

# Delta Center for a Thriving Safety Net: An Opportunity for California & Lessons from a National Initiative

**California Primary Care Association**  
**2020 Virtual Conference**



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CALIFORNIA

# What is the Delta Center?

## **The Delta Center for a Thriving Safety Net**

National program began in 2017



## **Delta Center California**

Adapted model for California, kicking off Fall 2020



# PRESENTING DELTA CENTER CALIFORNIA

▶ INSIGHTS  
from  
DELTA CENTER  
NATIONAL



▶ CALL FOR  
PROPOSALS

▶ CHALLENGES and  
OPPORTUNITIES



▶ OUR PARTNERS



▶ PLANNING  
PROCESS

▶ WHY DELTA  
CENTER CA?



CREATED BY: KIELY HOUSTON

▶ WELCOME  
and INTRODUCTION



# Delta Center CA Program Office



**Rachel Tobey**

**JSI**

Principal Investigator & State Project Director  
Roundtable Lead



**Robin Haller**

**JSI**

State Project Director



**Tracey Kirui**

**JSI**

Project Manager



**Molly Brassil**

**Aurrera Health**

Learning Lab Lead



**Jen Powell**

**Powell & Associates**

Curriculum Designer



**Rio Holaday**

**Rio Holaday, LLC**

Meeting Designer



**Kiely Houston**

**JSI**

Communications  
Director



**Erin Shigekawa**

**JSI**

Research & Policy  
Analyst



**Mia Bladin**

**JSI**

State Roundtable Associate



**Julia Cohen**

**JSI**

Program Office Associate

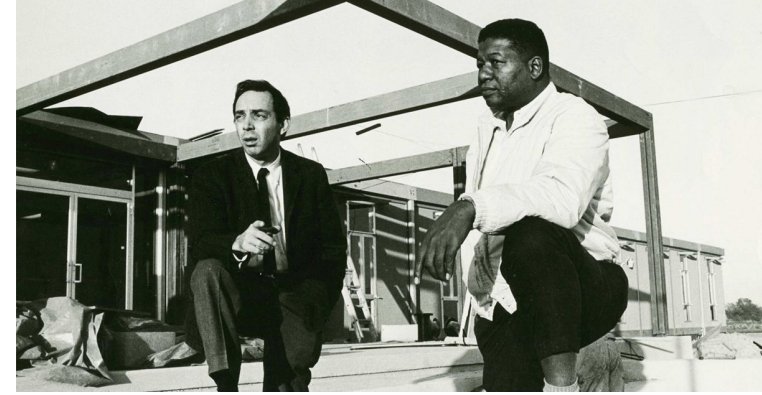


**Karuna Chibber**

**JSI**

Internal Evaluator

# Introduction: What's in a name?



Delta Means Change

Delta Connotes Confluence

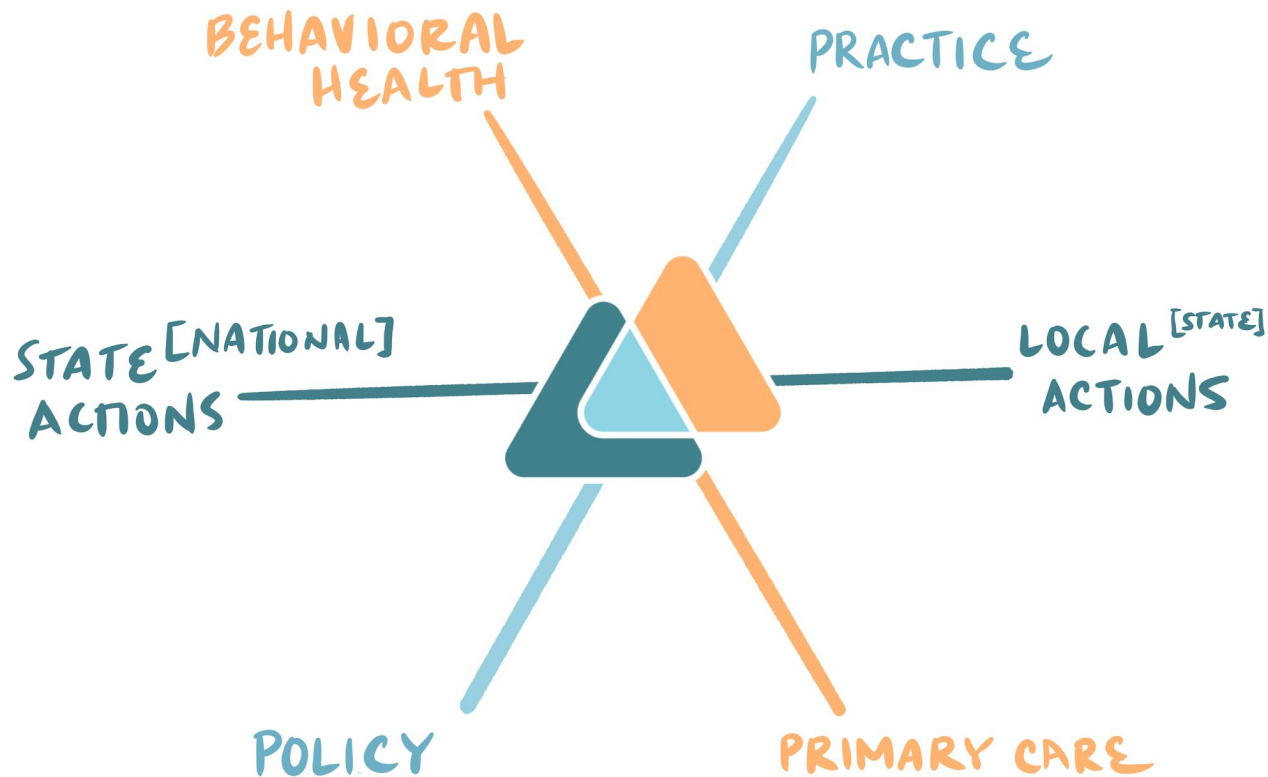
Deltas Transform Landscapes

Salutes history of community health &  
social justice



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# Introduction: The concept



# Delta Center California Planning

# CODESIGN

**THANK YOU FOR  
YOUR MENTORSHIP,  
CCI**



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# Planning Process: Delta Center California



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# Planning process: Interviews

**27** Interviewees identified collaboratively by CHCF and JSI  
Conducted June-July 2019



**4** Primary Care  
**6** Behavioral Health



**9** Primary Care  
**4** Behavioral Health




**5** Thought  
Leaders




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# Planning process: Interviews

A light gray speech bubble with a black outline, pointing towards the bottom left.

What are the greatest opportunities in California to accelerate local action on PC/BH integration in the safety net?

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What are opportunities to improve PC & BH provider organizations' readiness for value-based payment and care?

# Why Delta Center California?

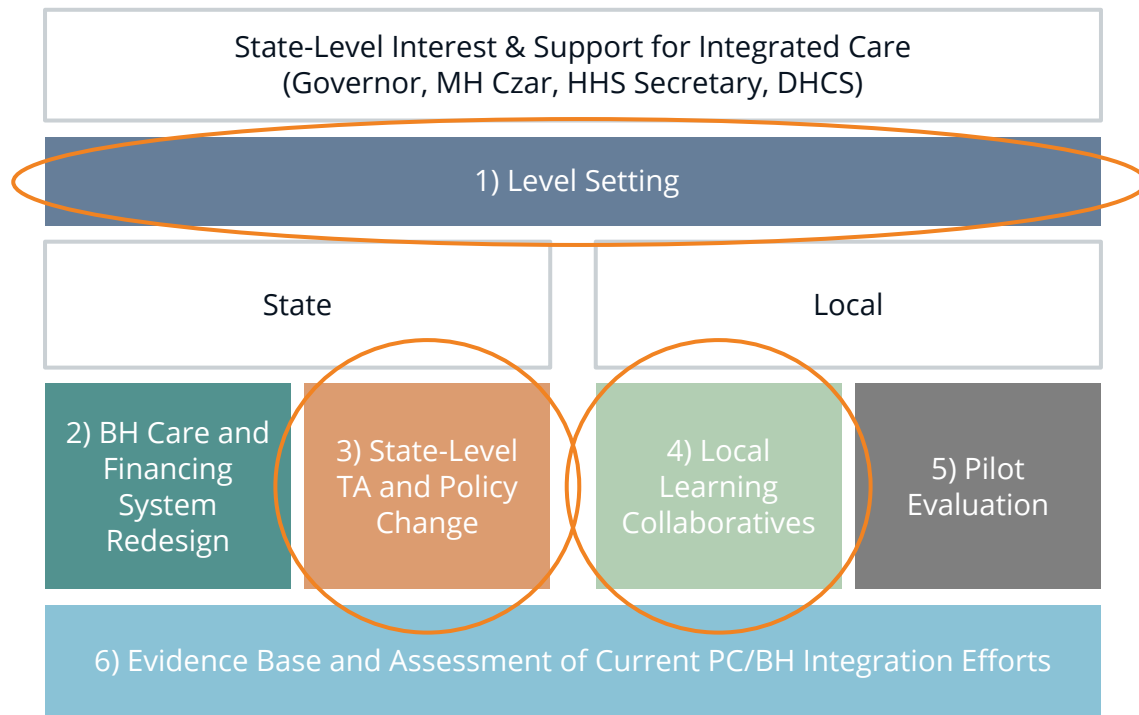


Unmet behavioral health need is **a health and health equity crisis** in California.

Better addressing behavioral health needs is also **a financial imperative**.

**Crisis can be a catalyst** for transformation.

# Planning Process: Overarching Findings

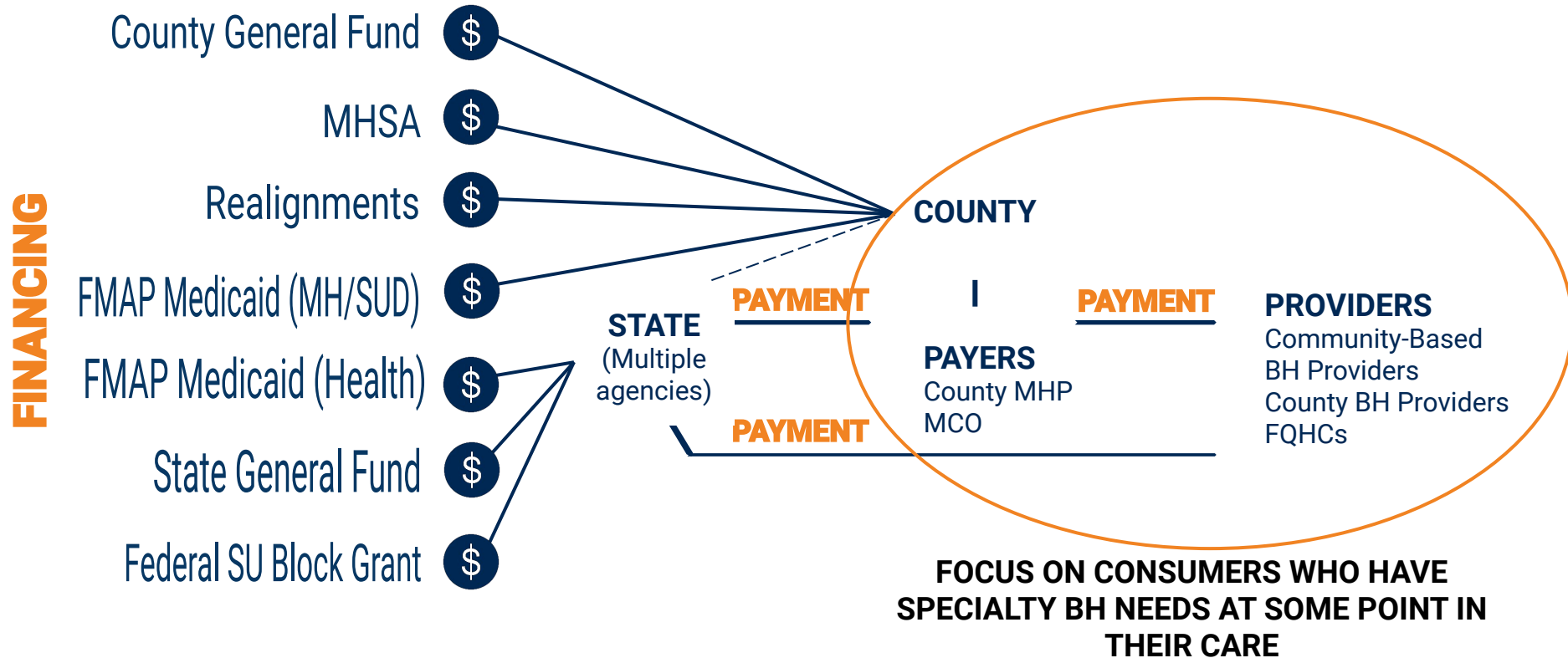


# Planning Process: Culling Findings into Actionable Plan

1. Opportunity to **build shared understanding** of the nature and definition of behavioral health, and the value of integration
2. Focus on **care and payment for specialty BH**
3. Opportunities to **fund state associations** to collaborate in new ways
4. Interest in **fostering local provider-payer teams**
5. Interest in **learning from pilots** at the vanguard of PC/BH care and payment change



# Behavioral Health Care, Financing, and Payment



# Delta Center California: Co-design becomes reality



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# Goals

Delta Center California goals are to:

**Foster collaboration and collective action** between primary care and behavioral health at the state and county level in California.

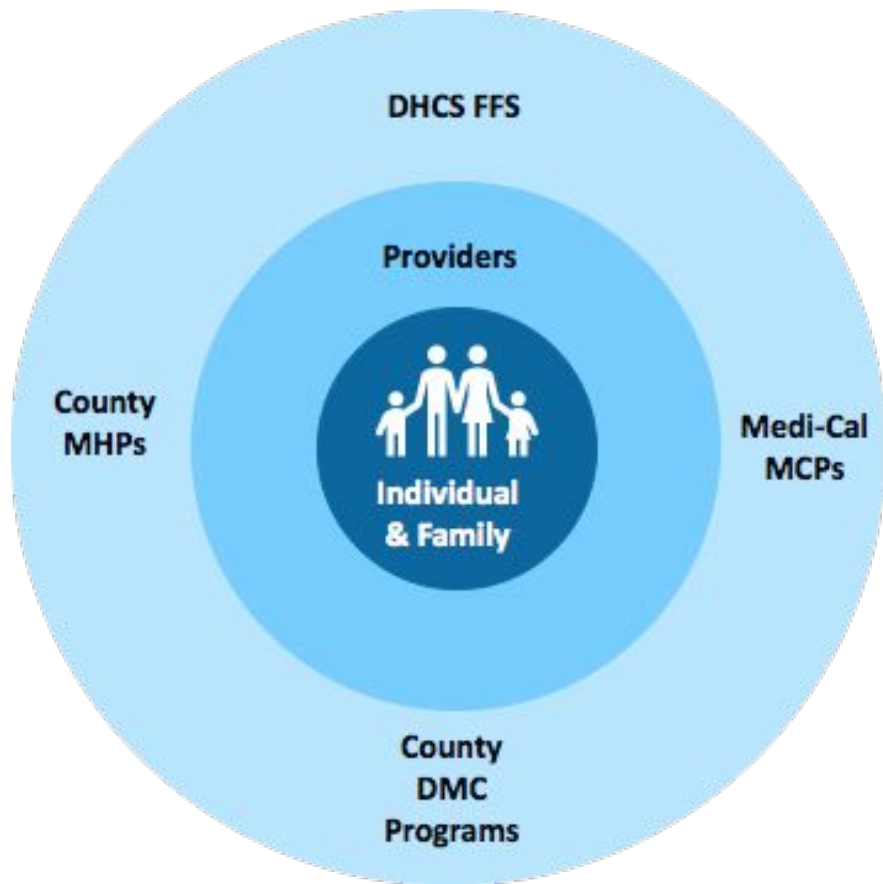
**Build knowledge & ability of state associations** to ensure that changes in incentives and care systems meet the goals and needs of individuals and families.

**Accelerate payment and care integration** through on-the-ground projects in selected sites across California.

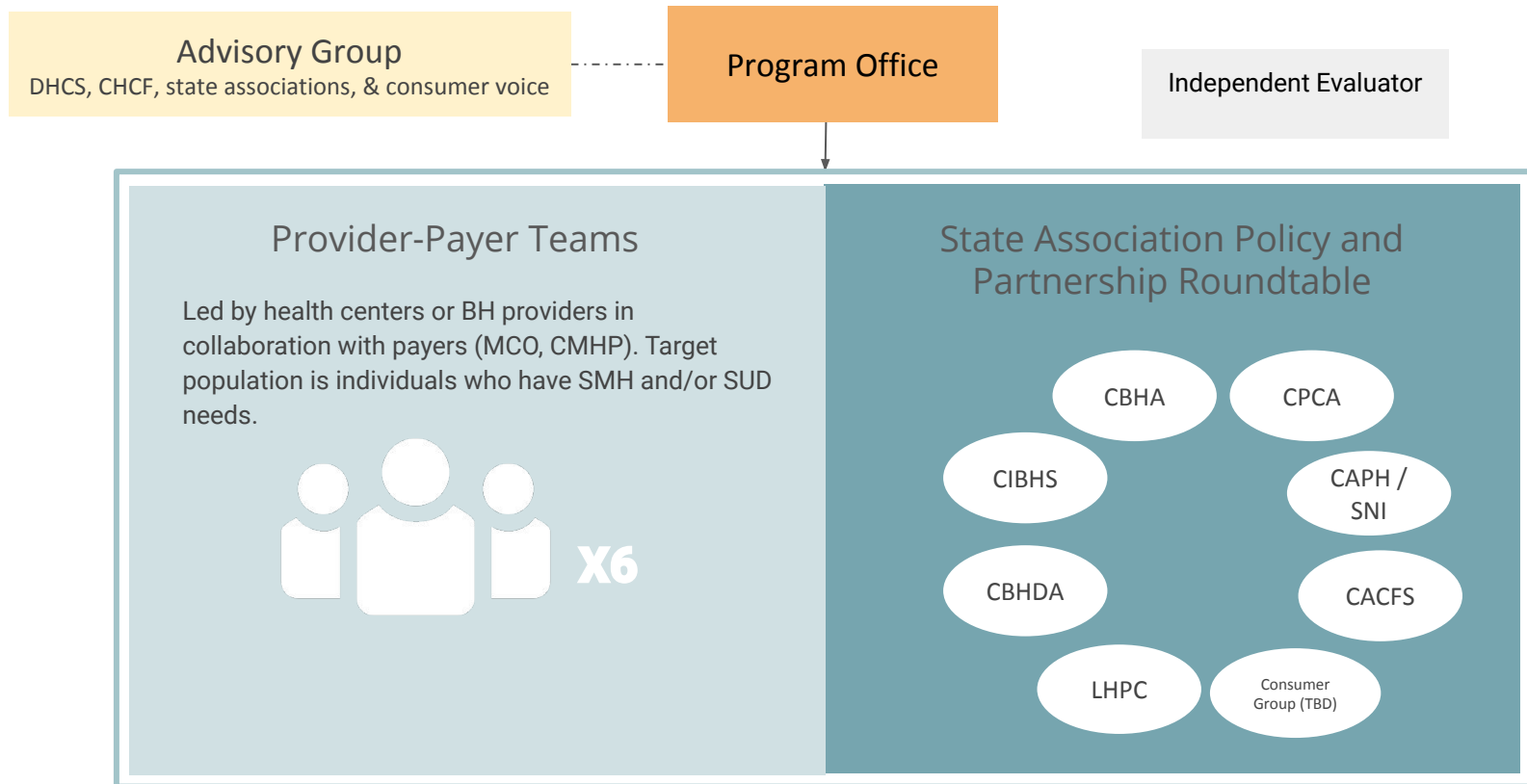


The ultimate impact is to create **health policy and a care system that better meets the goals and needs of individuals and families, and addresses racial and economic disparities.**

# Guiding Principle: Individual & Family Centered



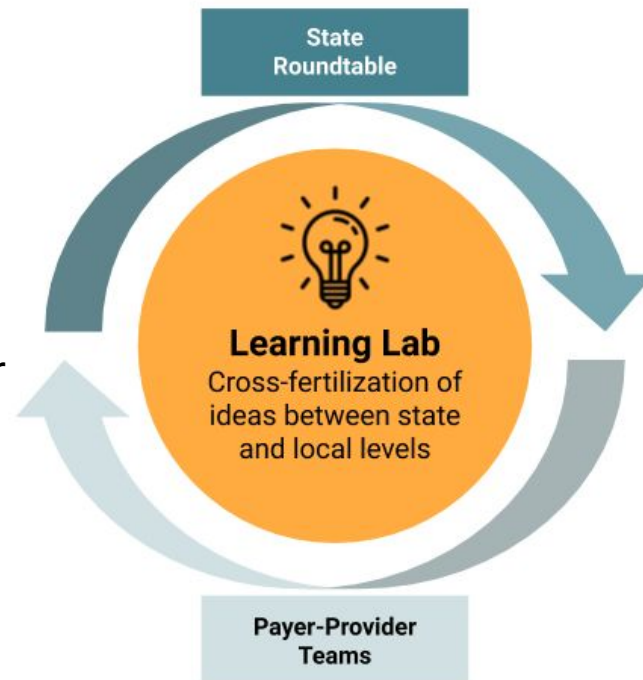
# Delta Center California Initiative Structure



# Delta Center California Initiative Structure

Led by JSI, the **Delta Center California program office** leads two mutually-informing workstreams:

1. A **State Roundtable** of 8 statewide organizations
2. A 16-month **Learning Lab** bringing together competitively selected, funded provider-payer teams and state association partners



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# Statewide Partners



# Advisory Group



**Giovanna Giuliani**  
**CAPH/SNI**  
Executive Director



**Percy Howard**  
**CIBHS**  
President and CEO



**Le Ondra Clark Harvey**  
**CBHA**  
CEO



**Chris Stoner-Mertz**  
**CA Alliance**  
CEO



**Kiran Savage-Sangwan**  
**CPEHN**  
Executive Director



**Brianna Lierman**  
**LHPC**  
CEO



**Andie Patterson**  
**CPCA**  
VP of Government Affairs



**Veronica Kelley**  
**CBHDA**  
Board President



**Catherine Teare**  
**CHCF**  
Associate Director,  
High-Value Care



**Kathryn Phillips**  
**CHCF**  
Senior Program Officer,  
Improving Access

# State Roundtable



**Allison Homewood**

**CAPH/SNI**

Associate Director of Policy



**Jennifer Clancy**

**CIBHS**

Director of Strategy



**Le Ondra Clark Harvey**

**CBHA**

CEO



**Adrienne Shilton**

**CA Alliance**

Senior Policy Advocate  
for Behavioral Health



**Linnea Koopmans**

**LHPC**

Government Affairs Director



**Allie Budenz**

**CPCA**

Assistant Director of  
Quality Improvement

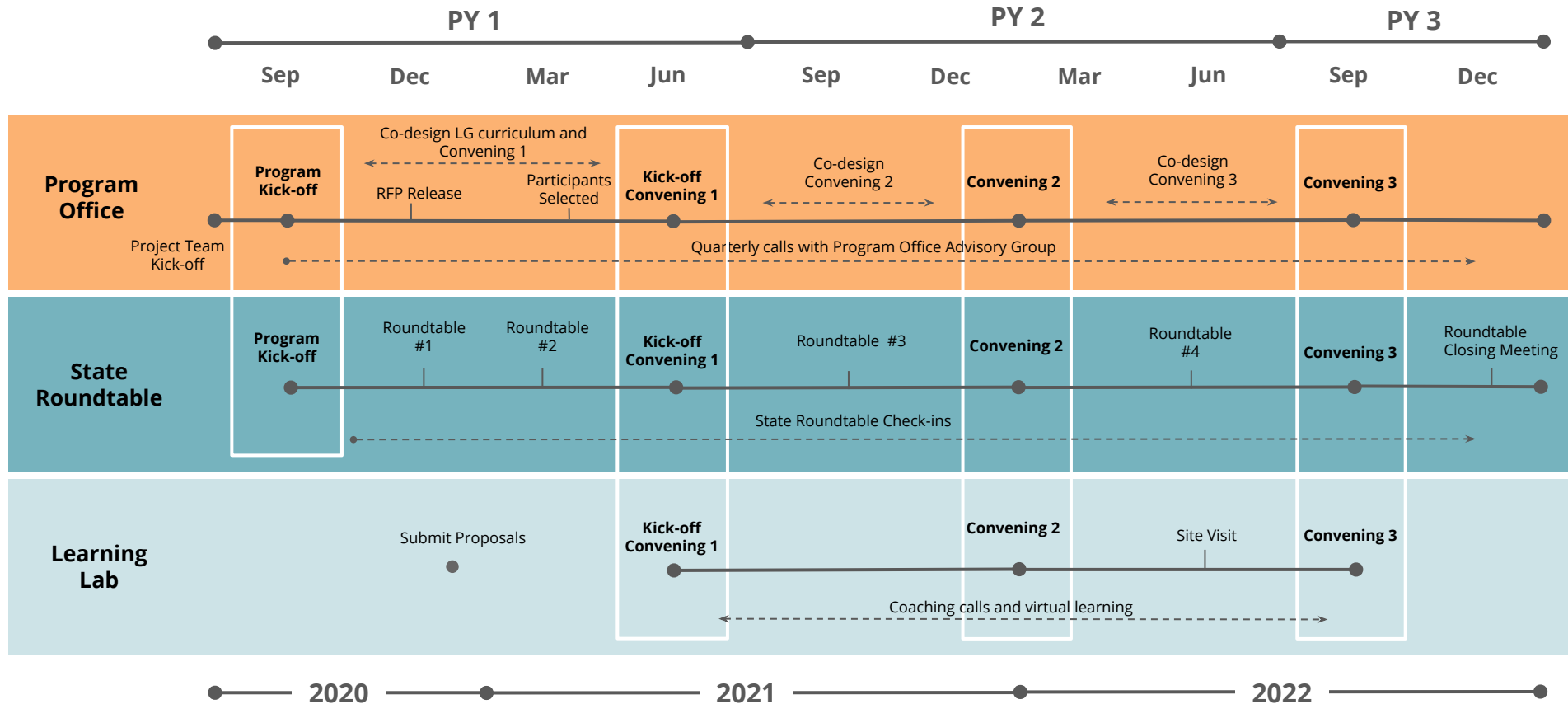


**Michelle Cabrera**

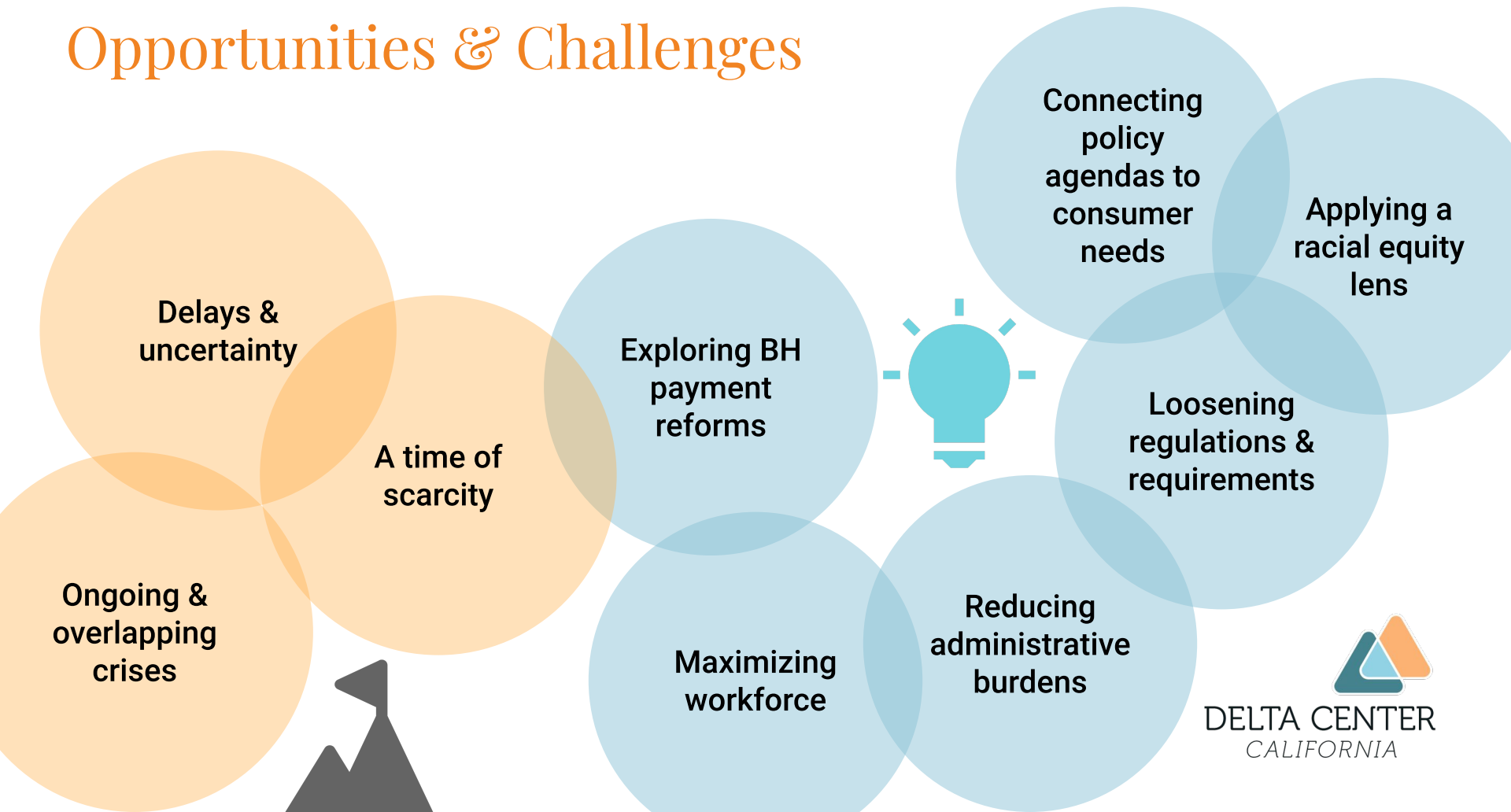
**CBHDA**

Executive Director

# Overview of Project Timeline



# Opportunities & Challenges



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# Call for Proposals

Learning Lab RFP Release

January 2021

Learning Lab Proposal  
Submission

February 2021

Learning Lab Participants  
Announced

March 2021

Kickoff Convening

June 2021

Program End

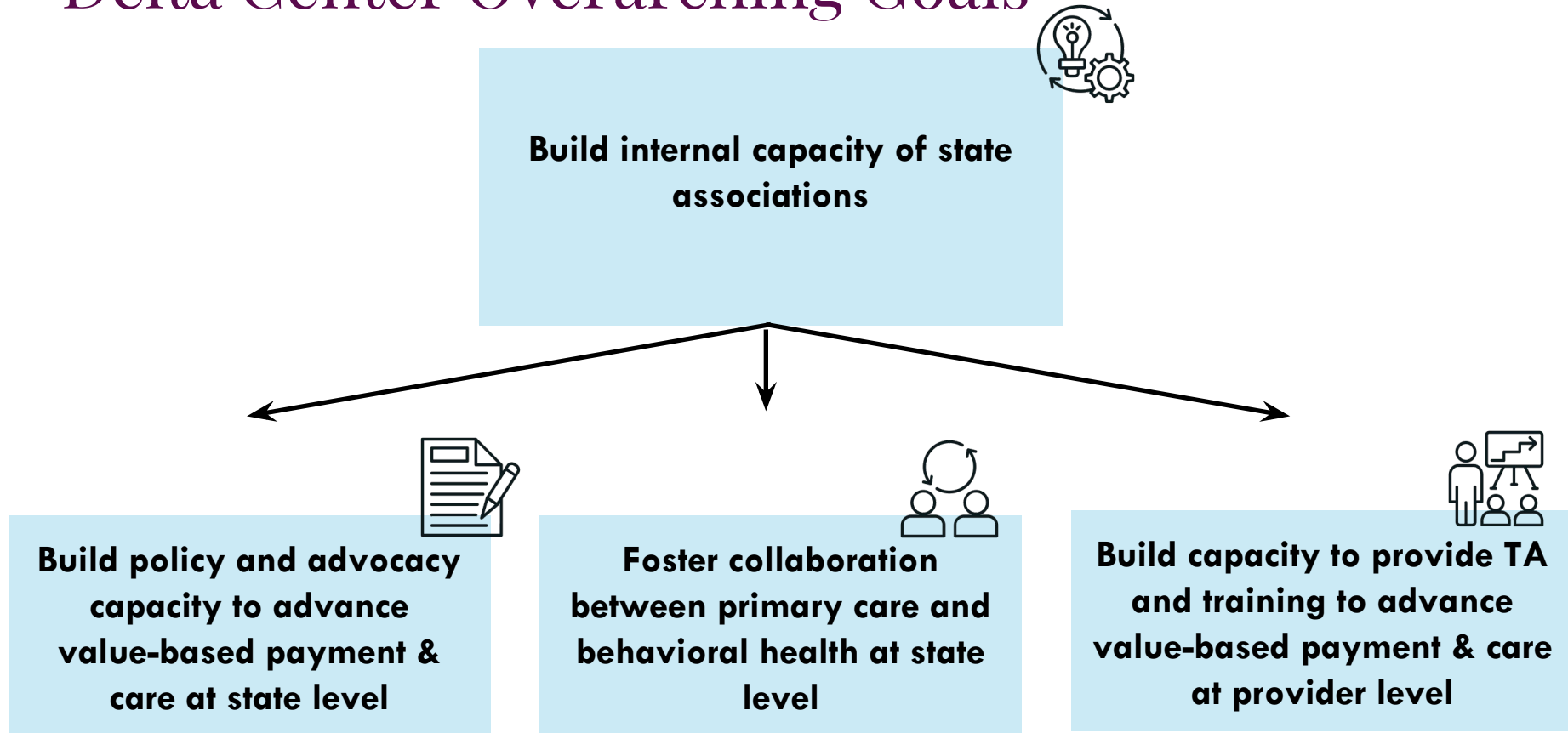
February 2023



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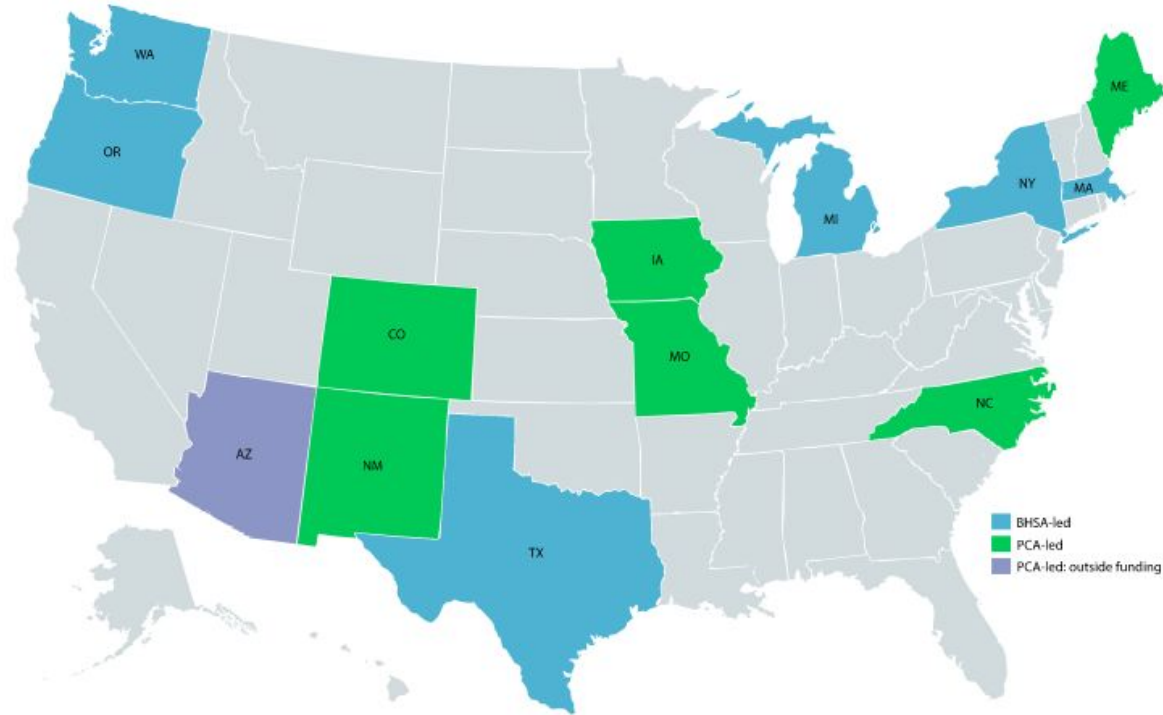
# Insights from the National Delta Center

# Delta Center Overarching Goals



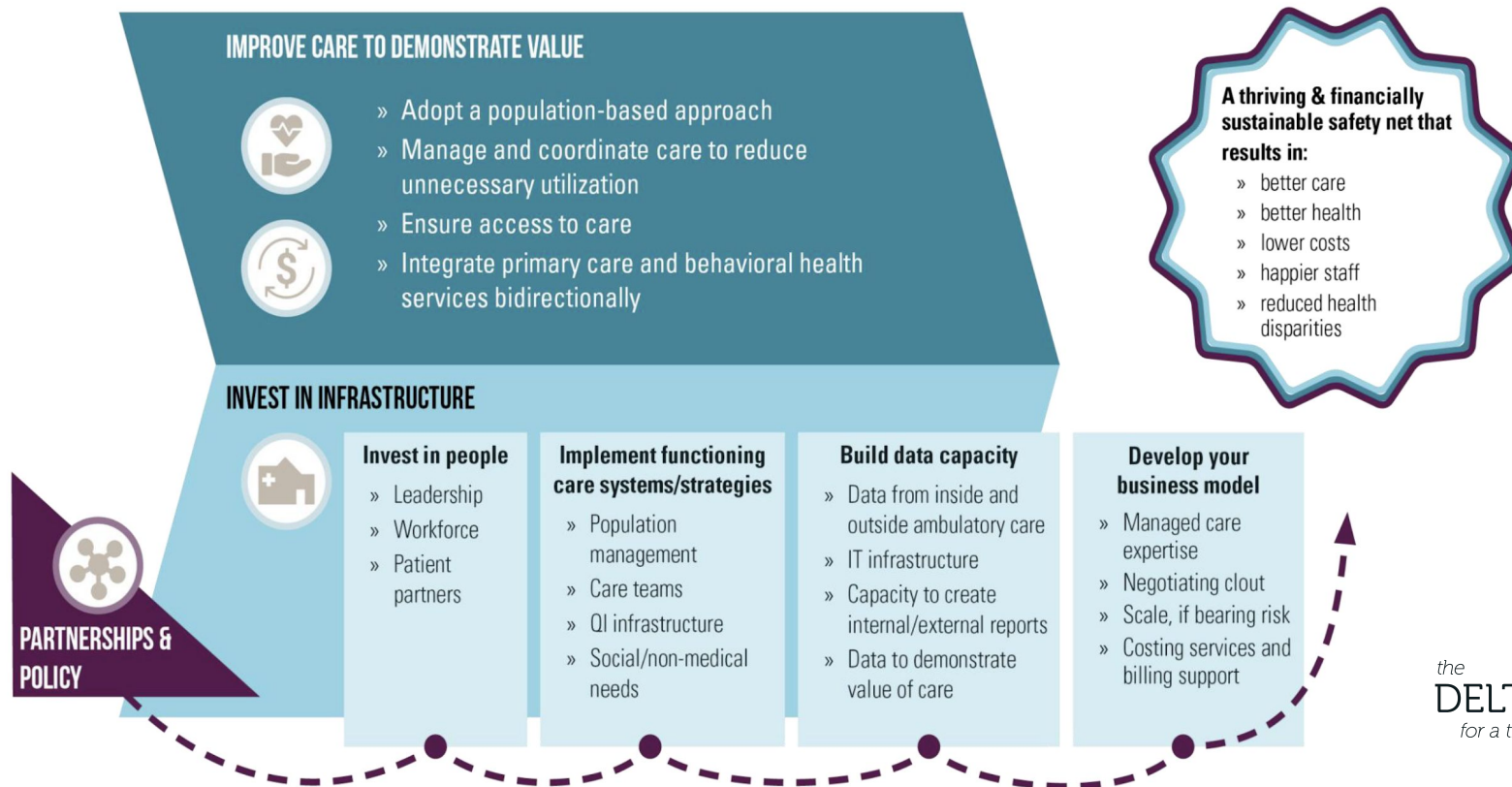
# Delta Center for a Thriving Safety Net

## Phase 1 Cohort: 12 states



#1) Funding Associations Strengthened  
State-Level Relationships, Created  
Mindset Shifts, and Fostered New Ways  
of Acting

# Model for Advancing High Performance (MAHP)\*



\*Adapted 8/20/2018 from The MacColl Center for Health Care Innovation and JSI Research & Training Institute, Inc. (2018). *Partnering to Succeed: How Small Health Centers Can Improve Care and Thrive Under Value-Based Payment*, California Health Care Foundation. Available at: <https://www.chcf.org/publication/partnering-succeed-small-health-centers/>

## #2) Associations Fostered Relationship Building and Collective Action at the Local Provider Level

# Delta Center National

## National Partnerships

- NACHC & National Council collaborated in new ways at the national level and by fostering collaboration between members
- MAHP model for PC & BH
- Safari Visit to CompassPoint, an FQHC-CCBHC in Missouri



NATIONAL ASSOCIATION OF  
Community Health Centers



# Delta Center National

## Fostered Clarity & Alignment for Policy & Practice Change in 12 States

- **Washington:** Building a new partnership & VBP Academy
- **Oregon:** Fostering on-the-ground collaboration between BH & PC providers
- **Iowa:** Advancing an APM & a BH Integration Vision for health centers

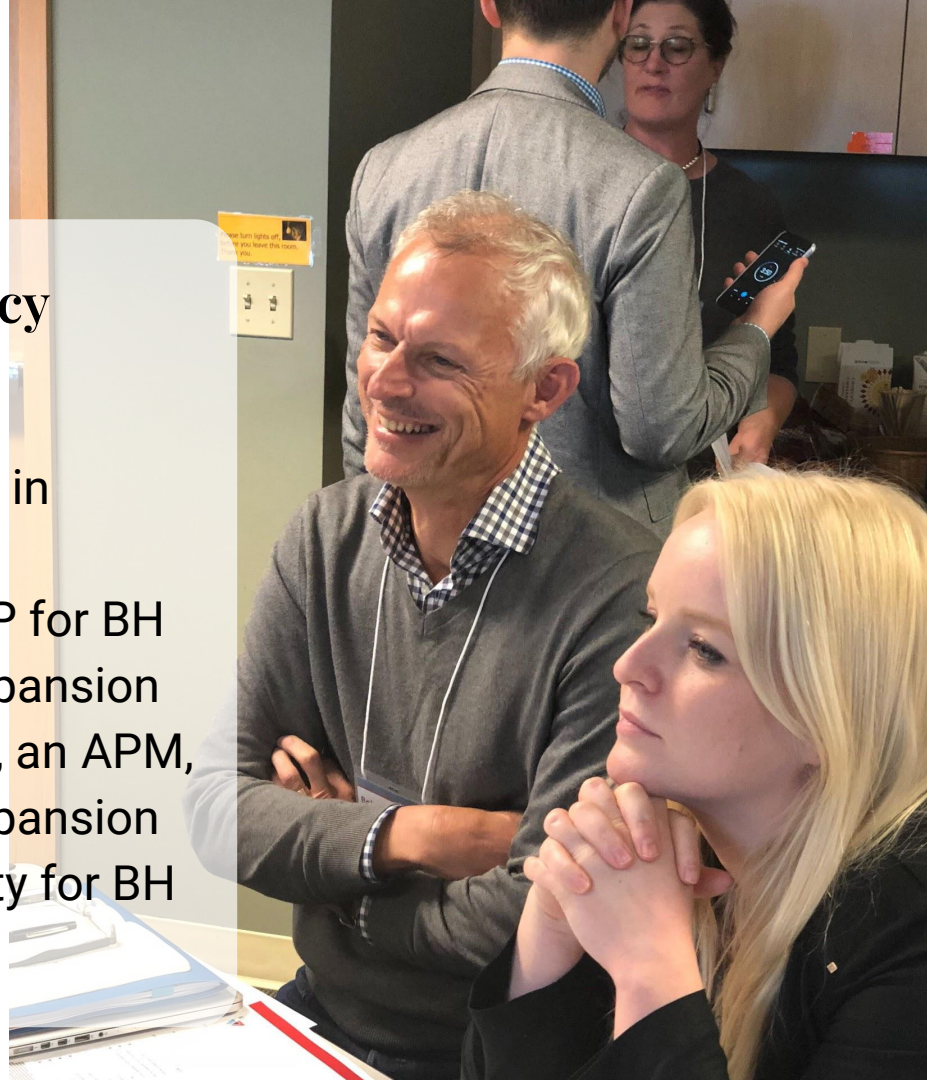


#3) Delta Center Catalyzed New Relationships and Action between Safety Net and Payers.

# Delta Center National

## Fostered Clarity & Alignment for Policy Change in 12 States

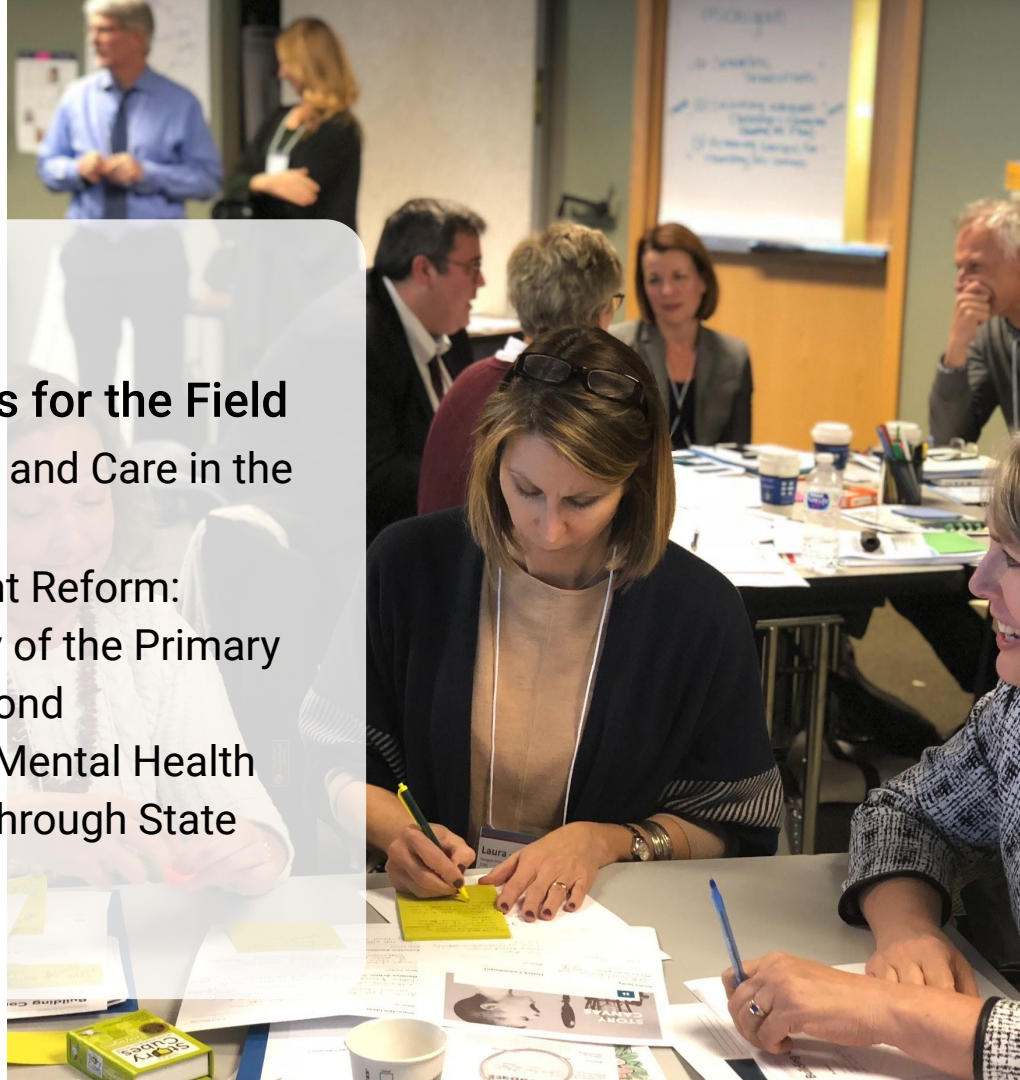
- **New York:** Advancing telehealth policy in Medicaid
- **Michigan:** Articulating the value of VBP for BH
- **Missouri:** PC and BH IPA, Medicaid expansion
- **Texas:** Establishing the CCBHC model, an APM, and SMI diagnosis-based coverage expansion
- **New Mexico:** Advancing payment parity for BH



# Delta Center National

## Thought Leadership

- **Program Office Synthesizing Ideas for the Field**
  - Rethinking Value-Based Payment and Care in the Rural Ambulatory Safety Net
  - Catalyzing Health Center Payment Reform: Addressing the Financial Stability of the Primary Care Safety Net in Crisis and Beyond
  - Health Affairs Blog: Battling The Mental Health Crisis Among The Underserved Through State Medicaid Reforms



RWJF awarded JSI to National Delta  
Center Phase 2

Aug 2020–July 2023

8 new states + 8 alumni grants

Delta Center California is co-funded by  
RWJF in Phase 2

# Delta Center Program Overview

## Delta Center Grantees & National Partners will...

### Build Relationships

A foundational part of Delta Center participation is building the relationship between state associations in PC and BH.



### Learn & Grow

Grantees will learn from faculty, each other, and Delta Center alumni.



### Plan & Take Collective Action

Grantees will act in collective and mutually supportive ways.



### Share

Grantees & Program Office will elevate their experience for each other and the field.



## OUTCOME

*Increased capacity and incentives for integrated, equitable care that meets people's goals and needs*

## IMPACT

*Improved policies & care systems*

*Individuals' & families' needs are better met*

# Questions? Comments?

Please visit us on the web:

[deltacentercalifornia.jsi.com/](http://deltacentercalifornia.jsi.com/)  
[deltacenter.jsi.com/](http://deltacenter.jsi.com/)

Or email us:

[deltacenterca@jsi.com](mailto:deltacenterca@jsi.com) | [deltacenter@jsi.com](mailto:deltacenter@jsi.com)



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