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Name of Organization: A New Leaf, Inc.

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Executive Sponsor: Michael T. Hughes
President/Chief Executive Officer

Date Applying: November 16, 2012

Amount Requested: \$50,000

Thank you for this opportunity to submit an application for the Unconnected Healthcare Providers HIE Grant Program. A New Leaf, Inc. is proud to be part of this effort to improve the quality and coordination of care for medically underserved and low income populations.

Sincerely,

Michael T. Hughes
President/CEO

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GRANT APPLICATION PROJECT DESCRIPTION

A New Leaf, Inc. is a 501(c)(3) Joint Commission accredited behavioral health and human services organization, committed to its mission, *“Helping Families... Changing Lives”*. The organization provides a comprehensive array of programs and services to assist disadvantaged, vulnerable individuals in “turning over a new leaf”, and living healthier, safer lives. Originally named PREHAB of Arizona, in 2007 the name changed to A New Leaf to more accurately reflect the concepts of “growth, change, and new beginnings”. In the early years, A New Leaf primarily provided residential services to youth with substance abuse issues. Today, the organization provides a continuum of care, offering emergency and transitional shelter for victims of domestic violence and the homeless, residential and community based treatment services for at risk youth, advocacy and work force development, community behavioral health, foster care and adoption services, a community assistance program, and is currently developing affordable and permanent supportive housing programs for low income families and the chronically homeless. A New Leaf staff serves approximately 20,000 individuals annually through the agency’s continuum of programs and services.

A New Leaf’s Community Behavioral Health Services (CBHS) department (approximately 120 staff members) is based in both the East and West Valley of Maricopa County, including the Dorothy B. Mitchell Counseling Center in Mesa, West Valley Community Behavioral Health in Glendale, Arizona, and smaller offices located in cities throughout the County. Centers provide counseling, care coordination, medication management, and support services: to children and families eligible under the Magellan Health Services of Arizona Regional Behavioral Health Authority (RBHA) contract; to low-income individuals with other service provider contracts; and to the uninsured. Center services include: comprehensive assessment and placement in individual and/or group counseling; crisis management; cognitive/behavioral therapy; psychiatric evaluation and medication management; family counseling; in-home family support through the Parent and Children Teaming Together program (PACTT); and social skills training and activities through After-School Programs. A New Leaf and its Community Behavioral Health Services department continually focus on a holistic approach to services in all aspects of care.

Nearly 5,000 individuals will be served through A New Leaf’s counseling services this fiscal year (July 1, 2012 to June 30, 2013). The demographics of this population indicates 54% males and 46% females, with 45% Anglo/Whites, 33% Hispanic/Latino, 10% African American/Black, 3% Other/Multi-Racial, 2% Native American, 1% Asian/Pacific Islander, and 6% Unknown. Age ranges include 11% 0-6, 44% 7-13, 26% 14-17, 13% 18-30, 4% 31-39, and 2% 50-64. A New Leaf is a partner with Quality Care Network, and specializes in behavioral health services for Title XIX and Title XXI children and their families.

Through the Unconnected Healthcare Providers HIE Grant Program, A New Leaf plans to address the issue of “Facilitating transitions of care by sharing patient care summaries across unaffiliated organizations”.

One of A New Leaf's concerns is for youth transitioning to adulthood. A New Leaf currently assigns a Case Manager Transition Specialist at each CBHS site to provide life skills assessments, support, coaching, and transitional learning opportunities to youth, between 16 and 18 years old, who are transitioning into adulthood services, including youth with Serious Mental Illness and General Mental Health/Substance Abuse issues. The Transition Specialist identifies obstacles to living independently, and assists youth with obtaining employment, independent living skills, housing, transportation, and post secondary education. The Transition Specialist works collaboratively with case managers, probation/parole officers, educators, and other service practitioners as needed to ensure appropriate services and continued support for youth. A New Leaf's closest collaborator for transitioning youth to adulthood is Marc Center of Mesa, Inc.

Marc Center is a long-standing partner with A New Leaf. The organization provides educational, therapeutic, rehabilitation, and social services to children and adults with developmental and, physical disabilities and behavioral health challenges. Marc Center's Behavioral Health Services provide a broad spectrum of recovery, rehabilitation, vocational training, community integration, residential living options, and outpatient counseling services for individuals with behavioral health needs. Its comprehensive continuum of services allows individuals to build lives of quality and self-sufficiency with a focus on strengths, needs, personal, cultural, and spiritual preferences. Marc Center is also the adult services collaborative partner in A New Leaf's permanent supportive housing projects.

Other close collaborative partners with A New Leaf's children's services include, among others, Touchstone Behavioral Health, Valle del Sol, Inc., and Banner Hospital. A New Leaf, Banner Hospital, and Mesa Public Schools are partners in a school based health care center on the Mesa Education Center campus. A New Leaf was awarded a contract with Magellan Health Services to integrate physical health and behavioral health services in a school based health care environment. Shared continuity of records is an essential component of these quality services. Through Health Information Exchange, health information between the agencies, including medical and clinical records, such as assessments, treatment plans, psychiatric evaluations, progress notes, prescriptions, and labs, could be exchanged seamlessly, and coordination of care could occur in real time.

Currently, A New Leaf, Marc Center, Banner Hospital, and other partners manage different software applications for health information records. For instance, A New Leaf supports NextGen, and Marc Center utilizes ClaimTrak. Information is exchanged through faxed documents. This is a timely process, and may involve human error. Through Health Information Exchange, there will be easier access and retrieval of clinical records, improved patient safety through immediate access to electronic information, and reduced healthcare costs.

In addition, business practices affected by this grant opportunity include the major focus areas of A New Leaf's Strategic Plan: 1) Organizational Leadership, through enhancing partnership opportunities, addressing community needs, and providing quality programming; 2) Client Centered, through increased quality of care/services for consumers and enhanced internal and external referral and health information exchange processes; 3) Excellence, including implementing technology upgrades and best practices; 4) Employee Investment, through training

to create a best practices workforce; and 5) Customer Focus, by growing, improving, and expanding customer relationships.

To address these business practices and improve the quality of care for low-income children and youth with mental and behavioral health issues, A New Leaf, the fiscal agent on this project, implemented NextGen technology in October, 2009, with professional consulting services provided by TOPAZ *IT Solutions*. NextGen Healthcare provides EHR, financial, and HIE solutions for hospitals, health systems, physician practices, and other healthcare organizations. TOPAZ is an Arizona-based company with twelve years experience in NextGen technology specific to Arizona businesses and behavioral health and social services content. The Project Lead for this grant and the Program Manager for A New Leaf's Electronic Medical Records (EMR) department is Robin Bertolini. Robin has a BS in Management Information Systems and Accounting from Iowa State University. As A New Leaf's Program Manager, Robin implemented NextGen's EHR and EPM modules for the outpatient clinics, developed and maintained NextGen template documents, and managed and supported the EMR program since August 2009. (See attached resume.) Qualified staff are comfortable with NextGen. Although TOPAZ is not currently providing continual professional services, the organization did provide additional consultation last year, with implementing the e-prescribing feature. This upgrade is facilitated through Surescripts, the nation's largest clinical health information network.

A New Leaf is also a partner with Quality Care Network (QCN), one of three children's Provider Network Organizations (PNOs) under the Magellan Health System in Maricopa County, serving individuals from birth to age 18 years old. QCN subcontracts with A New Leaf and other qualified service provider agencies for psychiatric, counseling, and supportive behavioral health services. QCN also utilizes NextGen software, and health information is exchanged nightly with A New Leaf over the Internet. Documents, including service plans, safety plans, medication management, etc., are uploaded into a secure environment or landing zone, retrieved, and transmitted directly into the consumer's chart. Both A New Leaf and Quality Care Network attain complete up-to-date charts and pertinent information, i.e. Magellan status changes, through this process. It is a huge time savings, and offers secure transfer of clients' records.

Through A New Leaf's contract with Magellan Health Services RBHA, Arizona Department of Health Services licensing, accreditation through the Joint Commission, and other federal, state, and local contractual services, A New Leaf is fully aware and compliant with HIPAA and HITECH requirements and local and national privacy and security standards and specifications, and e-mail account configuration requirements and specifications. A New Leaf is able to securely transmit health information over the Internet, by performing encryption, verification, and authentication; supports SMTP; operates a standard Business Associate Agreement, has a defined disaster recovery and back-up plan, and continually strives to adopt best practices.

A New Leaf is excited to facilitate Health Information Exchange with both its current and future partners, to assist in fully integrating physical and behavioral health electronic records in the future, and to assist in achieving best practices for information technology protocol. The organization is committed to providing innovative, quality services for the low income and underserved members of the Maricopa County community.

PROJECT WORK PLAN

Through its homeless programs, A New Leaf is familiar with federal and statewide electronic systems, i.e. HMIS, the Homeless Management Information System. HMIS is the information system designated by the U.S. Department of Housing and Urban Development (HUD) Continuum of Care to comply with HUD's data collection, management, and reporting standards, and used to collect client-level data, and data on the provision of housing and services to homeless individuals and families, and persons at risk of homelessness. HMIS includes standards related to encryption of the data collected, and the rights of persons receiving services under the McKinney-Vento Act. This proposed rule provides for: 1) uniform technical requirements of HMIS; 2) proper collection of data and maintenance of the database; and 3) confidentiality of the information in the database. A New Leaf is currently working with Valley of the Sun United Way to implement HEART, Housing Eligibility, Assessment, and Referral Tool to streamline referrals to permanent supportive housing projects for the chronically homeless in Maricopa County. This information may become part of HMIS in the future.

A New Leaf's primary objective for this grant opportunity is to facilitate the process of exchanging health information with other providers/partners for transitioning youth. Upon award, a pilot work group meeting between A New Leaf's current partners/collaborators/stakeholders is the first essential step. This meeting will begin the process of identifying health information documents required, especially for youth transitioning to adulthood. During this time frame and meeting, A New Leaf will continue to assess the requirements and specifications to become a Health Information Service Provider.

Upon initial review of the HISP Technical Architecture Specifications, A New Leaf's current system, NextGen, Version 5.6 will need to be upgraded to Version 5.7 for direct integration. Other products, as well as previous versions of NextGen, are required to utilize direct portal to compose and process messages. A New Leaf is already in the process of reviewing its secure messaging software. Although adequate, other agencies are finding it cumbersome, and an updated version is justified for seamless HISP integration. In addition, software interface fees are anticipated, to build a custom bridge or interface to link the systems. An HISP account will also be needed to retrieve data from the portal.

The HISP project will move at a rapid pace with aggressive timelines. Program and development processes will include connectivity configuration, interface capability programming, and reviewing/modifying workflow, based on barriers and challenges. During testing, connectivity between EHR and HIE / HIE and EHR will be analyzed, and data will be exchanged, including confirming the ability to generate, send, and retrieve information to/from the HIE. All workflow will be documented. Quality assurance testing will ensure compliance with all HISP requirements and specifications, including performance, reliability, and security standards.

Upon completion of testing and quality assurance, staff and work group partners will be trained on the technology, workflow, and delivery system. The process will then be finalized and fully implemented. Monthly meetings will continue to be conducted with the pilot work group

throughout the process, to evaluate the parameters and content of the health information documents, develop a format for clinical content generation, evaluate progress/barriers/challenges, test, and finalize the implementation. A New Leaf will participate in site visits or conference calls with ASET to report on progress, barriers, and lessons learned. Narrative progress reports will be submitted monthly to ASET, including project details, i.e. status of milestones for health information exchange and documentation of any challenges or barriers, and a final report with final grant expenditures will be submitted within 30 days of the grant expiration date.

A New Leaf staff is highly qualified to meet the aggressive timelines of this project, and A New Leaf is poised to improve the infrastructure within its organization and continue to participate in the electronic movement of health-related information among organizations. The primary project team members include Robin Bertolini - the Project Manager, Carol Kesen and Lisa Schoop – Programmers, and Liz Rueda – Trainer. Robin’s resume is attached. Carol Kesen received a Bachelor of Science in Information Technology from the University of Phoenix. She is a talented report developer and data analyst with 10+ years of experience in the healthcare, manufacturing, banking, gaming, e-commerce, and insurance industries. She has been the EMR reports administrator for A New Leaf since September 2009, including creating SQL queries, views, and stored procedures. She also developed reports utilizing Crystal Reports XI and SQL Server Reporting Services 2005 and 2008 R2. Lisa Schoop joined A New Leaf’s EMR department in April 2010. Her core competencies include Microsoft SQL Server 2005/2008 R2 implementation, replication, maintenance, and integration and reporting services, and Crystal reports and Crystal enterprise products. The EMR Trainer, Liz Rueda, is educated as a Medical Assistant. Before joining the EMR team, she worked as an Intake and Referral Coordinator for A New Leaf since 2004.

A New Leaf enlists the services of TOPAZ for larger NextGen upgrades, but staff is competent to meet the demands of day-to-day operations. A New Leaf also employs an IT staff to provide centralized technical support to the organization’s 25+ programs, including upgrading/maintaining systems, and striving for best practice solutions to the organization’s strategic plan. IT is also responsible for privacy and security standards and related IT policies and procedures, including a defined disaster recovery and back-up plan.

A New Leaf works with client information on a daily basis. Training begins with New Employee Orientation and continues throughout the staff’s career. Staff training, system and operation maintenance, and technical support resources for this project will be continuously evaluated, especially with the participation of additional Health Information Exchange opportunities and partnerships.

Through its previous efforts and this Health Information Exchange opportunity, A New Leaf plans to be a leader in HIE technology; in integrating physical and behavioral health care, and in providing greater efficiencies and enhanced coordination of care for the medically underserved and low income populations of Maricopa County. Thank you for this opportunity to apply for the Unconnected Healthcare Providers HIE Grant Program.

**PROJECT WORK PLAN
& FINAL REPORTING REQUIREMENTS**

Activity (Upon Award)	Start Date	End Date	Milestones & Expectations
Review HISP Requirements	1/1/2013	1/31/2013	Review HISP requirements and specifications.
Initial Collaborators Meeting	1/1/2013	1/31/2013	This initial work group (of approximately 3 to 5 organizations) will discuss HISP and the documents required for seamless transition.
Procure/Update Systems	1/1/2013	2/28/2013	Procure/update - NextGen software from Version 5.6 to Version 5.7, secure messaging software, and software interface capability.
Acquire Account	1/1/2013	2/28/2013	Acquire account to retrieve data from portal.
Participate in site visits or conference calls	1/1/2013	6/30/2013	Participate in ASET site visits & conference calls
Submit monthly narrative progress reports	1/1/2013	6/30/2013	Submit monthly narrative progress reports to ASET, including project details, milestones, barriers, and challenges.
Program Development	2/1/2013	2/28/2013	Develop processes, including connectivity configurations, interface programming, and workflow/modifications.
Monthly Collaborators Meeting	2/1/2013	6/30/2013	Continue to develop documents and clinical content generation, evaluate progress/barriers/challenges, test, and finalize process.
Testing	3/1/2013	3/31/2013	Testing includes exchanging data between unaffiliated organizations, testing connectivity, & confirming processing to generate & retrieve data.
Quality Assurance & Implementation	4/1/2013	4/30/2013	Review HISP requirements to ensure all specifications are met, including performance, reliability, security. Implement process.
Training	5/1/2013	5/31/2013	Train staff to utilize the system on a daily basis.
Finalize Process	6/1/2013	6/30/2013	Process is finalized and put into practice.
Final Report	7/1/2013	7/31/2013	Submit final written narrative report, & final expenditures for the grant period

A New Leaf, Inc.
ASET Grant Proposed Budget
January 2013 to June 2013

Revenue			
ASET Grant			\$ 50,000.00
A New Leaf			\$ 27,500.00
Total Revenue			\$ 77,500.00
Expenses			
Programmer Time	225	\$27.50	\$ 6,187.50
Employee Related Expenses	30%		\$ 1,856.25
Project Management Time	50	\$ 30.00	\$ 1,500.00
Employee Related Expenses	30%		\$ 450.00
Trainer Time	50	\$ 16.00	\$ 800.00
Employee Related Expenses	30%		\$ 240.00
HISP fees			\$ 5,000.00
Software Interface Fees			\$ 25,000.00
Developer Professional Fees			\$ 5,000.00
Secure Messaging Software			\$ 25,000.00
IT Services Professional Fees			\$ 5,000.00
Printing Costs for Training Materials			\$ 1,466.25
Total Expenses			\$ 77,500.00
Net Surplus (Deficit)			\$ -

BUDGET NARRATIVE

Salary and Fringe: The salaries for the ASET grant proposed budget include Project Manager (Lead) for \$1,500 (50 Hours x \$30.00 Per Hour), Programmer Time for \$6,187.50 (225 Hours x \$27.50 Per Hour), and a Trainer for \$800 (50 Hours x \$16.00 Per Hour). Employee Related Expenses for each position is 30% (Project Manager \$450, Programmer Time \$1,856.25, and Trainer \$240). Fringe Benefits (ERE) include Payroll taxes, i.e. FICA/Medicare, workman's compensation, and unemployment insurance. Pension costs are estimated at 3% of gross salaries and include both a company funded retirement plan and a 401k match program. Other employee related expenses include medical, dental, health reimbursement account, life insurance (0.2% of gross salary), long term disability (0.2% of gross salary), cafeteria 125 plan (\$7.50 per month per FTE), and an employee assistance program. The Project Manager (Lead), Robin Bertolini, will manage and support the program, assist in implementing system changes and developing documents, attend monthly meetings, participate in site visits or conference calls, and review and submit monthly and final reporting requirements. Programmer Time will be split between two individuals, Carol Kesen and Lisa Schoop. Carol and Lisa will assist in implementation of new systems, i.e. software conversions; develop processes, including connectivity configurations, interface programming, and workflow/modifications; test; finalize the implementation process; and assist with narrative progress reports. The Trainer, Liz Rueda will train staff to utilize the system on a daily basis and assist in training partners/collaborators/stakeholders in the system process. The Trainer will also assist in document preparation and final reporting requirements.

HISP Fees – \$5,000 includes any certificates or other fees associated with the HISP process.

Software Interface Fees – \$25,000 includes the cost of custom interfacing to link the systems.

Developer Professional Fees - \$5,000 refers to the anticipated costs for upgrading NextGen software from Version 5.6 to Version 5.7, for direct integration capabilities.

Secure Messaging Software - \$25,000 to assure compatibility with all HISP technical requirements and specifications

IT Services Professional Fees - \$5,000 in IT services to ensure proper configuration, integrity of the data, and quality assurance.

Printing Costs for Training Materials - \$1,466.25 includes materials for training staff and partners/collaborators/stakeholders.

