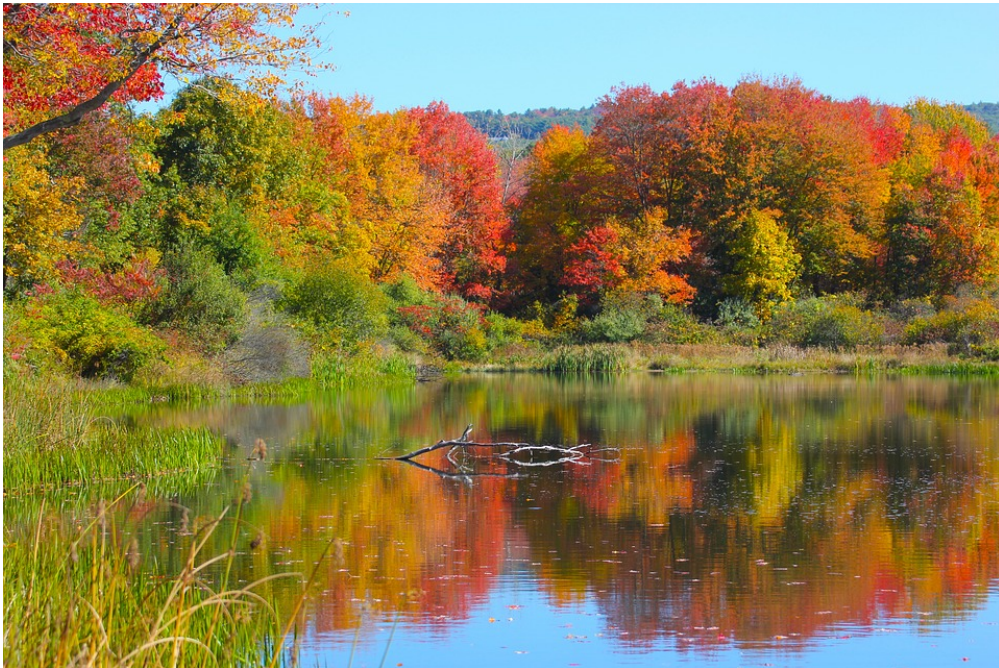




CBHS IPA Newsletter

September 20th, 2019

General Edition



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We are hoping to make this a monthly newsletter coming out around the middle of each month. That is an aspiration. Please don't hold us to an exact date.

In the News:



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By Richard Tuten, Esq., CEO of CBHS IPA.

105 PHYSICIANS TO KNOW:

Three physicians in our area were included in the Becker's Hospital Review, story "105 physician leaders to know | 2019" excerpted below. (Staff Reporter - Thursday, July 18th, 2019). Please congratulate them on this honor.

Becker's Hospital Review is pleased to recognize the following physician leaders in the 2019 edition of the 105 physician leaders of hospitals and health systems list.

Gerard J. Galarneau, MD. President of Greater Hudson Valley Health System Medical Group and CMO of Catskill Regional Medical Center (Harris, N.Y.). As president of GHVHS Medical Group, Dr. Galarneau leads both the Orange Regional Medical Group and the Catskill Regional Medical Group. Under his leadership, the health system has a strong focus on program leadership, high-quality care and medical education. Before becoming president, he was CEO of Catskill Regional Medical Center, where he led facility renovations, transformed 50 percent of triple-bed rooms from public to private or semi-private, and increased employee engagement and patient satisfaction. He was chairman of the Institutional Review Board and Bioethics Committee at the system's Orange Regional Medical Center in Middletown, N.Y.

Scott Hayworth, MD. President and CEO of CareMount Medical (Mount Kisco, N.Y.). Under the leadership of Dr. Hayworth, CareMount Medical has grown from having 40 physicians two decades ago to over 600 physicians today. The practice includes 45 offices in New York that serve more than 640,000 patients. He has led the affiliations between CareMount and 10 regional hospitals, including Massachusetts General Hospital and Mount Sinai Hospital. He is an associate dean and clinical assistant professor at the Icahn School of Medicine at Mount Sinai. Dr. Hayworth serves on many boards and is the president of the board of directors of Bedford Physicians Risk Retention Group.

Steven M. Safyer, MD. President and CEO of Montefiore Medicine (New York City). Under the leadership of Dr. Safyer, Montefiore Medicine has expanded its clinical care services and is now a network of 11 hospitals. Montefiore Medicine is also a university hospital for Albert Einstein College of Medicine in New York City. Dr. Safyer was appointed to his position in 2008 and served other leadership positions at Montefiore before that. He is a member of numerous boards, including the United States of Care and the New York Academy of Medicine.

VALUE CONTRACTING BASICS:

An understanding of Value Based Payments (VBP) has to start with a basic understanding of a few key concepts: Contracting, Value, Quality, and Payment.

CONTRACTING. A contract requires three things: an offer to provide something to another party; negotiation of the terms between the parties, and; acceptance of the negotiated terms by both parties. Each of these components is worthy of an hours-long discussion, but I don't want to bore you that badly in this newsletter. I will save that for future newsletters.

However, it is important to remember a few points when looking at contracts. First, a counteroffer is first and foremost a rejection of the previous offer. If a counteroffer is rejected the fallback position is not the previous offer, it is no offer. Second, ambiguity in contracts is generally construed against the party drafting the contract unless the contract says otherwise. Third, READ THE SMALL PRINT! I know that contracts are boring (unless you are a geek like me), but you must look at how all parts of the contract work together. Van Halen was famous for including a clause in their concert contracts that required bowls of M&Ms with all of the brown ones removed. If there were brown M&Ms, the promoter forfeited the fee to Van Halen and they were not required to perform. They put the clause in the contract to be sure that the promoters read the ENTIRE contract and was therefore aware of all the intricate requirements. (Van Halen was concerned about unique stage lighting.)

VALUE. Finding value is the goal, but it has to start with a definition. Value is a function of quality and payment. Increase quality or decrease payment and you increase value. Great quality at a huge price is the same as bad care at a cheap price, right! Or is it?

QUALITY. What is Quality? From who's perspective do you define quality? Is it for the Payor to determine? (checking off a box that you did something). Is it the Provider who determines it? ("This is how I was taught to do it.") OR is it the Consumer who defines quality? In health care, value is defined as client health outcomes achieved relative to the costs of care.¹

From the consumer/client perspective process measures ("counting widgets") do not matter. (HEDIS is 93.6% process focused.) What matters to the client is "how happy am I with the care I received?" Client satisfaction is an outcome measure.² However, a client's anticipated outcome may not be reasonable, causing their satisfaction to be incorrectly skewed and altering the subjective value determination.

The degree to which clients respond to satisfaction surveys is inversely proportional to the degree of their satisfaction. (Less satisfied, more likely to respond.)

This paradox makes the job of defining, much less measuring, quality extremely difficult. So, we need to expand the scope of inputs in defining quality, but we must agree that it is based on the outcome rather than the process. The expanded scope of inputs will include quality of life, functional abilities, achievement of realistic goals, etc. all measured against defined and rational benchmarks.

We must avoid the old “the operation was a success but the patient died” definition of quality.

We will address Payment, negotiations, checklists, etc. in future newsletters.

Footnotes:

1 “Value in Health Care” (Supplement to: Porter ME. What is value in health care? *N Engl J Med* 2010;363:2477-81. DOI: 10.1056/NEJMp1011024.)

2 “Measuring Health Outcomes,” (Supplementary Appendix 2 to: Porter ME. What is value in health care? *N Engl J Med* 2010;363:2477-81. DOI: 10.1056/NEJMp1011024.)

Chief Clinical Officer (CCO) Report:

CCO September Report



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By Mark Sasvary, CCO of CBHS IPA.

As the summer winds are dying down, CBHS is thrilled to announce that Innovative Management Solutions New York (IMSNY) is now a fully realized company with a dedicated Board of Directors, a dynamic team and a great logo. We also continue to make strides in building our Data Analytic Business Intelligence System (DABI) and to develop additional lines of service to support our member agencies, to ensure sustainability and access the resources to innovate and to expand the essential services we provide

Our work with Montefiore deepens as they continue to develop their network in the Hudson Valley. CBHS continues our work on the small-scale PCP project, the Medicare Next Generation contract, the MVP HARP proposal, and continue to develop a closed-loop referral process for White Plains Hospital Associates, Scarsdale Medical Group, and the Highland Medical Group. We also look forward to formulating a proposal for innovations with MHVC, especially with the possibility of support through a DSRIP extension.

On the topic of DSRIP, CBHS is proud to continue our work on the Transitions of Care Wellness program which has been recognized statewide as a Promising Practice. We hope that the possibility of continued support through a DSRIP extension will lend an opportunity to expand on the great work that we have done and to further develop our model to enhance Peer Services, to incorporate Care Management, and to strengthen ties to the Substance Use Disorder services provided by our network members. We look forward to constructive dialogue and work with the Center for Regional Health Innovation PMO/Westchester Medical Center PPS.

The CBHS team is working closely with our HCBS Oversight Committee and our members and affiliates on the HCBS Infrastructure Grant. While it is a uniquely challenging project, the grant also offers a great opportunity to help our clients get connected to these important services. We have begun to process referrals and track our outcomes. Due to the complexity of this project as is CBHS working with four different MCOs, we have faced some initial challenges. However, with our partners' patience and our staff's dedication and stamina, we are making improvements and taking big steps. Over the next few months, we will be distributing funds to support outreach and engagement, and we will continue to support our agencies achieve their desired outcomes.

As always, our Quality Oversight Committee (QOC), Steering Team, and Subcommittees are doing great work. We have finalized workflows related to our priority metrics, and we are poised to adopt new metrics. We also continue our focus on Trauma Informed Care as CBHS looks into providing additional training for its agencies' staff. With the phase-in of Managed Care we will be adding a Children's services subcommittee. And finally, we will be aligning our work with our other IPA partners at CBC as part of the groundbreaking work we have started with IMSNY.

CBHS Highlights:

A Message from Our Partners:



BEHAVIORAL HEALTH AND EMERGING TECHNOLOGIES

By Coordinated Behavioral Care (CBC), September 2019

"The Coordinated Behavioral Care (CBC) network of behavioral health community-based providers is at a challenging inflection point given recent federal and state policies regarding service redesign and the movement towards value-based care. There are many use cases for technology solutions in the mental health and substance use disorder treatment sector that can improve engagement, care delivery, and health outcomes.

Providers are inundated with options around "building" versus "buying" solutions that can transform care delivery and administration. Dedicating time to vet solutions and develop adequate frameworks to evaluate options is fundamental to strategy. Investors are funneling money towards solutions that solve payer, provider, and patient pain points across all silos of health care, including behavioral health. "Buying" solutions offers providers an opportunity to leverage products that are integrating shared learnings from multiple organizations and accessing diverse engineering resources.

Given the large number of emerging technology solutions in the health care market, CBC should serve as a central resource to explore, vet, pilot, navigate, and ultimately support and scale opportunities for providers and patients. CBC's experience and overarching mission to positively impact the total cost of care, increase patient engagement, enhance operations, and improve provider and patient/family-caregiver experience and health outcomes will lead to the development of a comprehensive framework for partnering with payers and providers to implement these innovative technology solutions. With a focus on the unique needs and challenges of the behavioral health population and their providers, this centralized framework will incorporate a special emphasis on interoperability, patient and family choice, provider opinion and end-user feedback.

The CBC Innovations Hub will implement this framework in tandem with the development and dissemination of community-based best practices for technology solutions. Technology solutions will address outcomes that are replicable and sustainable across different settings. The CBC Innovations Hub's primary focus will be on emerging technologies and their ability to improve practice and care for vulnerable populations in New York."

[Please click here to read the entire release.](#)



"In an effort to support our patients holistically and become proficient in coordination of services, HRHCare formed an Independent Physician Association (IPA) called CBHCare. [Its] members of CBHCare include HRHCare and Coordinated Behavioral Health Services (CBHS), a network of 30 behavioral health organizations, [such as], Access: Supports For Living, Human Development Services of Westchester, CoveCare, Hudson Valley Community Services, Mental Health America of Dutchess County, The Mental Health Association of Westchester, Rehabilitation Support Services (RSS) and Westchester Jewish Community Services. CBHS members provide an array of services for patients including, [but not limited to]:

- crisis intervention
- respite housing
- social service
- substance use treatment
- care management
- direct behavioral services (psychotherapy)
- Medication management

Through the IPA, CBHCare, has entered into a value-based arrangement in which we seek to improve the health of patients with MVP insurance by a myriad of ways including reducing unnecessary hospitalizations and linking to services as appropriate. The patients in this contract are HRHCare patients with MVP insurance. CBHS is supporting the needs of these patients that were previously engaged with the practices (i.e. through health home enrollment and engagement) or newly established relationships with patients that need their services. An integral part to making this partnership successful, it requires that we share information with one another to support our mutual patients," ([HRHCare Quality Quarterly Summer/Fall Newsletter 2019](#)).

Introducing CBHS' Care Connections Coordination Team:



Our Care Connections Coordinators (CCCs) supervise the executions of the Care Connections Program and ensure the Care Connection Specialist (CCS) have the support, equipment, and any other relevant materials needed to complete their daily tasks. The CCC also monitors communication between CBHS members, medical practitioners, and clinicians specializing in the fields of Developmental Disability, Mental Health, Substance Abuse, Social Determinants of Health, and Primary Care within the CBHS network.

Heather Kuiphoff is the newest addition to CBHS's Care Connections Coordination Team. She brings with her over twenty years of experience in the healthcare field, specializing in billing, coding, practice management, and Value-Based Programs. Heather is a member of the AAPC (American Association of Professional Coders) and is certified in coding (CPC), billing (CPB), and practice management (CPPM). Additionally, she is an AAPC approved instructor and an active volunteer in the Friendly Visitor Program - a collaboration with Jewish Family Services and the Office for the Aging of Orange County. Heather will be coordinating referrals and data collection for CBHS's Home and Community Based Services Projects and the MVP Project. She co-founded "Hippy Holidays", a food and supply drive which provided donations to the Warwick Valley Humane Society. For fun, Heather enjoys traveling with friends and family, the outdoors, motorcycle trips with her boyfriend, reading, diamond painting, and other various crafts.

Kimberly Hyacinthe is a member of CBHS's Care Connections Coordination Team. She brings with her five years of experience as an office manager, and as a development/fundraising consultant. She graduated from Shidler College of Business in University of Hawaii, Manoa with an International MBA with a focus on nonprofit finance. At CBHS, Kim coordinates referrals and data collection for the Transition of Care & Well Program and CBHS/Montefiore Projects. She has also help coordinate several training seminars for Integrative harm reduction psychotherapy and Dialectical behavior therapy for our CBHS agencies and edits the monthly CBHS newsletter! In her spare time, Kim serves as Secretary for the Japanese Exchange & Teaching Program Alumni Association of New York, co-produces her first play set to debut at The Tank NYC, and cares for three rambunctious hamsters. She also enjoys traveling with friends and family, kayaking, and hiking.

ODDS & ENDS:

SAVE THE DATE!

CHCANYS: NY Medicaid Population Health Symposium:

Monday, November 18th to Tuesday, November 19th

Grand Hyatt Hotel, NY, NY

[Click here to register!](#)

Guest Speakers (left to right):



SANDRO GALEA, MD, MPH, DRPH - DEAN AND ROBERT A. KNOX PROFESSOR, BOSTON UNIVERSITY
SCHOOL OF PUBLIC HEALTH

REBECCA ONIE, JD - FOUNDING PARTNER, THE HEALTH INITIATIVE

ROCCO PERLA - FOUNDING PARTNER, THE HEALTH INITIATIVE

Event Description:

"The Department of Health will be hosting the NY Medicaid Population Health Symposium at the Grand Hyatt in New York City on November 18-19. The symposium will provide a forum to share the perspectives and insight of the DSRIP Performing Providers Systems, Physical and Behavioral Health Providers, Managed Care Organizations, and community organizations addressing the Social Determinants of Health," (event description, CHCANYS.org.)

[Click here to register!](#)

Give It a Listen?

As CBHS considers coordinating additional trainings for its member agencies' staff, we invite you to listen to a recent episode of This American Life regarding Cognitive Processing Therapy or CPT. CPT has been a unique, live-changing form of therapy to help persons suffering from deep-seated traumas by undergoing a series of sessions in only a few months! To learn more, click the link below!



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This American Life Podcast

Episode 682: Ten Sessions - Cognitive Processing Therapy

Synopsis: What if someone told you about a type of therapy that could help you work through unhealed trauma in just ten sessions? Some people knock through it in two weeks. Jaime Lowe tried the therapy—and recorded it.

[Click here to listen!](#)

CBHS Pet(s) of the Month:



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We are looking for more 4 legged (or gilled or feather or scaly) family members for the CBHS Family Pet of the Month! Please tell us their name, their breed, their age and their hobbies! Send all pictures and bios to newsletter@cbhsinc.org.

Calling All CBHS Artists!:



CBHS would like to thank Rehabilitation Support Services in Goshen for donating several beautiful pieces to our donation drive!

We are still looking for art made for our agencies' clients! We would love to decorate our walls with their creations to pay tribute to all of the wonderful work our agencies and their clients do.

Please let us know if you would like to donate or if CBHS can purchase any client art through your agencies by contacting via email to newsletter@cbhsinc.org.



"Can't you stay home today, Mom?"

CBHS BHCC PET of the Month

Please welcome Miss Emily Wagner, cat-daughter to Ms. Sonia Wagner of MHA Rockland! Miss Emily is an American Short-Hair who spends her days waiting for her mom's return so they can play, nap, and binge watch. Her age is a secret!

