

Lahey Health Behavioral Services

Executive Summary:

1.1 Organizational history, background, and structure;

Lahey Health Behavioral Services is a private, nonprofit agency that provides mental health counseling, addiction treatment, and family and school-based services to residents in greater Boston, the North Shore (including Cape Ann) and the Merrimack Valley of Massachusetts. We serve approximately 50,000 clients per year, including adults, teens, families, and children in more than 30 communities. Services include outpatient mental health clinics; inpatient and outpatient treatment and prevention for drug and alcohol problems; school-based programs; and community education and prevention initiatives. The mission of Lahey Health Behavioral Services is to provide personal, compassionate, state-of-the-art, integrated behavioral health care that makes a difference in the lives of the people and communities we serve. For more than 50 years, Lahey Health Behavioral Services (LHBS) has worked with individuals, families, teens, and children struggling with behavioral health disorders, and/or problems related to drugs and alcohol. LHBS was formerly known as CAB Health and Recovery Services and Health and Education Services, Inc., two highly respected nonprofits that came together under parent company Northeast Health System in 2010 to provide integrated, high-quality programs to better serve individuals and families in our local communities. In 2012, the organization joined Northeast Health System in becoming a part of the newly established Lahey Health System. This affiliation has broadened the integration between mental health, behavioral health, and medical healthcare.

1.2 A five-year business plan that identifies the CSA’s organizational challenges, current performance on its Development Plan, and goals over the course of the DSRIP program; and description of how DSRIP investments will address challenges, support improvements on its Development Plan, and help the CSA meets its goals.

LHBS has displayed ability to complete tasks and goals by identified timelines in the CSA development plans. Currently the Cape Ann/Salem CSA is focusing on preparing families for transition and increasing the inclusion of natural supports in care plan team meetings and care plans. This CSA is on the alternative payment methodology pilot. The Haverhill CSA is also working on increasing natural support involvement as well as promoting timely access to ICC and increasing instances of community based activities and services on care plans. Please see the table below to see how the DSRIP program will support these needs throughout the 5 year period. The table below demonstrates how organizational challenges and development plan improvements will be addressed by DSRIP

CSA Organizational Challenges/ Development Plan Goals Addressed by DSRIP		
Challenge 1: Workforce Retention/Recruitment		
Goal: Improve timely access to ICC by recruiting and retaining the best and the brightest.		
Needs	Specific DSRIP Investments	DSRIP Project Name(s) and BP
<i>Retention mirrors state average for ICC</i>	<ul style="list-style-type: none"> - <i>Adopt a Trauma Informed Care (TIC) Model to reduce burnout/vicarious trauma</i> - <i>Offer bonuses related to scores on TOM Observations and medical record reviews</i> 	<ul style="list-style-type: none"> - <i>Trauma Informed Care Training (training in PBP and refreshers through BP 5)</i> - <i>Workforce Retention and Recruitment (BP 1-5)</i>

<i>Recruitment struggles</i>	- <i>More targeted recruitment with contract recruiter</i>	- <i>Workforce Retention and Recruitment (BP 1-5)</i>
Challenge 2: Participation of team members at CPT meetings and follow through of task completion. Goal 2: Increase effective participation of team members with specific targeting of PCPs and ACOs		
Components	DSRIP Investments	DSRIP Project Name(s) and BP
<i>Outdated hardware that requires frequent repair</i>	- <i>Purchase laptops for all CSA staff</i>	- <i>Technological upgrades and smart phone connectivity (PBP)</i>
<i>Instances of team member absences</i>	- <i>Leverage G-SUITE with new hardware, smartphone connectivity and video-conferencing hardware for remote participation</i>	- <i>Technological upgrades (PBP) and smart phone connectivity (PBP- BP 5), with CSA to use this option ongoing.</i>
<i>Sustainable ways for families to engage in activities that contribute to overall wellness</i>	- <i>Roll out the use of a “care extender app” to prompt families to complete care plan tasks, engage in wellness activities</i>	- <i>Technological upgrades and smart phone connectivity (PBP), with CSA to use this option ongoing.</i>
Challenge 3: Communication and coordination with PCP Goal 3: Improve integration, communication and coordination of care with PCPs and ACOs		
Components	DSRIP Investments	DSRIP Project Name(s) and BP
<i>Communication with PCPs about youth enrolled in ICC</i>	- <i>Hire medical consultant to strengthen relations and develop systematic</i> - <i>Leverage secure messaging and updated hardware for electronic communication</i>	- <i>Integration, Consultation and Coordination (PBP- BP5)</i> - <i>Technological upgrades and smart phone connectivity (PBP- BP5)</i>
<i>Knowledge PCPs have around CSA’s and the wraparound model</i>	- <i>Medical consultant and Communications Dept. to support targeting marketing plan to PCPs</i>	- <i>Integration, Consultation and Coordination (PBP- BP5)</i> - <i>Marketing to ACOs, PCPs and Communities at large</i>
<i>PCP participation in care planning</i>	- <i>Leverage G-SUITE and hardware for remote participation when needed.</i> - <i>Leverage secure messaging and updated hardware for electronic communication.</i> - <i>Coaching/Consultation with medical consultant when challenges arise</i>	- <i>Technological upgrades and smart phone connectivity (PBP- BP5)</i> - <i>Integration, Consultation and Coordination (PBP- BP5)</i>
<i>Participation of Natural Supports</i>	- <i>TIC model that focuses on helping families build connections</i> - <i>Leverage G-SUITE and hardware for remote participation when needed.</i>	- <i>Trauma Informed Care Training (training in PBP and refreshers through BP 5)</i> - <i>Technological upgrades and smart phone connectivity (PBP- BP5)</i>