

Optum Idaho Clinical Model 2.0

Agenda

- Introductions
- Our Commitment
- Lessons Learned
- Changes to the Clinical Model
 - Care Coordination
 - Clinical Quality
 - Utilization Management
 - Service Categories
 - Grievance Process and Provider Disputes
- Using Secure Message Center on Provider Express
- Reminders: Call Back Process and Psych Testing Workflow
- Medical Necessity
- Coordination of Care
- Questions and Answers



Our Commitment to Idaho

With our shared goal of better outcomes for members, Optum's commitment to Idaho is to transform the behavioral health outpatient system of care.

Our approach is founded on a recovery model that includes reliance on medical necessity guidelines offering the right care, at the right time and in the right place.



Lessons learned

Provider training is a key component to successful collaboration

- Calls into the care management line quickly became as much about educating providers on medical necessity as creating authorizations for services
 - These personalized interactions with providers yielded notable improvements in the clarity of the care message and increased provider understanding of the methodology for care management
- The volume of authorizations in combination with the need for provider education in the process of authorization overwhelmed the system
- We need to increase our presence in the regions to provide more hightouch support for members and providers



Clinical Model 2.0: Key Components



Field Care Coordination

- Addressing member and provider needs on a regional basis
- Increasing positive member outcomes



Clinical Quality

- Increasing quality of care accountability for system and providers
- Identifying opportunities for improvements and partnering with providers to implement changes



Utilization Management

- Building provider confidence in managed care
- Adapting levels of care to the dynamics of the Idaho behavioral health system



New Model: Reorganization, New Positions

Before: Regional Care Manager

- Completed audits
- Had oversight of Intensive Care Management cases
- Responsible for provider education

Now: Two distinct positions

Field Care Coordinators

Manager and 6 staff members

- Point of contact for members engaged with multiple providers
- Participates in treatment team meetings
- Collaborates with inpatient facilities regarding discharges and outpatient services

Provider Quality Specialists

Three staff members

- Collaborates with providers to improve the quality of services
- Conducts all audits
- Conducts education with network Providers





Field care coordination

- The Intensive Care Management (ICM) process and role have been significantly revised - we are moving out into the field with Field Care Coordinators (FCC)
 - A field care coordinator is a **pivotal link** in the communities they serve
 - They can help a member access community-based resources and develop a plan for recovery
 - As a clinician, they work with providers and members to improve understanding of a recovery-based model
 - A field care coordinator impacts change across the spectrum and provides the high-touch support we believe Idaho communities need





Focus of field care coordination

High Needs Members

- Meet with the provider and/or family members to assist with treatment plans
- Single point of contact for facilitation of care with multiple stakeholders, providers, family
- Diversion of cyclic returns to high intensity care

Inpatient (IP) Discharge

- Works with IP discharge team prior to discharge date
- Meets with member at facility to identify member's community needs
- Assists IP discharge planner to coordinate seamless transition from IP status to Outpatient (OP) care

Support System Transformation

- Identifying opportunities to address regionspecific gaps in care
- Provider training on clinical best practices and system transformation
- Clinical and referral resource for providers and State stakeholders





Field care coordination allows for local community engagement

- System Transformation: Collaborating with Quality Improvement and Network teams to deliver technical and clinical support and education onsite with providers
- Identifying opportunities for inpatient diversion and addressing system of care gaps in rural and frontier areas
- Assignment of Field Care Coordinators as clinical liaisons for regional divisions of Idaho Department of Health and Welfare (IDHW) and our provider network





Field care coordination roles

 Field Care Coordinator (FCC): Dedicated and independently licensed care coordination staff in the field covering Idaho's seven regions

Responsible for:

- Intensive care coordination cases
- Care coordination cases
- Discharge coordination cases
- Discharge Coordinator (DC): will link with IDHW regional staff who assist in the discharge transition process, make referrals to FCCs, collect data from IP facilities and Idaho's inpatient utilization management vendor, Qualis Health
- Care Coordination Manager: independently licensed manager will have clinical and supervisory oversight of the Care Coordination program







Goals

Collaborating with Providers

- Increase the quality of the behavioral health network and the quality of care for a stronger system of care through education, audits and technical assistance
- Promote coordination of care and collaboration between network providers, PCPs and other community-based contacts

Improve Efficiencies

- Ongoing auditing and provider education will increase authorization requests that meet medical necessity criteria
- When indicated by audit findings, facilitate appropriate referrals for further review





Clinical quality

Support system transformation through ongoing Provider monitoring and education, this process promotes continual improvements to the quality of care provided to members

- Conduct clinical audits to assess documentation
 - Appropriateness of care (medical necessity)
 - Compliance with clinical standards
 - Clear indication of what services were rendered
 - When indicated based on the audit outcome, corrective action plans are requested and re-audits are conducted
- Promote the understanding and use of clinical best practices
- Use of provider training teams comprised of the Provider Quality
 Specialist, Field Care Coordinator, and Regional Network Manager
- Investigate quality of care issues
- Link audit data to improvement activities





Utilization Management focus

Prior Authorization Services

- Applying medical necessity standards
- Streamlining process to decrease administrative burden for providers

Supporting System Transformation

- Increase member involvement in their care and recovery journey
- Combine provider services to better meet the needs of members

Improving Outcomes for Members

- Ensuring the right care at the right time in the right place
- Measurable goals in therapy resulting in progress identified for members

Collaborating with Providers

- Build confidence in managed care process
- "We Can Do Better"
- Using treatment that works (Best Practices) results in better outcomes





Utilization management plan

What's changing effective 7/1/14:

- Moving from a telephonic to a portal based system for Category 3 prior authorization requests
- Moving some Category 3 services to a new Category (4) with relaxed prior authorization requirements
- Care Managers will now be called Care Advocates to better reflect their role within the care system

What we will continue to do:

- Adhere to the Medicaid regulation requiring a turn around time of 14 days for non-urgent requests for services
- Refine inter-rater reliability to improve consistency among the Care Advocates
- Train providers on revised processes and practice constructs



Service categories

- Category 1: No authorization required
 - Assessments
 - Medication Management
- Category 2: Open authorization required
 - Individual Therapy
 - Family Therapy
 - Group Therapy



Service categories

- Category 3: Provider specific authorization required
 - Behavioral Health Targeted Case Management
 - Substance Abuse Case Management
 - Telephonic Case Management
 - Behavioral Health
 - Substance Abuse
 - Peer Support Services (PSS)
 - Psychological and Neuropsychological Testing
 - Community Based Rehabilitation Services (CBRS)
 - Skills Training and Development, per 15 minutes; Partial Care



Service categories

- Category 4
 - Crisis Services (H2011)
 - Crisis services should be used at the time of the crisis
 - Authorization for crisis services is completed on a retrospective basis (after the crisis)
 - Treatment Plan: the following services may bill using H0032
 - Peer Support Services
 - Case Management
 - CBRS
 - Extended Office Visits
 - May be used for EMDR
 - BH Assessment (H0031, includes PECFAS/CAFAS)
 - Optum requires an updated PECFAS/CAFAS every 90 days



Service categories: Category 4 thresholds (per Member)

Crisis Services

- Threshold is 40 units per calendar year
- Additional services must be authorized
 - Retro request through utilization management (current process)
 - Address denial via dispute process

Treatment Plan

- Threshold is 16 units per calendar year
- Additional services must be authorized
 - Prior authorization process (before units run out)
 - Address denial via dispute process

Extended Office Visits

- Threshold is 12 units per calendar year
- Additional services must be authorized
 - Prior authorization process
 - Address denial via dispute process

BH Assessment

- Threshold is 4 units per calendar year (PECFAS/CAFAS); 3 units each for case management and peer support
- Additional services must be authorized
 - Prior authorization process
 - Address denial via dispute process



Grievance Process and Provider Disputes

If you receive a partial or full denial for a service, you have the right to file a grievance on behalf of the member

- In the future, the denial letter will include information on how to file the grievance (currently the letter states that if you need help you can call us)
- Your grievance needs to include the following elements
 - A cover letter indicating that you wish to file a grievance, including
 - The specific service
 - The specific date(s)/unit(s)
 - Member demographics
 - Your grievance should include any clinical documentation (progress notes, assessment, treatment plan, etc.) that supports the medical necessity of the service that you are grieving
- The grievance process is not used to dispute the payment of claims
 - For details on the dispute process, refer to the provider manual



Grievance Process and Provider Disputes

- You may file a grievance related to a denied service on behalf of a member via email, fax, or mail:
 - Email: <u>Optumidaho.appeals_grievance@optum.com</u>
 - Fax: 855-272-7053
 - Mail: 205 E Water Tower Lane Meridian, ID 83642
- You may file a dispute related to payment via email, fax, or mail:
 - Email: <u>optum.idaho.provider.dispute@optum.com</u>
 - Fax: 855-272-7053
 - Mail: 205 E Water Tower Lane Meridian, ID 83642



Using Secure Message Center on Provider Express

You will be able to begin using the Message Center upon completion of this training; we expect that all providers will be using Message Center by July 1, 2014

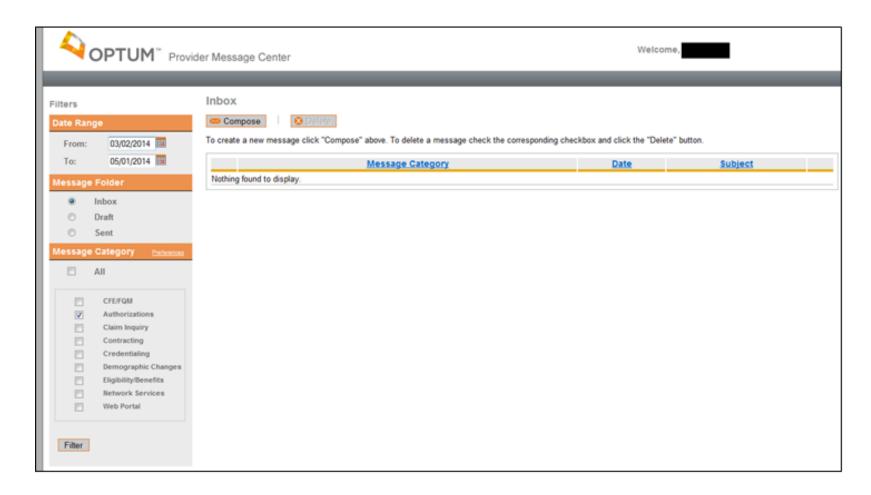
- Provider Express registered users have access to the Message Center (as long as they are granted rights to their User ID)
- Upon logging in, you will see "Message Center" in the gray menu bar, second from the right





Secure Message Center

• When you click on Message Center, a separate window pops up





Secure Message Center

Within the Provider Message Center window, there are several sections:

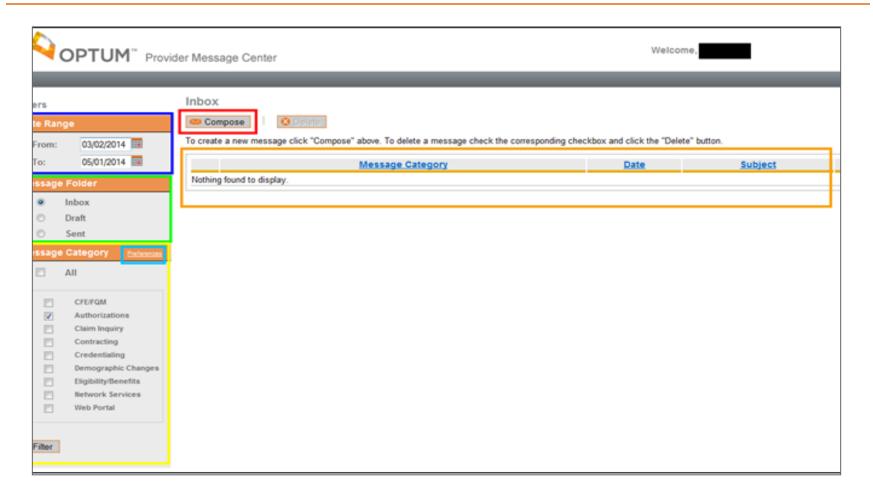
- Date Range (blue box) defaults to the last 60 days, but can be changed for specific searches
- Message Folder (green) defaults to Inbox, but you can choose any option
- Message Category (yellow) defaults to All, but you can filter to look for specific messages
- Filter (purple) if you change any of the above options for specific searches, you will need to click on the [Filter] button to complete the search

Note: changes made using the filter function will default back to original settings after you close the Message Center; to modify your default setting for either the message Category View or to modify the categories for which you receive Email Notification, use the Preferences feature

- Preferences (teal) you can make permanent changes to the Message Category and to the emails you receive
- Compose (red) click this to compose a message
- Message Center (orange) you can view messages, delete, and to filter any of the three headings



Secure Message Center





Message Center: Composing and sending messages

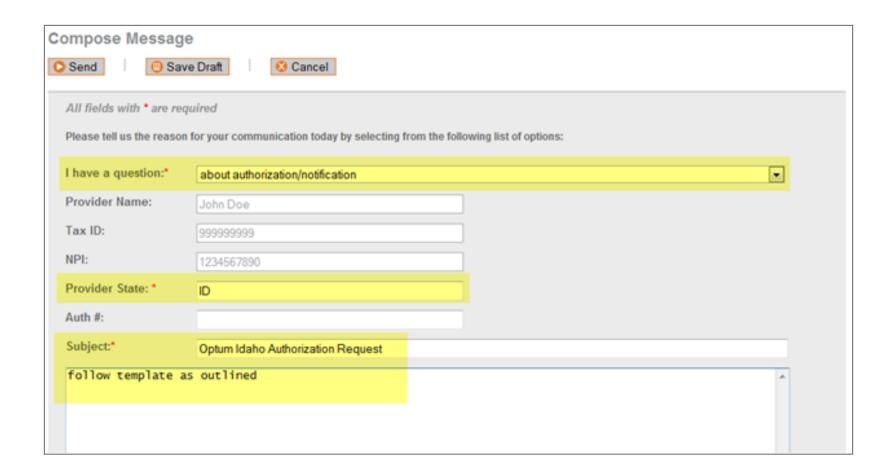
- When you click on Compose on the main page, the Compose Message page comes up
 - Choose the "about authorization/notification" option from the I have a question dropdown
 - Fill in State, Subject (see template info) and type in free-form text as specified in template
- Provider Name, TIN and NPI are automatically filled in and cannot be modified
- You are required to fill in the Provider State and Subject fields. Final box is free-form to enter any text necessary
- For all authorization requests, the subject line of the request must read "Optum Idaho Authorization Request"

Please note: You cannot add/send attachments to your message

 Once message is complete, click the Send button (you can also Save Draft, or Cancel if needed)



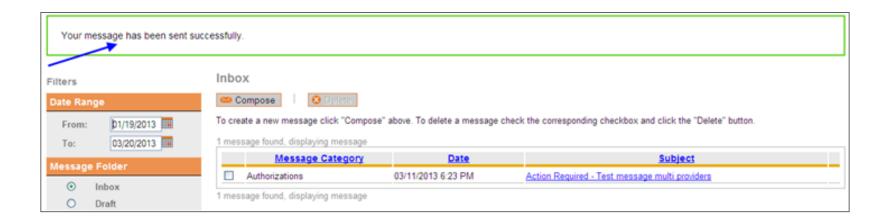
Message Center: Required fields





Message Center: Confirmation your message was sent

 Upon sending, you will be brought back to main screen with a confirmation message

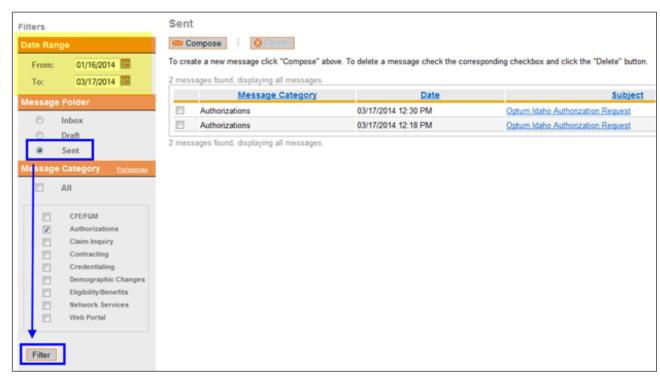




Message Center: Filtering Messages

- Choose the Message Folder (e.g. Sent)
- Click the [Filter] button

"Sent" Example:



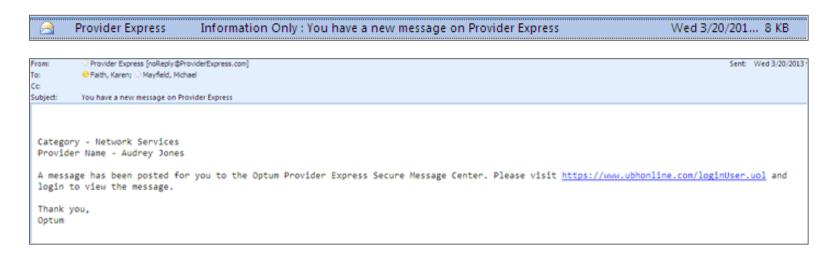
Sent messages are pulled up. You can filter further by modifying the Date Range and/or selecting specific category(ies) before clicking the [Filter] button. To review any of the messages, simply click on the Subject line for that specific message



Message Center: Incoming message notifications

- Each individual who listed an email address upon registration of their User ID will receive an email notice that they have a new message online
- The email states that a message has been posted and provides a link to the Provider Express login page

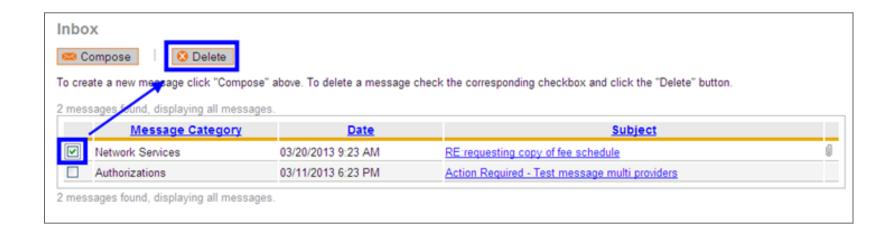
Please note: ALL USERS tied to the provider/group/facility that is receiving the message will receive the same email. Any users that do not wish to receive these emails can modify their preferences.





Message Center: Deleting messages

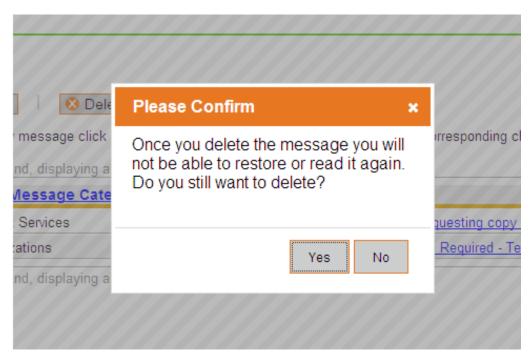
- Click on the box next to each message you want to delete
- Click the [Delete] button





Message Center: Are you sure you want to delete?

 You will receive a message to confirm that you want to delete the message(s)



 When you click "Yes," you will receive confirmation that the message(s) has/have been deleted



Message Center: Preferences

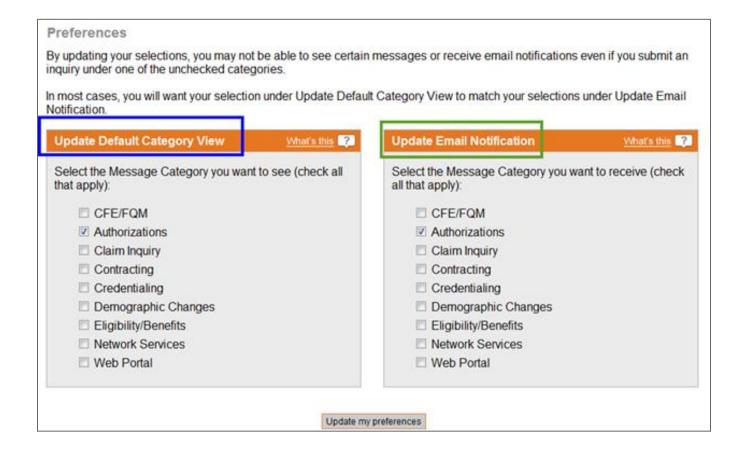
 Each user can modify their preferences to limit the messages seen and/or emails sent to those categories related to their own work (e.g., a staff member that works with claims can modify their preferences to only see messages and receive emails specific to claims)



- Click "Preferences" in the Message Category box
 - Allows each user with a unique email address to determine which messages and/or which email notifications they receive
 - Each user can uncheck (or re-check) options and then click on the "Update my preferences" button at the bottom of that page
- This is an important step for all users, since messages in the in-box are not specific to the user, but to the group/provider as a whole. As noted in the deletion section above, once a user deletes a message, it is deleted for all users



Message Center: Preferences





Message Center: Reminders and tips

- As a reminder, for all authorization requests, the subject line of the request must read "Optum Idaho Authorization Request"
- The system will time out after 30 minutes and does not automatically save your work; use the "Save Draft" option as needed
- Messages are not specific to an individual user, they are accessible by all users within the group; if a user deletes a message from the in-box, it is deleted for all users
- We recommend that your agency/group have a process to monitor who has access to the secure section of Provider Express and that the number of people who have access is limited
- We also recommend that your agency/group identify one person who will be designated to delete emails; this can help prevent accidental deletions
- If you make any edits to the authorization template (for example, changing the order of sections or deleting a section), we will return the request back to you for resubmission
- All routine requests for services have a turnaround time of 14 calendar days



Call back process

- If the clinical information submitted through Provider Express is not sufficient to make a benefit determination based on medical necessity, an Optum Idaho Team Assistant (not a clinician) will contact the provider who submitted the information in order to schedule a clinical review with a Care Advocate
 - We have added additional team assistants to the clinical team to better manage the call back volume; these staff members are not clinicians
- The clinical review will focus on collecting any additional or missing information needed to make a determination based on medical necessity



Reminders on the psych testing authorization protocol

- The authorization form to request psych/neuropsych testing is located on <u>www.optumidaho.com</u> on the Provider tab
 - Each of the subsections within the form are relevant to the consideration for testing hours
 - Listing specific tests and sub-components of test batteries is also important to obtain optimum authorization
 - Legibility and accuracy support timely completion of the authorization request
- Requests are faxed to

888-216-4795

This is not a direct line to the Optum Idaho office, so no other information should be faxed to this number



Medical necessity: UM Authorization Template

The utilization management (UM) template request for additional services may be submitted 2-3 weeks prior to the expiration of the existing authorization.

- Outlines review elements
- Page one
 - Provider demographic information
 - Services requested
 - Diagnostic information
 - Current medications/services
 - Coordination with other care providers
 - Other services being received
 - Recent inpatient care or legal history
 - Risk factors
- Pages two, three, and four
 - CBRS
 - Partial Care
 - Case Management



Medical necessity: UM Authorization Template

UM Authorization Template Provider Agency: Staff Contact: Contact Number: Member Name: Medicaid Number: Service(s) Requested: CBRS Partial Care Case Management Diagnosis (include 5 digit code) Axis I: Axis II: Axis III: Total PECFAS/CAFAS score: Current medications: Collaboration of care with primary care physician? Current behavioral health, developmental disabilities, or school-based services: Other service providers: Recent psychiatric or substance abuse hospitalizations in the past year (reason for admission and dates): Current legal history (details): Are suicidal or homicidal ideations/actions a factor? What is the specific risk and what is the specific safety plan: Version Date 5/29/2014 1

Community Based Rehabilitation Services (CBRS) or Partial Care

- What are the specific/detailed, <u>current</u> behaviors and symptoms (include triggers for current symptoms) and specific functional limitations in the following areas:
 - a. Family/Home
 - b. Vocation/Education
 - c. Legal
 - d. Social/ Community
 - Resource access: physical location; housing, finance, medical services, etc.
- If participant has been in CBRS services previously, what was the frequency and duration Member received this service:
- 3. What improvements/setbacks has Member experienced:
- 4. For children, describe the parental involvement:
- 5. What less restrictive/invasive treatment has been tried and what was the outcome:
- Current treatment goals for each identified functional limitation being addressed:
- What skills and knowledge are needed for Member to achieve rehabilitation goals:
- What is Member's motivation to engage in treatment: (action oriented; contemplative, etc.)
- What is the Member's capacitf to engage in services: age specific (demonstrated cognitive capacitf to benefit from the services):
- 10. What is the anticipated outcome of intervention at the next review and how will this be measured:

Version Date 5/29/2014 2



Medical necessity: UM Authorization Template

Community Based Rehabilitation Services (CBRS):

In an effort to expedite needed care, we will authorize 154 units of CBRS for a 90 day period if the clinical information that you have provided meets medical necessity for this member. You have the right to decline this authorization and request a call back from an Optum Care Advocate to discuss the case. This discussion will review medical necessity and your recommended treatment options.

I agree to accept the authorization of 154 units of CBRS for a 90 day period: yes or no

I would like a call back from an Optum Care Advocate to have a discussion regarding what treatment options are best for the member: yes or no

Partial Care (Adults only):

In an effort to expedite needed care, we will authorize 480 units of Partial Care for a 90 day period if the clinical information that you have provided meets medical necessity for this member. You have the right to decline this authorization and request a call back from an Optum Care Advocate to discuss the case. This discussion will review medical necessity and your recommended treatment options.

I agree to accept the authorization of 480 units of Partial Care for a 90 day period: yes or no

I would like a call back from an Optum Care Advocate to have a discussion regarding what treatment options are best for the member: yes or no

Case Management:

- Which specific social, behavioral, or medical services does the Member need assistance to link with:
- How often will each linkage occur, and how much time will it take to make these linkages:

Version Date 5/29/2014 3

- What is the evidence that the Member, the Member's family, or natural supports cannot make these linkages:
- 4. If the request is for a child, list the specifics on why a parent/guardian is unable to assist the Member with accessing community based services, utilizing behavioral health or medical care:
- Will the Case Management service(s) duplicate any other state or federally funded services?

Case Management (CM):

In an effort to expedite needed care, we will authorize: 48 units of Case Management for a 90 day period if the clinical information that you have provided meets medical necessity for this member. You have the right to decline this authorization and request a call back from an Optum Care Advocate to discuss the case. This discussion will review medical necessity and your recommended treatment options.

I agree to accept the authorization of 48 units of CM for a 90 day period: yes or no

I would like a call back from an Optum Care Advocate to have a discussion regarding what treatment options are best for the member: yes or no

All cases are subject to a clinical review.

Should you feel more services are necessary at the close of this authorization please feel free to contact us for further discussion about this member's needs.

Version Date 3/29/2014 4



Medical necessity: Treatment Record Review Tool

Key components of medical necessity

- The documentation in the treatment record includes the onset, duration, and frequency of the symptoms the member is experiencing
- The documentation in the treatment record identifies functional deficits the member is experiencing
- The documentation in the treatment record indicates how the services that are rendered will address the functional deficits
- The documentation in the treatment record indicates that a lack of treatment could result in increased impairment for the member
- The documentation in the treatment record indicates that the services the member needs cannot be effectively rendered at a lower level of care (example, a PCP office)
- The documentation in the treatment record indicates that not receiving the treatment could result in decompensation and a need for treatment at a high level of care (example, inpatient)



Coordination of care: reminders

- Optum expects all providers to obtain the member's consent to coordinate care and exchange treatment information with other treating providers and professionals involved in the member's care including, but not limited to
 - Primary care physicians and other medical professionals
 - Other treating behavioral health clinicians
 - Probation/parole officers
- If a member refuses to allow coordination of care to occur, this refusal (and the reason the member provides for the refusal) should be clearly documented
 - Providers should offer education to the member about why coordination of care is important
- Coordination of care should occur at the time of intake, during treatment, at the time of discharge, between levels of care, and at any other time that is appropriate



Coordination of care: reminders

Coordination of care improves the quality of care for members in several ways:

- Allows for the creation of a comprehensive care plan
- Allows the PCP to know that the member followed through on a behavioral health referral
- Helps to minimize potential adverse medication interactions
- Allows for better management of members with co-existing behavioral and medical disorders
- Helps promote safe and effective transition from one level of care to another
- Helps to reduce the risk of relapse



Coordination of care: reminders

The Treatment Record Review Form includes questions that relate to coordination of care:

- Evidence/documentation that coordination of care was completed
- Evidence/documentation that the member refused to allow coordination of care

Coordination of care may be documented in a variety of ways including, but not limited to:

- Documentation of case staffings between providers
- A copy of a fax or email confirmation indicating what information was shared with the other provider
- A progress note summarizing the content of a phone call with another provider



Moving Toward Success

We believe that by relying on lessons learned and provider feedback to improve the clinical model we can work together to create a system that works better for everyone including providers and the individuals and families we jointly serve.

Together we can offer the right care, at the right time and at the right place.



Questions?



Thank you for attending!

