



# Crisis Care Mobile Units (CCMU)

Quarterly Learning Collaborative  
April 7, 2022



CRISIS CARE MOBILE UNITS PROGRAM

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# **Welcome and Introductions**

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**Monica Reeves**

**Project Director  
Crisis Care Mobile Units**

# Agenda

- » AHP Welcome and Introductions
- » DHCS Welcome and Congratulations
- » Grantee Introductions
- » Getting Comfortable with Disruptive Innovation (Patrick Gauthier)
- » Breakout Discussions: Challenges, Opportunities, and TA Requests
- » Reconvene and Report Back
- » Administrative and Support Information
- » Next Steps



# AHP Team Introductions

- » Andrew Guy, Implementation Specialist
- » Carla Lemos, Implementation Specialist
- » Veronica Welch, Grantee Liaison and Coach
- » Charlie Seltzer, CARS, Coach and Subject Matter Expert
- » Monica Reeves, Project Director
- » Deborah (Deb) Werner, Senior Project Director and Advisor
- » Patrick Gauthier, Co-Director



# Welcoming Remarks

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**Marlies Perez**

**Community Services Division Chief  
Department of Health Care Services**

# Grantee Introductions

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**Andrew Guy**

**Senior Program Manager, AHP  
CCMU Implementation Specialist**



# Grantee Introductions

- In 45 seconds...
  - Introduce your team
  - Give three words that describe your service area or county
  - Tell us one thing you are excited to accomplish with this grant (be specific)



**Break**

**Resume at 10:25**

# **Administrative and Support Information**

The image features a decorative graphic at the bottom consisting of several overlapping, wavy, horizontal bands in various shades of purple, ranging from a deep magenta to a lighter lavender. These bands create a sense of movement and depth, extending across the entire width of the page.

# Administrative Information



Contracts



Quarterly Reports



Invoices



Coaching Calls and Other TA Opportunities



# Contracts

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- » Contracts are in process.
- » Contract Modification regarding equipment and subcontracting requirements.
- » Contract Modification requests.

# Quarterly Reports

- » For September 15, 2021, through March 31, 2022, submit narrative report by April 15, 2022.
- » Quarterly reports are due by the 15<sup>th</sup> of the monthly following the end of the quarter. Invoices are due the 20<sup>th</sup> of the month.
- » In July 2022, submit all data into new data portal.



# Invoice Instructions

- » Invoice template will be sent with your executed contract.
- » Open your **executed contract** from AHP (the version that was signed by you & signed by AHP must be used to complete this portion)
- » Go to your Scope of Work (SOW), which is **Attachment D** in your executed Contract
- » **ALL LANGUAGE** in the Deliverables Description column of your SOW for the quarter you are invoicing for should be entered into the Deliverable Description column of the invoice form.
- » **CORRESPONDING DOLLAR AMOUNTS PER DELIVERABLE** from the Amount column in your SOW for the quarter you are invoicing for should be entered into the Total column of the Invoice form.
- » IF YOU ARE BILLING FOR EQUIPMENT: all receipts for equipment purchases should be included with your Invoice form, and match the total purchases listed in the invoice **exactly**. **DO NOT LIST EQUIPMENT COSTS THAT WEREN'T PURCHASED WITHIN THE QUARTER.**

# Invoice Instructions Continued...

- » If you are submitting for equipment expenses **that match your quarterly amount in the SOW**: please use the exact language from your SOW's description for that quarter, with the exact total \$ from the Amount column of your SOW and include receipts to support those costs within the document. **\*Please do NOT list costs per item in the Deliverables Description of your invoice, list ONLY the items purchased without \$ amounts.**
- » If you are submitting for equipment expenses **that do NOT match what is in your SOW**: please include language and costs for **ONLY what you've actually purchased** and include the corresponding receipts to support those costs in the document. *\* Don't worry. The unused funds will roll over to the next quarter. However, unused funds will not be cashed out at the end of the grant cycle.*

# Submission Reminders:

## 1) Verify the amounts you invoiced are correct:

- Total quarterly amount was copied EXACTLY from your **executed contract** to your invoice
- You only included equipment you purchased that quarter on the invoice
- Equipment you purchased has receipts attached (all in one PDF with the invoice form)
- Quarterly amount + equipment total add up correctly
- All receipts total the amount you listed in equipment costs on the invoice form above

## 2) Sign and date the invoice where indicated

## 3) Email completed invoice to [ap2@ahpnet.com](mailto:ap2@ahpnet.com)

4) Only **one (1) PDF** with all attachments (invoice form + receipts) should be sent to [ap2@ahpnet.com](mailto:ap2@ahpnet.com). Sending the invoice form and receipts separately will result in a rejection and will be returned for resubmission.

# Invoicing FAQs

» **When can I start submitting invoices?**

After the submission of your SOW, the SOW will be reviewed by our team before it gets handed to the contracts team. The contracts team will review and email the contract for your organization to sign. Once you sign, AHP will counter sign. At that point the contract is considered **fully executed**, and we can start accepting invoices on a quarterly basis, according to the deliverable due dates in your contract's SOW and Payment Schedule. **Please do not submit invoices until your contract is fully executed.**

» **I added equipment in quarter 2 on my original contract SOW, but want to move it to another quarter?**

Your equipment total gets separated into its own bucket. In **attachment E**, you will see that all your equipment from each quarter gets added together. We understand changes come up when you want to purchase equipment (such as shopping around for cheaper rates or realizing you no longer need the equipment but need something else for the grant). You can move these funds around as you choose. However, unused funds will not be cashed out at the end of the grant cycle.

» **I listed an anticipated laptop cost of \$500 in quarter 3, but only spent \$400. Will this money be transferred?**

The amount you invoice **MUST** match the amount on your receipt. If the laptop was only \$400, please make sure you only invoice \$400. The receipt must be attached for your equipment when submitting your invoice. Don't worry – the remaining \$100 will still be in your equipment bucket (refer to image on slide 9 for image of equipment breakout). If you don't purchase equipment that quarter, don't add anything to your invoice. We **DO NOT** need you to put \$0 for equipment on the invoice. We are monitoring your spending for equipment on our end.

» **When will I get paid after submitting the invoice?**

Payment terms are 10 business days **after the invoice has been approved by AHP**. It is **not** 10 business days after you submit the invoice, as we need time to review the invoice on our end through our Project Director, Grantee Liaison and Accounting end. *If you have a rejected invoice, it will be sent back to you with an explanation on what needs to be corrected and further delay the approval process so please be sure to follow all the steps in this presentation correctly to be paid in a timely manner.*

» **Can we invoice for equipment immediately after we purchase?**

Relevant equipment costs **must be billed quarterly, not separately**. If you purchase equipment between quarters, you will need to include it on your next quarterly invoice. You cannot submit a separate invoice only for Equipment costs.

# Coaching Calls and Other TA

- » Monthly Coaching Calls
- » Affinity Groups and Working Meetings
- » Webinars
- » Resource Materials
- » Grantee Portal





# Getting Comfortable with Disruptive Innovation

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**Patrick Gauthier**

**Co-Director**

**AHP Center for Training, Technical Assistance, and Consulting**

***What are you comfortable with?***

# Answer a few quick questions...

**What's your style?** Check those that generally apply.

A	B	C	D
<ul style="list-style-type: none"> <li><input type="checkbox"/> Outgoing</li> <li><input type="checkbox"/> Focused on big picture</li> <li><input type="checkbox"/> Spontaneous</li> <li><input type="checkbox"/> Drawn to risk</li> <li><input type="checkbox"/> Adaptable</li> <li><input type="checkbox"/> Imaginative</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Diplomatic</li> <li><input type="checkbox"/> Empathic</li> <li><input type="checkbox"/> Traditional</li> <li><input type="checkbox"/> Relationship-oriented</li> <li><input type="checkbox"/> Intrinsically motivated</li> <li><input type="checkbox"/> Non-confrontational</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Quantitative</li> <li><input type="checkbox"/> Logical</li> <li><input type="checkbox"/> Focused</li> <li><input type="checkbox"/> Competitive</li> <li><input type="checkbox"/> Experimental</li> <li><input type="checkbox"/> Deeply curious</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Methodical</li> <li><input type="checkbox"/> Reserved</li> <li><input type="checkbox"/> Detail-oriented</li> <li><input type="checkbox"/> Practical</li> <li><input type="checkbox"/> Structured</li> <li><input type="checkbox"/> Loyal</li> </ul>
Total	Total	Total	Total

# Answer a few quick questions...

**What energizes you?** Check those that generally apply.

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
<input type="checkbox"/> Brainstorming <input type="checkbox"/> Spontaneity, trying new things <input type="checkbox"/> Enthusiasm	<input type="checkbox"/> Collaboration <input type="checkbox"/> Communication <input type="checkbox"/> Trust and respect	<input type="checkbox"/> Solving problems <input type="checkbox"/> Directness <input type="checkbox"/> Winning	<input type="checkbox"/> Organization <input type="checkbox"/> Predictability and consistency <input type="checkbox"/> A detailed plan
Total	Total	Total	Total

# Answer a few quick questions...

**What alienates you?** Check those that generally apply.

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
<input type="checkbox"/> Rules and structure <input type="checkbox"/> "No" <input type="checkbox"/> Focus on process	<input type="checkbox"/> Politics <input type="checkbox"/> Conflict <input type="checkbox"/> Inflexibility	<input type="checkbox"/> Indecision <input type="checkbox"/> Inefficiency <input type="checkbox"/> Lack of focus	<input type="checkbox"/> Disorder <input type="checkbox"/> Time pressure <input type="checkbox"/> Ambiguity and uncertainty
Total	Total	Total	Total

**Add all three scores for A-D. Which two columns are your most and second-most dominant?**



# What Your Scores Mean: Teammate Profiles

- » **A = Pioneer** *“Blazing Trails”*
- » **B = Integrator** *“Better Together”*
- » **C = Driver** *“Focus”*
- » **D = Guardian** *“Do It Right”*

## Recommendations:

1. Build project teams that include a variety of these profiles. The friction can be positive.
2. Draw on the voices of less-dominant, introverted folks.
3. Beware “group think” if a leader is Pioneer/Driver.
4. Beware the stress experienced by Integrators and Guardians.



***Let's Innovate***  
***Let's Transform***  
***Let's Change***

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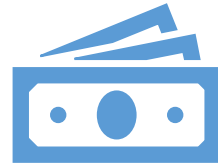
# ***What Is Innovation?***

- » ***Sustaining Innovations*** like correction ribbon, lighted refrigerator, and bucket seats
  - Allow you to make incremental changes in order to do what you've been doing more efficiently
  - Or produce a better outcome doing it
  - Also allows you to maintain market share
- » ***Disruptive Innovations*** like Netflix, Airbnb, Amazon, and Uber
  - Fostered by outsiders who want to upend markets and the way things are done
  - Totally transforming the business model

# Elements of Disruptive Innovation



**Technology simplifies what had previously been complicated and cumbersome**



**Lower-cost financial model**

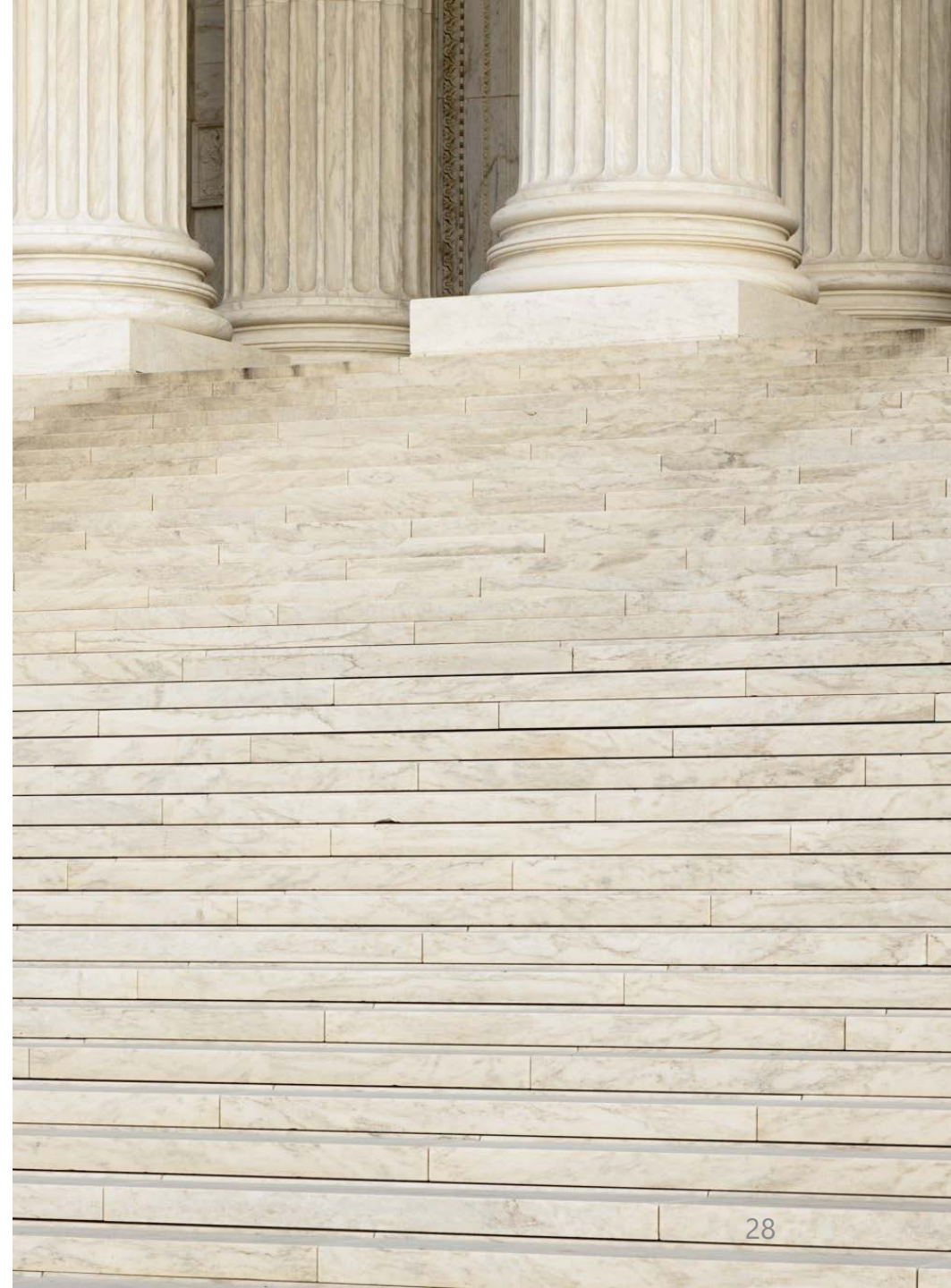


**Value Network is economically coherent (mutually reinforcing)**

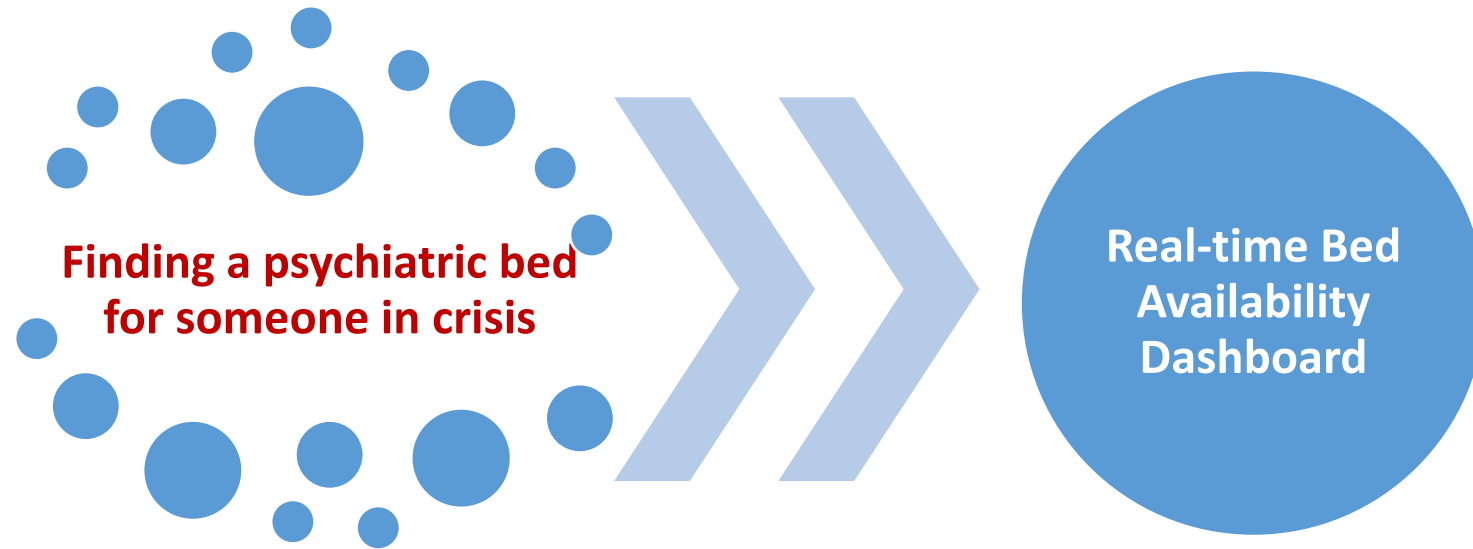
*Source: Clayton Christensen*

# Conditions

- » Is the political, legislative, and regulatory environment stimulating change in the market? **YES!**
- » Is government supporting the diffusion of innovations? **YES!**
- » Has the economy performed at a level that is impacting consumer behavior? **YES!**
- » Are social and cultural dimensions of the market supportive of new approaches? **YES!**
- » Is technology supporting innovations? **YES!**



# Examples



Challenge

Solution

# Examples



Challenge

Solution



# Examples

In each case, we ask ourselves if we can simplify the process, do it cost-effectively, and make it a win-win for everyone.



Challenge

Solution

# Other Examples

- » Walk-in Mental Health Clinics
- » High School and College Campus Peer Services
- » Closed-loop Referral Software/Systems
- » EAP and Similar *Free Counseling Visits* Models

## Older Examples

- » Drug Courts
- » Clubhouse Model
- » Alcoholics Anonymous
- » Oxford Houses

# **Innovation Framework**

## A Guide to Your Innovation Efforts

# Innovation Framework

**1. Research**—*better understanding the problem, unmet demand, consumers, community stakeholders and their preferences, funding models, applicable technology, and value networks across our partners*

- Survey payers, consumers, partners, line staff, and leadership team
- Observe how people interact with the service today and analyze *pain points*
- Assign *Innovation Instigators*
- Conduct *key informant interviews and an environmental scan*
- *Network* with people, technologies, and ideas from diverse backgrounds and gather ideas and suggestions

Document  
your findings

# Innovation Framework

**2. Develop**—*identifying a more effective and efficient way to develop and pilot prototypes, demonstrate viability, and bring new services to fruition*

- Inventory your assumptions about *the way it is, the way it's always been done*
- Ask *disruptive* questions like “*What if...?*” and idealize
- Look for natural service *bundling* opportunities
- Model, model, model
- Identify gaps, issues, and risks
- Identify applicable quality, safety and compliance standards
- Develop costs

Document your findings and recommendations

# Innovation Framework

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## 3. Critique the proposed ideas and recommendations

- *Is the proposal overly optimistic or too cautious?*
- *Is quality assured?*
- *Were there contrary opinions on the team?*
- *Are there credible alternatives to the proposed solution?*
- *Is there sufficient data to support the decision? Valid sources?*
- *Is there an assumption of success with the pilot based on past performance elsewhere? Where?*
- *Is planning overconfident? Is the worst case awful enough?*

# Innovation Framework

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**4. Execute**—*planning and deploying new service with adequate resources and management, reporting progress, remaining accountable, capturing lessons learned, and knowing when and how to say “no”*

- Develop proof of concept model and parameters
- Implement the strategy, develop and test the service
- Manage expectations, people, and outcomes



# Innovation Framework

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**5. Ongoing Evaluation**—*measuring the impact of the new approach and engaging in continuous quality improvement*

- Actual costs
- Stakeholder and partner satisfaction
- Participant experience
- Participant and community outcomes (data)
- Demand

# **Breakout Discussions**

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**Carla Lemos**

**Senior Program Manager, AHP  
CCMU Implementation Specialist**

# 15-Minute Breakout Sessions

- » Turn on cameras and microphones.
- » Identify a facilitator.
- » Do a round of introductions. Talk about:
  - Biggest challenge or barrier that could prevent success
  - Strengths and resources that can help you to innovate and succeed
- » Be ready to report back via chat with at least one challenge and three strengths/resources.

# Breakout Sessions—Report Back

- » Chatterfall. What was the biggest challenge/barrier that was discussed?
- » Put at least one opportunity/strength that was discussed into the chat.

# Contact Us

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**For General Questions**  
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