Innovations in Medicaid: Successful Strategies in Behavioral Health Integration

NORC Managed Care Organization Learning Hub Webinar Series with Support from MolinaCares Accord

10/24/2022

What is the NORC MCO Learning Hub?

- The NORC MCO Learning Hub is committed to providing information on ways to address health equity and transform health care with a focus on MCOs, consumer groups, state Medicaid leaders, and other industry experts

Innovations in Medicaid Webinar Series

- Six-part quarterly webinar series through end of this year, highlighting innovations in Medicaid

- Our last session focused on how states can use ARPA funding to support HCBS technology; the slides and recording are available on the Hub website: https://www.norc.org/Research/Projects/Pages/medicaid-managed-care-organization-learning-hub.aspx

- **All attendees will remain in listen-only mode**

- **Please send any questions for presenters using the Q&A box at the bottom – we'll have a Q&A session at the end**

- **The slides can also be accessed on our website: https://www.norc.org/Research/Projects/Pages/medicaid-managed-care-organization-learning-hub.aspx**

Agenda

speire HEALTHCARE STRATEGIES

MolinaCares Building Stronger Communities...One Life at a Time

NORC at the University of Chicago

Tom Betlach

Moderator
Partner
Speire Healthcare
Strategies

Jason McGill, JD

Panelist
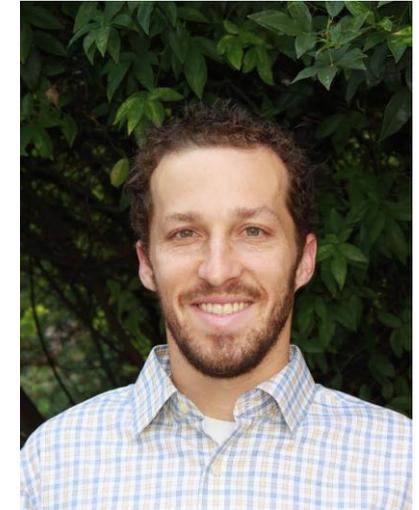Assistant Director,
Washington State
Health Care
Authority; Director,
Medicaid Programs
Division

Andrew Hill

Panelist
CEO
Excelsior Wellness

Sasha Waring, MD

Panelist
Senior Medical
Director for
Behavioral Health
Molina Healthcare

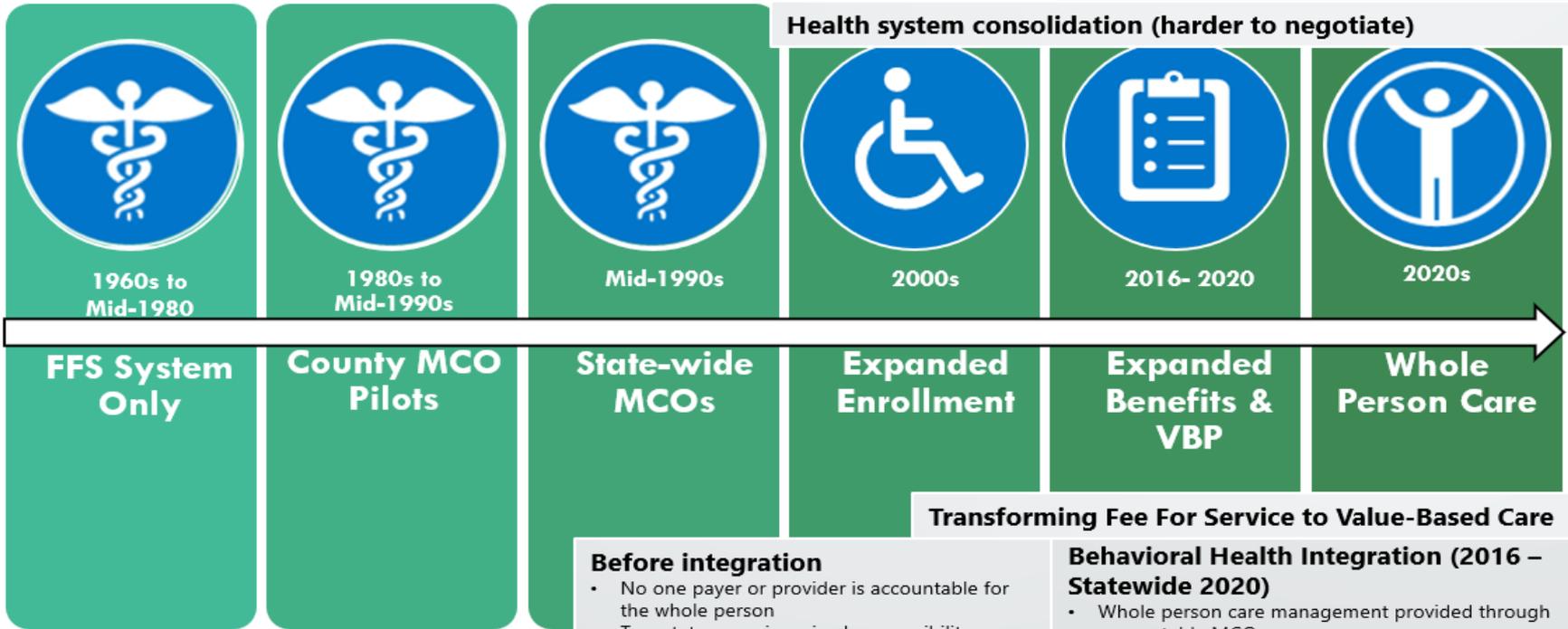# Successful Strategies in Behavioral Health Integration Webinar

Jason T. McGill, Esq

Medicaid Programs Director

Jason.McGill@hca.wa.gov

Washington State
Health Care Authority

Timeline to Full Integration – System Changes Prior to Covid

Managed care expansion (2012 – 5 MCOs)

ACA – expansion and IM --- Public Option 2020 (+++MCOs covering more of state)

DSNP (Medicare/Medicaid (+++Medicaid MCOs covering state)

Health system consolidation (harder to negotiate)

1960s to Mid-1980	1980s to Mid-1990s	Mid-1990s	2000s	2016- 2020	2020s
FFS System Only	**County MCO Pilots**	**State-wide MCOs**	**Expanded Enrollment**	**Expanded Benefits & VBP**	**Whole Person Care**

Transforming Fee For Service to Value-Based Care

Before integration
- No one payer or provider is accountable for the whole person
- Two state agencies mixed responsibility
- Access to Care standards in place

Behavioral Health Integration (2016 – Statewide 2020)
- Whole person care management provided through accountable MCOs
- One state agency responsible (HCA)
- Eliminates access to care standards
- Full continuum for physical and behavioral health, including crisis services - building out community-based health system

12 Performance Measures included in Study

| Population	Measures
Overall Adult Medicaid	Percent Homeless – Narrow Definition (SUPPL-HOME-N)
	Percent Employed (SUPPL-EMP)
Adult SMI Population	Psychiatric Inpatient 30-Day Readmission (HEDIS-PCR-P)
	Follow-up After Hospitalization for Mental Illness Within 7 Days of Discharge (HEDIS-FUH-7D)
	Follow-up After Hospitalization for Mental Illness Within 30 Days of Discharge (HEDIS-FUH-30D)
	Follow-up After ED Visit for Mental Illness Within 7 Days (HEDIS-FUM-7D)
Adult SUD Population	SUD Treatment Penetration (SUPPL-SUD)
	Follow-up After ED Visit for Alcohol and Other Drug Dependence Within 7 Days (HEDIS-FUA-7D)
Children Ages 6-17 With Mental Health Needs	Mental Health Treatment Penetration – Broad Definition (SUPPL-MH-B)
	Psychiatric Inpatient 30-Day Readmission (HEDIS-PCR-P)
	Follow-up After ED Visit for Mental Illness Within 7 Days (HEDIS-FUM-7D)
Children Ages 10-17 With SUD	SUD Treatment Penetration (SUPPL-SUD)

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Stable/Improving

Measure	12 months ending		
	2019 Q4	2020 Q4	2021 Q4
SOCIAL DETERMINANTS OF HEALTH			
Homelessness narrow	5.8%	4.8%	5.5%
Range	3.3 - 7.0%	2.9 - 6.0%	
Employment	47.2%	47.3%	49.5%
Range	39.9 - 55.3%	39.5 - 54.8%	
Adult SUD Tx Penetration	38.5%	39.3%	37.8%
Range	31.2 - 44.7%	30.8 - 44.9%	
Adult Follow up after ED/SUD - 7 day	20.5%	24.1%	22.1%
Range	13.4 - 36.3%	14.5 - 41.8%	

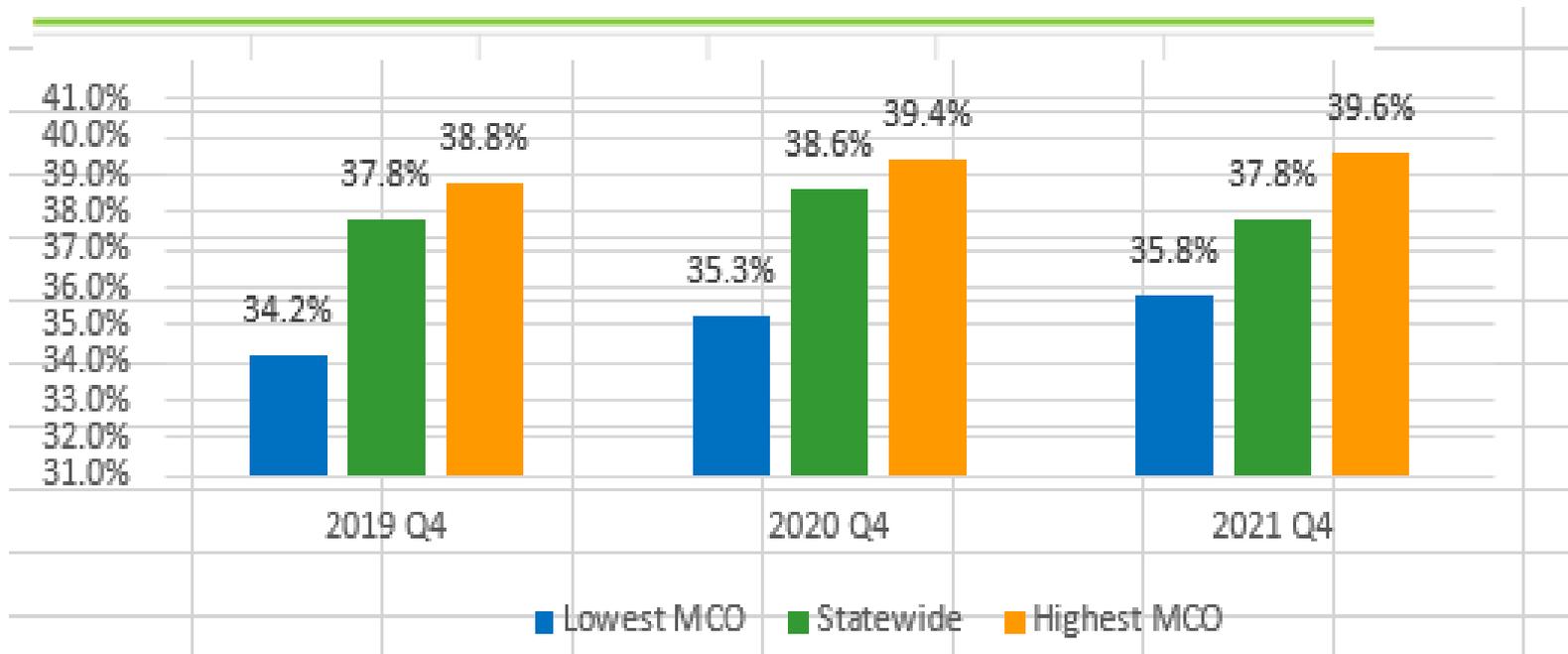Washington State
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Clients With Serious Mental Illness, Ages 6-64: Psychiatric Inpatient 30-Day Readmission
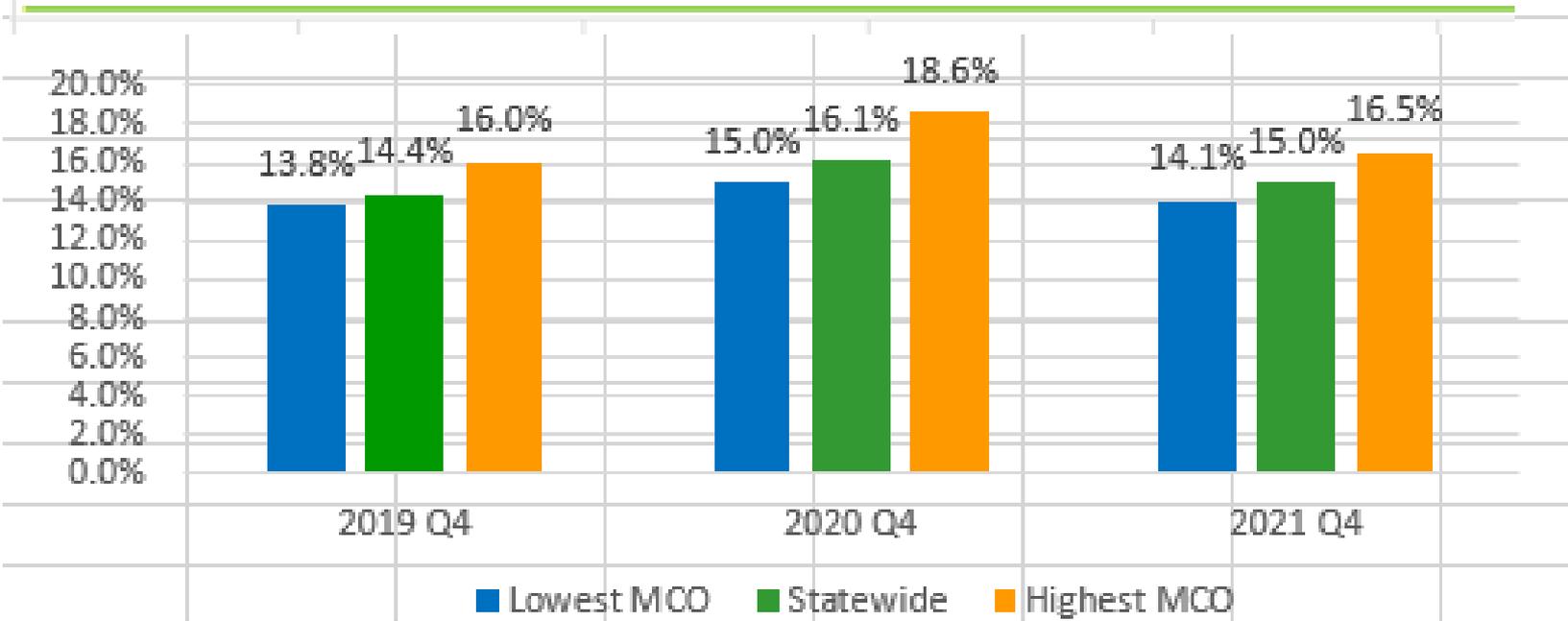
Clients With MH Treatment Needs Ages 6-64: Mental Health Treatment Penetration
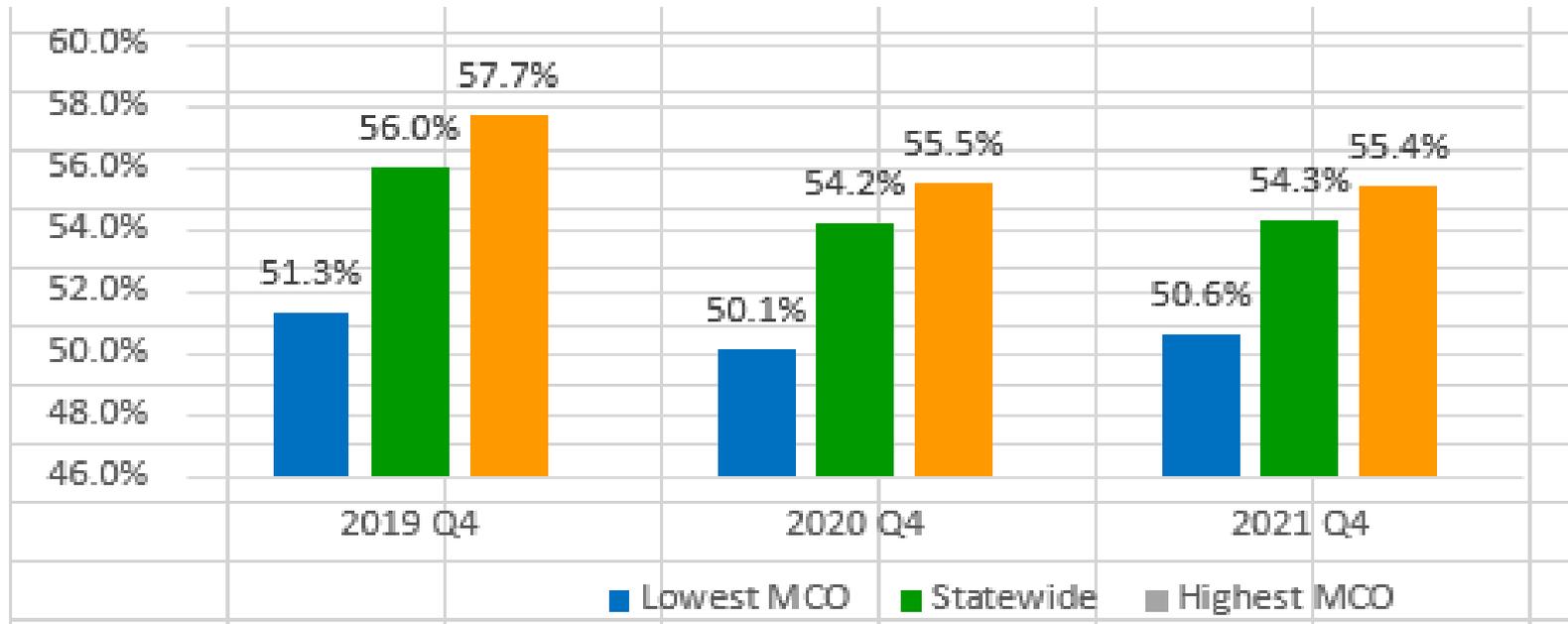
Clients With SUD Treatment Needs Ages 6-64: Substance Use Disorder Treatment Penetration

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Behavioral Health Integration Savings

- Medicaid patients with behavioral health conditions account for nearly half of total Medicaid expenses.

- Costs are 60-75% higher compared with people with NO behavioral health condition.

- Milliman (our actuary) reports ~5% savings achievable over time through:
  - Improvements of co-occurring chronic physical conditions
  - Fewer ER visits and shorter inpatient stays
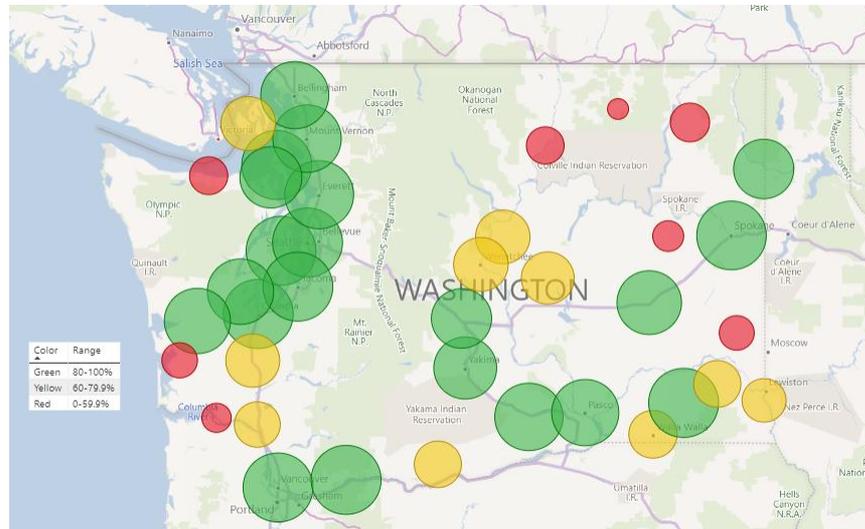
Washington State
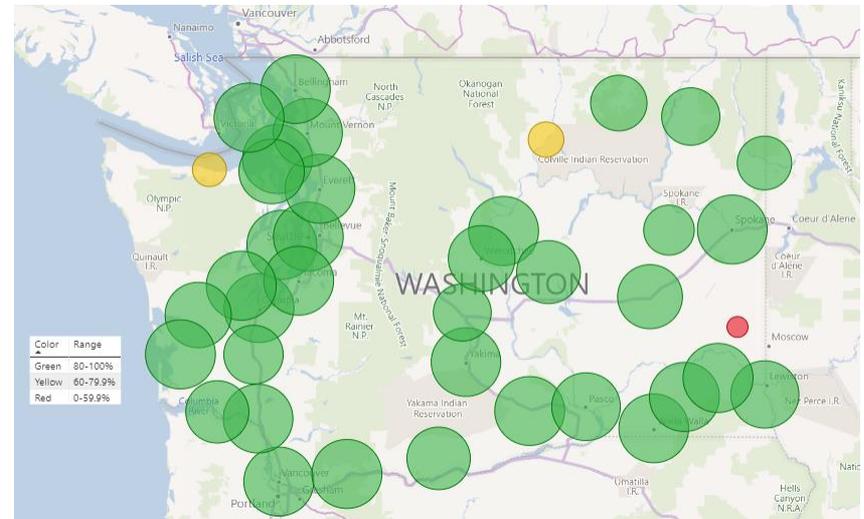Health Care Authority

Network Adequacy Critical

- **Network Adequacy -** The contract now defines mental health providers and youth and adult behavioral health agency providers as critical provider types.

- This supports integrated managed care and may result in loss of contract in a service area if the contractor fails to meet an adequate network of providers.

- The contract enhanced the network adequacy template, which should bring heightened accuracy and accountability.
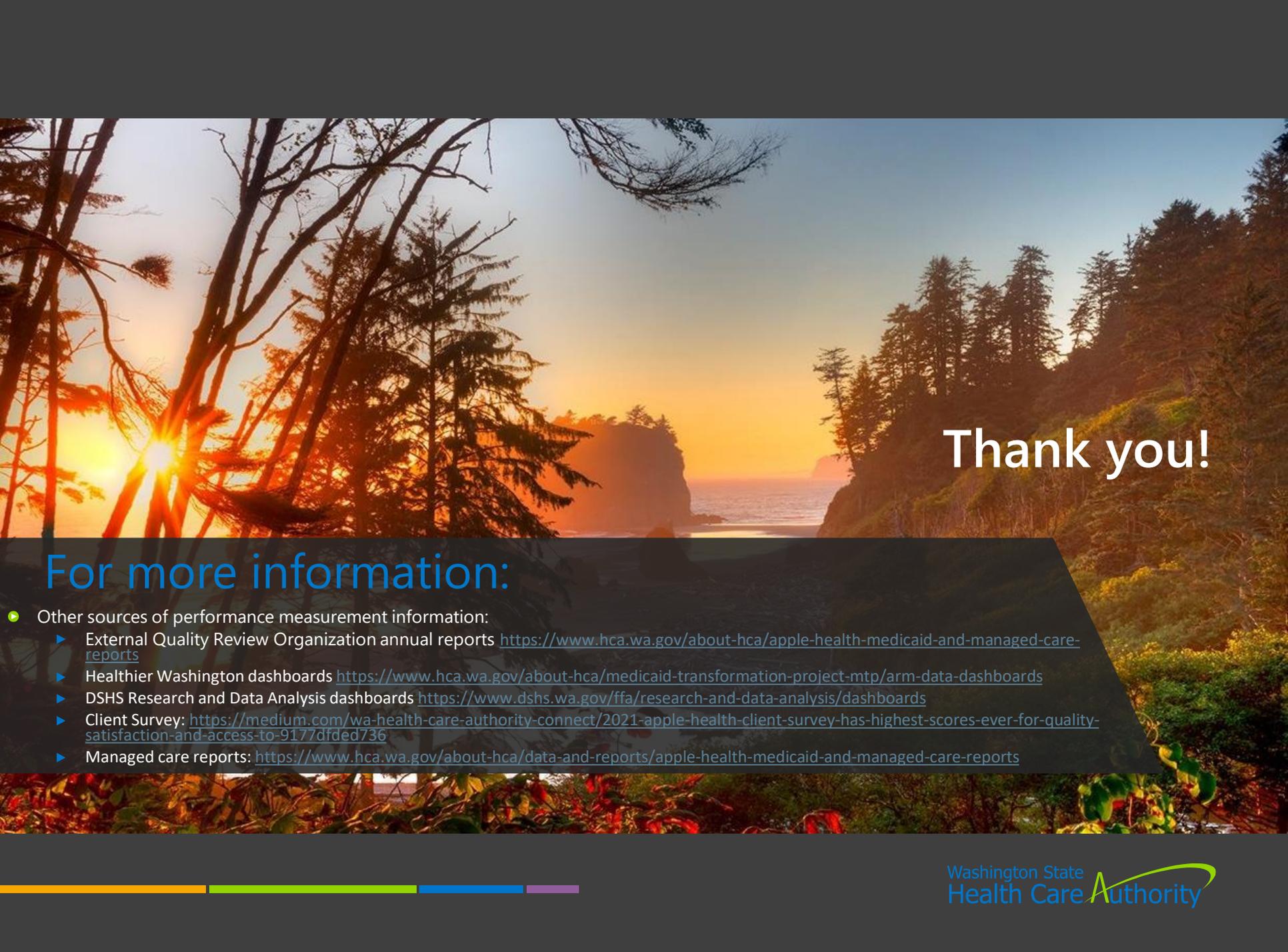
Raw Network Data

- Covers critical provider types
- By plan, by region
- Can take more targeted action

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Network Adequacy – Behavioral Health

Youth SUD outpatient:

Mental Health outpatient:

Thank you!

For more information:

- Other sources of performance measurement information:
  - External Quality Review Organization annual reports https://www.hca.wa.gov/about-hca/apple-health-medicaid-and-managed-care-reports
  - Healthier Washington dashboards https://www.hca.wa.gov/about-hca/medicaid-transformation-project-mtp/arm-data-dashboards
  - DSHS Research and Data Analysis dashboards https://www.dshs.wa.gov/ffa/research-and-data-analysis/dashboards
  - Client Survey: https://medium.com/wa-health-care-authority-connect/2021-apple-health-client-survey-has-highest-scores-ever-for-quality-satisfaction-and-access-to-9177dfded736
  - Managed care reports: https://www.hca.wa.gov/about-hca/data-and-reports/apple-health-medicaid-and-managed-care-reports

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Structural care delivery and operational components that make it work

Collaboration and coordination across providers and the continuum of care has created efficiencies, easier connections and referrals, and helped us better serve our community

Successful Strategies in BH Integration: Health Plan Perspective

Sasha Waring, MD

Senior Medical Director, Behavioral Health

Molina Washington

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Adapt to Thrive: How Molina changed to implement IMC

Critical partnerships

Providers

Other MCOs

HCA and other state agencies

Thought leaders

Internal efforts: be the change

Staff trainings

Integrated Clinical Rounds

Hit the Road

community meetings

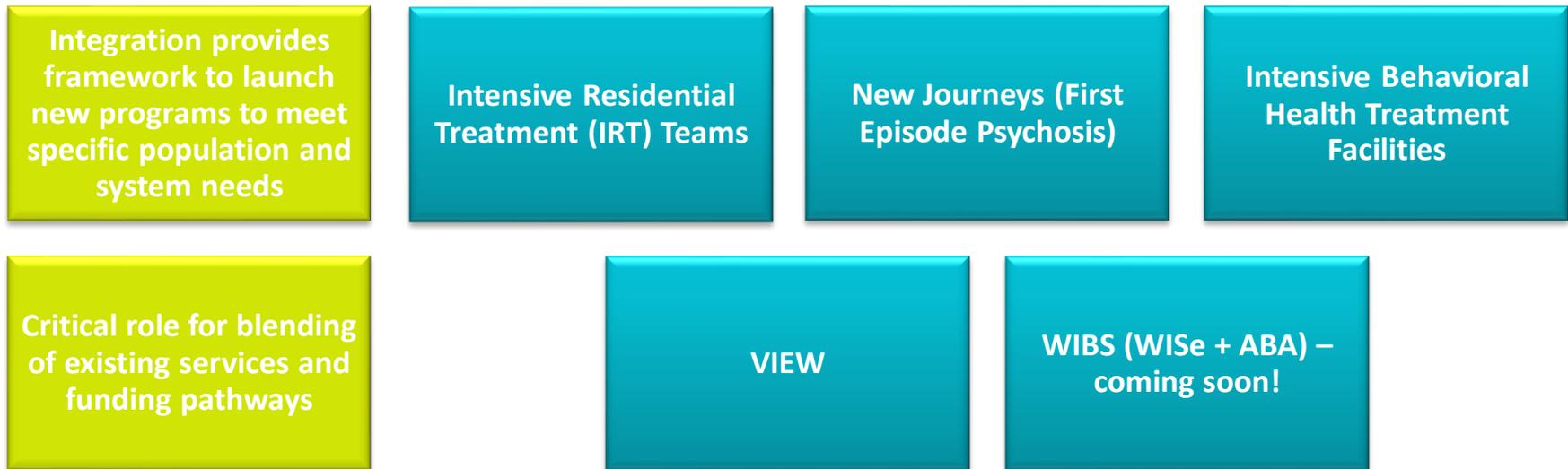Bi-directional learning

Provider trainings/symposia

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Successes in early IMC (2016-2020)

Implementation → Stabilization → Modernization/Innovation

- Smooth transition from pre-IMC networks
- High provider retention
- Maintain continuum of complex care
- Gradual expansion of services and programs

- Population Health and Whole Person Care
- Multidirectional integration in clinical settings
- Integration at systems and payment level allows recognition of effective new models

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Successes in IMC: Innovations 2021+

Integration provides framework to launch new programs to meet specific population and system needs

Intensive Residential Treatment (IRT) Teams

New Journeys (First Episode Psychosis)

Intensive Behavioral Health Treatment Facilities

Critical role for blending of existing services and funding pathways

VIEW

WIBS (WISe + ABA) – coming soon!

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Current Challenges, Future Directions

System change and success takes time	COVID Pandemic	Goals/Metrics
• IMC massive lift for providers • Major changes in everyday processes	• tragedy • shifts in priorities • delays • spur to innovate	• Selection of appropriate metrics of effectiveness • Goals will shape the system

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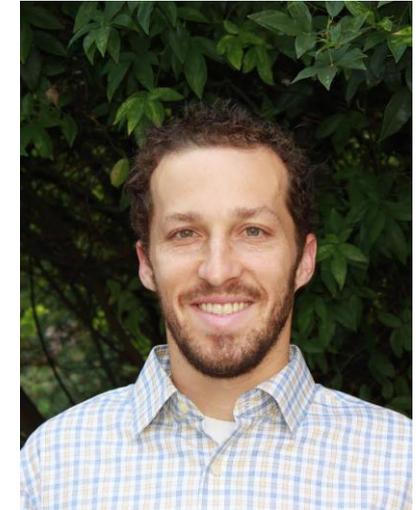Strategies

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Future webinars in this series will be scheduled soon; subscribe on our website to receive notifications!

Thank you.

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