

# Key Levers for Advancing Physical-Behavioral Health Care Integration at the Practice Level through Integrated Medicaid Managed Care

Clinical integration of physical and behavioral health services holds the promise of improving health outcomes and reducing avoidable costs. This infographic shares recommendations for states, health plans, and providers seeking to partner to advance greater physical-behavioral health integration. It is based on the experiences of providers in three states — Arizona, New York, and Washington State — that recently transitioned to integrated managed care.



## Data-Sharing and Quality Measures



## Payment and Business Practices



## Clinical Practice and Service Design



Invest in statewide data-sharing infrastructure for integrated plans and providers, and develop a quality measure set — with stakeholder input — that comprehensively assesses outcomes across the full continuum of services.

Eliminate financing silos that impede integration, develop financial incentives for integrated clinical practices, encourage plans to implement alternative payment models to accelerate integration, and support provider readiness for integration.

Provide guidance and comprehensive monitoring to ensure that all consumers can access high-quality integrated care to address health and social needs, and assess the need for regulatory reforms such as changes to licensure requirements.



Share enrollment and encounter data with providers, where permissible, and support providers in leveraging newly available data, including through incentives to encourage data use.

Partner with providers to develop value-based payment arrangements that are inclusive of physical and behavioral health services and account for varying provider capacity to assume risk.

Develop provider networks that incorporate the full array of needed services, and provide care management across the continuum of needs.



Use integrated data to identify gaps in care, coordinate treatment plans, and assess the impact of services delivered on consumer outcomes.

Pursue partnerships and business relationships that increase the scope of available services and advance integrated practices, as enabled by new payment models.

Redesign services and staffing to enable integrated team-based and patient-centered care that addresses comprehensive needs — including through integrated screenings and care plans and by addressing social determinants of health.



# Managed Care Process Integration

**Pradeep Kumar Ray**



## Managed Care Process Integration:

*Managed Care* Montague Brown, 1994 Here in 25 authoritative articles drawn from the highly respected journal *Health Care Management Review* you will discover what you will need to lead your organization into the generation of managed care From short range issues like making existing product lines efficient to the policy logic of building comprehensive integrated systems this reference will help managers in a provider insurer buyer or government organization create a successfully integrated organization *Integrated Health Care* Bill Amery, J. William Appling, 1999 *Long-term Care Options* United States. Congress. House. Committee on Ways and Means. Subcommittee on Health, 1997 **Alliances** Douglas E. Goldstein, 1995 This executive report takes you step by step through the process of developing integrated delivery systems You will learn eleven fundamental building blocks for integration and how to apply these methods to redesign and improve your existing processes and systems *The Integrated Behavioral Health Continuum* Laurel J. Kiser, Paul M. Lefkowitz, Lawrence L. Kennedy, 2008-11-01 Until recently behavioral health was defined within the strict dichotomy of inpatient and outpatient care a dichotomy that failed to mirror the range and complexity of human experience and clinical needs Today's integrated system renders this dichotomy obsolete Instead service delivery integration processes offer an organized system of care rooted in a common vision and defined by processes intended to promote continuity and quality of care coordination of efforts efficiencies of operation and seamless patient movement through an otherwise bewildering array of health care services Unique in the literature this volume brings together distinguished clinicians and policymakers who focus on the operational aspects of developing state of the art integrated delivery systems History and concept Why we need integrated health care delivery systems including a model of service delivery integration that incorporates current barriers e.g. ambiguous roles and responsibilities and lack of strategic alignment how to design integrated delivery systems improving clinical outcomes achieving fiscal and operating efficiencies and aligning clinical and fiscal incentives Structural foundations Access to the system of care for patients payors and employers how to design level of care criteria eight strategies that help clients move along the continuum how to define level of care in today's managed care world and the process of following therapeutic processes i.e. philosophies procedures and practices used to create or support recovery and wellness across the continuum Administrative and management processes How to reorient staff toward minimizing barriers and making the patient central to the system documentation information management and reimbursement rates and rate structures risk assumption current research and its enormous potential to improve every aspect of care quality assessments based on examining the driving forces behind the needs for monitoring and evaluating quality and outcomes and the relation of behavioral health care systems which seek to fully integrate clients and families into the fabric of their community and culture to other systems A case vignette that highlights from the consumer's viewpoint the vital role of self help during an episode of hospitalization and a discussion of future directions in integrated behavioral health care round out this remarkable

volume With its wealth of strategic and nuts and bolts information useful for alliances and single entities alike on how to harness operational forces in establishing an effective integrated behavioral health continuum this volume will be welcomed by those who deliver direct services psychiatric professionals and those who administer and manage the integrated financing and delivery of quality care from public U S government agencies and private managed care and insurance providers sectors alike

Integrated Management from E-Business Perspective Pradeep Kumar Ray,2012-12-06 E Business covers a broad spectrum of businesses based on the Internet including e commerce e healthcare e government and e tailing While substantial attention is being given to the planning and development of e business applications the efficiency and effectiveness of e business systems will largely depend on management solutions These management solutions demand a good grasp of both the technical and business perspectives of an e business service There have been many books on the Internet based on e commerce Internet protocols distributed components etc However none of these books address the problem of managing e business as a set of networked services They do not link enterprise management with network and systems management This book provides an overview of the emerging techniques for IT service management from a business perspective with case studies from telecommunication and healthcare sectors It integrates the business perspective with relevant technical standards such as SNMP WBEM and DMI This book presents some concepts and methodologies that enable the development of effective and efficient management systems for networked services The book is intended to familiarize practicing managers engineers and graduate level students with networked service management concepts architectures and methodologies with reference to evolving standards It should be useful in a number of disciplines such as business management information systems computers and networking and telecommunications Appendix 2 is based on TeleManagement TM Forum s documents on TOM GB921 GB910 and GB908 While this appendix has explained the basic management concept of an e telco TMForum now recommends the use of eTOM as explained in [www.tmforum.com](http://www.tmforum.com) An overview of eTOM is available in the report The TeleManagement Forum s enhanced Telecom Operations Map eTOM by Michael Kelly appearing in the Journal of Network and Systems Management in March 2003

Integrated Health Care Delivery Montague Brown,1996 This compilation of authoritative articles drawn from the highly respected journal Health Care Management Review gives practical information on offering a comprehensive continuum of health care services You ll benefit from detailed information covering physician hospital network ing strategies for small community hospitals managing partnerships and more

Medicaid Sophia R. Ketler,2008 Medicaid is a state administered program and each state sets its own guidelines regarding eligibility and services Many groups of people are covered by Medicaid Even within these groups though certain requirements must be met These may include age pregnancy disability or blindness income and resources like bank accounts real property or other items that can be sold for cash and status as either a citizen or a lawfully admitted immigrant The rules for counting income and resources vary from state to state and from group to group There are special

rules for those who live in nursing homes and for disabled children living at home This book discusses these factors

**Nutrition and Food Services for Integrated Health Care** Rita Jackson,1997 Dietetics educators and practitioners will find much in these pages to challenge them As integrated health care systems evolve For better or for worse dietitians need to develop the skills and attitudes that will facilitate not just survival but also expansion of the profession Journal of the American Dietetic Association A must have resource for nutrition and food service administrators providing vital information about trends in the industry how others are meeting current demands with innovative programs that contain costs without compromising quality The standards of care in more progressive settings and how innovative techniques and technological advancements can be implemented to control resources while upholding these standards Optional methods For The delivery of food service and nutrition care are presented along with actual case studies illustrating innovative solutions To The common dilemmas confronting dietetic professionals today Includes an Instructor s Manual *Strategy and Architecture of Health Care Information Systems* Michael K. Bourke,2013-03-09 Information technology constantly changes and quickly becomes obsolete The methodology of planning and implementing a health care information system however is more constant Through practical step by step guidelines the author demonstrates how to establish the strategy and architecture against which vendor and system decisions must be made Both management and technical perspectives are discussed Thus regardless of the technology used the health care administrator and systems manager learn to implement information systems successfully and to link those systems with business strategy to achieve higher quality and more cost effective patient care *Hearing on H.R. 1415, the Patient Access to Responsible Care Act (PARCA)* United States. Congress. House. Committee on Education and the Workforce. Subcommittee on Employer-Employee Relations,1998 *Handbook of Health Administration and Policy* Anne Kilpatrick,1998-11-23 This comprehensive text offers a broad view of health care policy health services delivery and organization and health care management Drawing on the insights of over 100 scholars and leading practitioners it highlights organizational changes reflected in health care mergers networks and affiliations and describes the role of funding agencies in the direct provision of services Providing over 2350 references tables and drawings the book charts the influences of managed care on provisions funding and the configuration of providers and services and portrays the increasingly influential and challenging role of health administrators **Financial Management for Medical Groups** Ernest J. Pavlock,2000 You ll learn the fundamentals of financial management including financial analysis budgeting cash flow analysis and cost accounting Find information on managed care access to capital financial information systems and accountability in health care A must have for your practice s bookshelf *The Credentialing Handbook* Sheryl Deutsch,Sheryl K. Deutsch,Christine S. Mobley,1999 The Credentialing Handbook provides comprehensive plain English guidance to understand and master the provider credentialing process in any health care setting With sample forms checklists flowcharts and correspondence this practical guide walks you through every aspect of effective credentialing

appointment and recredentialing You'll learn key steps in the credentialing process about express credentialing models how to credential allied health practitioners typical time frames and tracking systems pros and cons of delegating credentialing plus more

*Couples Therapy in Managed Care* Barbara Jo Brothers, 2014-02-04 *Couples Therapy in Managed Care Facing the Crisis* provides social workers psychologists and counselors with an overview of the negative effects of the managed care industry on the quality of mental health care Within this book you will discover the paradoxes that occur with the mixing of business principals and service principles and find valuable suggestions on how you can creatively cope within the managed care context With *Couples Therapy in Managed Care* you will learn how you can remain true to your own integrity and offer quality services within the current context of today's health care system Current and comprehensive *Couples Therapy in Managed Care* will assist you in easing the dilemma of patients who are suffering from serious physical illness or emotional pain and have little choice or time to search for a needed doctor or service *Couples Therapy in Managed Care* offers you informative tips and suggestions on how you can help your clients within the constraints of the managed care system such as exploring ways to hold true to your personal values and the integrity of your personal approach to therapy while developing creative strategies to survive within managed care understanding the need to write a treatment plan using high professional standards and a solid theoretical analysis of the proposed therapy to give you a better chance of getting the managed care case manager to authorize your treatments realizing that maintaining a good working relationship with individual case managers will help you get more of your proposed treatments authorized although their high rate of turnover makes this a daunting task discovering that a sometimes a solution to your problem may be as simple as a phone call to a case manager to negotiate an exception to a standard procedure *Couples Therapy in Managed Care* offers you effective suggestions to help you overcome the limitations you may encounter while trying to practice within a managed care setting Innovative and informative this book will help you provide your patients with the best possible therapy while offering you ways to decrease the stress that managed care systems can cause you and your clients

*Management and Administration Skills for the Mental Health Professional* William O'Donohue, Jane E. Fisher, 1999-08-17 Psychologists receive several years of specialized study on the brain behavior and mental health but despite the fact that over half ultimately end up in administrative or managerial roles they receive no formalized training in the skills necessary to be successful in these roles This book is the first of its kind to target the managerial and administrative skills necessary for the mental health professional The book discusses practical information such as how to deal with personnel issues how to set budgets and allocate resources and how to document progress and maintain schedules in the domains of private practice hospitals government agencies and universities Chapter authors are well known and successful psychologists within these settings and include Raymond Fowler past president of the American Psychological Association

**Essential Readings in Case Management** Catherine M. Mullahy, 1998 *Bullets in Emergency Medicine Review and Reminders in Pursuit of Evidence Based Decisions* is a concise

guide to the diagnosis and treatment patients in the Emergency Department Arranged by signs and symptoms as well as by system this accessible handbook is an ideal reference for use in the Emergency Department and a perfect review for the ACEP boards

**Integrating Complementary Medicine Into Health Systems** Nancy Faass,2001 Comprehensive and in depth guide provides the expertise of more than 100 of the nation s top professionals

**Integrated Care** Lori E. Raney,Gina B. Lasky,Clare Scott,2017-04-26 Integrated Care A Guide for Effective Implementation provides a detailed thoughtful and experience based guide to the complex and potentially overwhelming process of implementing an integrated care program The advantages of integrated care from both the clinical and administrative perspectives are many including better detection of illness improvement in overall health outcomes a better patient care experience flexibility in responding to policy and financial changes and an emphasis on return on investment The book addresses the emerging framework of core principles for effective integrated care reviews the most up to date research on implementation and presents practice based experience to serve as a guide This information is useful in both traditional integration of behavioral health into general medical settings often primary care or integrating general medical care into a specialty mental health or substance use treatment setting Because administrators clinicians policy makers payers and others need guidance in determining what effective implementation looks like the authors offer a three part examination of the key components of an implementation strategy and explore the elements essential for success The book is grounded in the authors real world expertise and offers readers practical accessible information and support Often efforts to implement an integrated care program fail because the model is more than just plug and play To address this misconception the authors explore the successful implementation from every angle from leadership primary care therapist psychiatric provider and policy perspectives As procedural and institutional hurdles are being overcome codes for integrated care have been adopted Accordingly the book provides in depth coverage of finance and funding models challenges to billing and emerging payment models Each of the chapter authors were selected for their direct clinical experience in various integrated environments their leadership in ushering teams through these initiatives and or their deep knowledge of payment and policy barriers Impediments to the widespread implementation of evidence based programs include payment and regulatory barriers lack of a workforce trained in effective collaboration and cultural differences between the worlds of primary care and behavioral health care Integrated Care A Guide for Effective Implementation helps health care leaders and providers overcome these obstacles to implement a successful patient centered integrated care program

**Physician Integration & Alignment** Maria K. Todd,2012-11-05 Today with physician and hospital reimbursement being cut and tied to quality incentives physicians and health plans are revisiting the concept of integration Payers are demanding that the industry do more with less without sacrificing quality of care As a result physicians again find themselves integrating and aligning with hospitals that have the resources they lack or must develop together Written by an acknowledged expert in the field of physician integration and managed care contracting Physician Integration Alignment IPA

PHO ACOs and Beyond examines physician integration and alignment in the current healthcare market. It outlines the common characteristics of integrated groups and various organizational structures and also explains how you can avoid making the same mistakes of the past. Filled with suggestions and ideas from successfully integrated practices, the book identifies industry drivers for the resurgence of integrated models and the need for aligned models. Provides a look at the common characteristics of integrated and aligned groups and how the components can work together. Discusses antitrust and other regulatory concerns present when considering the right organizational and management structure. Offers time and money saving checklists, lessons learned, models and templates saving you thousands of dollars in consulting fees. Maria K Todd provides readers with the vision and practical tools needed to organize their business entities in a manner that will maximize economic clout and provide quality of care for both the hospital and physician group. This much needed resource includes helpful insights on topics such as declining physician reimbursement, declining margins, physician shortages, physician hospital competition, rising practice investment requirements, the return to capitation as a payment mechanism and recent changes in the relationships between physicians and health systems. Maria currently is the principle of the largest globally integrated health delivery system in the world with over 6 000 hospitals and 85 000 physicians spanning 95 countries. She has developed more than 200 integrated and aligned IPAs, PHOs, ACOs, MSOs and healthcare clusters in her career.

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