

Strategic Enhancement of Hawaii's Substance Use (adults and adolescents) and Crisis Capacity (adults)

Deliverable 1: Project Initiation, Management, and Strategic Planning.

Deliverable Goal: Define project scope, objectives, and deliverables. Identify stakeholders, establish project team, and develop a detailed project plan.	Methodology	Timeline
A. Strategic Project Launch: Comprehensive Kick-off Meeting.	A.1 CONTRACTOR will conduct a 1.5-hour kick-off meeting to establish project foundations, which shall be done separately for the SUD portion and the Crisis portion. CONTRACTOR will prepare a strategic agenda, facilitate workplan discussions, clarify stakeholder roles, and identify data needs. CONTRACTOR's team shall attend. This session will align participants on project goals, methods, and timelines to enhance Hawaii's Substance Use Disorder and Crisis capacity.	Week 1
B. Ongoing project oversight and approval meetings.	B.1 CONTRACTOR will facilitate biweekly 1-hour meetings with a client-approved committee over the 6-month project duration, totaling 12 sessions. These regular meetings will serve to provide progress updates, present recommendations, and secure approval for implementation plans, ensuring continuous alignment with client expectations and project goals.	Weeks 2 - 24
C. Other meetings as requested.	C.1 CONTRACTOR will conduct virtual targeted meetings with key stakeholders identified by the STATE, including governmental agencies, committees, and boards. These consultations will gather insights on current crisis response systems, identify optimization opportunities, build collaborative partnerships, and ensure recommendations align with Hawaii's specific needs.	Weeks 4 - 24
D. Project conclusion and handover meeting.	D.1 CONTRACTOR will facilitate a comprehensive final meeting for both areas (crisis and SUD) to formally conclude the project. This session will summarize key achievements, present final recommendations, and ensure smooth handover of deliverables. CONTRACTOR will address any remaining questions, outline potential next steps, and gather final feedback from the STATE. This meeting will solidify the project's impact and set the stage for successful implementation.	Week 24

Deliverable 2: Review of Current Crisis Response System and SUD services(Current State).

Deliverable Goal: Conduct a thorough review of Hawaii's existing crisis and SUD response system that encompass; analysis of current reports, targeted stakeholder engagement, and strategic data collection from crisis and crisis-adjacent providers.	Methodology	Timeline
A. Collect data to create a model of Hawaii's current state of crisis and SUD services.	A.1 CONTRACTOR will collaborate with the STATE to compile a comprehensive inventory of Substance Use Disorder and Crisis Service providers in Hawaii. This list will include CCBHCs. This detailed list will include essential contact information for each provider, including key personnel names and their contact details. This resource will serve as a valuable tool for mapping the current network, facilitating stakeholder engagement, and identifying potential areas for system optimization and expansion.	Weeks 2 - 3
	A.2 CONTRACTOR will develop a formal data request communication tailored to Hawaii's crisis and substance use disorder services context. CONTRACTOR will seek Client approval on this document to ensure alignment with project goals and state requirements. Once approved, we will distribute this request to all identified SUD and crisis providers. This strategic approach will ensure consistent, comprehensive data collection across the provider network, supporting a thorough analysis of the current system.	Week 3
	A.3 CONTRACTOR will oversee the comprehensive data collection process from all identified providers (see 1.A.2 above).	Weeks 4 - 6

	A.4 CONTRACTOR will conduct a thorough web-based review to identify any additional SUD and Crisis providers in Hawaii that may not have been initially listed. This comprehensive search will include examination of online directories, healthcare networks, and community resources. CONTRACTOR will cross-reference findings with the existing provider list to ensure completeness.	Weeks 4 - 6
	A.5 CONTRACTOR will compile and organize all collected data into a clear, comprehensive format. CONTRACTOR will present this consolidated information to the STATE for review, approval, and any necessary corrections.	Week 10
B. Full review of current and proposed Hawaii State regulations that have bearings on facility-based crisis and SUD work.	B.1 CONTRACTOR will conduct a comprehensive review of publicly available rules and regulations governing crisis and SUD Services in Hawaii. This analysis will encompass state and federal guidelines, licensing requirements, CCBHC requirements, and operational standards. CONTRACTOR will integrate these regulatory insights into assessment process, ensuring all recommendations align with current legal and operational frameworks.	Weeks 3 - 4
C. Community stakeholder engagement.	C.1 CONTRACTOR will plan and facilitate up to 28 in-person stakeholder meetings, each lasting 1 to 1.5 hours, over a two-week period. These sessions will engage key community stakeholders identified by the STATE. CONTRACTOR will structure these meetings to gain deep insights into community needs, explore opportunities for system enhancement, and identify challenges to interoperability.	Weeks 6 - 7
	C.2 CONTRACTOR will organize and conduct up to 17 virtual one-hour meetings with community stakeholders identified by the STATE over a two-week period. These focused online sessions will explore community needs, uncover opportunities for system enhancement, and pinpoint interoperability challenges.	Weeks 8 - 9
Deliverable 3: Create a Future Crisis Response System and SUD Services (Future State).		
Deliverable Goal: Utilize data and information received in Deliverable 2 to create a future state for Hawaii's crisis system and SUD services that better aligns with actual need and relies less on inpatient psychiatric beds.		
Methodology		Timeline
A. Create a capacity/utilization model for a future crisis state for Hawaii that includes crisis flow volumes and service needs for SUD utilization: long-term psychiatric inpatient beds, short-term crisis stabilization beds, 23-hour crisis receiving chairs, and mobile crisis services.	A.1 CONTRACTOR will analyze the data collected in our previous efforts to identify key metrics for Crisis Services and SUD capacity along ASAM levels 1.5 - 3.7 (eight separate services). CONTRACTOR will collaborate closely with the STATE to select and refine a final set of data points that align with Hawaii's specific needs and goals.	Week 10
	A.2 CONTRACTOR will utilize Crisis Capacity Calculator and other models with the approved data elements to generate a comprehensive model of crisis and SUD utilization and capacity including group homes. This model will incorporate ASAM levels 1.5 - 3.7 (eight separate services). CONTRACTOR will present this modeling to the STATE for review, ensuring clarity and securing approval.	Week 11
Deliverable 4: Create a Gap Analysis Between Current and Future States		
Deliverable Goal: Create a gap analysis that identifies differences between current and future states that become that driver of recommendations for optimization.		
Methodology		Timeline
A. Create a working narrative of the gaps between current and future crisis and SUD services. This serves as a defining	A.1 CONTRACTOR will develop a concise mid-project document that clearly identifies the gaps between Hawaii's current SUD and Crisis systems and envisioned future state. This report will synthesize CONTRACTOR findings from data analysis, stakeholder engagements, and capacity modeling. CONTRACTOR will highlight key areas for improvement, potential challenges, and opportunities for enhancement.	Week 13

<p>services. This serves as a defining document that leads to the creation of pathways to future optimization.</p>	<p>A.2 CONTRACTOR will present the mid-project gap analysis document to the STATE for comprehensive review in a combined format. CONTRACTOR will facilitate a collaborative discussion to ensure alignment on identified gaps and proposed directions. Based on STATE feedback, CONTRACTOR will make necessary revisions and refinements to the document. Once approved, this analysis will serve as the foundation for future recommendations.</p>	<p>Week 14</p>
<p>Deliverable 5: Technical Assistance on Elements of Crisis and SUD Services.</p>		
<p>Deliverable Goal: Provide expert guidance to optimize Hawaii's crisis and SUD services through strategic workforce planning, performance metric development, and regulatory alignment recommendations.</p>		
		<p>Methodology</p>
		<p>Timeline</p>
<p>A. Provide technical assistance in the following areas: workforce development, key performance indicators, regulation recommendations.</p>	<p>A.1 - CONTRACTOR will develop comprehensive staffing models for various facility-based levels of care within Hawaii's crisis (facility-based and mobile crisis outreach teams) and SUD system. These models will project workforce needs for the envisioned future state, encompassing different roles, shifts, and specializations. CONTRACTOR will consider factors such as service capacity, patient acuity, and best practices in care. This strategic workforce planning will support Hawaii in identifying and addressing staffing requirements crucial for implementing an optimized crisis and SUD system.</p>	<p>Week 15</p>
	<p>A.2 CONTRACTOR will develop and propose a set of state-level metrics for evaluating the effectiveness of Hawaii's crisis (facility-based and mobile crisis outreach teams) and SUD response system. These metrics will encompass key indicators of service delivery quality, efficiency, and community impact. CONTRACTOR will recommend data points that provide meaningful insights into system performance, allowing for ongoing assessment and improvement.</p>	<p>Week 15</p>
	<p>A.3 CONTRACTOR will identify misalignments between funding, licensure, and regulations that impact crisis care delivery in Hawaii. Where challenges are found, CONTRACTOR will provide targeted recommendations for regulatory language adjustments to place in final report.</p>	<p>Week 15</p>
<p>Deliverable 6: Develop a Funding Plan for Crisis Care and SUD Services.</p>		
<p>Deliverable Goal: Create a plan that creates a better understanding of the costs associated with facility-based crisis and SUD work and a roadmap to better fund these services in a sustainable fashion.</p>		
		<p>Methodology</p>
		<p>Timeline</p>
<p>A. Identify capital funding requirements for new facility creation.</p>	<p>A.1 CONTRACTOR will develop and present a comprehensive analysis of capital funding requirements for expanding Hawaii's facility infrastructure (crisis facilities, ASAM 3.1, 3.5, and 3.7 levels). This analysis will be based on the capacity models and recommendations identified in earlier phases of the project. CONTRACTOR will outline the financial needs for constructing additional facilities that align with the proposed future state of Hawaii's crisis and SUD response system. The presentation will include detailed cost projections, potential funding sources, and a phased implementation strategy, providing a clear roadmap for the state to enhance its capacity.</p>	<p>Weeks 15 - 16</p>
	<p>B.1 CONTRACTOR will develop detailed estimates of annual operational costs for the recommended facility-based crisis care services (facility-based and mobile crisis outreach teams) and SUD services (ASAM 1.5 - 3.7). These projections will align with the capacity model developed earlier in the project.</p>	<p>Weeks 16 - 17</p>

<p>B. Create a Hawaii funding plan that identifies annual costs to the State for future state facility-based crisis care and SUD services.</p>	<p>B.2 CONTRACTOR will conduct a thorough review of Hawaii's state funding streams and additional reimbursement opportunities to optimize the crisis (facility-based and mobile crisis outreach teams) and SUD response system's financial sustainability. CONTRACTOR will identify start-up and ramp-up funding needs. CONTRACTOR analysis will explore diverse payment mix opportunities, including commercial insurance, Medicare, Medicaid, CCBHC cost reporting structures, and provisions for uninsured individuals. This comprehensive financial assessment will provide strategies to maximize funding sources and ensure the long-term viability of Hawaii's enhanced crisis care system.</p>	<p>Weeks 14 - 17</p>
	<p>B.3 RCONTRACTOR will develop a comprehensive, standalone document outlining strategies for financing facility-based crisis and SUD care in Hawaii. This guide will focus on leveraging Medicaid, Medicare, and commercial insurance funding streams. The document will serve as a practical roadmap for Hawaii to enhance the financial sustainability of its crisis care system, ensuring efficient utilization of available insurance resources and improving overall system viability.</p>	<p>Weeks 17 - 19</p>
<p>Deliverable 7: Technical Assistance on Placement of Crisis and SUD Facilities.</p>		
<p>Deliverable Goal: Create Recommendations on Crisis and SUD Facility Placement that Incorporates: Distance; Travel Times; Population Size; Social Determinant of Health Variables and Current Utilization of Crisis and SUD Services.</p>		
<p>A. Support Hawaii with determining best locations of crisis and SUD facilities to ensure optimal placement based on identified needs and geographic limitations.</p>	<p>A.1 CONTRACTOR will employ advanced mapping technologies integrated with crisis algorithms to determine optimal locations for the facility based services under this scope of work (crisis, ASAM 3.1, 3.5, and 3.7) in Hawaii as well as mobile crisis outreach team deployment areas. CONTRACTOR analysis will incorporate diverse demographic factors including population distribution, age groups, gender, socio-economic indicators, race, and ethnicity. CONTRACTOR will generate comprehensive maps that visually represent these factors alongside recommended facility locations. This data-driven approach will ensure equitable access to crisis services across Hawaii's communities, optimizing the impact and efficiency of the state's crisis response system.</p>	<p>Week 20</p>
<p>Deliverable 8: Draft and Final Report</p>		
<p>Deliverable Goal: Present Final Report to State Leadership to Utilize as a Roadmap for Crisis-Facility and SUD Services Expansion.</p>		
<p>A. Create draft report for review.</p>	<p>A.1 CONTRACTOR will compile and present a draft report encompassing all project findings and recommendations. This comprehensive document will include an executive summary, detailed financial plan, strategic recommendations, current state assessment, future state vision, and gap analysis. The report will synthesize analyses of Hawaii's crisis response system and SUD services, providing a clear roadmap for enhancement. CONTRACTOR will present this draft to key stakeholders, facilitating a thorough review and discussion to ensure alignment with Hawaii's goals for crisis care and SUD services improvement.</p>	<p>Week 22</p>
<p>B. Finalize report with Client feedback.</p>	<p>B.1 - CONTRACTOR will develop and present a final, comprehensive report on Hawaii's crisis system and SUD services enhancement. This document will include a refined executive summary, detailed financial plan, strategic recommendations, current state assessment, future state vision, and gap analysis. CONTRACTOR will engage in iterative discussions with the STATE, incorporating feedback and making necessary edits to ensure the report aligns perfectly with Hawaii's objectives. The finalization process will culminate in STATE approval, delivering a authoritative guide for implementing improvements to Hawaii's crisis response system and SUD services.</p>	<p>Week 24</p>