Outpatient Therapy Services Community Based Services (CBS) Crisis Services Family and/or Peer Support Services Multi-Occurring Disorders Care
Sunshine Services Box 225 Spencer, IA 51301 712-262-7805	Supported Community Living Employment and Day Services
Spencer Hospital 1200 1 st Ave. E. Spencer IA 51301 712-264-6228	Inpatient Psychiatric Hospitalization
Unity Point (Iowa Lutheran & Iowa Methodist) 700 E University Ave Des Moines, IA 50316 515-2635-5612	Inpatient Psychiatric Hospitalization
Village Northwest 330 Village Circle Sheldon, IA 51201 712-324-4873	Supported Community Living Employment and Day Services
Willow Heights 60191 Willow St. Atlantic, IA 712-243-3411	Residential Services Supported Community Living