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**December 5, 2016**



Psychiatric Crisis & Emergency System

Task Force of Central Ohio (PCES)

**Progress Report**

Work Groups and Pilot Projects

After a year of collaboration and analysis, the Psychiatric Crisis & Emergency System Task Force of Central Ohio issued a report in February 2016 which outlined four key recommendations to improve the psychiatric crisis and emergency system in the region. The group launched its implementation phase which involves five work groups and two pilot project teams. The Task Force has also expanded the size of the group to include other key stakeholders who want to contribute their expertise and talent to the effort. This report provides information about the groups and the progress thus far.

Each of the work groups and pilot projects are in direct alignment with the following goals and recommendations of the Task Force report.

*The task force is funded by The Columbus Foundation and the Franklin County Alcohol, Drug and Mental Health board, and includes the region’s major hospital systems, medical and mental-health associations and drug and mental-health treatment centers. A full list of members can be found at: http://www.pcestaskforce.org.*

**RECOMMENDATIONS**

1. Create a comprehensive, collaborative system of crisis care for individuals experiencing mental health and/or addiction emergencies.

2. Identify and develop additional options for intermediate and ambulatory care for individuals in need of mental health and/or alcohol and drug addiction treatment.

3. Build collaborative, effective working relationships with the payor community to favorably encourage an improved model which ensures that patients receive access to high quality care in a cost-efficient manner.

4. Build robust education and outreach effort for patients and patient-families.

**GOALS**

The PCES Task Force is focusing resources and efforts on achieving the following goals:

1. Increase access to patient-centered mental health and addiction-related crisis services and expand intermediate and ambulatory care options.

2. Decrease utilization of emergency departments and inpatient services and reduce the length of stay of psychiatric patients in emergency rooms.

3. Ensure equitable patient care regardless of payor source.

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| WORK GROUP AND PILOT PROJECT PROGRESS REPORT |
|  | **PCES Recommendation** | **Goal** | **Strategy** | **Success Metric** | **Work Plan** | **Resources Needed** |
| BedBoard realignment and SURGE stabilizationCo-chairs:Dallas Erdmann, MDOhio HealthJeff KlinglerCentral Ohio Hospital Council | 3. Build collaborative/ effective relationships with payor community to ensure patients receive access to high quality care in a cost-efficient manner.1. Create a comprehensive, collaborative crisis care system for individuals experiencing mental health and/or addiction emergencies. | BEDBOARD;1. Increase access to patient-centered mental health and addiction-related crisis services and expand intermediate and ambulatory care options.2. Decrease utilization of emergency departments and inpatient services.3. Reduce the length of stay of psychiatric patients in emergency rooms.SURGE:2. Decrease utilization of emergency departments and inpatient services and reduce the length of stay of psychiatric patients in emergency rooms. | As recommendations in the PCES Task Force report are implemented as well as changes are made to the IMD rule in the state, changes will need to be made to both the web-based BedBoard system as well as the community protocols that govern the BedBoard process. These changes will assist with improved communication between clinical service providers as well as between clinical service providers and payors. Some changes will also allow PCES to measure success of the various strategies being undertaken.Strategy RankingEase of implementation: *Somewhat easy*Time to implement: *Very timely*Potential impact: *High*SURGE:Develop a standardized definition of Psychiatric ED surge. This work group believes that standardized protocols across systems will assist in developing a more collaborative system of care across the community.Strategy RankingEase of implementation: *Somewhat easy*Time to implement: *Timely*Potential impact: *Moderate*  | Reduced ED length of stay.Reduced inpatient admissions.SURGE:Fewer incidents of hospital ED surge. Potentially reduced ED length of stay and reduced inpatient admissions by giving ED physicians additional tools to assess patients presenting with psychiatric disorders. | Fall 2015 -- The five Medicaid managed care plans operating in Franklin County were given access to information on the BedBoard for their subscribers who were determined to be in need of inpatient psychiatric care. The goal is to encourage the plans to assist in finding appropriate levels of care for their patients inside and, if necessary, outside of the community. Spring 2016 -- The BedBoard now requires ED personnel to provide information on whether the patient is linked to a community health center and which center, if known. These changes will assist in measuring the success of PCES recommendations dealing with expanded access to CMH centers as well as access to patient crisis treatment plans.2016 Accomplishments – Established guiding principles.2017 Area of Focus - Complete revision of the current BedBoard protocol by end of Q1. Ongoing refinement of the protocol in the future, as needed.SURGE:Spring 2016 -- ED directors and staff psychiatrists for the 3 adult hospital systems met with Netcare staff to review a patient acuity tool that was developed years ago by Netcare. The tool will help EDs determine a patient’s acuity, which, in turn, could help with efforts to identify a consistent approach for declaring psychiatric surge. The hospitals are awaiting work by the BedBoard Realignment Workgroup before moving forward with this project. | The BedBoard group, per previous agreements, will pay for changes made to the BedBoard database. The managed care plans funded the necessary changes to the BedBoard to gain access. No outside funds are needed at this time.SURGE:If this initiative moves forward, the hospital systems will purchase the Patient Acuity Tool directly from Netcare. No outside resources needed at this time. |
|  | **PCES Recommendation** | **Goal** | **Strategy** | **Success Metric** | **Work Plan** | **Resources Needed** |
| Collaborative System RedesignCo-chairs:King StumppNetcareJohn Campo, MDOSUWMC | 1. Create a comprehensive, collaborative crisis care system for individuals experiencing mental health and/or addiction emergencies. | 1. Increase access to patient-centered mental health and addiction-related crisis services and expand intermediate and ambulatory care options.2. Decrease utilization of emergency departments and inpatient services.3. Reduce the length of stay of psychiatric patients in emergency rooms. | Develop a formalized, collaborative system among key providers of mental health and addiction crises to better meet the needs of patients with psychiatric and addiction needs. The collaborative system would embrace an integrated model with system-wide process improvements such as communications, access to data, information sharing, standardized protocols across systems and consistent, broad use of community treatment plans. The system could also include a dedicated regional psychiatric emergency and crisis facility, which, in some communities, have reduced ED boarding and hospital admissions.1. Increase access to patient-centered mental health and addiction-related crisis services and expand intermediate and ambulatory care options.Strategy RankingEase of implementation: *Very difficult*Time to implement: *Long term* Potential impact: *Very high* | Reduced ED length of stay.Reduced inpatient admissions. | Fall/Winter 2015 -- The PCES Collaborative System Design Work Group conceptually designed what a formalized, collaborative system, including a dedicated regional psychiatric facility, would look like. The group recommends exploration of a Hub-and-Spoke model, whereby the regional facility, providing 24/7 "true front door" access to a wide array of psychiatric and addiction services, would serve as the centralized command center. The facility would provide a spectrum of beds, have mobile crisis and consultation capacity, be located with an ED and provide outpatient services. The facility would coordinate care, communication and information exchange with the "spokes," which would include EDs, inpatient units, CMH centers, courts, police, jails and other community service organizations. Summer 2016 -- The PCES Leadership Team has requested assistance from Battelle in further analyzing the issues and costs associated with a regional psychiatric facility as well as alternative options for establishing a collaborative system of care. Winter 2016 & 2017 Area of Focus – Provide input and work closely with Battelle to achieve a new collaborative PCES system design. | Resources needed to construct and operate a dedicated regional psychiatric emergency and crisis facility would be significant. Further analysis will be conducted over the next six months. The PCES Funding Systems Improvement workgroup is identifying funding for this analysis.  |
| Funding Systems ImprovementChair:Lisa Courtice, PhDThe Columbus Foundation | Work on issues related to securing funds and resources necessary to implement Task Force recommendations | Helps advance all goals outlined in the PCES recommendations report. | Create a collaborative working group representative of public and private funders to tackle the complex funding needs required to achieve each of the goals recommended by the PCES Task Force.Strategy RankingEase of implementation: *Difficult*Time to implement: *Varies*Potential impact: *Very high* | Deliver strategies for achieving funding needs of the various work groups as they are presented. | The pilot project between Grant Hospital and Southeast Mental Health Center was funded by the Ohio Department of Mental Health and Addiction Services. Discussions are underway regarding a funding for the analysis around a collaborative, Hub-and-Spoke system.Fall 2016 – Secured funding for the Battelle engagement to help develop a centralized system. Five equal funders include: ADAMH, Central Ohio Hospital Council, City of Columbus, The Columbus Foundation and Franklin County. |  |
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| High UtilizersChairs:Lorri Charnas, OhioHealthBrian Stroh, MD, Netcare | 1. Create a comprehensive, collaborative crisis care system for individuals experiencing mental health and/or addiction emergencies. | 2. Decrease utilization of emergency departments and inpatient services and reduce the length of stay of psychiatric patients in emergency rooms. | On a pilot basis, provide Grant ED personnel access with patient crisis treatment plans for patients who are identified as high utilizers of the ED/crisis system.Strategy RankingEase of implementation: *Difficult*Time to implement: *Moderate*Potential impact: *High*  | Reduced ED visits and length of stay for patients who present in the Grant ED and are identified as high utilizers. | Winter 2016 -- the work group met with Medicaid managed care organizations and identified an agreed-to definition of high utilizers (4 ED visits in 30 days or 12 visits in 12 months). The work group agreed to limit the work to a pilot involving Grant ED staff having access to patient crisis plans for high utilizers, perhaps via the CareSource patient portal. Grant has run a list of high utilizers of patients seeking psych services in the Grant ED, using both high utilizer definitions. The work group will determine the best vehicle for obtaining the crisis plans for these patients from the community mental health centers and providing them to Grant ED staff.2016 Accomplishments -- The triad of Netcare/ CMHCs/ADAMH has been successful in reducing utilization of Netcare services by most of the 60+ patients identified. While it is a work-in-progress, there is some success in clarifying diagnosis (es) among providers, and subsequently using a common working diagnosis (es) as a springboard to a unified treatment plan across providers.2017 Area of Focus - The group is meeting on December 5, 2016 to transition to new leadership and to discuss its plan of work. | Resolution of the common-ROI issue would be immensely helpful – while we are often able to work around that currently, significant resources are invested doing so that are clearly better allocated otherwise. Billing/financial issues centered on diagnosis continue to present challenges for providers. Depending on the degree to which the provider pool discussing cases is to be expanded, there may be a role for videoconferencing or other tech resources. |
| NEWpAtIENT/PATIENT FAMILY COMMUNICATION & OUTREACHChairs:Kenton Beachy, Mental Health America of Franklin CountyJenny Schoning, Consumer | 4. Build robust education and outreach effort for patients and patient-families. | Addresses all PCES goals.To educate patients, patient families and the community about resources available, specific actions to take during an emergency, and how to present crisis situations. | The newly-formed committee is scheduled to have its first meeting on December 5, 2016. An update will be provided during the full task force meeting on December 6, 2016. The following are the members of the committee thus far:Kenton Beachy, Co-Chair, Mental Health America of Franklin CountyJenny Schoning, Co-Chair, ConsumerRachelle Martin, NAMI Franklin CountyStaci Swenson, Primary OneTaylor Gaspar, Netcare AccessLeeAnn Mattes, Mental Health America of Franklin CountyKimberly Reynolds, SynteroChristy Daron, Ohio Hospital for PsychiatryMaggie Hallett, Mental Health America of Franklin County |
|  | **PCES Recommendation** | **Goal** | **Strategy** | **Success Metric** | **Work Plan** | **Resources Needed** |
| Pilot Project:Tele-psychiatryCo-chairs:Dallas Erdmann, MD OhioHealthSharon Hawk CarpenterMount Carmel | 2. Identify/develop additional options for intermediate & ambulatory care for those in need of mental health &/or alcohol/drug addiction treatment. | 1. Increase access to patient-centered mental health and addiction-related crisis services and expand intermediate and ambulatory care options.2. Decrease utilization of emergency departments and inpatient services and reduce the length of stay of psychiatric patients in emergency rooms. | Increase the use of telepsychiatry between hospital ED personnel and psychiatrists to provide additional tools for ED physicians to assess and provide a safe disposition for patients presenting with psychiatric disorders.Strategy RankingEase of implementation: *Moderate*Time to implement: *Short term*Potential impact: *High*  | For hospital EDs utilizing telepsychiatry (MCE and Doctors), reduced ED length of stay and reduced number of inpatient admission compared to EDs not utilizing telepsychiatry. Including reduction in ED average LOS for patients who are transferred to be admitted to an inpatient psychiatric facilityIncreased percentage of patients discharged to home | Fall 2015 -- A pilot project was implemented between Mount Carmel East and Netcare, whereby uninsured patients with psychiatric disorders seen in the MCE ED are provided with a telepsychiatry consult with Netcare psychiatrists. Spring 2016 -- OhioHealth implemented a project within its system whereby EDs without access to psychiatry have access to psychiatrists via tele-medicine to assist with assessment and disposition.2016 Accomplishments – 1. Transportation cost savings for patients who could be discharged with follow up appointment rather than transferred to Netcare. 2. Decreased length of stay (LOS) – disposition determined more quickly than waiting for transfers3. Decreased use of ED resources for malingering patientsOhioHealth telepsych accomplishments – Continued protocol and metrics revisions; Developed ED Physician agitation treatment order set; Launched Grant pilot; Focused data analysis; Advanced business case to senior leadership2017 Areas of Focus -- Identification of objective data points to measure success; efficient provision of BH/addiction, assessment services with recommendations for treatment follow up or placement; data analysis; clinical social work pilot and workflow analysis; billing/financial analysis | ADAMH is providing funding for the MCE/ Netcare project. OhioHealth is funding its telepsychiatry initiative. No additional funds are needed at this time.Lobbying/ legislative efforts to address reimbursement – Medicare/ Medicaid |
| Pilot Project:Expanded CMH Access (Grant/ Southeast)Co-chairs:Jeff KlinglerCentral Ohio Hospital Council Sandy StephensonSoutheast | 2. Identify/develop additional options for intermediate & ambulatory care for those in need of mental health &/or alcohol/drug addiction treatment. | 1. Increase access to patient-centered mental health and addiction-related crisis services and expand intermediate and ambulatory care options.2. Decrease utilization of emergency departments and inpatient services and reduce the length of stay of psychiatric patients in emergency rooms. | Expand services and hours at community mental health centers. The work group is developing a pilot program which will provide Grant ED personnel with information which will allow them to establish a safe disposition of patients who are clients of Southeast. Grant ED staff would have access to Southeast staff (someone who can pull clinical information) via a dedicated phone number Monday through Friday during regular business hours. On weekends, a Southeast behavioral health clinician will be housed at the Grant ED each day from 10 a.m. to 2 p.m. The clinician will have access to the patient’s clinical information as well as the ability to do real-time scheduling.Strategy RankingEase of implementation: *Somewhat easy*Time to implement: *Timely*Potential impact: *High*  | Reduced ED length of stay for Southeast patients utilizing the Grant ED compared to Southeast patients utilizing other EDs. Reduced inpatient admissions for Southeast patients utilizing the Grant ED compared to Southeast patients utilizing other EDs. | Spring 2016 -- The work group identified the goals and action steps needed for this pilot project. Summer 2016 – The Ohio Department of Mental Health and Addictions Services approved a grant to fund this projects for six months. Fall 2016 – Pending arrival of the ODMHAS funds, the pilot will go live and data will be collected to measure its success against the stated goals.  | ODMHAS is providing funding for the Southeast behavioral health clinician and for miscellaneous expenses. Grant will provide space to accommodate the Southeast case worker. No other funds needed at this time.  |