

# Lahey Health Behavioral Services (LHBS)

## Executive Summary of DSRIP funded activities

### Budget Period 1 - June 1, 2018 to December 31, 2018

Lahey Health Behavioral Services (LHBS) as a Community Partner (CP) program since its launch has been able to address the full range of needs that Mass Health members face including medical, behavioral health and the social determinants of health. With DSRIP funds, we have leveraged our 60 years of experience as an innovative provider organization to charter this new course in care delivery on behalf of Mass Health members.

#### Lahey Health Behavioral Services BHCP DSRIP Funded Activities

Goal	Description of Goal, challenge and DSRIP Activity
<b>Goal 1. Relationships</b>	<p><u>Challenge:</u> The current healthcare, BH and social service system is fragmented and both members and providers do not know who to go to for answers or resources. Forming relationships across settings is not easy given resistance and competing priorities.</p> <p><u>DSRIP Funded Activity:</u> 1) Given the unique and broad geography of the 9 service areas in the northern region, we have chosen to operate 6 BHCP office locations throughout the region. Each office has a dedicated RN care manager and clinical care manager that will support the lead care coordinator and care coordinators. We strongly believed that to successfully engage Members and integrate with the community stakeholders including ACOs, we must be embedded within the communities that we serve. 2) Marketing and outreach was a large focus during the implementation of the program. As a strategy for outreach, we have developed multilingual, multi-color, multi-fold program pamphlets and envelopes to inform the members of our BHCP program and to encourage engagement by potential enrollees who may require additional information about the BHCP program to ensure that engagement is encouraged throughout the diverse population that is within our service regions. We also developed a custom bound member handbook for clients who have signed the participation form. The handbook includes client rights once enrolled in the program.</p>
<b>Goal 2. Workforce</b>	<p><u>Challenge:</u> The BH CP program success is highly dependent on recruiting and retaining the right people in a highly competitive market.</p> <p><u>DSRIP Funded Activity.</u> LHBS has applied and awarded the community care partner Recruitment incentive Program for the 4 allocated CP positions. We have also supported the application of our BHCP Director as part of the Behavioral Health Provider Workforce Development Program as a staff retention strategy. As we encounter challenges in recruitment, having a dedicated HR associate that can use innovative strategy through community outreach in order to attract a diverse applicant pool has been and will continue to be crucial. We will also take advantage of the DSRIP investment to develop a more robust learning collaborative for our staff and also provide CEU's opportunity to maintain licensure.</p>
<b>Goal 3. Tools and Documented Process</b>	<p><u>Challenge:</u> LHBS needs to ensure consistency and effectiveness across the CP program and with other providers (ACOs and MCOs) to deliver high-quality, accountable care in challenging circumstances.</p> <p><u>DSRIP Funded Activity.</u> 1) <i>Care Management Tool:</i> To support the enrollee journey in the CP program and ensure that all operational requirements are maintained, LHBS purchased a care management and information sharing tool called Care Manager Solution to collect, record and maintain client data. 2) <i>Technology:</i> Each employee has been issued a laptop and smartphones to support connections to social supports for our clients and facilitate the application for job, cash and food assistance. We also contracted with a video remote interpretation and translation services, when needed. 3) We will be contracting with Patient Ping in the near future to alert our team to ED visits. Real time data on admissions is critical for the BHCPs to meet some of the quality measures (e.g. follow up with BHCP after acute or post-acute stay and follow up with BHCP or provider after ED visit).</p>
<b>Goal 4. Value Proposition</b>	<p><u>Challenge:</u> Sustainability of the CP program beyond the 5-year contract requires demonstrating value proposition to ACOs, MCOs and other providers.</p> <p><u>DSRIP Funded Activity.</u> LHBS was awarded technical assistance dollars and contracted with a TA vendor to build a centralized claims data warehouse and generate cost and utilization reporting and compare LHBS current utilization patterns against comparators in the vendor's national wide Medicaid dataset. This project will maximize performance on quality, cost and member experience metrics to demonstrate our value.</p>