

In Tennessee, integrated care model improves behavioral health



Integrating physical, psychiatric and behavioral health services advances complex medical care at lower cost.

In 2006, budget cuts led Tennessee to shift the financial risk of its Medicaid health services (TennCare) to managed care organizations. The state began using an integrated care model and incorporated behavioral health into required services to improve outcomes and assure ongoing financial stability.

As part of the state of Tennessee’s Medicaid transformation, Optum™ and UnitedHealthcare® Community Plan provide integrated care and behavioral health services to approximately 600,000 TennCare members. The program uses evidence-based practices and data-driven analyses to identify and coordinate services based on individual need. It also works with peer- and family-run organizations in the community to support recovery, resiliency and whole-person wellness. The program is particularly effective for TennCare members with multiple physical and behavioral health issues.

Our program supports a full range of integrated care management and services delivery:

- **Member-focused, integrated care management.** Each member is assigned a single care manager to coordinate clinical, behavioral and social services. The care manager is supported by an interdisciplinary clinical team that provides specialized physical and behavioral expertise.
- **A single data system.** The program uses a single platform to manage all physical and behavioral health data, allowing all medical, behavioral and long-term care clinicians access to the data they need to successfully coordinate member treatment. The single platform also supports integrated claims management.
- **Whole-health assessments initiate early treatment.** Upon enrollment in TennCare, members are screened for depression, substance use and physical health using a health risk assessment (HRA) developed by UnitedHealthcare Community Plan. HRA results may trigger more in-depth screenings and referrals for behavioral, physical and long-term care. Assessment results are recorded in the integrated data system for clinical staff to review as needed.
- **24/7 integrated call center.** Members and providers have access to a 24/7 call center for routine, urgent and emergent physical and/or behavioral health issues. This includes crisis intervention.
- **Interdisciplinary clinical rounds for integrated care.** Optum and UnitedHealthcare Community Plan clinicians meet weekly to address complex cases, coordinate care and share best practices.

Care expansion underway

Optum and UnitedHealthcare Community Plan are implementing new integrated care initiatives to equip community mental health agencies, accountable care communities and patient-centered medical homes with the data and expertise they need to improve member health. These initiatives address complex medical needs and improve quality of care while reducing unnecessary service use and lowering overall health care costs.

- **Integrated medical home model.** In partnership with Mental Health Cooperative, a nationally recognized community mental health agency, we are developing an integrated medical home model to serve TennCare members in behavioral health treatment with significant comorbidities. The program aims to decrease the use of emergency services for routine physical health care and empower members who otherwise would not

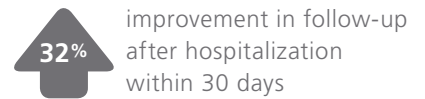
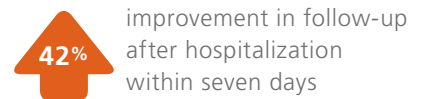
Results

Through partnerships with providers and the local community, the Optum/UnitedHealthcare Community Plan model has demonstrated improved outcomes across a variety of behavioral health-oriented measures.

Reduction in behavioral inpatient care improvement in HEDIS rates¹



Improvement in HEDIS rates¹



receive medical home treatment. Services include an assertive community treatment program with teams of specialists to jointly manage member needs. Teams include primary care physicians, nurse practitioners, psychiatrists, case managers and peer support specialists. Optum works with UnitedHealthcare Community Plan to manage behavioral services, coordinate care and support the assertive community treatment teams with guidance and expertise.

- **Early-stage behavioral and psychiatric consultations.** In partnership with Cherokee Health Services, this initiative embeds behavioral health clinicians into the primary care team, enabling timely, on-site behavioral and psychiatric consultations and treatment before high-cost, advanced care is needed.
- **Coordination with centers of excellence.** In partnership with Centerstone, a recognized provider of community-based behavioral health care, this initiative links community mental health agencies to primary care centers of excellence to expand access to high quality, cost-effective treatment for TennCare members with complex, comorbid physical conditions. Members are closely monitored by Centerstone care coordinators, who communicate regularly with the primary care physicians and centers of excellence. Optum behavioral care coordinators provide Centerstone care coordinators with treatment oversight and guidance, and use a single, integrated data platform for seamless care coordination.

Housing initiatives enhance integrated care

With costly, excessive lengths of stay in regional mental health institutions failing to meet the needs of TennCare members with multiple health conditions, Optum and UnitedHealthcare Community Plan are the first managed care organization in Tennessee to support housing services for people with comorbidities. By providing a greater level of support in community settings, Optum is facilitating the release of these individuals from state institutions into more cost-effective and comfortable living environments.

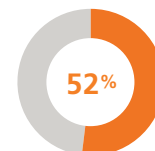
Our work with Carver House has established housing resources and improved health outcomes for covered TennCare members. Carver House is a 10-bed supportive housing facility that enables people with multiple physical and behavioral health conditions and ongoing housing challenges to live safely and effectively in the community. The program provides participants with the necessary medical support and services to develop the self-care skills they need to return to traditional community living arrangements.

Optum and UnitedHealthcare Community Plan have also collaborated with providers to develop supported community living services for TennCare members who do not respond to the psychiatric rehabilitation services of supportive housing, but who require structure and a supportive environment to remain in the community. This cost-effective alternative to supportive housing helps prevent repeated hospitalizations and helps control care expenses for the state.

Carver House staff “make sure I have my medications, food, and see my doctor. I wouldn’t do that on my own. The staff are nice and make sure I am well.”

— UnitedHealthcare Community Plan member receiving services from the Carver House since June 2012

Results from supported community living



reduction in cost of supported housing*
\$480K annual savings*

Member involvement in the design and implementation of behavioral health programs

Member involvement is the cornerstone of our commitment to developing high-quality, community-based programs for those we serve. In Tennessee, our advisory committee consists primarily of consumer and family representatives from the communities we cover, as well as peer and recovery specialists. The value we place on diversity is reflected in our membership, which includes geographically, culturally, racially and clinically diverse participants.

Areas in which this group provides suggestions and feedback include:

- Service planning and design
- Program evaluation and member satisfaction
- Member and family education
- General policy development

According to Leigh Anne Cunningham, behavioral health compliance manager at Optum, "The Behavioral Health Advisory Committee helps assure that we maintain clear and effective communication with our members, that our services are person- and family-centered, and that they are designed to meet the unique needs of each community."

Contact us

Optum and UnitedHealthcare Community Plan are committed to partnering with state and local communities to coordinate treatment and resources for people with multiple physical and behavioral health conditions. The successful initiatives implemented by TennCare are being replicated in other markets, bringing more effective and efficient integrated care to other medically complex Medicaid populations across the country.

To learn more, visit optum.com/BH4Medicaid or contact us at **1-866-223-4603**; email outcomes@optum.com.

-
1. Based on Optum comparison of HEDIS rates for the West Tennessee region from FY2009 to FY2012 (three-year period).
 2. Results from Optum analysis of inpatient admission reports from TennCare for FY2011 to FY2012. Cost savings are based on a daily average TennCare unit cost of \$525. Results include reductions in psychiatric readmission rates in West Tennessee during the same period.
 3. Results from Optum analysis of state quarterly psychiatric readmission reports for the West Tennessee region, from FY2011 to FY2012 (psychiatric readmissions statewide decreased overall). Cost savings is based on a daily average TennCare unit cost of \$525.
 4. Results from Optum-UnitedHealthcare Supported Community Living (SCL) program utilizing 34 SCL beds annually, 2013 compared to 2014. Does not include savings from inpatient hospitalizations avoided due to SCL.



11000 Optum Circle, Eden Prairie, MN 55344

Optum™ and its respective marks are trademarks of Optum, Inc. All other brand or product names are trademarks or registered marks of their respective owners. Because we are continuously improving our products and services, Optum reserves the right to change specifications without prior notice. Optum is an equal opportunity employer.