

Treating the Whole Person: Integrating Behavioral Health in New Jersey

National Institute for Health Care Management

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About Horizon Blue Cross Blue Shield of New Jersey

- Largest and oldest health insurer in New Jersey – **Over 85 years**
- **3.6 million** members
- **Not-for-profit** health services corporation
- Provides access to **high-quality, cost-effective** healthcare
- Over **5,400** employees



Mental Health in America

1 in 5 US adults is affected by depression and other mental health issues

Prevalence

20% of Americans have a behavioral health condition



59%

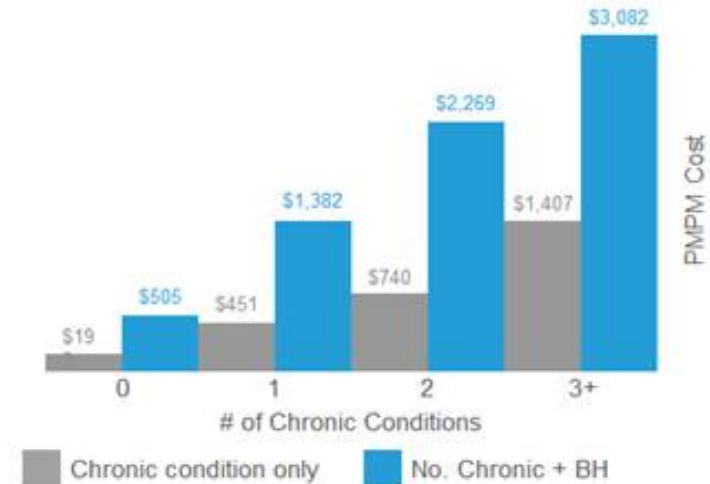
Comorbid chronic physical conditions

>75%

Don't receive efficacious care

Impact

BH conditions exacerbate utilization & spend patterns by 3x



Sources: SAMHSA; Milliman's "Economic Impact of Integrated Medical-Behavioral Healthcare" (April 2014); Strategies for Health Care Leaders – Cain Brothers "Behavioral Health – Expanding Access" (2014). Quartet Claims data.

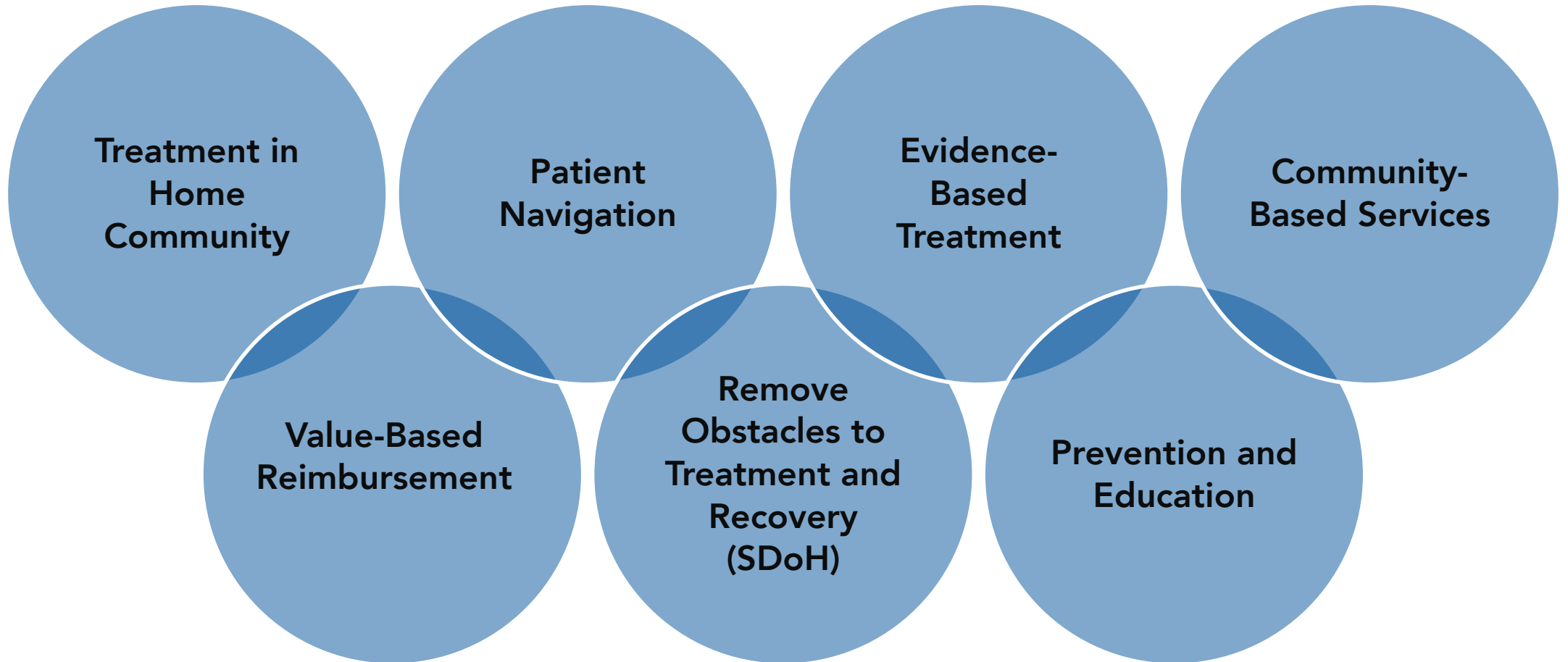
Challenges Impacting Behavioral Health in New Jersey



- 1. Fragmented Care Delivery:** Limited coordination between behavioral and physical health providers causes disjointed care delivery and higher total cost of care.
- 2. Limited Holistic Member Treatment:** Historically, fee-for-service arrangements have led to providers focusing on treating specific conditions rather than the holistic needs of the member.
- 3. Access and Capacity:** A national shortage of clinicians and care personnel strain resource capacity and limit consumer access to quality care.
- 4. Increasing Out-of-Network Utilization:** Members are seeking services from out-of-network providers which increase costs and limit ability to manage care across the network.
- 5. Opioid Epidemic and other Substance Use Challenges:** The rapid rise of opioid addiction in the United States and other substance use is a significantly negative impact.
- 6. Information Capture and Sharing:** Data sharing complexities limit provider insight and inhibit comprehensive care planning for the full spectrum of member needs.

Addressing Challenges Locally

Horizon BCBSNJ is committed to enhancing the landscape of behavioral health care. The below principles serve as foundational elements to the strategy:



Continuum of Services to Support Member Needs

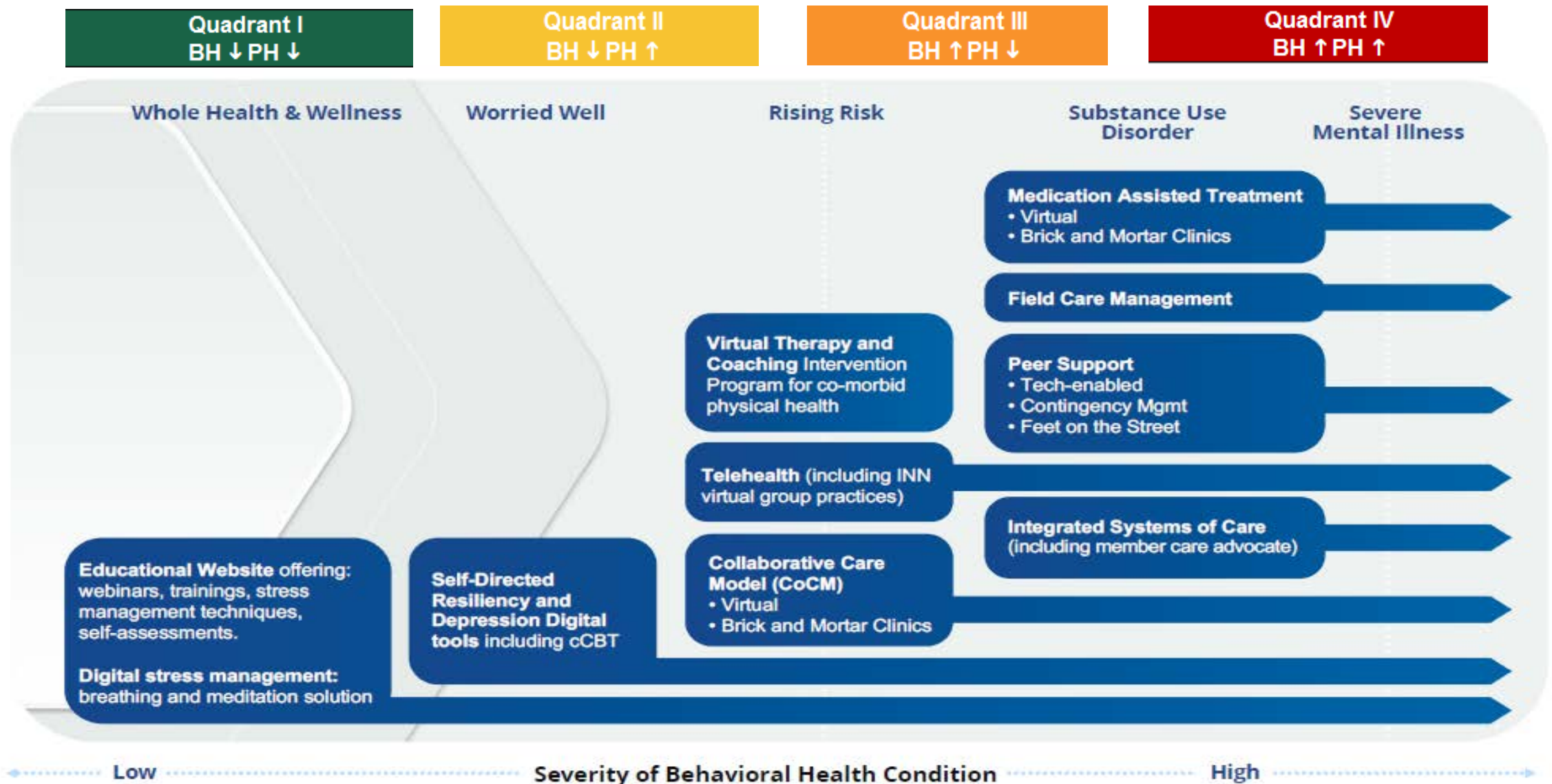
Programs and services will support members needs based upon their behavioral and physical health presentation and level of acuity/resource needs.

		National Council for Behavioral Health, April 2009 Behavioral and Physical Health Clinical Integration Framework	
		Quadrant III BH ↑ PH ↓	Quadrant IV BH ↑ PH ↑
Behavioral Health Risk / Complexity	High	Patients with high BH and low PH needs <i>Example:</i> <ul style="list-style-type: none"> • <u>BH Status</u>: Severe Depression & Alcohol Dependence • <u>PH Status</u>: Overweight 	Patients with high BH and high PH needs <i>Example:</i> <ul style="list-style-type: none"> • <u>BH Health</u>: Schizophrenia (SMI) & Severe Anxiety • <u>PH Status</u>: COPD & CHF
	Low	Patients with low BH and low PH needs <i>Example:</i> <ul style="list-style-type: none"> • <u>BH Status</u>: Mild Anxiety • <u>PH Status</u>: Healthy 	Patients with low BH and high PH needs <i>Example:</i> <ul style="list-style-type: none"> • <u>BH Health</u>: Impulse Control Disorder • <u>PH Status</u>: Type II Diabetes
		Quadrant I BH ↓ PH ↓	Quadrant II BH ↓ PH ↑
		Low	High
		Physical Health Risk / Complexity	

Source: Mauer, Barbara J.. "Behavioral Health/Primary Care Integration and the Person Centered Healthcare Home". April 2009. The National Council for Behavioral Health Care.

<https://www.integration.samhsa.gov/BehavioralHealthandPrimaryCareIntegrationandthePCMH-2009.pdf>

Horizon Behavioral Health Continuum of Services



Horizon BCBSNJ's Multi-Faceted Approach to Integrated Care

Horizon BCBSNJ's Multi-Faceted Approach to Integrated Care



CoCM:

Implementation of collaborative care training across PCP network and reimbursement

Quartet

Virtual collaborative care-connects Primary Care Physicians/practices with Behavioral Health Providers; offers curbside consults with Psychiatrists

AbleTo

Telephonic Behavioral Health coaching and counseling for members with chronic medical conditions

EOC

Development and implementation of Episodes of Care intended to care for the *whole person*.

- SUD EOC
- IBD EOC

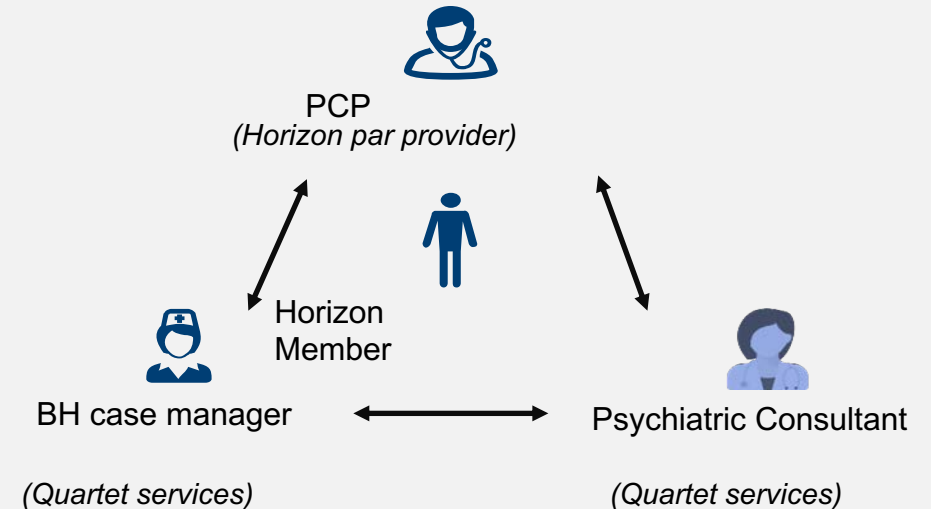
Quartet: Virtual Integration at Primary Care

Quadrant II
BH ↓ PH ↑

Quartet value proposition

- Leverages proprietary, predictive analytics to identify members with undiagnosed or latent behavioral health conditions
- Provides supporting psychiatric services (BH case manager and psychiatric consultations) to enhance BH integration within PCP settings

Collaborative PH and BH care model



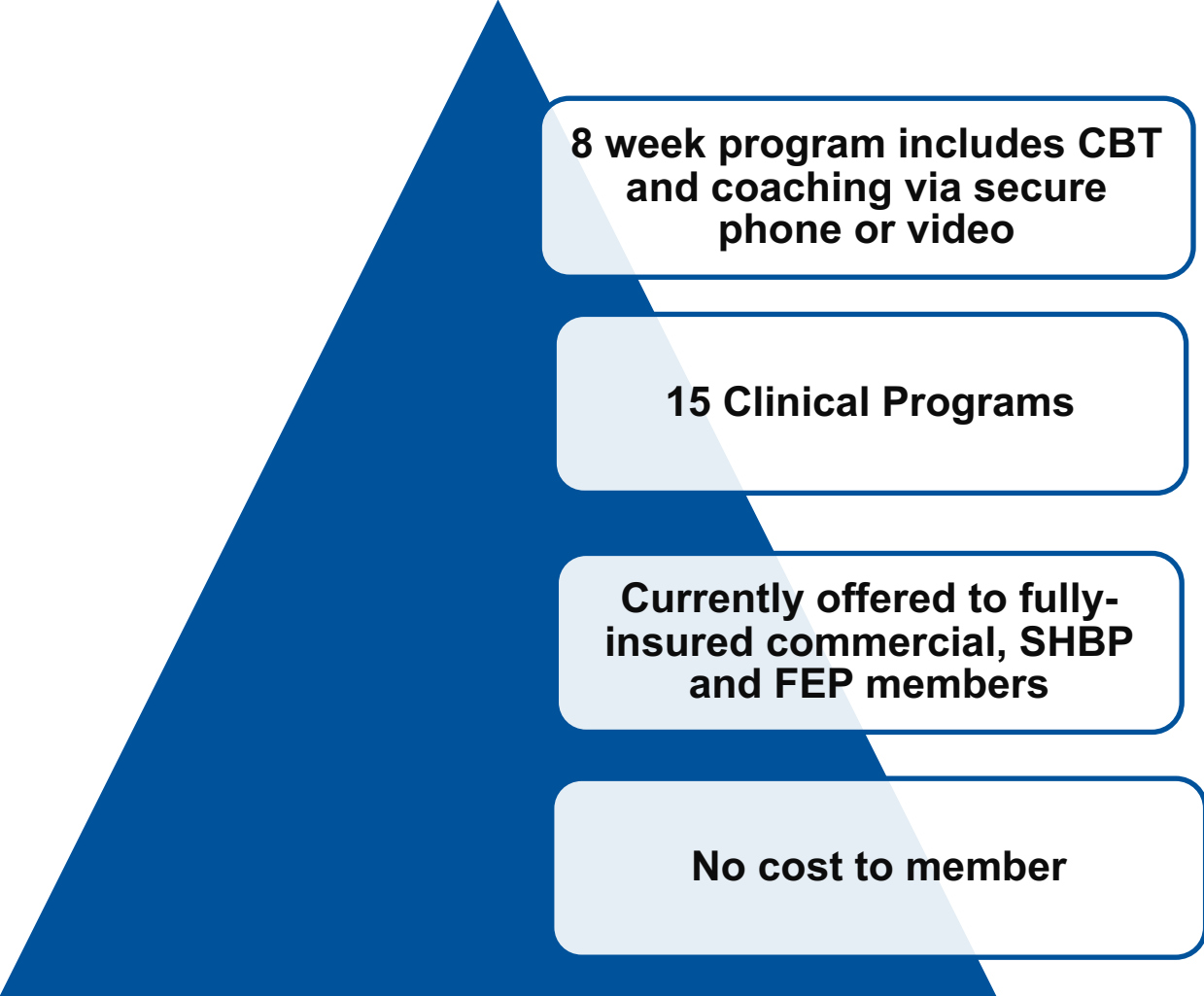
Benefits realized by Horizon BCBSNJ

- ✓ Increased detection of at-risk members and connection to appropriate BH care
- ✓ Reduction of downstream BH costs (e.g., ED visits) through early detection of underlying/latent BH conditions
- ✓ Close BH gaps in care by equipping PCPs with BH case managers and ad-hoc psychiatric consultants
- ✓ Improves referral coordination to in-network psychiatrists based on member acuity and provider availability
- ✓ Reduces stigma

AbleTo: Virtual Therapy and Coaching Program

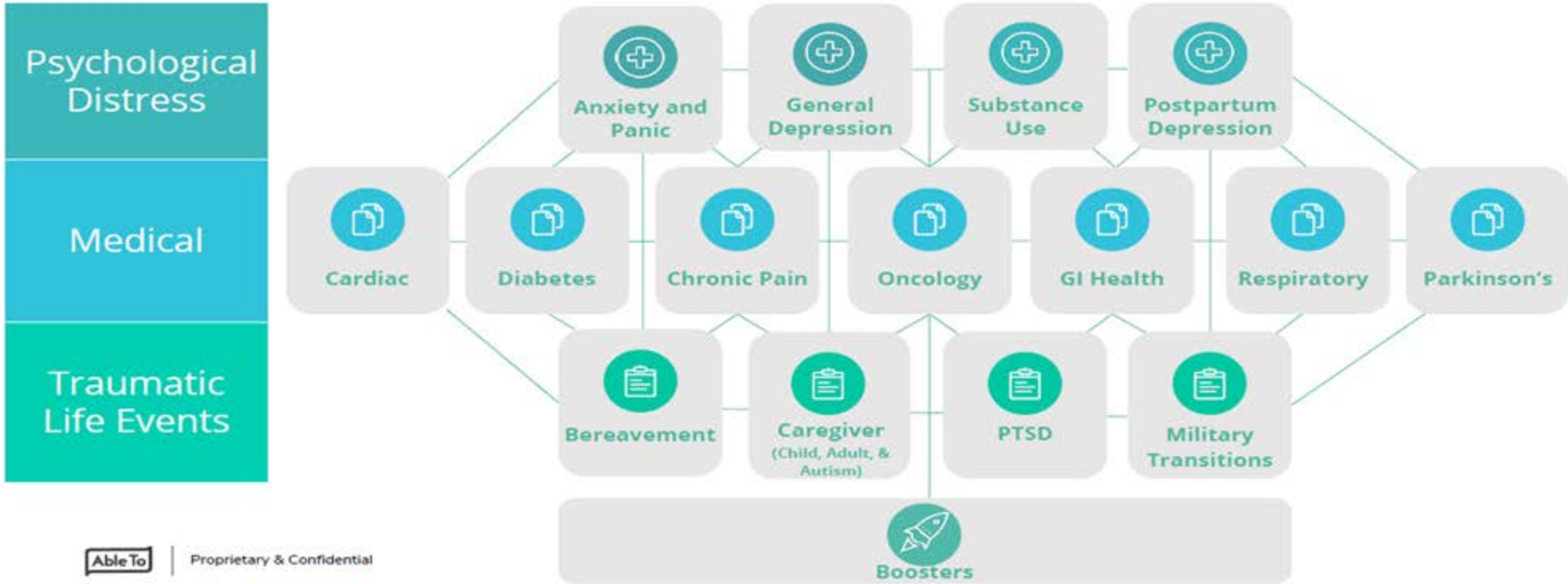
Quadrant II
BH ↓ PH ↑

Virtual Therapy and Coaching Program for members with depression, anxiety and stress associated with co-morbid medical conditions and life events



15 Clinical Treatment Programs

AbleTo Modular Treatment Programs Address Psychological, Medical, & Traumatic Comorbidities



AbleTo | Proprietary & Confidential

Horizon BCBSNJ's Response to the Opioid Crisis

Education and Prevention

Quadrant III
BH ↑ PH ↓

Goal

Leverage best-practice education and preventive interventions targeting at-risk populations and providers

Response Initiatives



Tools and Analytics

- Prescriber-focused risk identification program identifying combinations of prescribers, patients, and pharmacies, at risk for opioid misuse
- Development of a Prescriber Toolkit to support opioid best practices
- Member Communication plan
- Drug Utilization Review retrospectively identifies outlier members and prescribers



Pharmacy

- Predictive modeling for members trending to be high risk for opioid misuse and Pharmacy lock-in Program.
- Utilization management - prior authorization for all long-acting opioids and for initial opioid prescriptions over the five day limit
- DEA 360 strategy responds to the heroin and prescription opioid crisis by coordinating with Law enforcement, drug manufacturers, and community outreach



Medical Management

- Provider protocols and checklists (MAT best practices, PDMP checking)
- Promoting awareness of community resources to support clinical services

Key highlights

Pharmacy Lock-In:

- 184 members are enrolled in this program since 2017; 5000 members are in Medicaid program
- Total pharmacy claims reduced by 63% when compared against pre lock-in period.

Treatment and Recovery

Quadrant III
BH ↑ PH ↓

Goal

Provide best-practice clinical management and monitoring to opioid-dependent population

Response initiatives



Access

- Increase access to Medication Assisted Treatment (MAT) along with provision of supportive therapies and support in dealing with social determinants that may impact patient's road to recovery
- Telepsychiatry/teletherapy
- Urgent access to BH services to reduce hospitalizations and ED visits
- MAP Health Management – Technology enabled peer support model providing 24/7 access to the patients and to their families



Pharmacy

- Intensive pharmacy case management for high-risk members
- Opioid Case Management - clinical pharmacist dedicated to intensive prescriber and member outreach/intervention
- Drug Deactivation Supply packets that deactivate medications distributed to Horizon BCBSNJ Employees, Horizon BCBSNJ members and community stakeholders



Medical management

- Recovery support services to identify, engage, and create a support plan for the patients under the influence of drugs and/or SUD
- Value-based care models for Substance Use Disorder (e.g., Episode of Care)
- Integration of behavioral health and primary care

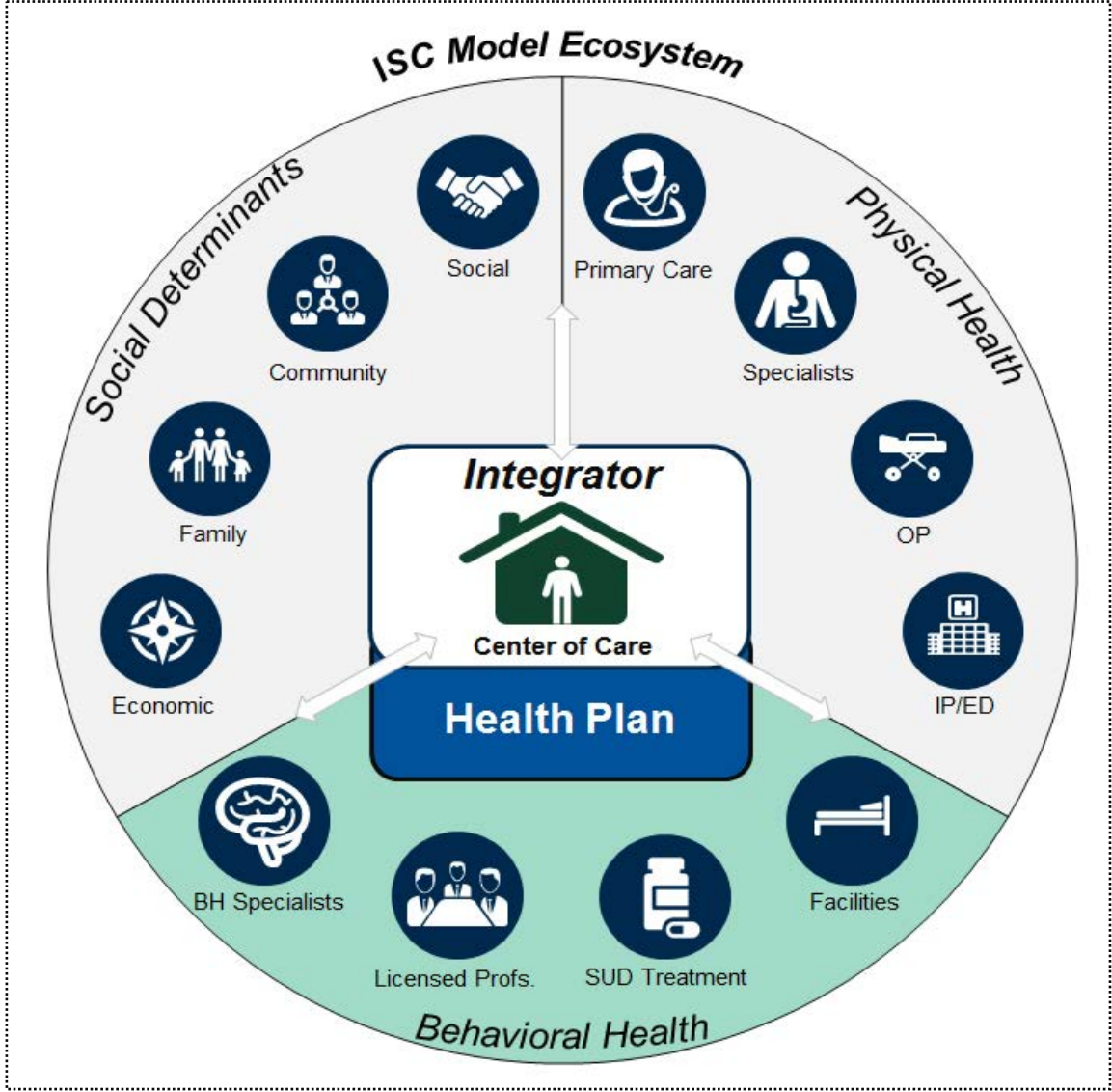
Key highlights

- Established innovative Episode of Care program for Substance User Disorder- success metrics to be evaluated and reported in 2019
- Expected to distribute 250K Drug Deactivation packets in 2019

Launching Summer 2019

Integrated System of Care Pilot

Horizon BCBSNJ's Integrated System of Care – Targeting The Most Complex Members



Quadrant III
BH ↑ PH ↓

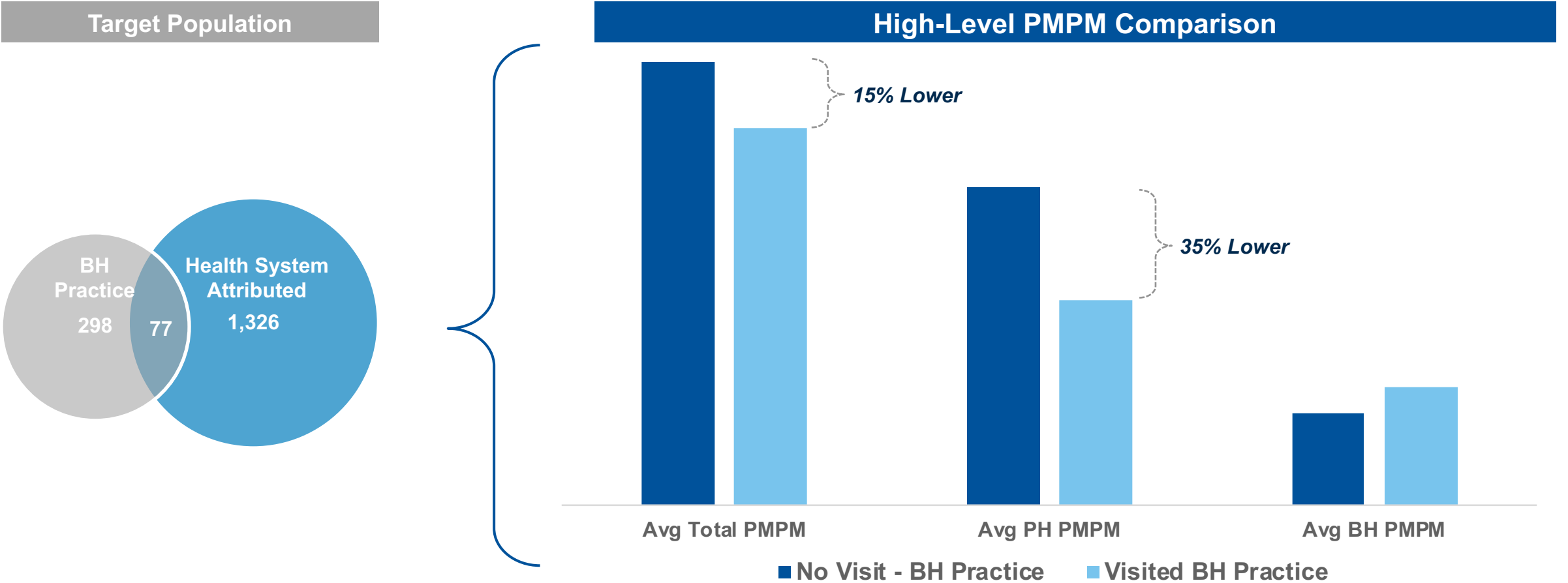
Quadrant IV
BH ↑ PH ↑

ISC Objectives

1. **Reduce delivery system fragmentation** through enhanced integration of care between physical and behavioral health providers
2. **Increase access and improve navigation** to a full range of behavioral and physical health services
3. **Improve quality and reduce total health care cost** by closing care gaps and driving appropriate utilization of behavioral and physical health services

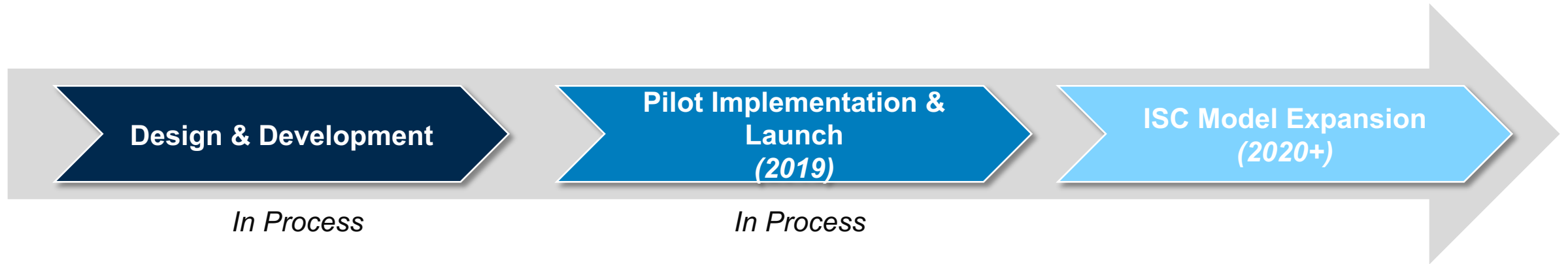
Patient PMPM Directional Analysis

The graph below compares the average PMPM costs for Health System attributed patients that did visit the BH Practice vs. those that did not.



While the chart above is based on a small sample size, it reflects directional evidence that strengthened integration between a Health System and BH Practice care can help improve patients' overall health outcomes and reduce overall cost of care.

Next Steps on the Implementation Roadmap



Key Activities To Be Completed in the Near Term

- Identify incremental resource needs (completed)
- Finalize reimbursement structure and investment requirements (completed)
- Finalize detailed operational model (in process)
- Develop new processes and workflows (in process)
- Launch pilot program

Questions?

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AbleTo, Inc., and its subsidiary, AbleTo Behavioral Health Services PC, are independently contracted by Horizon BCBSNJ to provide remote behavioral health support services to Blue Cross and Blue Shield Service Benefit Plan members in New Jersey with certain medical conditions.

Quartet supports Horizon Blue Cross Blue Shield of New Jersey in the facilitation of behavioral health benefits. Quartet is independent from and not affiliated with Horizon Blue Cross Blue Shield of New Jersey or the Blue Cross and Blue Shield Association.

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