Behavioral Health is Essential To Health

Prevention Works

Treatment is Effective

People Recover
Financing First Episode Psychosis (FEP) Programs

Presenters:

- Darcy Gruttadaro, J.D., Director of Advocacy, NAMI
- Mark R. Munetz, M.D., The Margaret Clark Morgan Chair of Psychiatry Northeast Ohio Medical University
- Mark Hurst, M.D., Medical Director, Ohio Department of Mental Health and Addiction Services
Transforming Young Lives

- We can improve young lives NOW
- Ground breaking NIMH study
- SAMHSA’s support for program expansion
- U.S. is catching up with other parts of the world
- We can’t wait, the public health imperative
NAMI’s FEP Project

*Powered by hope …*

- FEP program expansion
- Educating and spreading the word about FEP programs
- Targeted TA on outreach and program expansion
- Resource development for youth, young adults, families and other stakeholders
Resources ...

- New tip sheets for youth, young adults and other stakeholders
- More coming... for primary care and schools

Visit: www.nami.org/earlypsychosis
The Importance of Financing

- Financing services and supports in FEP programs
- Financing statewide expansion of FEP programs
- Let’s learn from Ohio …
Mark R. Munetz, M.D.
The Margaret Clark Morgan Chair of Psychiatry

Northeast Ohio Medical University
COORDINATED SPECIALTY CARE FOR PRIVATELY INSURED AND MEDICAID ENROLLED YOUTH AND YOUNG ADULTS:

CHALLENGES AND OPPORTUNITIES IN LONG-TERM SUSTAINABILITY AND FINANCING
Northeast Ohio Medical University (NEOMED) is a community-based health science university. Its educational, clinical and research mission is achieved through community partnerships with health systems, including community mental health systems.

www.neomedi.edu
The Department of Psychiatry at NEOMED operates statewide centers to support the effective dissemination of evidence-based practices:

- **Criminal Justice Coordinating Center of Excellence**
- **Ohio Program for Campus Safety and Mental Health**
- **Best Practices in Schizophrenia Treatment (BeST) Center**
The BeST Center was established:

- Department of Psychiatry, Northeast Ohio Medical University, in 2009
- Supported by The Margaret Clark Morgan Foundation and other private foundations and governmental agencies

The BeST Center’s mission:

- Promote recovery and improve the lives of as many individuals with schizophrenia as quickly as possible
- Accelerate the use and dissemination of effective treatments and best practices
- Build capacity of local systems to deliver state-of-the-art care to people affected by schizophrenia and their families through training, consultation and technical assistance
BeST PRACTICES

• Early Identification and Treatment of Psychosis
• Family-based Services
• Cognitive Behavioral Therapy for Persistent Psychosis
• Integrated Primary and Mental Health Care
• Pharmacotheraphy for Schizophrenia
• Cognitive Enhancement Therapy
FIRST: COORDINATED SPECIALTY CARE FOR FIRST EPISODE PSYCHOSIS

• Began as a pilot site for the RAISE NAVIGATE project
  • Staff from BeST Center and Child Guidance & Family Solutions received training from the RAISE NAVIGATE team
  • Adapted intervention to meet local needs

• FIRST expanded into six counties prior to 2014
  mental health block grant 5% set-aside
ESSENTIAL ELEMENTS OF FIRST

Interprofessional team
Manualized treatment
Shared decision-making, CBT-p, Motivational Interviewing
Treatment integration
Family as part of recovery team

Individual Resiliency Training
Psychiatric Care
Supported Employment/Education
Family Psychoeducation
Case Management

Recovery Focus and Individual Choices

Assertive community outreach and education
Rapid access to assessment and services

Community partnerships
Regular data collection and analysis
Program evaluation and quality improvement
Policy advocacy
APPROACH TO COORDINATED SPECIALTY CARE EXPANSION

• Partner with local ADAMHS Board
  • Initially competitive request for partnership
  • Evolved to targeted invitations
• Offer modest funding, matched by board to support training time and start-up costs
• Assure board, agency and staff are “all in” on the model
  • Accepting all regardless of ability to pay
  • Promoting recovery; avoiding disability
BeST CENTER
INITIAL FIRST TRAINING AND CONSULTATION

Entire FIRST team:
- Training on the overall FIRST program for entire team
- Cognitive Behavioral techniques for psychosis (CBt-p)

Team leader:
- FIRST procedures
- Outreach strategy
- Outcomes data collection
- Family Psychoeducation
- Individual Resiliency Training, Supported Employment/Education and Case Management

Individual team member training:
- Counselors – Individual Resiliency Training, Family Psychoeducation
- Psychiatrist
- Supported employment/education specialist and case manager – Modules 1-5

Manuals:
- Clinical guidelines
- Handouts to use with clients and families
BeST CENTER
ONGOING TRAINING AND CONSULTATION

Clinical Services:
• Services of a BeST Center consultant/trainer with expertise in First Episode Psychosis programs
• Services of BeST Center staff members with expertise in clinical practices used by FIRST programs
• Clinical consultation
• Refresher training for team members, training for new team members added due to staff turnover

Program Services:
• Convening of stakeholders
• Collaborative fundraising
• Ongoing technical assistance and support for outreach
• Ongoing technical assistance and support for data collection and analysis

Statewide Services:
• Policy advocacy
Statewide learning communities monthly calls with ALL:
• FIRST team leaders
• FIRST prescribers (psychiatrists, APNs)

BeST Center activities:
• BeST Center’s Experience: Barriers and Facilitators to First Episode Psychosis Program Implementation fact sheet
• Moving in the BeST Direction: Altering the Course of Schizophrenia conference

BeST Center national FEP collaborations:
• NASMHPD Webinar
• National Prodrome and Early Psychosis Network (PEPPNET)
• Consulting with Illinois, West Virginia
OUTREACH SUPPORT
POTENTIAL REFERRAL SOURCES DATABASE
OUTREACH MATERIALS

FIRST: EARLY IDENTIFICATION AND TREATMENT OF SCHIZOPHRENIA SPECTRUM DISORDERS

What is a FIRST program?
FIRST programs promote comprehensive, team-based treatment aimed at improving the mental health and quality of life for individuals who have experienced a first episode of a schizophrenia spectrum disorder by promoting early identification and providing best treatment practices as soon as possible. FIRST treatment includes psychiatric care, individual counseling, supported employment/education, family psychoeducation, and case management that are all delivered in an integrated way by a six-person team based at a community mental health agency.

What are the benefits of FIRST treatment for clients, families and significant others?
- Decreased severity of the illness
- Less physical, mental, psychological, social and occupational disability
- Lower risk of relapse
- Fewer forensic complications
- Reduced family disruption and distress
- Reduced need for inpatient care
- Lower health care costs

FIRST Eligibility Criteria
While each person will be considered for FIRST treatment services on an individual basis, FIRST is most appropriate for individuals who:
- are between 15-40 years of age — or between 15-60 years of age in Mahoning County only
- are diagnosed with schizophrenia, schizoaffective disorder, schizophreniform disorder or other specified/unspecified schizophrenia spectrum and other psychotic disorder
- have experienced no more than 18 months of psychotic symptoms (treated or untreated)
- are willing to consent to participate in at least two treatment modalities that include counseling, psychiatric care, supported employment/education, family psychoeducation and case management.

Other considerations
FIRST is not appropriate for individuals:
- with psychotic symptoms that are known to be caused by the temporary effects of substance abuse or another medical condition
- with an intellectual disability that impairs their ability to understand all of the treatment components

Individuals who do not meet the eligibility criteria for FIRST are referred to other treatment resources.

FIRST ENROLLMENT PROCESS
- Assessment: All calls to the dedicated FIRST telephone number are returned within 24 hours
- Team Leader completes a phone screening and, if appropriate, an intake assessment
- If FIRST treatment is appropriate, appointment with team psychiatrist is expedited
- Team psychiatrist makes final decision

**All clients who do not meet criteria are referred to the most appropriate resource.

WHAT IS FIRST?
- A comprehensive, team-based treatment program aimed at improving the mental health and quality of life for individuals who have experienced a first episode of a psychotic illness
  - promotes early identification
  - provides best treatment practices as soon as possible
- A partnership of
  - community mental health agencies
  - local mental health and recovery boards
  - Best Practices in Schizophrenia Treatment (BeST) Center at Northeast Ohio Medical University (NEOMED)
ONGOING COMMUNICATION WITH POTENTIAL REFERRAL SOURCES
DATA COLLECTION AND ANALYSIS

Data Components
- Master Spreadsheet (enrollment, referrals)
- Service utilization and cost data (outpatient)
- Outcome measures

Data Transmission and Frequency
- Received monthly from teams in digital format
FIRST MASTER SPREADSHEET

Enrollment & Dis-enrollment
- Dates
- Program tenure
- Payer source
- Diagnosis
- Standardized reasons for closure

Referral Information
- Source
- Referral status tracking
  • E.g., reason pending or not accepted
FIRST OUTCOME DATA

BeST Center Outcome Computer Program

Outcomes measured at baseline and every 6 months
- Basic demographics
- Primary and secondary diagnoses
- Payer information
- Educational status
- Employment
- Hospitalization
- Relationships with family and friends
- Living situation

Clinical Outcomes
- Clinician-Rated Dimensions of Psychosis Symptom Severity
### Percentage of Time by Service

**All FIRST Programs 2014 - 2016, N = 280**

<table>
<thead>
<tr>
<th>Service</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Management</td>
<td>42.58%</td>
</tr>
<tr>
<td>Counseling</td>
<td>29.58%</td>
</tr>
<tr>
<td>Psychiatry</td>
<td>8.86%</td>
</tr>
<tr>
<td>Nursing</td>
<td>7.53%</td>
</tr>
<tr>
<td>Case Management Phone</td>
<td>5.59%</td>
</tr>
<tr>
<td>Supported Employment</td>
<td>4.43%</td>
</tr>
<tr>
<td>Family Psychoeducation</td>
<td>0.93%</td>
</tr>
<tr>
<td>Crisis Services</td>
<td>0.49%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>

Percentage of Time by Service:
- Case Management: 46.54%
- Counseling: 28.61%
- Psychiatry: 8.66%
- Nursing: 6.74%
- Supported Employment: 4.39%
- Family Psychoeducation: 0.80%
- Initial Psychiatric Evaluation: 1.04%
- Diagnostic Assessment: 2.73%
- Crisis Services: 0.49%

**Total: 100.00%**
FINANCING FIRST PROGRAMS

• Commitment from agency, board and BeST Center to make it work
• Minimal funding from BeST Center and county board to assist in initial start up
  • At most $10,000 from each
• Initially team members are not assigned full time to the team
• Maximize Medicaid and commercial insurance billing
FUNDING CHALLENGES FOR FIRST PROGRAMS

- Supported employment, case management not covered by private insurance
- Medicaid does not cover supported education and it can be difficult to get Medicaid coverage for supported employment
- Training, team meetings and supervision are not reimbursable
FUNDING CHALLENGES FOR FIRST PROGRAMS

- Role of team leader includes activities not typically funded by third-party payers: data collection, outreach, program administration

- More robust support for team leader to allow sufficient time to develop program and outreach infrastructure
FUNDING CHALLENGES FOR FIRST PROGRAMS

- Project deficits for initial years of program
- Most new programs require extramural funding before they approach financial self-sufficiency
- May always require some subsidy under current reimbursement mechanisms
POTENTIAL OPPORTUNITIES FOR FIRST PROGRAMS

- Individuals can stay on parents’ insurance until age 26 without being full-time students

Affordable Care Act
POTENTIAL OPPORTUNITIES FOR FIRST PROGRAMS

- Individuals no longer need to be disabled to be insured by Medicaid in Ohio; eligibility is determined by income.
- Individuals under the age of 26 who are on family private insurance can also apply for Medicaid.
- A majority of previously uninsured individuals are now Medicaid eligible. This gives ADAMHS boards discretionary funding that can be used to support components that are not reimbursed.
ON THE HORIZON
BEHAVIORAL HEALTH CARE REDESIGN

- Impact of Medicaid rates?
- Impact of managed care?
- 2016 Mental Health Block Grant 10% set-aside?
PRESENTER

Mark Hurst, M.D.
Medical Director

Ohio Department of Mental Health and Addiction Services (OhioMHAS)
OhioMHAS Framework for Set-Aside Funds

A. Guidance from SAMHSA and NIMH
   1. Components of Evidence-Based Treatments for FEP Coordinated Specialty Care (CSC) team
   2. NIMH Recovery After an Initial Schizophrenia Episode (RAISE) Resources

B. Existing Ohio Strengths and Initiatives
   1. Investments for Young People at Risk: SAMHSA System of Care grant awarded to Ohio; ENGAGE Project focuses on a comprehensive approach for youth/young adults (ages 14-21) with behavioral health needs
   2. Availability of Best Practices (i.e. ACT, IHBT, and IPS)
   3. Integration of primary and behavioral health care
   4. Medicaid Expansion in 2014
   5. Funds directed toward treatment and staff training

C. Local Expertise/Technical Support: Best Practices for Schizophrenia Treatment (BeST) Center located at Northeast Ohio Medical University
   1. Five existing FEP Projects (FIRST Projects) initiated in 2012 supported by the BeST Center
OhioMHAS Expand Existing Programs: Support Regional Access
OhioMHAS Framework for Set-Aside Funds

SCOPE of the Project:

• **Target Population:** Persons ages 15-25 with specific diagnoses
  • Changed to 15-30 in 2016

• Provider agrees to commit to work with youth/young adult two years

• Services initiated as close to onset of symptoms as possible

• Referral, recruitment and community education plan designed to reduce treatment delays

• Employment and education components

• Family involvement and comprehensive integrated care are addressed

• Evaluate service gaps for persons ages 15-30
OhioMHAS Framework for Set-Aside Funds

Program Requirements:

• Evidence based treatment approaches

• Sustainability plan

• Implement services within six months of the award

• Agreement to work with OhioMHAS on evaluation requirements
OhioMHAS Approach

Request for Proposal (RfP)

Projects Required Qualifications:

• Applicant has clinical treatment experience working with individuals ages 15-30 with qualifying diagnosis; certified by OhioMHAS to provide specific services
• Non-profit provider meeting SAMHSA definition for a community center to qualify for Federal BG funds
• Applicant able to provide services to clients for up to two years
• Applicant has the capacity to track and report outcomes for evaluation
• Applicant has proven ability to implement an EBP
• Existing programs that wish to expand, must demonstrate a need and a plan for regional expansion
• Participation in learning communities
OhioMHAS Framework for Set-Aside Funds

OhioMHAS Goals:

- Utilize Federal funds to implement or expand First Episode Psychosis (FEP) programs in two areas of the state
  - Federal funds should be used for start-up and not long-term sustainability

- Over time, all regions of Ohio will have treatment options for persons experiencing initial symptoms of serious mental illness (FEP programming)

- Service availability should match need and be based on data from various sources

- Increased access to assessment, treatment and specialized expertise (reduced wait-time)

- Local and regional collaboration between partners, funders and stakeholders is mutually supported
OhioMHAS Approach

Request for Proposal (RfP)

Projects Preferred Requirements

Provider has implemented a comprehensive, multidisciplinary approach specific to needs of the target population that is trauma informed.

Organizational experience in implementing EBPs and evidence supported practices for this population (ACT, IHBT, Transition to Independence Process, High Fidelity Wraparound, Peer Support, Supported Employment or Supported Education)

Ability to work in multiple counties, or on a regional basis with youth/young adult service systems.

Interest in collaborating with the existing SAMHSA System of Care project (OhioMHAS)

Possesses a relationship with third party payers, including Medicaid Managed Care Organizations.
OhioMHAS Funded Projects (2014)

Coleman Professional:
- Portage County (expanded)
- Stark County (new)
- Allen, Auglaize and Hardin Counties (new)

Zepf Center:
- Lucas and Wood Counties (new)

Greater Cincinnati BH:
- Hamilton and Clermont Counties (new)
OhioMHAS Goals

Some Expected Results:

• Increased expertise, knowledge and skill in working with this specialized population
• Reduced hospitalizations, increase in education and/or employment (Client Specific Outcomes)
• New partners: Emergency rooms, pediatricians and primary care physicians, educational organizations, and others
• Improved outreach, education and referral
• Recommendations for expansion to all regions
• Recommendations for staff recruitment and retention
• Reimbursement strategies that support sustainability
Ohio Community Structure

• 50 County Boards serving all 88 counties
  • 49 combined boards (ADAMH: Alcohol, Drug abuse and Mental Health)
  • State funding
  • Local levy funding that varies greatly

• Ohio Department of Mental Health and Addiction certified agencies:
  • 300 addiction treatment agencies
  • 400 mental health agencies
  • Many dually certified
Ohio Behavioral Health Funding

Pre-Medicaid expansion:
- Boards responsible for Medicaid match until 2011
- Large uninsured population of individuals with mental illness and addictions
- Boards responsible for care of un-insured both inpatient (state hospital) and outpatient
- Carved-out Medicaid BH benefit
  - Managed care plans responsible for inpatient coverage and medications
  - Fee-for-service responsible for all other services

Post-Medicaid expansion:
- Medicaid match became state responsibility (freeing some levy funds)
- Boards no longer responsible for state hospital bed days
- Boards retained responsibility for outpatient care of uninsured (but fewer uninsured)
- Medicaid BH benefit still carved out
  - Carve-in to occur January 1, 2018
Ohio Behavioral Health Funding

Results of Medicaid expansion:

- Provided health care coverage to 954,887 low-income Ohioans, most of whom were previously uninsured.
- Within that group, 481,903 (50.5%) had a Medicaid claim for behavioral health services and 99,538 (10.4%) had claims that indicated severe mental illness.
- In calendar year 2015 alone, 77,590 Medicaid expansion enrollees with severe mental illness received $163 million in Medicaid-funded services from community behavioral health providers.
- Prior to the expansion, these individuals relied predominantly on alcohol, drug and mental health (ADAMH) board-funded services.
- Freed-up $70 million annually in county-funded resources Previously used for treatment services.
Ohio Approach to FEP Funding

- Federal Block Grant should be used to develop programs, not as source of continuing funding for sustainability
  - How long is the funding needed?
- Identify and capitalize on sources of revenue
  - Billing for clinical services
  - Other funds for non-billable services (board support, etc.)
  - Future: would health plans be willing to subsidize FEP programs to provide traditionally non-billable services that are essential to good outcomes?
- Maximize impact of Medicaid expansion
  - Enrollment
  - Interface with managed care plans (required component of project)
- Evaluate value-based purchasing and/or bundled payment options
Ohio Approach to FEP Funding

Findings so far:

- **FBG funding duration for programs:**
  - Not sure how long, but possibly up to 5 years on a declining basis as billings increase and stabilize and need for technical assistance decreases

- **Identify and capitalize on sources of revenue**
  - Currently non-billable services: Some are covered by Medicaid MCPs (Transportation). Others are not. Commercial health plans often do not cover even the basic Medicaid covered services (like case management)

- **Maximize impact of Medicaid expansion**
  - Medicaid MCPs are interested in FEP based on good outcomes and cost savings (largely d/t decrease IP utilization) in short and long-term.
  - Carve-in not occurring until 1/2018
  - Many patients are not covered under Medicaid

- **Evaluate value-based purchasing and/or bundled payment options**
  - In process and holds promise
  - Inclusive of both Medicaid plans and Private plans
  - Opportunity for improved case finding and MCP care management
Ohio Behavioral Health Funding

Current Model: Fee-for Service:

- More volume
  - To the extent fee-for-service payments exceed costs of additional services, they encourage providers to deliver more services and more expensive services
- More fragmentation
  - Paying separate fees for each individual service to different providers perpetuates uncoordinated care
- More variation
  - Separate fees also accommodate wide variation in treatment patterns for patients with the same condition – variations that are not evidence-based
- No assurance of quality
  - Fees are typically the same regardless of the quality of care, and in some cases (e.g., avoidable hospital readmissions) total payments are greater for lower-quality care
- “You get what you pay for”
  - Volume over value…..quantity over quality

Source: UnitedHealth, Farewell to Fee-for-Service: a real world

- Also: Disincentive to provide non-billable, but necessary services
Potential Approaches to FEP Funding

- Continue FFS, with non-billable services funded by boards, philanthropy, block grant, state subsidy, etc.

- Bundled rate (per member per month)

- Continue FFS, but with “pay-for-performance” bonuses based on cost savings, outcomes

- Episode based payment model
Retrospective episode model mechanics

1. Patients seek care and select providers as they do today

2. Providers submit claims as they do today

3. Payers reimburse for all services as they do today

4. Calculate incentive payments based on outcomes after close of 12 month performance period

5. Payers calculate average risk-adjusted reimbursement per episode for each PAP

6. Providers may:
   - Share savings: if average costs below commendable levels and quality targets are met
   - Pay negative incentive: if average costs are above acceptable level
   - See no impact: if average costs are between commendable and acceptable levels

Calculate incentive payments based on outcomes after close of 12 month performance period

Review claims from the performance period to identify a ‘Principal Accountable Provider’ (PAP) for each episode

Compare to predetermined “commendable” and “acceptable” levels
Potential models for FEP Funding

Population-based
(PCMH, ACOs, capitation)

Episode-based

Fee-for-service
(including pay for performance)
Potential Models for FEP Funding

- Potential for Episode-based model
  - Includes all payer types: Medicaid and private
  - Helps drive EBPs
  - Encourages adoption of treatment model(s) not yet highly utilized
  - Those practicing utilizing EBP should achieve better outcomes, leading to potential to provider opportunity for financial incentive
  - Can assist with case finding and early entry into effective programming (applies to active payer involvement regardless of reimbursement model)
  - Early adoption of FEP can yield good short and long-term outcomes, benefitting the patient, family, community and those paying for services
Opportunities for patients

• No direct changes to how individuals seek care or select providers

• Goal that new information (e.g., reports) and incentives to providers will lead patients to experience:
  — More coordinated care across all providers
  — A more person-centered approach to healthcare
  — Increasingly receive more emphasis on health, wellness, and health system accountability once a health issue arises
Ohio Approach to FEP Funding

Summary:

• Utilize 10% FEP set-aside to start new FEP programs and sustain program for a time-limited period
  • *Still considering funding duration and amounts over time*
• Collaborate with Medicaid MCPs and other 3rd party payers to establish relationship and support payment for billable services
• Assure enrollment in health coverage
• Maintain fidelity to FEP programming to achieve best results
• Monitor results
  • *Service utilization, health outcomes, employment, education, etc.*
• Collaborate with other FEP programs
• Prepare for behavioral health carve-in
• Assist and advise about newer payment models
• Keep the patient’s interests and well-being at the forefront
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Thanks for your participation

Questions?