

Behavioral Health Roadmap: System Changes Rolling Out in 2023

Executive Office of Health and Human Services

March 2023

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Agenda

- Executive summary
- New and enhanced services
- Ongoing work in 2023
- Performance management, measurement and oversight

Executive summary

- **Community Behavioral Health Centers (CBHC) and the Behavioral Health Helpline (BHHL) launched January 3, 2023**
 - 25 CBHCs covering every city and town in the Commonwealth opened their doors to 24/7 crisis and 7 day per week clinic services
 - The BH Helpline opened their line successfully for calls, texts and chats, 24/7
 - There have been many successful warm handoffs between the BHHL and CBHCs
 - CBHCs across the state have been working with police to increase drop offs to their sites
 - Plan for robust tracking and monitoring beginning April once claims data is more available
- **Roadmap next steps / priorities in 2023**
 - Ramp up marketing and public awareness for BHHL and CBHCs
 - Build workflows between ED's, CBHCs, and EMS to divert cases toward CBHCs and improve throughput and patient experience
 - Implement the BH Roadmap Monitoring and Evaluation Plan which includes both a monthly operational and performance dashboard as well as a more rigorous evaluation

Reforms through the Behavioral Health Roadmap

Improved Structural Support Through:

Administrative Simplification

Targeted Workforce Development Initiatives

Diversification of the Workforce

Added Requirements for Cultural and Linguistic Competency of Providers

Increasing Access Through Additional & Enhanced Front Door(s)

Behavioral Health Help Line

Streamlined approach for anyone seeking behavioral health treatment to **find and access the treatment they need, including crisis support.**

Increasing & Strengthening Community-Based Care

Integrated Primary Care

The 1115 Demonstration is changing the way behavioral health is accessed through primary care, including through new payment models and incentives for **PCPs to integrate behavioral health treatment, promote early intervention, and increase access.**

Improving the Patient Experience within Crisis and Acute Care

Improving Member Experience and Treatment Options

Improved and expanded behavioral health crisis evaluations in **ED** settings, including **enhanced requirements for discharge planning and warm handoffs.**

More inpatient psychiatric beds, stronger **24-hour addiction treatment** to address co-occurring needs and better meet patient needs.

Expanded options for crisis stabilization services for adult and youth.

Behavioral Health Urgent Care

Access to **same or next day outpatient appointments** for urgent needs, follow-up appointments within 14 days, **extended weekday and weekend hours.**

Community Behavioral Health Centers

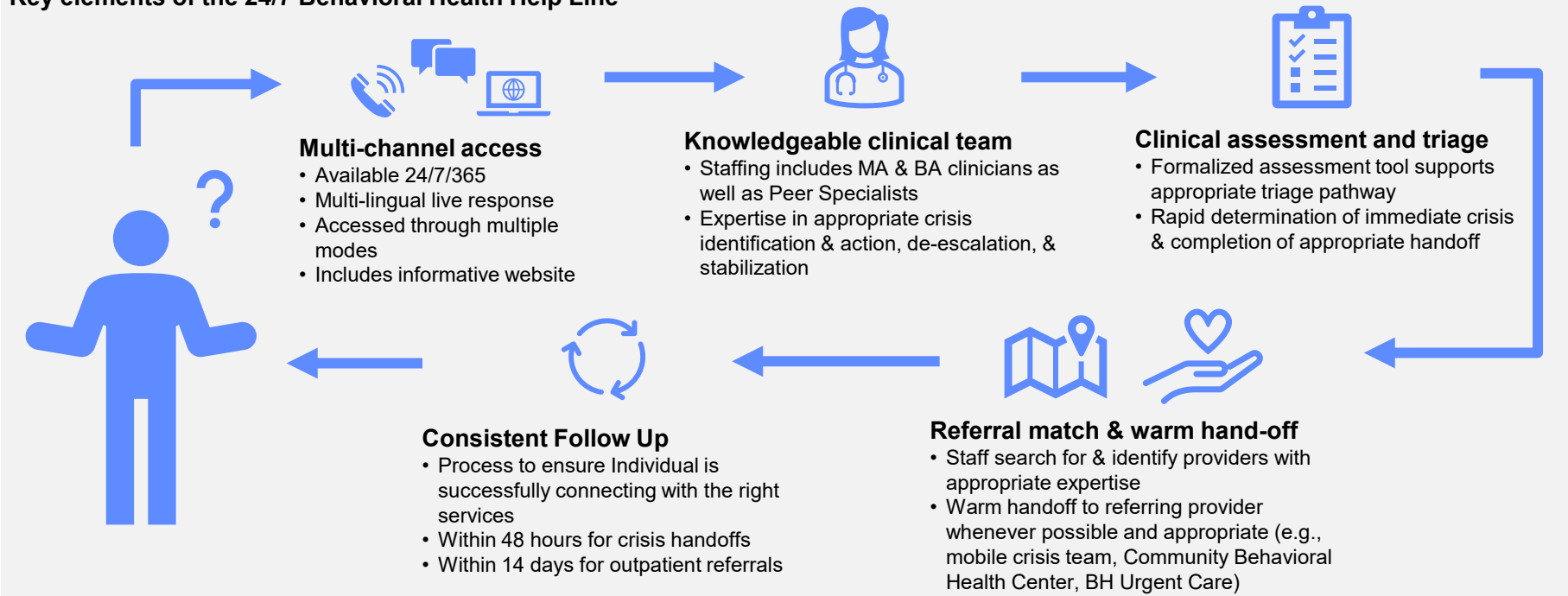
Access to real-time **urgent care**, evidence-based, **integrated** mental health and addiction treatment for **all ages, 24/7 community crisis response.**

NEWLY LAUNCHED BEHAVIORAL HEALTH PROGRAMS AND SERVICES



The **24/7 Behavioral Health Help Line** is a single, **insurance-blind, multi-channel entry point** for Commonwealth residents in search of mental health and SUD treatment.

Key elements of the 24/7 Behavioral Health Help Line



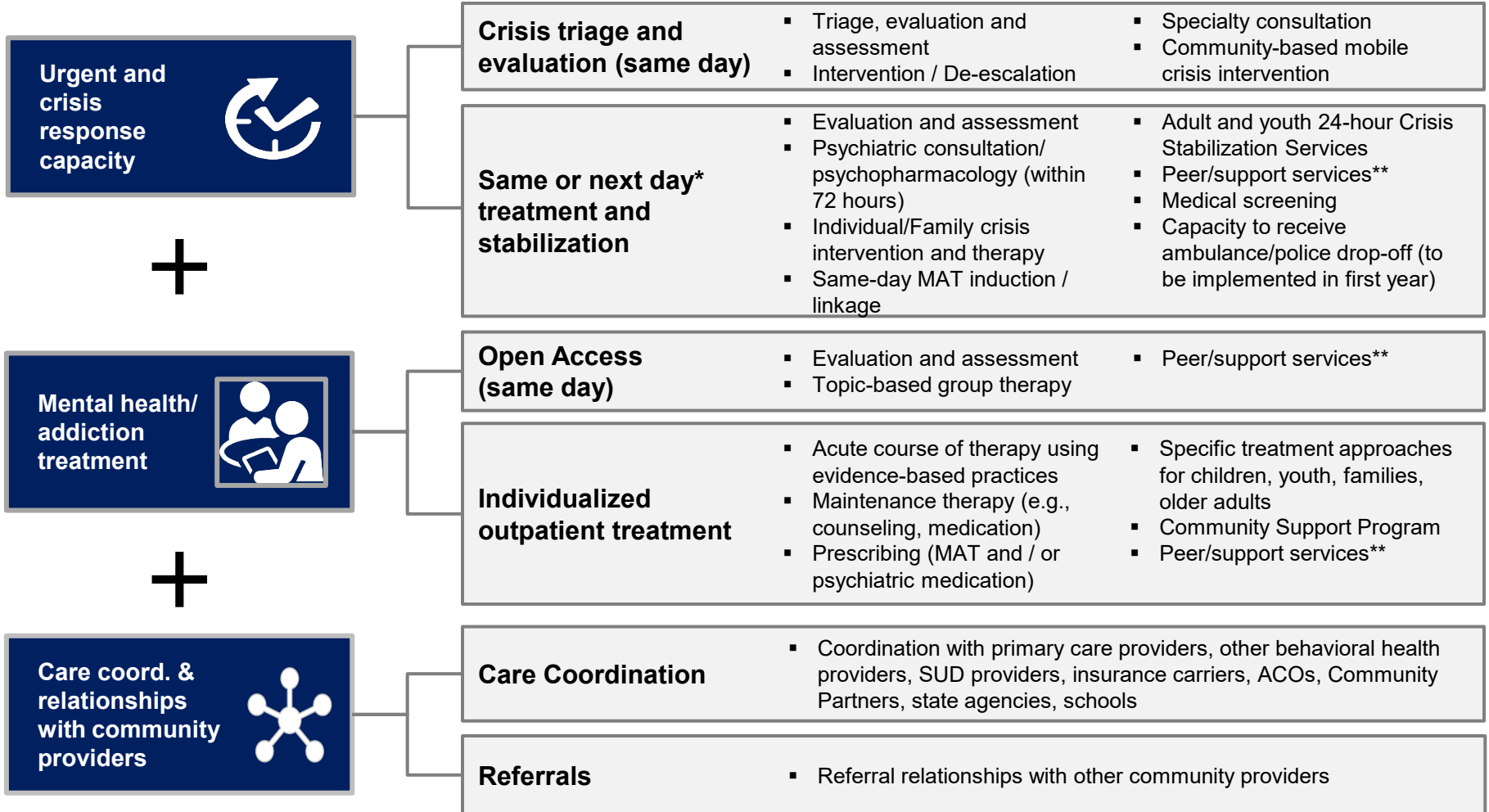
Enabling technology:

 Multi-channel cloud contact center system	 Clinical assessment & triage tools	 Directory of providers & resources	 Integrations with key partners & providers	 Client Management System
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The Help Line will be closely coordinated with key existing resources, such as:

Crisis Dispatch	988/NSPL	Substance Use Helpline	Mass Options	Mass 211
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CBHCs integrate crisis and community-based treatment by combining mobile teams, crisis stabilization, and outpatient and urgent care for mental health and addictions.



*Difference between need for crisis vs. urgent is based on diagnostic presentation of patient

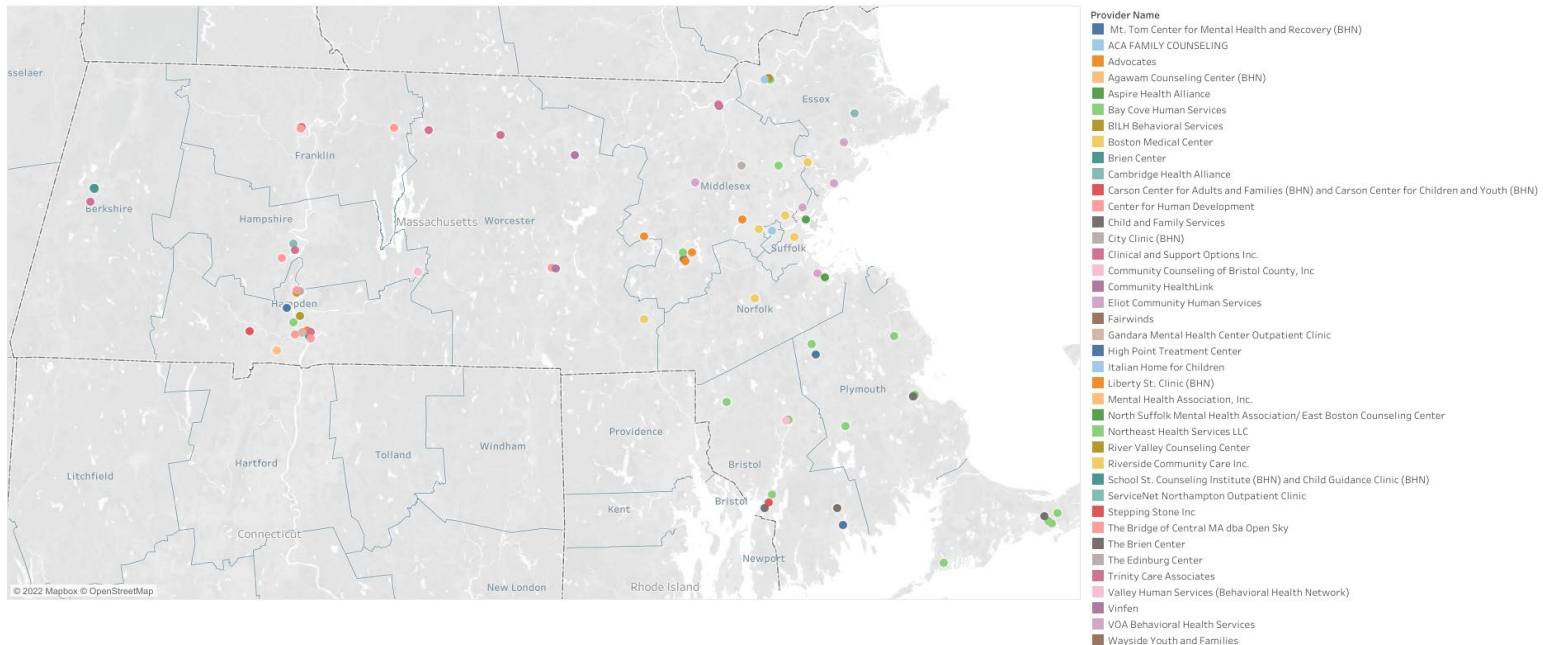
** Certified Peer Specialists, Certified Young Adult Peer Specialists, Recovery Support Navigators, Recovery Coaches, Community Support Program services, and family support services

Behavioral Health Urgent Care centers (BH UC) are Mental Health Centers that provide **integrated mental health and addiction services** more **urgently and with extended hours** than traditional clinics.

BH UC centers offer the following services:

- Same/next day appointments available for diagnostic evaluation for new clients and urgent appointments for existing clients
- Urgent psychopharmacology and MAT evaluation available within 72 hours of assessment
- Non-urgent treatment and follow-up appointments within 14 calendar days
- Extended availability during the week outside of weekdays from 9am-5pm, including
 - At least 8 hours of extended availability per week during weekdays
 - At least two 4-hour blocks of availability per month on weekends

Behavioral Health Urgent Care Providers- 11/9/22



ONGOING WORK IN 2023: SYSTEMS AND MEASUREMENT



Ongoing work in 2023

EOHHS is **monitoring effectiveness** and culture shifts to **ensure achievement of initial roadmap goals**, including:

- **Working through billing and operational challenges for CBHCs and EDs for crisis**
- **Improving throughput and patient experience**
 - Emergency Departments and CBHCs seamlessly establishing patient flows including:
 - Regular and consistent discharge from ED to CBHCs for ongoing support
 - Streamlined processes for ED transfer for members presenting the CBHC with acute medical needs
 - Enabling direct admission to inpatient psychiatry from CBHC settings, including medical screening and non emergency transportation
 - Supporting education and training for first responders on CBHC and Helpline resources to enable policy drop off
 - Continued work with DPH, DMH, Hospitals and CBHCs to actualize the goal of allowable ambulance drop off at CBHCs by 2024
- **Monitor and evaluate** by tracking the quality and fidelity of the implementation of the BH Roadmap **to identify opportunities for immediate support and further optimization**

Monitoring Dashboard

To minimize administrative burden on providers, we will exclusively use claims-based data to iteratively build out monthly dashboards to capture core BH Roadmap services, with a particular focus on crisis services.

April 2023: Draft Operational Metrics

Mobile Crisis, CBHC
Clinic Services, CCS, &
ED Crisis Evaluations

Stratified by provider, # of
unique members served,
payer, place of service (for
MCI), length of stay (for
CCS), length of episode of
care (for MCI and CBHC
Clinic services)

July 2023: Draft Pre- and Post-Crisis Care

Unique members w/:

ED for BH w/in 7 days AFTER MCI
MCI or CBHC w/in 7 days AFTER ED for BH
MCI or CBHC w/in 30 days AFTER ED for BH
CCS w/in 7 days AFTER ED for BH

Disposition frequency FROM ED for BH
Disposition frequency TO ED for BH

Stratified by provider, # of unique members served,
payer, adult/youth

Jan 2024: Draft Special Populations

All Operational Metrics & Pre-
and Post-Crisis Care for:

Age bands (including geriatric)
State agency involvement
Mental health, SUD, Dual Dx,
SMI, SED, ASD/IDD

EOHHS engaged for Health Consulting at UMass Chan Medical School to provide a multi-year independent, rigorous, and rapid-cycle evaluation of the Behavioral Health (BH) Roadmap to directly inform policy development and implementation.

CBHC Implementation Status

CBHC Updates

- **All 25 CBHCs launched 1/3/23**

- Dashboards will use claims-based data after 90 days of operation; below is self-reported data from CBHC providers for the week 3/6-3/12

Date	ACCS Count	YCCS Count
3/6	80	12
3/7	74	13
3/8	72	13
3/9	74	15
3/10	67	16
3/11	69	15
3/12	59	15

Average Volume Across All Sites: Week of 3/6-3/12	
CBHC	1,200
AMCI	769
YMCI	1,300

- Success stories and promising reports:
 - BHN assisted a caller who was in her car with thoughts to self harm and ambivalent about getting help. While triage stayed on phone with her, two peers went out to home and were able to sit with her and offer support until a clinician arrived and assessed.
 - CHA CBHC was successful in directly admitting a patient from community crisis evaluation to an inpatient psychiatric unit at Emerson, using the medical screening protocol and not requiring an ED medical clearance.
 - CBHCs across the state have been working with police to increase drop offs to their sites. Police drop off has occurred in Fall River, New Bedford and Plymouth, Dighton, Pittsfield, Greenfield, Lawrence, the Cape, Nantucket, etc.

BHHL Implementation Status

Behavioral Health Help Line Weekly Report (covering period of 2/12/23-3/11/23)

Success stories:

- Member called Helpline reporting that he was currently suffering from severe insomnia and was on 52 hours of sleep deprivation. Caller was in acute fear of psychological deterioration. **The Helpline was able to connect caller with BH Urgent Care and caller was prescribed a short supply of medication for insomnia. When staff provided follow-up, caller reported that he was "much better and was able to sleep for 6 hours the last two nights".**
- Member called in who was having a very difficult time, as they were going through IVF loss and they and their partner were grieving very differently. BHHL staff talked with the Member and **made them feel supported and cared about. Staff connected the Member to support groups** who work with people that are going through child loss. By the end of the call, the Member was so grateful, they shared that BHHL staff may have **"saved their life today"** and that **staff's "soothing voice" was exactly what they needed to hear** in that moment.



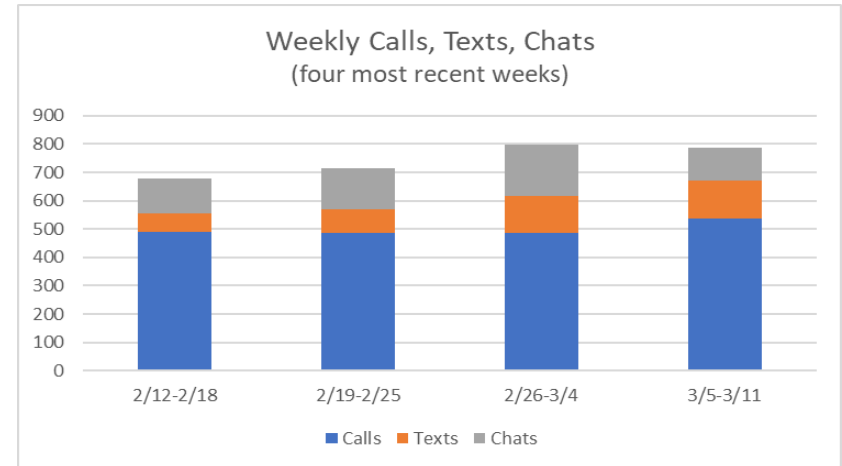
AVERAGE SPEED OF ANSWER
15.75 seconds



AVERAGE MAXIMUM CALL WAIT TIME
8.01 minutes

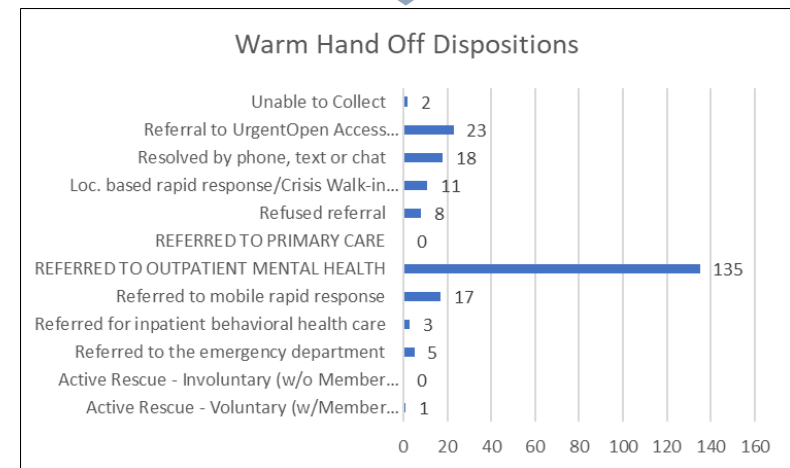


AVERAGE CALL HANDLE TIME
18 minutes



Total Number of Warm Handoffs

2/12/23-3/11/23: **223**



Educating the Community About Changes in Behavioral Health Care

Success of the Roadmap requires **education to generate culture change**. DMH and MassHealth are working collaboratively with MBHP on the following **marketing, communication, and stakeholder engagement** processes.

What	Who	Audience	Key Messages	Format / Timeline
Statewide public awareness campaign	MORE Advertising (contract with MBHP, overseen by EHS)	General public	BHHL as new front door to care; CBHC crisis walk-in option	<ul style="list-style-type: none"> Digital ads and social media content Out-of-home ads (e.g., billboards, public transit) Radio and TV ads Print materials (e.g., posters, brochures, wallet cards) Most materials in 14 languages Launching spring 2023
Statewide stakeholder engagement	MBHP, DMH, OBH (weekly staff-level coordinating meeting)	Providers, state agencies, community organizations, etc.	What new services are rolling out and how to access them	<ul style="list-style-type: none"> Presentations One-pagers for various audiences www.mass.gov/BHRoadmap www.mass.gov/CBHCs Stakeholder toolkit Ongoing beginning in Dec. 2022
Regional stakeholder engagement	CBHC providers, MBHP	Local providers and community organizations	Advertising the services and how to access them	<ul style="list-style-type: none"> Presentations Relationship-building Ongoing beginning Fall 2022

APPENDIX



Easier, more convenient access to behavioral health services in Massachusetts

Behavioral Health Help Line (BHHL) (833) 773-BHHL

- ✓ Multi-lingual live response.
 - ✓ Call, text, chat.
 - ✓ 24/7/365.
- ✓ No insurance necessary.
 - ✓ All ages.
- ✓ Mental health and addictions.
- ✓ Crisis identification and action when needed:
 - Dispatch Mobile Crisis Intervention.
 - 911 connection when needed.
 - Follow-up within 72 hours.
- ✓ Clinical assessment and triage helps to find a provider with appropriate expertise and make a warm handoff.
- ✓ Follow-up to ensure connection is made.

Community Behavioral Health Centers (CBHC)

www.mass.gov/CBHCs

- ✓ All ages.
- ✓ Mental health and addictions.

Mobile Crisis Intervention

- ✓ 24/7/365.
- ✓ No insurance necessary.
- ✓ At your home or other community location.
- ✓ At the CBHC.
- ✓ Triage, evaluation, assessment, and de-escalation.

Urgent and ongoing clinic services

- ✓ Same day evaluation, assessment, group therapy, peer support.
- ✓ Same or next day appointments, including psychopharmacology and medication for addiction treatment.
- ✓ Case management coordination and referral to needed services.
- ✓ Extended hours:
8 AM – 8 PM week days
9-5 weekends

Adult and Youth Community Crisis Stabilization

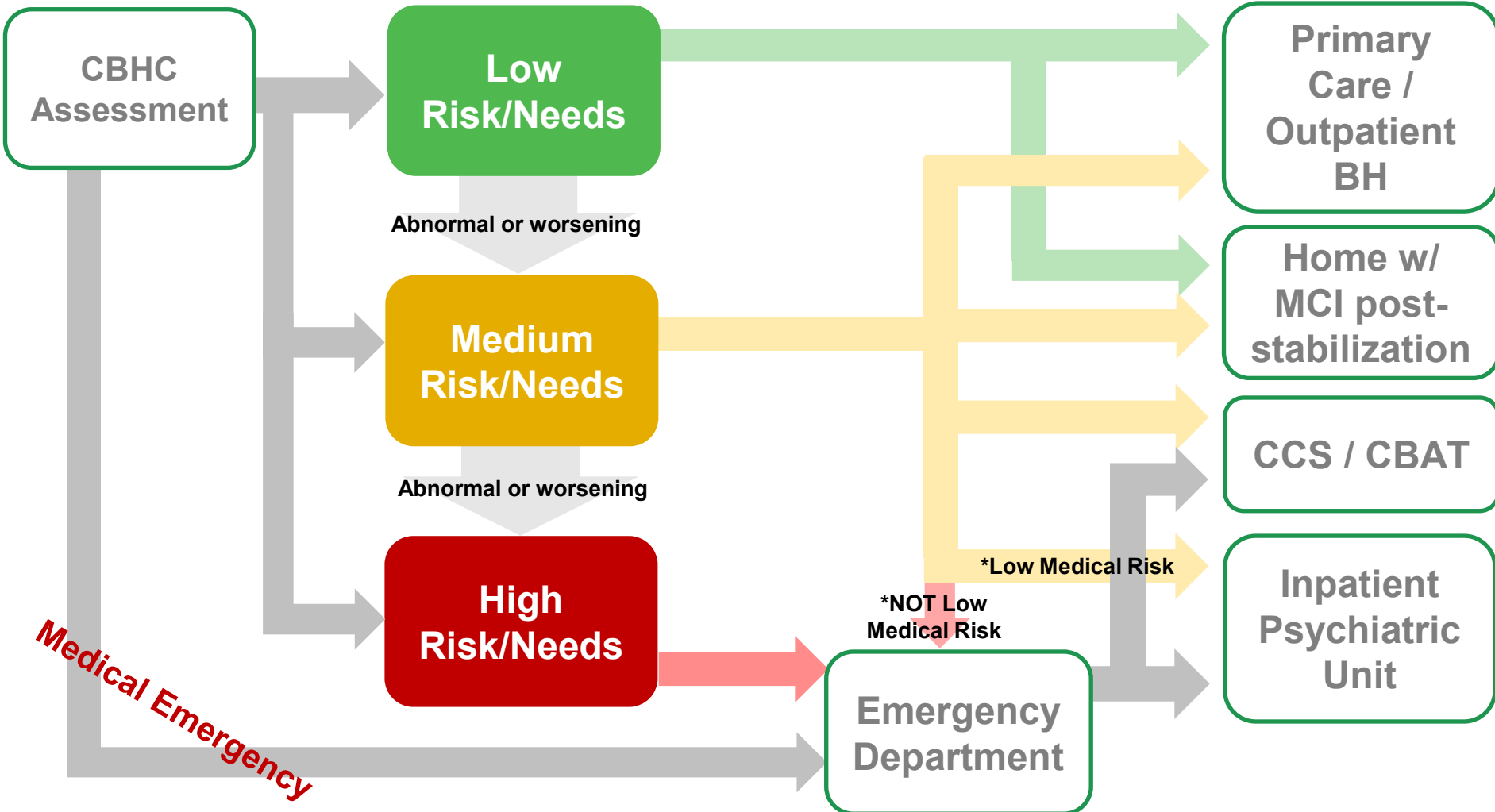
- ✓ 24-hour diversionary level of care for individuals in crisis who don't need inpatient level of care.

Behavioral Health Urgent Care (BHUC)

- ✓ Available to all MassHealth members.
- ✓ Same/next day appointments for diagnostic evaluation for new clients and urgent appointments for existing clients.
 - ✓ Urgent psychopharmacology, medication for addiction treatment evaluation.
- ✓ Non-urgent appointments within 2 weeks.
- ✓ Extended hours.

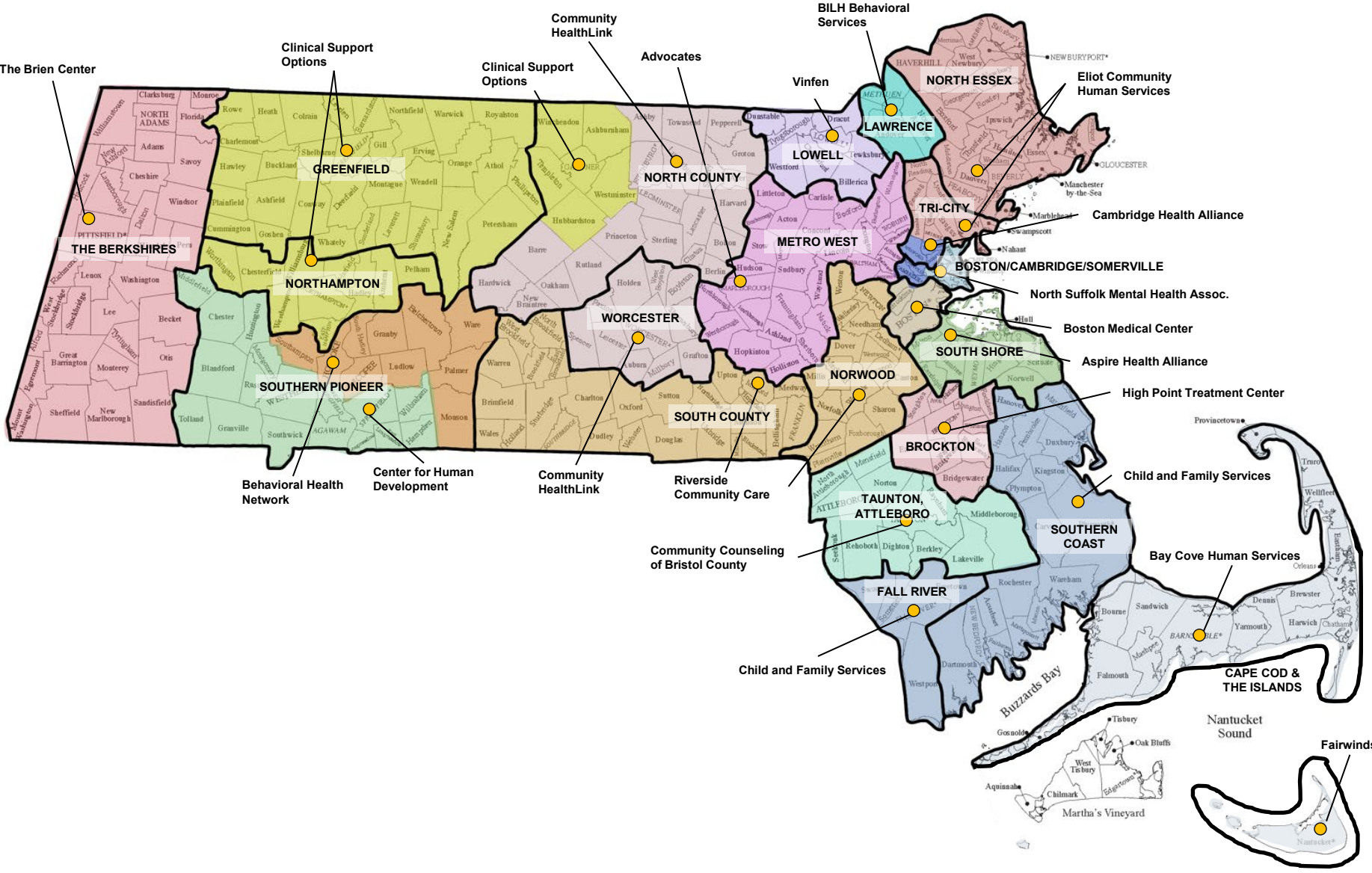
Crisis System Restructuring: Post-Assessment Care Pathways

Clinical decision making at the CBHC evaluates the behavioral and medical risks and needs of the individual. The below graphic demonstrates **possible patient pathways based on clinical assessment**.



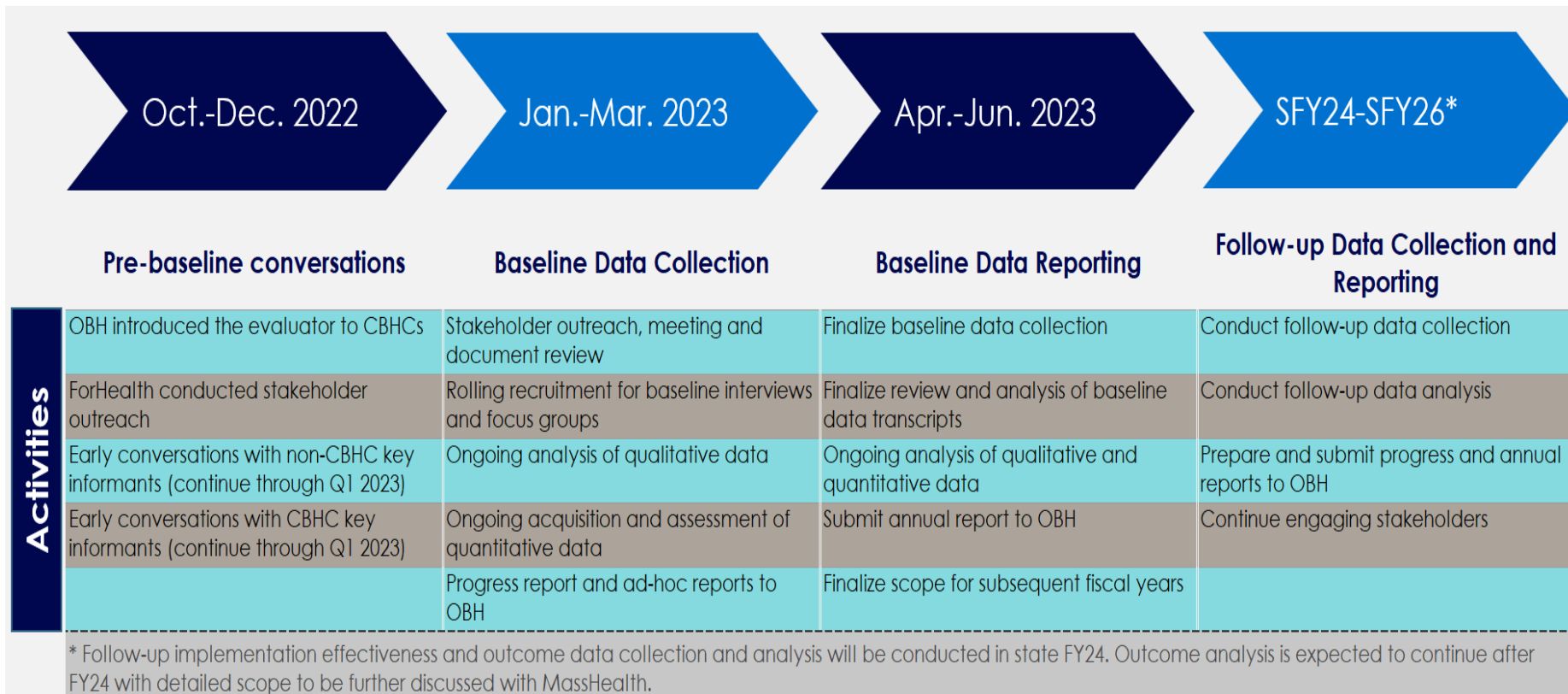
Non-exhaustive, for demonstrative purposes only

Community Behavioral Health Centers and their catchment areas



Timeline of OBH BH Roadmap Evaluation

The evaluation team seeks to understand implementation challenges and successes, member flow and experiences, and Roadmap implementation fidelity through key informant interviews, stakeholder meetings, document review, and observation data.



CBHC Providers and Catchment Areas

Region	Organization	Catchment Area
Central	Advocates	Acton, Ashland, Arlington, Bedford, Belmont, Boxborough, Burlington, Carlisle, Concord, Framingham, Holliston, Hopkinton, Hudson, Lexington, Lincoln, Littleton, Maynard, Marlborough, Natick, Northborough, Sherborn, Southborough, Stow, Sudbury, Waltham, Watertown, Wayland, Westborough, Wilmington, Winchester, and Woburn
	Community HealthLink	Ashby, Ayer, Barre, Berlin, Bolton, Clinton, Fitchburg, Groton, Hardwick, Harvard, Lancaster, Leominster, Lunenburg, New Braintree, Oakham, Pepperell, Princeton, Rutland, Shirley, Sterling, and Townsend Auburn, Boylston, Grafton, Holden, Leicester, Millbury, Paxton, Shrewsbury, Spencer, West Boylston, and Worcester
	Riverside Community Care	Bellingham, Blackstone, Brimfield, Brookfield, Charlton, Douglas, Dudley, East Brookfield, Franklin, Holland, Hopedale, Medway, Mendon, Milford, Millville, Northbridge, North Brookfield, Oxford, Southbridge, Sturbridge, Sutton, Upton, Uxbridge, Wales, Warren, Webster, and West Brookfield
	Clinical Support Options	Ashburnham, Gardner, Hubbardston, Templeton, Westminster, and Winchendon
Metro Boston	Cambridge Health Alliance	Cambridge, Somerville, Everett, Malden, and Medford
	North Suffolk Mental Health Association	Chelsea, Revere, East Boston, Winthrop, and Charlestown
	Boston Medical Center	Boston, Brighton, and Brookline
	Riverside Community Care	Canton, Dedham, Dover, Foxboro, Medfield, Millis, Needham, Newton, Norfolk, Norwood, Plainville, Sharon, Walpole, Wellesley, Weston, Westwood, and Wrentham
	Aspire Health Alliance	Braintree, Cohasset, Hingham, Hull, Milton, Norwell, Quincy, Randolph, Scituate, and Weymouth
Northeast	Beth Israel Lahey Health BH Services	Andover, Lawrence, Methuen, and North Andover
	Vinfen	Billerica, Chelmsford, Dracut, Dunstable, Lowell, Tewksbury, Tyngsboro, and Westford
	Eliot Community Human Services	Lynn, Lynnfield, Melrose, Nahant, North Reading, Reading, Saugus, Stoneham, Swampscott, and Wakefield Amesbury, Beverly, Boxford, Danvers, Essex, Georgetown, Gloucester, Groveland, Hamilton, Haverhill, Ipswich, Manchester by the Sea, Marblehead, Merrimac, Middleton, Newbury, Newburyport, Peabody, Rockport, Rowley, Salem, Salisbury, Topsfield, Wenham, and West Newbury

CBHC Providers and Catchment Areas (continued)

Region	Organization	Catchment Area
Western	Clinical Support Options	Amherst, Chesterfield, Cummington, Easthampton, Florence, Goshen, Hadley, Hatfield, Middlefield, Northampton, Pelham, Plainfield, Westhampton, Williamsburg, and Worthington Ashfield, Athol, Bernardston, Buckland, Charlemont, Colrain, Conway, Deerfield, Erving, Gill, Greenfield, Hawley, Heath, Leverett, Leyden, Millers Falls, Montague, New Salem, Northfield, Orange, Petersham, Phillipston, Rowe, Royalston, Shelburne, Shutesbury, Sunderland, Turners Falls, Warwick, Wendell, and Whately
	Behavioral Health Network	Agawam, Blandford, Chester, East Longmeadow, Granville, Hampden, Huntington, Indian Orchard, Longmeadow, Montgomery, Russell, Southwick, Springfield, Tolland, Westfield, West Springfield, and Wilbraham
	Center for Human Development	Belchertown, Bondsville, Chicopee, Granby, Holyoke, Ludlow, Monson, Palmer, South Hadley, Southampton, Thorndike, Three Rivers, and Ware
	The Brien Center	Adams, Alford, Becket, Cheshire, Clarksburg, Dalton, Egremont, Florida, Great Barrington, Hancock, Hinsdale, Lanesboro, Lee, Lenox, Monroe, Monterey, Mount Washington, New Ashford, New Marlboro, North Adams, Otis, Peru, Pittsfield, Richmond, Sandisfield, Savoy, Sheffield, Stockbridge, Tyringham, Washington, West Stockbridge, Williamstown, and Windsor
Southeast	High Point	Abington, Avon, Bridgewater, Brockton, East Bridgewater, Easton, Holbrook, Rockland, Stoughton, West Bridgewater, and Whitman
	Child and Family Services	Acushnet, Carver, Dartmouth, Duxbury, Fairhaven, Halifax, Hanover, Hanson, Kingston, Marion, Marshfield, Mattapoisett, New Bedford, Pembroke, Plymouth, Plympton, Rochester, and Wareham Fall River, Freetown, Somerset, Swansea, and Westport
	Community Counseling of Bristol County	Attleboro, Berkley, Dighton, Lakeville, Mansfield, Middleborough, North Attleboro, Norton, Raynham, Rehoboth, Seekonk, and Taunton
	Bay Cove Human Services	Barnstable, Bourne, Brewster, Chatham, Chilmark, Cotuit, Dennis, Eastham, Falmouth, Harwich, Hyannis, Mashpee, Orleans, Osterville, Provincetown, Sandwich, Truro, Wellfleet, Woods Hole, and Yarmouth
	Fairwinds Center	Nantucket