



# *Mission-Based Partnerships to Advance Collaborative Health Models*

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# Mission, Vision and Values

## Mission

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Partnering for healing and a healthy future.

## Vision

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MultiCare will be the **Pacific Northwest's** highest value system of health:

- Leading as a people-centric community asset
- Integrating a full continuum of high-performance, customer-focused health and health related solutions
- Delivering world class health outcomes and exceptional experience at a competitive price

## Values

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Respect, Integrity, Stewardship, Excellence, Collaboration, Kindness

# Mission & Vision

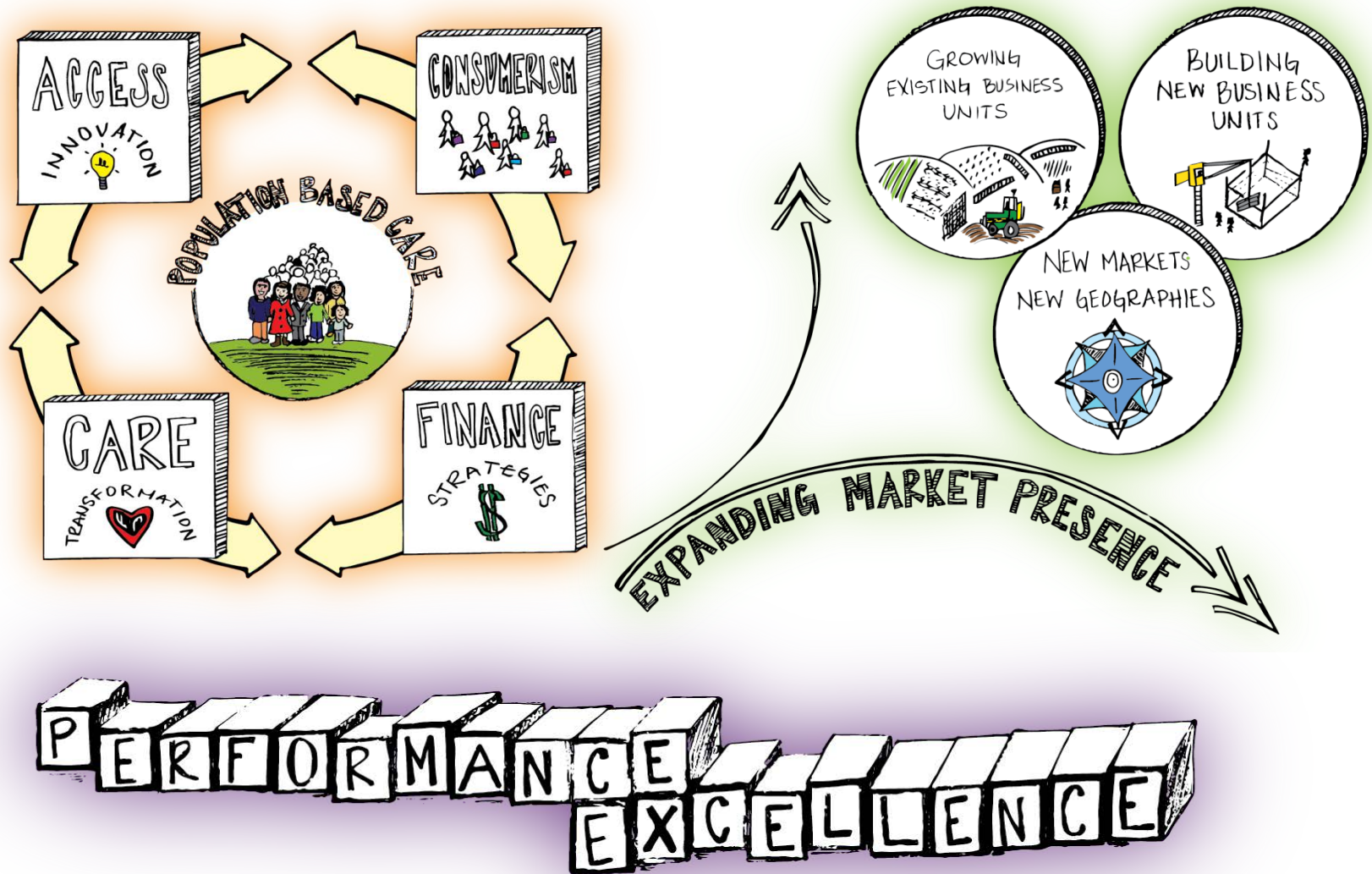
- » **Mission:** Partnering for Healing and a Healthy Future
- » **Vision:** MHS will be the Pacific Northwest's highest value system of health:
  - Leading as a people-centric community asset
  - Integrating a full continuum of high-performance customer-focused health and health related solutions
  - Delivering world class health outcomes and exceptional experience at a competitive price
- » **Shared Values:**

Respect | Integrity | Stewardship | Excellence | Collaboration | Kindness





# Strategy Map



# This is about “us” not “them”

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- Approximately 20 percent of individuals will experience symptoms associated with a diagnosable mental disorders in any given year. This spans across socioeconomic status, race, and gender.
- According to Mental Health American 2015 – When looking at Access to care compared against prevalence of need, Washington ranks as the 47<sup>th</sup> state.
- Washington State has a higher rate of suicide than the national average.
- In Pierce County lack of access to inpatient services in particular has reached a crisis level. There are currently only 2.8 beds per 100,000 citizens in comparison to the Pacific Northwest state average of 27.3 beds per 100,000.

Source: [Washington State Department of Health, Suicide Deaths in Washington, Sabel 2015](#)

# Video

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# VISION: *Comprehensive Network*

Partnering to create  
opportunities for

**health  
hope  
recovery**

- ...supporting individuals and families in reaching their **potential** by having coordinated, accessible behavioral healthcare, medical services, facilities, and providers that are linked together to achieve optimal **health** and **wellness outcomes**

# Medicaid Payor environment

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- CMS approved an 1115 Waiver for Washington State
- We will move from a carved out environment to a carved in environment related to:
  - mental health, chemical dependency, and physical health purchasing
- Regional entities that are representative of local communities will direct Delivery System Reform Incentive Payment funds
  - Allows for infrastructure development, funding of innovative approaches that focus more on outcomes
  - Performance metrics are attached to funding over a five year period
- Value based contracts are expected to emerge in a much more pronounced way



# Services\*

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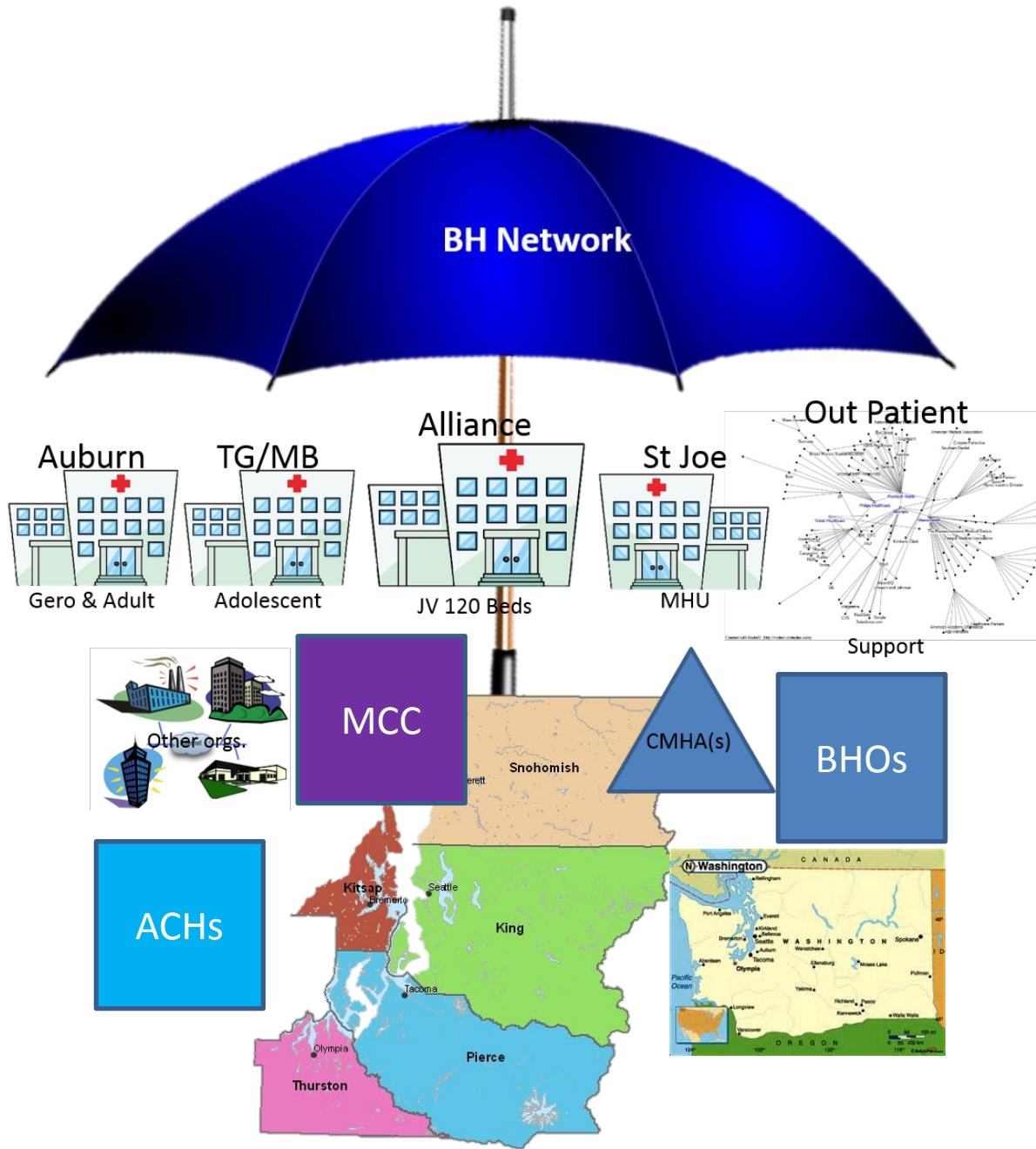
- **Multi-site Outpatient:** Child, Adolescent, Adult and Older Adult
- **Consult and Telepsych:** ED, & Hospitals
- **12 Primary Care Sites**
- **29 Outreach programs:** Schools, Care Transitions, High Utilizers, Crisis Services, Mobile Primary Care.

**20 Inpatient Adult Beds**  
**27 Inpatient Adolescent Beds**  
**38 Gero psych**  
**45 Adult Residential**



\* More in-depth description in the appendix

# BH Network development



*Facilitating the development of a full continuum of integrated, high value, behavioral health services.*

*We Partner!*

# Joint Venture – BH hospital Development MHS & CHI-Franciscan

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- ▶ Scope – Adult voluntary and involuntary inpatient BH hospital in Tacoma.
- ▶ State of the art facilities
- ▶ 120 inpatient beds
  - Specialized treatment
  - Dual-diagnosis
- ▶ On Site at the Allenmore Hospital Campus
- ▶ Crisis Stabilization Unit
- ▶ First patient day January 2019





# Community Connection

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## Overwhelming support from the community:

- Over 100 letters of support
- Public hearing



## South Sound Behavioral Health Coalition:

- Congressman Derek Kilmer – Convener
- Bill Weyerhaeuser & Brad Cheney – Co-chairs
- 60 other key business leaders, elected officials and emergency responder leadership

# External Funding Sources

## Progress of Funding Plan

### Community Behavioral Health Hospital

Funding Source	Amount	Pledged or Received	Submitted/ Pending	Planned
WA State Department of Commerce 2016	\$5,000,000	✓		
City of Gig Harbor	\$100,000	✓		
City of Tacoma	\$1,500,000	✓		
Pierce County	\$1,000,000	✓		
Bamford Foundation	\$100,000	✓		
Ben B. Cheney Family Foundation	\$250,000	✓		
First Choice Health	\$50,000	✓		
Greater Tacoma Community Foundation	\$10,000	✓		
Medina Foundation	\$150,000	✓		
Gary E. Milgard Family Foundations	\$1,000,000	✓		
L.T. Murray Family Foundation	\$100,000	✓		
Names Family Foundations	\$105,000	✓		
Sequoia Foundation	\$250,000	✓		
Rurik/Russell Family	\$50,000	✓		
Tucci Family	\$150,000	✓		
Woodworth Family Foundation	\$60,000	✓		
Individual Contributions/Grants <\$5,000	\$9,000	✓		
Kaiser Permanente	\$2,000,000	✓		
Rock the Foundation Event	\$626,000	✓		
City of Auburn	\$400,000		✓	
City of Fircrest	\$100,000		✓	
City of Puyallup	\$400,000		✓	
City of Steilacoom	\$100,000		✓	
Individual Contributors (2)	\$80,000		✓	
M.J. Murdock Charitable Trust	\$1,000,000		✓	
Norcliffe Foundation	\$1,000,000		✓	
WA State Dept of Commerce 2017	\$3,000,000		✓	
Individual Contributors (13)	\$2,775,000			✓
UnitedHealthcare/Optum	\$2,000,000			✓
Additional Individual Contributions	\$2,211,000			✓
<b>Total</b>	<b>\$25,576,000</b>	<b>\$12,510,000</b>	<b>\$6,080,000</b>	<b>\$6,986,000</b>

- **\$12,510,000** of funds have been either pledged or committed.
- Cities, County, State and private funding.

# The Navos Continuum of Care

Recovery is possible. We are dedicated to helping individuals so they may attain their greatest potential for recovery and self-sufficiency. Our full spectrum of mental health services impact more than 25,000 low-income children, youth, adults, and their families from diverse and ethnic backgrounds each year. We provide effective, compassionate care that recognizes the histories of trauma most of Navos' clients have. With our patient-centered approach, clients are empowered to develop the skills, tools, and support they need to meet their personal challenges.

## Infant and Child (0-5)

Our program promotes healthy social and emotional development early in life by working with families and caregivers to increase their confidence and capacity in parenting.

- Child-parent therapy with an emphasis on the child-parent relationship
- Counseling for families involved with dependency court
- Professional consultation to early childhood service providers

## School-Age Children (6-12)

Our family-centered services strive to create a successful transition throughout each child's development by introducing the necessary tools and skills to make this journey easier for both the child and their family.

- Office, community, and school-based counseling
- Family therapy and parenting strategies
- Peer support for parents and caretakers
- Residential treatment

## Youth and Young Adult (13-21)

When teens and young adults face situations like family problems, trauma, drug and alcohol abuse, or just the everyday issues with growing up, we work to wrap around their families and support networks to help maximize potential for recovery.

- Office, community, and school-based counseling
- Chemical dependency prevention and treatment
- LGBTQ youth empowerment program
- Peer support for parents and caretakers
- Residential treatment

## Adult — Inpatient (18+)

Utilizing trauma-informed care, our 68-bed inpatient facility is the difference between life and death for some of our community's most acutely mentally ill residents who are in life-threatening crisis.

- Individualized treatment and comprehensive discharge planning
- 24/7 Nursing and mental health services
- Art, movement, and group therapy
- Psychiatric and internal medicine services

## Adult — Outpatient (18+)


We help adults meet their desired goals of meaningful work, satisfying relationships, and contribution to society despite the challenges of mental and emotional illness. Navos is one of the first mental health centers nationally to offer a comprehensive Health Care Home where clients can receive both mental health services and primary care.

- Case management with housing, employment, and other supportive services
- Medication management and co-occurring substance abuse treatment
- Primary care
- Peer support and training program
- Domestic Violence survivor and offender treatment


## Older Adult (60+)

Our services help older individuals live full, rewarding, and safe lives. We partner with our clients, their families and support systems to develop a safety net of care and community. Our team comes to individual residences, adult family homes, or assisted living facilities in order to meet our clients where they are.

- Assessment and 24-hour crisis support
- Case management, from intervention to individualized psychiatric care
- Peer support groups
- Residential treatment




Parent: "There are so many things my son has overcome with help from Navos. He had a lot of fears and night terrors. He no longer wakes up at night. My son and I have come a long way."



Parent: "My kids have been able to connect with treatment in a meaningful and constructive way. Navos has really improved our lives and been very supportive, above and beyond what therapy would normally provide."




Client: "I come here because that's where I feel safest to express myself."



Client: "When I came here I didn't even know where I was, I was so sick! Now I can think more clearly and I'm doing fine thanks to Navos' staff, doctor, and my social worker."



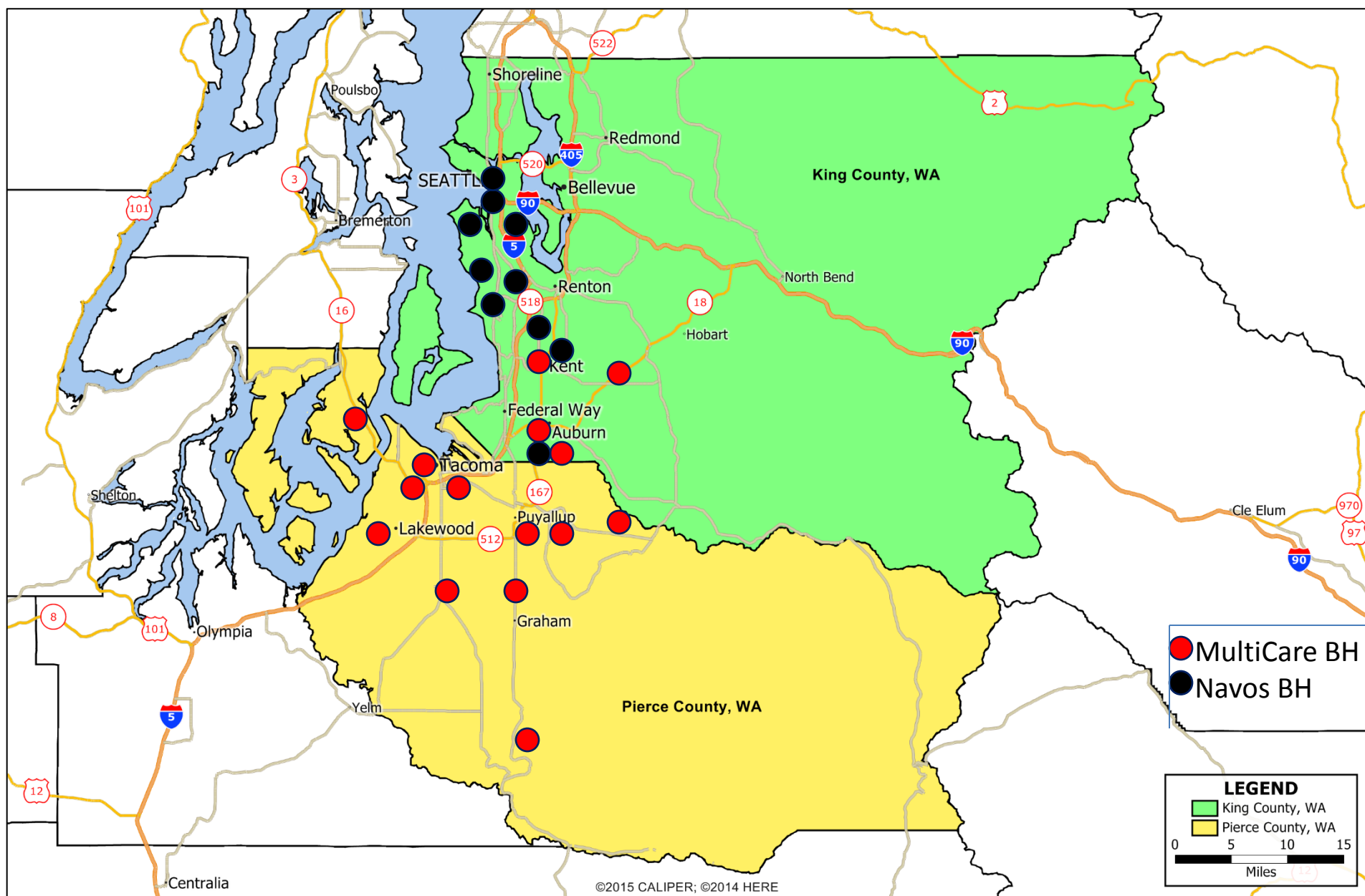
Client: "At Navos, I received the chance for a new beginning. My recovery has reconnected me to family, jobs, purpose, and my community."



Client: "I began a new life when I came to Navos. I have come to rely on staff and other people here to point me in the right direction. This is the place I call home."



# MultiCare & Navos Behavioral Health sites of care



# IMPACT

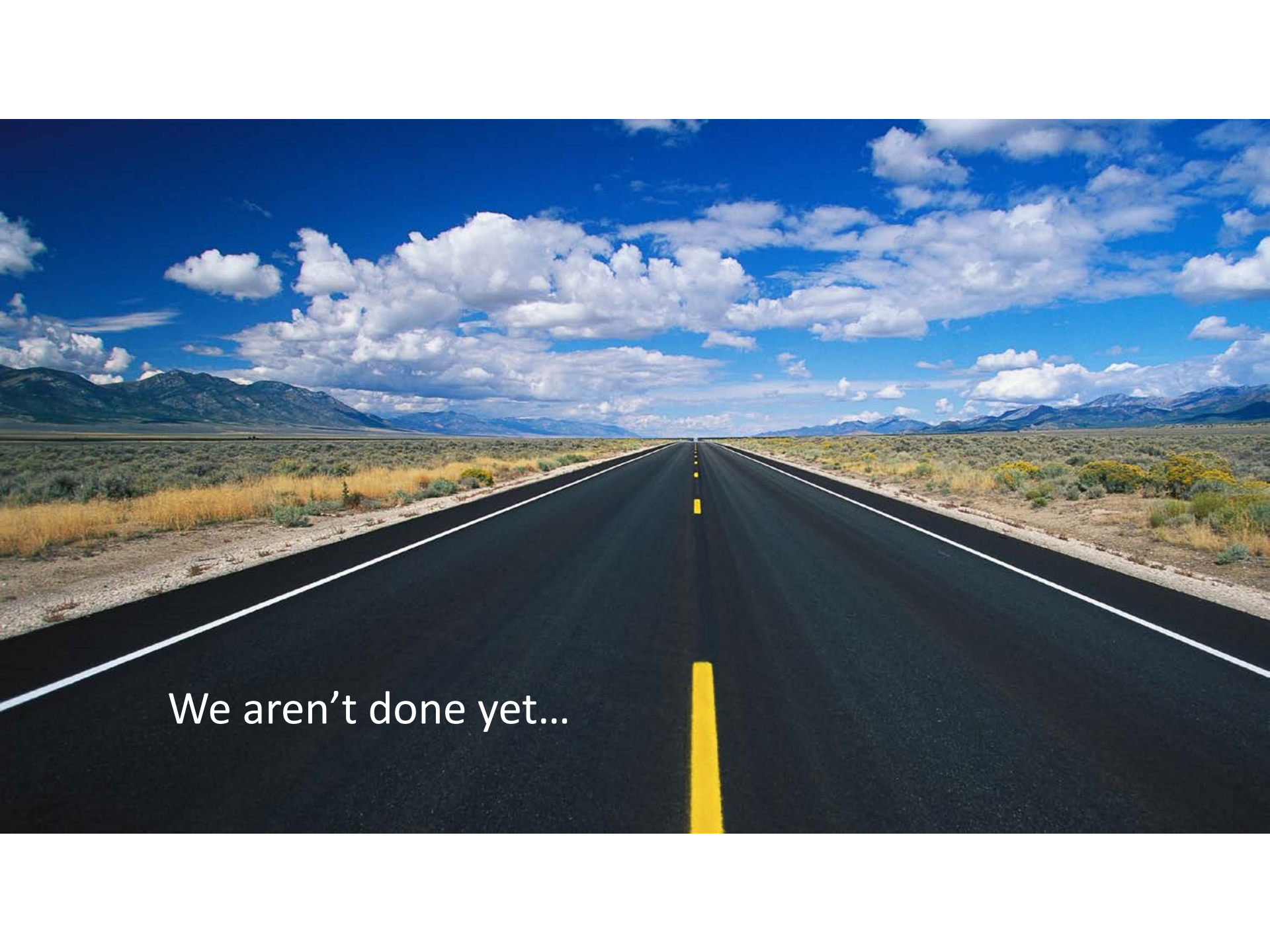
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MultiCare and Navos together is now the largest and most comprehensive BH provider in WA State with an impressive array of services that span the full continuum.

Through our combined Behavioral Health resources we are establishing ourselves as the thought leader in Washington focused on excelling in innovative population-based care and outcomes.

High quality Behavioral Health care that is integrated with our medical services will help us to better manage our population health goals, including lowering per capita costs to our communities.

## Partnering for a healthy community!

A wide-angle, low-perspective shot of a two-lane asphalt road stretching straight to the horizon. The road has a solid yellow center line and white edge lines. The landscape is a flat, arid plain with sparse, dry vegetation. In the distance, a range of mountains is visible under a bright blue sky filled with large, white, puffy clouds.

We aren't done yet...



# Appendix

# BH services pre-Navos

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**Inpatient Behavioral Health services** – 38 voluntary geropsych inpatient services at Auburn Medical Center. 20 voluntary and involuntary adult inpatient beds at Auburn. 27 Adolescent voluntary, involuntary and Parent Initiated treatment at Tacoma General.

**Psychiatric Consultation Services** – Psychiatric ARNPs and MDs that provide outpatient assessment and consultative services to both children and adults. Telepsych providers available for inpatient and ED consultation.

**Chemical Dependency services** – Adult outpatient and involuntary inpatient placement for CD services. Currently only accepting Medicaid and some 3<sup>rd</sup> party referrals. Services provided in Tacoma and Puyallup.

**Child, Adult and Family psychotherapy** – Routine psychotherapy services provided primarily on site at our clinic in Puyallup.

**Intensive Case Management and peer support** – Case management and intensive support services for children and adults that are SMI. Available to Medicaid clients with a mental health benefit. Walk in to our Puyallup location for same day access to an assessment for services.

**Crisis Services** – Mobile Outreach Crisis Team (MOCT) is a 24/7 service. Regardless of a person's insurance coverage MOCT outreaches across Pierce County to assess adults who are experiencing a BH crisis. Some members of our team have the authority to detain individuals against their will. People can only be detained if they are imminently at risk of harm to self or others and the dangerousness is because of a mental illness.

# services cont'

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**Residential Services** – A full range of residential services for the Seriously Mentally Ill (SMI) who are enrolled within our programs: 45 bed 24/7 staffed Residential Treatment Facility, houses we own and rent to individuals, Section 8 and HUD housing options, contracts with Boarding Homes within the community. MHS access to a crisis bed placement at our Residential Facility is initiated by calling the Crisis Line and requesting a crisis bed.

**Asian Counseling Services** – Dedicated case managers who specialize in treating Asian populations within Pierce County. Medicaid and most private insurances accepted.

**EAP Services** – A comprehensive list of EAP services are available to MHS and contracted employees.

**Program for Assertive Community Treatment** – Adult wrap-around services program that treats the Seriously Mentally Ill (SMI) who have failed at other treatment approaches and who are high utilizers of resources (ie. hospitalization, ED usage, jail).

**Older Adult Services** – Program dedicated to providing services to the older adult population and their care givers. Specialties include Dementia and related aging disorders. Outreach services are provided to people's home, nursing homes. At clinic services are provided in Puyallup.



# services cont'

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**Behavioral Health & Primary Care integration** – This program provides access to Behavioral Health services within a primary care or specialty care setting across MultiCare's geographic spread. Services are provided to children and adults currently within 13 different sites.

**High intensity Care Transitions** – This program is for identified ED high utilizers or high risk clients within MHS that also have an issue related to mental health, or substance use. By providing outreach and engagement we are able to more functionally meet the needs of our high utilizing pts. so as to reduce the number of unnecessary/non-essential/avoidable ED visits, and increase overall health.

**Children's Therapy Unit (CTU) Psychology Services:**

The Children's Therapy Unit Psychology Team is part of a multi-disciplinary service to children with developmental disorders and special healthcare needs. They provide pediatric psychological assessment, treatment and consultation for children experiencing a variety of emotional and behavioral disorders including youth on the autism spectrum. The staff includes three PhD level psychologists and one Licensed Mental Health Counselor. Their site is in Puyallup, in close proximity to Good Samaritan Hospital.