



# A STUDY OF THE COLLIN COUNTY TEXAS BEHAVIORAL HEALTH SERVICES SYSTEM

## A NorthSTAR County PHASE ONE REPORT

**MAY 2010**

# *ANALYSIS AND RECOMMENDATIONS FOR THE MANAGEMENT AND FINANCING OF BEHAVIORAL HEALTH SERVICES IN COLLIN COUNTY, TEXAS*

# Collin County Study Phases

## Phase One Focus

### **Describe**

Collin County's "share" of  
NorthSTAR expenditures

### **Describe**

The Utilization of NorthSTAR  
Services  
by Collin County Residents

### **Evaluate**

The Organizational Structure and  
Communications

## Phase Two Focus

### **Analyze**

The Services Utilization  
by Indication of Need (diagnoses, risk)

### **Assess**

Community Needs

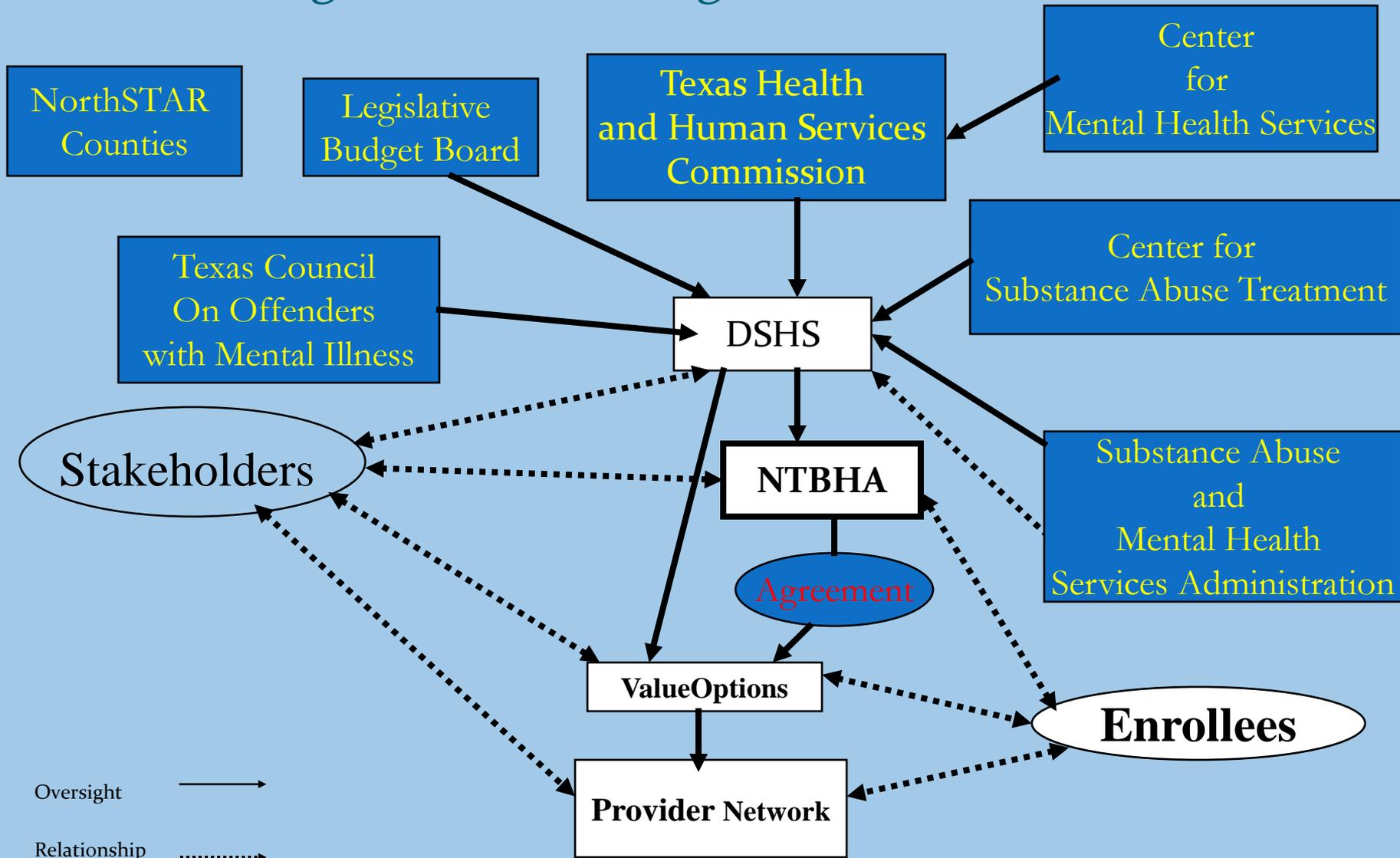
### **Recommend**

A Services Plan

# What is NorthSTAR?

- NorthSTAR Serves Collin, Dallas, Ellis, Hunt, Kaufman, Navarro, and Rockwall Counties – an area of 5,430 square miles, with a population of 3,543,193 (2007 estimates U.S. Census Bureau).
- The region grows at a fast rate, a 12.1% increase in population between 2000 and 2006
- But Collin County had a 42% increase in population, Ellis a 22% increase, Kaufman a 26% increase, and Rockwall a 42% increase.
- Hunt and Navarro are the only two counties defined as rural
- Texas experienced a 12.7% growth in the same period of time (U.S. Census Bureau).

# NorthSTAR Organizational Design (source DSHS acronyms detailed)



# Pooled Purchasing

- Separate and unique systems of care and funding sources are blended into one.
- Reduced State and provider administrative costs  
(Centralized local authority for spending and managing services is VO)
- Provides comprehensive benefit package for eligible Medicaid and medically indigent individuals
- Access to services determined by clinical need, not funding source
- Continuation of services regardless of Medicaid status

## Principles in preparing the report

- Respect for individuals
- Recognize all systems have strengths and limitations
- Acknowledge concerns about public tax-payer funds used for profit
- Respect political perspectives
- Inspire meaningful discussions to address stakeholders' mutual concerns and serve the needs of Collin County as it grows and changes

# Four key findings

- No evidence of systematic disparities or differential treatment for Collin County residents compared to the rest of NorthSTAR and no discernable differences between any previous reports taken as a whole, and these DSHS data
- Areas that are under-resourced if “wellness” or “resilience” or “recovery” model predominates
- Confounded communications in provider negotiations, client/customer service, and services evaluation and planning
- Confounding in the organizational structures and processes (tension between power groups)

# Financing Behavioral Health Care in NorthSTAR Counties

Estimated NorthSTAR budget State FY 2008-09 NTBHA Plan		
Local		\$ 4,600,000
SA Block		\$ 10,252,711
Other DSHS		\$ 32,954,942
TCOOMMI		\$ 1,750,000
Outpatient Competency Restoration		\$ 578,773
Crisis Re-Design		\$ 4,461,410
Medicaid		\$ 51,648,281
State Hospital		\$ 34,968,007
		\$ 141,214,124

# Matching reports

FUNDING SOURCE	Funds (Actual) source DSHS website	Source NTBHA Plan	Plus competency funds	Plus supplemental	Add difference in Crisis funding	
DSHS State Funds (includes Supplemental)	\$ 38,933,724	\$ 32,954,942	\$ 33,533,715	\$ 38,533,715	same	
Medicaid	\$ 51,321,173	\$ 51,648,281	same	same	same	
Substance Abuse Block Grant	\$ 10,252,716	\$ 10,252,711	same	same	same	
Local County Funds	\$ 4,781,208	\$ 4,600,000	same	same	same	
Interagency Receipts	\$ 2,133,714		\$ 1,750,000	same	same	<u>\$ 383,714</u>
Crisis Redesign Funding	\$ 5,040,180	\$ 4,461,410	same	same	\$ 578,770	
State Hospital	\$ 34,968,007	\$ 34,968,007	same	same	same	
	\$147,430,722	\$ 138,885,351	\$ 141,214,124	\$146,214,124	\$ 146,792,894	<u>\$ 637,828</u>

# Financing Behavioral Health Care in Collin County

<b>Collin County Expenditures All Categories 2009</b>		
<u>Category</u>	<u>Expenditures</u>	
Services	\$5,551,499	
Prescription Drugs	\$2,626,411	
State Hospital	\$1,912,280	
Invoiced Services	<u>\$507,977</u>	
Total	\$10,598,167	
Report pages 10, 18, 21, 22		

Collin County utilizes approximately 5.47% of the total NorthSTAR allocated state hospital bed costs, and 8.69% of all other services dollars – Collin County receives some benefit from the crisis funding, although it receives no direct funds, and receives no TCOOMMI funding at this time.

# Additional observations regarding expenditures for behavioral health services in NorthSTAR

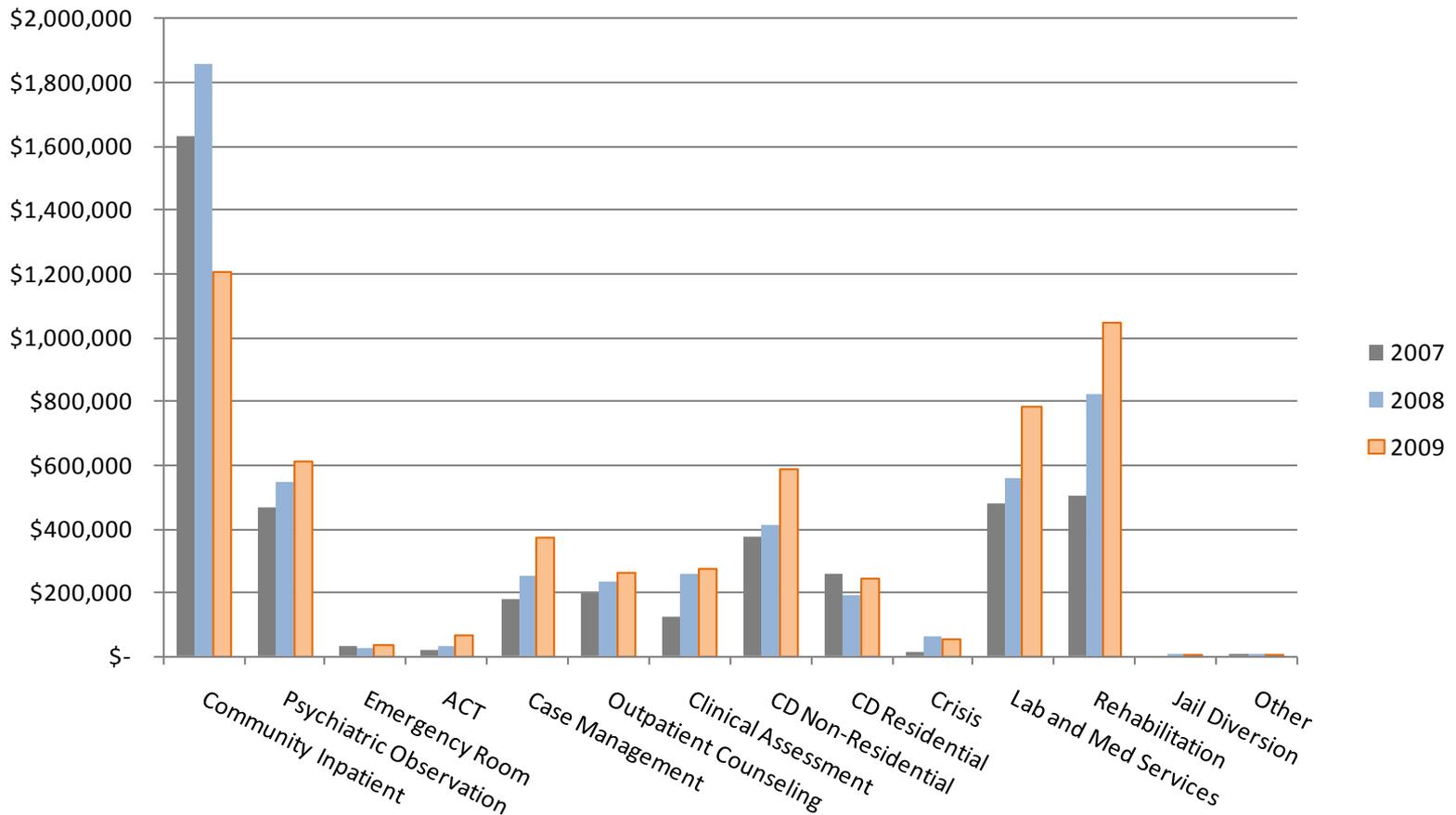
- Until August 2009 Collin County funds represented 5.2% of the \$8.7 million expenditures (excluding state hospital costs)
- Collin County spends an additional ~\$ 800,000
- VO has acquired profit equal to or exceeding \$ 27.9 million
- Between 2004 and 2009:
  - Emergency room and 23-hour care costs were **up 100%**, from \$3.9 million to \$7.8 million
  - Inpatient expenditures increased from \$8 million to \$14 million, thus 23-hour care did not reduce the need for inpatient
  - Medication expenditures decreased by 50% from \$22 to \$10 million
  - Total number of individuals receiving services annually increased from 18,000 to 22,000
  - Outpatient expenditures increased by only 10% from \$38 to \$43 million

Which providers received payment for services to Collin County residents?

▪

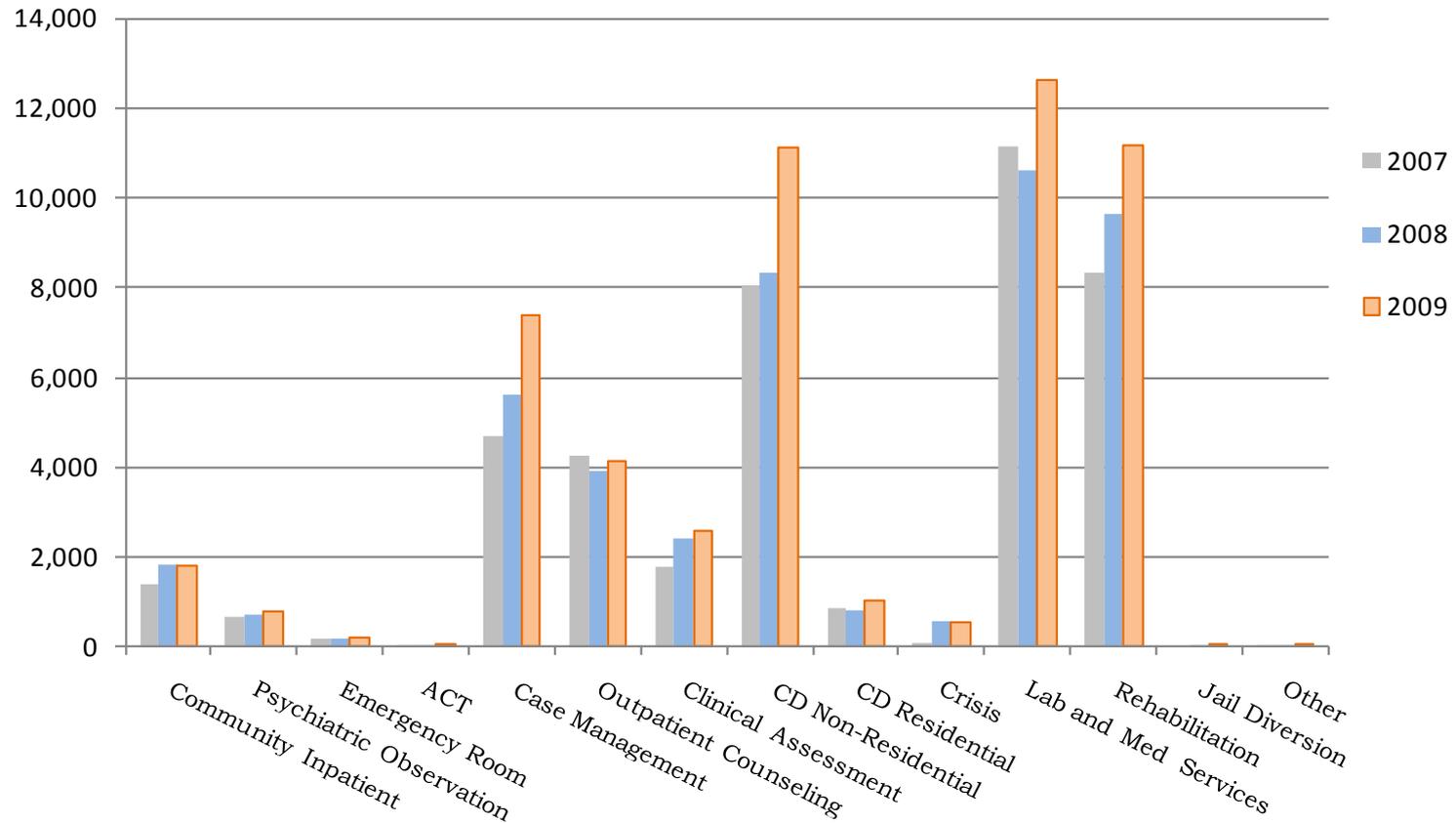
# Page 11 Expenditures

**Figure 2. Expenditures by Service Category: Collin County Residents Each Study Year**



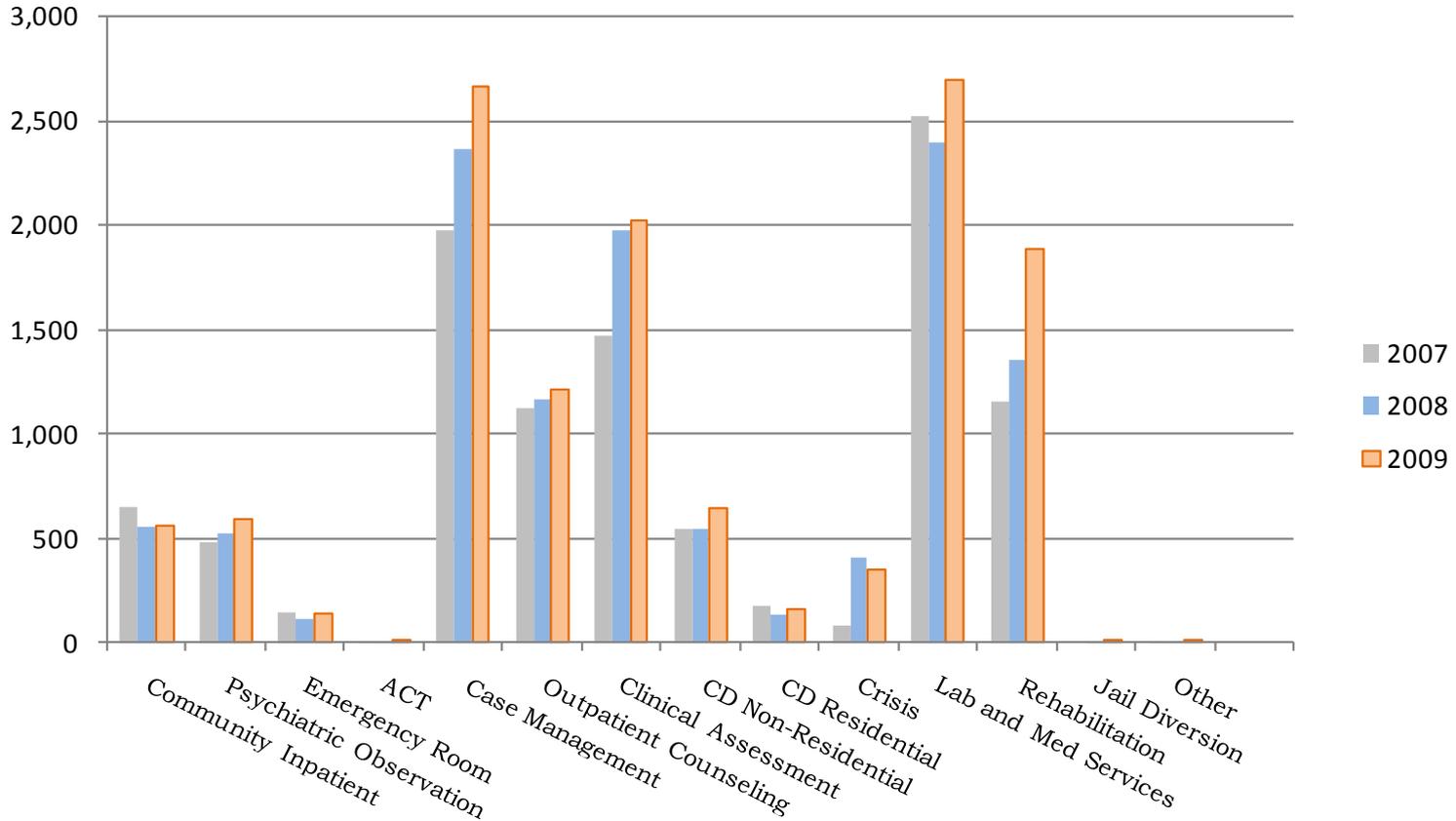
# Page 12 Encounters

**Figure 3. Encounters by Service Category Collin County Residents Each Study Year**

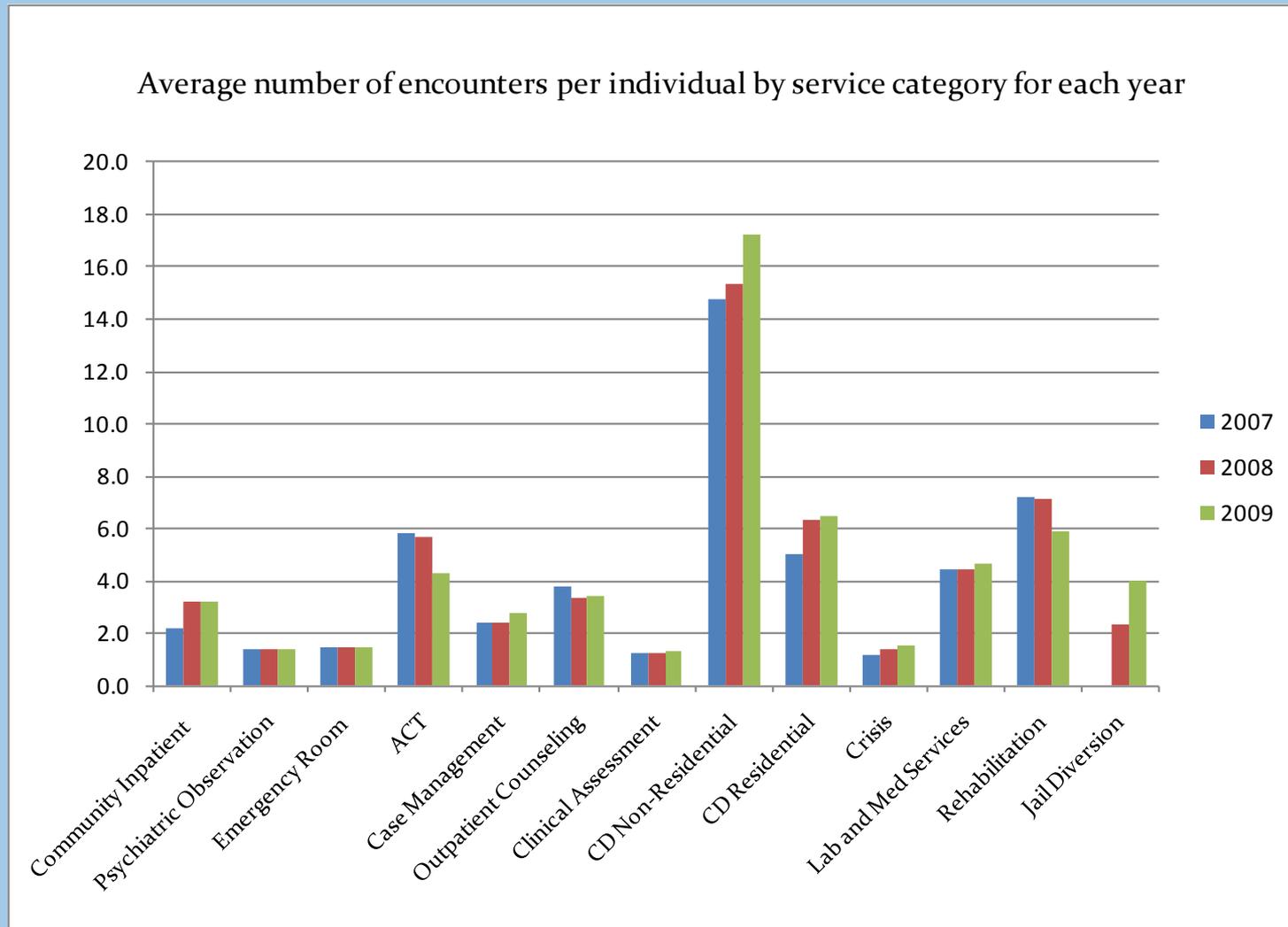


# Page 12 - Individuals

**Figure 4. Individual Collin County Residents Served by Service Category Each Study**



# Perspective: Average number of encounters per individual Collin County client of the system



# Comparing Reports

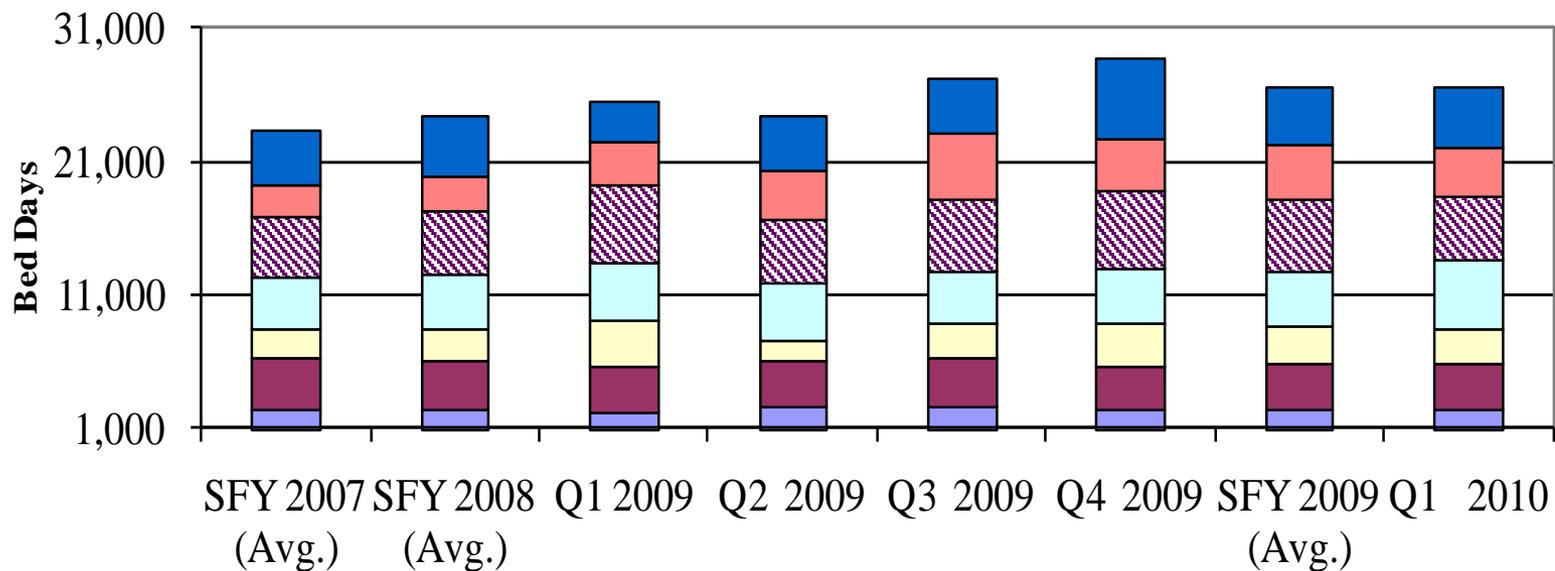
<b>All NorthSTAR</b>										
	<u>Average Cost per All Enrollees</u>			<u>Average Cost per Person Receiving Service</u>			<u>Collin County Data</u>			
	FY07 Ave/Per Enrollee	FY08 Ave/Per Enrollee	FY09 Ave/Per Enrollee	FY07 Ave/Person	FY08 Ave/Person	FY09 Ave/Person	2007 Ave Cost/Person	2008 Ave Cost/Person	2009 Ave Cost/Person	
Community Inpatient	\$ 237	\$ 260	\$ 214	\$ 2,566.36	\$ 2,845.67	\$ 2,616.68	\$ 2,512	\$ 3,310	\$ 2,130	
23 Hour Obs	\$ 136	\$ 137	\$ 127	\$ 1,133.14	\$ 1,214.41	\$ 1,241.51	\$ 974	\$ 1,032	\$ 1,039	
ER	\$ 20	\$ 15	\$ 16	\$ 213.82	\$ 200.18	\$ 224.00	\$ 222	\$ 202	\$ 245	
ACT	\$ 80	\$ 82	\$ 83	\$ 5,814.43	\$ 6,555.07	\$ 6,934.78	\$ 4,640	\$ 5,167	\$ 4,100	
Case Mgt	\$ 74	\$ 69	\$ 72	\$ 162.69	\$ 153.67	\$ 189.38	\$ 91	\$ 107	\$ 140	
Counseling	\$ 34	\$ 34	\$ 36	\$ 213.93	\$ 247.08	\$ 256.29	\$ 177	\$ 202	\$ 217	
Assessment	\$ 27	\$ 43	\$ 53	\$ 78.24	\$ 105.75	\$ 127.58	\$ 83	\$ 131	\$ 137	
CD Non Residential	\$ 98	\$ 98	\$ 100	\$ 759.51	\$ 735.92	\$ 756.44	\$ 694	\$ 756	\$ 912	
CD Residential	\$ 97	\$ 83	\$ 77	\$ 1,480.17	\$ 1,545.90	\$ 1,556.23	\$ 1,477	\$ 1,460	\$ 1,517	
Crisis							\$ 175	\$ 151	\$ 150	
Medication Services	\$ 106	\$ 129	\$ 150	\$ 202.35	\$ 238.25	\$ 263.91	\$ 192	\$ 234	\$ 291	
Rehab Services	\$ 238	\$ 284	\$ 360	\$ 528.36	\$ 627.20	\$ 678.39	\$ 440	\$ 605	\$ 554	

# Questions we have heard... and so has the LBB

- There aren't enough providers
- Children aren't being served
- People can't get enrolled
- People aren't getting services they need
- People have to drive long distances for services especially crisis and inpatient
- Outcome measures are not transparent or examined by stakeholders



### State Hospital Bed Days per 100,000 Population Below 200% Federal Poverty Level by County

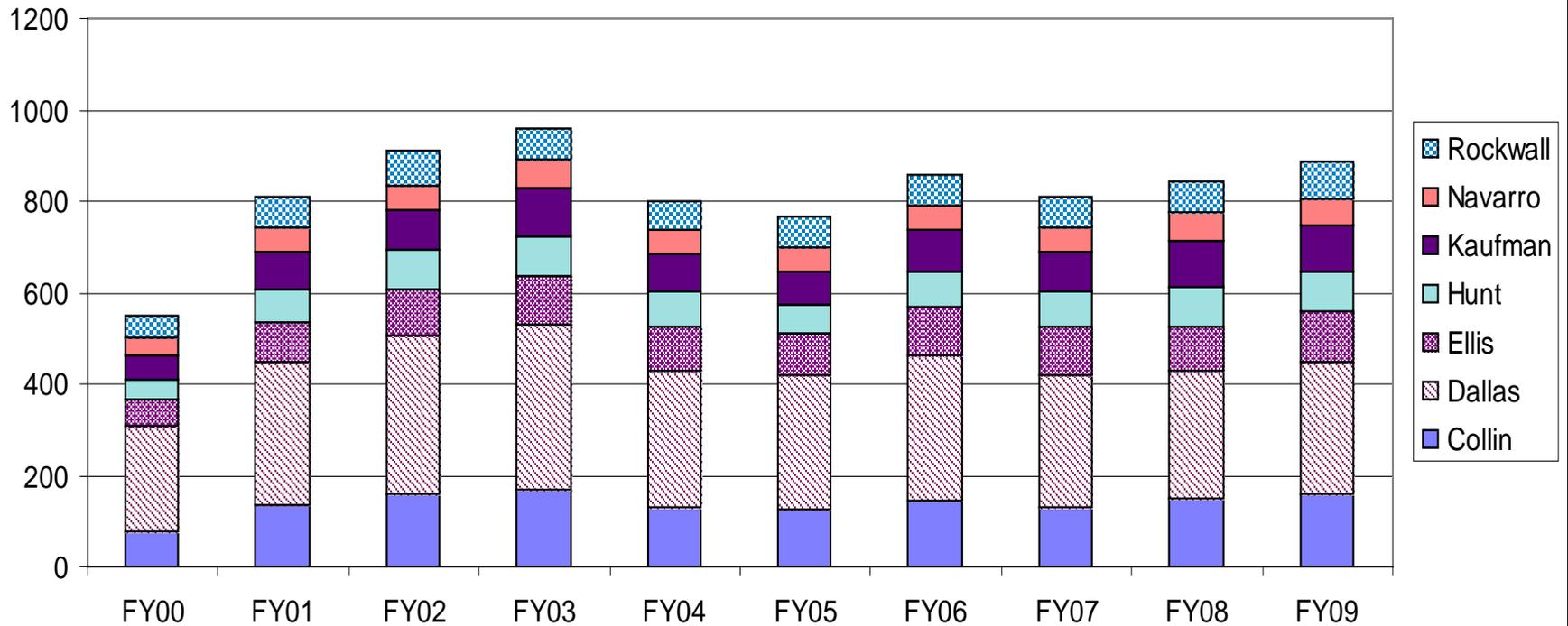


# Medicaid providers?

- Dallas ranks last among 15 major cities in the percentage of physicians accepting Medicaid, according to a study by Merritt Hawkins & Associates, an Irving-based health care consulting and recruiting company.
- 1,162 medical offices were surveyed between September and March 2008 . Dallas had a Medicaid acceptance rate of 38.6 percent, compared with the national average of 55 percent.

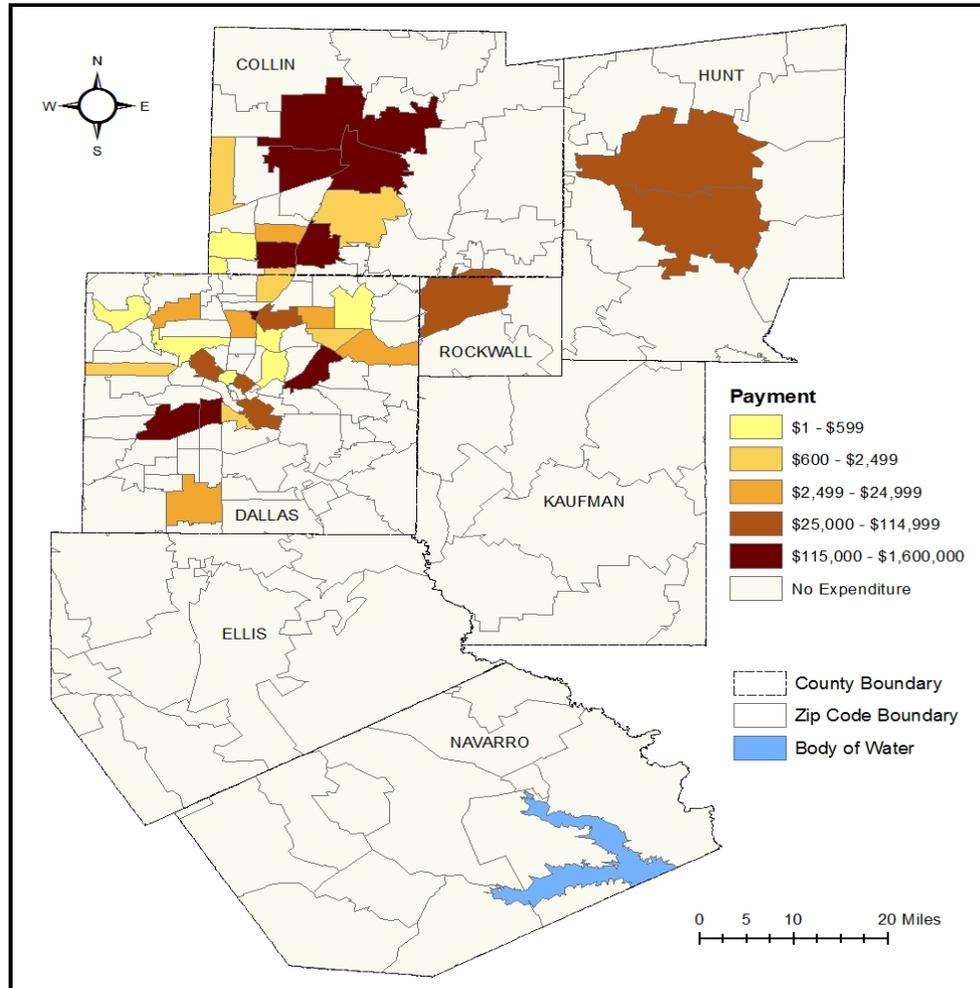
# Increased Choice of Providers who can Serve Medicaid and non-Medicaid Public Sector Clients

Providers That Have Served at Least One NorthSTAR Enrollee by County



## Map 2

### 2009 Payments to Providers by Provider Zip Code for Community Based Services to Collin County Residents

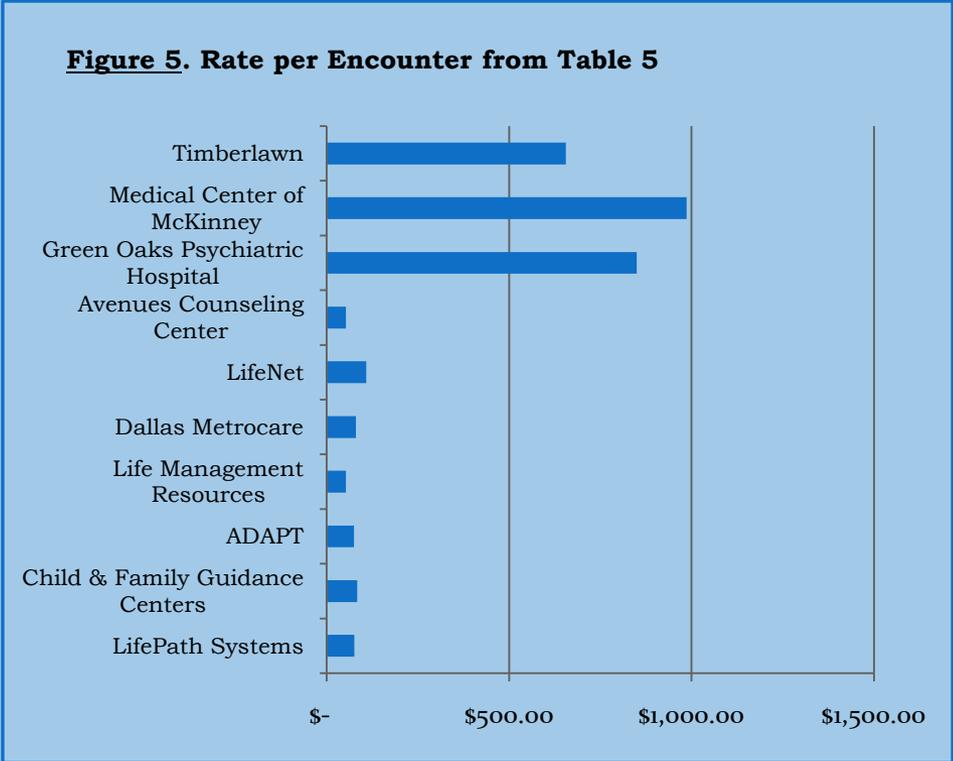


Map created April 22, 2010 by the Mental Sciences Institute at UNTHSC. Map based on expenditures data from the Texas Department of State Health Services, and provider zip code information obtained from the Value Options NorthSTAR Member Information and Provider Directory published March 1, 2010. 2007 ESRI shapefiles provided by the Collin County GIS Department.

# Page 16 Payments to providers

**Table 5. Top 10 Largest Agency Providers of Community Based Services to Collin County Residents in NorthSTAR by Encounters, Amount Paid, Individuals and Average Rates Paid 2009**

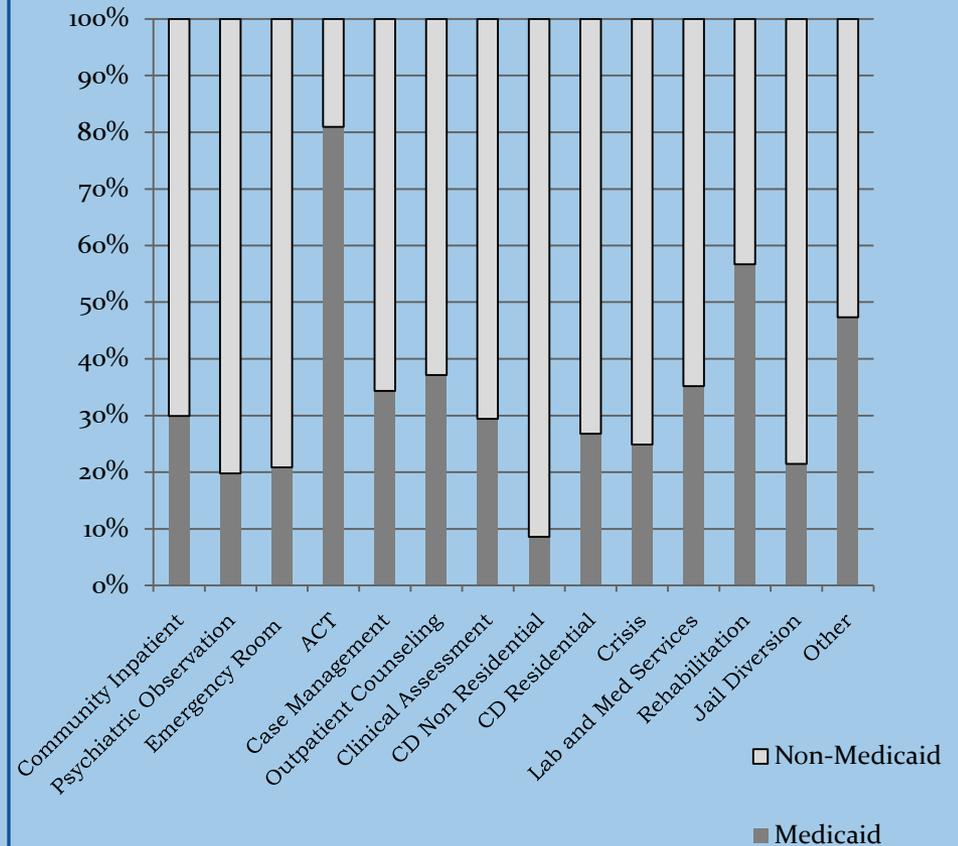
<u>Outpatient</u>	2009		
	Encounters	Paid	Average Rate/ Encounter
LifePath Systems	18,786	\$ 1,418,189	\$ 75.49
Child & Family Guidance Centers	6,341	\$ 530,674	\$ 83.69
ADAPT	4,870	\$ 364,037	\$ 74.75
Life Management Resources	5,143	\$ 274,395	\$ 53.35
Dallas Metrocare	2,149	\$ 171,768	\$ 79.93
LifeNet	459	\$ 49,907	\$ 108.73
Avenues Counseling Center	2,796	\$ 147,545	\$ 52.77
<b><u>Inpatient</u></b>			
Green Oaks Psychiatric Hospital	1,621	\$ 1,378,068	\$ 850.13
Medical Center of McKinney	166	\$ 163,799	\$ 986.74
Timberlawn	330	\$ 216,420	\$ 655.82



## NorthSTAR covers more persons in need than other mental health authorities (page 16-17)

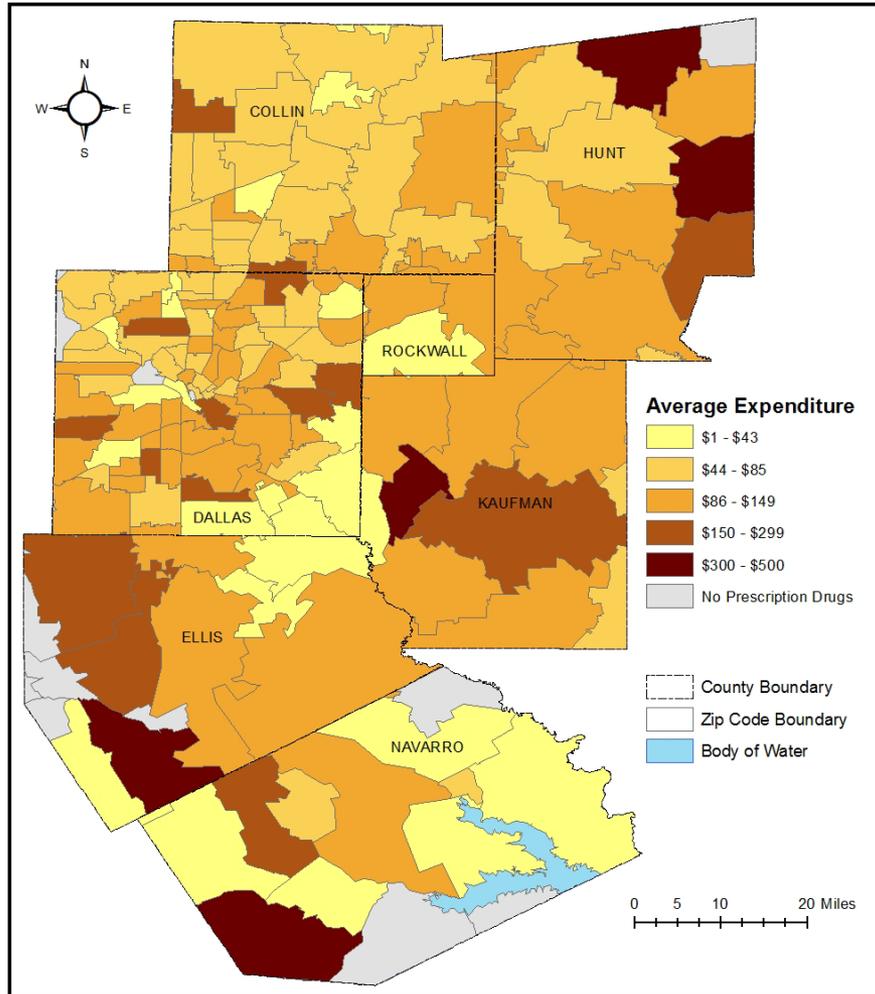
- Medicaid and persons up to 200% of poverty
- Eligibility guidelines differ
- Poverty for family of 4 is about \$22,000 per year
- 200% is about \$44,000 per year
- Medicaid is “impoverished” i.e. no assets except perhaps a house
- Poverty you can still have a job

**Figure 6. Proportion of Expenditures, Collin County Residents by Medicaid Status: All Study Years**



## Map 5

### Average Prescription Drug Expenditure by Billing Zip Code All NorthSTAR Counties in 2009



Map created April 23, 2010 by the Mental Sciences Institute at UNTHSC. Map based on prescription medication data from the Texas Department of State Health Services, using 2007 ESRI shapefiles provided by the Collin County GIS Department.

**Table 9. State Hospital Utilization Collin County Residents Each Study Year**

<b>Calendar Year</b>	<b>Persons in the Hospital</b>	<b>Bed Days</b>	<b>Average Length of Stay (for this year only)</b>	<b>Allocation of "Cost"</b>	<b>Average Expenditure Per Person (for this year only)</b>
<b>2007</b>	151	5,940	39.34	\$ 1,442,360	\$ 9,552
<b>2008</b>	182	6,806	37.40	\$ 1,934,653	\$ 10,630
<b>2009</b>	165	6,792	41.00	\$ 1,912,280	\$ 11,590
<b><u>Sums</u></b>		<u>19,538</u>		<u>\$ 5,289,293</u>	<u>\$ 13,493</u>

All NorthSTAR

State Hospital	\$ 563	\$ 667	\$ 567		\$ 12,087.96	\$15,367.67	\$ 14,967.97
----------------	--------	--------	--------	--	--------------	-------------	--------------

---

**Table 10. Invoiced Expenditures Attributed to Collin County All Study Years**

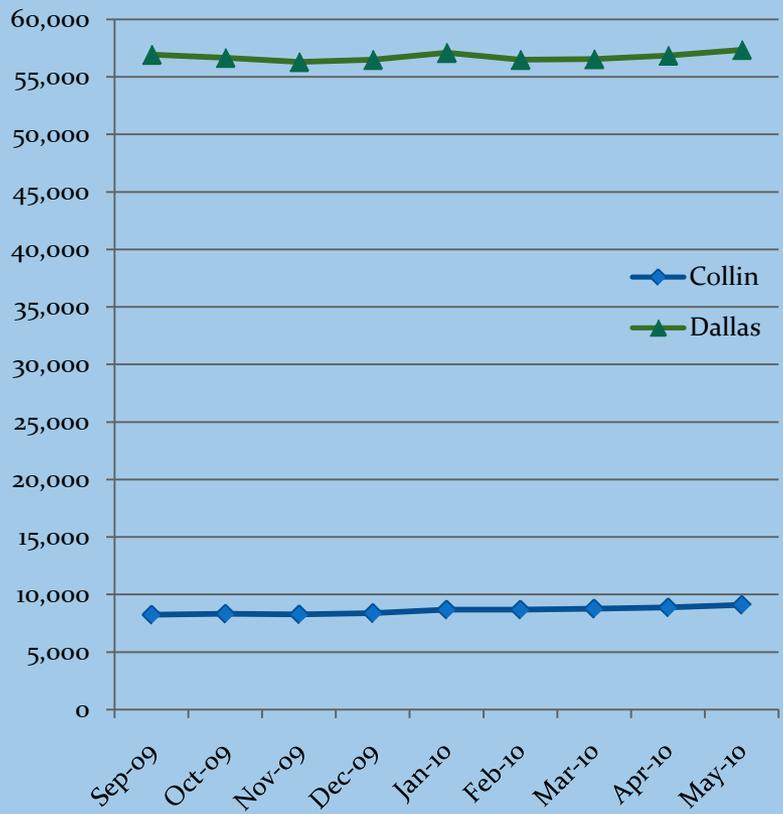
---

	<b>State Fiscal Year 2007</b>	<b>State Fiscal Year 2008</b>	<b>State Fiscal Year 2009</b>
<b>Total NorthSTAR Invoiced Expenses</b>	\$ 4,533,918.59	\$ 5,318,835.22	\$ 7,414,082.00
<b>Percent Attributed to Collin County</b>	7.10%	6.90%	6.85%
<b>Amount Attributed to Collin County</b>	\$ 321,908.22	\$ 366,999.63	\$ 507,977.25
<u>Total All Years</u>			\$ 1,196,885.10

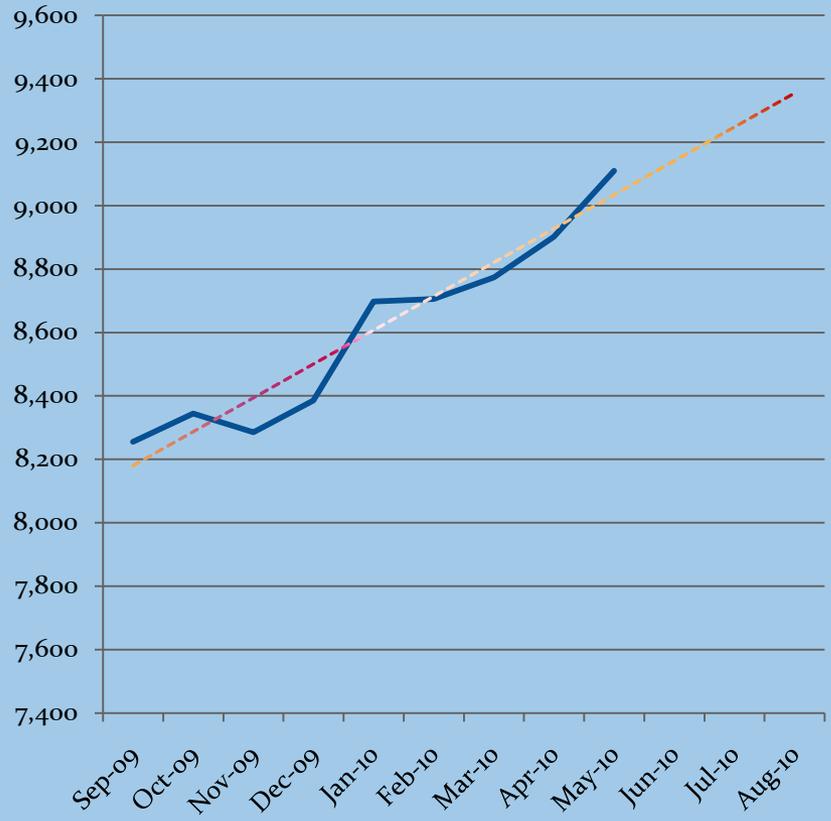
---

# Trends in Enrollment in Children's Health Insurance Program

Texas CHIP Enrollment State FY 2010  
Dallas and Collin Counties



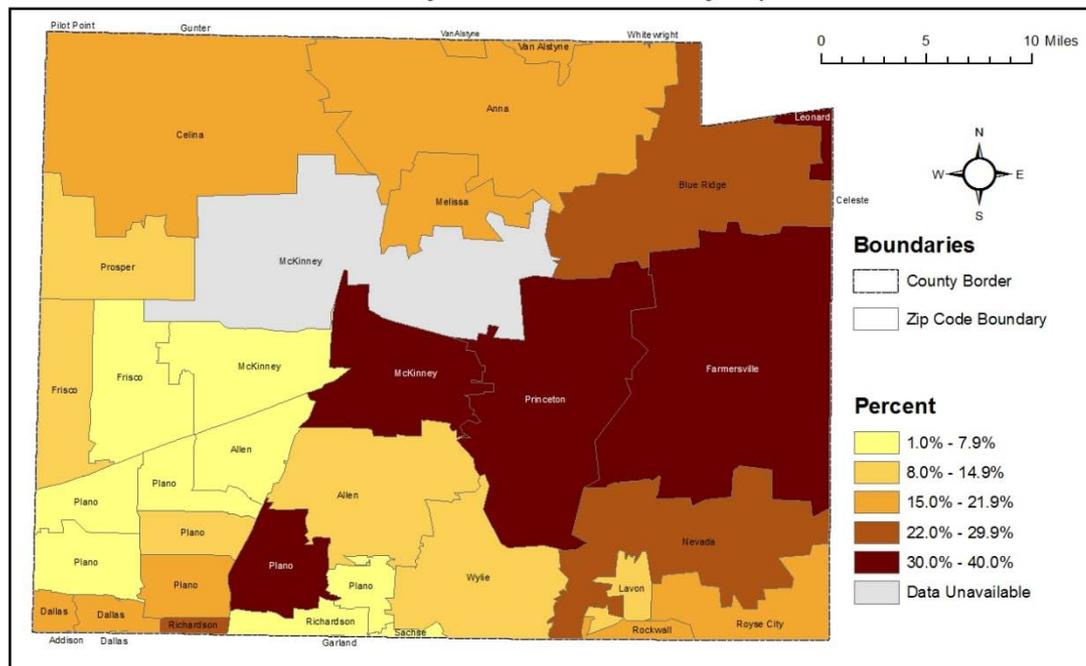
Texas CHIP Enrollment State FY 2010  
Collin County With Trend Line



Population risk rates published by the National Institutes of Health (NIH)  
In the uninsured group of Collin County residents under 200% of poverty  
3,577 may have a serious mental illness (schizophrenia, major depressive disorder, or bipolar disorder)  
An additional 11,328 may have a mental health problem needing treatment.  
Among those Collin County residents with an income above 200% of poverty, 9.93% (67,372) are  
estimated to be uninsured, adding an additional risk population to the estimates above.

**Map 6**

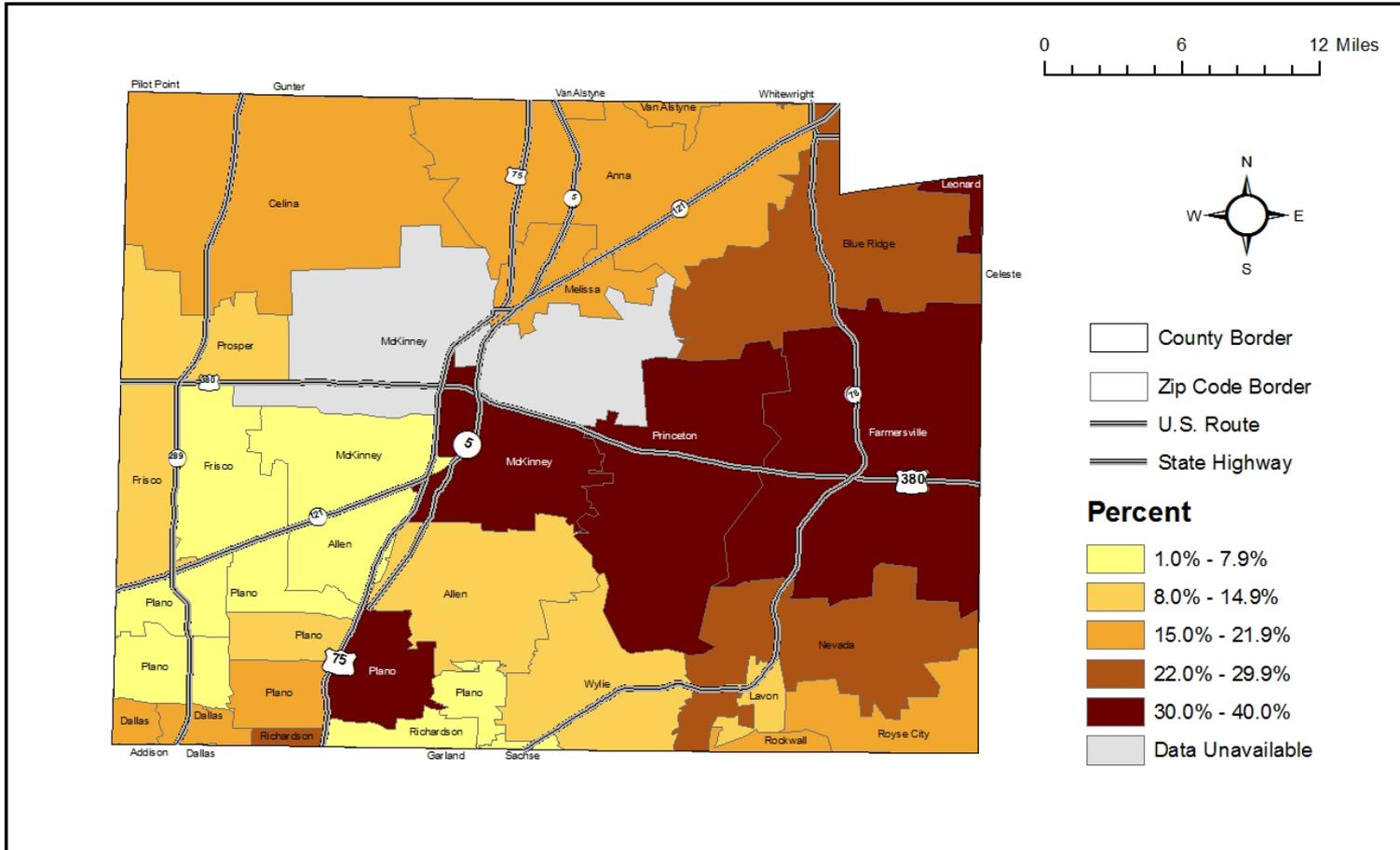
Percent of Population At or Below 200% of Federal Poverty Level  
Collin County 2008 Estimates by Zip Code



Map created April 24, 2010 by the Mental Sciences Institute at UNTHSC. Map based on 2008 estimates of population at or below 200% of federal poverty level by zip code provided by the Texas Department of State Health Services, using 2007 ESRI shapefiles provided by the Collin County GIS Department.

# Map 6

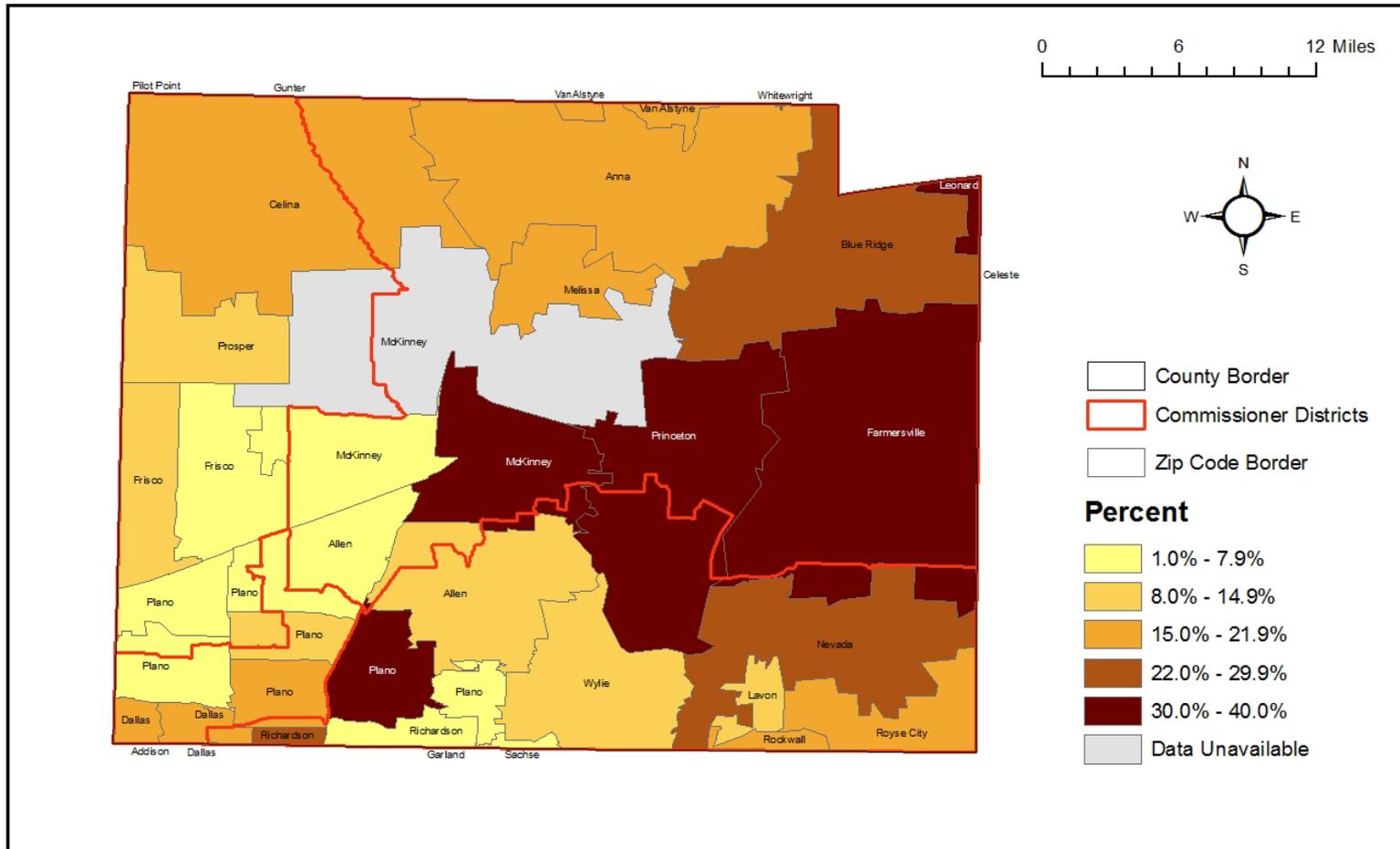
## Percent of Population At or Below 200% of Federal Poverty Level Collin County 2008 Estimates by Zip Code



Map created April 24, 2010 by the Mental Sciences Institute at UNTHSC. Map based on 2008 estimates of population at or below 200% of federal poverty level by zip code provided by the Texas Department of State Health Services, using 2007 ESRI shapefiles provided by the Collin County GIS Department.

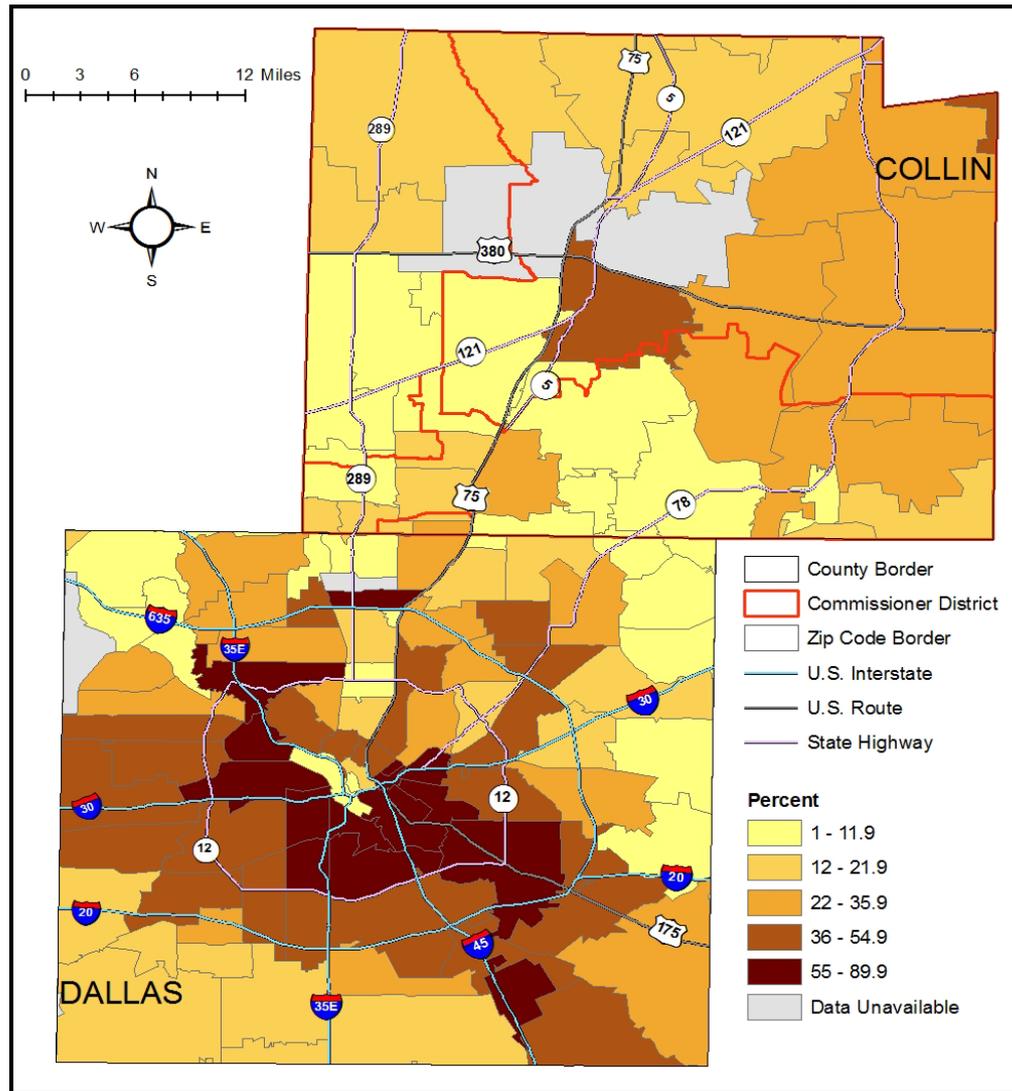
# Map 6

## Percent of Population At or Below 200% of Federal Poverty Level Collin County 2008 Estimates by Zip Code



Map created April 24, 2010 by the Mental Sciences Institute at UNTHSC. Map based on 2008 estimates of population at or below 200% of federal poverty level by zip code provided by the Texas Department of State Health Services, using 2007 ESRI shapefiles provided by the Collin County GIS Department.

## Percent of Population At or Below 200% of Federal Poverty Level Collin and Dallas Counties 2008 Estimates by Zip Code



Map created June 7, 2010 by the Mental Sciences Institute at UNTHSC. Map based on 2008 estimates of population at or below 200% of federal poverty level by zip code provided by the Texas Department of State Health Services, using 2007 ESRI shapefiles provided by the Collin County GIS Department.

## Source: Medicaid waiver application for 2007-09

To assure that consumers and the local community were given a voice in the implementation and ongoing oversight of NorthSTAR, the State created **an independent** Local Behavioral Health Authority (LBHA) which came to be known as the North Texas Behavioral Health Authority (NTBHA).

NTBHA provides **ombudsman services** to NorthSTAR enrollees, **provides staff to serve on the Quality Improvement Committee of [Value Options] the contracted Behavioral Health Organizations (BHO)**, and serves as **a conduit to relay issues of community concern and complaints directly to the State.**

NTBHA staff also meets regularly **with various community based organizations**, consumer and advocacy groups, managed care coordination groups as well as NorthSTAR service providers.

# Six Recommendations

1. Hire a behavioral health administrator/director for Collin County positioned in the County Health Department
2. Have a strong presence throughout the system
3. Decentralize some of VO's current functions to re-empower local communities (e.g. advocacy, case management)
4. Require a bidding process for new services
5. Reorganize the NTBHA (e.g. create local enfranchised coordination boards; ensure NTBHA effectively interfaces with the PAC)
6. Reinvest local dollars with a memorandum of understanding or contract for the deployment of those dollars.