Scale: Pathways to Organizational Impact and Sustainability

National Council for Behavioral Health
June 13, 2016
3:30 – 5:00pm ET
**How to participate**

- Dial the conference by selecting “Use Telephone” in your Audio window. See example

- Submit your text question using the Questions pane

- **Note:** A copy of this presentation and the recording will be made available within 48 hours
Scale: Pathways to Organizational Impact and Sustainability
Go Big or Go Home — history and vision

Introductions

Is bigger really better? Why does size matter today?

What does it take? The core elements for effective growth.

What is on the horizon?

Q and A
Health Management Associates

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Lansing, Michigan
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Sacramento, California
San Francisco, California
Southern California
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LIST SERV

The Financing and Leadership List Serv will:

+ Foster ongoing dialogue between webinar presenters and participants
+ Promote access to the knowledge and expertise available from HMA,
+ Establish a network among leaders and colleagues

It will enable you to:

☑️ Share your ideas and views on issues that impact you and your organization

☑️ Find solutions to challenges you and your organization face

☑️ Share strategies for success

Stay tuned for information on how to join and instructions on how to participate.
Carl Coyle
Chief Executive Officer
Liberty Resources

Carl Coyle, MSW, is CEO of Liberty Resources, Inc., a highly diversified Behavioral Health; Primary Care; Child Welfare; and IDD multi-service organization serving varied populations across New York State, Florida and Texas. He has been CEO of Liberty Resources for over 30 years. Under his leadership, the organization has expanded significantly in geographic and programmatic scope. Originally serving less than 300 clients annually with 500,000 in revenue, Liberty Resources now serves over 15,000 individuals annually, and employs over 1,100 professional staff with a $56M budget.
Robert Krumwied
President
Regional Mental Health Center

Robert (Bob) Krumwied has spent his career in Indiana striving for the highest quality of care for Hoosiers of all ages with mental health and substance use issues. Throughout his career, he has served as the Director of Community Mental Health services, the Deputy Commissioner for Community Programs, and Acting Commissioner. He went on to serve as the Executive Director of Tri-City Mental Health Center. In 2008, the Board of the Southlake Center for Mental Health appointed him the President/CEO of Southlake. Under his guidance under the direction of the Boards of Directors for both Southlake and Tri-City Mental Health Center, the Agencies merged on July 1, 2009, and became Regional Mental Health Center.
Scott Rose is CEO and General Counsel of Way Station, Inc., a non-profit community mental health organization that serves over 3,000 low-income adults and children in three Maryland counties. He is also a senior executive with Way Station’s non-profit parent corporation, Sheppard Pratt Health System, the largest private mental health provider organization in Maryland, serving over 60,000 adults, children and families each year in 38 locations throughout the state.
Chris Shea
Chief Executive Officer
Cherry Health

Shea joined Cherry Health in 1996. He has directed its growth to become Michigan’s largest Federally Qualified Health Center. Previously, he was Executive Director for six years at Blackstone Valley Community Health Care in Rhode Island, a three site urban community health center. Shea holds a Bachelor of Arts in Psychology and a Master of Urban Planning with a concentration in Social and Health Services from Wayne State University. He has spent his entire career within the field of health care for underserved populations including directing East Jordan Family Health Center (1981-1986) and Regional Lakes Health Care (a nine member consortium of rural hospitals).
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<thead>
<tr>
<th>Agency</th>
<th>Initial Program</th>
<th>Today</th>
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<tbody>
<tr>
<td>Liberty Resources, NY</td>
<td>Community mental health center</td>
<td>Grew from under $500,000 to over $52M</td>
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<tr>
<td>Way Station, MD</td>
<td>Mental health organization</td>
<td>3,000 individuals served annually by the state’s first medical home pilot program</td>
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<tr>
<td>Regional Mental Health, IN</td>
<td>Two small mental health agencies</td>
<td>Continuum of integrated care offered at two FQHCs and ten other program sites in Indiana</td>
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<tr>
<td>Cherry Health, MI</td>
<td>FQHC</td>
<td>$70 million annual budget; merged with both behavioral health and substance abuse organizations serving over 61,000 patients in 2014</td>
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WHY GO BIG?

Greater impact
(community and policy levels)

+ To address local needs and/or reach new populations
+ More comprehensive and better coordinated care

To achieve the volume necessary to achieve efficiencies and maximize revenue potential from an array of growth strategies

To achieve success within a value based payment environment
PREPARE FOR THE DEMAND

2014:
- Chip: 7
- Medicare: 50
- Medicaid: 72

2019:
- Chip: 14
- Medicare: 62
- Medicaid: 91

2024:
- Chip: 21
- Medicare: 72
- Medicaid: 93
STRATEGIES

- Mergers and Acquisitions
- New Geographic Markets
- Grant Funded Pilots
- Integrated Care and Other New Services
- Strategic Partnerships
### NECESSARY INGREDIENTS

| ✔️  | Focus on local needs |
| ✔️  | Open to risk |
| ✔️  | Data analytics |
| ✔️  | Continuous Quality Improvement? (CQI) |
| ✔️  | Partnerships & Collaborations |
| ✔️  | Diversified funding |
| ✔️  | Change management |
FOCUS ON LOCAL NEEDS

- Programmatic development driven by identified community need
- Focus on building sustainable infrastructure
The biggest risk lies in doing nothing.

Growth will lead to peaks and valleys financially, leaders must prepare and weather the storm.

“Failure is my favorite word. It’s so necessary to project improvement... to getting it right.”

CHRIS SHEA, CHERRY HEALTH
DATA ANALYTICS

Data is central to development and success

Network Cost Sharing

State and local collaborations to support IT
SUPPORTING ADVANCEMENT OF THE FIELD

- Local Coalitions
- Research Engagement
- Critical Leading Edge Pilots
- State and Federal Taskforce Involvement
### Partnership and Collaboration

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<tr>
<th>Resource sharing</th>
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<td>Opportunities to engage new populations</td>
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<td>Comprehensive care and effective care coordination requires collaboration</td>
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<td>Collaborations/cooperative agreements to share costs</td>
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<td>Mergers and acquisitions</td>
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**“It’s about relationships. It’s the psychosocial model at the administrative level. It’s about trust”**

- **SCOTT ROSE,**
  **WAY STATION**
“Every time you get into a new line of business, you can’t make money from day one—enough lines of business though, they even it out.”  - BOB KRUMWIED, REGIONAL MH
Staff must be flexible and open to change

Buy-in is crucial

Humility and transparency are vital

Participatory leadership facilitates both organizational support and insightful management

“Communication and shared decision making are critical.”

CARL COYLE, LIBERTY RESOURCES
WHAT’S ON THE HORIZON?

New opportunities, from CCBHC, expanded waiver services, and new funding for SUD

Regional MH and Way Station hope to be pilot sites for CCBHC

ACO development

MCO collaborations, new business lines, greater commitment to network, and IPA
MARK YOUR CALENDAR
July 26th, 2pm-4 pm
Question & Answer

Heidi Arthur, Principal
harthur@healthmanagement.com