

# **Association for Behavioral Healthcare**

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## **FY 2013 Annual Report**



Dedicated In Memory of:

**William J. Taylor**

1951-2013

President and CEO

Advocates, Inc.



*“What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead.”*

*-Nelson Mandela*

Bill, it is safe to say that you made an incredible difference in the lives of others during your lifetime. The world is a better place because of you. We miss you.

Dear ABH Member:

It is our pleasure to submit to you the Fiscal Year 2013 Annual Report for the Association for Behavioral Healthcare, Inc. and the Association for Behavioral Healthcare Foundation, Inc. (ABH). The Annual Report allows us to reflect on the work of the past year and to highlight some of our accomplishments during FY13.

While advocacy on behalf of our members is always one of our foremost priorities, it took on added urgency this year given the tremendous amount of new initiatives impacting the health care delivery system.

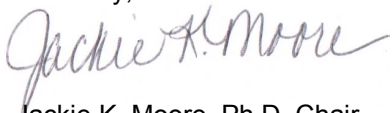
Monitoring and shaping the Commonwealth's response to the *Affordable Care Act (ACA)* and *Chapter 224 of the Acts of 2012* was a major area of focus for ABH in FY13. This included ongoing advocacy around the design and implementation of the Duals Demonstration Project (One Care), and the design of MassHealth's Primary Care Payment Reform (PCPR) and specialty Behavioral Health Homes Initiatives. ABH also focused extensively on a number of ongoing system redesigns including the DMH/DCF Caring Together system, DMH Clubhouses and BSAS residential recovery system.

In addition, ABH focused heavily on increasing reimbursement rates and shoring up outpatient behavioral health services. ABH successfully advocated for increased reimbursement rates for CBHI Intensive Care Coordination services and pressed MassHealth to distribute \$4 million contained in the FY13 state budget for outpatient services in a manner that benefitted as many outpatient providers as possible. For the second consecutive year Governor Patrick and the legislature included funding in the state budget for *Chapter 257* rate increases.

These successes are, in part, a result of the relationships ABH and our members maintain with the Patrick Administration, the legislature and key policy makers at the state and federal level. Building and maintaining relationships is a large part of what we do at ABH. ABH has made significant strides in developing strong working relationships with new EOHHS Secretary John Polanowicz, DPH Commissioner Cheryl Bartlett and BSAS Director Hilary Jacobs in addition to maintaining our existing relationships with DMH Commissioner Marcia Fowler and Chris Counihan of MassHealth. In addition, ABH continued to expand our engagement at the national level, including the engagement of a Washington lobbying firm to strengthen our ties to our Congressional delegation.

Our most important relationships, however, continue to be with our member organizations. We are grateful for your commitment to ABH and our work. Thank you!

Sincerely,



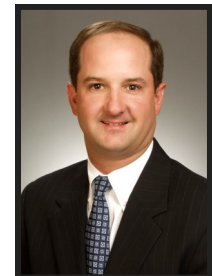
Jackie K. Moore, Ph.D. Chair  
Board of Directors



Vicker V. DiGravio III  
President/CEO



Jackie K. Moore, Ph.D.  
Chair  
Board of Directors



Vic DiGravio  
President/CEO

# Salute to Excellence

ABH is always honored to host its annual Salute to Excellence. This year, 330 people gathered to celebrate the accomplishments of the award winners. As we have come to expect, the contributions that these individuals have made to community behavioral healthcare are extraordinary.

In addition, keynote speaker Chris Herren, a basketball legend from Fall River who realized his dreams by playing for the Celtics, gave an incredibly moving presentation about his personal struggles with drug addiction.

ABH is privileged to be able to recognize the awardees for their unwavering dedication to individuals with mental illness and substance use disorders. They truly make a difference each and every day.



# Meetings of the Minds

ABH's Annual Meeting and regular Association Meetings offer the opportunity for ABH members to hear from state and federal policymakers as well as other leaders in the field. At the same time, the meetings provide staff from our member organizations the opportunity to meet and network with their colleagues from other ABH member organizations.

**ABH Annual Meeting: Sea of Change: Community Behavioral Healthcare in a Shifting Healthcare World.** ABH members joined their colleagues from across the state to hear Linda Rosenberg, President/CEO of the National Council for Behavioral Health, speak about the future of behavioral healthcare amidst the changing healthcare landscape.

## Association Meetings

**The Integration of Addiction Prevention and Treatment into Health Care and Payment Reform.** Hilary Jacobs, the Director of the Bureau of Substance Abuse Services (BSAS), joined ABH members to discuss BSAS's agenda and programmatic priorities and its efforts to integrate addiction prevention and treatment into healthcare and payment reform initiatives.

**Leadership Transitions: Meet the New Secretary of Health and Human Services.** ABH members had the opportunity to hear directly from John Polanowicz, the new Secretary of Health and Human Services, and discuss with him the important role community-based mental health and addiction services play within the larger healthcare delivery system.



# Member Opportunities

In addition to our Annual Meeting and Association Meetings, ABH also offers its members a number of professional trainings and dialogue sessions with policy leaders throughout the year. In FY 2013, we sponsored the following:

## **Next Generation of the Massachusetts Behavioral Health Partnership (MBHP).**

Staff from the Massachusetts Behavioral Health Partnership presented some of the key features of the next generation of its Behavioral Health Program for the Primary Care Clinician Program, including components to more closely integrate behavioral and physical health, a comprehensive care management program, greater inclusion of consumers and families in their health management, and a new technology infrastructure to support the various integrated activities.

**MassHealth's PCPR and Health Homes.** ABH members joined MassHealth decision-makers to hear more about MassHealth's Primary Care Payment Reform (PCPR) and Health Homes Initiatives currently under development.

**Dialogue with Steward Health Care System.** ABH members joined David Morales, Senior Vice President for Steward Health Care System, to learn more about Steward's model of care and to discuss the important role ABH members play in the healthcare delivery system.

**Massachusetts Health Information Exchange Meeting.** Staff from the Massachusetts eHealth Institute (MeHI) held a training for ABH members in order to provide information about the Massachusetts Health Information Exchange (HIE) and the resources and technical assistance available to assist providers in connecting to the HIE.

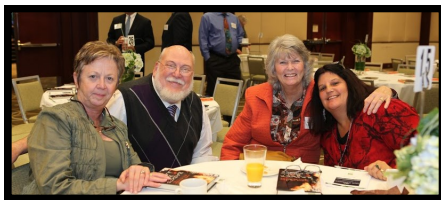


**MSDP Training: Documentation Form Changes.** This training provided an overview of the changes made to the Massachusetts Standardized Documentation Project's (MSDP) forms as well as changes made to the MSDP manuals.

**Advanced Wage and Hour Seminar: Strategic Responses to New Challenges for Behavioral Healthcare Non-Profits.** Jeffrey L. Hirsch, Esq. and Amanda Karas, Esq. of Hirsch Roberts Weinstein LLP discussed a variety of topics in detail, including: misclassification of employees, *The Massachusetts Independent Contractor Statute*, *The Massachusetts Equal Pay Act*, policies related to "compensatory time" and many others.

**Massachusetts Alcohol and Other Drug Advocacy Leadership Training Institutes.** Co-sponsored by ABH and Massachusetts Organization for Addiction Recovery (MOAR), these day-long sessions identified and trained a network of new advocates who developed their advocacy skills and learned strategies to help seek adequate funding for prevention, treatment and recovery support services as well as legislation and public policies to support recovery.

**Middle Management Academy.** ABH brought the National Council's Middle Management Academy to Massachusetts for ABH members for the second year in a row. A 3.5 day, intensive, one-of-its-kind, interactive training program is designed to help behavioral healthcare managers get the best out of people and resources.



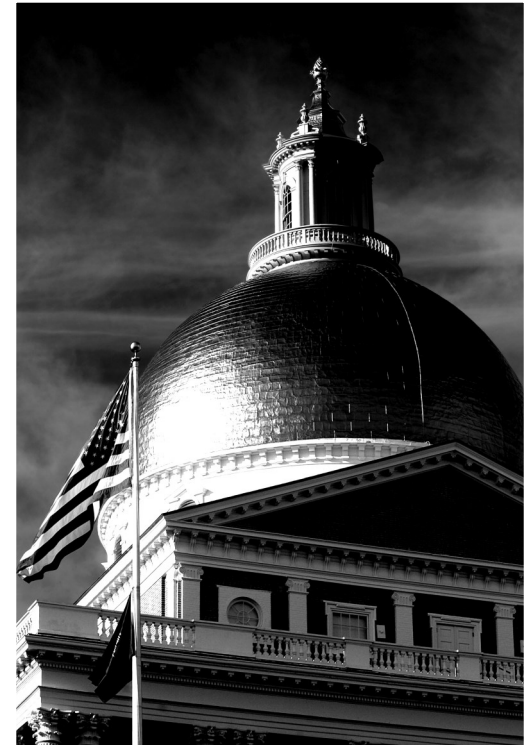
# State Budget

Advocating for adequate funding for the Department of Mental Health, the Department of Public Health/Bureau of Substance Abuse Services and MassHealth is always a top priority for ABH. This year, our efforts included working with our members to advocate for increased tax revenues. ABH coordinated the placement of a series of op-ed columns authored by our members making the case for increased taxes to expand funding for community-based behavioral health services. As part of our budget advocacy, ABH once again led the grass-roots campaigns of both the Massachusetts Coalition for Addiction Services (MCAS) and FundMentalHealth.org.

The FY 2014 state budget included:

- An increase in overall funding for the Department of Mental Health above projected FY13 spending.
- An increase in funding of the main Bureau of Substance Abuse line item by approximately \$7 million above projected FY13 spending to maintain existing service levels.
- A one-time salary reserve payment of \$11.5 million contingent upon the state ending FY13 with a surplus.

ABH keeps members informed of budget developments through regular correspondence, including Community Conversations, conference calls designed to brief members on key items included in the budget and their impact on ABH members.





# Federal Policy

ABH works very closely with the **National Council for Behavioral Health (The National Council)** and the **State Associations of Addiction Services (SAAS)** on federal policy issues. Vic DiGravio, ABH's President/CEO, chairs the National Council's Association Executive Group and serves on the National Council's Board of Directors and Public Policy Committee. Connie Peters, ABH's Vice President for Addiction Services, serves as President of the SAAS Board of Directors.

ABH regularly participates in the National Council's annual Capitol Hill Day and advocates for federal behavioral health funding and policy with members of the Massachusetts Congressional Delegation. In 2013, ABH was recognized by the National Council as a runner-up for its Outstanding Leadership in Advocacy award. The National Council's Advocacy Leadership Awards recognize the nation's foremost behavioral health advocates for their outstanding achievements in improving public policies that affect the care and treatment of people living with mental illnesses and addictions and ABH was extremely proud to be recognized.



# Fighting for Fair and Adequate Rates

*Chapter 257 of the Acts of 2008* was passed to replace the historic Purchase of Service System with a transparent rate-setting system in an effort to remedy the fact that human service contracts have been historically underfunded.

For the second consecutive year Governor Patrick and the legislature included funding in the state budget for *Chapter 257* rate increases which was a major victory for ABH and The Collaborative (ABH, the Association of Developmental Disabilities Providers, and the Providers' Council). Additionally, a number of services such as Transitional Support Services (TSS) received biennial rate increases in accordance with *Chapter 257* for the first time. ABH members continued to exercise their legal rights under *Chapter 257* through ongoing rate appeals for acute treatment services (ATS) and clubhouse services.

ABH successfully advocated for increased reimbursement rates for Children's Behavioral Health Initiative (CBHI) Intensive Care Coordination (ICC) services. At the end of the fiscal year, the Commonwealth proposed new rates for ICC that will result in a 20% increase for BA level services and a 24% increase in Master's-level services when implemented.



*The Campaign to* **STRENGTHEN  
HUMAN SERVICES**  
*IMPROVE CARE • RETAIN QUALITY STAFF  
ENHANCE ECONOMIC IMPACT*

# Policy Priorities

**Outpatient Services.** During FY13, ABH maintained its heavy focus on shoring up outpatient behavioral health services. Most significantly, ABH pressed MassHealth to distribute \$4 million contained in the FY13 state budget for outpatient services in a manner that benefitted as many outpatient providers as possible. ABH members and other providers received this money through a one-time payment from the Massachusetts Behavioral Health Partnership (MBHP).

ABH also surveyed our members to more accurately document the financial struggles of outpatient providers and used these data to underscore the need for action by MassHealth and the legislature for permanent rate increases. ABH and a number of our members met with the Center for Health Information and Analysis (CHIA) and MassHealth to help inform their ongoing outpatient rate review process.

ABH also worked with a number of our members on the Outpatient Access Redesign (OAR) project to increase client access and administrative efficiencies for participating members. Funding for this project was provided in part by a \$100,000 grant ABH received from MBHP to cover 50% of the consultant costs for each organization.

**Health Reform/Cost Containment.** Monitoring and shaping the Commonwealth's response to the Affordable Care Act (ACA) and *Chapter 224 of the Acts of 2012, An Act Improving the Quality of Health Care and Reducing Costs Through Increased Transparency, Efficiency and Innovation*, was a major area of focus for ABH over the past year. This included ongoing advocacy around the design and implementation of the Duals Demonstration Project (One Care), and the design of MassHealth's Primary Care Payment Reform (PCPR) and specialty Behavioral Health Homes Initiatives.

# Monitoring Procurements

Throughout FY13, ABH focused extensively on a number of ongoing system redesigns including the DMH/DCF Caring Together system, DMH Clubhouses and BSAS residential recovery system.

In each case, ABH submitted extensive feedback to the Commonwealth about system designs and worked closely with other stakeholders to impact the anticipated implementation of the Caring Together and clubhouse systems. Additionally, ABH pressed DMH to make significant changes to the already-implemented child and adolescent flexible support system.

# Member Services

ABH would not be able to accomplish all that it does without its members. In turn, ABH prides itself on the services that it offers to its members:

- ◇ E-Update
- ◇ Regular operational issues updates
- ◇ Annual *Salute to Excellence*
- ◇ Association meetings
- ◇ Trainings
- ◇ Committee meetings
- ◇ Legislative updates
- ◇ State budget tracking
- ◇ Action alerts
- ◇ Legislative and budget testimony
- ◇ Regulatory testimony
- ◇ Updates on regulation changes
- ◇ Essential Learning discounts
- ◇ Salary survey
- ◇ Procurement and policy monitoring
- ◇ Professional opportunities
- ◇ Social media updates

# Representing Members

ABH's Executive Teams meet regularly with members of the Patrick Administration to discuss issues and policies affecting ABH member organizations:

## ABH Executive Teams

- The *ABH/Department of Mental Health Executive Team* regularly meets with DMH Commissioner Marcia Fowler and her senior staff to discuss issues impacting community-based providers serving DMH clients.
- The *ABH/Bureau of Substance Abuse Services Executive Team* works closely with the Commissioner of the Department of Public Health, Cheryl Bartlett, and the Bureau of Substance Abuse Services Director, Hilary Jacobs.
- The *ABH/MassHealth Executive Team* meets regularly with the Director of Behavioral Health for MassHealth, Chris Counihan.
- ABH meets quarterly with the state's Medicaid Managed Care Organizations to discuss issues of mutual interest.

In addition to representing ABH member organizations before the Patrick Administration and the state legislature, ABH staff also represents the interests of its member organizations on a number of important task forces and special committees, including:

- Chapter 224 Behavioral Health Task Force
- Health Policy Commission Advisory Council
- Medicaid Model Advisory Committee
- Department of Public Health State Health Improvement Plan Advisory Council
- Mental Health Advisory Committee

# Strength in Numbers

ABH is privileged to work with a number of coalition partners who help ABH promote community-based mental health and addiction treatment services as the most appropriate, clinically effective and cost sensitive method for providing care to individuals in need.

Affordable Care Today!! (ACT!!)

AIDS Action Committee

Army OneSource

Association of Developmental Disabilities Providers (ADDP)

Boston University School of Public Health/Join Together

The Campaign to Strengthen Human Services

Children's League of Massachusetts

Children's Mental Health Campaign

FundMentalHealth.org

Health Care for All

Massachusetts Aging and Mental Health Coalition

Massachusetts Association of Alcohol and Drug Abuse Counselors

Massachusetts Association of Behavioral Health Systems

Massachusetts Coalition for Addiction Services (MCAS)

Massachusetts Hospital Association

Massachusetts Housing and Shelter Alliance

Massachusetts League of Community Health Centers

Massachusetts Mental Health Transformation Committee  
(TRANSCOM)

Massachusetts Organization for Addiction Recovery (MOAR)

Massachusetts People/Patients Organized  
for Wellness, Empowerment and Rights (M-Power)

Massachusetts Psychiatric Society

Massachusetts Psychological Association

Massachusetts Public Health Association

Massachusetts Viral Hepatitis Coalition

National Alliance on Mental Illness—Massachusetts (NAMI-MASS)

National Association of Social Workers—Massachusetts

National Council for Behavioral Health

The National Empowerment Center

New England Association of Drug Court Professionals

Parent/Professional Advocacy League (PPAL)

Professional Advisory Council

The Providers' Council

Recovery Homes Collaborative

State Associations of Addiction Services (SAAS)

The Transformation Center

# ABH Committees

Our committees are essential to setting ABH's agenda and participation on most is open to our full membership. Our committees fall into three categories: Policy and Systems, Mental Health Services, and Addiction Treatment Services, and identify pertinent policy and programmatic issues to be addressed by ABH.

## **Mental Health Services Committees**

- Children's Policy Committee
- Children's Services Committee
- Community Based Flexible Supports Committee
- Emergency Service Programs Committee
- In-Home Therapy Committee
- Psychiatric Day Treatment/Partial Hospitalization Committee

## **Addiction Treatment Services Committees**

- Acute Treatment Services (ATS) Committee
- Clinical Stabilization Services (CSS) Committee
- Driver Alcohol Education/Second Offender Aftercare Committee
- Opioid Treatment Providers Committee
- Recovery Committee for Residential Services (including Transitional Support Services)

## **Policy and Systems Committees**

- Billing, Rules, Regulations and Policy Committee
- Corporate Compliance Committee
- e-Health Committee
- Human Resources Committee
- Quality and Outcomes Committee

# ABH Member Organizations

Adcare Educational Institute  
Addiction Treatment Center of New England  
Advocates  
Amesbury Psychological Center  
Bay Cove Human Services  
Bay State Community Services  
Behavioral Health Network  
Boston A.S.A.P.  
Boston Healthcare for the Homeless  
Boston Public Health Commission  
The Bridge of Central Massachusetts  
The Brien Center  
Brightside  
Brookline Community Mental Health Center  
Cape Cod Human Services  
The Carson Center for Human Services  
Casa Esperanza  
C.A.S.P.A.R.  
Catholic Charities  
Center for Human Development  
Child and Family Services  
Children's Friend  
Children's Friend and Family Services  
Children's Services of Roxbury  
Clinical and Support Options  
Community Care Services  
Community Counseling of Bristol County  
Community Substance Abuse Centers  
Community Healthlink  
Community Services Institute  
Cutchins Programs for Children and Families  
Dimock Community Health Center

The Edinburg Center  
Eliot Community Human Services  
Family and Community Solutions  
Family Services of Greater Boston  
Fellowship Health Resources  
Fenway Community Health Center  
Gandara Mental Health Center  
George B. Wells Human Service Center  
Gosnold on Cape Cod  
Habit OPCO  
Harbor Counseling Center  
High Point Treatment Center  
The Home for Little Wanderers  
Hope House  
Institute for Health and Recovery  
Jewish Family and Children's Services  
Judge Baker Children's Center  
Justice Resource Institute  
Key Program  
Lahey Health Behavioral Services  
Lowell Community Health Center  
LUK Crisis Center  
Massachusetts General Hospital  
Mental Health Association of Greater Lowell  
M.S.P.C.C.  
NFI Massachusetts  
North Charles  
North Suffolk Mental Health Association  
Old Colony Y Services Corporation  
Phoenix Houses of New England  
Pine Street Inn  
Project Cope

The Psychological Center  
River Valley Counseling Center  
Riverside Community Care  
ServiceNet  
SMOC Behavioral Health Services  
South Bay Mental Health Center  
South End Community Health Center  
South Shore Mental Health Center  
Spectrum Health Systems  
SSTAR  
Steppingstone  
Team Coordinating Agency  
Victory Programs  
Vinfen Corporation  
Wayside Youth and Family Support Network  
YOU, Inc.

## Associate Members

Advocates for Human Potential  
Caregiver Homes of Massachusetts  
The Echo Group  
eHana  
Health Enhancement Services  
Hill Associates, An AdvantEdge Company  
Hirsch, Roberts, and Weinstein  
Marsh & McLennan Agency  
O'Shea Associates  
STM Technology  
Qualifacts Systems



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**Association for Behavioral Healthcare, Inc.  
Association for Behavioral Healthcare Foundation, Inc.**

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ASSOCIATION  
FOR BEHAVIORAL  
HEALTHCARE