



Session Starting Shortly!

 We will be **recording** today's webinar.
 Everyone is **muted** to reduce background noise.

Have a question?

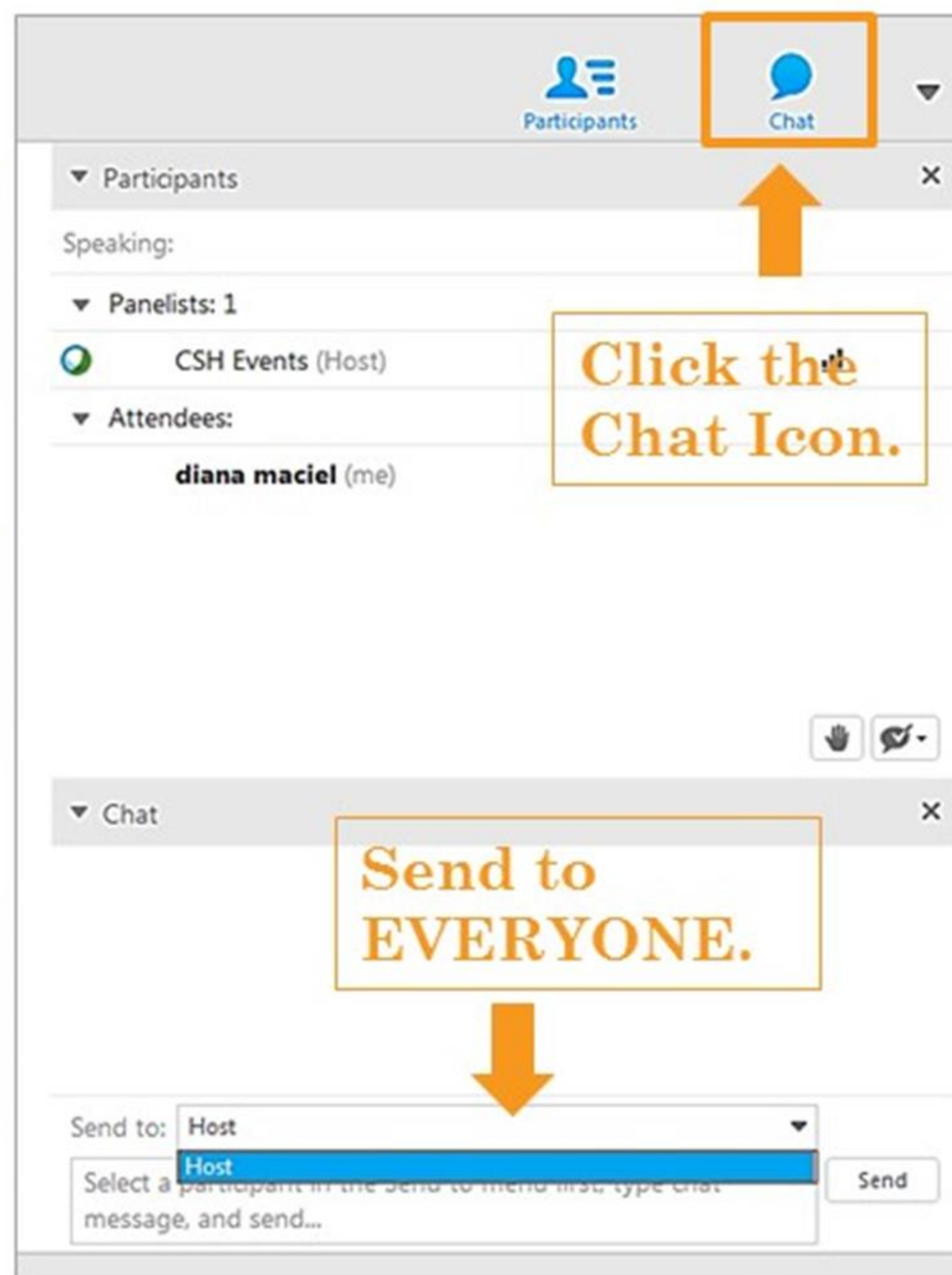
- Click the chat button.
- Type your message into the box and click send.

Audio Trouble?

- Close the webex window and re-launch the webinar.

Accessing today's recording and materials

- As soon as the recording is available, we'll send out a link.



Multi-System Coordination: Building and Maintaining a Coordinated Provider Community

May 30, 2018

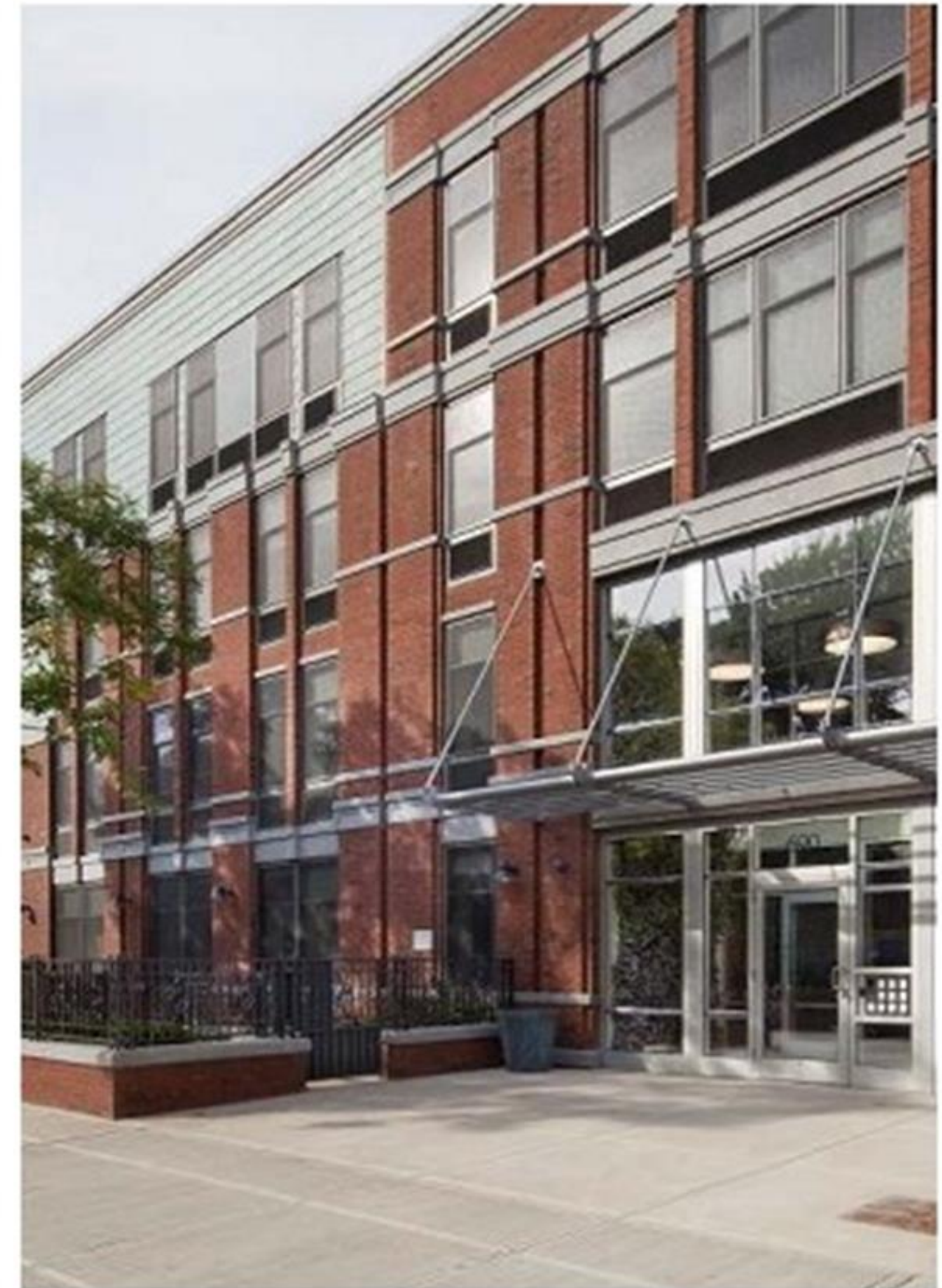
Advancing Housing Solutions



Improve the lives of
vulnerable people



Maximize public and
private resources



Build strong,
healthy communities

CSH HRSA Training & Technical Assistance

GOALS:

- Foster and expand Health Center collaboration with other health system stakeholders, and supportive housing
- Improve healthcare outcomes for extremely low-income individuals who frequently use crisis systems, have housing instability, and lack a connection to primary and preventive care services.

Webinar Series

Direct Technical Assistance

Online & In-Person Trainings

Peer to Peer networks

Resources

PARTNERS:

Deep collaboration with

NATIONAL
HEALTH CARE
for the
HOMELESS
COUNCIL

Also partnering with:

NACHC
CHPS
HRSA BPHC

Visit us on the Web: www.csh.org/hrsaTA



Today's Speakers



Lauryn Berner, Project Manager,
National Health Care for the
Homeless Council

Mary Takach, Senior Health
Policy Director, Boston Health
Care for the Homeless

Anita Cordova, Director of
Development, Planning &
Evaluation, Albuquerque Health
Care for the Homeless

Agenda



- Overview of Multisystem Coordination



- Hear from the Field



- Facilitated Discussion

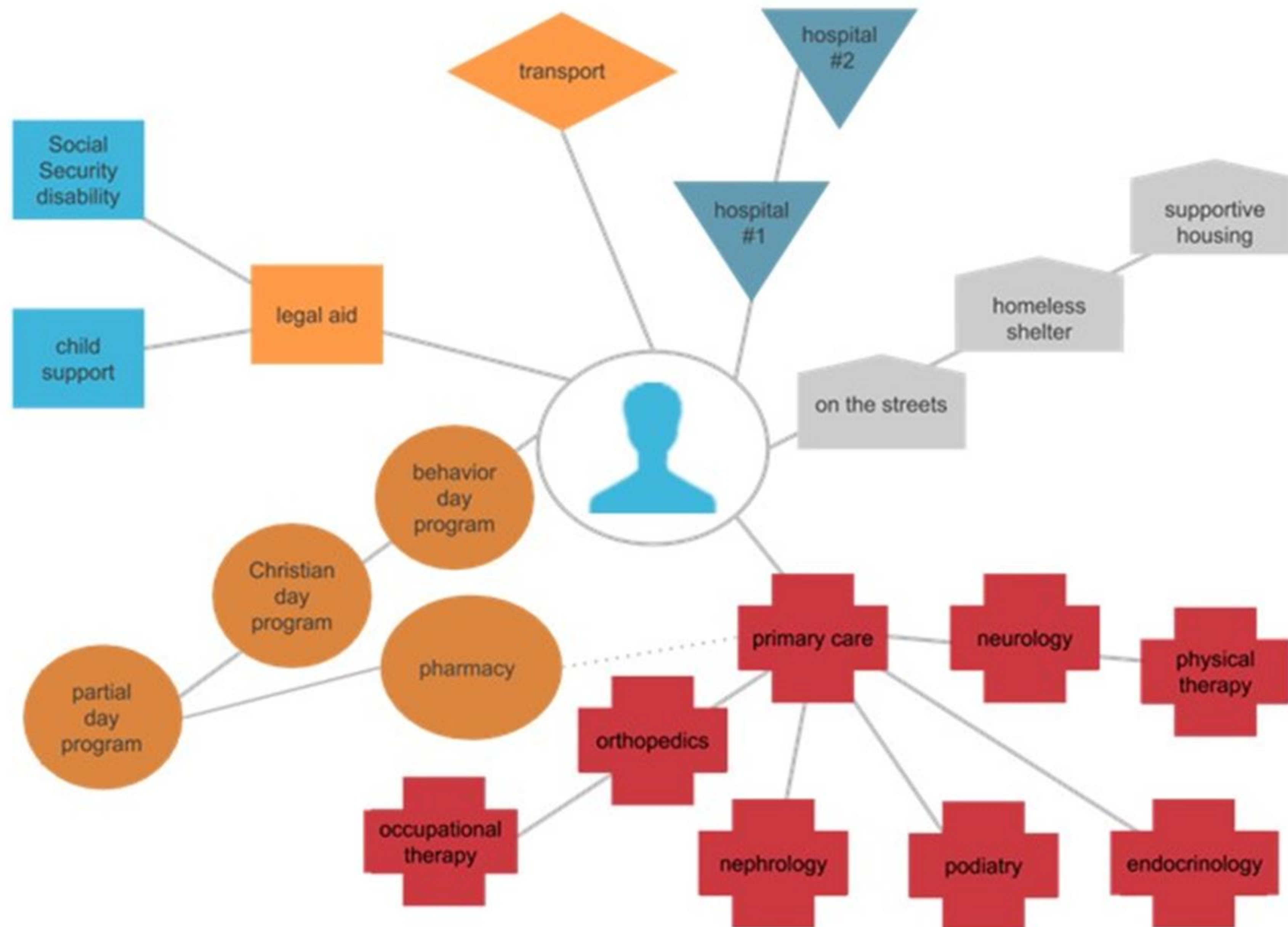


- Q&A

Overview of Multisystem Coordination

Lauryn Berner, MSW, MPH, National
Health Care for the Homeless Council

Uncoordinated Patient Care



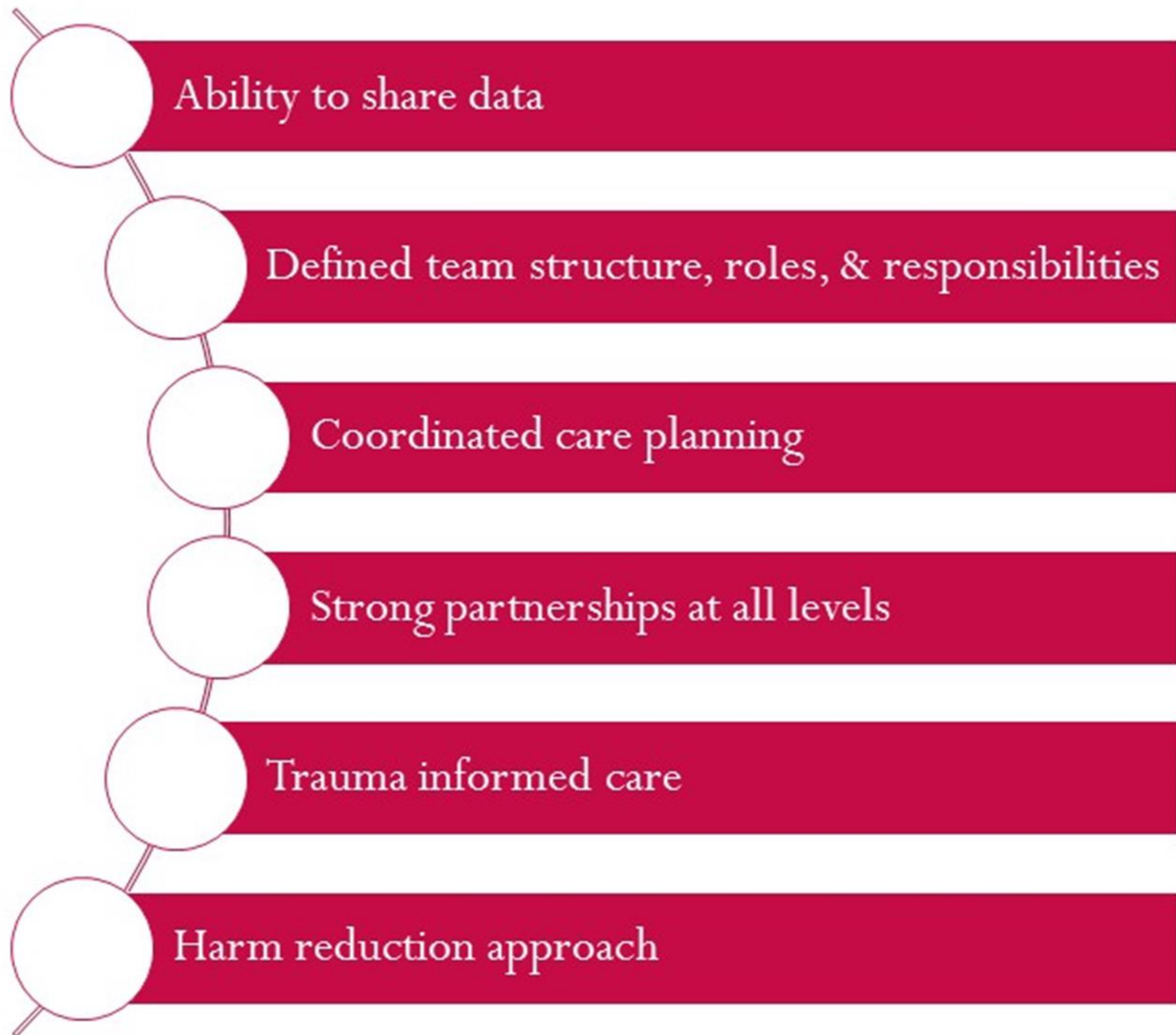
Coordinated Patient Care



Who are
the
potential
partners?



Key Components of Care Coordination



Partners and Approaches

Health

- Health Centers & Primary Care
- Hospitals
- Insurance Providers

Housing

- Continuum of Care
- Housing Authorities
- Housing Providers

Justice

- Police Department
- Probation & Parole
- Jails & Prisons

What are the benefits for each system?

Health

- Care coordination
- Address SDOH
- Broad reach

Housing

- Outreach Access
- Access to needed services
- Increased preventative care

Justice

- Reduce encounters and recidivism
- Ensure connection to resources upon release

Hear from the Field

Mary Takach, MPH, RN, Senior Health Policy Advisor,
Boston Health Care for the Homeless Program

Anita Córdova, Director of Development, Planning &
Evaluation, Albuquerque Health Care for the Homeless



Boston Coordinated Care Hub for Homeless Adults

Mary Takach, MPH, RN
Senior Health Policy Advisor
Boston Health Care for the Homeless Program
May 30, 2018



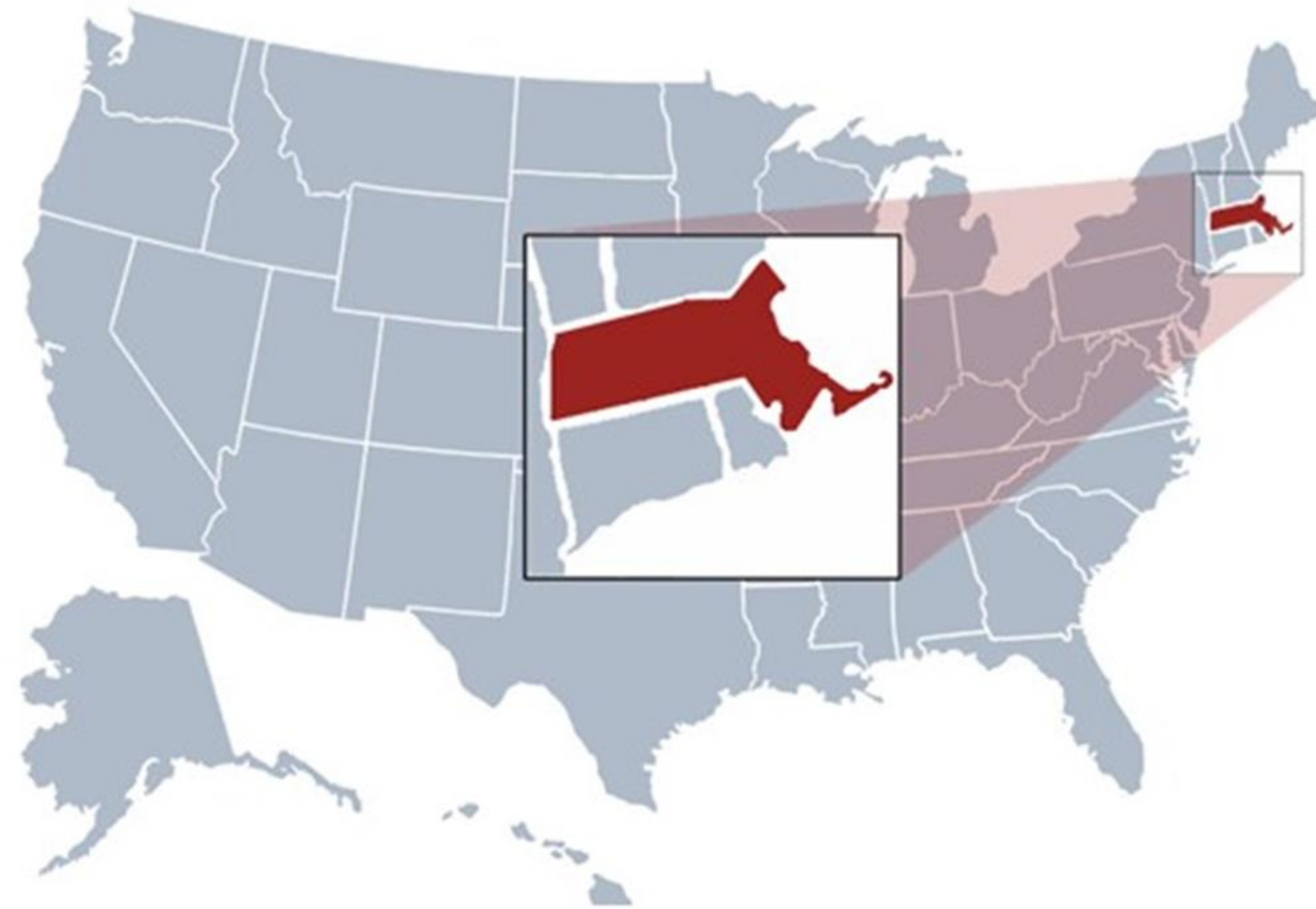
BHCHP Mission



Since 1985, our mission has remained the same:

To provide or assure access to the highest quality health care for all homeless individuals and families in the greater Boston area.

Massachusetts



- 27,337 sq.km (44/50)
- 6.7 million people (14/50)
- #1 Healthiest state (2017)
- #1 State with highest rate of health care coverage (97.5%)
- #2 State with highest per capita health care costs (\$11k/person)

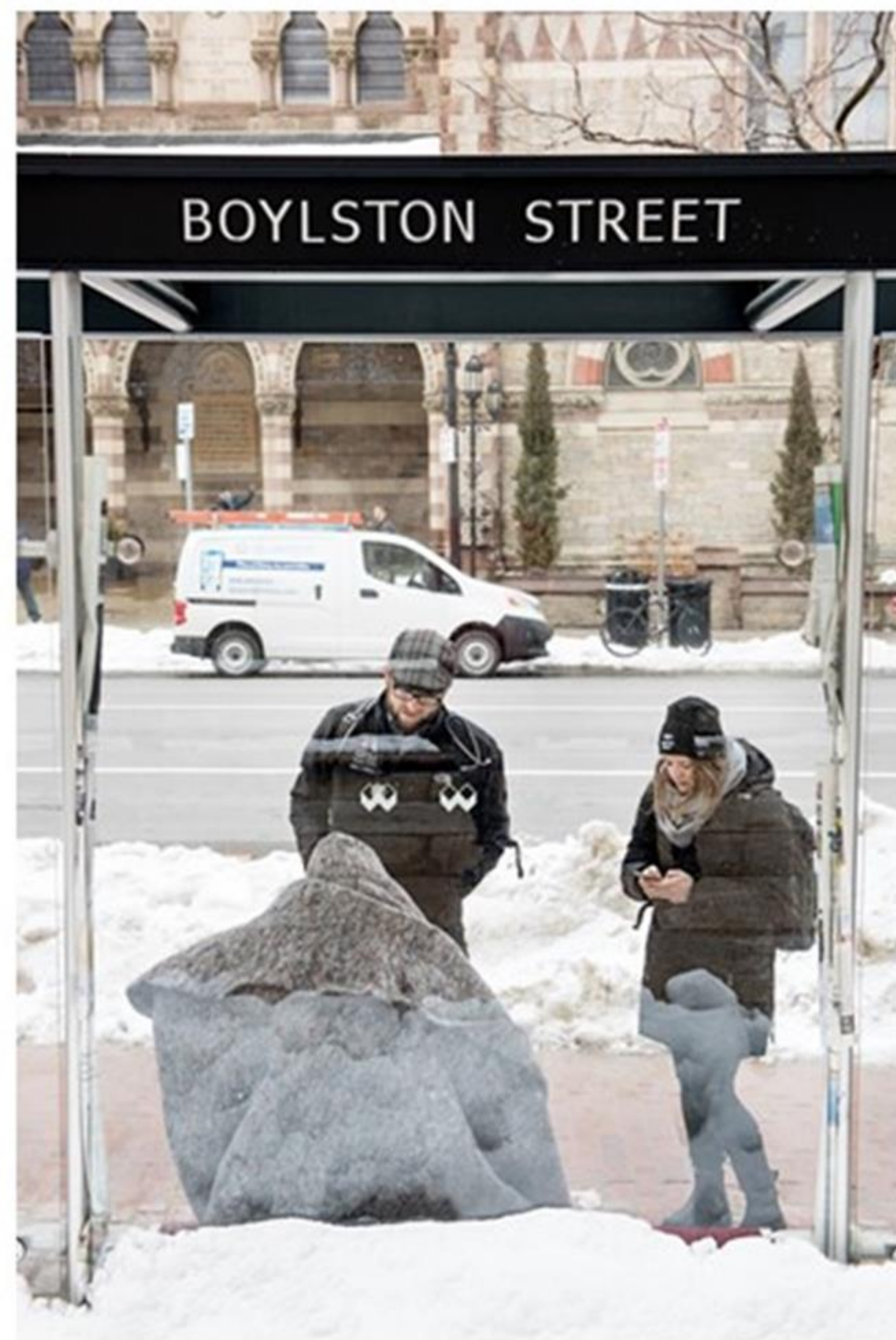
Boston Health Care for the Homeless Program Population

➤ Our patients are complex:

- 68% mental illness
- 60% substance use disorders (SUD)
- 48% co-occurring mental illness & SUD
- High prevalence of medical illnesses, e.g. HCV (23%) & HIV (6%)
- High prevalence of chronic illnesses, e.g., 37% hypertension, 26% COPD or asthma, & 18% diabetes mellitus
- Disease burden = DxCG score of 3.8 (average = 1.0)

➤ Our patients are costly:

- \$2,036 PMPM vs. \$568 for all MassHealth members
- >1/3 had 6 or more ED visits/year; 1/5 had 3 or more hospitalizations
- 10% population accounted for ~50% total expenditures



SDH Consortium



BOSTON
PUBLIC
HEALTH
COMMISSION



Boston Rescue Mission

MASSACHUSETTS HOUSING
AND SHELTER ALLIANCE



A history of collaboration

- Shared space
- Public health emergencies
- State Infrastructure & Capacity Building Grants
 - Legal agreement to share data across health, mental health, substance use, housing, social service sectors
 - Linkage to City of Boston Continuum of Care data platform

A need to stay relevant in changing delivery system

- Massachusetts is significantly restructuring public insurance (Medicaid) delivery into Accountable Care Organizations (ACOs)
- ACOs mandated to 'buy not build' and contract with 'Community Partner (CP)' entities (CPs and Australia's former Medicare Locals have many common characteristics.)
- 2016-2018 Massachusetts **Health Policy Commission** grant to build pilot for 60 patients
- July 2018 model will be scaled to 1000+ patients contracting with 8 ACOs as a 'Community Partner' to provide Complex Care management for high risk populations

Initial Health Policy Commission Grant Gave us Training Wheels

Objective:

Coordinate care across 10 agencies to better serve people experiencing homelessness, improve access to services that address SDH, and reduce avoidable ED and hospital utilization by 20%.

Timeline:

2-year, \$750k grant from December 2016-2018

Target population:

~60 homeless individuals with high costs/high health care utilization



HEALTH POLICY COMMISSION (HPC) GRANT OVERVIEW

Objective: Coordinate care across 10 agencies to better serve people experiencing homelessness, improve access to services that address SDH and reduce avoidable ED and hospital utilization by 20%.

Timeline: 2-year \$750K grant: December 2016– 2018

Implementation Phase begins June 2017.

Target Population: ~60 homeless individuals with high costs /high health care utilization.

Social Determinants of Health Coordinated Care Hub for people experiencing homelessness

1 DEDICATED RESOURCES

15:1 client-to-staff ratio

- Recognizes challenge of engaging highest-risk clients
- Delegated case management based on existing relationships
- At least weekly encounters
- Support from BHCHP RN

2

SHARED INFORMATION TECHNOLOGY



Enhances communication with other agencies

- shared care management platform (ETO)
- Consent required from client

3 SHARED CARE PLANS

Client's goals are created by him or her and supported by team



4 CONNECTION TO PRIMARY CARE

- Regular communication with doctor/nurses
- Joint training and case conferencing
- Accompaniment to appointments

5 DATA TO HELP UNDERSTAND CLIENT'S NEEDS & SERVICE USE

Information from Medicaid claims, EHR, other social service agencies



- Data to improve client's connection to care
- Data about recent hospitalizations/ED visits
- Data about care management & housing

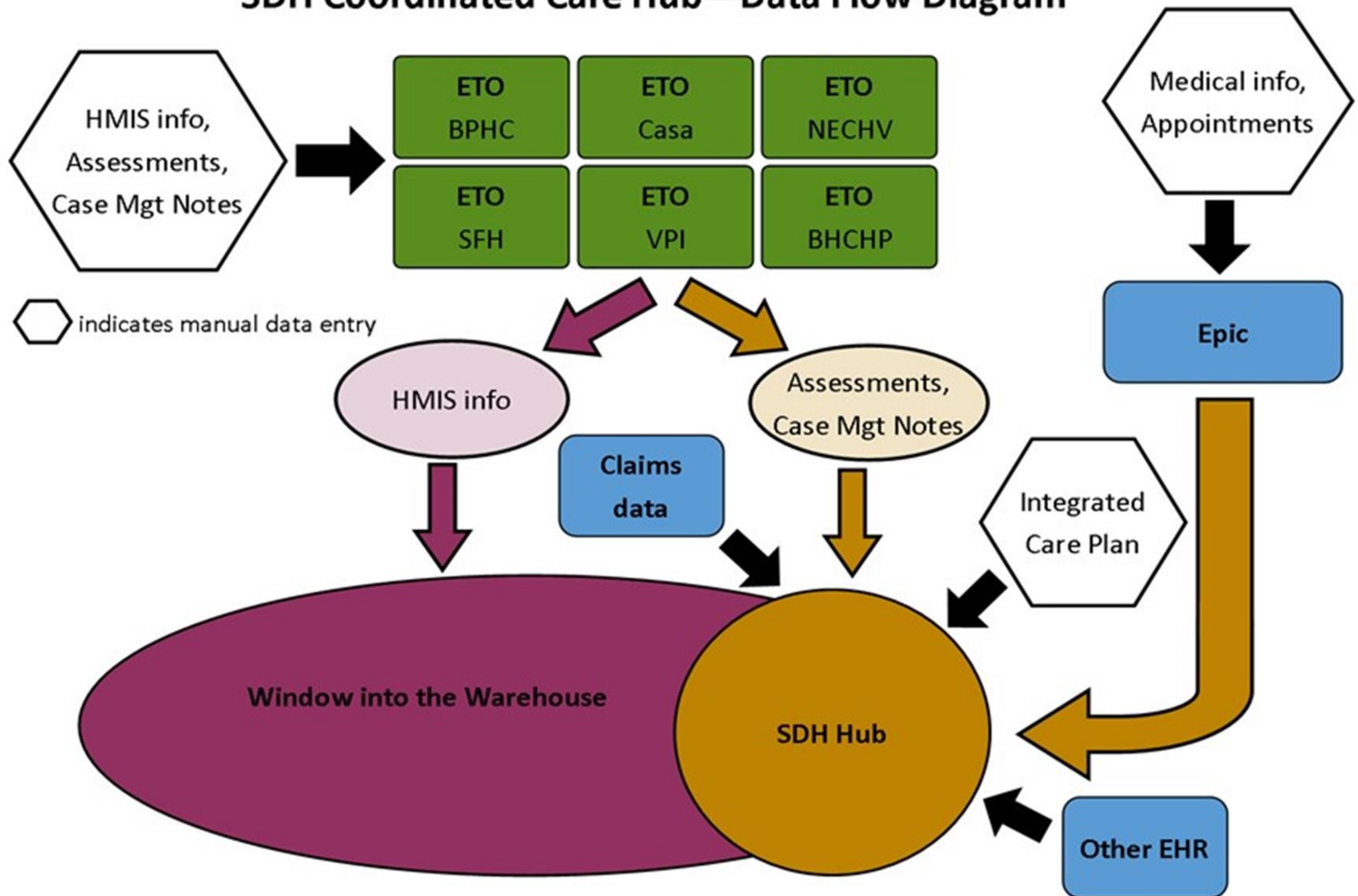
6 SUPPORT FROM HUB LEADERSHIP TEAM

Meets regularly to troubleshoot and strategize about progress and "pain points"

- Monthly dashboard
- May be able to prioritize housing, services, or leverage other resources



SDH Coordinated Care Hub—Data Flow Diagram



Patient Summary

CEFAZOLIN, CEPHALOSPORINS, HYDROCHLOROTHIAZIDE, VARENICLINE

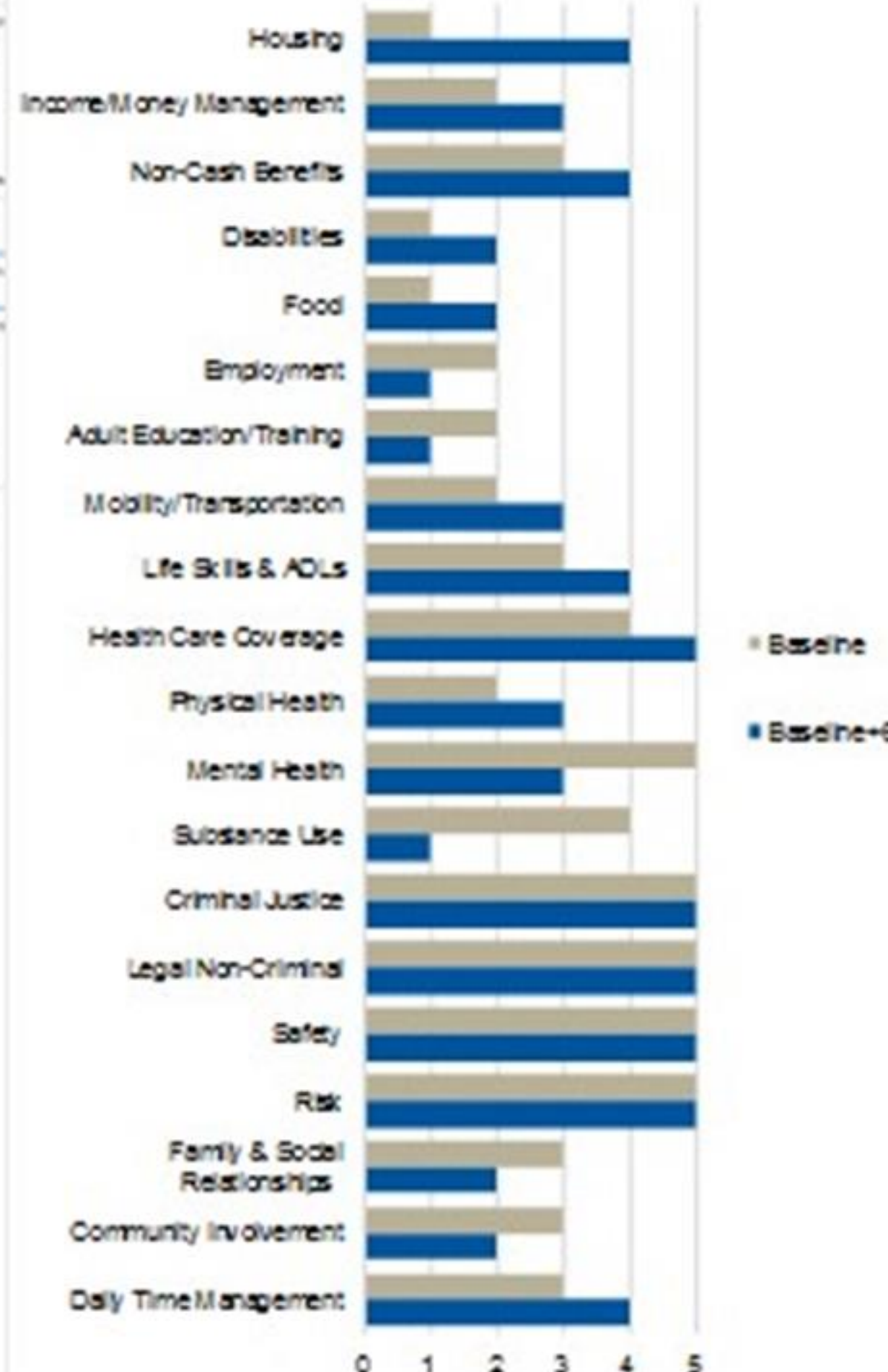
Medications

- ED Visits that did not result in IP Admissions
- Acute IP Admissions only (i.e. no S&H/Rehab/Respite/PSych)
- For readmits, average only for those who had at least two admissions

- Unclassified
- Emerg, not prev avoid (ED Visits that did not result in IP Admissions)
- Emerg, prev avoid
- Emerg, PCF treat
- Non-emerg

[illegible]

Self-Sufficiency Scores by Domain: Example



The chart illustrates the transition from homelessness to permanent housing. It features five horizontal bands representing different housing levels: Permanent (dark green), Temporary (light green), Doubling Up (yellow-green), Shelter (orange), and Street (red). The timeline spans from August 1, 2017, to December 31, 2017. A single red dot on the 'Street' line at the beginning of the period moves diagonally to the 'Permanent' line by mid-August, where it joins a cluster of other green dots, indicating a successful transition to permanent housing for that individual.

12/26/2017 Social Determinants of Health Pilot (total score: 50)

[illegible]

Date			
Start Date	End Date	Location	Notes
2010-01-20	2010-01-20	University of Illinois at Chicago	Meeting with faculty and students
2010-01-21	2010-01-21	University of Illinois at Chicago	Meeting with faculty and students
2010-01-22	2010-01-22	University of Illinois at Chicago	Meeting with faculty and students
2010-01-23	2010-01-23	University of Illinois at Chicago	Meeting with faculty and students
2010-01-24	2010-01-24	University of Illinois at Chicago	Meeting with faculty and students

Collaborative Care Plan for [REDACTED]

Basic Info & Programs History File Uploads Health Care Plan Metrics

Print Care Plan

Assessments

Last updated: Mar 1, 2018 2:32 pm

UPDATE

Assessment	Date Completed	Case Worker
SDH CASE MANAGEMENT NOTE	Feb 16, 2018	Carl Russell
SDH CASE MANAGEMENT NOTE	Feb 9, 2018	Carl Russell
SDH CASE MANAGEMENT NOTE	Feb 5, 2018	Carl Russell
SDH CASE MANAGEMENT NOTE	Dec 28, 2017	Carl Russell
SELF-SUFFICIENCY MATRIX	Dec 26, 2017	Carl Russell
SDH CASE MANAGEMENT NOTE	Dec 22, 2017	Carl Russell
SDH CASE MANAGEMENT NOTE	Dec 22, 2017	Carl Russell
SDH CASE MANAGEMENT NOTE	Dec 14, 2017	Carl Russell
SDH CASE MANAGEMENT NOTE	Dec 4, 2017	Carl Russell
SDH CASE MANAGEMENT NOTE	Dec 4, 2017	Carl Russell
SDH CASE MANAGEMENT NOTE	Dec 4, 2017	Carl Russell
SDH CASE MANAGEMENT NOTE	Dec 1, 2017	Carl Russell
SDH CASE MANAGEMENT NOTE	Nov 13, 2017	Carl Russell
SDH CASE MANAGEMENT NOTE	Nov 8, 2017	Carl Russell
SDH CASE MANAGEMENT NOTE	Nov 1, 2017	Carl Russell
SDH CASE MANAGEMENT NOTE	Oct 16, 2017	Carl Russell
SDH CASE MANAGEMENT NOTE	Oct 10, 2017	Carl Russell
SDH CASE MANAGEMENT NOTE	Oct 6, 2017	Carl Russell
SDH CASE MANAGEMENT NOTE	Oct 5, 2017	Carl Russell
SDH CASE MANAGEMENT NOTE	Oct 5, 2017	Carl Russell

Showing 1 to 20 of 76 entries

Previous Next

UPDATE DATES

Care Plan Dates

SDH ENROLL DATE

Jul 26, 2017

BASELINE DUE

Jul 26, 2017

FINAL DUE

FIRST MEETING WITH SDH CM

Jul 26, 2017

BASELINE COMPLETED

Jul 26, 2017

FINAL COMPLETED

Team Members

Team Goals

+ ADD GOAL

Housing

Last Modified: Mar 2, 2018 by Kaitlyn McGary

Self Management

Last Modified: Aug 10, 2017

Coordinated Care Hub
Record

Team Members

Basic Info & Programs History File Uploads Health Care Plan Metrics

Team Goals

Team Members

Last Modified: Sep 7, 2017 2:18 pm by Kaitlyn McGary

+ ADD TEAM MEMBER



SDH Case Manager

Carl Russell, Case Manager
St. Francis House
crussell@stfranchishouse.org

Other Important Contact

Astrid Mora
BHCHP
amora@bhchp.org

Provider (MD/NP/PA)

Jennifer Brody, MD
BHCHP
jbrody@bhchp.org

previous team members

SDH Case Manager

Complete housing applications

RN

BH

< past versions



Integrated Care Management: Does it work?

SDH Coordinated Care Hub Pilot Program

Cost and Utilization for Participating Patients

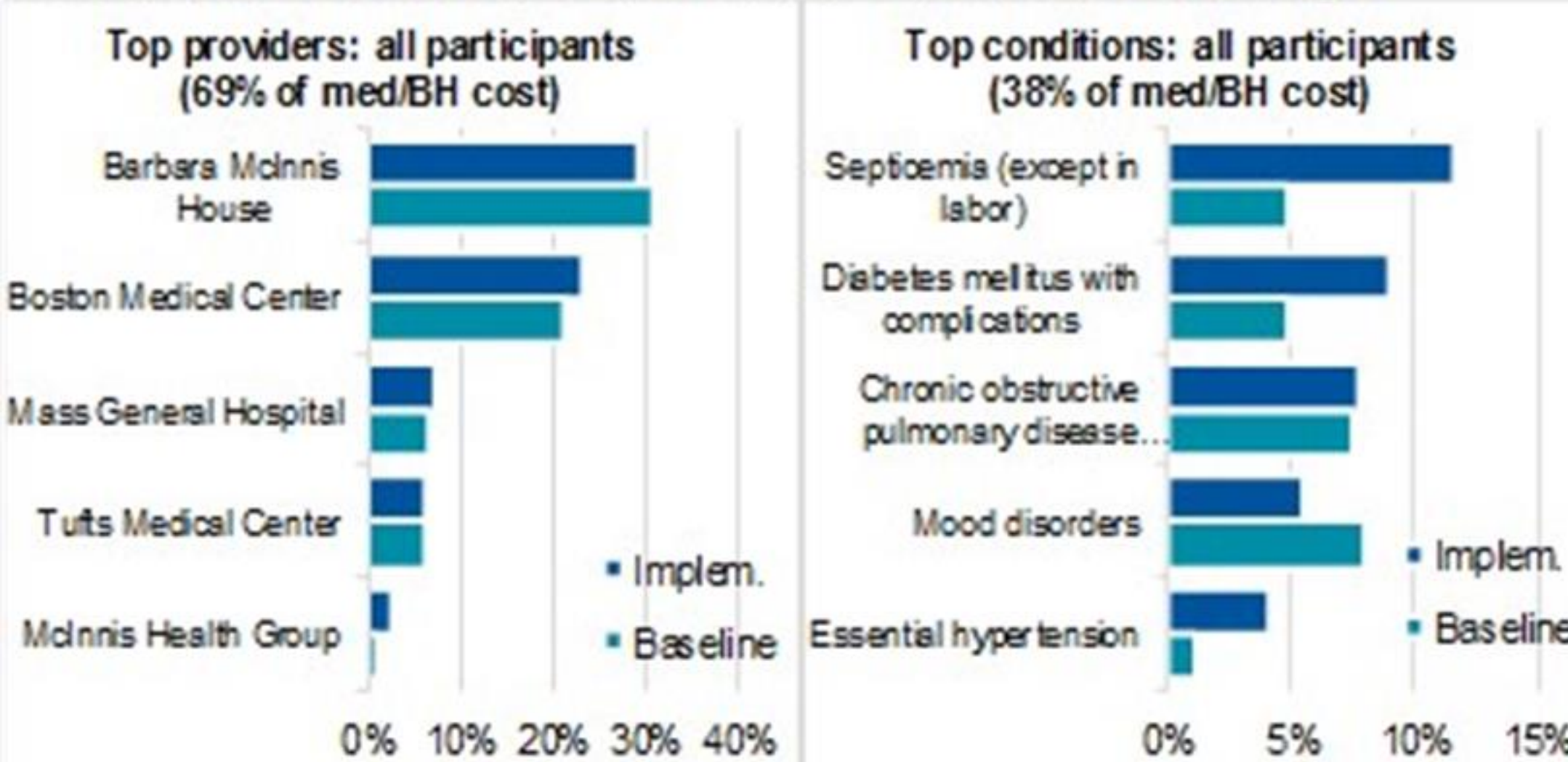
Baseline period: 12/1/2015 to 5/31/2017; Implementation period: 6/1/2017 to 9/30/2017, paid through 12/5/2017

Demographics	Total enrolled	Active 9/1/2017	% Male	% Disabled
SDH pilot average	66	61	76%	84%

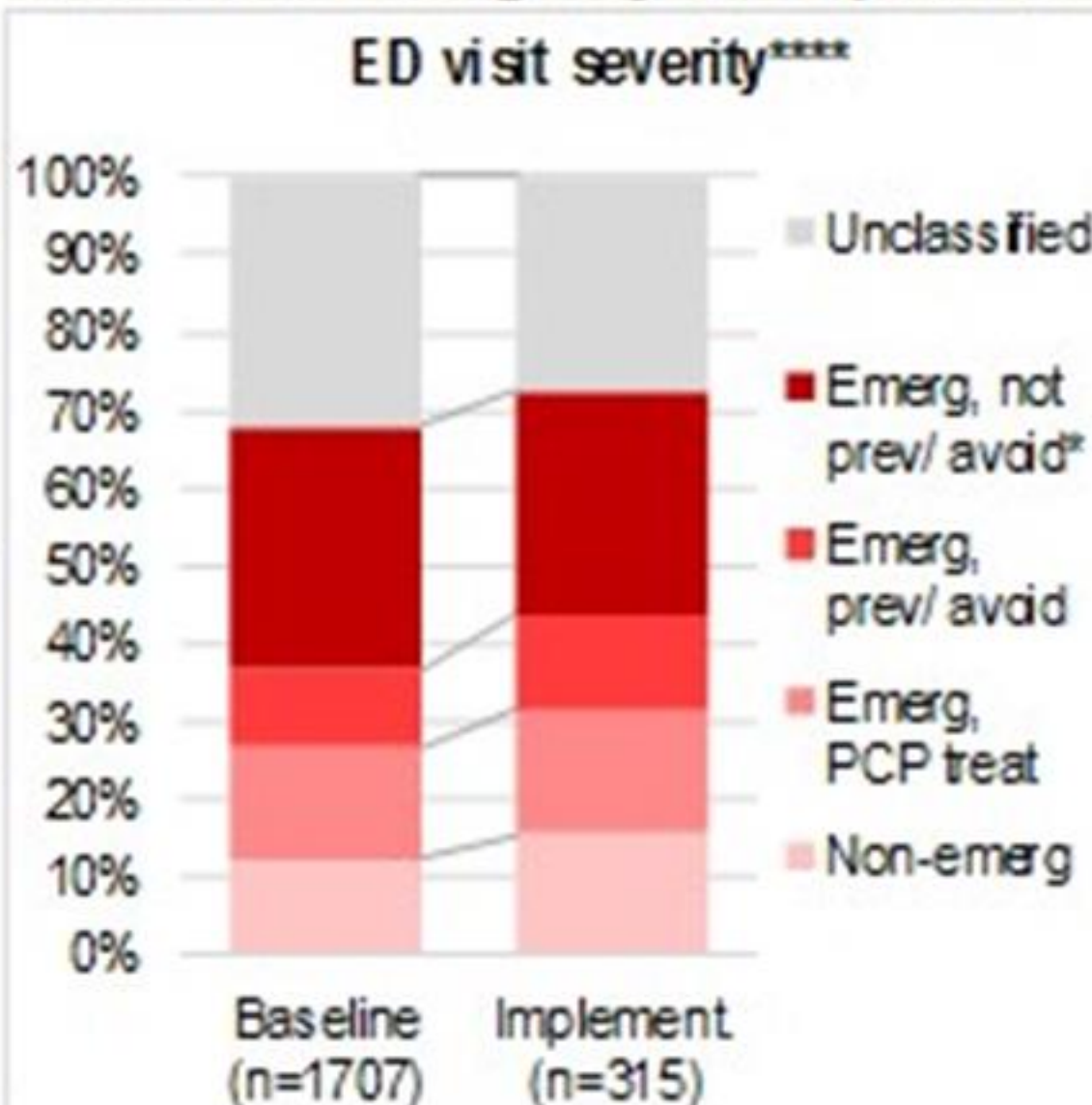
Cost	Total cost	Months	Cost PMPM
SDH pilot average (Baseline)	\$181,182	16.4	\$8,809
SDH pilot average (Implementation)	\$39,199	3.8	\$8,193
Variance	N/A	N/A	-7%

Utilization metrics	Avg ED visits/month*	Avg acute IP admits/month**	Average days to readmit***
SDH pilot average (Baseline)	1.63	0.28	35.5
SDH pilot average (Implementation)	1.29	0.26	26.5
Variance	-21%	-7%	-25%

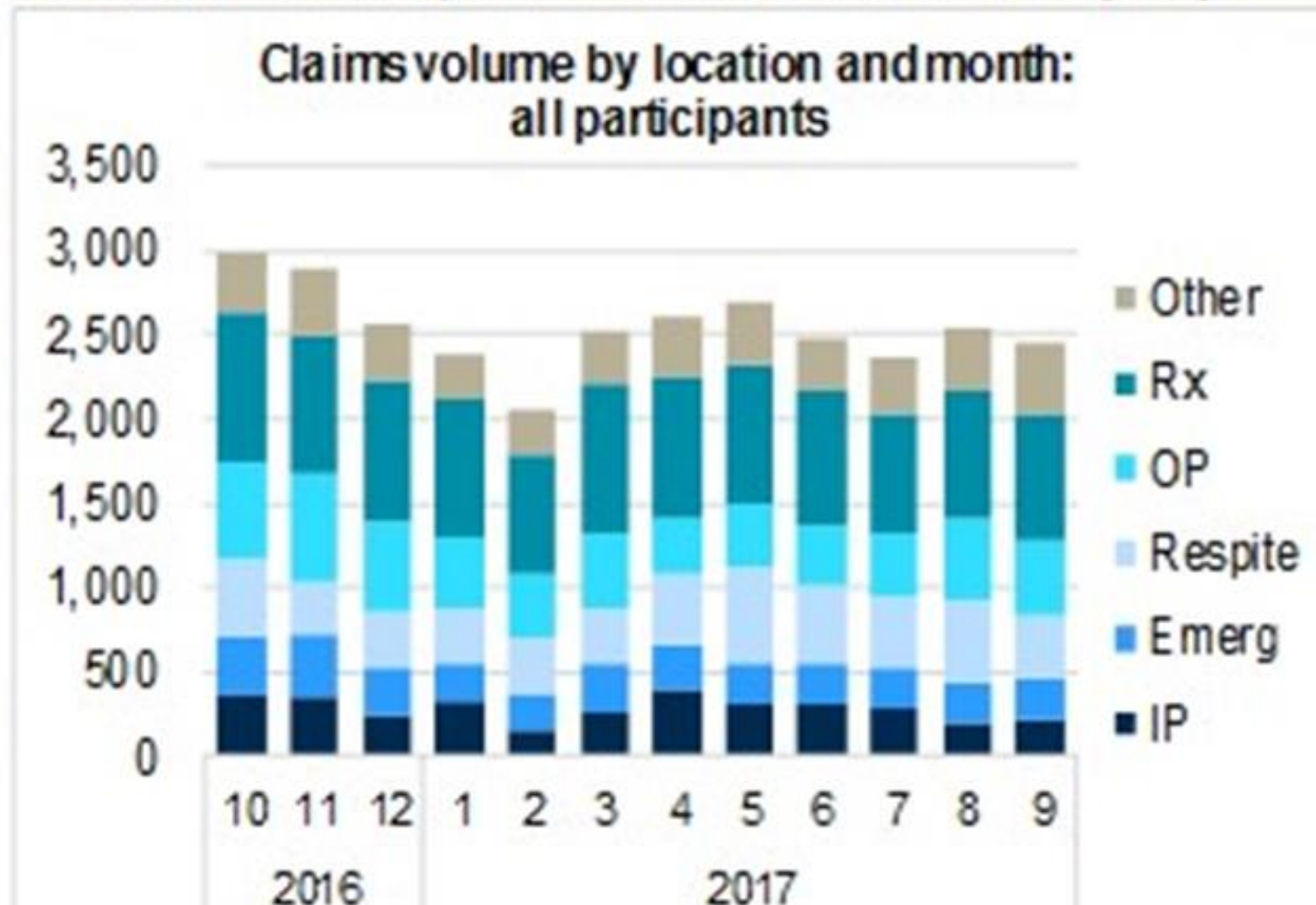
Top providers and clinical conditions (medical/BH claims only)



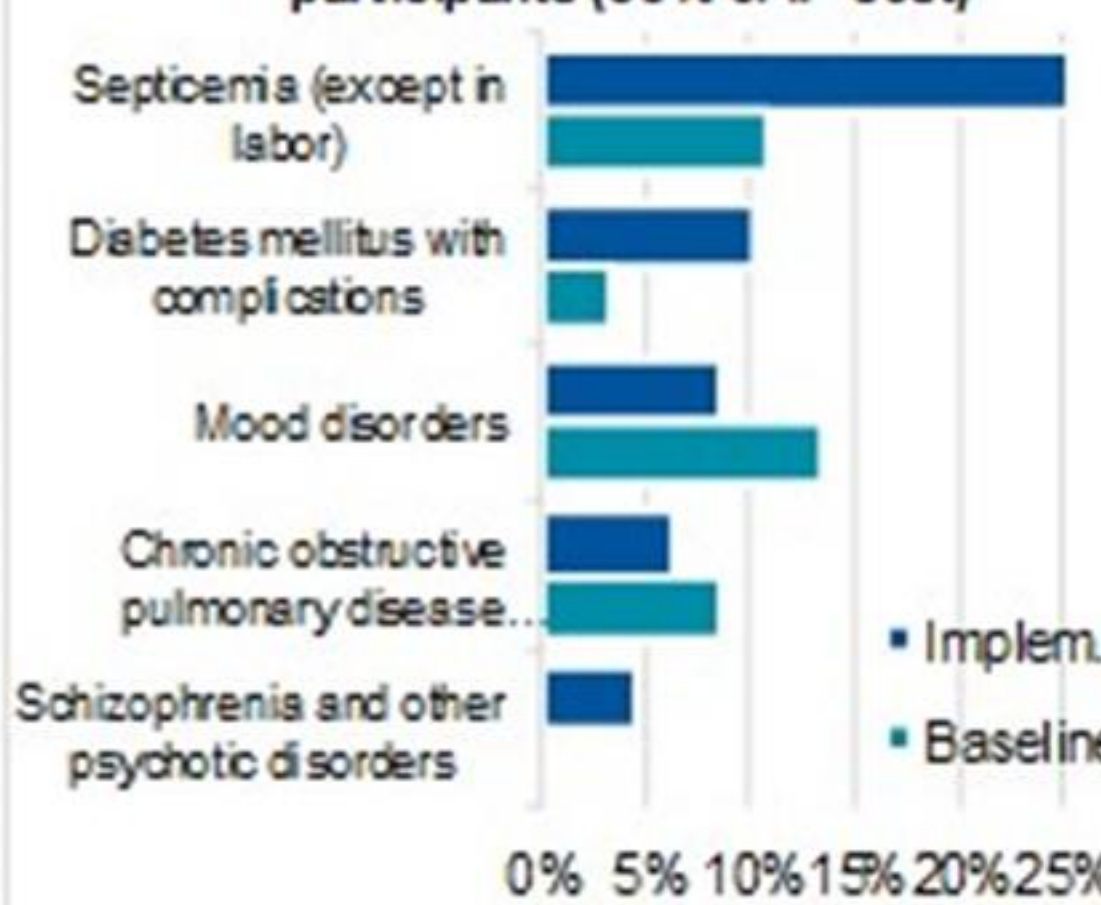
Drilldown: Emergency and Inpatient



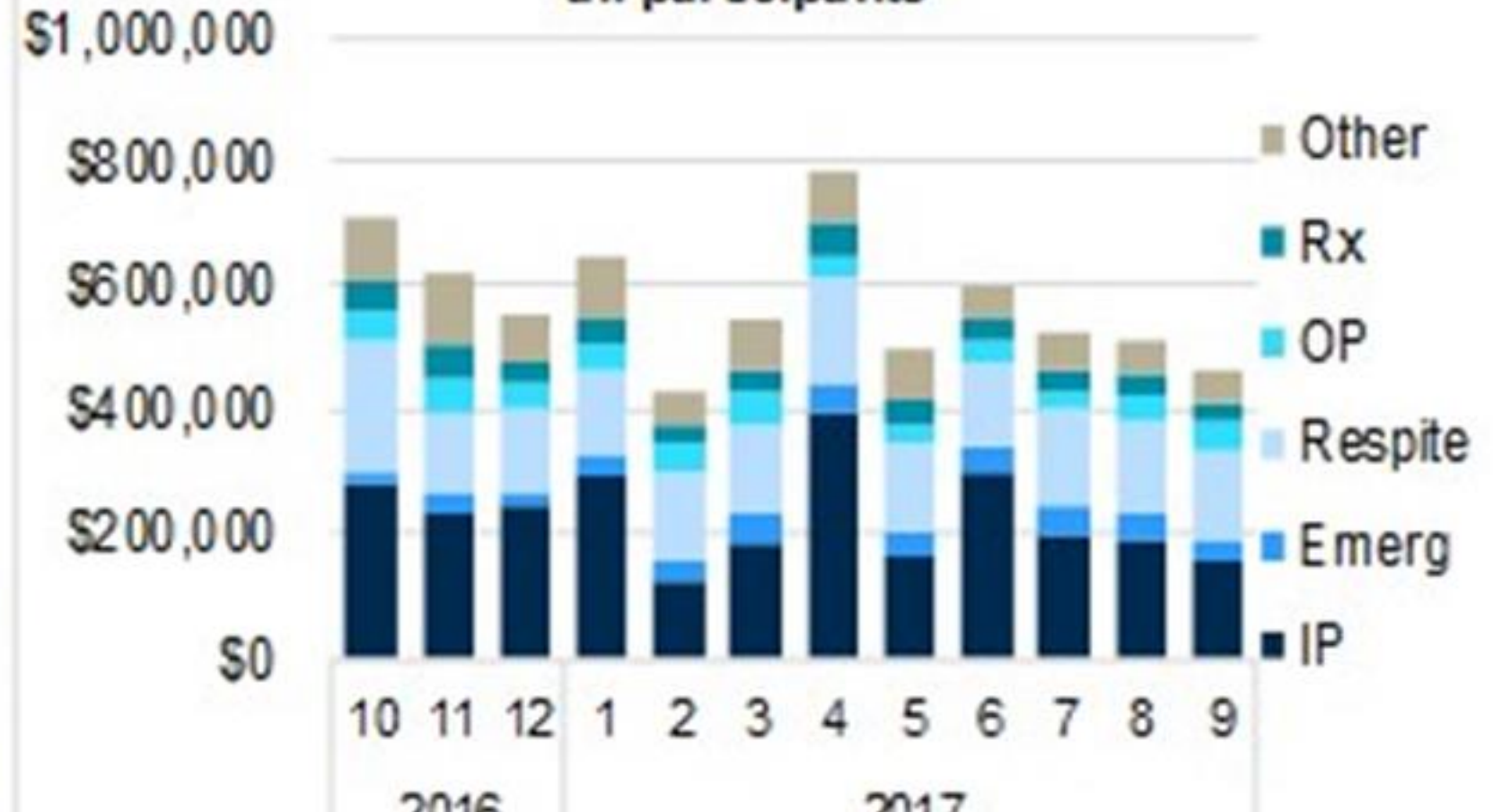
Trends over time (claims volume and amount paid)



Top inpatient conditions: all participants (55% of IP cost)



Amount paid by location and month: all participants



* ED visits and visits that led to IP admissions

** Acute IP admissions only (i.e., no SNF/Rehab/Respite/Psych)

*** For readmits, average only for those who had at least two acute admissions AND had at least one readmit within 30 days

**** ED visit severity based on NYU algorithm, showing likely distribution of ED visits; "Unclassified" also includes Diagnosis Missing.

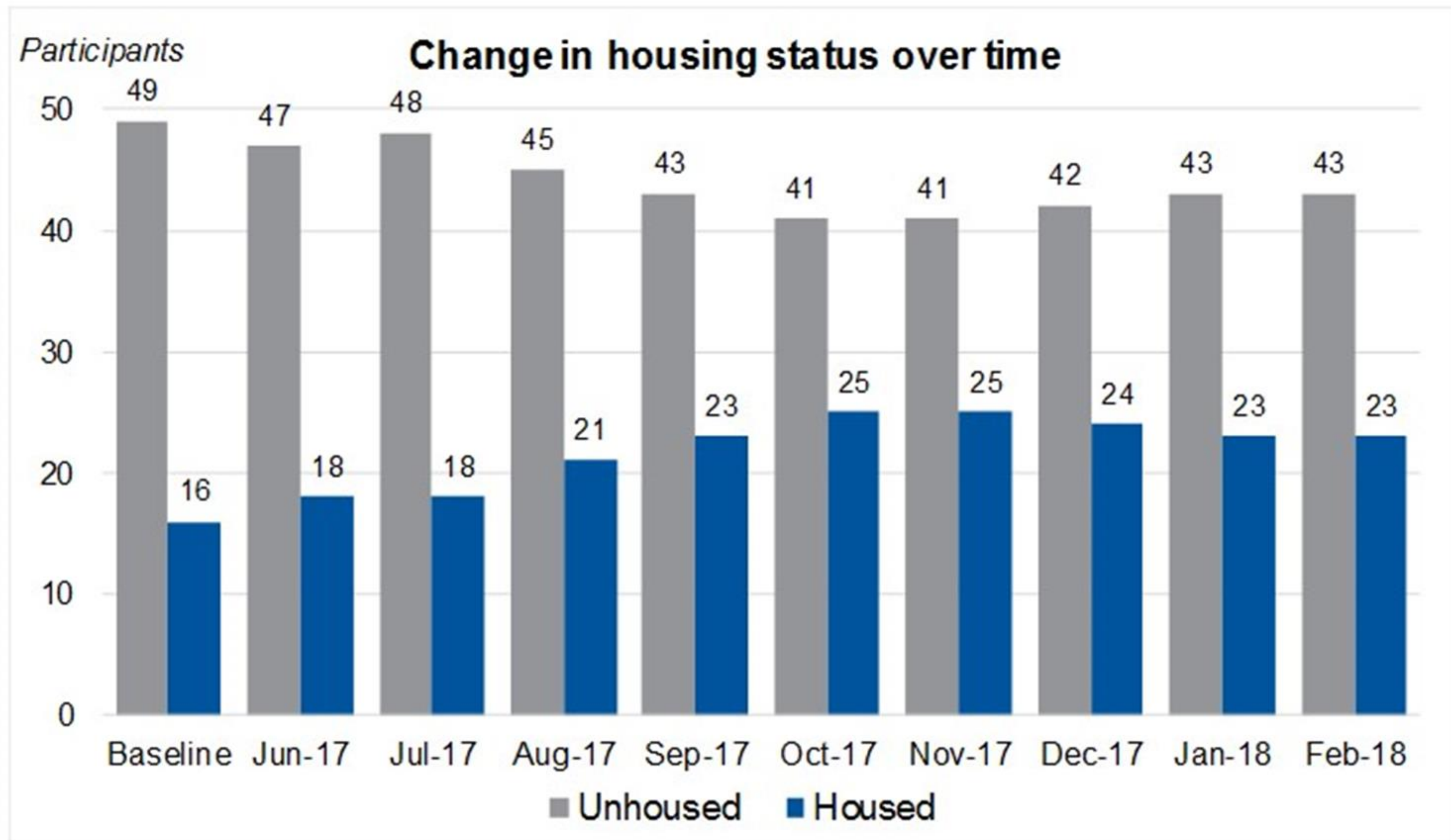
IP = Inpatient; Respite = BMH; OP = Outpatient; Rx = Pharmacy

"Other" includes transportation, home care, etc.

"Other" also includes all BMC HealthNet costs.

Tracking changes in housing status

25% of participants were housed at the beginning of the pilot;
that number is now up to 35% (23 of 66)

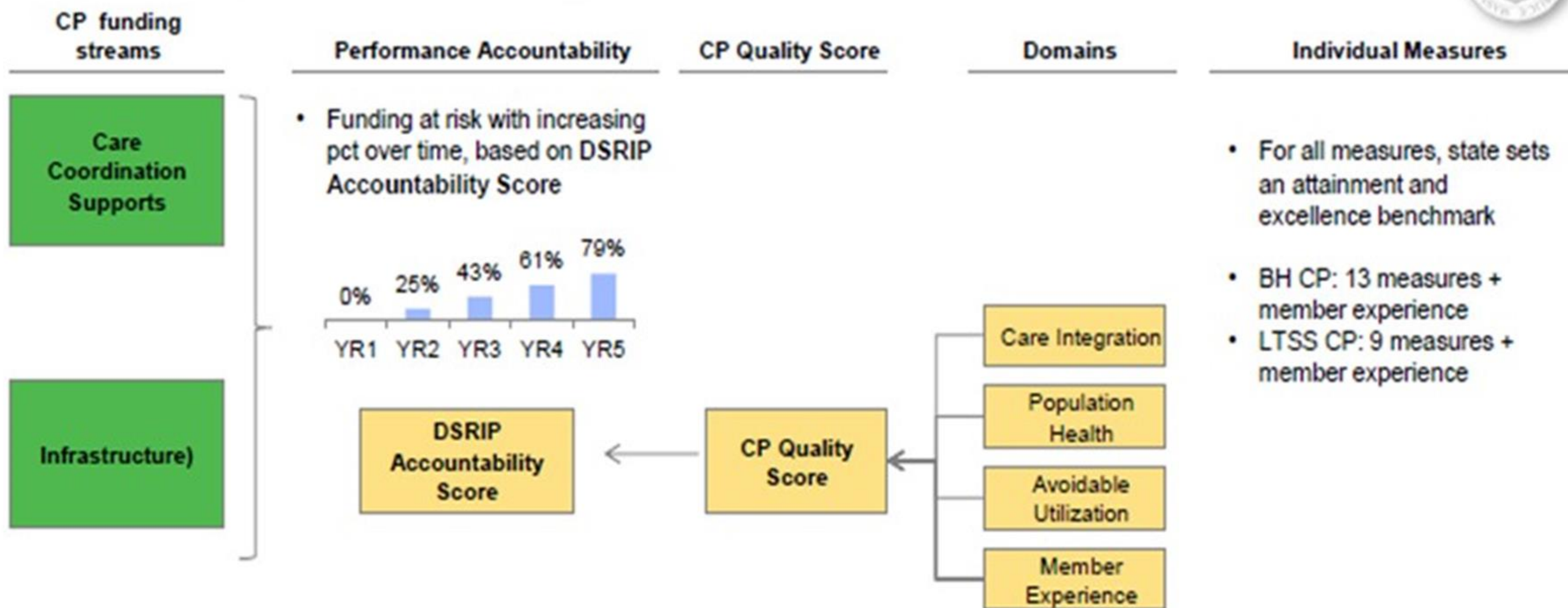


Looking Ahead to July 2018

Community Partner Funding Streams



Updated CP Accountability Framework



Care coordination payments = \$180 PMPM. Infrastructure support payments decline over 5 years. Infrastructure payments are also held at risk tied to Accountability Score.

Looking Ahead: July 2018 Accountability Slate



BH CP Slate (pending final CMS approval)

#	Measure	Domain Weights*
1	Community Partner Engagement	Care Integration (40%)
2	Annual Treatment Plan Completion	
2*	<u>Placeholder: Enhanced Person-Centered Care Planning Measure</u>	
3	CP Care Transition: Follow-up with any provider after hospitalization	
4	CP Care Transition: Follow-up with any provider after any ED Visit	Population Health (35%)
5	Annual Primary Care Visit	
6	Community Tenure	
7	Initiation of Alcohol, Opioid, or Other Drug Abuse and Dependence Treatment	
8	Engagement of Alcohol, Opioid, and Other Drug Abuse and Dependence Treatment	
9	Follow-up after Hospitalization for Mental Illness (7 days)	Avoidable Utilization (10%)
10	Diabetes Screening for Individuals With Schizophrenia or Bipolar Disorder Who are Using Antipsychotic Medications	
**	<u>Placeholder: Tobacco Use: Screening and Cessation Intervention</u>	Member Experience (15%)
11	ED Visits for Adults with SMI, Addiction, or Co-occurring Conditions	
12	Hospital Readmissions	
Member Experience : To Be Determined		



ACO Measure



MBHP Measure



ACO and MBHP Measure

*Care Planning measures will use "Person-Centered Treatment/LTSS Care Plan Complete" Qualifying Activity for measurement purposes initial years of the program while a new measure for care plan completeness is under development

** MassHealth anticipates including a Tobacco Use measure in BP 3.

Lessons learned

Good:

- Data sharing is powerful
- Nearly all patients have consented to participate
- High levels of ongoing engagement with case managers
- Face-to-face case management enabled by decentralized case managers

Bad:

- Logjam for addiction services treatment beds/affordable housing— “Bridge to nowhere”
- Some costs we cannot control. Pharmaceutical is huge cost center.
- Many patients have advanced disease—6 patients have died to date.

Conclusion

- Integration is hard, time consuming, cultures collide.
- Universal agreement that this is the right path--really the only path in this health care climate.

For more information:
mtakach@bhchp.org

Albuquerque Health Care for the Homeless

-- *Anita Córdova*

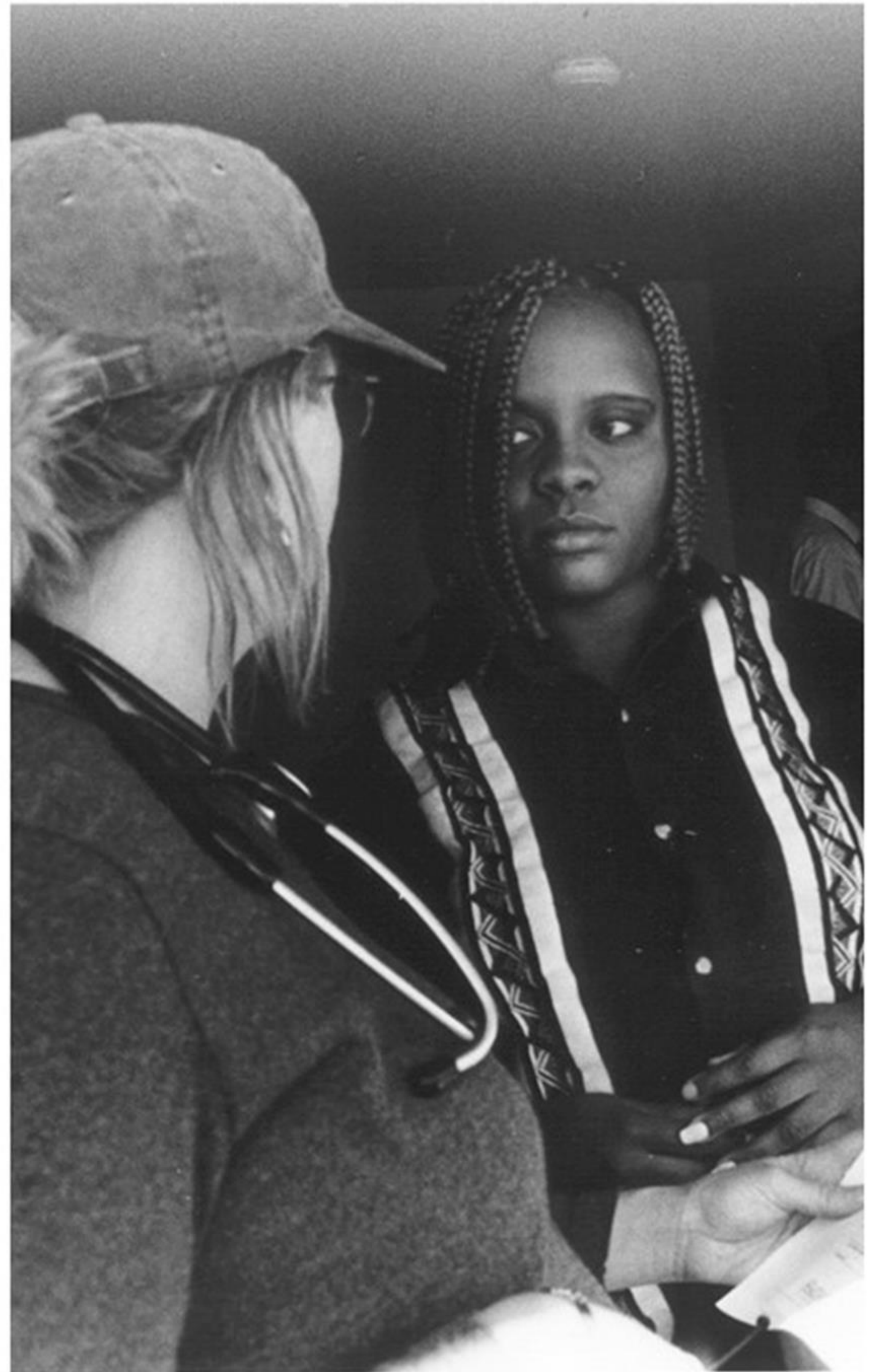
Multi-System Coordination:
Building and Maintaining a
Coordinated Provider Community

May 30, 2018

1985 to Present

AHCH is a freestanding Health Care for the Homeless, providing integrated primary medical and dental, behavioral health and social services through extensive outreach and at its central services campus.

Albuquerque Health Care for the Homeless, Inc.



Leading with and Anchored by Our Vision & Mission

Mission: Provide caring and comprehensive health and integrated supportive services, linking people experiencing homelessness to individual and collective solutions

and

Be a leader in implementing innovative service models and a catalyst for solutions to homelessness

and

Uphold a commitment to diversity and equity

Vision: To live in a world that is just and without homelessness.



Albuquerque Health Care for the Homeless, Inc.

AHCH Hallmarks



Outreach, two-pronged

Comprehensiveness

Integration

Access

Person-centered care

No wrong door

Harm reduction

Integrated Resource Center Services



Integrated Traditional + Non-Traditional Services

Low-Demand Entry Thresholds

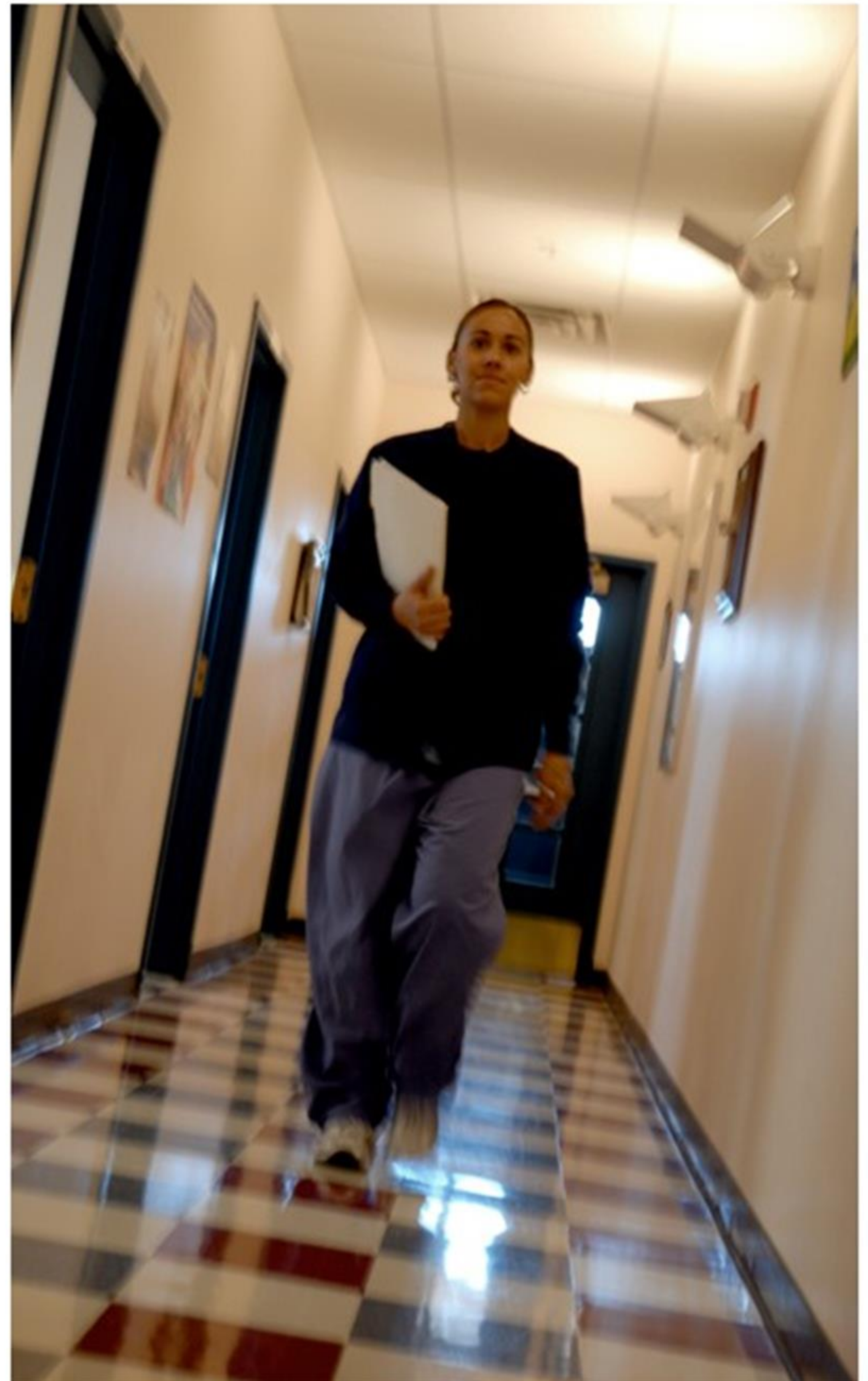
**Outreach takes services to
the field**

**Resource Center links to
additional services**

**Housing and engagement
specialists**

ArtStreet

Extensive collaboration



Ending Homelessness

**Work at
local/state/
national levels**

**In collaboration
with others**

**As care-givers and
as advocates**



Examples of Multi System Coordination

- **Pathways to a Health Bernalillo County**
- **AHCH Re-Entry Collaborative**
- **Albuquerque Heading Home Initiative**
- **Community Connections**
- **Accountable Health Communities**
- **Data-Driven Justice/Behavioral Health Institute**
- **ER Diversion**
- **1% for the Arts, UNM Dept. of Fine Arts, and AHCH Mural Partnership Project**

Examples of Multi System Coordination

- **Pathways to a Health Bernalillo County:** 2007 community-based participatory planning process with multiple organizations to determine program goals and gain their interest through January 2009
- Project design team comprised of the *Pathways* program manager, *Pathways* committee members of the former Health Sciences Center Community Advisory Council (CAC), members of the *Pathways* Working Group, and a technical advisor from the UNM Health Sciences Center (HSC)
- **AHCH didn't even apply in first round to ensure enhanced and expanded community capacity to do navigation**

Examples of Multi System Coordination

- **AHCH Re-Entry Collaborative (REC): 5 year SAMHSA demonstration grant**
- **Public /private partnership**
- **Criminal justice, Dept. of Health, Health Centers, Project ECHO, including telehealth staffings and access to a learning community**

Examples of Multi System Coordination

- **Albuquerque Heading Home Initiative (AHH): collective social impact model**
- **city-wide collaboration that includes many public, private, government, and non-profit partners.**

Examples of Multi System Coordination

- **Community Connections: Housing, Criminal Justice, Homeless Services Providers/Case Management**
- **Challenges: boundaries (staff and participant), fidelity to models, competing philosophies**

Examples of Multi System Coordination

- **Accountable Health Communities (AHC):** One of 11 sites to receive a Community Health Worker as a part of a Center for Medicaid/Medicare Services 5-year grant that will screen 75,000 Medicaid enrollees for 5 social determinants of health, including homelessness, and then will navigate into the social services identified from screening. Includes quarterly advisory board (leadership from community orgs) and monthly community-wide consortium convenings.

Examples of Multi System Coordination

- **Data-Driven Justice/Behavioral Health Design Institute (DDJ/BHI):** Systems Initiative – a unique opportunity sponsored by the Substance Abuse Mental Health Services Administration (SAMHSA), Laura and John Arnold Foundation, and the Association of Counties DDJ & BHI. with this cross-community leadership group (Congresswoman Maggie Heart-Stebbins, Katrina Hotrum-Lopez, Director of Behavioral Health, Bernalillo County, Paul Guerin, UNM Institute of Social Research, Eric Garcia, Deputy Chief of Police City of Albuquerque, Lisa Huval, Policy Director New Mexico Coalition to End Homelessness, Valorie Carrajo, UNM Physician) to determine and detail the ways in which data and analytics will be used across organizations, including AHCH data, to address needs and avoid cracks in care for people who end up crossing systems (public safety, criminal justice, healthcare, shelters, and other first responding services).
- **Challenges:** buy-in, data-sharing at individual level, HIPPA, financial resources, electronic systems/records, data ownership

Examples of Multi System Coordination

- **Outreach Initiatives**
- **ER Diversion**

Examples of Multi System Coordination

- **AHCH, 1% for the Arts, UNM Dept. of Fine Arts, Mural:**
- Selection Review Committee – board, neighbors, representative staff, ArtStreet artists, social and racial justice advocates, scoring matrix
- Funded by City of Albuquerque with approval of city arts board
- Students – 7 groups

Unique Characteristics and Challenges

- Data-Sharing (esp., Pathways, Accountable Health Communities, Data-Driven Justice/Behavioral Health Institute, HMIS/CAS – AHH)
- Convening leaders from across systems
- Multi Systems Initiatives Development
- BAAs/MOUs/MOAs
- Consent Forms
- Shared Resources
- Cross Organizational Staffing (e.g., Pathways, AHH, AHC)
- Challenges: Sustainability, competing philosophies, financial resources, buy-in, time oppression (competing priorities), competing interests

Contact Information

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Email: anitacordova@abqhch.org

Website: www.abqhch.org

Facilitated Discussion

Discussion

What was the background or identified need in the community?

How did the partnership get started?

What convinced you to come to the table?

Discussion

What systems came to the table?
What types of agreements are in place?

Discussion

Describe the staffing model.

What does your staff look like?

Who on your team interacts with other organizations?

Discussion

Is there a financial consideration for your coordination?

Discussion

How did your coordinated system decide on a program model?

Who leads the effort?

How did the model as implemented change from the original proposal?

What were the main points raised in negotiating these changes?

Discussion

What challenges have there been in building and maintaining coordinated systems?

What has worked well?

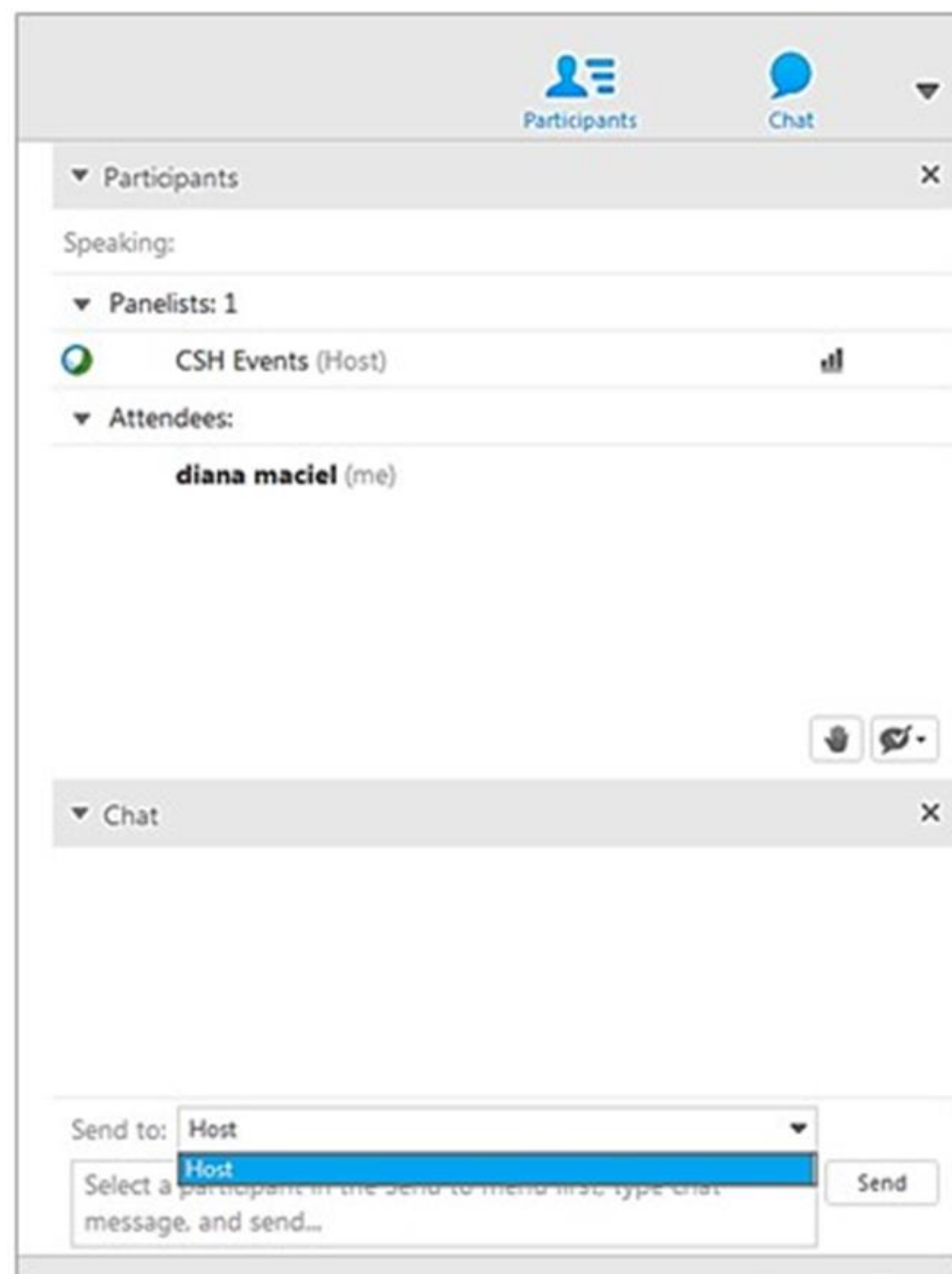
Discussion

What advice do you have for folks who want to build these types of partnerships in their community?

Q&A Discussion

Have a question?

- Type into the Chat box.
- Enable Chat by clicking the icon in the top right corner.



Next Steps

Today's Recording & Slide Deck

- As soon as the recording is available, we will send you the slide deck and a link to the recording.

Upcoming Webinars

- Health & Housing Needs of Justice Involved Populations, June 19, 2018 (Tentative)

Survey

- When you log out of today's event, a pop-up window should appear displaying a survey about this webinar. We value your input!

SAVE THE DATE

JUNE 5-7, 2018
CSH SUMMIT 2018



National Cooperative Agreement

National Cooperative Agreements (NCAs) are national organizations receiving HRSA funds to provide technical assistance to help health centers and look-alikes to:

1. Increase access
2. Improve health outcomes
3. Promote health equity
4. Improve operations and infrastructure sustainability to health services
5. Increase capacity and partnerships to address social determinants of health

"This project was supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) under cooperative agreement # U30CS26935, Training and Technical Assistance National Cooperative Agreement (NCA) for \$450,000 with 0% of the total NCA project financed with non-federal sources, if any. This information or content and conclusions are those of the author and should not be construed as the official position or policy of, nor should any endorsements be inferred by HRSA, HHS or the U.S. Government."