

# How a statewide approach leverages shared technology to drive outcomes and lower cost

In 2017, Missouri became one of eight demonstration states to participate in the Certified Community Behavioral Health Clinics (CCBHC) program. Despite ranking fifth in the population of the eight demonstration states, 54% of all CCBHC sites are located within Missouri. A site is a location designated to have met CCBHC certification criteria. This level of adoption and success in leveraging this transformational program is truly unique and provides a glimpse into how a statewide care network led by a provider coalition can transform service delivery across an entire state.



## 90/115

counties served by CCBHCs

Image originated from Missouri Coalition

The widespread adoption and success in transforming care with the CCBHC program in Missouri has been led by the Missouri Behavioral Health Council Coalition for Community Behavioral Healthcare. Founded in 1978, the Missouri Coalition represents Missouri's not-for-profit community mental health centers, as well as alcohol and addiction treatment agencies, affiliated community psychiatric rehabilitation service providers and a clinical call center.

The Missouri Behavioral Health Council and its 33 member agencies work together to improve the system of care in Missouri and provide treatment and support services to more than 250,000 clients annually. They decided to go "all in" in 2017 when selected as a demonstration state for the CCBHC program.

"One of the long-standing operating principles in Missouri is that we understand there is power in numbers. From advocacy to operational excellence, we try to speak with one voice." Brent McGinty, CEO of Missouri Behavioral Health Council said.

Understanding that all participating providers would be better served by a unified approach leveraging shared technology, the Council led a selection process for a population health management platform, initially to support all Council-led programs, inclusive of the CCBHC program.

Over the two year demonstration period, Missouri providers have seen tremendous benefits from the CCBHC program. When funding for the program was in question as the demonstration period neared an end, they worked together to pass a State Plan Amendment (SPA), to rename the program (CCBHO) and ensure its continuation (see footnote). With the extension of funding for the program as a result of the SPA, the Council's vision for a statewide CCBHO data and care coordination platform is driving great efficiencies and outcomes.

The Department of Mental Health-Division of Behavioral Health (DMH-DBH) in collaboration with MO HealthNet Division (MHD) and Centers for Medicare & Medicaid Services (CMS), amended Missouri's Medicaid State Plan to formalize the CCBHC program in Missouri. The amendment allows Missouri to continue to reimburse organizations that meet the national CCBHC standards using the value based Perspective Payment System (PPS) payment model. A State Plan Amendment (SPA) went into effect on July 1, 2019, while at the same time, the federal demonstration was extended. As part of the SPA agreement, CMS requested that Missouri change the name of organizations that participate in this new program from Certified Community Behavioral Health Clinics (CCBHCs) to Certified Community Behavioral Health Organizations (CCBHOs).

### Missouri CCBHO data goals

The efficiencies realized across the state are being created by ensuring alignment to three important goals that have guided the states investments of time and resources. Those are as follows:

- Create efficiencies in the data reporting requirements for all statewide programs, inclusive of CCBHO
- Create a platform where real-time data transmission enhances clinical care and enables quality improvement strategies
- Leverage all provider and state CCBHO data in a single database for financial and operational analysis to be performed to allow for establishing and sharing best practices

Missouri providers report the CCBHO program has allowed for a more comprehensive treatment approach by addressing the whole person, inclusive of their medical, behavioral health and social needs. A big step toward accomplishing this was developing a population health management approach with technology capable of aggregating data from multiple sources. This data allows providers to gain a full perspective of an individual's health.

"Up until partnering with Netsmart, our data was in disparate systems, which meant staff had to document in multiple places across different systems," said Rachelle Glavin, vice president of clinical operations for the Missouri Behavioral Health Council. "Reconciling health information and medications was a manual process rife with potential errors and misinformation."

"Care managers were spending up to 40% of their time searching for data. We needed them to spend that time managing care," said Glavin. "For example, an average Nurse Care Manager would log into three to four disparate systems to prepare for an interaction with a client. Now all that data is presented in one platform and presented at the caseload and individual level in real time."

### The solution

In 2016, the Missouri Behavioral Health Council implemented Netsmart CareManager™, a population health management platform that provides care coordination, interoperability, analytics, outcomes and risk stratification to eliminate manual tasks, improve the delivery of care and reduce costs.

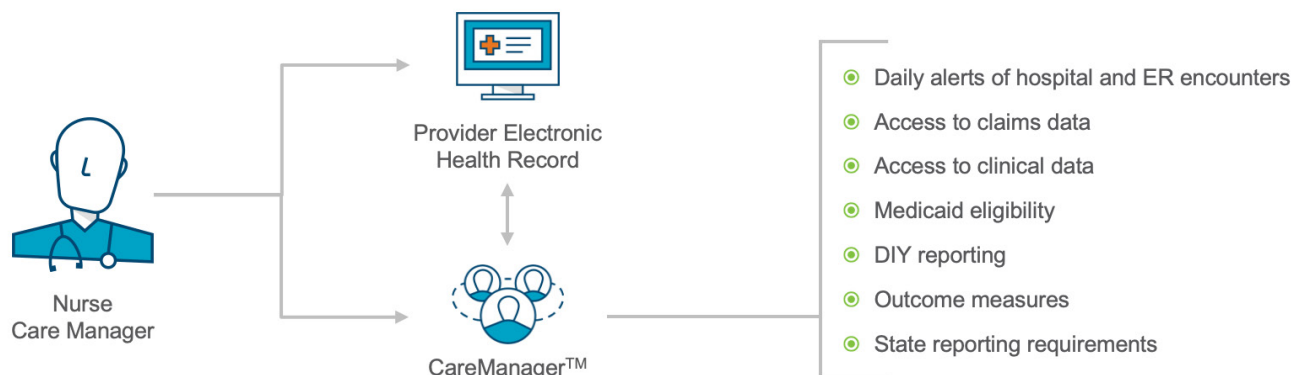
Given that Council members use different electronic health record (EHR) platforms (11 different EHRs are in use across the 33 Coalition member agencies), it was important to ensure that the approach didn't require anyone to change their current platform. Importantly the CareManager platform is deployed in an EHR-agnostic fashion, enabling speed to value and minimal disruption at the agency site.

"Since deploying CareManager, we now have an aggregate data set that allows us to eliminate many previously manual and duplicative tasks," said Glavin. "For example, we can now automate the calculation of risk for our population, leveraging both encounter and claims data to create a living risk profile for the attributed population."

As a result of the Council members using a shared system with near real-time data, risk can be identified and addressed to divert a potential acute crisis. Doing so saves time, improves outcomes, reduces costs and increases staff and client satisfaction. The CareManager system has also streamlined state reporting, such as hospitalization follow-up. By automating the submission of required outcomes data, this is no longer a manual process.

Additionally, the Council has been able to share costs for technology and training and drive the widespread participation in the program via economies of scale.

Over one-third of all services for the CCBHC program nationally being delivered by Missouri providers.



## 8 STATES

	State Population (in millions)	CCBHC Organizations	CCBHC Service Locations	Year 1 Total to receive CCBHC services (all pay source)	Year 1 Projected CCBHC Consumers who are Medicaid Recipients
MINNESOTA	5.52	6	22	17,600	15,000
<b>MISSOURI</b>	<b>6.09</b>	<b>15</b>	<b>201</b>	<b>127,083</b>	<b>87,284</b>
NEVADA	2.94	4	5	7,305	5,844
NEW JERSEY	8.94	7	20	79,782	50,882
NEW YORK	19.75	13	77	40,000	32,000
OKLAHOMA	3.92	3	19	23,076	11,077
OREGON	4.09	12	21	61,700	50,000
PENNSYLVANIA	12.80	7	7	27,800	17,800
	64.05	67	372	381,346	269,887



### CCBHC Stakeholders

> Missouri Dept. of Social Services, MO HealthNet Division > Missouri Dept. of Mental Health, Division of Behavioral Health > Missouri Coalition for Community Behavioral Healthcare > CCBHC Providers

Image originated from Missouri Coalition

Because of the success of CareManager and the ability to pull information from disparate EHRs into a shared platform, the Council is now expanding the data set by establishing the Netsmart Data Platform. The Enterprise Data Warehouse and Analytics Solution will provide enhanced ability to review and share data, giving the state a strong position in the value-based care and payment environment. Data will be leveraged to negotiate with payors and develop pay for performance models that will attribute patients and produce outcomes to the payors real-time. All 33 member agencies will have real-time access to their data for analysis and optimization efforts.

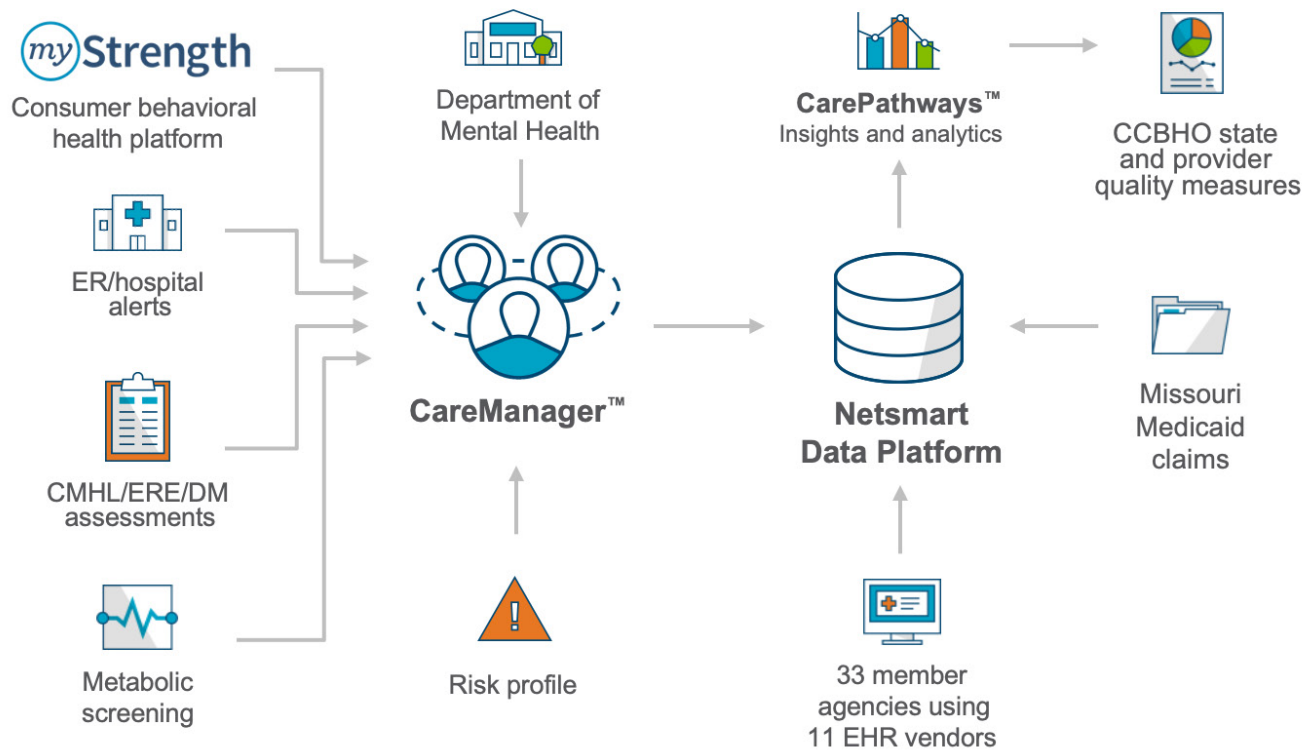
“Expanding from our success with CareManager to a statewide data platform will be a game changer in terms of what we’re doing and where we’re going with CCBHO and all our programs.”

Rachelle Glavin  
Vice President of Clinical Operations, Missouri Coalition

The graphic on the next page shows the design of data flow and value of information viewable and actionable in one place. This allows for a whole-person view of individuals and populations to make clinical and business decisions at the right time and the right level.

- myStrength: Information on consumer engagement and real-time declining mood alerts
- ER/hospital alerts: Allows for successful transitions of care and hospital follow-up reporting
- CMHL/ERE/DM assessments: CCBHO programs managed in one place
- Metabolic screening: Labs/Vitals as well as alerts when out of range
- Department of Mental Health: Information on clients, including program participation and social determinants of health (employment/housing)
- Risk profile: Ability to create a risk profile to identify high-risk individuals
- Medicaid claims: Daily claims feed, which allows for accurate measures, risk profiles and analytics
- CarePathways™: Measures Reporting and Key Performance Indicators (KPI) for all CCBHOs
- EHRs: Ability for agencies to enter data one time in the EHR, regardless of vendor

## Missouri CCBHO Population Health Management Data Platform



### Key benefits

- Creates efficiencies in the data reporting requirements from the state
- Providers can use the information to enhance clinical and operational decisions and apply quality improvement strategies
- All provider and state-led CCBHO measures included in one place

### About the Council

The Missouri Behavioral Health Council founded in 1978, represents Missouri's not-for-profit community mental health centers, as well as alcohol and addiction treatment agencies, affiliated community psychiatric rehabilitation service providers and a clinical call center.

Thirty-three member-agencies staffed with more than 11,000 caring and qualified staff provide treatment and support services to over 250,000 clients annually.

### About Netsmart

Netsmart designs, builds and delivers electronic health records (EHRs), solutions and services that are powerful, intuitive and easy-to-use. Our platform provides accurate, up-to-date information that is easily accessible to care team members in behavioral health, home care, senior living and social services. We make the complex simple and personalized so our clients can concentrate on what they do best: provide services and treatment that support whole-person care.

By leveraging the powerful Netsmart network, care providers can seamlessly and securely integrate information across communities, collaborate on the most effective treatments and improve outcomes for those in their care. Our streamlined systems and personalized workflows put relevant information at the fingertips of users when and where they need it.

For more than 50 years, Netsmart has been committed to providing a common platform to integrate care.

Learn more about Netsmart clients at  
[www.ntst.com/Hear-from-clients](http://www.ntst.com/Hear-from-clients)