

FINANCE & BILLING SUSTAINABILITY GUIDE 2024

GUIDE HIGHLIGHT

This document aims to inform Colorado Perinatal Care Quality Collaborative's (CPCQC) Improving Access, Coordination, and Treatment for Behavioral Health (IMPACT BH) current and future partners of pathways to programmatic sustainability.

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BACKGROUND

COLORADO PERINATAL CARE QUALITY COLLABORATIVE (CPCQC)

CPCQC is the leading nonprofit perinatal care quality improvement organization in Colorado, working on the frontlines of perinatal care to influence outcomes for birthing people and their infants. Since becoming a non-profit with dedicated staff in 2015, CPCQC has collaborated directly with health systems, medical professionals and providers, and community-based organizations (CBO) to improve prenatal, birth, and postpartum care.

CPCQC established the **Improve Perinatal Access, Coordination, and Treatment for Behavioral Health (IMPACT BH)** program in partnership with the Colorado Behavioral Health Administration in 2022 to close gaps in the fragmented perinatal mental health care system. IMPACT BH works to ensure every birthing person has access to the care they need—especially the 1 in 7 people who are affected by perinatal mood and anxiety disorders (PMADs) and the many who struggle with perinatal substance use disorders (SUDs).

Through IMPACT BH, CPCQC unites hospitals, primary healthcare services, and CBOs to help pregnant and postpartum people and their families better navigate the spectrum of perinatal mental and behavioral healthcare. The program drives durable change enhanced perinatal navigation services, expansion of peer support services, clinical technical assistance, system integration, and pathways to sustainable programming. Together, IMPACT BH partners aim to build a more trustworthy, responsive, and equitable healthcare system.

SUSTAINABILITY

IMPACT BH strengthens and scales the ability of hospitals, primary healthcare services, and community-based organizations to help birthing individuals and families access care — whether they're giving birth in a hospital or seeking postpartum support from their community.

To ensure long-term success, IMPACT BH helps partners develop **diverse revenue streams** and form **strategic partnerships**. The resource that follows provides a deep dive into steps that IMPACT BH organizations can take to provide services beyond the course of the IMPACT BH grant period.

DIVERSE REVENUE STREAMS

CPCQC is committed to supporting partners interested in diversifying their revenue streams through approaches, including billing Medicaid, securing grants, tapping into funds from opioid settlements, leveraging state and tax initiatives, and more.

STRATEGIC PARTNERSHIPS

IMPACT BH connects partners to a coordinated system of practices, policies, and critical funding streams. Leveraging administrative, strategic, and local partnerships can be beneficial for resource sharing, referrals and grant applications.

This multifaceted sustainability approach not only enhances financial stability but also provides flexibility and resilience in addressing complex challenges related to behavioral health and community well-being. Through these efforts, IMPACT BH is striving to create a sustainable framework that can withstand evolving circumstances and continue making a positive impact on the communities it serves. Currently, IMPACT BH’s community partners largely utilize state and local grants for programmatic sustainability, with Medicaid billing and federal grants being less favorable. With the expansion of Medicaid coverage for behavioral health services, community partner’s may soon experience a shift in funding to include Medicaid billing.

KEY TERMS AND ACRONYMS

Term	Definition	Source
BHA	The BHA is a new cabinet member-led agency, housed within the Department of Human Services, designed to be the single entity responsible for driving the coordination and collaboration across state agencies to address behavioral health needs.	https://bha.colorado.gov/
CPCQC	The Colorado Perinatal Care Quality Collaborative (CPCQC) is leading change in the clinical setting, within Colorado communities, and through policy and advocacy efforts. CPCQC is working toward a future where all of Colorado’s pregnant and postpartum people have equitable access to care, safer birth experiences, and the support of their community and peers.	https://cpcqc.org/
Cover all Coloradans	<u>HB22-1289</u> , known as Health Benefits for Children and Pregnant Persons or the Cover All Coloradans bill, expands health coverage to children and pregnant persons regardless of immigration status. The legislation is to improve health equity for pregnant persons and children in Colorado by making coverage more affordable, more broadly available, and investing in perinatal and postpartum care. Benefits will go into effect on January 1, 2025	https://hcpf.colorado.gov/coverallcoloradans
IMPACT BH	IMPACT BH brings together hospitals, primary healthcare services, and community-based organizations as active collaborators and partners in providing wrap-around support and care navigation to pregnant and postpartum people and their families.	https://cpcqc.org/programs/impact-bh/

KEY TERMS AND ACRONYMS

Medicaid	Medicaid is a joint federal and state program that helps cover medical costs for some people with limited income and resources. Colorado's Medicaid program is called Health First Colorado.	https://www.healthfirstcolorado.com/
MSO / BHASO	In Colorado, MSOs provide navigation for non-Medicaid clients and pay for non-Medicaid substance use prevention, treatment, and recovery services. MSOs are largely funded through state and federal block grant funding. Diversus, Signal, and Rocky Mountain Health Plans (RMHP) are Colorado's current MSOs, spread over seven different regions. In July of 2025, their acronym will change to Behavioral Health Administrative Services Organization (BHASO), and their functions will encompass administration of both substance use and crisis mental health.	https://www.rmhp.org/ https://signalbhn.org/ https://diversushealth.org/ https://bha.colorado.gov/
Opioid Settlement	A federal offering from opioid manufacturers, distributors, and pharmacies to settle various lawsuits across the US. Funds will be distributed back into communities nation-wide to address the ongoing opioid epidemic.	https://coag.gov/opioids/
Prenatal Plus	The Prenatal Plus program is an enhanced program for pregnant Health First Colorado members, who are at risk for negative maternal and infant health outcomes due to lifestyle, behavioral, and socio-cultural risk factors. Prenatal Plus provides a multidisciplinary team-based approach that provides outpatient care coordination, nutrition services, and mental health counseling in addition to routine prenatal medical care during the perinatal period. Providers and navigators who provide these services are eligible for Prenatal Plus.	https://hcpf.colorado.gov/prenatal-plus-program
RAE	Regional accountable entity, or RAE, is the acronym for Medicaid plans in Colorado. These five organizations oversee seven RAE regions, providing five main services: <ol style="list-style-type: none"> 1. Building a primary care and behavioral health provider network 2. Coordinating care for Medicaid members 3. Administering the capitation behavioral health benefit 4. Monitoring data and performance of providers 5. Improving health of Medicaid members In the next phase of the Colorado Medicaid, dubbed "ACC 3.0" and starting in July 2025, the number of RAE regions will change to four but their functions will largely remain the same.	https://www.rmhp.org/ https://www.northeasthealthpartners.org/ https://www.coaccess.com/ https://www.cchacares.com/ https://www.healthcoloradorae.com/
ROAC	The Colorado Opioid Abatement Council (COAC) works with the 19 Regional Opioid Abatement Councils (ROAC) to distribute opioid settlement funds for substance use disorder treatment, recovery, harm reduction, law enforcement, and prevention/education programs.	https://coag.gov/opioids/colorado-opioid-abatement-council/

DIVERSIFYING REVENUE STREAMS

Description

A grant is an amount of money given to an organization for a particular purpose. Sometimes, a grant funds general operations; more often, they fund a particular program. Most organizations affiliated with IMPACT BH are already adept at handling grants.

In Colorado, there are a finite number of places to find grants for behavioral health. This resource reviews specific grant makers and programs, as well as types of organizations throughout the state that make grants. The resource discusses ways to extend your reach regarding grants and will cover some ways to find grants in our state.

Federal Grants

Characteristics

- Largest grant type
- Last 1-5 years
- Extremely competitive
- Broad eligibility
- Require significant fiscal oversight
- Collaboration is crucial!
 - *Federal bureaus insist on a high level of regional collaboration*
- Often, the grants cover several areas of behavioral health
- Require letters of commitment rather than support
 - *The letter-writing organization pledges to carry out a substantial activity if grant is awarded*

Organizations like CPCQC can sometimes serve as the backbone organization for collective applications for federal funding. IMPACT BH is an example of partners working together to leverage funds through the BHA.

Benefits of utilizing federal grant dollars:

Boost Organizational
Profile

Expand Services
Regionally

Improve
Collaboration



Examples of the most common federal grant-making organizations in behavioral health:

Bureau	Focus	Example Grants
<u>Health Resources and Services Administration (HRSA)</u>	Rural and Underserved Areas, Health Centers	Rural Community Opioid Response Program-Neonatal Abstinence Syndrome
<u>Substance Abuse and Mental Health Services Administration (SAMHSA)</u>	SUD and Mental Health	Building Communities of Recovery (BCOR)
<u>Center for Medicare and Medicaid Services</u>	State Medicaid Agencies	Maternal Opioid Misuse Grant (MOMs)
<u>National Institutes of Health/National Institutes of Drug Abuse (NIH/NIDA)</u>	Research/ Academia	K, R Programs

State Grants

As Colorado pursues consolidation of behavioral health programs under our Single State Agency for mental health and substance use—that is, the BHA—IMPACT BH partners should expect to see less behavioral health grants from other state agencies.

State Agency	Focus	Example Grants
<u>Behavioral Health Administration (BHA)</u>	Mental Health and Substance Use	Workforce Development, State Opioid Response (from SAMHSA)
<u>Colorado Department of Public Health and Environment (CDPHE)</u>	Maternal and Child Health, Harm Reduction, Workforce	Harm Reduction Grant Program
<u>Health Care Policy and Finance (HCPF)</u>	Medicaid	Integrated Behavioral Health Care
<u>Department of Regulatory Affairs (DORA)</u>	Licensure, Health Information	Prescription Drug Monitoring Program Integration Project
<u>Department of Law (DOL)</u>	Opioid Mitigation	Strategic Impact

Opioid Settlement Funding

An important source of local behavioral health funding over the next 15 years. The state will receive nearly a billion dollars from 2022 to 2040, with 80% going to cities, counties and groups of counties. Most funding will arrive in the first 5 years of the settlement, making it crucial for regional opioid abatement councils (ROACs) to set a good course for their spending and for community-based organizations to get involved with their ROACs early on.



Get involved with your local ROAC

1. Find your local ROAC

- a. ROAC Information: [click here!](#)
- b. Find your regions' contact by navigating to the regional map, linked above, selecting the region of interest, and scrolling down on the information pop-up to 'View Region's Contacts'
- c. Reach out to those contacts to introduce yourself and be added to the ROAC's communications

2. Participate in monthly ROAC meetings as a subject matter expert

- a. Have a voice and positively impact the trajectory of substance use disorders in your community.

3. Be the first to know about settlement funding through council participation!

American Rescue Plan Act (ARPA)

ARPA funding trickled down to every level of government. Some communities, such as Denver, put funding out directly to community-based organizations. While most of that funding has already been allocated, awardees have until the end of 2026 to spend it.

Local Initiatives

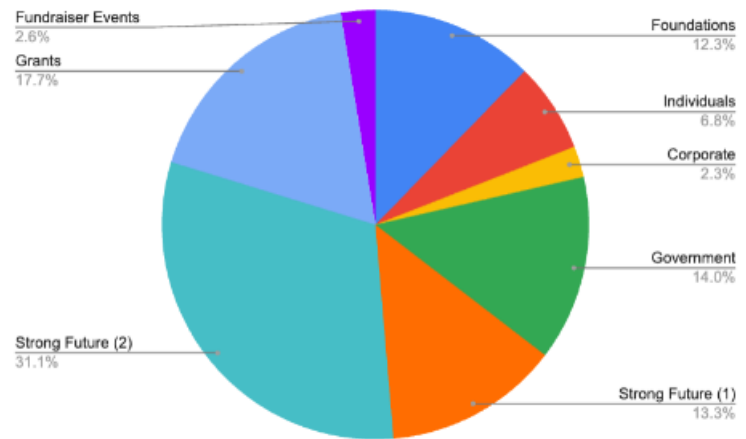
Some counties have funded behavioral health for years through local initiatives like the Douglas County Mental Health Initiative or Teller County Mental Health Alliance. Over the last five years, several communities have developed lasting tax initiatives that specifically fund behavioral health. Those grassroots efforts represent a huge opportunity for sustainable funding, more details on these efforts are below.

BUILDING HOPE

Building Hope is a grassroots organization whose mission is to create a more coordinated, effective, and responsive mental health system that promotes emotional health, reduces stigma, and improves access to care and support to everyone in Summit County.

Building Hope is collectively funded by a unique set of local and federal grants, foundation funds, and state and tax initiatives (see graph). Building Hope has a robust network of partners to leverage resource sharing and community building.

Through Building Hope, 40 therapists in Summit County are now credentialed to accept insurance. Credentialing providers to expand Medicaid acceptance in the community is a huge success of Building Hope.



“

It takes a village,” Candy says. “It’s ok to not be ok. I want to share my story to reduce the stigma around mental health and help others find the hope and resources through my sharing. Once you start sharing, you’ll see people within your network who have gone through the same thing and can relate to you.

-Candy Elkind, Summit County

”

Quasi-Government Grants

There are also quasi-government grants, which often involve a private nonprofit passing through government money. The most common place this happens in Colorado is through **Managed Services Organizations (MSOs)**, which will soon be known as **Behavioral Health Administrative Service Organizations (BHASOs)**. While this is not entirely unique to Colorado, MSOs play a major role in grantmaking in Colorado, as they integrate funding from many different origins to improve population behavioral health. There are numerous organizations that derive ongoing, vital funding from MSOs. MSOs are regional, with **Signal** serving the majority of the state’s population. They cover all of Eastern Colorado except El Paso County and its environs, which are covered by **Diversus**. Finally, **Rocky Mountain Health Plans**— which is also the Medicaid plan for the region— covers Western Colorado.

In addition to MSO’s, local governments occasionally choose to push money out through a private nonprofit organization.

For example, **Mesa County** utilized their local United Way to procure opioid settlement-funded projects. In **Denver County**, there is a quasi-governmental foundation called Caring for Denver that oversees a large annual grant program for behavioral health services.



COLORADO FOUNDATIONS:

Foundation	Areas of Focus
<u>Colorado Health Foundation</u>	Substance Use, Mental Health, Homelessness, Workforce Development
<u>Colorado Trust</u>	Health Equity
<u>Caring for Colorado</u>	Youth Development
<u>Caring for Denver</u>	Substance Use and Mental Health, Denver County ONLY
<u>Daniels Fund</u>	Substance Use, Homelessness
<u>Anschutz Foundation</u>	Health Equity, Youth Development
<u>Anschutz Family Foundation</u>	Homelessness, Youth Development, Elderly Programs
Various Regional Community Foundations (<u>Weld Trust</u> , <u>Colorado Gives</u> , <u>Yampa Valley</u> , et al)	Health Equity, Substance Use and Mental Health, Community-level Health and Wellness
<u>Women's Foundation of Colorado</u>	Women's Equity, Economic Equity
Other Philanthropic Foundations	If you find a philanthropic foundation that matches your area of interest, reach out to them. It's a great way to build a relationship as well as a better proposal when it comes time to apply.

Grant Writing Resources & Best Practices

- For federal grants, [grants.gov](#) is the primary website.
- At the state level, most grant opportunities in Colorado go out through [Colorado Vendor Self-Support](#).
- On the county level, [BidNet Direct's Rocky Mountain e-Purchasing System](#) has most of the available grants.
- For quasi-governmental nonprofits and philanthropies, there is no central repository; MSOs put out grants directly through their websites, as do most foundations.
- There are also some for-profit aggregators like [Grants West](#) that publish a useful list of grants by topic.
- If there is a foundation or government bureau with work that overlaps with yours, signing up for their email list is a great way to learn about grants.



**Click to
Subscribe!**

- [Colorado Consortium for Prescription Drug Abuse Prevention](#)
- [BHA](#)
- [Colorado Trust](#)
- [Colorado Health Foundation](#)
- [SAMHSA Region VII](#)



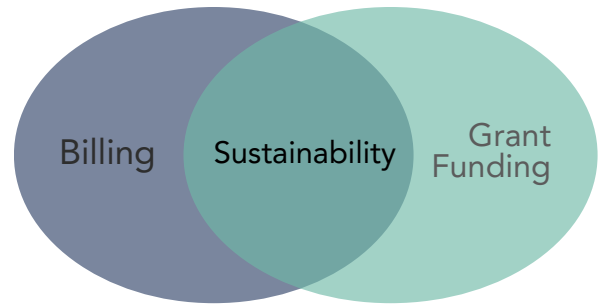
Billing

Colorado Medicaid, also known as Health First Colorado, has a robust set of physical, behavioral, and dental health benefits. There are also waiver services– things like navigation, peer recovery specialists, and community health workers– that complement those health care services. While many organizations know that Medicaid reimburses health care providers, they are less familiar with reimbursement for navigation and other benefits. There are new reimbursable services that may be applicable to IMPACT BH partners.

Do your current services align with Medicaid-reimbursable services?

Review this helpful [2-pager from HCPF](#) for more detail on billable services

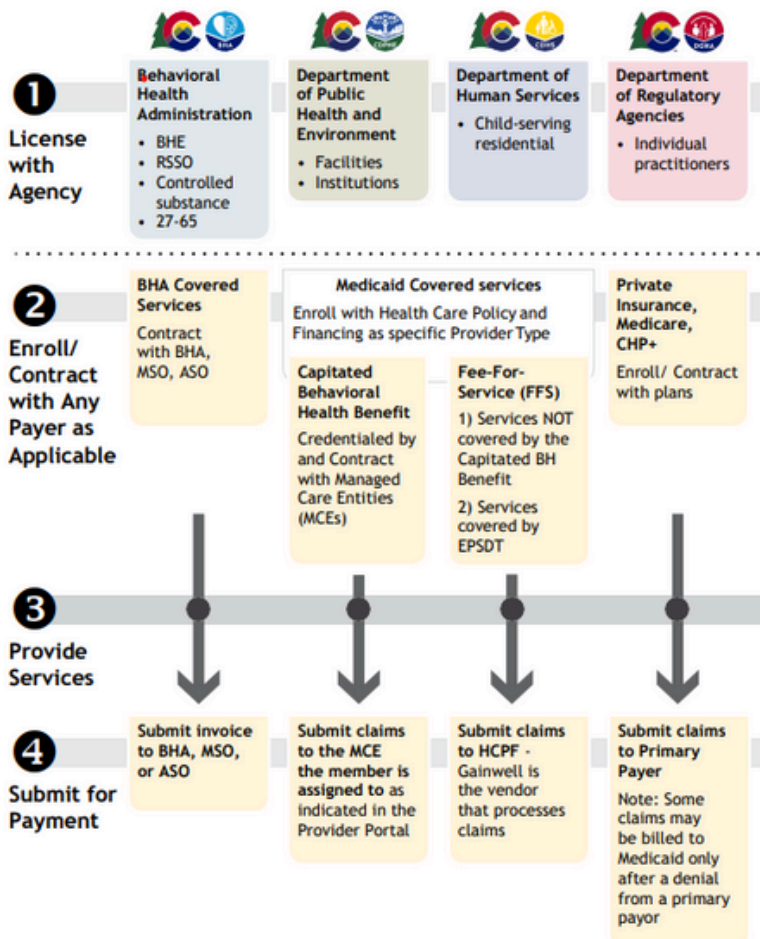
More details in the most recent [Billing Manual](#)



MEDICAID BILLING OPPORTUNITIES

- [Peer Recovery Services](#)
 - Mental Health
 - Substance Use
- [Community Health Workers](#)
 - Coverage begins July 2025
- [Behavioral Health Assistant](#)
 - Coverage begins in 2025
- [Doula and Midwifery Services](#)

Provider Map for Colorado's Behavior Health System



For specific claim instructions, refer to the following RAE links:

Colorado Regional Accountable Entities (RAEs)	
Region 1	Rocky Mountain Health Plans
Region 2	Northeastern Health Partners
Region 3	Colorado Access
Region 4	Health Colorado, Inc
Region 5	Colorado Access
Region 6	Colorado Community Health Alliance
Region 7	Colorado Community Health Alliance

Helpful Billing Tips:

- Colorado Association of Health Plans (CAHP) [Fact Sheet on Provider Credentialing](#)
- Some billing organizations will help with credentialing, if you plan to outsource billing talk with your biller about getting help with the initial enrollment, credentialing, and contracting processes.
- Reach out to your RAE to discuss your suite of services, they can help guide you.
- **If you are providing Medicaid-eligible services and NOT interested in becoming a provider yourself**, you may be able to bill your services through a licensed provider who is already enrolled with Medicaid and credentialed and contracted with a RAE.
 - If you have a partner that has a licensed clinician on staff who bills Medicaid, you may be able to ask their clinician to supervise your peers or other non-clinical staff who provide Medicaid-eligible services.
- **Two new positions will be billable by Medicaid:** Community Health Worker and Behavioral Health Assistant

Medicaid Expansion in Colorado

Colorado has expanded Medicaid benefits for pregnant and postpartum individuals.

Through IMPACT BH, partners can receive technical assistance to connect patients in their communities with more comprehensive care.

Prenatal Plus

Prenatal Plus (PN+) is a Health First Colorado funded program that provides enhanced care to **Medicaid-eligible pregnant members** who are at risk of having negative health outcomes.

The program provides members with a **registered dietician, a mental health professional and a care coordinator**. This program has a high reimbursement rate, almost **\$900 per patient**. **Eligibility is broad:** pregnant individuals who are participating in Colorado's Medicaid program.

Cover all Coloradans

Health Benefits for Children and Pregnant Persons

HB22-1289 expands coverage to children & pregnant persons regardless of immigration status.

These benefits went into effect in 2022:

- *Enhanced lactation benefits*
- *Postpartum coverage for 12 months*
- *Waived CHP+ enrollment fee*

Coverage expansions for children and pregnant persons regardless of their immigration status begins January 1, 2025.



Some counties have taken it upon themselves to bolster their financial support for behavioral health programs. Several counties have passed long-term, sustainable, small tax increases specifically for behavioral health initiatives, and their funding has increased significantly as a result.

Examples:

Larimer County passed a ballot initiative in 2018 that increased sales taxes by 0.25%, resulting in more than \$20M per year in additional funding toward two goals: the construction of a large behavioral health facility and a community grant program.

Denver County similarly passed an initiative that created the Caring for Denver Foundation, which has distributed more than \$142M into the community for mental health and substance misuse.

Eagle, Summit, and San Miguel Counties passed similar initiatives, all late last decade. More information is available here, and there are many commonalities between the initiatives.

Ballot Measure 1A garnered overwhelming support from **Summit County** voters in 2018, with more than 60% backing a mill levy on properties. Since its enactment, the measure has allocated approximately \$8.6 million for behavioral health services. Funds support substance use disorder services, suicide prevention efforts, and a healing hub startup by the Front Range Clinic, providing various group services, peer support, drop-in services, and intensive outpatient therapy.

Mental Health Ballot Measures in CO

Denver Foundation Report

PARTNERSHIPS ADMINISTRATIVE

While sustainability is primarily thought of through a financial lens, there are additional pathways to sustainability through partnerships. First, as previewed above, some IMPACT BH partners have reduced their costs, increased their revenue, or improved their services by partnering with organizations that provide clinical services. **There are other organizations that provide billing assistance only, such as Billing Plus and Left Hand Management.**

Paragon Behavioral Health Connections

Paragon Behavioral Health Connections provides wraparound services for youth and families— a service rarely available in rural areas— while taking on pass-through billing for peer recovery services provided by their partner organization. This improves the breadth of services available in the community and increases revenue for organizations that offer peer recovery services.

Building Hope Summit County

Building Hope Summit County, a local nonprofit focused on improving behavioral health outcomes, funded credentialing and billing support for behavioral health providers in the county. Having a centralized source for billing, credentialing, and technical assistance lowered average administrative costs significantly. As a result, many more organizations now bill both commercial insurance and Medicaid. This initiative leveraged county funding to significantly increase insurance billing.

PARTNERSHIPS STRATEGIC / LOCAL

Joint grant applications can decrease the amount of time your organization spends on grant-writing while improving your services and increasing your eligibility. The IMPACT BH program can help identify such funding opportunities and facilitate joint grant applications.

Here are a few examples of such partnerships:



Scope of Services

Three community-based organizations team up to apply for a series of grants that require more comprehensive services than any one of them can provide. This demonstrates the depth of their partnerships, increasing their eligibility for more grants while decreasing the time each one spends on the application process.

Nonprofit Eligibility

A for-profit organization becomes a subcontractor to a nonprofit organization to apply for grants that only nonprofits are eligible for.

Collaborative Training Initiatives

Several organizations come together for a peer certification training that charges a flat fee. This decreases the cost per participant while increasing networking opportunities and trust between the organizations' peer specialists.

