

RIQI/RI-PTN TCPI Exemplary Practice Story: Thrive Behavioral Health

Thrive Behavioral Health is a Rhode Island based organization that has roots in providing services for individuals with behavioral health issues in our state for over 40 years. As described on our website (<https://www.thrivebhri.org/>), we are a Community Behavioral Health Organization (CBHO) that “provide(s) a wide range of mental health, substance abuse and trauma-informed programs.” Last year, our 69 clinicians provided care for approximately 3,237 clients at our eleven locations. Across the state, we have programming available that address the unique needs of children, adults and older adults. We provide a full array

of behavioral health, education and consultation services including: outpatient counseling and psychiatric services, substance abuse programs, community support programs, integrated primary care, youth and family services, the Eleanor Briggs School, 24 hour emergency services, housing services, and crisis response services. In our treatment, we apply a holistic approach that focuses on the *person*, not the illness. Our overall excellence is reflected in a number of our programs accredited by CARF (Commission on Accreditation of Rehabilitation Facilities) and licensed by Rhode Island Department of Behavioral Healthcare, Developmental Disabilities and Hospitals (DBHDDH). We are also a certified RI Medicaid provider and a member of SUMHLC (Substance use and Mental Health Leadership Council of RI). Through our extensive range of programming and services, we are proud of the excellent care we provide for our clients. We embrace an innovative approach that deeply incorporates patient and family engagement along with joy in work for our staff. We continuously strive to support our clients’ clinical needs through the implementation of unique, targeted programs along with care coordination with other organizations throughout the state.

Meeting the Needs of Clients through Strong Programming that Deeply Engages Patients and Staff

Out of the many programs available through Thrive Behavioral Healthcare, Hillsgrove House is a great example of the excellent opportunities we provide for individuals with mental health diagnoses to learn social and employment skills through an integrated approach of socialization, confidence building, and employment skills development. Founded in 1991, Hillsgrove House is Rhode Island’s first certified Club House and accredited by the ICCD (International Center for Clubhouse Development). Following the Club House design, members and staff work side-by-side in all areas to run the programming through a “work-ordered day” structure. At this site, different units focus on a variety of responsibilities and tasks, such as billing, writing the monthly newsletter, creative journaling and greeting cards, and running the kitchen and snack-bar. Through this structure, members gain vocational skills and benefit from targeted job training that prepares them for obtaining employment in the community. *Everyone* within the community has a purpose and shares their strengths within each unit. Both clients and staff benefit from the positive experiences of working hand-in-hand to foster growth and success.

We are very proud of the unique approach afforded at Hillsgrove House and the many accomplishments clients experience through this program. An example of an effective innovation implemented at this location can be seen through our involvement with the RIQI RI-PTN pilot program for HealthCoach for Me. Given the interactive and supportive environment we provide, we succeeded in getting 41 members to enroll in this on-line program designed to support healthy changes (using the Transtheoretical Model of Change). The majority of the clients who were engaged were in the weight management program and a number of these individuals found great value in the support the program provided. As can be seen in the adjacent excerpt from our Hillsgrove House monthly newsletter, Dorothy J. is one example: she successfully lost 57 pounds through using this program!

Success Stories

Member Spotlight

Wellness Story: Dorothy J. By: Chris, Kevin, Todd

In keeping with our March theme of wellness, we interviewed a longtime member Dorothy J. Starting in November 2018, Dorothy signed up for Health Coach for Me. Since joining, Dorothy has lost 57 pounds! Dorothy attributes her weight loss to the consistent text messages she received from the program specific to weight loss management. Dorothy's diet these days consists of one starch, vegetables, and protein. Also, when Dorothy has cravings, she will snack on fruits and consistently drinks eight glasses of water a day. It took Dorothy about six weeks to go from craving bacon cheeseburgers to eating fish. For exercise, Dorothy walks three floors in her building each and every day as well as going for long walks in her neighborhood. Dorothy suffers from Seasonal Affect Disorder (S.A.D.) and has found her long walks outside in the sun to be beneficial against her disorder. Dorothy's husband has joined her on the journey to wellness. Rick has lost over 40 pounds from following her lead. Rick is a diabetic, but since his extreme weight loss, his A1C levels have improved dramatically! Rick is also walking roughly two miles a day in and around his neighborhood and has found increased energy and a better disposition. In closing, Dorothy has found that she has more pep in her step, her clothes fit better, and her outlook on life has increased exponentially. Her story is not only inspirational, but it shows with hard work and determination, anyone can improve their wellness. She attributes a big part of her success to her involvement at Hillsgrove House. Besides Health Coach for Me, Dorothy is enjoying our specialty salads that are served daily in our kitchen.





At Thrive Behavioral Health's Hillsgrove House, a certified Clubhouse, we successfully implemented *HealthCoach for Me* for 41 members. Dorothy's story is an example of the positive impact afforded by this innovation

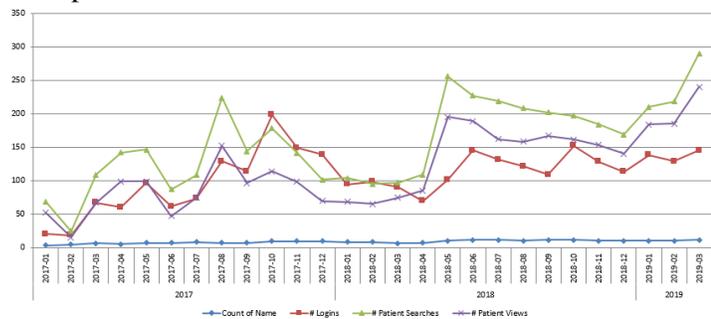
Innovation and a Multi-Disciplinary Approach to Maximize Positive Health Impacts

Also included in our CBHO is our robust Community Support Program (CSP) offering three levels of care, including an Assertive Community Treatment (ACT) teams, Integrated Health Home (IHH) teams (which are modeled after the Patient Centered Medical Home design) and outpatient programs for our less impaired clients who do not qualify for our ACT or IHH programs. Our CSP teams provide both community based and office based services for adults with severe mental illness who often have interrelated

medical issues. For clients in these programs, we leverage a multidisciplinary approach which includes psychiatrists, nurses, therapists, chemical dependency therapists, vocational specialists, case managers, and peer specialists. Through this team approach, we provide education that targets healthy living, coordination of care, monitoring of target health conditions, and support for the individuals in increased self-management of chronic conditions.

Having an approach that incorporates innovation is critical to what we do, and within our CSP programs, our clinical teams leverage the CurrentCare Viewer (Rhode Island's Health Information Exchange-HIE) to access client health record data, including medications, lab results and discharge documents. Data regarding Viewer User tracked over time can be seen in the adjacent run chart. We regularly leverage our RIQI Care Management Alerts and Dashboard. These tools provide near real time data when our clients are admitted and discharged from acute care hospitals and skilled nursing facilities in our state.

Receiving this data allows our case managers and hospital liaisons to reach out directly to clients and hospitals. In some cases, staff go in person to see clients in the hospital setting. As care coordination with hospitals has historically been challenging for CBHOs, these tools have been critical as we work to bridge this gap. In an assessment of Care Management Alerts and Dashboards competed by RIQI, since having these tools, Thrive Behavioral Health has supported clients in avoiding approximately 113 emergency department visits and 64 inpatient hospital encounters with a total savings close to \$950,000.



Staff at Thrive Behavioral Health leverage data from RI's HIE, CurrentCare, to find critical information we need for our clients. Consistent use of the CurrentCare Viewer can be seen in the above run chart in which their logins, record searches and record views can be observed.

Using the team approach, our CSP staff members make a difference in improving the quality of life for individuals with significant behavioral issues. The services provided are extensive, including: home visits, transportation, advocacy, assistance with insurance benefits, nutrition support, monitoring hospitalizations and providing follow-up, and medication management. With this wrap-around approach to care, we help clients focus on recovery, wellness, and personal growth. The results of our satisfaction surveys demonstrates our success. For example, our 2018 results found that 91% of our CSP clients are satisfied with the care we provide

(a 1% increase from the previous year's data) with our outpatient rate of satisfaction at 95% (up from 79% in 2017). Importantly, 72% of our clients reported that they experienced an improved level of social connectedness. For our ACT and IHH clients, we also track additional metrics. For example, we found that 25% of our ACT and IHH clients reported a decrease in their BMI in 2018 and 10.75% of our IHH clients reported having full or part time employment (with a state requirement for this program being 9% or better).

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Agency wide, positive scores in our client satisfaction with access can be correlated with our implementation of an open access policy. When people call and need our help, we work to serve them promptly and make appointments readily available for intakes. Our clinicians complete an initial assessment to determine the level of care the individual qualifies for and refers clients to the most appropriate program. Our Emergency Services staff members are available to address immediate needs of clients. Given this, our 2018 satisfaction scores relating to access showed that 89% are satisfied with access to our CSP programs and 92% are satisfied with their access to our outpatient clinic services.

In large part, we attribute our success to the staff and resources that we develop. We work to hire highly competent staff and provide time for training and learning about new strategies and tools in our field. Workforce development is very important to us: we work hard to maintain our staff as having highly qualified staff makes a big difference. For example, our staff are trained in Motivational Interviewing so they can apply this tool to their clinical practice. Staff members are trained in Dialectical Behavior Therapy (DBT). Recently, staff members were also trained on the concept of using a “recovery plan” as opposed to a traditional “treatment plan.” These trainings keep our staff engaged and empowered to continuously provide the best care possible.

Of course, we are always looking to engage in methods and opportunities that can further advance the care we provided. Our recent commitment and partnering with other CBHOs in our state to develop Certified Community Behavioral Health Clinics (CCBHC) in Rhode Island (with the Substance Abuse and Mental Health Services Administration- SAMHSA) is yet another example of our engagement. For this initiative, we are working at a statewide level to transform behavioral healthcare to be more person-centered, trauma informed and recovery-oriented.

Unique Programming that Provides Support and Assistance Where It is Needed Most

It is important to include that there are many other critical programs that Thrive Behavioral Health provides. We have six group homes, including a supervised apartment complex, that help support a successful transition to independent living as clients work on recovery. We also have homes that specialize in treatment for older adults with mental illness and medical issues. As with our other programs, these are BHDDH licensed and CARF accredited. In 2018, our residential programs had 39 psychiatric admissions, which was down from 49 the previous year. Medical admissions for this population also decreased from 18 in 2017 to 10 last year. These improvements are signs of success in the targeted, holistic approach to care we work to provide in every setting.

Along with our group homes, we have a wide array of specialized children's services. For this population, we provide in home and community based case management and clinical work, as well as outpatient ambulatory and psychiatry services. As part of our effort to meet the unique needs of our clients, we have a *Healthy Transitions* program for individuals who are ages 18 to 25. This program was developed through a grant from BHDDH and helps adolescents and young adults who are aging out of children's services to adjust to an adult model. Clients in this program may have been in placement and need extra supports. Included in this model are many activities to promote connectedness and a healthy lifestyle. For example, clients in this program may go on excursions hiking, to local beaches, and summer camp. In 2018, the number of hospitalizations that were tracked for this population included 18 psychiatric hospital admissions, which was down from 27 in 2017.

Our innovative approach can be seen in two additional programs. First is our court program, with a licensed clinician available at the Kent County and Providence Court Houses. Our court clinicians provide education and professional consultation to the judges and individuals finding themselves legally involved. Our data shows that 83% of individuals seen by the court clinicians were diverted from the criminal justice system.

In other words, they received appropriate treatment rather than being incarcerated. Given the particularly challenging mental health needs of this group, the success of this program is particularly exciting. Lastly, we have a new grant that is addressing challenges and cultural issues that students face within a local college community. We now have a clinician on staff at the New England Institute of Technology, where we provide clinical services for students matriculating at the school.

Conclusion

At Thrive Behavioral Health, we are proud of the community-based, recovery-focused, family centered, trauma informed care we provide. Our programs cover multiple regions within our state and provide extensive services that center on the needs of the *whole* person. We prioritize creating an atmosphere of dignity and respect for the individuals we treat. Our staff is effective and compassionate and works to empower and support our clients. Along with valuing staff development and engagement, we know that an innovative approach is critical to develop and improve treatment for individuals with mental health diagnoses and other comorbidities. Given this, we work to be on the cutting edge of the movement towards a value based approach that incorporates population health management. At this time, we are a part of a statewide network, Horizon Healthcare Partners (HHP), created to provide support and program opportunities for member organizations providing behavioral healthcare and related services (<http://hhpartners.org/>). With this approach, in addition to our existing programming, we continuously strive to improve our care and support our clients' needs.