Agenda

1️⃣ Evaluation Goals
2️⃣ Design & Methods
3️⃣ Key Findings
4️⃣ Recommendations
Evaluation Goals

1 | Implementation
- Usage
- Provider experiences
- Provider satisfaction
- Barriers and drivers to usage

2 | Effectiveness
- Access to behavioral health services
- Quality of care
- Health care utilization

Health care utilization included 3 outcomes: ED visits, inpatient admissions (medical or surgical admissions), and outpatient visits.
Mixed-Methods Evaluation Design

**QUANTITATIVE**
- eManagement Program Data (n=103 providers)
- Encounter Data (n=264,602 encounters)
- Claims and Eligibility Data (n=75,111 members)
- Dual Screening Program Data (n=3,471 members)
- Online Provider Survey (n=37 providers)

**QUALITATIVE**
- L.A. Care Program Team Interview (n=1 program team)
- Provider Interviews (n=12 providers)
Providers who enrolled in eManagement between 10/1/16 and 3/31/18

High User Providers
- Providers that at least one of the 3 criteria:
  1. Screened 25%+ of patient panel
  2. Averaged 20+ screens/month of membership
  3. Conducted 100+ screens since joining program

Intervention Group Members
- Patients of high user providers

Low User Providers
- All providers that did not meet any of the 3 “high user” criteria

Comparison Group Members
- Patients of low user providers
Key Findings
Finding #1:
eManagement use, although still limited, enabled improved access to behavioral health services for L.A. Care members.
eManagement enabled access to behavioral health services, especially in the case of members of high users.

### eManagement Use among All, High, and Low Users

<table>
<thead>
<tr>
<th></th>
<th>All Users</th>
<th>High Users</th>
<th>Low Users</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of providers</td>
<td>103</td>
<td>33</td>
<td>70</td>
</tr>
<tr>
<td>Total panel size</td>
<td>136,064</td>
<td>56,659</td>
<td>79,405</td>
</tr>
<tr>
<td>Total screenings</td>
<td>16,231</td>
<td>13,934</td>
<td>2,297</td>
</tr>
<tr>
<td>% of all screenings</td>
<td>–</td>
<td>86%</td>
<td>14%</td>
</tr>
<tr>
<td>% of all positive screenings</td>
<td>–</td>
<td>79%</td>
<td>21%</td>
</tr>
<tr>
<td>Total dialogues submitted</td>
<td>234</td>
<td>201</td>
<td>33</td>
</tr>
<tr>
<td>% of all dialogues submitted</td>
<td>–</td>
<td>86%</td>
<td>14%</td>
</tr>
<tr>
<td>Average # of screenings per provider per month</td>
<td>8.5</td>
<td>22.1</td>
<td>2.1</td>
</tr>
</tbody>
</table>

Data Source: eManagement program data, updated December 2018
Among members receiving repeat screenings, eManagement may have facilitated timely detection of behavioral health conditions and improvement of existing conditions.

Changes in Behavioral Health Conditions Scores and Diagnosis

<table>
<thead>
<tr>
<th></th>
<th>PHQ9</th>
<th>GAD</th>
<th>SHA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of members receiving a repeat screening</td>
<td>248</td>
<td>207</td>
<td>65</td>
</tr>
<tr>
<td>% of members with a change in score</td>
<td>94%</td>
<td>95%</td>
<td>91%</td>
</tr>
<tr>
<td>% of members with a change in diagnosis</td>
<td>87%</td>
<td>89%</td>
<td>91%</td>
</tr>
<tr>
<td>% of score changes indicative of new diagnosis</td>
<td>37%</td>
<td>34%</td>
<td>38%</td>
</tr>
<tr>
<td>% of score changes indicative of condition improving</td>
<td>55%</td>
<td>57%</td>
<td>56%</td>
</tr>
<tr>
<td>% of score changes indicating of condition worsening</td>
<td>45%</td>
<td>43%</td>
<td>44%</td>
</tr>
</tbody>
</table>

Data Source: data on dual screenings from eManagement program data, updated November 2018
Majority of consults submitted were resolved in the office as ‘patient needs addressed (PNA),’ suggesting improved access to screening and specialists may have resulted in the reduction of avoidable specialty referrals and may have averted costs.

Data Sources: eManagement data and specialty outpatient visit cost estimate from L.A. Care. Estimated cost savings calculated as: Number of consults closed as PNA x average cost per specialty outpatient visit @$172.35.

Estimated savings: $32,401.80
“There have been times, I have put in a Consult just for the sheer benefit of having someone to speak to about the issue and I’m glad I did because I got new information and I learned a lot.”

— Provider
Overall, while eManagement has enabled access to behavioral health services, opportunities for improvement exist, particularly related to program usage; currently most users are screenings in less than 10% of all patient encounters.

Providers who screened in 30% or more of their patient encounters were all high users.

Data Source: eManagement program data. Data included n=264,602 encounters among n=111 providers.
Finding #2:
eManagement use supported improvements in quality of care provided to L.A. Care members.
There is a strong alignment between users’ reasons for joining the program and the L.A. Care’s team program goals.

<table>
<thead>
<tr>
<th>Reason</th>
<th>% of Total</th>
<th>% of High</th>
<th>% of Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest in exploring the use of technology to improve patient outcomes</td>
<td>82%</td>
<td>86%</td>
<td>78%</td>
</tr>
<tr>
<td>Wanting to understand the prevalence of behavioral health conditions in our patient panel</td>
<td>76%</td>
<td>79%</td>
<td>73%</td>
</tr>
<tr>
<td>Wanting to improve knowledge and skills to treat behavioral health conditions</td>
<td>81%</td>
<td>86%</td>
<td>74%</td>
</tr>
<tr>
<td>Financial incentives offered by L.A. Care for completing screenings and entering into eDialogues with psychiatrist</td>
<td>76%</td>
<td>100%</td>
<td>61%</td>
</tr>
</tbody>
</table>

Data Source: Provider survey
Users report high satisfaction on all aspects of use, from onboarding to user interface to maintenance and ongoing engagement.

Provider perceptions on satisfaction with eManagement

- Understanding the prevalence of behavioral health conditions among patients: 65% of Total, 52% of High, 86% of Low
- Earlier detection of behavioral health conditions: 65% of Total, 52% of High, 86% of Low
- Knowledge, confidence and skill in treating behavioral health conditions: 65% of Total, 52% of High, 86% of Low
- Quicker access to specialist consultations: 61% of Total, 70% of High, 86% of Low
- Quality of behavioral health care for patients: 56% of Total, 86% of High, 86% of Low

Data Source: Provider survey
L.A. Care Users are highly satisfied with the experience and report a high likelihood of recommending eManagement to their colleagues, with high users reporting being more satisfied and more likely to recommend the program.

**Satisfaction and likelihood to recommend to a colleague**

- **93%** of high users said they were satisfied with their eManagement experience.
- **93%** of high users said they were likely to recommend eManagement to a colleague.
- **70%** of low users said they were satisfied with their eManagement experience.
- **70%** of low users said they were likely to recommend eManagement to a colleague.

Data Source: Provider survey
“I found it useful in more than one way. Sometimes it helps not only the clinicians but the clinic as a whole to see the importance of mental health....[The program] serves as a reminder to ask about mental health because so many physical problems come from mental health issues.”

— Provider

“Now that we’re screening patients more often patients seem to be opening up, telling us more about their issues, and seeking help. Those who need it are getting help.”

— Provider

Data Source: Provider interview
Finding #3:

eManagement use redirected members from high-cost service utilization for behavioral health conditions to outpatient services over time.
ED use associated with behavioral health diagnoses among members of eManagement users declined over time, compared to an upward trend in all cause ED use in a similar time period.

**Data Source:** L.A. Care claims data

**Graphs:**
- **Emergency Department Visits – Behavioral Health Diagnosis**
  - Intv. Begins
  - Total # of Visits (PTMV)
  - Pre 0-6 months: 55.6
  - Post 0-6 months: 40.9
  - Post 7-12 months: 36.9
  - Post 13-18 months: 38.4
  - Post 19-24 months: 33.4

- **L.A. Care Emergency Department Visits – All Cause All Admissions**
  - Total # of visits (PTMV)
  - 2015: 548
  - 2016: 545
  - 2017: 576
  - 2018: 593
Declining trends in ED use were more pronounced among members who received behavioral health screening versus members who did not receive screening.

Data Source: L.A. Care claims data

* p<.05
Declining trends in inpatient admission were even more pronounced among members who received behavioral health screening versus members who did not receive screening.

**Inpatient Admissions Associated with a Behavioral Health Diagnosis**

- **Pre 0-6 months:** 51.2
- **Post 0-6 months:** 42.6
- **Post 7-12 months:** 41.2
- **Post 13-18 months:** 38.0
- **Post 19-24 months:** 36.9

**Data Source:** L.A. Care claims data

* p<.05

**Note:** Inpatient admissions includes medical and/or surgical admissions.
Outpatient visits PTMY were higher among members receiving screening versus members who did not receive screening, and appeared to rise more steeply at the post 19-24 month period compared to members not receiving screening.

**Outpatient Visits Associated with a Behavioral Health Diagnosis**

<table>
<thead>
<tr>
<th>Total # of Visits (PTMY)</th>
<th>Received Screening</th>
<th>Did Not Receive Screening</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre 0-6 months</td>
<td>302.1</td>
<td>254.3</td>
</tr>
<tr>
<td>Post 0-6 months</td>
<td>404.3*</td>
<td>363.2*</td>
</tr>
<tr>
<td>Post 7-12 months</td>
<td>334.1*</td>
<td>230.3</td>
</tr>
<tr>
<td>Post 13-18 months</td>
<td>300.0*</td>
<td>228.5</td>
</tr>
<tr>
<td>Post 19-24 months</td>
<td>374.4*</td>
<td>240.8</td>
</tr>
</tbody>
</table>

Data Source: L.A. Care claims data

* p<.05
Comparing utilization trends among members of high versus low users, both groups experienced declines in ED visits and inpatient admissions and increases in outpatient visits – indicative of a shift away from high-cost services to outpatient services.

Data Source: L.A. Care claims data

* p<.05
Outpatient Visits Associated with a Behavioral Health Diagnosis

Inpatient Admissions Associated with a Behavioral Health Diagnosis

Data Source: L.A. Care claims data

* p<.05

Note: Inpatient admissions includes medical and/or surgical admissions.
<table>
<thead>
<tr>
<th>Time Period</th>
<th>All members with active member months (N=75,111)</th>
<th>Members who received eManagement screening with active member months (n=8,361)</th>
<th>Members who did not receive eManagement screening with active member months n=66,750)</th>
<th>Intervention Group members with active member months (n=37,624)</th>
<th>Comparison Group members with active member months (n=37,487)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-6 pre intervention</td>
<td>61,072 (81%)</td>
<td>7,203 (86%)</td>
<td>53,869 (81%)</td>
<td>30,258 (80%)</td>
<td>30,814 (82%)</td>
</tr>
<tr>
<td>0-6 post intervention</td>
<td>68,566 (91%)</td>
<td>7,965 (95%)</td>
<td>60,601 (91%)</td>
<td>34,192 (91%)</td>
<td>34,374 (92%)</td>
</tr>
<tr>
<td>7-12 post intervention</td>
<td>73,153 (97%)</td>
<td>8,282 (99%)</td>
<td>64,871 (97%)</td>
<td>36,559 (97%)</td>
<td>36,594 (98%)</td>
</tr>
<tr>
<td>13-18 post intervention</td>
<td>59,409 (79%)</td>
<td>7,359 (88%)</td>
<td>52,050 (78%)</td>
<td>29,963 (80%)</td>
<td>29,446 (79%)</td>
</tr>
<tr>
<td>19-24 post intervention</td>
<td>24,629 (33%)</td>
<td>4,092 (49%)</td>
<td>20,537 (31%)</td>
<td>15,000 (40%)</td>
<td>9,629 (26%)</td>
</tr>
</tbody>
</table>
Reductions in high-cost utilization may result in cost savings over time.

Estimated savings among members receiving eManagement screening in the 24 months post eManagement period:

- **$591,065** by averting 130 inpatient admissions
- **$180,548** by averting 419 ED visits

Data Sources: L.A. Care claims data, utilization reduction and cost estimates provided by L.A. Care.
Average cost for inpatient admission estimated at $4,545.
Average cost for ED visit estimated at $431.
Note: Inpatient admissions includes medical and/or surgical admissions.
Recommendations

1. Focus on high user practices with customized approach to improve services.

2. Expand to additional practices with high user characteristics.

3. Work with Beacon as the specialty network.
Next 90 Days Work

1. Create customized plan with high user practices to improve services.

2. Do market assessment to include additional practices with high user characteristics.

3. Continue to look into Beacon as the specialty network and towards contracting.
Thank You