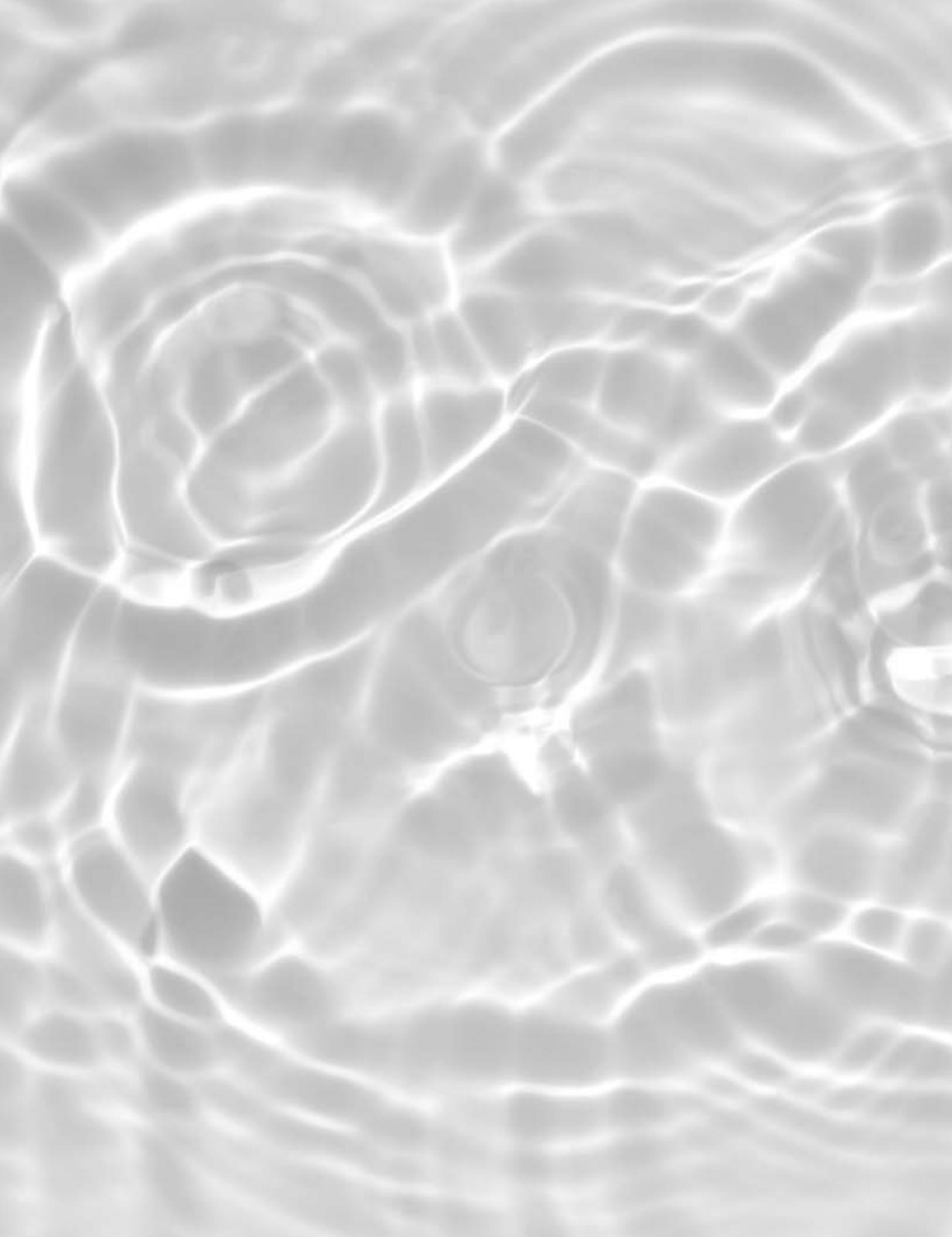




# Fulfilling Our Potential



## 2022 ANNUAL REPORT



Trillium's vision statement is "For every community and individual we serve to reach their fullest potential." As part of that community, every day we must do our part to fulfill our potential, too. We must reflect what we want to see in our region.

While many of the hurdles we face mirror those from years past, we can also see the light at the end of the tunnel. We are nearing the launch date for the Tailored Plans. Coronavirus is still around, but millions of people have been vaccinated. We have created innovative projects to help address the health disparities that have been brought to light over the past few years.

Trillium has hired or transitioned 160 new staff to fulfill the requirements listed in our Tailored Plan contract. We have implemented processes to supply the necessary data for almost 200 new reports. We are preparing exciting new ways to educate members about how they can improve their health in our Prevention and Population Health programs.

Last year we also achieved the NCQA Full Accreditation for Managed Behavioral Healthcare Organization, after receiving the One-Year Accreditation the previous year. We are extremely proud of our Trillium staff who contributed to this goal on our first attempt.

We collaborated with the other five managed care organizations in North Carolina to start the N.C. Child and Family Improvement Initiative. Providers serving children in foster care were invited to contract with every MCO in North Carolina so that children will be able to see the providers they know and trust. This continuity of care is crucial for families in Therapeutic Foster Care.

After the success of the initial pilot, nine additional mobile care units launched to serve residents in rural areas of 20 counties. Unfortunately, emergency rooms were a primary resource for many during COVID-19, particularly those who are uninsured, Medicaid-insured, or people of color. These units offer behavioral health services like mental health screenings and peer support to start. They are also equipped to provide physical care such as general health checkups and vaccinations.

No one can reach their potential alone. It takes support, guidance, and sometimes even luck to achieve all your goals. Trillium remains grateful for the staff, board members, community partners, local agencies, and providers who make this work so rewarding for us, every day.



**Joy B. Futrell**  
Chief Operating Officer

Joy B. Futrell



**Mary Ann Furniss**  
Chair, Governing Board of Directors

Mary Ann Furniss

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## **MISSION**

Transforming lives and building community well-being  
through partnership and proven solutions.

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## **VISION**

For every community and individual  
to reach their fullest potential.

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<b>02</b>	MANAGEMENT
<b>11</b>	FINANCE
<b>12</b>	CARE MANAGEMENT AND BENEFITS
<b>19</b>	PROVIDER NETWORK/NETWORK DEVELOPMENT
<b>20</b>	INNOVATIVE DEVELOPMENT/NETWORK/ DISASTER RESPONSE
<b>24</b>	MEDICAL AFFAIRS AND POPULATION HEALTH/ QUALITY MANAGEMENT
<b>26</b>	TECHNOLOGY
<b>28</b>	DIVERSITY, EQUITY, AND INCLUSION EFFORTS
<b>30</b>	COVID-19
<b>32</b>	MEDICAID TRANSFORMATION/CONTRACT AWARD
<b>34</b>	CIT AND MHFA



# *Executive Team*



*Joy Futrell*  
Chief Operating Officer



*Cindy Ehlers*  
Executive Vice President Clinical  
Operations



*Melissa Owens*  
Chief Financial Officer



*Senitria Goodman*  
General Counsel



*Mike Lewis*  
Chief Information Officer



*Dr. Michael Smith*  
Chief Medical Officer

WATER IS A UNIQUE LIQUID. IT IS A UNIVERSAL SOLVENT, ABLE TO DISSOLVE A VARIETY OF MATERIALS. IT EXPANDS WHEN IT FREEZES, CAUSING ICE TO FLOAT AND INSULATE AQUATIC LIFE THAT MAY LIVE IN THE WATER BENEATH IT. IT IS ESSENTIAL TO LIFE; MOST LIVING THINGS ARE MADE OF 70%-80% WATER.

TRILLIUM IS ALSO UNIQUE... GROWING WHERE NEEDED, SUPPORTING OUR POPULATIONS THROUGH ALL KINDS OF WEATHER, AND HELPING EVERYONE WE SERVE TO REACH THEIR FULLEST POTENTIAL.

# *Leza Wainwright's Retirement*

In February 2022, Leza Wainwright retired as Chief Executive Officer (CEO). Along with seven years as Trillium CEO, she served for five years with legacy agency East Carolina Behavioral Health (ECBH). Prior to that, she worked for the state of North Carolina for 32 years in the Departments of Health and Human Services and Commerce, and in the Office of the Governor. She ended her state career at the North Carolina Department of Health and Human Services Division of Mental Health, Developmental Disabilities and Substance Abuse Services (DMH) as Director.



Throughout her tenure at Trillium, Ms. Wainwright has overseen crucial transitions and key projects for our members. She served as CEO at ECBH when it became the second North Carolina agency to successfully implement a Medicaid Waiver for behavioral health and I/DD. Upon the consolidation of ECBH and CoastalCare, the two legacy organizations that formed Trillium in 2015, she was named CEO of the new entity. That same year, Trillium's reinvestment plan saw the creation of 31 inclusive playgrounds, giving children of all abilities the chance to have fun together. Starting in 2017, Trillium has added four additional counties to our region, making a total population of over 1.5 million residents and more than 13,000 square miles. Under her guidance, Trillium was also awarded one of six contracts to operate as a Tailored Plan as part of Medicaid Transformation in North Carolina.

Trillium staff, our members, and our provider network are deeply indebted to Ms. Wainwright for her decades of dedication and passion for the communities we serve. As always, Trillium remains committed to caring and fighting for the well-being of each and every person we serve in our communities.



Oxford House Opening, i2i Pinehurst Conference, ESUCP Ahoskie.

# Governing Board



**Mary Ann Furniss**  
**Governing Board Chair**  
Southern Region CFAC  
Representative Brunswick/Southern Region



**Dr. Denauvo Robinson**  
**Governing Board Vice Chair**  
Pasquotank/Northern Region



**Ron Lowe**  
**Northern Region CFAC Chair**  
Pasquotank/Northern Region



**Sandra Buckman**  
**Central CFAC Chair**  
Beaufort/Central Region



**Gary Bass**  
**Provider Council Chair**  
(nonvoting member) Pitt



**Commissioner Charles Jordan**  
Pasquotank/Northern Region



**Commissioner Ann Floyd Huggins**  
Pitt/Central Region



**Jim Madson**  
**Finance Committee Chair**  
Beaufort/Central Region



**Lea Wolf**  
Carteret/Southern Region



**David Clegg**  
Tyrrell/Central Region



**Janice Nichols**  
Pender/Southern Region



**Emmie Taylor**  
Bertie/Northern Region

## NC CHILD AND FAMILY IMPROVEMENT INITIATIVE

**The NC Child and Family Improvement Initiative launched on May 1, 2022.**

North Carolina's six Local Management Entities/ Managed Care Organizations (LME/MCOs) assembled North Carolina child welfare experts and thought leaders to create a statewide solution to the current pressing challenges of the service delivery system. The Initiative's goal is to implement a statewide model to ensure seamless access to quality care for youth and families served by the child welfare system regardless of where they live in North Carolina.

The Initiative creates ease of movement for children who relocate throughout the state to ensure continuity of care without delay or interruption. Building on the ongoing successes of the NC Child and Family Improvement Initiative, and with stakeholder feedback from a sample of residential providers, the LME/ MCOs have created a standardized, statewide referral form (some providers may call it an application) for use by all Residential Providers and Therapeutic Foster Care (TFC) providers who contract with them. This standardized form will streamline the referral and evaluation process and support the timely identification of appropriate therapeutic placements for children and youth in North Carolina.

***The joint objectives include the following:***

- Establish a statewide provider network to ensure access to residential treatment and other services youth need
- Ensure a standardized, seamless process for children moving from one LME/MCO region to another, or changing custody to a new DSS
- Establish rapid access to care by increasing authorization barriers
- Increasing capacity for crisis care across the state
- Colocate LME/MCO staff in county DSS offices, tailoring the approach to the unique needs of each county DSS
- Establish a standardized reimbursement rate of 100% rate floor for out-of-network providers
  - Develop standardized referral system for foster care providers
  - Standardize case escalation frameworks in collaboration with DSS offices

"We really appreciate the LME/MCOs working with their providers to streamline the placement process for children," said Karen McLeod, President/CEO of Benchmarks.

We are very grateful for the time and attention that the LME/ MCOs are spending on this vulnerable population."

"Every effort to support access to care is needed during this unprecedented increase in behavioral health needs for North Carolina's children."

# *Addition of Bladen and Halifax Counties*

In fiscal year 2022, Trillium grew from 26 to 28 counties with the addition of Bladen and Halifax counties. County commissioners made these decisions to switch to Trillium as their managed care organization.



**Bland Baker**  
Northern Regional Director



**Dave Peterson**  
Central Regional Director



**Dennis Williams**  
Southern Regional Director

One of Trillium's priorities is to be part of the communities we serve so that we can understand the diverse needs of each population in our catchment area. We hosted information sessions to answer questions directly from members and their families. Trillium reached out to key partners in each county to help determine any service gaps to address immediately. We also communicated with any providers currently located in or serving residents in the counties to ensure continuity of care.



While our geographic area has grown, our local connections remain just as close. Inclusive playgrounds will be constructed, bringing the same level playing field to all children in our region. We work with law enforcement agencies on Crisis Intervention Team training. Our System of Care staff are involved with the community collaboratives, expanding communication and alliances among organizations working for our children.

Our number one focus is helping every person we serve get the services needed to improve well-being and live a fulfilling life. We're invested in every one of you.

EACH INDIVIDUAL CONTRIBUTION, NO MATTER HOW SMALL, IS VITAL TO REALIZING OUR FULLEST POTENTIAL AND MAKING A MEANINGFUL DIFFERENCE IN THE LIVES OF THOSE WE SERVE.



Members of Trillium CFAC visit the NCGA on May 1, 2022, one of the advocacy days that encourages communication directly with our elected officials.

**THE TOTAL POPULATION IN OUR REGION NOW ENCOMPASSES MORE THAN 1.5 MILLION INDIVIDUALS.**

# *Regional Highlights*

WITH A CONSTANT FLOW OF SERVICES AND RESOURCES BEING PROVIDED TO THE COMMUNITY. THE ORGANIZATION'S SERVICES CASCADE DOWN, PROVIDING ESSENTIAL SUPPORT AND GUIDANCE TO INDIVIDUALS WHO MAY BE STRUGGLING WITH MENTAL HEALTH, SUBSTANCE USE, OR OTHER HEALTH CHALLENGES.

## **SOUTHERN REGION**

- The Tri-County (New Hanover, Bladen, and Pender) and Columbus Collaborative groups successfully implemented a project to engage more residents in the services and resources for children with behavioral health and intellectual/developmental disabilities. With the pandemic moving many meetings online, the members wanted to ensure anyone looking for services and support have a place to go for information, discussion, and solutions. The groups added Facebook Live broadcasts as a way to participate in meetings. By adding this platform, average participation increased by over 33 people, a 34%+ increase for both collaborative groups.
- System of Care Coordinator Holly Neibauer helped the Bladen Community Collaborative organize a provider resource fair. Service and resource providers gathered and shared information to help better serve local citizens and increase participation in collaborative meetings. Twenty-five providers attended the event and 10 providers joined the collaborative as a result.
- Trillium worked with New Hanover County Department of Social Services (DSS) and Coastal Horizons Center to launch a co-responder pilot. Clinical support staff are sent alongside DSS when they are responding to a call for adult protective services or child protective services. Many of these calls are to address potential abuse or neglect concerns with a community member. Often the individuals in crisis also have underlying mental health, substance use, and intellectual/developmental disability (I/DD) needs. The co-responder team, including a clinician and health care navigator, work to stabilize the crisis and link those involved with appropriate services. The goal of this model is to intervene with behavioral health and I/DD supports earlier in the process and prevent out-of-home placements for children.

## CENTRAL REGION

- Each year we have been able to give out Narcan kits to our counties to reduce the overdoses and promote access to care in eastern North Carolina. This past year, Tyrrell County was very proactive and creative in who they felt the kits needed to go to. Usually counties distribute them to law enforcement or EMS. This year David Clegg, the county manager and county attorney, decided to spread out where the kits needed to go, which was reaching different populations in Tyrrell County. The kits were distributed to Tyrrell Department of Social Services, Tyrrell County Schools, Inner Banks Hotline, Sheriff's Department, and the Volunteer Fire Department. This increases access to hopefully prevent risk in the community, along with educating individuals on available resources.



## NORTHERN REGION

- When Halifax County joined the Trillium region, it became the 11th county in our Northern Region. Its proximity to other counties, including Northampton and Bertie, allowed for a smooth transition. The Northern Region also welcomed two mobile care units from Monarch to serve Halifax, Gates, Bertie, Hertford, and Northampton counties.



# i2i Awards

In December 2021, Trillium and our partners received two awards at the annual i2i conference held in Pinehurst, North Carolina. The awards identify innovative and unique approaches to serving our communities.

## Technology Award

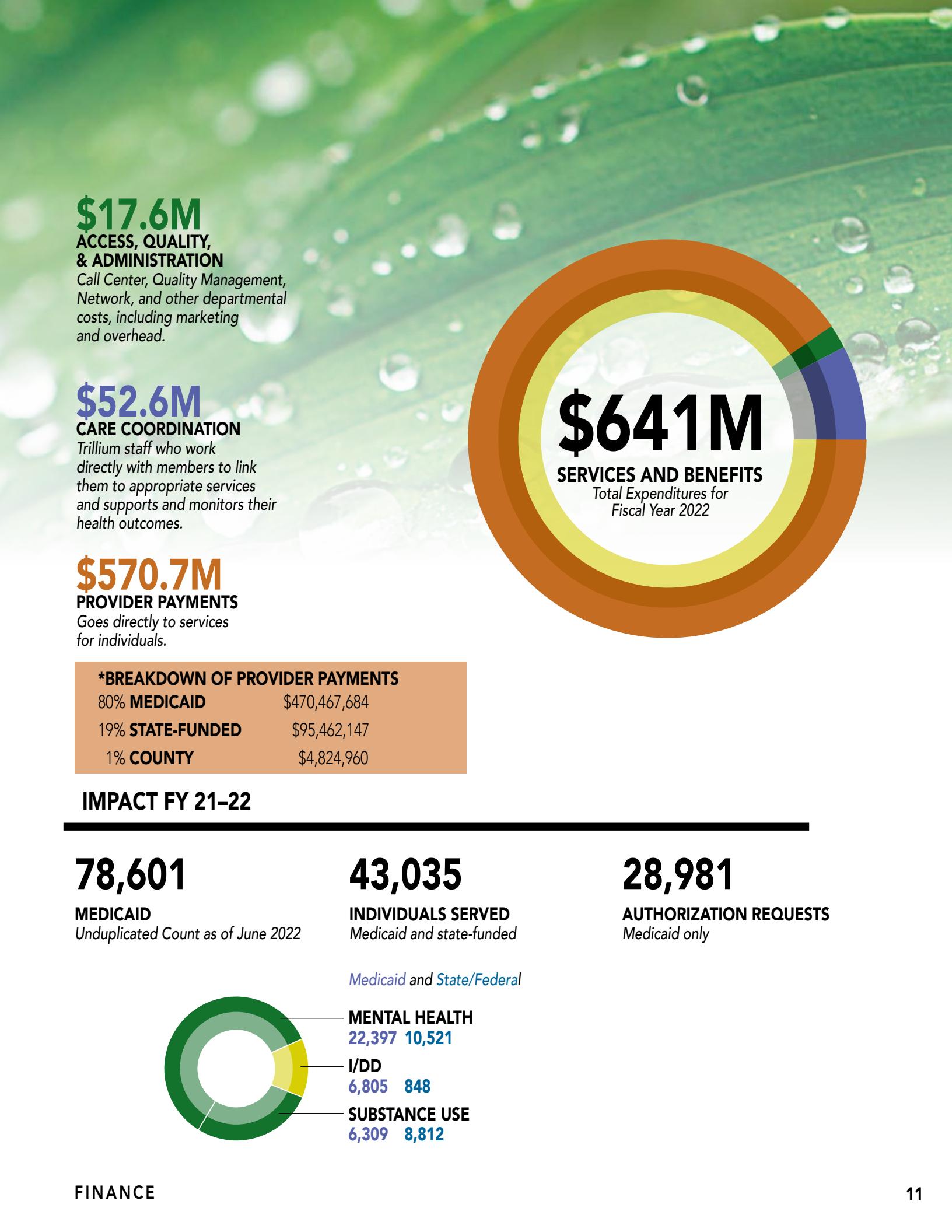
In 2021, Trillium partnered with Easterseals UCP and SimplyHome to create an opportunity and support in the Transition to Independent Living Smart Home. This unique smart home uses both technology and a phased living approach to prepare and empower individuals living with disabilities as they move toward greater self-reliance. This smart home is a transition to living in their next home, a home where they will have even greater autonomy. The program lasts approximately 18 months and is divided into phases, starting with spending just one night per week in the home, to living there full-time and paying a portion of the rent.

## Person-Driven Initiatives Award

Family Navigator is an in lieu of service (ILOS) definition created by Trillium to help support our mission of transforming the lives of our members. Family Navigator was born out of the needs expressed directly by our members and families. Trillium partnered with The Arc of North Carolina, Easterseals UCP, and The Autism Society of NC to launch a pilot for Family Navigator in 2019 for members with intellectual/developmental disabilities (I/DD) or Traumatic Brain Injury (TBI).

Family Navigators are people who have lived experience as a person with I/DD or TBI, or are the parent or primary caregiver of a person with an I/DD or TBI diagnosis. As the name implies, Family Navigators use their own experience to help others navigate multiple systems, including physical health care, school systems, employment-specific services, unmet health-related resources needs, community support networks, and more.





**\$17.6M**

**ACCESS, QUALITY,  
& ADMINISTRATION**

Call Center, Quality Management, Network, and other departmental costs, including marketing and overhead.

**\$52.6M**

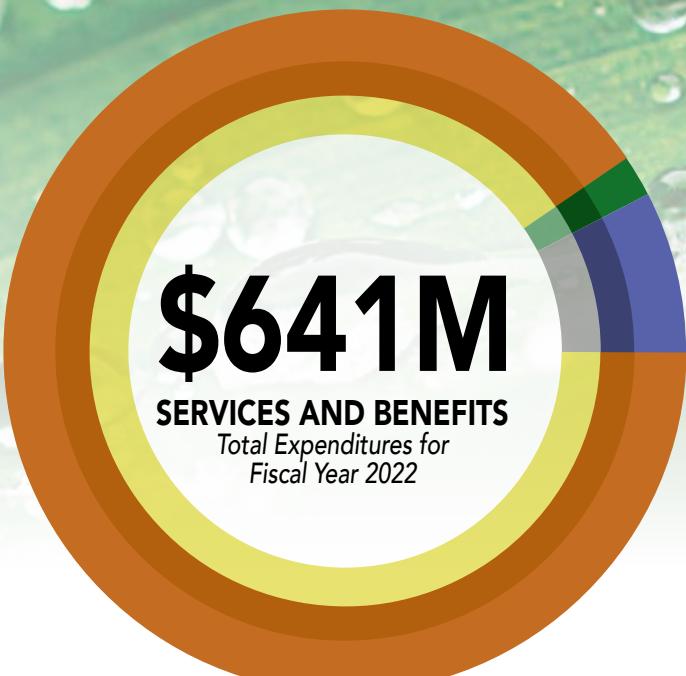
**CARE COORDINATION**

Trillium staff who work directly with members to link them to appropriate services and supports and monitors their health outcomes.

**\$570.7M**

**PROVIDER PAYMENTS**

Goes directly to services for individuals.



**\$641M**

**SERVICES AND BENEFITS**

Total Expenditures for  
Fiscal Year 2022

**\*BREAKDOWN OF PROVIDER PAYMENTS**

80% MEDICAID	\$470,467,684
19% STATE-FUNDED	\$95,462,147
1% COUNTY	\$4,824,960

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**IMPACT FY 21-22**

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**78,601**

**MEDICAID**

Unduplicated Count as of June 2022

**43,035**

**INDIVIDUALS SERVED**

Medicaid and state-funded

**28,981**

**AUTHORIZATION REQUESTS**

Medicaid only

*Medicaid and State/Federal*

**MENTAL HEALTH**

**22,397 10,521**

**I/DD**

**6,805 848**

**SUBSTANCE USE**

**6,309 8,812**

# Care Management

Trillium was excited to expand the usage of our Care Management Comprehensive Assessments (CMCA) in fiscal year 2022.

 **573**  
surveys completed  
for  
**554**  
members

## CMCAs include questions about:

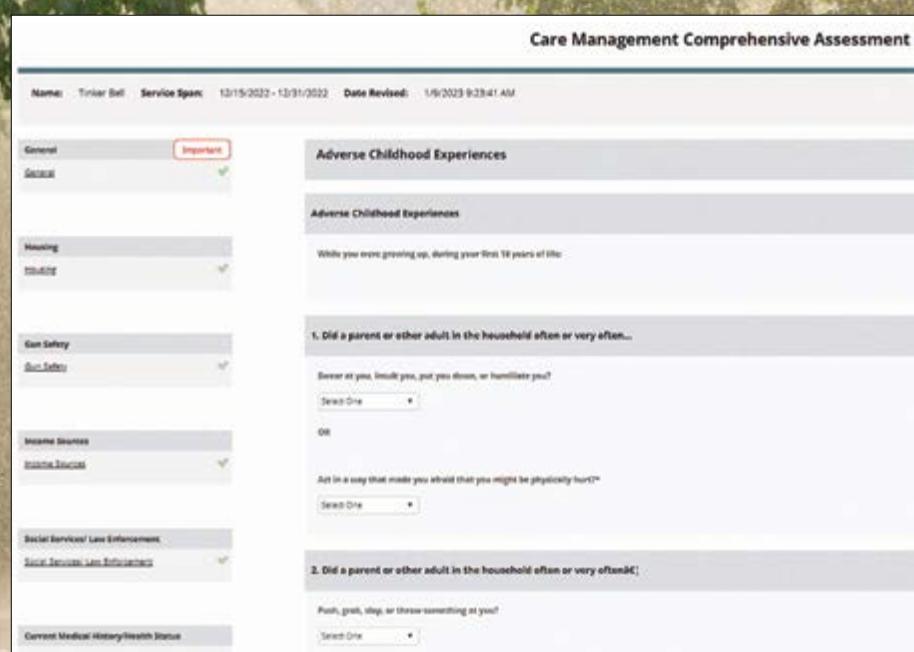
- adverse childhood experiences
- housing environment
- health care status
- provide a full, holistic picture of the member's history

Having all this information helps the member's care team make informed recommendations.

## WHOLE PERSON HEALTH

### Care Management Comprehensive Assessment (CMCA)

Our CMCA will utilize a variety of diagnostic screening tools based on evidence-based practices. We will validate that a member receives the following screenings and services such as: dental health, primary care, blood pressure screenings, cholesterol screenings, diabetes screenings, screening of chronic health conditions, developmental screenings, TBI, behavioral health screenings, and unmet health-related resource needs.



Trillium also exceeded the expected SIS completion numbers in each quarter, gathering the data needed to identify and measure the supports needed for an individual to successfully participate in various life activities.

The Supports Intensity Scale® (SIS) measures the kind of support that people with intellectual disability need to be successful in community settings. In fiscal year 2022, some of our staff achieved Trillium's first Child SIS Trainer Certification; Adult Trainer Certification will occur in 2023. This certification helps us to better equip our staff with the tools they need to complete SIS assessments with members.

# Tiered Care Coordination Pilot

The Tiered Care Coordination (TCC) pilot aims to address the high rates of exposure to trauma and high behavioral health needs specific to youth and families involved in child welfare and the juvenile justice system. The program was created by the Governor's Taskforce on Mental Health and Substance Abuse.

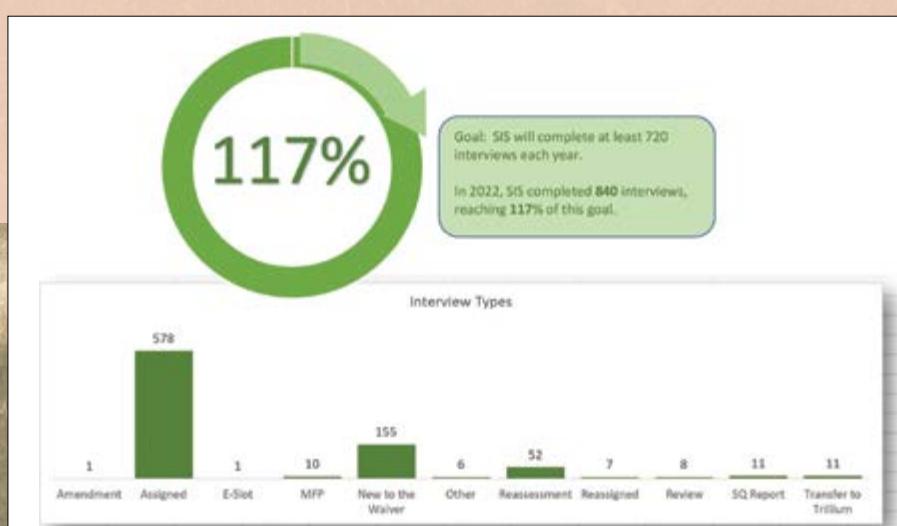
To be eligible, families needed to live in Pitt County and have a child age 6 through 21 who has been involved with the Department of Social Services or the Department of Juvenile Justice. In addition, the youth could be residing with the caregiver and may be at risk of out-of-home placement, or in process of returning home from out-of-home care. The caregiver must be willing to participate as well.

The goal of this family-driven, youth-guided project is to reduce the need for out-of-home care and return children and youth to their families or natural community setting through supporting a family's voice and choice.

Tiered Care Coordination gathered optional surveys for the families who participated in the program. On a 10-point scale with 10 being associated with high satisfaction, we received an average at a 9.6 in terms of family satisfaction. Based on the responses from the sample of participants who were interviewed,

the implementation of the TCC

model was effective in meeting the needs and concerns of families regarding obtaining behavioral health services for their children. Although the sample of families is small, the reports from the interviews suggest that families were satisfied with the referral to assessment process, with the determination of services provided to their children, and were positive about the support they received from providers and the TCC implementation team.



## PARTICIPANT QUOTES:

**"They come up with solutions and advocate for us a lot. I feel like they care."**

**"Anytime he needs help they get him in."**

**"They have helped us tremendously."**

**"They give us great support. The confidentiality is a big part also."**

**"They are very helpful, resourceful."**

# I/DD Integrated Care Pilot

To help support the move to integrated care, Trillium partnered with Access East and Community Care of Lower Cape Fear (CCLCF) to embed Care Coordinators and Family Navigators into pediatric practices within Trillium's service area.

This pilot project was designed to help support the move toward care management/care coordination being provided closer to the member and family and the development of Advanced Medical Home Plus practices. Access East and CCLCF provided care coordination and family navigation support to members with intellectual and developmental disabilities (I/DD) and their families. Access East partnered with four practices in the Greenville area. CCLCF partnered with two practices in the Wilmington area.

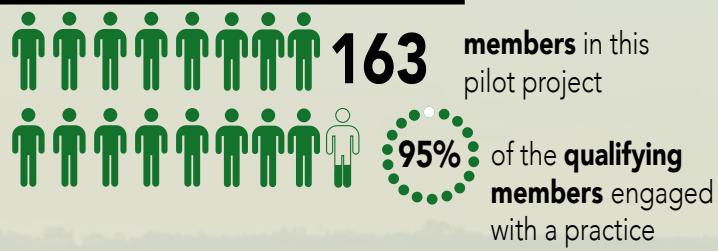
**This assistance provided to members and families included but was not limited to:**

- assisting members in completing applications for the Registry of Unmet Needs
- requesting and managing referrals with the multidisciplinary care team
- facilitating communication with behavioral health providers
- assisting with paperwork and documentation
- coordination with the school system
- providing resources
- helping to inform decision making about benefits
- sharing general advice
- encouraging follow-up on appointments

**This pilot project was able to identify and develop best practices for this model of care. Best practices implemented included:**

- face-to-face interactions to increase rapport and streamline communication with members, caregivers, and providers
- develop relationships with community providers to streamline referral pathways and enhance communication
- creation of a clinical/provider champion at the practice
- holistic approach to care to address variety of needs
- development of a resource guide for families/members
- the development of processes that work for the practice and providers

## CCLCF

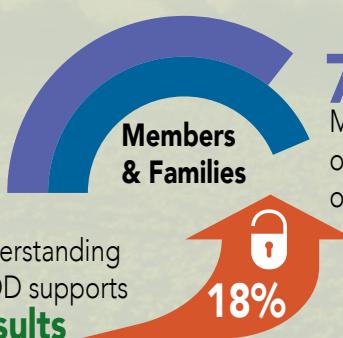


Average time spent in pilot **6 months**

**72** Psychological Evaluations  
**76** Members placed on the Registry of Unmet Needs

**Survey Results**  
Improved understanding of available I/DD supports

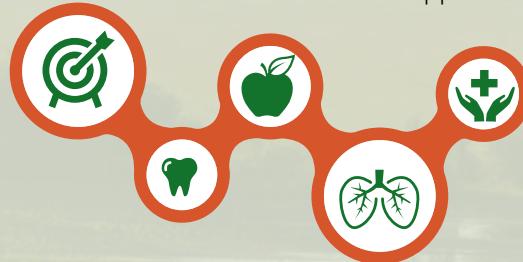
**Increase in satisfaction** with current level of services and supports



## ACCESS EAST



### Social Determinant of Health Needs



### Members were linked with:

**51** **54** **60**

Community Activities Registry of Unmet Needs Respite



## FEEDBACK RECEIVED

**"This service should be in every doctor's office!"**

**"Wish I had this earlier in my child's life—so helpful!"**

**"They changed my life! I can advocate for myself well, but what they did was help me identify more needs/resources/benefits."**

**"I just wanted to be in touch "personally" to thank you for collaborating with our clinic on so many referrals. We really enjoy the kiddos that you send us, and we are very happy to help ensure they get what they need—whether it's services, the RUN, or whatever...many, many thanks for the work you do, and the collaboration we are enjoying with you!"**

**—Local psychologist**

# Member Stories



Independence is a process. Yet with the right support, Will is ready to continue to grow and learn new skills. And enjoy all the good food and playful pups along the way.

## MEMBER SPOTLIGHT:

Will is a Trillium member in Wilmington and a big fan of reading and Pixar movies. He uses assistive technology to help him live on his own. Hero Health is one tool that helps Will manage his medication. Having the correct dosage of medication at the right time is very important. New technologies make it easier to manage medications on your own.

The Hero Health dispenser ensures Will takes the right medication at the right time. In the past, Will and his family had trouble finding a system that worked for them. Will's mother then discovered Hero Health. The Specialty Care team was able to add Hero Health to the Approved Vendor List. With assistance from his Specialty Care Coordinator, Will found a system that worked for him. It is even connected to a mobile phone app so family and caregivers know Will is taking his daily doses. It has been a huge success that keeps Will healthy and well while giving his family peace of mind. This success means Will has more time for baking and helping customers at his work at a local bagel shop. It means more time connecting with his community at the bowling alley, playing bocce ball, walking dogs at paws4people, and eating the best dishes at food truck fairs. It provides Will the freedom to explore his passions and learn to live on his own in a safe home. Fall 2022 marks a year of Will living fully on his own.



## MEMBER SPOTLIGHT:

John Russ has always had a heart for music and spreading joy. For over 20 years, John has shared that love as his musical alter ego, DJ Smooth. His passion has been the guiding star turning his love for strong beats and music mixing into a statewide business. When the road had bumps, detours, and barriers, DJ Smooth let no obstacle deter him.

John grew up with his mother and grandmother. John was born with cerebral palsy. It is a neurological disability that affects the central nervous system. Most people with CP struggle with movement and maintaining balance and posture. John's CP requires him to use a wheelchair to get around. Growing up, he and his family did not have a lot of money. John was ready to achieve his goals however he could. In 2002, his mobile disc jockey company, DJ Smooth Entertainment, was born. It began in John's hometown of Wilmington but quickly spread to cover all of North Carolina. From dance clubs and bowling alleys to weddings, DJ Smooth has made his name in the community known. He was even the resident DJ at Wilmington's local club, The Dive. DJ Smooth has been the only known disc jockey with a disability to work at The Dive in his seven years playing music there.



John also connects with his audience online. His social media is full of photos and videos of his fans dancing and fully enjoying the sounds and beats only DJ Smooth can provide. He also shares live videos of that day's or week's musical mixes. His social media is a space for more than just great music.

It is also a dedicated place for spreading awareness and encouragement around John's journey and CP. He has even spoken with fellow entertainers and peers with disabilities to highlight their lives, experiences, and voices. There is no shortage of smiles and dance floor moves as you scroll down DJ Smooth's social media.

Music is a uniquely human joy. We all can turn on our favorite artist or playlist and get lost in the chords and vocals. John brings his whole self into his music as DJ Smooth. From Wilmington and across North Carolina, DJ Smooth's audiences will be cheering his name wherever his passion for music takes him next.



## MEMBER SPOTLIGHT:

Sydney was diagnosed with Rett syndrome at age 3. Rett syndrome creates challenges in an individual's ability to walk, eat, speak, and even breathe easily. With the help of Trillium, and Community Alternatives Program for Children (CAP/C) and now Innovations Waivers (IW), Sydney and her family can have the assistance they need. Travel is just one area that has been vastly improved with their Turny Evo seat. Sydney was referred to Trillium's Specialty Care Team by her Care Manager. Specialty Care assists IW participants to obtain equipment, supplies, and home or vehicle modifications.

Wheelchair ramps on vehicles make travel possible for many people who use wheelchairs. Built-in ramps, however, have their limitations. Individuals have to stay in their wheelchair while traveling,

which can be uncomfortable on long drives. Ramps also need a good deal of clearance when in use. Sydney needs her wheelchair to move around, but their ramp made short and long drives difficult. Sydney's Specialty Care Coordinator was able to link her with a vendor to provide the Turny

Evo seat without those limitations. After discussions, research, and vehicle modification,

Sydney can now be in the car and ready to go with a click of a button. Her two brothers are also all too happy to help secure their sister in their van for school, soccer practices, or a quick trip to the beach. She has her own seat in the car that can now get in any parking spot.

# *State-Funded TBI Long-Term Residential Rehabilitation Service*

*Trillium staff originally wrote this definition about 10 years ago as an alternative state-funded definition. We worked with our CFAC members, individuals with traumatic brain injury (TBI), and internal staff focused on this population.*

In February 2022, NCDHHS reached out to collect feedback from all LME/MCOs on the proposed service definition for implementation in all benefit plans. Trillium works hard to improve lives of people not just in our region, but across the state. Until the TBI Waiver is available in each region, services like this will help many people with TBI.

## **YOU HELPED US EMPOWER**

**130**

**STAFF PARTICIPATED**  
*Training in Mental Health  
Aspects of 1/DD Training  
Series.*

**6**

**SUPERVISORS HIRED**  
*New Positions for District  
Care Management.*

A FLOWING RIVER USUALLY STARTS AS A TRICKLING STREAM. IT CURVES AROUND BENDS, ADAPTS TO THE TERRAIN, AND MERGES WITH OTHER TRIBUTARIES TO FORM LARGER RIVERS. NEVER UNDERESTIMATE THE POTENTIAL OF A SMALL BROOK; WITH TIME IT WILL BECOME THE CAPE FEAR RIVER.

# *Project Transition Opening*

**Project Transition was founded on the fundamental belief that members can and will thrive in the community if properly and energetically supported. Members are provided an independent living opportunity, in the community, with other Project Transition members.**

Each residential program attends its associated Outpatient/Day Program location (consisting of offices and group rooms) for skill workshops, medication management, therapies, meetings, and other core psychiatric rehabilitation services provided by a multidisciplinary team.

Trillium partnered with Project Transition to open a site in Wilmington in March 2022. The location serves up to 30 individuals at a time with serious mental health or substance use disorders. A recovery center and separate apartments are a part of the facility.



# Mobile Integrated Care Units

Trillium launched seven mobile integrated care units, made possible by funding provided by NCDHHS through the federal Substance Abuse Treatment Block Grant. Trillium partnered with providers in the region with experience in serving behavioral health conditions, with a focus on substance use. Those providers include PORT Health Services, Monarch, Coastal Horizons, and RHA who will service individuals living in 19 counties.

Trillium saw the pandemic as a reminder of the health care disparities experienced by people of color, rural residents, and Medicaid-insured individuals across the 28 counties we serve. In response, Trillium launched the One Community Initiative to address the stress, anxiety, depression, and general mental health challenges caused by the pandemic. The mobile integrated care units are an extension of that work, bringing services to marginalized communities throughout Trillium's region.

**While specific services at each unit may be different based on provider or local needs, they are expected to offer the following:**

- Mental health screenings
- Substance use disorder treatment
- Traditional therapy
- Assertive outreach
- Medication management via telemedicine
- Care management
- Peer support
- Crisis and disaster response

As the needs of communities develop, clinics may offer physical health services such as general health checkups and vaccinations (such as flu or pneumonia).

In the future, we hope the mobile clinics will be able to provide Medication Assisted Treatment (MAT) for individuals experiencing opioid addiction.

Trillium is proud to continue providing innovative accessibility solutions, like the mobile clinics, as a Tailored Plan provider under North Carolina's Medicaid managed care system.

## **Each provider will cover the following areas:**

**Monarch:** One unit will serve Halifax, Gates, Northampton, and Nash counties. A second unit will serve Gates, Bertie, and Hertford counties.



**PORT:** One unit for Dare County, a second unit for Carteret County, and the third unit for Perquimans County.

**Coastal Horizons:** One unit for Columbus and Brunswick counties and a second unit for Bladen County.

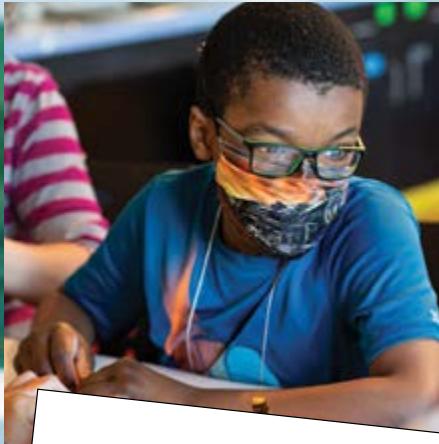
**RHA:** One unit for Beaufort, Martin, Tyrrell, Washington counties, and Ocracoke Island. A second unit for Columbus County.



Gov. Cooper visited the opening of RHA's mobile unit in Washington County.

# Victory Junction

Inclusive summer camp in Randleman, N.C.



Good morning:

Mrs. Beaver, just to let you know that we have a great time once again at Victory Junction Camp love the facilities and staff.

This time our daughter was able to participate in a few activities that didn't do in the summer like bowling, mini golf and wood / art and crafts .

The only challenge we face was the sleeping she stay awake from 12:15 a.m. probably she was too excited.

Thanks so much,  
Joany and Omar Menendez



# One Community

Trillium established our One Community program to address the stress, anxiety, depression, and general challenges caused by the pandemic. The program encourages people affected by the pandemic to seek help for their mental and behavioral health needs. One Community has continued to make valuable connections in our 28 counties this year.

We have handed out over 40,000 medication disposal pouches through individual distribution and partnerships with local pharmacies, health departments, and other community stakeholders. These pouches help remove medications from causing potential harm when they are no longer needed.

One Community actively participated in two Out of the Darkness walks that highlight suicide prevention, raising awareness and reducing the stigma that often surrounds attempted or completed suicides.

We have also focused on food scarcity in some of our communities. We partnered each month with Beast Philanthropies to deliver food to areas with limited availability to fresh groceries. We continue to work with them to expand our outreach in low-income communities.

Health literacy is another emphasis for One Community. Our staff attend festivals, health fairs, senior center classes, Alcoholics Anonymous groups, Veterans Stand Down events, and outreach to schools and student activity groups. While attending these functions, we educate and empower people to learn more about the importance of mental and physical health, and how our communities are only as strong as their people.



Veterans Stand Down and Out of the Darkness events.



Staff volunteer with local food pantry in areas with limited availability to fresh produce.

Medication disposal pouches distributed via individuals and local partnerships, member Marshall posing with billboard campaign, One Community member at a park event.



## Hope4NC

Trillium's Disaster Response Unit worked on Hope4NC from Sept. 20, 2020, through Jan. 17, 2022. Trillium hired staff who were dedicated to outreach efforts, including email, telephone calls, networking at local events, presentations at meetings, social media, radio spots, television ads, delivery of outreach materials in person to local agencies, and mailed outreach materials.



ADCNC event table in April of 2022.

Hope4NC delivers a message of hope by providing free and confidential emotional support, counseling referrals and community resources. Hope4NC includes a Crisis Counseling Program tailored for the lasting impacts of COVID-19.

HOPE  4 NC

# Provider Network

The Provider Satisfaction Survey is administered annually to assess provider perceptions of the LME/MCOs in North Carolina.

The results from this survey allow NC Medicaid to assess the LME/MCOs' ability to interact with their network providers, provide training and support to their providers, and provide Medicaid materials to help providers strengthen their practice. The 2021 survey report includes responses from Trillium's Medicaid Waiver providers that had at least five 1915(b)/(c) Waiver encounters between July 1 and December 31, 2021. From 2019 to 2021, Trillium's Overall Provider Satisfaction Score increased from 88.5% to 92.5%.

Along with recognizing our strengths, the survey provides areas where Trillium can improve. We have modified our email distribution process and adjusted our Provider Support Service Line practices based on provider feedback.

**92.5%**

**OVERALL  
SATISFACTION  
RATING**

Over half of providers responded to the satisfaction survey.



Upper Catawba Falls—Old Fort, N.C.

## STRENGTHS

- Credentialing staff are friendly and knowledgeable
- Investigations are thorough and fair
- Corrective action plans are fair and reasonable

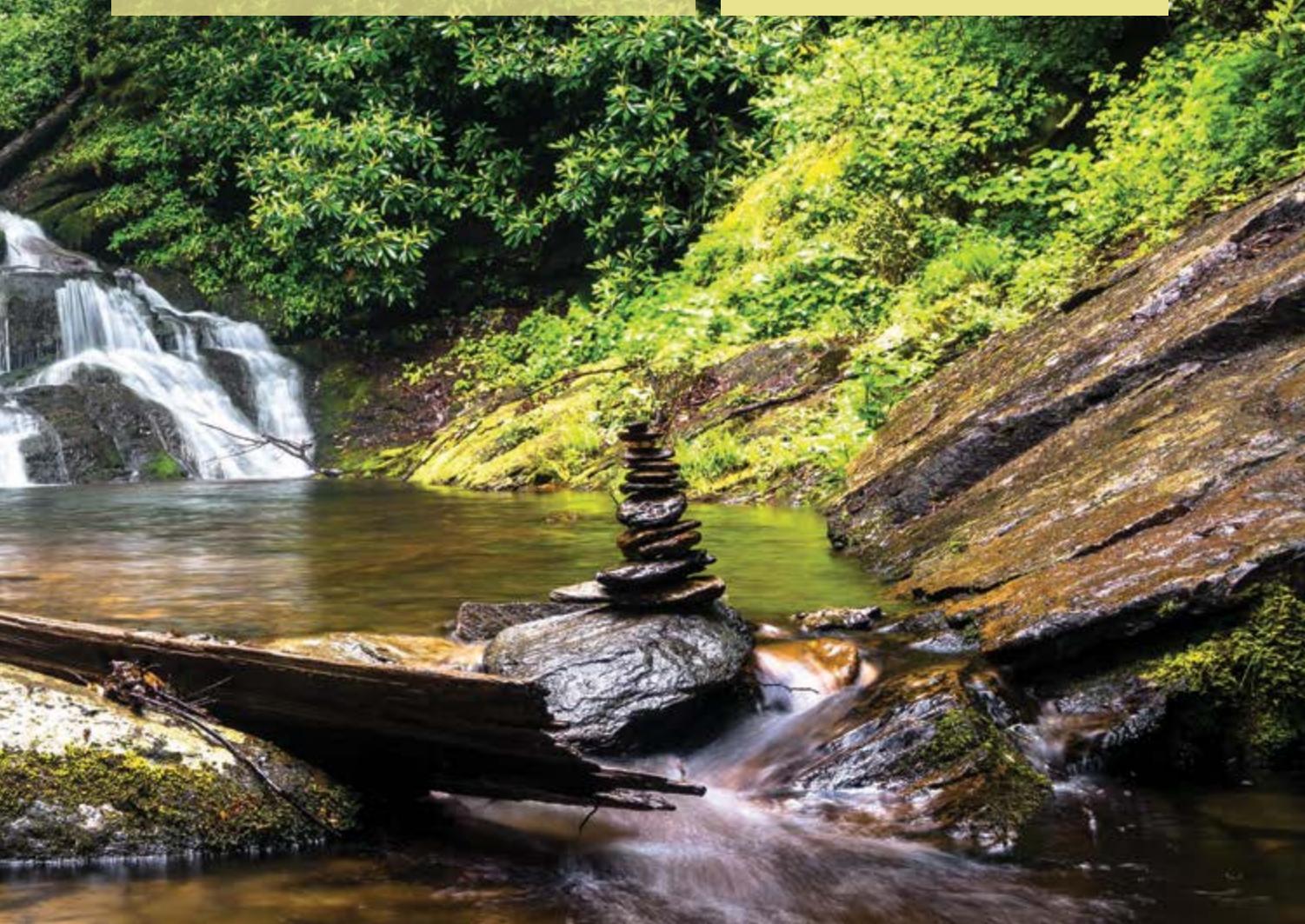




We are proud to say that in December of 2021 Trillium was awarded Full Managed Behavioral Healthcare Organization (MBHO) Accreditation status from the National Committee for Quality Assurance (NCQA), which means Trillium developed and fully demonstrated a clinically effective managed behavioral healthcare delivery system.

This was one of the key components in our pursuance of operating as a Tailored Plan. This achievement demonstrates how committed Trillium staff is to giving our members the highest quality of care.

TRILLIUM'S EFFORTS FLOW WHERE NEEDED, BRANCHING OFF TO MEET THE INDIVIDUALIZED NEEDS OF OUR COMMUNITIES. WE ENSURE CUSTOMIZED SUPPORT AND CARE TO HELP EVERYONE MEET THEIR POTENTIAL.



# *Expanding Information Technology Workforce to Meet Tailored Plan Goals*

**Trillium's Information Technology team works across the entire agency to identify improvements, streamline processes, and fulfill contractual obligations. With the extra requirements expected as a Tailored Plan, this level of work has increased immensely over the past few years.**

Information Technology had to upgrade Trillium Business System (TBS), our internal client management system, to support all new Tailored Plan requirements. From partner interactions, vendor synchronization, Tailored Care Management (TCM) software platforms, and claims processing modifications, most sections of the platform were affected. This was a huge undertaking that involved many individual projects and necessitated hiring new staff.

Another large, cross-departmental project was the development of 380 new Tailored Plan required reports. Trillium staff worked with NCDHHS and internal business owners to review the new report templates; identify procedural changes or data elements needed; and complete testing for development (DEV), system integration test (SIT), and end-to-end (E2E) environments. As some of these reports will start prior to Tailored Plan launch, work had to begin early to ensure completion in time.

Transitions of Care (TOC) worked closely with IT to develop, test, redevelop, and retest the entirely new data exchange process to securely transfer member data for everyone moving between Trillium and a Standard Plan, or from Trillium to another Tailored Plan. The TOC effort required an exponential development effort to support the one-to-many data exchange requirements.

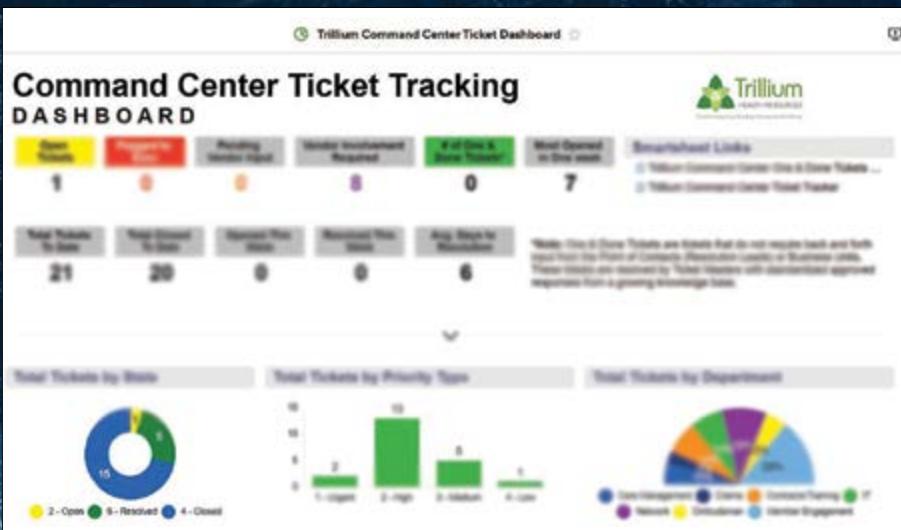
System and Organization Controls (SOC) 2 compliance is another new Tailored Plan requirement. Trillium's IT team had to move all our operations into SOC2 compliance, prepare for the onsite audits,

and meet the deliverable date. Every business process or procedure has been evaluated to classify SOC2 compliance requirement, answered with a "yes" or "no." All "yes" policies and procedures are under review or modification to meet SOC2 standards, implementation requirements, and auditable proof that we follow the written standard.

Information Technology's newly formed Data Science (DS) team helped identify data analytics opportunities to prepare for other Tailored Plan changes. The DS team efforts support data-driven wording and requirements in the Tailored Plan contract. As more data becomes available from Tailored Plan operations and NCDHHS, the foundational work of the DS team will grow in relevance and scale.

As project management needs have increased, IT is supporting all departments with experienced project managers. Business units have been applying skills like scheduling, budgeting, and collaborating the support of IT project managers and other resources.

The IT Implementation team members continued to bridge Tailored Plan contract requirements, business unit needs, and IT resources to support deliverable timing, tracking, and awareness. Working with IT project management, the IT Implementation Team developed real-time tracking tools to support NCDHHS Tailored Plan launch ticketing processes. This effort allows Trillium to know when to reach out to NCDHHS to address specific Tailored Plan needs.



DHHS Command Center Ticket, Opps Report, Financial Claims Search, and Microsoft Teams.

TRILLIUM DHHS Opendata

This screenshot shows a Microsoft Excel spreadsheet with a large number of rows and columns of data. The columns represent various fields such as Date, Provider ID, Service Date, Service Code, Client ID, Patient Control Number, and many others. The data is color-coded in red, green, blue, and orange across the rows.

Trillium Health Resources

Home Client Finance Provider Network Quality Management Reports Clinical Operations Administration

Home > Claims Search

Financial Claims Search

Search For:  Review  Batch Readjudication  Batch Override

Search by Claim ID  
CI Claim#  PD Claim#  Search Clear Search Criteria

Advanced Search

Provider: [Any Provider]

Service Date:

Received Date:

Service Code:   
T2038 community transf  
0101 All-Inclusive Room a  
0111 Room and Board Pmr  
0113 Pediatric  
0114 Psychiatric  
0116 RM& BOARD-PRO DETOX  
0124 Psychiatrist

Client ID:

Patient Control Number:

Pended Claim Only:

Rendering NM:

Billing NPI:

Teams

Website Review Posts File Tasks +

Jonathan Williams 3/2/2022 4:15 PM (Edited)  
Welcome to the Website Review Teams Page  
Hello all! Welcome to the new Teams page that will house our work for our annual website reviews. Attached is our guidelines and assignments for March 2022.

Once you have reviewed your assigned page(s) and received feedback from the page contact, you can attach or link to the review in this channel. If you have any questions or concerns, please reach out to the page contact or myself.

Jonathan Williams 5/15/2022 4:15 PM  
Added a new tab at the top of this channel. Here's a link:

# *Expanding Equity*

**In May 2022, the Diversity, Equality, and Inclusion (DEI) Department conducted All Children All Families: Setting the Foundations for LGBTQ+ Inclusion training for internal Trillium employees.**

The training equips Trillium's Child Care Managers with a comprehensive foundation of knowledge on LGBTQ+ youth, families, and their experiences within the child welfare system. During this training, attendees explored key concepts, terminology, and research on LGBTQ+ families and experiences in foster care. They also learned the steps every child welfare professional can take to welcome and affirm LGBTQ+ youth and families within the walls of their agencies and beyond. Since LGBTQ+ youth represent **30%** of the total youth in foster care, this work is vital to their outcomes and the success in upholding safety, permanence, and well-being.



**TRILLIUM HAD 179 STAFF COMPLETE THIS TRAINING, OVER HALF OF OUR CARE MANAGERS AND CARE COORDINATORS. WE ARE VERY PROUD TO OFFER THIS EDUCATION SO OUR STAFF CAN BETTER SUPPORT LGBTQ+ CHILDREN AND THEIR FAMILIES.**



JUST LIKE AN ICEBERG THAT IS MOSTLY HIDDEN BENEATH THE WATER'S SURFACE, TRILLIUM HEALTH RESOURCES ADDRESSES MANY UNDERLYING, COMPLEX ISSUES THAT ARE NOT ALWAYS VISIBLE TO THE PUBLIC.

# *Winding Down the Public Health Emergency*

*In the wake of the emerging COVID-19 pandemic, the U.S. Department of Health and Human Services (HHS) declared a public health emergency (PHE) in January 2020.*

This declaration helped Medicaid beneficiaries keep their health coverage during the pandemic. Under special eligibilities rules, changes in circumstances such as employment status would not impact beneficiaries accessing the care they needed in unprecedented times. The PHE also provided support to health care providers so they could continue to deliver their services to beneficiaries and do so in a safe manner.

On the state level, the North Carolina Department of Health and Human Services (NCDHHS) created temporary COVID-19 policy flexibilities to coincide with the PHE. This included the Medicaid 1915(c) Appendix K Waiver for Innovations, Traumatic Brain Injury, and CAP/DA and CAP/C. These temporary flexibilities would sunset over time as we moved past stages of the pandemic while others were dependent upon the PHE timeline. NCDHHS has, however, made some policies permanent after stakeholder review.

As the pandemic evolved with additional COVID-19 variants, HHS extended the PHE timeline in **90-day increments** to evaluate the continued impact on health care coverage. As of June 2022, HHS has extended the PHE into the fall of 2022 with the potential for further extensions. They will provide states a **60-day notice** in the event of the PHE's expiration. As we continue to move through the pandemic and its aftereffects, Trillium is working alongside HHS, NC Medicaid, and local agencies to ensure our beneficiaries and providers are prepared for the eventual wind down of the PHE.



*Jaques Best participates in Trillium's free COVID-19 vaccination clinic—held in Greenville and Wilmington.*

# Finding a Place to Call Home in a Pandemic

## Kids deserve a safe, loving space to call home.

Families in our region involved in the child welfare system deserve to have the support and access to care they need to create these spaces. The pandemic exposed existing, systemic challenges, in many cases compounding them. Trillium wanted not only to address those initial challenges, but move to a place for better care and access so kids and families could focus on just being kids.

Trillium launched the NC Child and Family Improvement Initiative with five other Local Management Entity-Managed Care Organizations (LME/MCOs) across the state in May 2022. The new statewide model created seamless access to quality care for children and families involved in the foster care system who experience complex behavioral health needs. This includes mental health, substance use disorder, intellectual and developmental disability, and traumatic brain injury. LME/MCOs have a long partnership

with their counties to meet the needs of children in the foster care system. The initiative was a response to issues raised by members of the General Assembly, county Departments of Social Services, providers, and their families. Challenges exist for children with complex behavioral needs securing necessary treatment. These challenges have grown with severe provider capacity issues and workforce shortages.

The six LME/MCOs brought together state child welfare subject matter experts and thought leaders to develop a solution. The initiative was created to allow ease of movement when children relocate within the state. In such an event, they would continue to receive services without delay or interruption. It also removes any administrative burden from providers who would previously be involved in any inter-county movements. Initiative workgroups continued past launch to refine and ensure full functionality before the launch of the Tailored Plans.

## Therapeutic Foster Care Sustainability Bonus

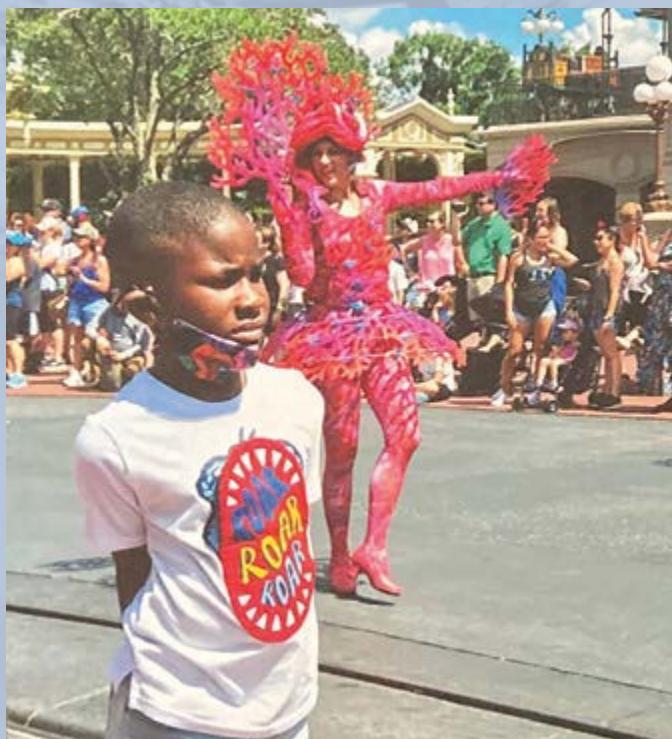


**Trillium celebrated our dedicated providers of Therapeutic Foster Care who worked relentlessly after the arrival of COVID-19.**

Treatment parents navigated an unknown pandemic while supporting children with complex behavioral health conditions and developmental disabilities. In standard times, this is never a simple responsibility, and we honored their willingness to help provide continuity of care for these children during an extraordinary time.

Trillium worked with providers such as Easterseals UCP to offer a one-time sustainability bonus payment to Residential Level II (TFC and IAFT) Contractors for services rendered during the 2021 calendar year. Treatment **parents received 80% of this funding** that was targeted to parents with successful and consistent placements.

We hope the additional funds helped these **290** parents during the pandemic.



The funding assisted **290 parents** for the additional financial stress that can come with providing the safest and most loving environment. One of the **395 TFC children** even wrote Trillium staff a thank you. Their message included a hand-drawn picture of them with their parents and siblings excited for a life-changing trip to Disney World.



*The Russells enjoy Walt Disney World® in 2021.*

# New Efforts

While Tailored Plans were delayed from their original launch date, Trillium continues the work we have been doing for years to fulfill the requirements and implement the necessary changes.

Internally, we are onboarding new staff, completing Tailored Care Management trainings, and creating new policies and procedures.

Externally, we are meeting with community stakeholders, keeping our providers informed, and preparing member education materials.

Our Implementation Team, leading staff in 12 work streams, have processed 453 deliverables through the content management system. Readiness reviews in 14 distinct areas started in May 2022, confirming to NC Medicaid our preparations and efforts.

## IMPLEMENTATION PLAN

Post-contract award initial deliverables

**30, 60, 90 day**

**June 15** 

Tailored Plan webpage launch

 **380**

Number of new Tailored Plan required reports

### NCDHHS Operational Reports:

IT worked with departments across Trillium to develop business rules, format the data, and test 163 new reports for Tailored Plan, Medicaid Direct, and the Healthy Opportunities Pilot.



## TAILORED PLAN PREPARATIONS CONTINUE

### PROVIDER SUPPORT SERVICE LINE

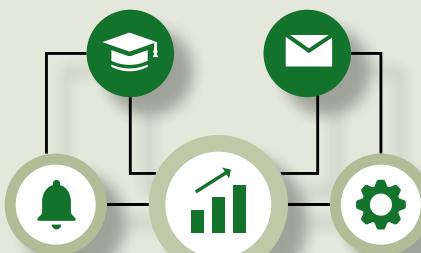
**653**

phone calls in first full month of operation

### TRILLIUM CONNECTIONS

**554**

Care Management Comprehensive Assessments (CMCA) completed, an **increase from 109 in fiscal year 2021 with expansion to all populations**



### TAILORED PLAN TRAININGS

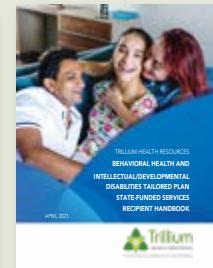
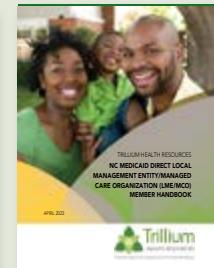
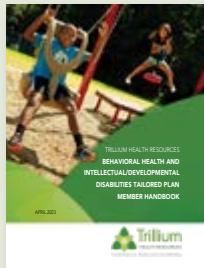
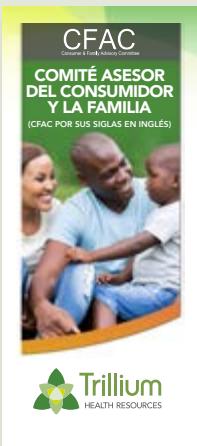
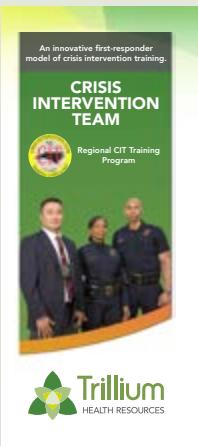
**36**

**NEW TRAININGS IN DEVELOPMENT FOR PROVIDERS AND STAFF, INCLUDING:**



1. Standard Plan
2. Tailored Plan Care Management
3. Performance Measures
4. Whole Person Care
5. Value-Based Purchasing
6. Network Capacity and Competencies

## NEW COLLATERAL



## NEW BROCHURES

**11**

Updating almost every existing document

## WEBPAGES

**88**

Adjusting content to reflect new information

## HANDBOOKS

**4**

New handbooks created for Tailored Plan Members, Medicaid Direct Members, Innovations Waiver, and State-Funded Recipients

**Take Action to Prevent Addiction**

Learn how to reduce risk.

**Know the Facts About Opioids**

**41 PEOPLE DIE EVERY DAY**

Every day in the United States, 41 people lose their lives to prescription opioid overdose.

Prescription opioids—like hydrocodone, codeine, and oxycodone—are often used to treat moderate to severe pain but can have serious risks and side effects.

**ANYONE CAN BECOME ADDICTED**

Opioids are highly addictive. Research shows that if you use opioids regularly, you may become dependent on them.

If you take too many opioids, they change how the brain and nervous system function. You can't know how your brain will react to opioids before taking them.

**It Only Takes a Little to Lose a Lot**

Opioids can be addictive and dangerous. Risks include misuse, addiction, and overdose.

Opioids affect the part of the brain that controls breathing. If you take too high a dose, it can slow your breathing and cause death.

Combining opioids with alcohol and other drugs—like sleeping pills or cough medication—increases your chances of death.<sup>1</sup>

<sup>1</sup>See [www.cdc.gov/drugoverdose/pain/oxycontin.html](http://www.cdc.gov/drugoverdose/pain/oxycontin.html)

**THIS IS A TOBACCO-FREE CAMPUS**



For the health of patients, staff and visitors, **no tobacco use is allowed.**

QUITTING IS A JOURNEY.  
HOPE • HEAL • CHANGE FOR LIFE

CHANGE FOR LIFE

## NEW PROGRAMS AND POLICIES:

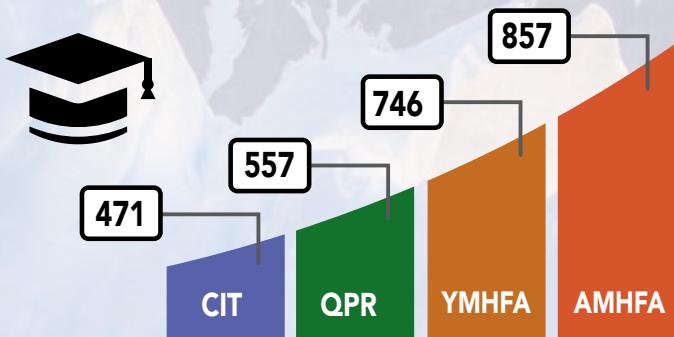
- Tobacco Cessation Program
- Opioid Misuse and Prevention Program
- Utilization Management Program Policy
- Tribal Engagement Strategy

# *Training*

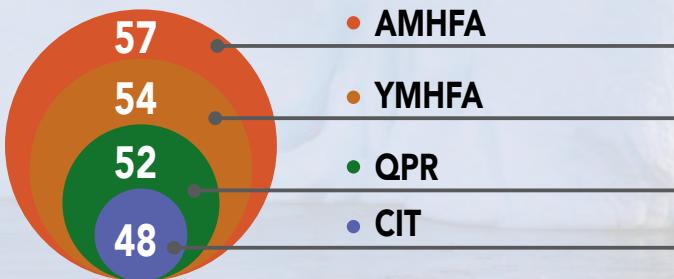
Trillium has continued to provide Question, Persuade, and Refer (QPR), Adult Mental Health First Aid (AMHFA), Youth Mental Health First Aid (YMHFA), and Crisis Intervention Team (CIT) trainings throughout the 2021–2022 fiscal year.

We have adjusted our approach with these trainings to include virtual and hybrid offerings to reflect the needs of our audience. These trainings make an impact in our communities. While Trillium facilitates the training, it is very much a community collaboration. The training relies on the support and involvement of the local NAMI chapters, community colleges, provider agencies, hospitals, behavioral health professionals, and, of course, law enforcement officials.

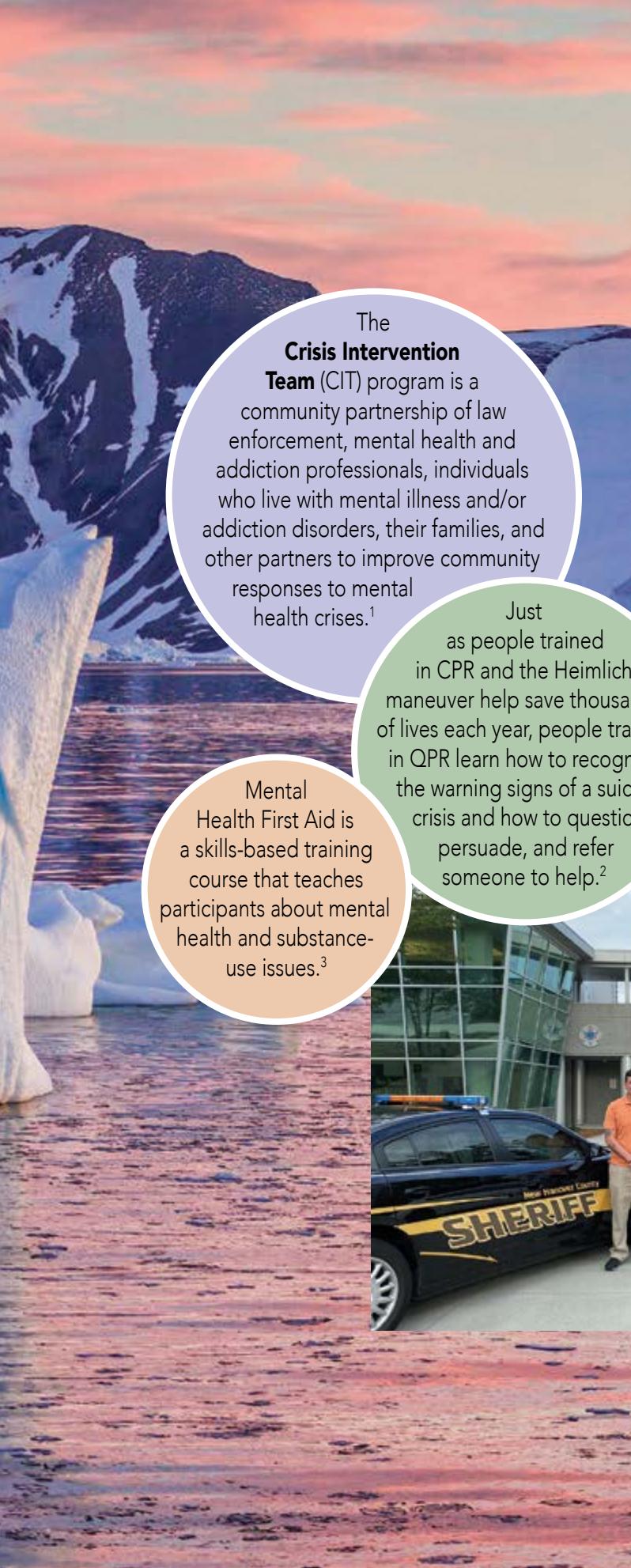
## **2,631 INDIVIDUALS TRAINED**



## **211 TRAININGS PROVIDED**



Whiteville Police Department.



### The Crisis Intervention Team (CIT) program

The Crisis Intervention Team (CIT) program is a community partnership of law enforcement, mental health and addiction professionals, individuals who live with mental illness and/or addiction disorders, their families, and other partners to improve community responses to mental health crises.<sup>1</sup>

Mental Health First Aid is a skills-based training course that teaches participants about mental health and substance-use issues.<sup>3</sup>

Just as people trained in CPR and the Heimlich maneuver help save thousands of lives each year, people trained in QPR learn how to recognize the warning signs of a suicide crisis and how to question, persuade, and refer someone to help.<sup>2</sup>

*QPR training at ECU.*



*New Hanover Sheriff's Office and Burgaw and Pitt County, Police Departments.*

#### SOURCES:

1. [CITINTERNATIONAL.ORG/WHAT-IS-CIT](http://CITINTERNATIONAL.ORG/WHAT-IS-CIT)
2. [OPRINSTITUTE.COM/ABOUT-QPR](http://OPRINSTITUTE.COM/ABOUT-QPR)
3. [MENTALHEALTHFIRSTAID.ORG](http://MENTALHEALTHFIRSTAID.ORG)



# Trillium

HEALTH RESOURCES

Transforming Lives. Building Community Well-Being.

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## Member and Recipient Service Line

**1-877-685-2415**

[TrilliumHealthResources.org](http://TrilliumHealthResources.org)



### Northern Regional Office

144 Community College Rd., Ahoskie, NC 27910-9320

### Central Regional Office

201 West First St., Greenville, NC 27858-5872

### Southern Regional Office

3809 Shipyard Blvd., Wilmington, NC 28403-6150

**Administration 1-866-998-2597**