

# REPORT ON CHICAGO HEALTH REFORMS



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## Chicago's Health Services Moving in the Right Direction

A look at how reforms and changes made to the way the City offers and supports Primary Care and Mental Health services have improved access to healthcare services and the quality of care provided to Chicago residents.



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# Report on Chicago Health Reforms

## CHICAGO'S HEALTH SERVICES MOVING IN THE RIGHT DIRECTION

### OVERVIEW

In the first six months of 2012 the Chicago Department of Public Health (CDPH) implemented important health reforms that have since, improved the quality of services provided to Chicago residents. With substantial and much-needed changes to the way CDPH offers primary care and mental health services, partnerships with community providers across the city are stronger. More importantly, residents now have improved access to care and quality of care. These changes not only improved service delivery but have also saved millions of taxpayer dollars this year and additional savings in the coming years. CDPH went from supporting a \$20 million system to provide primary and other health services such as mammography, to saving more than \$10 million this year, and will continue to save through 2014 until the benefits of affordable care begin. In addition, reforms to mental health services have saved the taxpayers \$2M in 2012 and will save another \$500,000 in 2013 while expanding access to care. This report describes the changes and the progress that has been made.

### Community Health

CDPH operated 7 neighborhood health centers that provided services to 29,000 uninsured and underinsured patients. In 2011, the department worked with the Neighborhood Health Center Board of Directions to develop a plan to transition these services to community providers. The goal was to continue to provide services to all clients- with the same out of pocket co-pays- in their same communities while achieving around \$10 million in savings.

CDPH is investing \$4.7 million to cover the cost of uninsured patients, so they can continue to receive services without interruption through Federally Qualified Health Centers (FQHCs). We will revisit this in 2014 pending the implementation of the Affordable Care Act.

We issued a competitive RFP for the selection of FQHCs to provide health services to the communities currently being served by the City's 7 neighborhood health centers. Awards were issued to Erie Family Health Center, Mercy Family Health, Circle Family Health Center, Heartland International Health Center, Mile Square Health Service Corporation, Chicago Family Health Center and Aunt Martha's Youth Service Center.

As a result, residents are already receiving improved quality primary health care and additional benefits. FQHC's offer an expanded menu of services, extended hours and a network of locations that provide convenient health care services.

#### Here is what patients at Erie Division Street Health Center are saying:

**"We don't have to wait a lot. Erie helps us schedule appointments so we don't have to wait all day to see a doctor or nurse." Juan R. (former CDPH client)**

**"The staff members at Erie are so nice and treat us with respect." Maria S. (former CDPH client)**

After a successful transition, all 7 FQHC's are now providing a wide array of services to our patients as well as new individuals. In addition to the services provided by the FQHC's, CDPH staff is still providing core public health services in 6 of those locations. CDPH services include mammography, HIV and STI services, Immunization, Family Case Management and WIC services.

In addition, some of the FQHC's have also leveraged federal resources for capital improvements to enhance patient experiences at existing City facilities, such as improvements made by Heartland International Health Center at the Uptown location and by Erie Family Health Center at the West Town Clinic. We know that these improvements are just the beginning.

**"While Erie has been serving the West Town and Humboldt Park communities for more than 50 years, the new Erie Division Street Health Center represents an exciting opportunity to reach more patients and strengthen our partnerships with community organizations that promote the health and wellness of the residents we all serve," said Lee Francis, MD, MPH, President and CEO, Erie Family Health Center.**

## Mental Health

In 2011, CDPH recognized the need to make changes to its mental health services and overall services city-wide. Important services were lacking, our staff was spread thin over 12 mental health centers, which made it difficult to provide consistent care to our clients.

**We also recognized the need to sustain services to those who are uninsured, with the understanding that clients with insurance have more options. We sat down with community mental health providers and advocacy groups to design a plan that would further support mental health services across Chicago.**

As a result, we made significant reforms to the way we offer and support mental health services in Chicago by making improvements to our own system and by investing \$3.5 million in community mental health providers. These reforms improved access to care and resulted in increasing our capacity to serve more residents with mental illness. While the goal of the mental health reforms was about expanding patient care through a greater network of providers, the City also realized a savings of \$2 million in 2012.

### The Need for Reforms | Mental Health

The reforms focus on serving the uninsured and strengthening the city-wide mental health system to better address the needs of all who depend on mental health services. The plan called for the consolidation of the City's mental health centers (from 12 to 6), preserved capacity to serve 4,000 clients a year, and expanded the mental health network by working with more than 60 community mental health providers to serve approximately 400 of CDPH's existing insured clients.

**"I was nervous about what was going to happen, but the first contact was good and Thresholds seemed to be really sincere. I do like the new psychiatrist, because he seems to listen. I like having people visit me-people didn't really do that before."**

**-Thresholds Member (former CDPH client)**

**"My experience with Thresholds has been very positive and the staff is both thoughtful and courteous. I was satisfied and the transition [from the City clinic to Thresholds' care] was smooth."**

**-Thresholds Member (former CDPH client)**

## Transition of Clients | Mental Health

In November of 2011, CDPH initiated the implementation of its transition plan to ensure every individual receiving care from CDPH continued to have access to care without interruption. Every CDPH client transferring to a new facility, service provider, or therapist, developed an individual transition plan in consultation with their therapist. The following steps were taken by each CDPH therapist:

- Therapists met with their clients individually to discuss their treatment plan, consulted on where they will continue to receive services and what type of services would be provided.
- Therapists scheduled the 1<sup>st</sup> appointment for their client at the new service location and transferred all case files.
- To assist with travel expenses during the transition, CTA 1-day bus/train passes were made available to clients.

To further support the transition and to ensure continuity of care, CDPH dedicated additional personnel to form a Quality Team to monitor clients for at least 60 days after their transition. The team is made up of four clinical staff and one consumer advocate staff. The team does the following:

- monitors all clients changing facilities to ensure they arrive to their first appointment and meet with their therapist at the new location;
- monitors the transition process to ensure clients continue their care;
- ensures clients changing locations receive transportation assistance during the transition;
- contacts clients not meeting their first appointments and helps them reconnect to a mental health service provider.

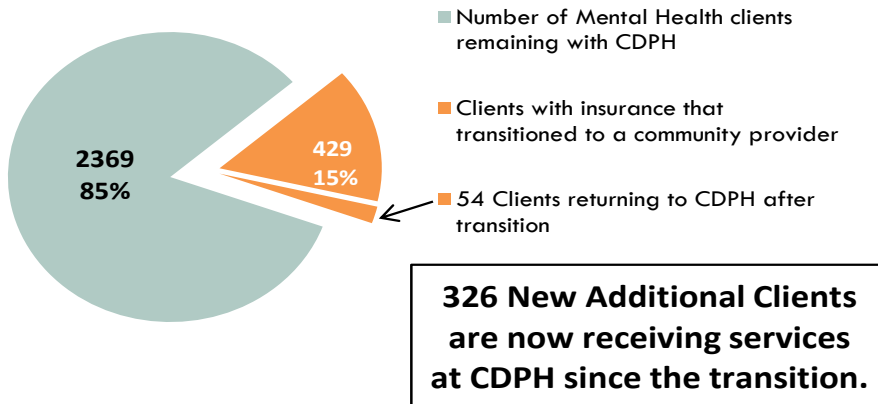
## Transition Update | Mental Health

Total number of individuals served by CDPH Before the consolidations: **2,798**

- Total number individuals remaining with CDPH for care: **2,369 (85%)**
- CDPH already saw 301 additional new clients since the transition was completed.
- Total number of individuals transferring care outside of CDPH to a community provider: 429 (15%)
- 97% of them, or 418 patients have an appointment scheduled and 355 (85%) have already attended their first appointment with the new provider.
- If the transition is not working for the client, they are welcomed back to a CDPH clinic for care. So far 54 (12%) clients out of the 429 that transitioned to community providers have come back to CDPH.

By partnering with Community Mental health providers, we have successfully transitioned clients to providers in their communities. Every one of the clients we transitioned is insured. Many of these providers offer expanded wrap around services. All clients have individual transition plans and are monitored to ensure they are receiving care, they are making it to their first appointments and they are getting their medications. We are following up with these clients to make sure they are satisfied with their care.

### Mental Health Center Consolidation



#### New Efficiencies to CDPH Mental Health Centers | Mental Health

By consolidating our Mental Health Center we are able to provide improved services by having each of our own remaining 6 clinics better staffed. Each one of our sites now has 4-5 therapists, one full time psychologist, part-time site director, part-time psychiatrist and additional support staff. As a result, we were able to see 326 new clients in our clinics since May.

#### Transition Summary by Site | Mental Health

CDHP is closely monitoring each and every one of the 429 clients that transitioned their community provider. CDPH is ensuring that clients transitioning make it to their appointment, they are receiving their medication and they are happy with their care. If they are not, we are accepting those clients back into our care. We have accepted 54 clients back into care at CDPH clinics.

##### Northtown Rogers Park MH Center Transition Update

- Total number of clients: 250
- Clients remaining with CDPH: 214 (86%)
- Clients transferring care outside of CDPH: 36 (14%)

##### NorthWest MH Center Transition Update

- Total number of clients: 142
- Clients maintained by CDPH: 102 (72%)
- Clients transferring care outside of CDPH: 40 (28%)

##### Auburn-Gresham MH Center Transition Update

- Total number of clients: 202
- Clients remaining with CDPH for care: 172 (85%)
- Clients transferring care outside of CDPH: 30 (15%)

#### FACT

- CONSOLIDATIONS HAVE LED TO IMPROVED QUALITY OF CARE AT CDPH MENTAL HEALTH CENTERS
- ALL OF CDPH'S MENTAL HEALTH CENTERS WILL BE BETTER STAFFED TO MEET CAPACITY .
- SINCE THE CONSOLIDATION OF CLINCS, CDPH HAS ALREADY ACCPETED 326 NEW CLIENTS.
- AVERAGE THERAPIST CASELOAD WILL BE LESS THAN 90, NOW MEETING INDUSTRY STANDARDS.

#### FACT

- CDPH'S NEW MODEL WAS DESIGNED TO IMPROVE THE OVERALL CITY-WIDE SYSTEM NOT JUST ITS SERVICES.
- REFORMS HAVE ALREADY STRENGTHENED MENTAL HEALTH SERVICES CITY WIDE.
- CDPH ALLOCATED \$500,000 TO COMMUNITY MENTAL HEALTH PROVIDERS TO EXPAND PSYCHIATRY SERVICES TO OVER 1,000 NEW CLIENTS IN CHICAGO.
- CDPH ALLOCATED \$1 MILLION TO SUPPORT THE INTEGRATION OF MENTAL HEALTH, SUBSTANCE ABUSE, AND HIV SERVICES.

**"Working with members from City clinic referrals is very rewarding - Thresholds has been able to help maintain their stability and improve their self-sufficiency. We're pleased that they are accessing extra services they could not before, including housing, supported employment, and many others."**

**-Thresholds Community Support Specialist**

**Back of the Yards MH Center Transition Update**

- Total number of clients: 266
- Clients remaining with CDPH for care: 209 (79%)
- Clients transferring care outside of CDPH: 57 (21%)
- Clients returning to CDPH: 0

**Woodlawn MH Center Transition Update**

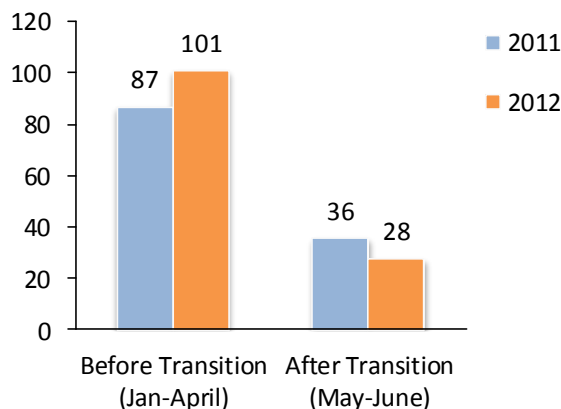
- Total number of clients: 212
- Clients remaining with CDPH for care: 161 (76%)
- Clients transferring care outside of CDPH: 51 (24%)
- Clients returning to CDPH: 13 returned to CDPH for care.

**Beverly Morgan Park MH Center Transition Update**

- Total number of clients: 230
- Clients remaining with CDPH for care: 185 (80%)
- Clients transferring care outside of CDPH: 45 (20%)
- Clients returning to CDPH: 17 returned to CDPH for care.

**Psychiatric Hospitalizations | Mental Health**

While psychiatric hospitalizations are not uncommon, especially when people with mental illness experience life changes, the total number of hospitalizations in CDPH's system of care has actually maintained relatively stable during the transition. While the goal is always to try to maintain individuals in an outpatient setting free of hospitalizations, psychiatric hospitalizations are not uncommon for mental health providers such as CDPH. We believe this is a positive outcome thus far but will continue monitor psychiatric hospitalizations.



**“In the long run persons with mental illness will be well served at Thresholds and other community based organizations under the city’s plan. While the transition may break up peoples’ routines, Thresholds and other providers offer services that will ultimately help individuals and strengthen communities. The city has been eager to work with us and I look forward to a smooth transition.”**

**-Mark Furlong, Vice President of Clinical Operations**

**CDPH Clinics | Mental Health**

CDPH is currently clients through its network of six Community Mental Health Centers.

| <b>CDPH MH CENTERS</b>   | <b>ADDRESS</b>           |
|--------------------------|--------------------------|
| <b>Englewood MHC</b>     | 641 West 63rd Street     |
| <b>Greater Lawn MHC</b>  | 4150 West 55th Street    |
| <b>Roseland MHC</b>      | 200 East 115th Street    |
| <b>North River MHC</b>   | 5801 North Pulaski Rd    |
| <b>Lawndale MHC</b>      | 1201 South Campbell      |
| <b>Greater Grand MHC</b> | 4314 South Cottage Grove |

**Strengthening Community Mental Health Providers | Mental Health**

Part of the reform plan includes expanding access to services citywide by investing \$500,000 to expand psychiatry services to provide 1,000 more people with access to care. The funding was awarded to the following community mental health providers across the city: Community Counseling Centers of Chicago (C4); Human Resources Development Institute (HRDI); Lutheran Social Services of Illinois (LSSI); Mercy Hospital; Metropolitan Family Services; Mt. Sinai Hospital; Pilsen Wellness Center; and Thresholds.

Further, CDPH also secured a \$3 million SAMHSA grant, over 3 years. These funds will be allocated to help integrate mental health, substance abuse and HIV services throughout the city. Through a competitive process, 8 organizations will be enhancing their services to residents. The following community providers were selected for funding: Association House of Chicago, Chicago Women’s AIDS project, Christian Community Health Center, Health Care Alternative Systems, Inc. Heartland Health Outreach, New Age Services Corporation, Public Health Institute of Metropolitan Chicago and Sherman Consulting Group.

CDPH is working with the following Community Providers to serve 429 insured individuals:

| <b>Community Mental Health Providers</b> |                               |                              |                   |
|--|-------------------------------|------------------------------|-------------------|
| Abraham Lincoln Center                   | Douglas Center                | McNeal Outpatient            | Rush Presbyterian |
| Advocate Health, Illinois Masonic        | Hamdard                       | Melrose Park                 | Sanford Clinic    |
| Behavioral Health Care Institute         | Haymarket                     | Mercy Hospital               | St. Anthony       |
| BNA HealthCare                           | Healing Center                | Metropolitan Family Services | St. Bernard       |
| Bobby E. Wright                          | HRDI                          | Mount Sinai                  | St. Mary          |
| Chicago Family Health Center             | Jackson Park                  | North shore Health           | St. Pius          |
| Circle Family Health Center              | King Drive MHC                | Norwegian American Hospital  | Swedish Covenant  |
| Other Providers                          | Komed                         | Northwestern                 | Thresholds        |
| Cook County Hospital System              | Lakeview Counseling Center    | Pathway                      | Trilogy           |
| Christ Advocate Hospital                 | LEEDA                         | Pilsen Wellness Center       | UIC               |
| C-4                                      | LSSI                          | Peterson Nursing Home        | V.A.              |
| Diversified Behavioral Services          | Management Planning Institute | Renaissance                  |                   |

**Transition Timeline | Mental Health**

**November of 2011**

- City Council unanimously approves mental health reforms as part of the Chicago Department of Public Health’s 2012 budget.
- Mental health advisory update/notification after budget approval.
- CDPH’s clinical and administrative teams begin implementing a thorough transition plan to ensure all its clients continue to have access to care.
- CDPH establishes a collaborative taskforce to focus on improving mental health infrastructure city-wide – focusing on social services and special populations like homeless and ex-offenders. The first meeting was



attended by representatives the Chicago Department of Family and Support Services, Chicago Police Department, Chicago Fire Department, Cook County Sheriff's Department, several community providers and mental health advocates.

### December of 2011

- CDPH Executive team hosts all staff meetings to provide an overview of CDPH's New 2012 Mental Health service model and other reforms.
- CDPH releases a \$500,000 Request for Proposals, for community mental health providers, to build capacity and increase adult psychiatry services to 1,000 new patients in Chicago.

### January of 2012

- CDPH provides an update for the Mental Health Advisory Board on the Mental Health consolidation plan and client transition plan.
- Mental Health Advisory Board members join CDPH's weekly transition planning meetings.
- CDPH releases a \$1,000,000 Request for Proposals, for community mental health providers and substance abuse centers, to help in integrate routine testing and counseling for HIV into their services.

### February 2012

- CDPH provides the Mental Health Advisory Board an update on the consolidation plan.
- CDPH mailed letters to all its clients providing them specific details of the transition and informing them of the sites and dates of the consolidation.
- Clinical staff begins making individual phone calls to clients to inform them of the upcoming changes and answer questions about transitions.
- CDPH posts Frequently Asked Questions at all center locations and on its website.
- Mental Health Community Leaders publicly endorse CDPH mental health reforms, <http://tinyurl.com/7yz9ons>.
- All clinical and support staff were informed of the changes and received training at each of the 12 mental health centers.
- After being briefed on the changes and receiving training, therapist began meeting with the clients on their caseload to develop individualized client transition plans.
- CDPH initiates daily transition planning meetings in addition to the weekly meetings with administrative staff and advocates from the Mental Health Advisory Board.
- CDPH meets with mental health advocates to go over CDPH's mental health reforms at a meeting hosted by 49<sup>th</sup> Ward Alderman Joe Moore, <http://tinyurl.com/7e5ugpy>.
- CDPH meets with mental health community leaders and advocates to go over CDPH's mental health reforms at a public meeting in the 37<sup>th</sup> Ward hosted by Alderman Mitts.
- Alderman Cochran invites CDPH to meet with community mental health service providers, leaders and advocates to review the new CDPH mental health reforms and client transition plan.
- CDPH applies for a \$30 Million, 3 year Health Innovation grant to support individuals experiencing both homelessness and with mental health challenges.

**March 2012**

- CDPH reconvenes the Mental Health Taskforce it established to focus on improving mental health infrastructure city-wide. The meeting was attended by the Chicago Department of Family and Support Services, Chicago Police Department, Chicago Fire Department, and several community providers and mental health advocates.
- CDPH hosts meetings with Alderman to brief them on the MH center consolidation and client transition plan.
- CDPH continues to meet daily to review the status of the transition, including individual client needs, staffing and potential barriers to care and solutions to address those barriers.

**April 2012**

- As scheduled, on April 9, 2012, Northtown Rogers Park and Northwest mental health centers transitioned its clients and transferred services to other CDPH sites.
- CDPH announces the community organizations who were awarded \$500,000 to expand psychiatry services for over 1,000 people across Chicago, <http://tinyurl.com/7ua8zlg>.
- CDPH releases a transition report, to provide an update on the progress of the first two mental health center consolidations.
- Members of Chicago's Faith Based community announce their public support of CDPH's Mental Health reforms, <http://tinyurl.com/7tbsodu>
- On April 30, 2012, Auburn-Gresham, Back of the Yards, Woodlawn, and Beverly Morgan Park mental health centers transitioned its clients and transferred services to other CDPH sites.

**“We are already seeing increased access to care citywide. These reforms are moving in the right direction, have already strengthened our City’s infrastructure, and this is only the beginning,” said Dr. Choucair, Commissioner of the Chicago Department of Public Health.**