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# **BEHAVIORAL HEALTH**

***STAFFING AND OPERATIONAL CONSIDERATIONS***

## ***CELEBRATING 50 YEARS***

- Located in Burlington, MA
- Founded in 1967 as part of the Massachusetts Hospital Association
- Independent for 20 years committed exclusively to healthcare; 95% of clients are hospitals and hospital systems
- Served 750 clients with over 7,000 engagements
- Diverse team of clinical and administrative experts, and management engineers with experience that spans the continuum of care

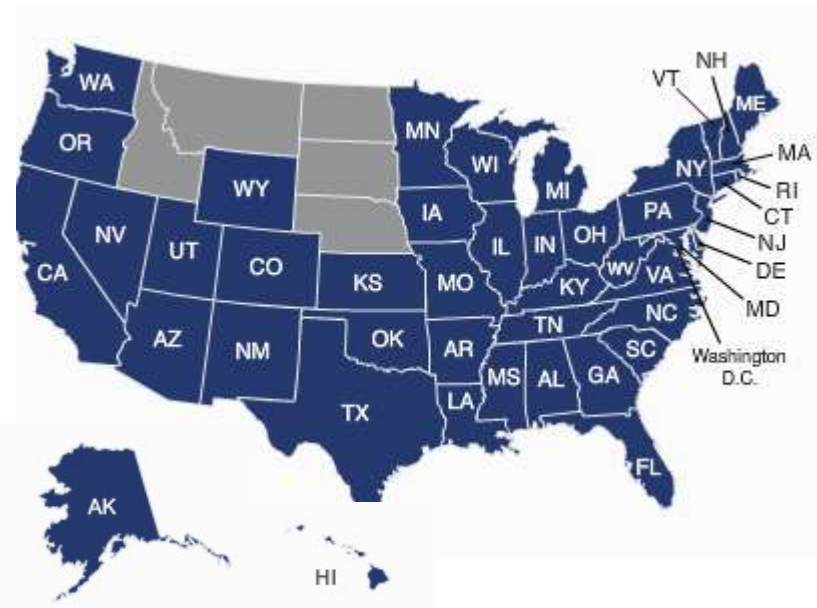
*Emergency Department, Urgent Care, Surgical Services, Clinics, Nursing Units, Cardiovascular Services, Clinical and Anatomic Pathology Laboratories, Imaging, Respiratory, Rehabilitation Services, Radiation Oncology, Pharmacy, Materials Management, Food Service, Patient Accounts, Finance, Revenue Cycle, Health Information Management*

# CLIENTELE & GEOGRAPHIC COVERAGE

## Clients

Applied Management Systems (AMS) assists clients across the continuum of care, including:

- Acute Care
- Ambulatory Care
- Integrated Delivery Systems
- Long Term Care
- Behavioral Health Care
- Home Care
- Skilled Nursing Facilities
- HMOs
- Physician Practices
- Regional Laboratories
- Freestanding Medical Services (ex. MRI)



# AMS BEHAVIORAL HEALTH CLIENT ENGAGEMENTS

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## ➤ **HOSPITAL TYPES :**

- Psychiatric Hospitals
- Acute Care Hospitals with and without psychiatric services

## ➤ **COMMON CHALLENGES/CONCERNS:**

- Growing populations of behavioral health and substance abuse patients
- Limited inpatient beds
- Reimbursement
- Labor shortages- especially in rural areas
- Environmental/physical safety

## ➤ **ACUTE CARE HOSPITAL CHALLENGES**

- Emergency department length of stay

# NATIONAL PREVELANCE BEHAVIORAL HEALTH DISORDERS

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- 18% of adults in this country have mental health diagnoses.<sup>2</sup>
- 20% of children either currently have or have had a serious debilitating mental health diagnosis.<sup>4</sup>
- 20.8 million Americans suffer with substance abuse disorders.<sup>5</sup>
- 40 % of Americans with a substance abuse disorder also have also have a mental health condition; fewer than half get treatment for either.<sup>5</sup>

# SUBSTANCE ABUSE CRISIS

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- 1 out of 7 Americans will develop a substance abuse disorder.<sup>5</sup>
- 1 out of 10 will receive substance abuse care.<sup>5</sup>
- Those who use alcohol before age 15 are 4 times more likely to abuse substances.<sup>5</sup>

# THE OPIOID EPIDEMIC

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- 2.1 million suffer with substance abuse from opioid pain prescription<sup>3</sup>
- According to the Centers for Disease Control - on an average day:<sup>7</sup>
  - More than 650,000 opioid prescriptions are dispensed
  - 3,900 will initiate nonmedical use of prescription opioids
  - 580 people initiate heroin use
  - 78 people die from an opioid related overdose



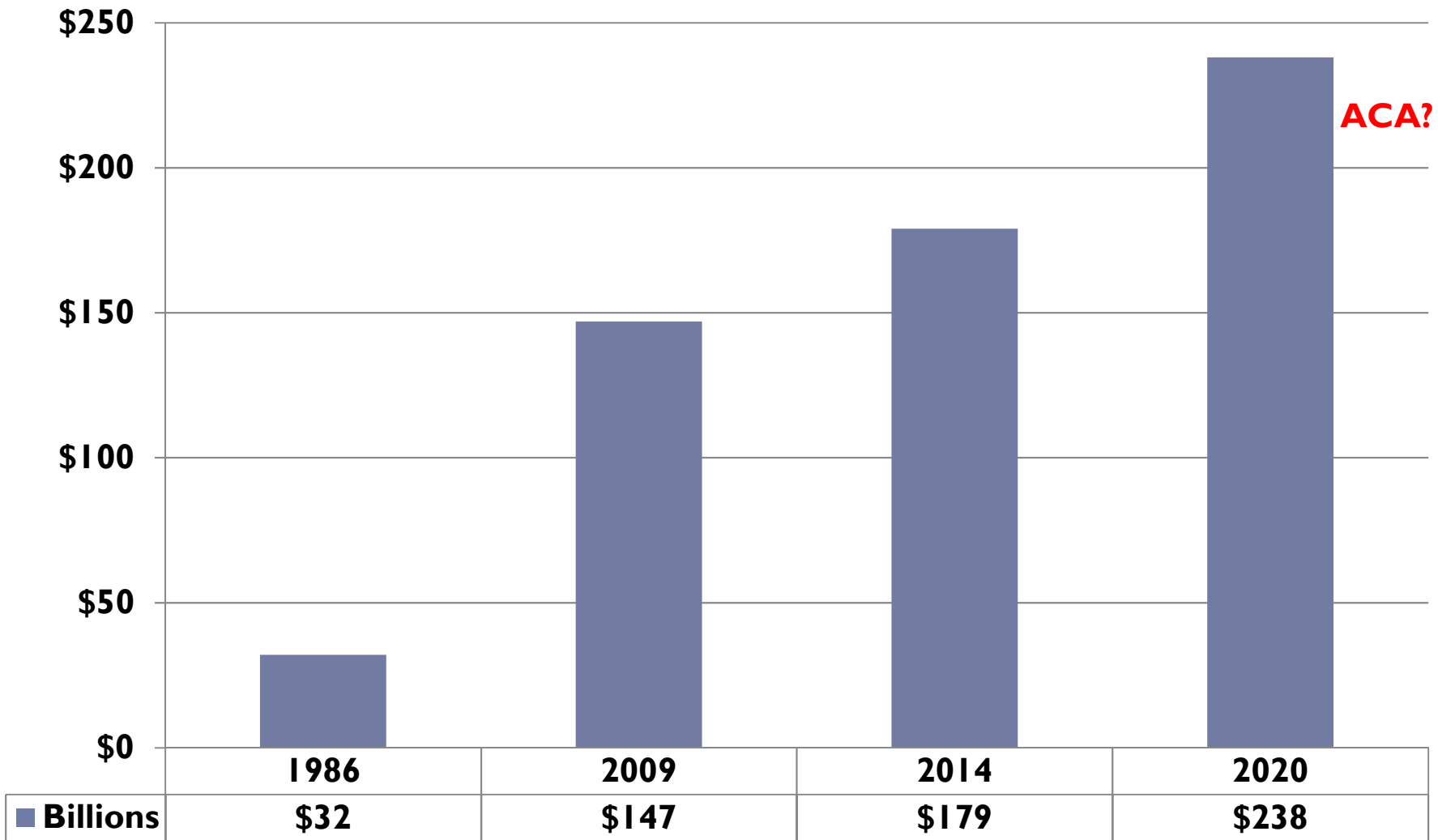
# BEHAVIORAL HEALTHCARE

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- The demand for behavioral health care treatment is expected to increase:
  - Mental health becoming more integrated in primary care
  - Expanded health care coverage through the Affordable Care Act (ACA) and the Mental Health Parity and Addiction Equity Act (MHPAEA) 2008

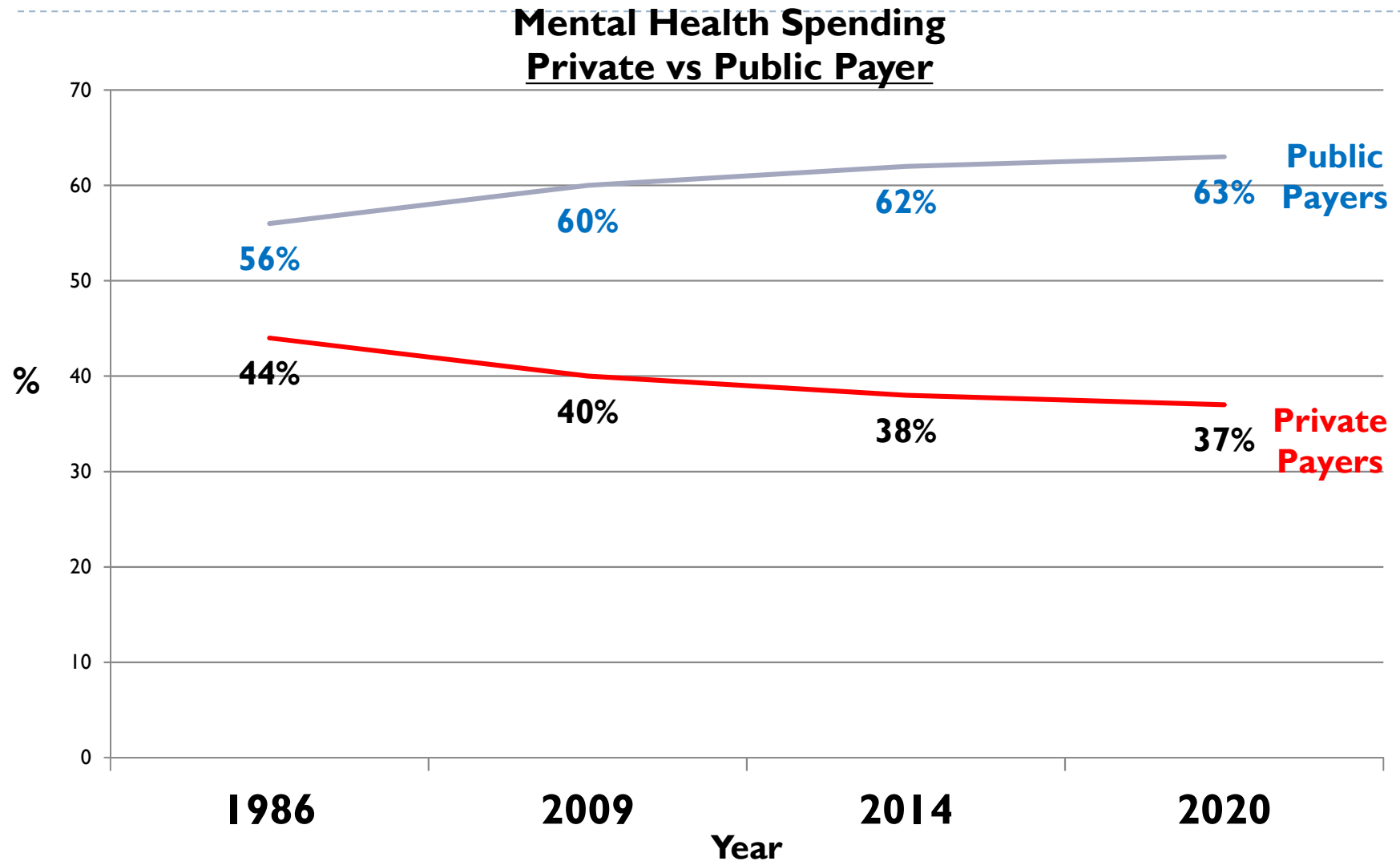
# How Much Money Will Be Spent In USA for Mental Health Treatment?

Mental Health Total Spending



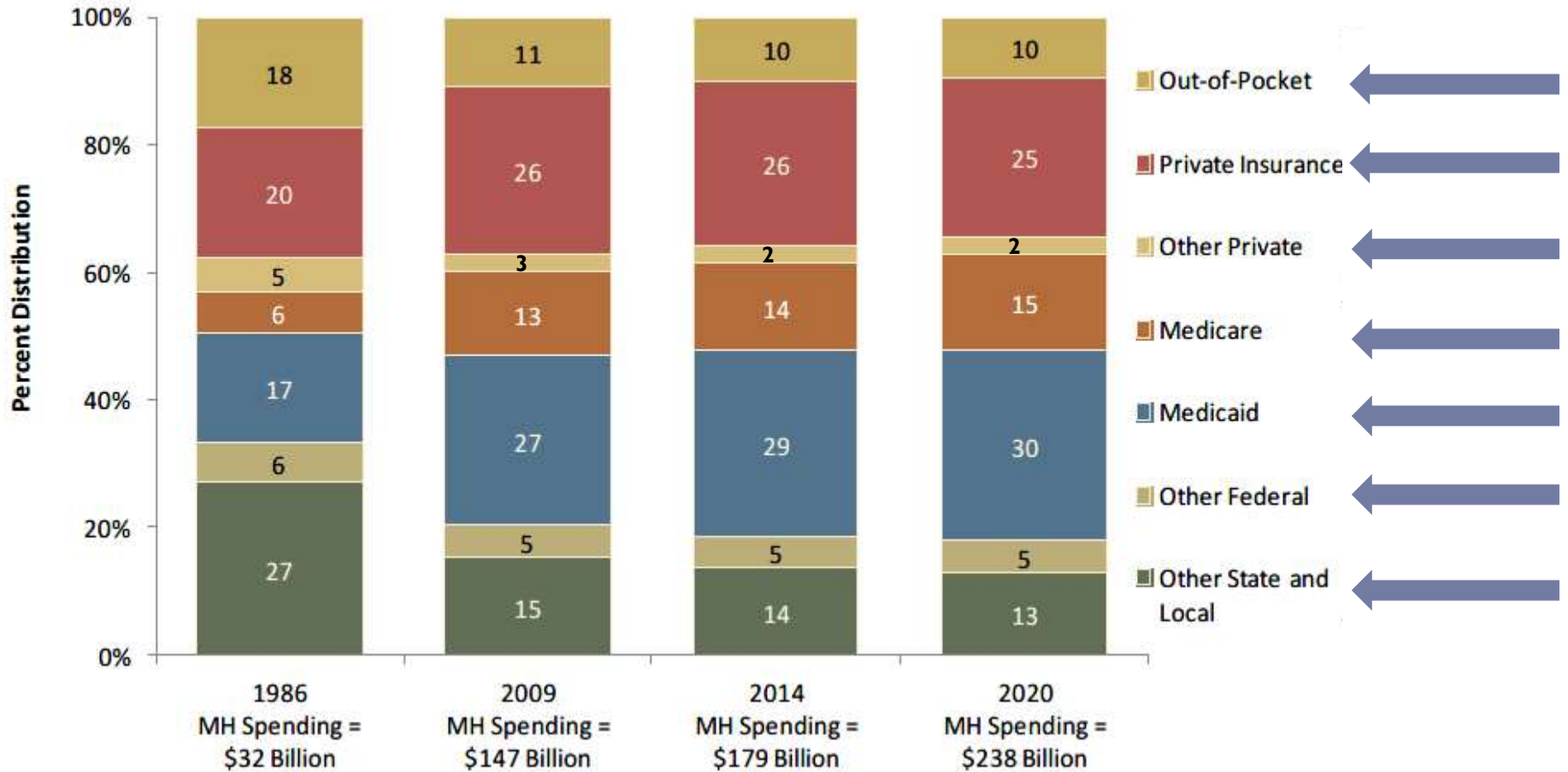
Source: Substance Abuse and Mental Health Services Administration (SAMHSA)<sup>6</sup>

# Who Is Expected to Pay for Mental Health and Substance Abuse Treatment?

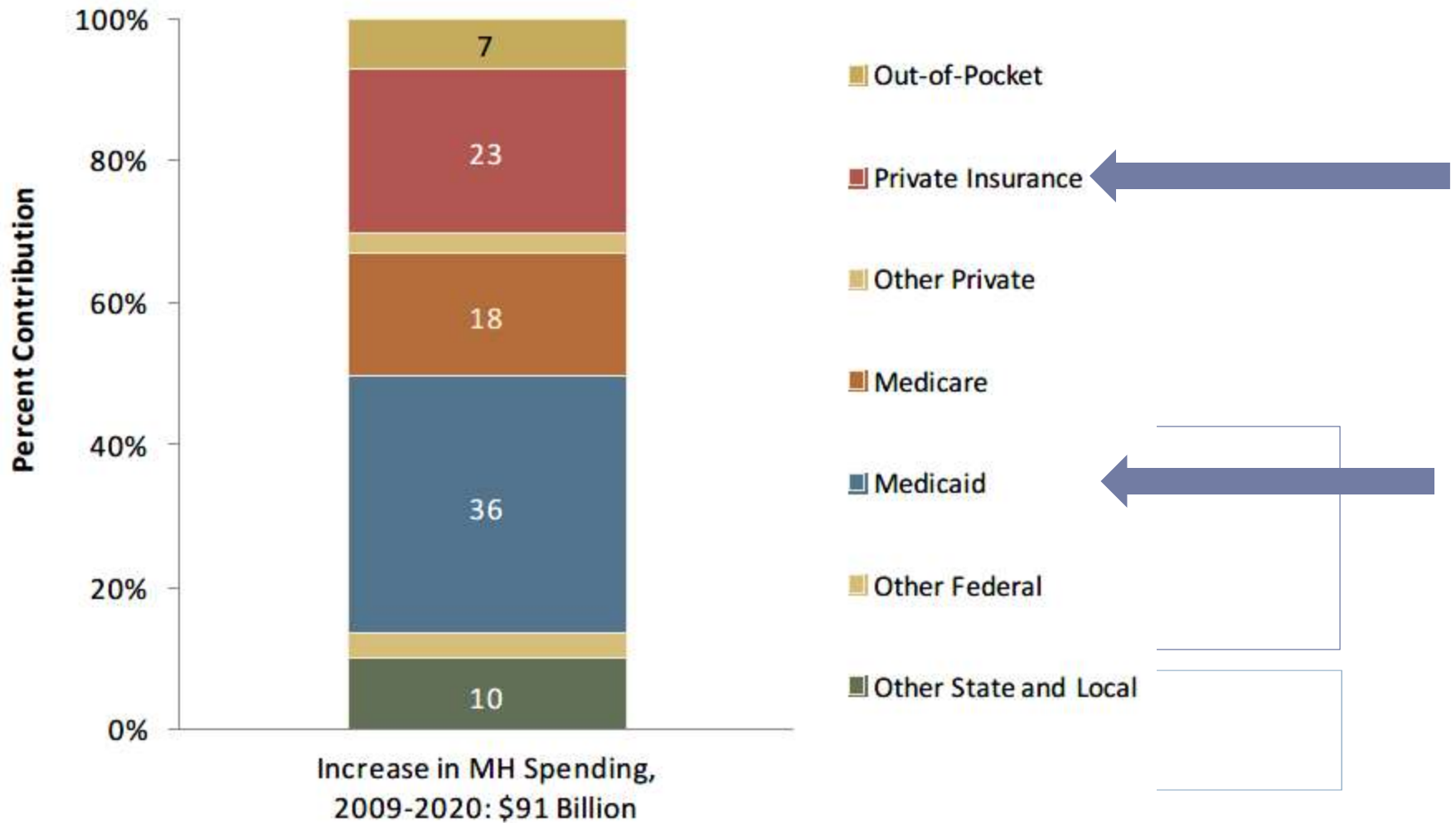


Source: Substance Abuse and Mental Health Services Administration (SAMHSA)<sup>6</sup>

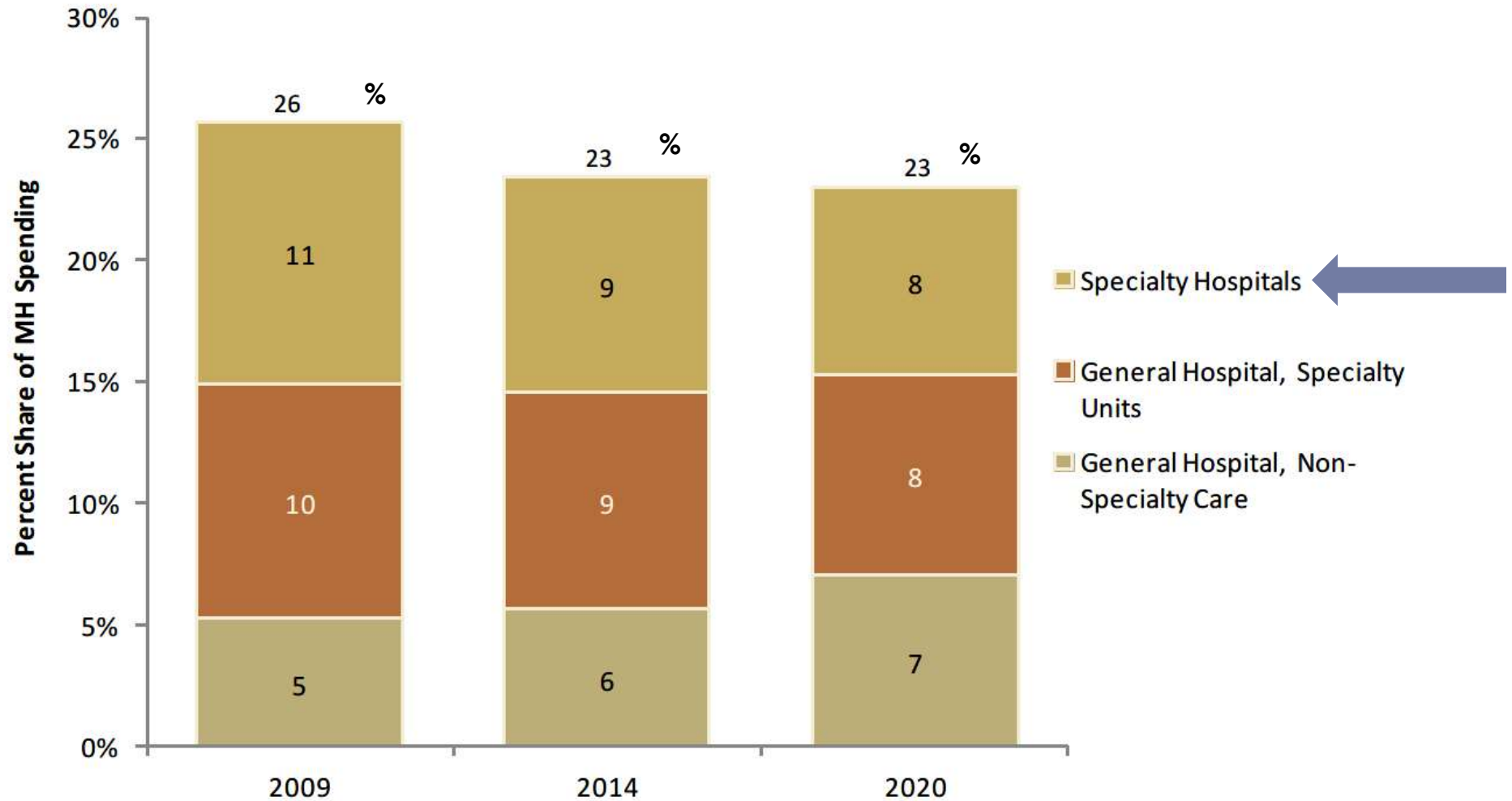
# Spending Distribution by Payer, 1986, 2009, 2014, 2020



# Contribution to Increase MH Spending by Payer, 2009 - 2020



## Share of MH Spending for Hospital Care by Hospital Type, 2009, 2014, 2020



Source: SAMHSA Spending Estimates.<sup>6</sup>

# STATE HOSPITAL IMPLICATIONS

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- Specialty hospital closures comes from the closure of state owned psychiatric hospitals<sup>6</sup>
- Nine percent of state hospitals beds have been closed between 2009 and 2012<sup>6</sup>
- States reducing mental health services resulting from the recession:<sup>6</sup>
  - Acute hospitals convert unoccupied beds for mental health services?
  - Community based treatment program expansion?
    - Two-thirds of primary care provider referrals were unmet
  - What are the challenges to be faced?

# ACCESS TO QUALIFIED BEHAVIORAL HEALTH PROFESSIONAL

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- Behavioral health is a unique specialty requiring specialized skills to treat behavioral health conditions and substance abuse disorders:
  - ***Psychiatrist***
  - Advanced Practice Psychiatric Nurses
  - Psychologist
  - Licensed Clinical Social Worker
  - Registered Nurse
  - Case Managers
  - Mental Health Crisis Counselor
  - Therapist
  - Counselor
  - Mental Health Technicians/Worker



# RECRUITMENT & RETENTION CHALLENGES

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- National shortage of qualified professional<sup>6</sup>
  - *Psychiatrists*
- Aging workforce<sup>6</sup>

Occupation	Median Age
Psychologist	50.3
<b><i>Psychiatrist</i></b>	<b>55.7 (46% ≥ 65)</b>
Social Workers	42.5
Counselors	42

Bureau of Labor Statistics, Department of Labor, Occupational Outlook Handbook 2010-11 | <http://bls.gov/oco/>

- Perception of lower salaries<sup>6</sup>
- Perception of lower status<sup>6</sup>
- High turnover<sup>6</sup>

# WORKFORCE SHORTAGE IMPLICATIONS

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***Demanding Workloads = Stress & Burnout***  
***High Turnover = Higher Cost***

# PSYCHIATRIST SHORTAGE

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- 59% of Psychiatrists are +55 or 12,486<sup>1</sup>
  - Many will be retiring or reducing workload soon
- Total number of Psychiatrists increased **12%** from 43,640 to 49,079 (1995-2013)<sup>1</sup>
- Total number of Physicians increased by **45%** (1995-2013)<sup>1</sup>
- U.S. population increased by **37%** (1995-2013)<sup>1</sup>

# PSYCHIATRISTS: RECRUITMENT & RETENTION CHALLENGES

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- Perception of:
  - Inadequate pay<sup>1</sup>
    - Psychiatrist federal mean wage = \$182,700
    - Surgeons = 28% higher
  - Psychiatry not a profitable cost center:<sup>1</sup>
    - Cardiology
    - Orthopedic
- Department of Veterans Affairs among many health providers struggling with psychiatrist shortages<sup>1</sup>
  - Military suicides

# INITIATIVES TO OVERCOME PSYCHIATRIST SHORTAGE

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- Increase Demand for Advanced Nurse Practitioners<sup>1</sup>
- Psychiatric Telemedicine<sup>1</sup>
  - Michigan
  - North Carolina
  - South Carolina
- Strengthening Primary Care Physician Training in Mental Health<sup>1</sup>

# SAFETY IMPLICATIONS

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- Potential work place violence
  - Potential violent/self-destructive behaviors
  - Staff training and education
    - Management of physical violence
    - De-escalation techniques
  - Environmental safety
- I:I CONSTANT observation - The industry standard
  - Resource intensive - often takes staff away from other patient care activities
  - Costly
  - Unreliable
  - Difficult to recruit
  - Offers no therapeutic value
  - May exacerbate disruptive behaviors

# ACUTE CARE CHALLENGES

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- Longer emergency department lengths of stay for behavioral/substance abuse
  - Medical stabilization- normalize blood levels
  - Psychiatric evaluation
  - Obtaining an appropriate inpatient psychiatric placement
- Longer ED wait times

# DISCUSSION POINTS

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- Increasing demand for Behavioral Health Services
- Challenges in meeting that demand fueled by:
  - Reimbursement
  - Labor shortages- specifically highlighting the psychiatrist
  - Limited inpatient capacity and community based treatment programs
- Increased workloads leading to high turnover and cost
- Work place safety
- Staff education and training to prevent and manage escalation of disruptive behaviors
- Staffing resources to ensure patients are safe from harming themselves or others
- Longer length of stay in the emergency department potentially exacerbating overcrowding conditions



# CONTACT INFORMATION

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