



CASE STUDY

THE CLIENT Cook County Health and Hospitals System (CCHHS)

HEALTH MANAGEMENT ASSOCIATES

CCHHS: Behavioral Health Assessment

THE CHALLENGE

The recession had significant impacts on funding for behavioral health services in Illinois. Reductions in funding to local and county systems resulted in a significant decline in access to services. Since 2009, mental health services funding had been cut 32 percent in Illinois, resulting in the closure and consolidation of state psychiatric facilities and a reduction in bed capacity. Since 2013, there had been a 6 percent decrease in the number of mental health service providers contracted with the state, including 54 located in the CCHHS service area. Additionally, in 2012, 50 percent of the City of Chicago mental health clinics, which served significant numbers of the city's uninsured individuals, were closed. The Department of Alcohol and Substance Abuse budget was reduced by 23 percent (\$58M) between FY2009 and FY2013. As a result of these systemic challenges and subsequent decreases in available behavioral health services, increasing numbers of individuals with behavioral health conditions were seeking care within the CCHHS system. Because they have been unable to access services in the community, these individuals were seeking care through the emergency department and inpatient services. A significant number of individuals were being arrested for issues related to their behavioral health illness and were being treated by CCHHS in the jail.

THE APPROACH

In February 2015 CCHHS engaged Health Management Associates (HMA) through a competitive procurement process to provide a strategic review of its existing behavioral health continuum of care, inclusive of a gap assessment and recommendations for strategic direction. CCHHS leadership established a Behavioral Health Services Steering Committee to work directly with HMA in these efforts. HMA conducted multiple interviews with numerous members of the Behavioral Health Services Steering Committee, additional internal CCHHS staff, and external stakeholders to gather information about the current behavioral health delivery system. To further inform and support any recommendations, HMA reviewed multiple documents and data sets provided by CCHHS as well as other relevant information within the public domain. As part of the analysis of and recommendations for the CCHHS behavioral health service array expansion, HMA incorporated information about other county safety net service continuums and best practices for forensic diversion programs targeting individuals with behavioral health conditions.

THE RESULTS

The deliverables for the project were recommendations for a specialty behavioral health service line as well as a plan for enhanced integration of behavioral health in their Patient Centered Medical Home (PCMH) settings. This included a detailed report and development of a presentation for the CCHHS executive leadership and board of directors. Since completion of the assessment, the HMA team has worked collaboratively with CCHHS to implement recommendations. Specifically, the team worked to develop a strategy for expansion of specialty behavioral health services and implementation of an integrated behavioral health and primary care model in more than 12 of their outpatient PCMH primary care sites. HMA provided project management, technical assistance, coaching and best practice guidance to CCHHS in development and implementation for both of these aspects of a comprehensive model of behavioral health services. As part of the integrated care implementation, HMA assisted CCHHS with a selection of outcome metrics as well as the process for screening, data collection, data analysis and data feedback for the team to inform practice. In addition, the HMA team supported the planning and opening of a 24/7 walk-in and police drop-off Community Triage Center, including obtaining a local grant for funding, and a successful competitive federal grant application to begin an Assisted Outpatient Treatment (AOT) program within Cook County.