



CoCENTRIX

# Decision Case Study

Large inpatient and outpatient  
mental health organization  
partners with CoCENTRIX to  
facilitate complex, statewide  
business transformation

A STUDY ON



Maine Mental Health Partners  
MaineHealth



Maine Mental Health Partners is pioneering the way mental health services are being delivered to the citizens of Maine.

### About Maine Mental Health Partners

Maine Mental Health Partners (MMHP) was founded in November 2008 by the board and leadership staff of Spring Harbor Hospital, a private 100-bed, inpatient psychiatric hospital in Westbrook, Maine. The organization's founding mission is to provide a navigable, consumer-friendly, and coordinated network of treatment services for individuals in the state of Maine who experience symptoms of mental illness and substance abuse.

The impetus for the formation of MMHP was the need to unify the diverse clinical programming of multiple regional provider organizations under a single governing body. MMHP acts as a management organization, providing administrative services and clinical integration oversight for its member organizations. Currently, MMHP serves the MaineHealth region which is composed of the southernmost 11 counties of Maine.

“The idea (of MMHP) is to bring together Mental Health providers from our service area to act in more of an integrated fashion – to plug clinical gaps, eliminate duplications in services, to respond to the client more fully,” said Greg Bowers, Executive Vice President of MMHP. “MMHP really developed in concert with the Accountable Care movement. It has adopted key themes of the

Triple Aim – focus on quality, cost and patient experience. These have become the cornerstone of what MMHP is all about.”

Since 2008, MMHP has grown significantly in its efforts to meet the increasing demand for the coordination and delivery of mental health services between and amongst its inpatient and community care settings throughout Maine.

The MMHP Network has grown to include the following member organizations: Spring Harbor Hospital in Westbrook, Spring Harbor Community Services of Greater Portland, Community Counseling Center in Portland, Counseling Services, Inc., in Southern Maine, and Mid-Coast Mental Health Center in Rockland. The network includes Maine’s largest network of primary care offices offering onsite mental health treatment and telepsychiatry.

Additionally, MMHP manages the mental health activities for a number of MaineHealth hospitals and medical facilities including Maine Medical Center, Southern Maine Medical Center and Pen Bay Healthcare.

“We do all of this in the context of a larger system – MaineHealth,” said Dennis King, President of MMHP. “The system encompasses two thirds of the state of Maine and it is such a great opportunity for us to be working in such a substantial footprint -- we are in cities, local communities and we bring our knowledge of the small towns and serve the referral sources from those distant areas.”

## MMHP at a Glance

Maine Mental Health Partners provides mental health services for the MaineHealth region which is composed of the **11 (of 16)** southern most counties in Maine - Cumberland, York, Androscoggin, Kennebec, Somerset, Knox, Lincoln, Sagadahoc, Franklin, Oxford, and Waldo counties.



### Member Organizations

- ✓ Spring Harbor Hospital – Inpatient Facility
- ✓ Spring Harbor Community Services
  - ↳ Spring Harbor Academy (school for children with developmental disabilities)
- ✓ Mid-Coast Mental Health Center
- ✓ Community Counseling Center
- ✓ Counseling Services Inc.

Additionally, MMHP manages mental health activities for a number of MaineHealth hospitals including:

- ✓ Maine Medical Center
- ✓ Southern Maine Medical Center
- ✓ PenBay Healthcare



### MMHP Then & Now

“MMHP has about 1200 employees and its annual budget is 80M,” said Greg Bowers. “That compares to when we started in 2008, we had 350 employees and about 25M – so you can see the rapid growth in our organization over a short period of time.”

## About MaineHealth

MaineHealth is the state of Maine’s largest integrated healthcare delivery network and has been ranked among the nation’s best performing healthcare systems four years in a row.

Based on an annual survey conducted by SDI, a healthcare market insight and analytics firm, MaineHealth’s ranking stands at 26, up from 59 in the 2009 survey. Notably, MaineHealth was ranked third in a listing of the top ten healthcare systems in the Northeast.

Additionally, MaineHealth is participating in the Medicare Shared Savings Program, an Accountable Care Organization model. This program supports MaineHealth’s current efforts to provide the right care, at the right place, at the right time. The program rewards doctors and hospitals for working with patients to keep them healthy and making sure they receive the care they need, right when they need it.

For MaineHealth, the ACO model offers the opportunity for payment based on improving patient outcomes and helps promote a continual focus on improving the health of the larger community of patients served.

MaineHealth’s ACO includes all of MaineHealth’s hospitals and all of the physicians in the Community Physicians of Maine, a physician organization of more than 1,000 members, which has partnered with MaineHealth’s hospitals for the past ten years.

MaineHealth chose to create an inclusive ACO and invited as many providers as possible to join in their efforts to increase the amount of providers collaborating and coordinating care for patients.



With CareFirst and the CoCENTRIX Coordinated Care Platform, we will be able to deliver unprecedented, patient centered care for the citizens of Maine.

- *Dr. John Murphy*

Spring Harbor Hospital

## CareFirst - A Business Transformation

Due to the rapid expansion, consolidation, and increasing oversight of mental health services in the state of Maine, MMHP has recently formed a cross-functional, multi-member team to spearhead a large-scale initiative – dubbed CareFirst Maine – with the scope to transform the current fragmented clinical, operational, financial and technological processes and systems of MMHP into a unified and efficient healthcare delivery model.

CareFirst, a \$5.2M project, will transform the delivery of MMHP’s mental health services in Maine by creating an integrated system of care in alignment with the Triple Aim (quality, experience, cost) and a culture in which the individual comes first.

“CareFirst is about the transformation of mental health services in a larger system of healthcare and how we connect our services together,” said Dennis King. “CareFirst enables us to have a rallying concept to build this under. And care coordination is the lynch pin to this transformational process in the sense that it really provides a portal for looking at the entire person.”

Currently, MMHP member organizations are using four different disparate electronic health record systems and lack standardization tools to connect, collaborate and coordinate – as well as measure outcomes.

“With four different health record systems, if you try to look at a client or patient experience right now, that individual can be getting services at three different organizations and have multiple assessments and treatment plans because there is no good way to collect and share data,” said Lois Jones, Senior Director of Care Transformation and CareFirst Maine, MMHP.

In addition, MMHP’s current delivery model is competitive and

regional – offering different clinical programming to the community on a site-by-site basis, resulting in an inconsistent patient experience.

However, with the CareFirst transformation, MMHP will implement a shared services structure that includes standardized billing, clinical care coordination, access and referral, quality and compliance .

“We are looking to transition from the regional model to a service line model where we can integrate and standardize clinical programming across the breadth of our organization, really making it possible to focus on evidence based care models and build efficiencies,” said Greg Bowers.

As part of the CareFirst initiative, MMHP is developing and implementing a standard approach to measuring provider and client satisfaction; care coordination and transitions of care; outcomes, data access, and reporting; and for centralized access.

By standardizing the delivery of mental health services to over two-thirds of Maine’s underserved population, MMHP can measure outcomes, improve patient experience, and create efficiencies to extend MaineCare dollars. Moreover, CareFirst is driving a business transformation that will position MMHP to be an active participant in MaineHealth’s ACO development.



### Powered by **CoCENTRIX**

MMHP selected the CoCENTRIX Coordinated Platform as the technology to facilitate the CareFirst business transformation.

## CareFirst Goals

- 1 Implement standardized and consistent practices and protocols which support individualized treatment
- 2 Build data and reporting infrastructures that allow for measurement and management of performance outcomes
- 3 Develop and implement protocols to manage care
- 4 Achieve clinical and support system workflow efficiencies to increase value to all of our stakeholders
- 5 Implement a system-wide Electronic Health Record and Coordinated Care Platform
- 6 Establish an interface, to the extent possible, with MaineHealth and other healthcare systems

## CareFirst Vision by Phase

CURRENT STATE (before CareFirst)	TRANSITION STATE (during CareFirst)	FUTURE STATE (after CareFirst)
Silos make patient access & navigation of MMHP's programs difficult & painful	Integrated mental health system focused on a coordinated & client centered care model	Integration with the larger health system and integration with ACO model
Fee for Service Model (More you do, more you get)	New payment models based partly on outcomes and which may span programs	Pay for wellness or health
Limited patient & population level data makes clinical decision-making difficult	Common mental health technology platform provides real time access to data	Interface with larger health system & eventual common system

“

We are excited to have a health information system that supports the CareFirst 'One Patient - One Record' model. This will improve the experience MMHP can deliver to our clients tremendously.

*- CareFirst Clinical Collaboration Team*



## CoCENTRIX selected as the technology to facilitate MMHP's business transformation

MMHP's CareFirst initiative is driving a complex business transformation that will radically change the way mental health services are delivered to the citizens of Maine. Moving from a fragmented regional-based model to a standardized service-based delivery model will significantly improve the alignment of MMHP and the goals of the Triple Aim. Standardizing and automating processes will empower MMHP to begin measuring outcomes and realize system efficiencies. The benefits of CareFirst are many and will ripple across the MaineHealth system and into Maine's underserved communities.

Most importantly, MMHP has recognized the pivotal role technology must play in facilitating this massive transformation and has selected CoCENTRIX's Coordinated Care Platform (CoCENTRIXccp) as the foundation to achieve such a complex and large-scale initiative.

"We found a real synergy between how CoCENTRIX approaches their product and how we are approaching our clinical transformation, and the cornerstone to that is care coordination, care management," said Bowers. "That is so central to where CoCENTRIX is going and is what we believe differentiates us as a system."

The CoCENTRIXccp is an Enterprise Human Service Platform that will facilitate the automation of MMHP's clinical, financial, and operational processes and connect over two-thirds of the state of Maine through collaborative information exchange and open technology architecture.

The CoCENTRIXccp is built on the world-class open technology of

Microsoft Dynamics CRM, empowering MMHP with the flexibility and scalability needed to facilitate the unique CareFirst transformation.

The platform will provide MMHP with an integrated, ONC-ACB certified Electronic Health Record, Collaborative Case Management, Managed Care, and mobile consumer applications – all vital tools for coordinating care amongst and between MaineHealth, its member organizations, and the state of Maine.

"With the CoCENTRIXccp as our integrated platform, we will have a 360 degree view of multiple treatment plans, from multiple providers – all rolled into one single, comprehensive and longitudinal care plan," said Bowers. "By eliminating the silos we can provide a better consumer experience, improve clinical outcomes and reduce the costs for all participants."

Additionally, CoCENTRIX will provide MMHP with a platform approach to coordinating care between the inpatient and outpatient care settings - a key component of MMHP's business transformation.

"Our new approach with CoCENTRIX is to transform care, bring in the outpatient providers that are part of our network and others," said King. "A big piece of these relationships has to do with the state's own facilities. Those facilities are the facilities that many of the people that we see in outpatient go to for care. We refer patients back and forth to the state facilities from our hospital for longer term care, so what a natural match to not only tie the mental health inpatient services together, but the outpatient services. This is a once in a lifetime opportunity that will have excellent payback for the patients and frankly for the state Medicaid program where they can maximize every dollar that they spend."

## INTERFACES

Epic – Labs  
Epic – Admissions  
Epic – Medications  
Maine Health Infonet  
Hyland OnBase  
Escription / Synernet  
Lawson Financial  
Lawson HR  
Pyxis

## CONVERSIONS

3 other EHRs

CoCENTRIXCCP



## SERVICE LINES

- ✔ Counseling Children & Adult
- ✔ Psychiatry/Med Mgmt.
- ✔ Case Management
- ✔ ACT Teams (Access & Action)
- ✔ Substance Abuse Services
- ✔ Adult Residential
- ✔ Community & Home Based Treatment
- ✔ Peer Services
- ✔ Mobile Crisis
- ✔ Crisis Stabilization Unit
- ✔ Dev. Disabilities Spec. School
- ✔ Primary Care Integration
- ✔ Adult & Child Therapy
- ✔ Adult I/P Services
- ✔ Child & Adolescent I/P Services
- ✔ Developmental Disabilities I/P Services

Why CoCENTRIX for Maine Mental Health Partners and  
its CareFirst Business Transformation?



## The CoCENTRIX Coordinated Care Platform

The CoCENTRIX Coordinated Care Platform (CoCENTRIXccp), optimizes the behavioral care continuum to provide the best clinical paths, resulting in a cascade of benefits for state and local government agencies, behavioral health providers, and consumers. Our dynamic approach to coordinated care leads to more effective outcomes for individuals and families, while reducing the overall burden of health care costs.



Learn more about the CoCENTRIXccp and how it is helping organizations across the country optimize the delivery of integrated Health and Human Services

Contact CoCENTRIX at [info@cocentrix.com](mailto:info@cocentrix.com) or speak to a sales engineer at (941) 306-4951 Ext. 232

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