

Rio Arriba Health and Human Services Department

# Building an Integrated Service Delivery System



## Rio Arriba Health Commons

The Rio Arriba Health and Human Services Department is co-located, along with the Española Public Health Office and El Centro Family Health (Rio Arriba's largest FQHC primary care clinic), in the Rio Arriba Health Commons, a state of the art clinic facility. Co-location facilitates integration of primary care and behavioral health services, improves referral processes and builds relationships between the three providers.



The Rio Arriba Health Commons

Services provided at the health commons include:

- ✦ Primary healthcare services
- ✦ All standard medical procedures
- ✦ Annual physicals
- ✦ Well-Child
- ✦ Immunizations
- ✦ Suboxone and addiction services
- ✦ Diabetes care, treatment and education
- ✦ Depression care, treatment and education
- ✦ Hepatitis C treatment
- ✦ Reproductive health and education
- ✦ Pre-Natal Care
- ✦ Sliding Fee Scale
- ✦ Breast and cervical cancer prevention
- ✦ Coumadin clinic
- ✦ Certification assistance for Medicaid
- ✦ Patient assistance programs
- ✦ Discounted medications and lab work

- ✚ WIC services (nutrition education, breastfeeding education and supplemental foods)
- ✚ CMS services
- ✚ Intensive case management for high risk populations
- ✚ Harm reduction and needle exchange

Agency staff are located by function in one of three wings: a behavioral health wing, a medical services wing and a maternal child health wing. Co-location of staff by function increases collaboration and referral success rates.

In addition, the facility includes a nutrition education classroom, and an operational kitchen. Classes in food preparation and preservation are offered in addition to those services listed above. A large conference room, capable of being subdivided, is used for Project Echo (workforce development), as well as community meetings including those of the Rio Arriba Community Health Council and the Juvenile Justice Advisory Board. All wings are equipped with TeleHealth capacity.

## Health Commons Mobile Unit and Community Outreach

RAHHS strives to make services available to residents in remote communities through its mobile immunization unit. RAHHS regularly conducts free preventive health fairs in remote communities using Rio Arriba Community Centers and the mobile unit in collaboration with health commons partners and other agencies. Outreach activities can and do include everything from immunizations, to medication reconciliation, to harm reduction and food distribution.



The RACHC Mobile Immunization Unit

RAHHS held 11 preventive health fairs over the past three months in Española, Chama, Tierra Amarilla, Chimayo, Truchas, Dixon, Coyote, El Rito and Alcalde. The fairs included medication reconciliation, Medicaid and Medicare enrollment, assignment to a PCP, influenza, pneumonia and TDap immunization, substance abuse screening and referral, farmers' markets, food preparation and preservation classes,

exercise classes, crafts fairs, job fairs, diabetes and heart screenings and outreach for an array of services. We increased immunization among senior citizens 28,000% from 8 seniors registered through NMSIS to over 2,000, going from last to first in New Mexico.

Future planned outreach efforts include:

- ✦ Immunization of homebound seniors (December 2012-January 2013)
- ✦ Free Shingles vaccination clinics in Rio Arriba and northern Santa Fe Counties (Feb. 2013-April 2013)
- ✦ Mobile Grocery Store (January 2013-April 2013)
- ✦ Medication Reconciliation (TBA)



Preparing a homebound senior for her vaccinations

## RAHHS Case Management and Adult Day Care Services

RAHHS provides intensive case management for a variety of specialized hard-to-serve populations:

- ✦ Substance Dependent Individuals (especially those presenting with substance abuse and chronic or acute medical conditions)
- ✦ Homeless persons
- ✦ High-risk pregnancies (including substance abusing pregnant women)
- ✦ Jail inmates
- ✦ Released inmates
- ✦ Senior citizens
- ✦ Frequent ER users

RAHHS does not “cherry pick.” A number of our pregnant clients, for example, have already had multiple children removed from their homes by CYFD. RAHHS considers mental illness and substance dependence

to be two of many chronic medical conditions involving a behavioral/spiritual component. The hospital refers its most difficult to serve ER users to us. We seek out those least likely to receive care by looking for them at our local jail, bridge underpasses, and the Española Hospital emergency room

RAHHS is one of about 20 communities nationwide to pilot the Pathways model of care coordination, judging our care navigators by their ability to produce specific client health outcomes. Our pregnancy Pathway, for example, requires navigators to produce a baby weighing 5 lbs., 8 oz. or greater, and free of unprescribed substances at birth. Clients are graduated to Las Cumbres to insure that families are able to receive intensive services for five years after birth. The Pregnancy Pathway was RAHHS' first pilot of the model. It has been highlighted for its excellence by AHRQ in its publication, *Connecting Those at Risk to Care*, and online through its Innovations Exchange website (<http://www.innovations.ahrq.gov/content.aspx?id=2916>).



Mother and child at an RAHHS graduation ceremony

Despite being told to expect success rates of 25% or less by Federal evaluators for this population, RAHHS case managers have achieved the selected health outcomes in over 90% of clients several years running. Local physicians are now referring pregnant women suffering from a variety of medical complications such as birth defects, prolapsed uterus, and gestational diabetes to our program as a result of our success with their most difficult to serve patients.

RAHHS has just completed the first-year pilot of its ER Diversion Pathway. We provided services to 33 clients, reducing ER usage in 50%. RAHHS reduced the total number of visits of ER Diversion clients by 21%. Because case managers found it more difficult to reduce visits of clients whom we could not insure, and who suffered from at least one serious medical condition, we have worked out an arrangement with Española Hospital enabling us to bring them to the Same Day clinic free of charge.



Cellulitis is a common, expensive and preventable condition among frequent ER users

One gravely ill uninsured frequent ER user ran up charges in excess of \$278,000 in 37 visits over the past year. Others have cost the hospital \$20,000-\$30,000. The RAHHS agreement with the Same Day clinic can

save Española Hospital hundreds of thousands of dollars, reduce hospital readmission rates, and improve patient health.

RAHHS also completed its first year of service to the homeless. Care navigators placed 11 homeless families in housing and continue to follow their progress.

RAHHS operates Rio Arriba County's Adult Day Care facility, providing information to seniors and their families about the dangers of contraindicative and addictive medication. We have introduced joint pain prevention exercises to Rio Arriba Senior Centers because joint pain places seniors at risk of being prescribed addictive medications, and because it causes more facility readmissions to Española Hospital than any other diagnosis.

RAHHS conducts outreach to jail inmates and provides case management services to many upon their release. RAHHS counselors conduct group therapy and individual counseling sessions in the Rio Arriba Detention Center. RAHHS has provided poetry classes in the jail and to adjudicated youth. We are about to initiate services in the jail for individuals diagnosed with a mental health disorder through a Bureau of Justice Assistance grant.

RAHHS has spent 18 months developing an electronic records system, which will enable us to track outcome production according to specific barriers, illnesses and other variables. This data is provided to the Rio Arriba Community Health Council to include in the annual health profile and to use for purposes of system improvement.

## Rio Arriba Community Health Council

The RACHC is the designated health and human services planning council for the Board of Rio Arriba County Commissioners. It is staffed and housed by RAHHS, and includes most agencies involved with health and welfare in Rio Arriba. The RACHC incorporates RAHHS case management data into its planning protocol, closely examining system failures by looking at dropped referrals. The RACHC website ([www.rachc.org](http://www.rachc.org)) includes an online directory, a secure forum for collaborative resource development, a blog and a community calendar. Video "mini-mentaries" documenting events such as outreach clinics are posted to the blog. All RACHC reports including the Health Profile can be located online through the site. The council meets the second Wednesday of every month from 10-12 at the Commons, although its many task forces meet separately.



Youth perform at an RACHC outreach fair

Some of the Task Forces and their achievements are summarized below:

### *Outreach and Immunization*

The outreach and immunization task force developed an MOA between RAHHS, Senior Programs, EMS, DWI and Recreation to enable use of the mobile immunization unit and several other trailers for HHS/RACHC outreach operations. Equipment is maintained and operated by EMS. Senior Programs, DWI and Recreation supply drivers. Over 2,000 immunizations have been administered in the last 18 months as a result of this agreement.

- ✦ RACHC is working with Walgreens, Merck, ALTSD and Española Hospital to develop a series of free Shingles Clinics in remote locations throughout Rio Arriba and Northern Santa Fe Counties.
- ✦ RACHC is working with the Española Community Market, the YMCA Teen Center, YDI Headstart, High Peaks Deep Roots, La Tierra School, DOH, Farm to Table, the Food Depot and the Dixon Coop to develop a mobile grocery store. A pilot is scheduled for winter of 2013.
- ✦ RACHC is working with Española Hospital to create ongoing medication reconciliation clinics for the senior centers.

### *Sobering Network*

Hoy Recovery, RAHHS, Española Hospital and PMS have developed and implemented a pilot sobering network. Current interagency agreements enable RAHHS and Hoy to bring clients to the Española Hospital Same Day Clinic for TB tests and medical clearance. RAHHS may also bring uninsured clients to the Same Day clinic through its ER Diversion program. Hoy accepts ER Diversion clients into social detox without a co-pay for sobering purposes. This arrangement enables us to create sobering services without additional budget.

### *Affordable Housing and Homelessness*

I-LEAP, RAHHS, the LifeLink, New Mexico Coalition for the Homeless, Santa Fe Civic Housing Authority and Inside-Out have partnered to develop housing vouchers. Eleven vouchers were developed in year one. Twenty-two will be available in 2013, and up to 33 in 2014. RAHHS, the LifeLink and I-LEAP have also partnered with Santa Fe Housing Trust in an attempt to develop a 60-unit multi-income rental facility in

Española modeled after Village Sage. The City of Española offered to donate land, but the available land was in a flood plain. SFHT is identifying land for the project.



Shopping at an RACHC outreach event

### *ER Diversion*

PMS, RAHHS, Española Hospital, El Centro Family Health and La Clinica del Pueblo partnered to develop the RAHHS ER Diversion program.

### *Data and Evaluation*

The Data committee reviews evaluation data produced by RAHHS and other sources including hospital and ER readmission data, and directs RAHHS consultants to develop the Health Profile and other reports. These reports are available on the RACHC website.



Physicians awaiting a Data Task Force Meeting

### *Marketing and Promotion*

This task force convened to promote the Española Hospital Mill Levy, and to develop a long-term marketing strategy to bring senior citizens back to Española so that the hospital will qualify for Medicare SCP funding. Partners included RAHHS, Española Hospital, Las Clinicas Del Norte, La Clinica del Pueblo and El Centro Family Health. The outreach campaign was developed both as a long-term marketing strategy and a health improvement campaign. In addition to substantially improving immunization rates, the campaign served as a very successful Get Out the Vote effort. While other NM counties' voter participation decreased since 2008, Rio Arriba's increased. Approximately 62% of registered voters in NM voted in 2012 compared to 76% in Rio Arriba. Over 13,000 people voted on the Mill Levy issue, up from the low thousands eight years ago.



A masseuse performs her art at the Dixon Outreach Fair

### *ACA Compliance*

El Centro Family Health, La Clinica del Pueblo, Española Hospital, Health Insight NM (NM Medical Review Association), and RAHHS regularly meet to discuss issues related to the ACA, and to assist local providers to comply with the ACA.



### *Health Commons Expansion*

RAHHS, El Centro Family Health, and the Rio Arriba County Manager's office have convened a task force to discuss possible expansion of the RA Health Commons as a Total Wellness Center including expanded mental health and dental care, and a Recreation Center. The Española Chamber of Commerce has held several town halls to spur public discussion of the expansion, and the County is developing a CDBG planning grant to finance further planning.