



Somewhere to Go: Medical & Behavioral Treatment

Words to Deeds 2024 – Metrics that Matter



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Plan for Presentation



- Potential Framework for Discussing Metrics – Triple Aim
- About Tarzana Treatment Centers (TTC) – Context
- TTC’s Application of the Triple Aim Framework
- Potential Metrics for Treatment Providers

Triple Aim



- Improving the patient experience of care
 - Improving the health of populations
 - Reducing the per capita cost of care
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- Developed by Institute of Healthcare Improvement
 - Adopted by CMS during Obama Administration
 - Incorporated in TTC as mission statement in 2015

About TTC

Founded in 1972, Tarzana Treatment Centers, Inc. (TTC) a non-profit, full-service integrated healthcare organization, provides high quality, cost-effective Substance Use Disorder and Mental Health (SUD/MH) treatment, primary medical and HIV/AIDS services for adults and youth in an integrated and community-based model of care.

Community-Based Treatment & Services

- Inpatient behavioral health services
- Residential alcohol and drug treatment
- Outpatient alcohol, drug, and behavioral health treatment
- Health Home and Home Health Services
- Primary Medical Care and Specialty HIV/AIDS Medical Care
- Housing and Peer Support Services

TTC is accredited by The Joint Commission and certified by them as a Behavioral Health and Patient Centered Medical Home. TTC is also licensed by the State of California and certified by the County of Los Angeles.

Tarzana Treatment Centers By The Numbers



Founded in **1972**, TTC is a full continuum community-based, non-profit healthcare organization.

TTC serves over **27,000** patients annually providing in-person and telehealth services.

Composed of over **1,300** employees and physicians, TTC's clinical integration approach supports a **"No Wrong Door"** access model for our patients, whether accessing TTC through behavioral health, primary care, or other social support services in the community. Patients are assessed for both behavioral health and primary care needs and referred to the appropriate level of care.

TTC was recognized by one health plan in 2020 for achieving:

- Average **16%** reduction in emergency room visits;
 - Average **14%** reduction in admissions to acute general hospitals; and
 - **4%** improvement in medication adherence.
-

TTC has **18** agency sites across LA providing dozens of integrated programs and services in a whole person model of care, including a **60-bed** unit licensed as an acute psychiatric hospital and **364 beds** licensed for SUD/MH treatment with incidental medical services.

For calendar year 2023, **92%** of inpatients and **78%** of residential patients gave positive ratings (Excellent, Very Good, Good) of the quality of care they received at TTC.

Covering All of Los Angeles County

TTC Service Locations:

Lancaster

- 44443 N 10th Street West
- 44447 N 10th Street West
- 44459 N. 10th St. West
- 907 W Lancaster Boulevard

Long Beach

- 5178 Atlantic Avenue
- 5190 Atlantic Avenue
- 2101 Magnolia Avenue

Long Beach

- 12021 S Wilmington Avenue

Northridge

- 8330 Reseda Boulevard

Palmdale

- 320 East Palmdale Blvd
- 1037 East Palmdale Blvd

Reseda

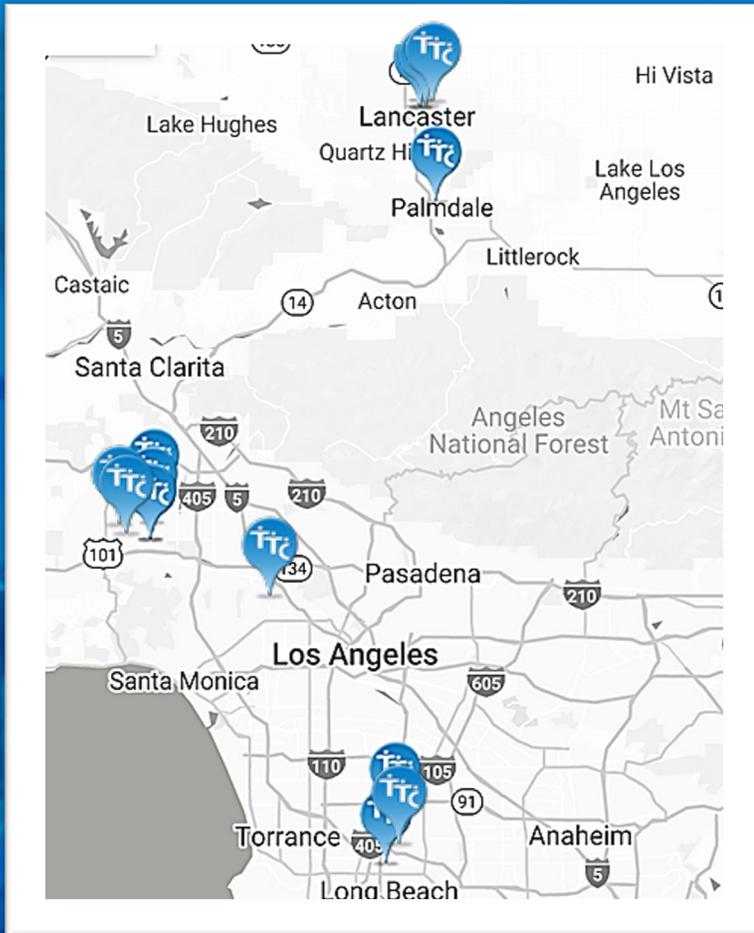
- 7101 Baird Avenue
- 18040 Sherman Way

Tarzana

- 18700 Oxnard Street
- 18646 Oxnard Street
- 6005 Yolanda Avenue

Woodland Hills

- 6018 Variel Avenue
- 6022 Variel Avenue



Tarzana Treatment Centers By The Numbers



- Acute Psychiatric Hospital – **60 beds** (Tarzana)
- Residential Substance Use Disorder (SUD) Treatment
 - **326** Adult Residential beds
 - **38** Youth Residential beds
- Sobering Center – **1 site October 2024**
- Opioid Treatment Program – **3 clinics**
- Outpatient SUD Treatment (IOP & PHP) – **9 sites**
- Mental Health Treatment (IOP & PHP) – **9 sites**
- HIV AIDS and Hepatitis C Specialty Care – **3 clinics**
- Primary Care – **6 clinics**
- Dental, Acupuncture, Pain Mgmt – **1 clinic November 2024**
- Medi-Cal Enhanced Care Management Program – **5 sites**
- Certified Community Behavioral Health Clinic – **1 site**
- **274** Recovery Bridge Housing Beds

Comprehensive System Of Care



Access To
Care &
Assessment –
24 Hours / 7
Days A Week

Inpatient
Behavioral
Health
Services

Residential
SUD
Treatment &
Rehabilitation
Services

Intensive
Outpatient &
Partial
Hospitalization
Program

Outpatient
Behavioral &
SUD Services

Supportive
Housing

Primary &
Specialty
Medical
Services

CARE INTEGRATION



Inpatient Alcohol & Drug Treatment Services

- Medical Detoxification
- Psychiatric Services



Residential Alcohol & Drug Treatment Services

- Adult
- Youth – Adolescent
- Women & Children



Day Treatment / Partial Hospitalization

- Adult
- Youth
- Women & Children



Outpatient Alcohol & Drug Treatment Services

- Intensive Outpatient Program
- Youth – Adolescent Alcohol and Drug Treatment
- Drug Testing



Family Medical Care

- Six primary care clinics

Care Coordination of Primary and Supportive Services



Community Education Services

- Alcohol & Drugs
- Tobacco
- Pregnancy Prevention
- Perinatal Outreach and Education
- HIV/AIDS
- Family Education
- Parenting Classes



Supportive Housing

- Sober Living
- Transitional Housing



Mental Health Services

- Mental Health Assessments and Counseling
- Psychiatric Evaluations



HIV/AIDS Services

- Substance Abuse Treatment
- Primary Medical Care
- Home Health Care
- Case Management
- Incarcerated Services
- Mental Health Services



Health Home Services

- Outreach and Navigation
- Chronic Care Self Management
- Case Management



Payors Accepted

Medicare

Medi-Cal

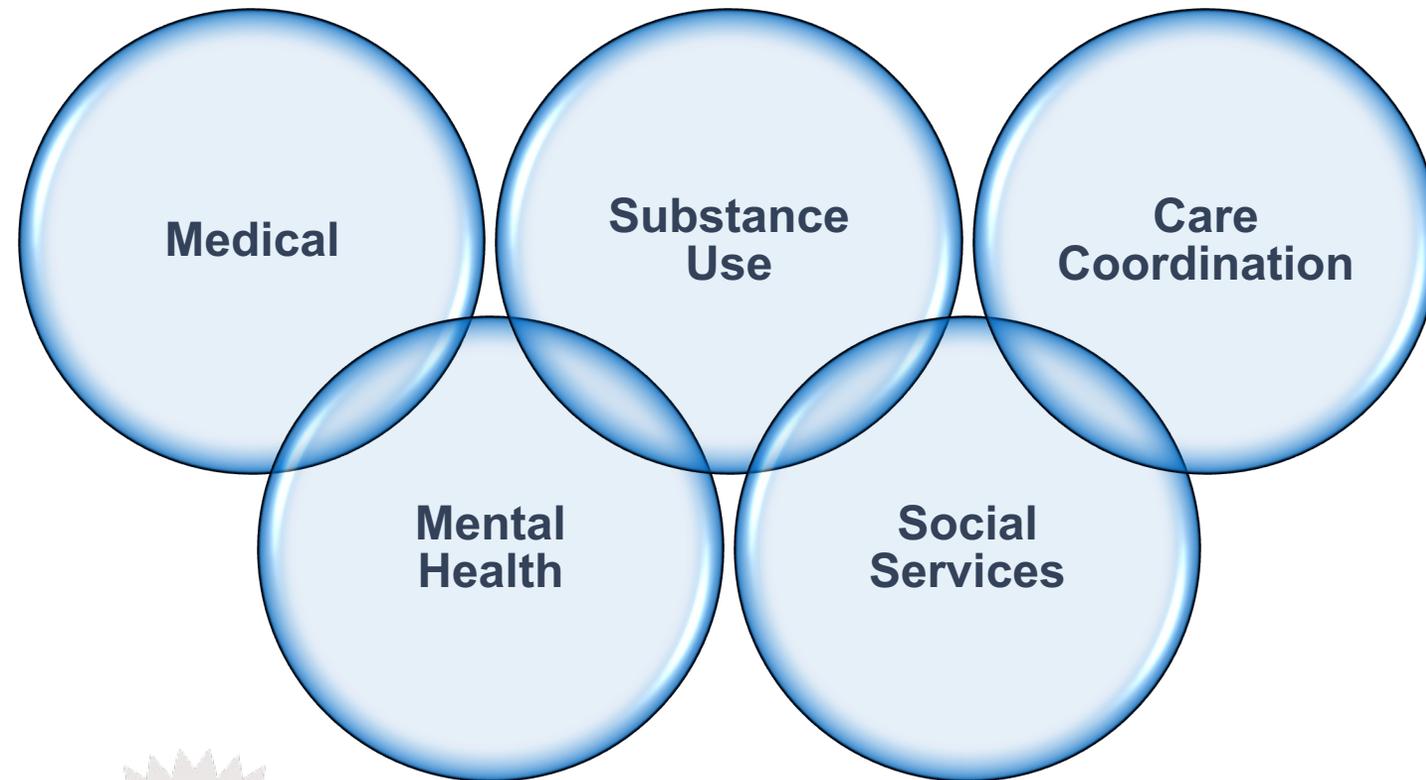
Private Pay

Private Insurance

- Blue Shield
- Anthem Blue Cross
- Aetna
- Health Net
- CIGNA/Evernorth BH
- Optum (United Health Care)
- MHN
- Magellan
- Molina
- Humana
- Kaiser
- VA, Tricare, Triwest

Integrated System Of Behavioral & Medical Care

Whole Person Approach



Guided by population-health metrics and patient-centered care standards, TTC provides integrated services that are coordinated, comprehensive, and team-based. All patients are screened and assessed for medical and behavioral health conditions and receive whole person care guided by an integrated treatment plan.

TTC's integrated system puts special focus on care management and coordination for individuals with chronic substance use disorders, mental illness and/or medical conditions. This approach improves the quality of care and helps achieve significant cost savings for the healthcare system, particularly due to reductions in patient reliance on emergency medical and psychiatric services. Using a team-based approach, TTC centralizes service delivery with a patient Care Coordinator, who is responsible for ensuring that both medical and behavioral healthcare needs of patients are being met.

Service Lines & Reimbursement Structures



TTC's integrated services are recognized by The Joint Commission's certification under the **Behavioral Health Home and Patient Centered Medical Home standards**, making TTC one of the few organizations nationally to have achieved certification in both areas.

TTC offers numerous programs and services which are accessible to payers as **stand-alone programs or as a menu of services** for alternative reimbursement arrangements.

TTC's integrated care and whole person approach offers many options for payers to access a continuum of service lines under **performance-based alternative payment structures**, such as performance-based contracting, bundled and episodic payments, shared savings and shared risk.

Substance Use Disorder (SUD) Levels of Care

1 INPATIENT SERVICES

24-hour supervised medical detoxification from alcohol, opioids, benzodiazepines, and combinations of addictive substances, psychiatric stabilization

2 RESIDENTIAL SERVICES

Residential setting providing co-occurring rehabilitation treatment for those who require time and structure to gain relapse prevention skills

3 PARTIAL HOSPITALIZATION PROGRAM

An alternative to inpatient & residential treatment that does not require an overnight stay. It's a structured program running 6 hours a day, 5 days a week

4 INTENSIVE OUTPATIENT PROGRAM (IOP)

Intensive individual & group sessions to treat co-occurring SUD & psychiatric symptoms to prepare patients for independent functioning

5 OUTPATIENT PROGRAM

Individual and/or group sessions orienting patients in early recovery to leading an independent life without drugs or alcohol while managing psychiatric symptoms

6 RECOVERY SERVICES

Case management, job & life skills training, housing support, transportation, individual & group counseling

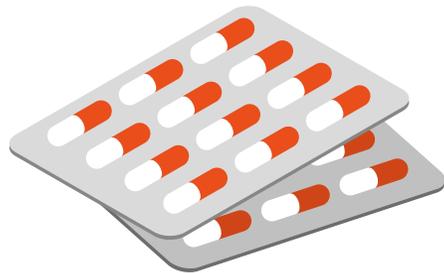
7 MEDICATION MANAGEMENT

Medications for Addiction Treatment (MAT), management of psychiatric medications and outpatient Withdrawal Management (WM)

Medications for Addiction Treatment

Including Methadone, Naltrexone (Oral or Extended), Buprenorphine (Oral or Extended)

- Stabilizes body functions
- Reduces euphoria from opiate & alcohol use
- Reduces urge to use
- Reduces potential for relapse
- Increases retention in treatment
- Lower mortality rates
- Extended-Release injectable Naltrexone (Vivitrol)
- Buprenorphine / Naloxone (Suboxone)
- Extended-Release Buprenorphine (Sublocade)
- TTC can administer & manage in an outpatient setting



Tarzana Treatment Centers' Mission



“To provide high quality, integrated healthcare for substance use and mental health disorders and other chronic physical health conditions which improves the quality of life and health of patients regardless of financial resources and contributes to a reduction in the total cost of healthcare and negative social impacts.”



Data Driven Patient Care

Improved Access to Care

- Same Day/ Next Day Admission
- 24/7 Access
- Diversity of Admissions

Improved Quality of Care

- Care Cascades
- Patient complaints

Improved Business Operation

- Admission cycle times
- Call Center Statistics
- Revenue Cycle Management
- Internal referral wait time

Improved Patient Experience

- Monthly Perception of Care
- Treatment Completion

Improved Patient Health

- Physical Health Measures
- Substance Use Disorder Measures
- Mental Health Disorder Measures

Reduced Cost of Care

- Reduction in Hospital Admissions
- Reduction in ED Admissions
- Medication Compliance

Data Driven Patient Care – Care Cascade



Hepatitis C Care Cascade

% of Patients Screened for Hep C

% of Patients High Risk for Hep C

% of Patients High Risk for Hep C in Primary Care

% of Patients with Antibody Test Completed

% of Patients with +ve Antibody Test Who Need Viral Load Screen

% of Patients with Viral Load Test Completed

% of Patients with High Viral Load Results

% of Patients With a Referral Within 7 Days of High Viral Load Result

% of Patients With Genotype, Liver Fibrosis, and Liver Ultrasound Tests Ordered Within 30 Days of Referral

% of Patients with Viral Medications Ordered Within 30 Days of Test Trio Confirmation

% of Patients with Hep C 4-week Viral Check Appointment Complete

% of Patients with Hep C 24-week Viral load check Appointment Complete

% of Patients with Hep C Treatment Complete with SVR

% of Patients with Hep C Treatment Complete without SVR

Data Driven Patient Care – Database & Dashboard

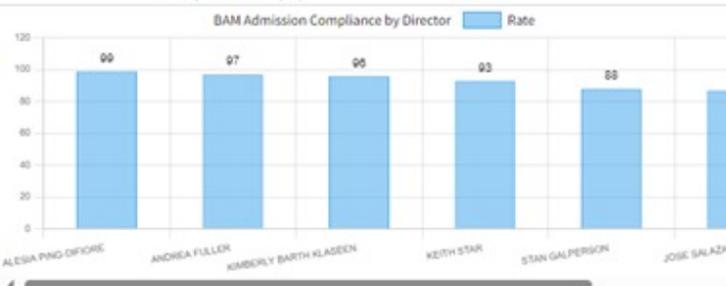
Director View

Care Cascade: Behavioral Health, Revenue Cycle

Metric Name: BAM Admission | Report Month: All | Report Year: 2024 | Director: All | Department: All | Program: All

Buttons: Clear Filters, Send Current View, Send Composite YTD Report

Care Cascade	Metric	Goal	September Patient Count	September Compliance	2024 Patient Count	2024 Compliance	Variance
Behavioral Health	ACE Lifetime	90%	0	0%	7258	85%	-5%
Behavioral Health	BAM Admission	90%	0	0%	3443	91%	1%
Behavioral Health	BAM Monthly	90%	0	0%	5533	61%	-29%
Behavioral Health	CIWA Admission	90%	0	0%	1442	97%	7%
Behavioral Health	COWS Admission	90%	0	0%	854	89%	-1%
Behavioral Health	COWS Daily	90%	0	0%	16197	35%	-55%
Behavioral Health	GAD7 Admission	90%	0	0%	1045	85%	-5%
Behavioral Health	GAD7 Monthly	90%	0	0%	6850	49%	-41%
Behavioral Health	PEARLS Admission	90%	0	0%	476	67%	-23%
Behavioral Health	PEG Scale On Admission	90%	0	0%	6906	88%	-2%
Behavioral Health	PHQ9 Admission	90%	0	0%	990	86%	-4%
Behavioral Health	PHQ9 Monthly	90%	0	0%	6850	49%	-41%
Behavioral Health	SAFE-T Day Of Admission	90%	0	0%	6903	95%	5%



Potential Metrics for Treatment Providers



Dimension	Measure
Access to Care	Same Day/Next Day Admission
Quality of Care	MAT Care Cascade
Business Operations	RCM – Time to Tx Authorization
Patient Experience	Provider Net Promoter Score
Patient Health	Reduction in substance use
Cost of Care	Reduction in ED Admissions