



Improvement in a Value-Based World: One Regional Hospital's Approach to Reducing Behavioral Health ED Utilization



Damara Gutnick, MD¹, Kristin Woodlock RN¹, Daniel Childs¹, Corinna Manini, MD², Nancy Magliocca³, Tracie Florida⁴, Ray Florida⁴, Tim Egan⁴, Stephanie Madison⁵, Bonnie Halley⁶, Michael Leitzes⁶, Brigid Pigott⁶

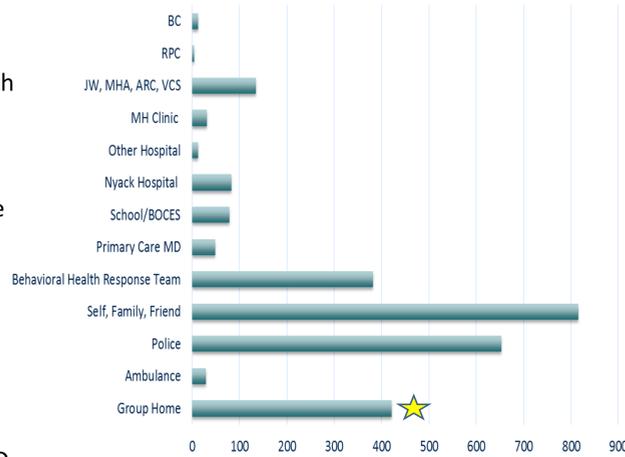


¹ Montefiore Hudson Valley Collaborative, Yonkers, NY ² Refuah Community Health Collaborative, Suffern, NY ³ Nyack Hospital, Nyack, NY ⁴ Rockland Paramedic Services, Chestnut Ridge, NY ⁵ Mental Health Association of Rockland County, Valley Cottage, NY ⁶ Rockland County Department of Health, Pomona, NY

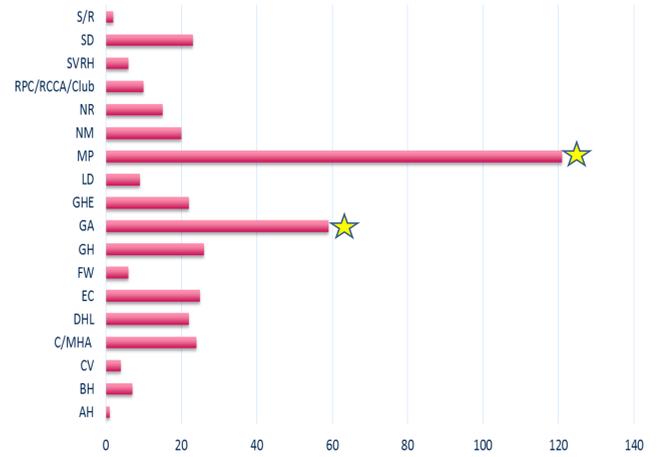
Introduction & Background

The goal of the New York State DSRIP program is a 25% reduction in preventable readmissions and Emergency Department (ED) utilization. At Nyack Hospital in Rockland County, ED providers perceived that patients presenting with schizophrenia and/or psychosis, combined with limited access to appropriate outpatient behavioral health (BH) services, were the primary drivers of ED-utilization. In response to this perceived need, the community requested that new behavioral health services be developed to serve the local population. Emphasizing the importance of using data to drive planning and design, Montefiore Hudson Valley Collaborative (MHVC), a Performing Provider System serving the Hudson Valley, engaged diverse community stakeholders to review 911-call data. A high volume of patients being transported to the ED from local congregate care adult homes were identified. A multifaceted, collaborative plan was developed and implemented with the goal of reducing ED utilization.

Diverse Presentation Paths to Nyack Hospital: High number of police and group home referrals



Referrals from Group Homes to Nyack Hospital: Targets for Intervention



Aim

To encourage diverse stakeholders to use data to drive service planning and inform program development.

Methods

Interventions:

- Behavioral Health Response Team (BHRT) Visits to targeted Adult Homes providing congregate care during non-call periods to build relationships and trust between the targeted homes and the BHRT team.
- WRAP Plan template shared with the homes to encourage staff to develop individual crisis plans
- Mental Health First Aid training conducted by MHA Rockland at targeted group homes
- Analysis of treat and release data from Nyack Hospital ED for those with primary behavioral health and chemical dependency diagnoses to inform crisis stabilization roadmap and medical village planning in Rockland County.

Measures:

- Number of 911 calls made from targeted group homes that result in ED transport
- % of staff that responds positively to having skills and confidence to manage sub-acute crises and provide MHFA to residents

Results

This rapid cycle improvement intervention resulted in a 52% decrease in 911 calls from the targeted group homes over a 6-month period. Staff at the homes developed skills and confidence to manage sub-acute crises and utilized the BHRT team if they needed additional help. The ED data revealed that patients presenting with substance use disorders were the key drivers of ED utilization with one high utilizer having 197 ED visits in the past year.

Rockland County 911 Calls for EDP in Adult Home/Congregate Care With ED Transport

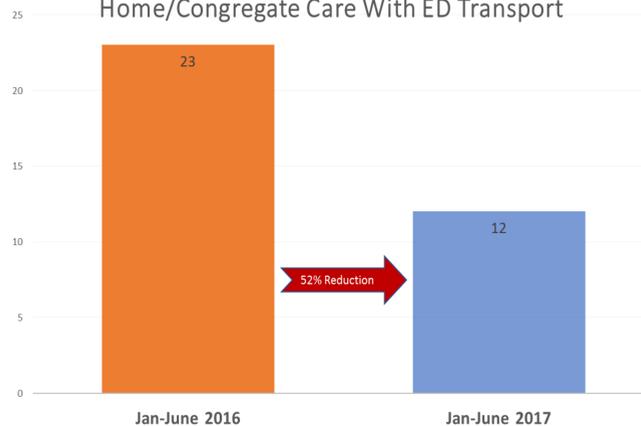


Fig. 1 911 Call Data for EDP in Targeted Group Homes with ED Transport, Rockland Paramedics

Impact of Mental Health First Aid Training in Supporting Adult Congregate Care Living Direct Care Staff Working with Residents with a Serious Mental Illness.	Total Surveys = 65 Responses = 19
Strongly Agreed or Agreed that they could more easily address the needs of a resident experiencing a MH issue or crisis.	95%
Strongly Agreed or Agreed that they felt more confident to assist a resident experiencing a MH issue or crisis.	95%
Strongly Agreed or Agreed that they use the skills learned in MHFA training on a regular basis.	89%

Fig. 2 Results from Mental Health First Aid Training Staff Survey at Targeted Group Homes

Conclusions & Next Steps

Hospital treat and release data from the Nyack ED identified substance use disorders rather than behavioral health issues, as the main driver of ED-utilization. Data assessment of patient cohorts with primary behavioral health and chemical dependency diagnoses revealed a need for integrated care options and limited access to substance use services. In response MHVC is spearheading an "open access" improvement initiative for SU provider organizations. We will also continue to track 911 call data to further measure the impact of this program.

This project demonstrates a model for the use of rapid cycle improvement and data-informed planning to redesign processes and inform further program development. In addition, it highlights the benefits of diverse stakeholder engagement and a multifaceted team approach to identifying gaps in care and improving communication, efficiency, and workflows across systems.

Acknowledgments

Top 10 ED Utilizers for Behavioral Health Issues at Nyack Hospital, 2016

Medical Rec Number	Payer	Anxiety Disorder	Chemical Dependency	Dementia	Mental Health Other	Mood/Bipolar Disorders	Personality Disorder	Pervasive Developmental Disorder	Psychotic Disorders	Grand Total	Avg Duration of Stay per Visit (hrs)	% of Visits longer than 8 hrs	% of Visits longer than 24 hrs	
	Medicaid		174							174	12	84%	2%	
	Multiple	42	4	3	1				1	51	4	8%	2%	
	Medicaid	6	7				3		30	47	8	28%	6%	
	Multiple	14	8							22	3	5%	0%	
	Medicaid		13							13	9	69%	0%	
	Commercial	5				7				12	5	17%	0%	
	Medicaid	3				1			7	11	11	64%	9%	
	Medicare	7					2		1	10	10	30%	20%	
	Medicaid		10							10	7	20%	0%	
	Multiple	2	3		1				4	10	7	40%	0%	
All Other		68	190	5	61	88	0		5	101	518	10	38%	7%
Total		147	409	8	64	101	0		5	144	878	10	44%	5%

Fig. 3. Top 10 ED Utilizers for Behavioral Health Issues, 2016, Nyack Hospital

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Rockland County Department of Mental Health
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Nyack Hospital
Rockland Psychiatric Center
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Refuah Community Health Collaborative