Behavioral Health Practice: Evolution to a Management Services Organization

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CMPS Core Model: Multidisciplinary Integration

- Psychotherapy (child, family, adult, geriatric)
- Neuropsychological Evaluation (neuro, ADHD, etc.)
- Psychological Testing (pain, bariatric, etc.)
- Psychiatry Med Management
- Transcranial Magnetic Stimulation (TMS)
- Neurofeedback

Internal Referral System

- Psychotherapists have a caseload of @ 35-40
- Neuropsychologists see @ 200 evals/year
- Psychiatrists have a caseload of @ 500-800
1998: CMPS hospital-based group: 4 psychologists

2007: Grew to 15 (10 psychologists & 5 MA level)

2007: Economy started to tank…
    Decision: get on all insurance panels…
    Volume & hiring increased dramatically

2012 Threat: NDBH/BCBS cut fees 40%

2013 CPT Code changes drove 40% increase

2015 ACQUISITIONS (4 sites) and
HIRING PSYCHIATRISTS ➔ 100% increase
Doubled Staff & Productivity to 7,000 visits/month
Comprehensive MedPsych Systems

20+ LOCATIONS
FL, IN, AL, CA, TX & Trinidad and Tobago
OP offices, schools, hospitals, sports facilities

107 MULTIDISCIPLINARY CLINICIANS

23 Psychologists, 18 Neuropsychologists, 4 Post-Docs
21 Psychiatrists
4 Psychiatric Nurses
35 MA level clinicians
2 Psych/SW Interns
Established 1986
Philadelphia area: capitation & competition
Organic growth, rapid between 2000-11
2015: 33% growth via acquisition
15 Locations including 7 OP sites, 8 PCP offices and 1 school district
Services

- Psychotherapy—Individual, family, group
- Psychiatry—moving to meds only
- Testing
  - Evaluation contracts with schools
  - Private evaluations
- PCP integration/co-location
100+ Multidisciplinary Staff:

- 43 psychologists & 3 post docs
- 50 LCSWs & LPCs
- 5 school certified psychologists
- 8 psychiatrists
- 2 CRNPs

Support staff:

- 6 billers, 4 intake, 2 receptionists, 3 medical secretaries, office manager, accountant, HR, project coordinator, IT
PA Psych Association Influences

- PPA advocates for all psychologists
- PPA and politics: the authorization fight
- Realizing the power of your state association
- Insurance Committee
  - Working with payers
- Integrated Care Committee
- Mentoring your future leaders
2009 Started discussion group with owners from different states
Both utilized the same billing system
Passion to grow, from good to great

What we learned from one another

• Intake Systems
• Credit Card Systems
• Accounts Receivable issues
• EHR
• Legal
• Staffing issues, hiring, ratios
• Practice Management

Purpose:
BRAINSTORMING & NO AGENDA

FEAR of missing something
INTEGRATION v. GUILD

When psychologists, psychiatrists, nurses, social workers, therapists, and counselors work together as a team:

**GUILD** and **TERRITORY ISSUES DISSOLVE!**

- TEAMWORK
- QUALITY
- SPECIALIZATION
- COMMUNICATION

BECOME THE CRITICAL FACTORS
BIGGER IS BETTER

- **COMPREHENSIVE MENU**
  Drives Credibility and External Referrals: *One-Stop Shopping*

- **SIZE / MULTIDISCIPLINARY SERVICES**
  Drives influence with insurance companies and other payors

- **INTEGRATED COLLABORATION**
  Drives better care, better communication, and better outcomes
Why you should “Go Big”

- Large medical practices increasing for years
- Insurers rely on large groups to implement changes
- Accountable Care Organizations (ACOs)

“Tier-ing” of providers

✓ Lower copays, deductibles
✓ Receives more referrals
✓ Value-based contracting
Ingredients for Going Big

- Be bold & rebellious
- Be a connector
- See less patients
- Deal head on with conflict
- Know your numbers/data
- Don’t be “too smart”—reach out for help!
Partnering with the Payor

Benefits:

- Negotiate rates
- Participation in innovative programs
- Advisory committees
- Head of the line with problems (claims, etc.)
Courting the Payor: What makes you attractive

- Numbers and Geography
- Multidisciplinary with Psychiatry
- Data mining: *science of outcomes and utilization*
- PCP integration/co-location
- Solving their problems (e.g., HEDIS rules)
- Documenting better Outcomes and Utilization

Per Aetna (2/12/2016):
CMPS clinicians have the top utilization and outcome scores in Florida
- HIPAA-HITECH Program
- Practice Management system (reports, data mining)
- Calendar/Scheduling/Patient Portal
- PQRS System
- Certified EHR
- eRx and Meaningful Use (psychiatry)
- Billing System
- Credit Card Transaction System
- Encrypted E-Mail System
- VOIP Phone/IM Messaging
Management Services Organization (MSO)

Benefits include

- A sophisticated EHR
- HIPAA compliance plan
- Billing system & collections improvement
- PQRS taken care of
- Encrypted E-Mail System
HIPAA – HITECH Compliance Program
Management Services Organization

( MSO )

Benefits include

- VOIP phone system
- IT support
- Clinical expertise support
- In house CEU’s
- Intake and scheduling support
- Business, Legal, Accounting, Financial consultation
Benefits include

- Utilization and Outcomes Measurement
- Patient and Referral Source Satisfaction Data built into your EHR system
- More effective participation in developing and participating in innovative payor relationships
Group Purchasing Organization (GPO)

Benefits include

- Discounted Psychological Testing Supplies through PAR
  10% for Proprietary Tests & 5% for Distributed Tests

- Discounted Office supplies (computers, paper, furniture, etc.) through Staples

- Discounted ImPACT Test fees (10%) & CEU Training

- Discounted Credit Card fees (2% or less – TOTAL)
Management Services Organization

Menu and Levels

Members can choose and pay for any selection of menu items they want.
Members would NOT be employees

Members would contract independently with the MSO entity

Members would not be obligated to partake of any MSO or GPO offerings or activities
Management Services Organization (MSO)

The purpose is to assist psychologists with non-clinical business functions so that they can concentrate only on the clinical aspects of their practice and, in the process, increase the value and profitability of their business.

The MSO effectively operates as a “mega group practice without walls, and with members, not employees"
COMING SOON!

Management Services Organization

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