

# 2020 Provider Network Development Plan



# PART I: Required for all LMHA/LBHAs

## Local Service Area

1) Provide the following information about your local service area. Most of the data for this section can be accessed from the following reports in MBOW, using data from the following report: 2018 LMHA/LBHA Area and Population Stats (in the General Warehouse folder).

|                           |         |                                   |    |
|---------------------------|---------|-----------------------------------|----|
| <b>Population</b>         | 403,176 | <b>Number of counties (total)</b> | 21 |
| <b>Square miles</b>       | 21,580  | ♦ <b>Number of urban counties</b> | 2  |
| <b>Population density</b> | 19      | ♦ <b>Number of rural counties</b> | 19 |

Major populations centers (add additional rows as needed):

| <b>Name of City</b> | <b>Name of County</b> | <b>City Population</b> | <b>County Population</b> | <b>County Population Density</b> | <b>County Percent of Total Population</b> |
|---------------------|-----------------------|------------------------|--------------------------|----------------------------------|---|
| Amarillo            | Potter                | 199,826                | 119,648                  | 133                              | 29%                                       |
| Amarillo            | Randall               | 199,826                | 136,271                  | 143                              | 33%                                       |
|                     |                       |                        |                          |                                  |   |
|                     |                       |                        |                          |                                  |   |

## Current Services and Contracts

- 2) Complete the table below to provide an overview of current services and contracts. Insert additional rows as needed within each section.
- 3) List the service capacity based on FY 2019 data.
  - a) For Levels of Care, list the non-Medicaid average monthly served. (Note: This information can be found in MBOW, using data from the following report in the General Warehouse folder: LOC-A by Center (Non-Medicaid Only and All Clients).
  - b) For residential programs, list the total number of beds and total discharges (all clients).
  - c) For other services, identify the unit of service (all clients).
  - d) Estimate the FY 2020 service capacity. If no change is anticipated, enter the same information as Column A.
  - e) State the total percent of each service contracted out to external providers in 2019. In the sections for Complete Levels of Care, do not include contracts for discrete services within those levels of care when calculating percentages.

|  | FY 2019 service capacity (non-Medicaid only) | Estimated FY 2020 service capacity (non-Medicaid only) | Percent total non-Medicaid capacity provided by external providers in FY 2019* |
|--|--|--|--|
| <b>Adult Services: Complete Levels of Care</b> |  |  |  |
| Adult LOC 1m                                   | 0  | 0  |  |
| Adult LOC 1s                                   | 1239   | 1239   |  |
| Adult LOC 2                                    | 111  | 111  |  |
| Adult LOC 3                                    | 95   | 95   |  |
| Adult LOC 4                                    | 4  | 4  |  |
| Adult LOC 5                                    | 12   | 12   |  |

|  | FY 2019 service capacity (non-Medicaid only) | Estimated FY 2020 service capacity (non-Medicaid only) | Percent total non-Medicaid capacity provided by external providers in FY 2019* |
|--|--|--|--|
| <b>Child and Youth Services: Complete Levels of Care</b> |  |  |  |
| Children's LOC 1   | 52   | 52   |  |
| Children's LOC 2   | 127  | 127  |  |
| Children's LOC 3   | 17   | 17   |  |

|                  |   |   |  |
|------------------|---|---|--|
| Children's LOC 4 | 1 | 1 |  |
| Children's CYC   | 4 | 4 |  |
| Children's LOC 5 | 0 | 0 |  |

| <b>Crisis Services</b>   | <b>FY 2019 service capacity</b> | <b>Estimated FY 2020 service capacity</b> | <b>Percent total capacity provided by external providers in FY 2019*</b> |
|--|---------------------------------|---|--|
| Crisis Hotline   | 2146                            |   | 100%   |
| Mobile Crisis Outreach Team                                      | 708                             |   | 0%   |
| Other (Please list all PESC Projects and other Crisis Services): |                                 |   |  |
| PESC hospital services   | 157                             |   | 75%  |
| PPB hospital services  | N/A                             |   |  |
| Respite  | 109                             |   | 100%   |

- 4) List **all** of your FY 2019 Contracts in the tables below. Include contracts with provider organizations and individual practitioners for discrete services. If you have a lengthy list, you may submit it as an attachment using the same format.
- a) In the Provider column, list the name of the provider organization or individual practitioner. The LMHA/LBHA must have written consent to include the name of an individual peer support provider. For peer providers that do not wish to have their names listed, state the number of individuals (e.g., "3 Individuals").
- b) List the services provided by each contractor, including full levels of care, discrete services (such as CBT, physician services, or family partner services), crisis and other specialty services, and support services (such as pharmacy benefits management, laboratory, etc.).

| <b>Provider Organization</b>         | <b>Services</b>                            |
|--------------------------------------|--|
| Amarillo College                     | MHFA Training                              |
| Amarillo Deaf                        | Deaf Interpretation                        |
| Amarillo Mental Health Consumers     | Peer support, advocacy, employment         |
| Amarillo Independent School District | Safe School/Healthy Students (1115 Waiver) |
| Amarillo Police Department           | MHFA Training                              |
| Avail Solutions, Inc.                | Crisis Hot-Line Service                    |
| Avail Solutions, Inc.                | BH Screening Services                      |

|   |   |
|---|---|
| Canyon Independent School District            | Safe School/Healthy Students (1115 Waiver)              |
| Care Today Urgent Health                      | Medical Services (1115 Waiver)                          |
| Catholic Family Services Youth Shelter        | STAR Emergency Residential Care / Respite               |
| Catholic Family Services Youth Shelter        | Emergency Residential Care Children/Adolescents         |
| Central Plains Center                         | System of Care (SOC)                                    |
| Clarendon Family Medical Center               | Lab Services  |
| East Texas Behavioral Healthcare Network      | Authorization, Medical Director & Telemedicine Services |
| Involve Pharmacy Solutions (dba US Script)    | Pharmacy Benefit Manager (PBM)                          |
| Express Employment Professionals              | Temp. Employment Services                               |
| Family Support Services                       | CBT Counseling  |
| Family Support Services                       | MH Docket/PESC Counseling Services                      |
| Family Support Services                       | MHFA Training   |
| Help Services                                 | Emergency Response Services                             |
| Hereford Regional Medical Center              | Lab Services  |
| Highland Park ISD                             | Safe School/Healthy Students (1115 Waiver)              |
| Horseplay at Mesquite Ranch (Frank Foster)    | Animal-Assisted Therapy - Equine (YES Waiver)           |
| Laboratory Corporation of America (LABCORP)   | Lab Services  |
| LanguageLine                                  | Interpretation Services                                 |
| Martin Tipton Pharmacy                        | Patient Assistance Pharmacy Serv.                       |
| Medi Park Pharmacy                            | Pharmacy, over the counter drugs (HCS)                  |
| Medi Park Pharmacy                            | Patients Assistance Pharmacy Services                   |
| Moore County Hospital(Dumas)                  | Lab Services  |
| NurseCore                                     | Nursing Services  |
| Pampa Regional Medical Center                 | Lab Services  |
| Pavilion at NWTHS                             | Rapid Crisis Stabilization Services                     |
| ProStep Rehabilitation                        | Therapy Services (ECI)                                  |
| ProStep Rehabilitation                        | Speech/Physical & Occupational Therapy (IDD/GR)         |
| Prime Psychiatry                              | Children/Adults Outpatient Psychiatry                   |
| Quest Diagnostics Clinical Laboratories, Inc. | Lab Services  |
| Region 16 Education Service Center            | MHFA Training   |
| StarCare                                      | Substance Abuse Treatments (OSAR)                       |
| StarCare                                      | PADRE (Parenting Awareness & Drug Risk Education)       |
| StarCare                                      | PPI(Pregnant Post-Partum Intervention)                  |
| Synergy Logistics & Program Management        | Speech/Language Pathology (ECI)                         |

|  |   |
|--|---|
| Texas A&M AgriLife   | MHFA Training   |
| Texas Tech University Health Science Center School of Psychiatry | Physicians Services                                       |
| Top of Texas Psychiatry  | Outpatient Psychiatry                                     |
| Turn Center  | Occupational Therapy (ECI)                                |
| West Texas A&M University/Physical Education Dept.               | Medical and Behavioral health care services (1115 Waiver) |
| West Texas A&M University  | MHFA Training   |
| The Wood Group   | Crisis Respite Services (1115 Waiver)                     |

| <b>Individual Practitioners</b> | <b>Services</b>                     |
|---------------------------------|-------------------------------------|
| Alexander, David                | CBT Counseling Services             |
| Artho, Sammie                   | Host Care Provider                  |
| Ashcraf, Pamela                 | CBT Counseling                      |
| Becker, Jennifer                | Yoga Instructor (1115 Waiver)       |
| Bradley, Carolyn                | Host Care Provider                  |
| Briscoe, Teresa                 | CBT Counseling Services             |
| Briscoe, Teresa                 | CBT Counseling Services (IDD)       |
| Britten, Patricia               | Host Care Provider                  |
| Childress, Patricia             | Host Care Provider                  |
| Clifton, Libby                  | Music Therapy (YES Waiver)          |
| Conner, Annie                   | Host Care Provider                  |
| Drake, Delta                    | Host Care Provider                  |
| Fike, Marion                    | Nutritional Counseling (YES Waiver) |
| Fike, Marion                    | Nutritional Counseling (IDD)        |
| Fike, Marion                    | Nutritional Counseling (ECI)        |
| Franco, Lidia                   | Host Care Provider                  |
| French, Kalee                   | Music Therapy (YES Waiver)          |
| Golden, Jo                      | Host Care Provider                  |
| Hammer, Eva                     | Host Care Provider                  |
| Harris, Sammy                   | Host Care Provider                  |
| Hauschild, Connie               | Host Care Provider                  |

|                                    |   |
|------------------------------------|---|
| Hervey, John                       | Host Care Provider                                  |
| Homen, Valerie                     | Host Care Provider                                  |
| Hussain, Mustafa M.D.              | Outpatient Psychiatry (IDD)                         |
| Hussain, Mustafa M.D.              | Emergency on call (IDD)                             |
| Knott, Suzanne                     | Host Care Provider                                  |
| Lusby, Stacia M.D.                 | Outpatient Psychiatry (IDD)                         |
| Maddox, Brittaney                  | Host Care Provider                                  |
| Martinez, Diana                    | Host Care Provider                                  |
| McClure, Shirley                   | Host Care Provider                                  |
| Medford, Bobby                     | CBT Counseling                                      |
| Mendoza, Ruben, M.D.               | Outpatient Psychiatry                               |
| Mendoza, Ruben, M.D.               | Emergency On Call                                   |
| Morris, LaShauna                   | CBT Counseling Services                             |
| Morris, Donald                     | CBT Counseling Services                             |
| Murillo, Rebecca                   | Host Care Provider                                  |
| Natividad, Alejandro M.D.,<br>P.A. | Emergency On Call                                   |
| Natividad, Alejandro M.D.,<br>P.A. | Adult Outpatient Psychiatry                         |
| Nuckols, Lee Ann                   | Art Therapy (YES Waiver)                            |
| Ormson, Kerry Ed.D.,<br>Au.D.      | Hearing Aid fitting, repair and<br>dispensing (ECI) |
| Robinson, Vickie                   | Host Care Provider                                  |
| Salas, Florencio & Amparo          | Host Care Provider                                  |
| Sanchez, Alice, M.D.               | Adult Outpatient Psychiatry                         |
| Scribner, Archie                   | Host Care Provider                                  |
| Sintas, Jose & Celina              | Host Care Provider                                  |
| Swires, Gloria                     | Host Care Provider                                  |
| Talley, Mellisa                    | Executive Director                                  |
| Veeramachaneni, Murali<br>M.D.     | Outpatient Psychiatry                               |
| Veeramachaneni, Murali<br>M.D.     | Emergency On-Call Services                          |
| Watson, Patricia                   | Host Care Provider                                  |

|                   |                    |
|-------------------|--------------------|
| Zamarripa, Carmen | Host Care Provider |
| Zuber, Walcaie    | Host Care Provider |

## Administrative Efficiencies

5) Using bullet format, describe the strategies the LMHA/LBHA is using to minimize overhead and administrative costs and achieve purchasing and other administrative efficiencies, as required by the state legislature (see Appendix C).

|   |  |
|---|--|
| ◆ | Restriction placed on the use of personal vehicles for business, must use agency vehicles when available         |
| ◆ | TPC no longer supplies coffee for staff  |
| ◆ | Strict guidelines related to overtime hours are in place and regularly reviewed by the Executive Management Team |

6) List partnerships with other LMHA/LBHAs related to planning, administration, purchasing, and procurement or other authority functions, or service delivery. Include only current, ongoing partnerships.

| Start Date | Partner(s)            | Functions  |
|------------|-----------------------|--|
| 2014       | StarCare              | PPI/PADRE/OSAR   |
| 2013       | ETBHN                 | Medical Director, Authorizations, Intakes, Tele-Medicine |
| 2017       | Central Plains Center | Mental Health First Aid                                  |

## Provider Availability

*NOTE: The LPND process is specific to provider organizations interested in providing full levels of care to the non-Medicaid population or specialty services. It is not necessary to assess the availability of individual practitioners. Procurement for the services of individual practitioners is governed by local needs and priorities.*

7) Using bullet format, describe steps the LMHA/LBHA took to identify potential external providers for this planning cycle. Please be as specific as possible. For example, if you posted information on your website, how were providers notified that the information was available? Other strategies that might be considered include reaching out to YES waiver providers, HCBS providers, and



*past/interested providers via phone and email; contacting your existing network, MCOs, and behavioral health organizations in the local service area via phone and email; emailing and sending letters to local psychiatrists and professional associations; meeting with stakeholders, circulating information at networking events, seeking input from your PNAC about local providers.*

|  |
|--|
| ◆ Staying in contact with providers who have expressed an interest in working with TPC in the past |
| ◆ Open Enrollment  |
| ◆ Internal Networking  |

8) Complete the following table, inserting additional rows as needed.

- ◆ *List each potential provider identified during the process described in Item 7 of this section. Include all current contractors, provider organizations that registered on the HHSC website, and provider organizations that have submitted written inquiries since submission of 2018LPND plan. You will receive notification from HHSC if a provider expresses interest in contracting with you via the HHSC website. Provider inquiry forms will be accepted through the HHSC website through February 28, 2020. **Note:** Do not finalize your provider availability assessment or post the LPND plan for public comment before March 1, 2020.*
- ◆ *Note the source used to identify the provider (e.g., current contract, HHSC website, LMHA/LBHA website, e-mail, written inquiry).*
- ◆ *Summarize the content of the follow-up contact described in Appendix A. If the provider did not respond to your invitation within 14 days, document your actions and the provider’s response. In the final column, note the conclusion regarding the provider’s availability. For those deemed to be potential providers, include the type of services the provider can provide and the provider’s service capacity.*

| <b>Provider</b> | <b>Source of Identification</b> | <b>Summary of Follow-up Meeting or Teleconference</b> | <b>Assessment of Provider Availability, Services, and Capacity</b> |
|-----------------|---------------------------------|---|--|
| N/A             |                                 |   |  |
|                 |                                 |   |  |
|                 |                                 |   |  |
|                 |                                 |   |  |



## Part II: Required for LMHA/LBHAs with potential for network development

### Procurement Plans

*If the assessment of provider availability indicates potential for network development, the LMHA/LBHA must initiate procurement. 25 TAC §412.754 describes the conditions under which an LMHA/LBHA may continue to provide services when there are available and appropriate external providers. Include plans to procure complete levels of care or specialty services from provider organizations. Do not include procurement for individual practitioners to provide discrete services.*

- 9) *Complete the following table, inserting additional rows as need.*
- ◆ *Identify the service(s) to be procured. Make a separate entry for each service or combination of services that will be procured as a separate contracting unit. Specify Adult or Child if applicable.*
  - ◆ *State the capacity to be procured, and the percent of total capacity for that service.*
  - ◆ *Identify the geographic area for which the service will be procured: all counties or name selected counties.*
  - ◆ *State the method of procurement—open enrollment (RFA) or request for proposal.*
  - ◆ *Document the planned begin and end dates for the procurement, and the planned contract start date.*

| <b>Service or Combination of Services to be Procured</b> | <b>Capacity to be Procured</b> | <b>Method (RFA or RFP)</b> | <b>Geographic Area(s) in Which Service(s) will be Procured</b> | <b>Posting Start Date</b> | <b>Posting End Date</b> | <b>Contract Start Date</b> |
|--|--------------------------------|----------------------------|--|---------------------------|-------------------------|----------------------------|
| N/A  |                                |                            |  |                           |                         |                            |
|  |                                |                            |  |                           |                         |                            |
|  |                                |                            |  |                           |                         |                            |
|  |                                |                            |  |                           |                         |                            |

## Rationale for Limitations

**NOTE: Network development includes the addition of new provider organizations, services, or capacity to an LMHA/LBHA's external provider network.**

10) Complete the following table. Please review 25 TAC §412.755 carefully to be sure the rationale addresses the requirements specified in the rule (See Appendix B).

- ◆ Based on the LMHA/LBHA's assessment of provider availability, respond to each of the following questions.
- ◆ If the response to any question is Yes, provide a clear rationale for the restriction based on one of the conditions described in 25 TAC §412.755.
- ◆ If the restriction applies to multiple procurements, the rationale must address each of the restricted procurements or state that it is applicable to all of the restricted procurements.
- ◆ The rationale must provide a basis for the proposed level of restriction, including the volume of services to be provided by the LMHA/LBHA.

|   | Yes | No | Rationale                               |
|---|-----|----|---|
| 1) Are there any services with potential for network development that are not scheduled for procurement?  |     | X  |   |
| 2) Are any limitations being placed on percentage of total capacity or volume of services external providers will be able to provide for any service? |     | X  |   |
| 3) Are any of the procurements limited to certain counties within the local service area?   |     | X  |   |
| 4) Is there a limitation on the number of providers that will be accepted for any of the procurements?  |     | X  | We do open enrollment for our providers |

11) If the LMHA/LBHA will not be procuring all available capacity offered by external contractors for one or more services, identify the planned transition period and the year in which the LMHA/LBHA anticipates procuring the full external provider capacity currently available (not to exceed the LMHA/LBHA's capacity).

| Service | Transition Period | Year of Full Procurement |
|---------|-------------------|--------------------------|
|         |                   |                          |
|         |                   |                          |

### Capacity Development

12) In the table below, document your procurement activity since the submission of your 2018 LPND Plan. Include procurements implemented as part of the LPND plan and any other procurements for complete levels of care and specialty services that have been conducted.

- ◆ List each service separately, including the percent of capacity offered and the geographic area in which the service was procured.
- ◆ State the results, including the number of providers obtained and the percent of service capacity contracted as a result of the procurement. If no providers were obtained as a result of procurement efforts, state "none."

| Year | Procurement (Service, Percent of Capacity, Geographic Area) | Results (Providers and Capacity) |
|------|---|----------------------------------|
| 2019 | Open Enrollment   | No Inquiries                     |
|      |   |                                  |
|      |   |                                  |
|      |   |                                  |

## PART III: Required for all LMHA/LBHAs

### **PNAC Involvement**

*13) Show the involvement of the Planning and Network Advisory Committee (PNAC) in the table below. PNAC activities should include input into the development of the plan and review of the draft plan. Briefly document the activity and the committee's recommendations.*

| <b>Date</b> | <b>PNAC Activity and Recommendations</b>  |
|-------------|---|
| 10/24/19    | Discussed Crisis Intervention Services within IDD, including resources and education available to law enforcement, local judges, and special education departments. Report on the Coalition of Health Services (COHS) receiving a grant for "Rural Communities Opioid Response", which will contract with TPC and COHS to provide case management services. Discussed that there are currently 235 contracts. Also discussed that the funding for the 1115 Waiver will come to an end in FY22 and issues related to transitioning to a CCBHC payment structure by the spring of 2021. PNAC committee members expressed interest and inquired as to the status of TPC becoming a CCBHC. It was explained that we would be "raising our hand in November" with the expectation of becoming certified by August of 2021. No committee recommendations at this meeting. Due to the COVID-19 pandemic, PNAC has not met since this meeting. Plans are being made to schedule either a teleconference or an in person meeting with social distancing precautions. |
|             |   |
|             |   |

**Stakeholder Comments on Draft Plan and LMHA/LBHA Response**

Allow at least 30 days for public comment on draft plan. Do not post plans for public comment before March 1, 2020. In the following table, summarize the public comments received on the draft plan. If no comments were received, state “None.” Use a separate line for each major point identified during the public comment period, and identify the stakeholder group(s) offering the comment. Describe the LMHA/LBHA’s response, which might include:

- ♦ Accepting the comment in full and making corresponding modifications to the plan;
- ♦ Accepting the comment in part and making corresponding modifications to the plan; or
- ♦ Rejecting the comment. Please explain the LMHA/LBHA’s rationale for rejecting the comment.

| <b>Comment</b> | <b>Stakeholder Group(s)</b> | <b>LMHA/LBHA Response and Rationale</b> |
|----------------|-----------------------------|---|
|                |                             |   |
|                |                             |   |
|                |                             |   |
|                |                             |   |
|                |                             |   |
|                |                             |   |
|                |                             |   |
|                |                             |   |
|                |                             |   |
|                |                             |   |

**COMPLETE AND SUBMIT ENTIRE PLAN TO Performance.Contracts@hhsc.state.tx.us by April 30, 2020.**

## **Appendix A**

### **Assessing Provider Availability**

Provider organizations can indicate interest in contracting with an LMHA/LBHA through the [LPND website](#) or by contacting the LMHA/LBHA directly. On the LPND website, a provider organization can submit a Provider Inquiry Form that includes key information about the provider. HHSC will notify both the provider and the LMHA/LBHA when the Provider Inquiry Form is posted.

During its assessment of provider availability, it is the responsibility of the LMHA/LBHA to contact potential providers to schedule a time for further discussion. This discussion provides both the LMHA/LBHA and the provider an opportunity to share information so that both parties can make a more informed decision about potential procurements.

The LMHA/LBHA must work with the provider to find a mutually convenient time. If the provider does not respond to the invitation or is not able to accommodate a teleconference or a site visit within 14 days of the LMHA/LBHA's initial contact, the LMHA/LBHA may conclude that the provider is not interested in contracting with the LMHA/LBHA.

If the LMHA/LBHA does not contact the provider, the LMHA/LBHA must assume the provider is interested in contracting with the LMHA/LBHA.

An LMHA/LBHA may not eliminate the provider from consideration during the planning process without evidence that the provider is no longer interested or is clearly not qualified or capable of provider services in accordance with applicable state and local laws and regulations.



## Appendix B

### **25 TAC §412.755. Conditions Permitting LMHA Service Delivery.**

An LMHA may only provide services if one or more of the following conditions is present.

- (1) The LMHA determines that interested, qualified providers are not available to provide services in the LMHA's service area or that no providers meet procurement specifications.
- (2) The network of external providers does not provide the minimum level of individual choice. A minimal level of individual choice is present if individuals and their legally authorized representatives can choose from two or more qualified providers.
- (3) The network of external providers does not provide individuals with access to services that is equal to or better than the level of access in the local network, including services provided by the LMHA, as of a date determined by the department. An LMHA relying on this condition must submit the information necessary for the department to verify the level of access.
- (4) The combined volume of services delivered by external providers is not sufficient to meet 100 percent of the LMHA's service capacity for each level of care identified in the LMHA's plan.
- (5) Existing agreements restrict the LMHA's ability to contract with external providers for specific services during the two-year period covered by the LMHA's plan. If the LMHA relies on this condition, the department shall require the LMHA to submit copies of relevant agreements.
- (6) The LMHA documents that it is necessary for the LMHA to provide specified services during the two-year period covered by the LMHA's plan to preserve critical infrastructure needed to ensure continuous provision of services. An LMHA relying on this condition must:
  - (A) document that it has evaluated a range of other measures to ensure continuous delivery of services, including but not limited to those identified by the LANAC and the department at the beginning of each planning cycle;
  - (B) document implementation of appropriate other measures;

(C) identify a timeframe for transitioning to an external provider network, during which the LMHA shall procure an increasing proportion of the service capacity from external provider in successive procurement cycles; and

(D) give up its role as a service provider at the end of the transition period if the network has multiple external providers and the LMHA determines that external providers are willing and able to provide sufficient added service volume within a reasonable period of time to compensate for service volume lost should any one of the external provider contracts be terminated.

### **Appendix C**

House Bill 1, 85<sup>th</sup> Legislature, Regular Session, 2017 (Article II, Health and Human Services Commission Rider 147):

Efficiencies at Local Mental Health Authorities and Intellectual Disability Authorities. The Health and Human Services Commission shall ensure that the local mental health authorities and local intellectual disability authorities that receive allocations from the funds appropriated above to the Health and Human Services Commission shall maximize the dollars available to provide services by minimizing overhead and administrative costs and achieving purchasing efficiencies. Among the strategies that should be considered in achieving this objective are consolidations among local authorities and partnering among local authorities on administrative, purchasing, or service delivery functions where such partnering may eliminate redundancies or promote economies of scale. The Legislature also intends that each state agency which enters into a contract with or makes a grant to local authorities does so in a manner that promotes the maximization of third party billing opportunities, including to Medicare and Medicaid. Funds appropriated above to the Health and Human Services Commission in Strategies I.2.1, Long-Term Care Intake and Access, and F.1.3, Non-Medicaid IDD Community Services, may not be used to supplement the rate-based payments incurred by local intellectual disability authorities to provide waiver or ICF/IID services. (Former Special Provisions Sec. 34)