



CBC Health Home CMA Sustainability Survey Findings: Top Priorities in Addressing Technology Challenges

CBC and the Health Home (HH) Board have undertaken a series of activities aimed at better understanding issues currently affecting NYC Care Management Agencies (CMAs). CBC designed and circulated a comprehensive survey tool with the intent of collecting vital information and direct feedback to more closely understand the NYC CMA landscape.

The CBC CMA Sustainability Survey was designed and developed with the intent to comprehensively capture CMA staffing issues, workflows challenges and feedback regarding their HH Care Management Services with a focus on the following domains:

1. CMA Sustainability & Workforce Challenges
2. Outreach: Impact of Rate Changes on Growth of Care Management program
3. CMA Financial: Direct & Indirect Cost of Operating a CMA
4. HH Enrollment Trends-Across All Acuity Levels for both Adult & HHSC Programs
5. Care Management Health Information Technology (HIT) Platform
6. HH CMA Finance, Billing & Tracking
7. CBC HH Added Value

The CMA Sustainability Survey development included feedback directly from HH CMAs, an external Financial Consultant and internal CBC HH staff.

The Survey was developed in Survey Monkey and consisted of 147 questions across the 7 domains listed.

The survey was sent to all 47 CBC Adult HH & HHSC (Health Homes Serving Children) CMAs with 42 respondents, including the 12 CBC HH Board Members.

Findings: The most common challenges identified by respondents to the CBC CMA Sustainability Survey included: workforce recruitment and retention, workforce training needs, caseload ratios, and agency's concerns regarding ongoing growth and sustainability of their care management program.

The survey highlighted Data Analytics & HIT Reporting Capabilities as the primary barrier/challenge in creating efficiencies, measuring staff performance, and monitoring Health Home members' needs and overall health outcomes. CMAs described navigating the CBC HH's HIT Platform as "difficult" and "time-consuming."

The most commonly identified aspects of CBC's current HIT Platform contributing to significant administrative and supervisory challenges included:

1. Lack of Automated Alert Notification: The lack of these notifications impacts Care Managers (CM) in identifying (a) when documentation is due, (b) supports prioritizing Critical Incidents, and (c) necessary CM follow-up when a RHIO Alert is received or Gaps in Care is identified.
2. Lack of Supervisory Oversight Functions: Supervisors do not have the ability to manually assign caseloads, or measure CM monthly documentation requirements and productivity. Overall, the Report Modules were described as "not nimble" or "user friendly."

3. Lack of Administrative Oversight Reports: Currently, there is no existing weekly CM Documentation Status Reports that could be used to understand a CMAs census, outstanding deliverables, and CM team or borough productivity.
4. Platform Rigidity: This has resulted in an overreliance on CBC's Monthly Documentation Reports for CMAs to better understand their census, metrics and overall performance. Consequently, the CMA unable to be proactive in addressing HH documentation requirements, CMA benchmark performance or quality improvement issues in a timelier manner.
5. Non-Intuitive Platform Design: Basic documentation entry is "not intuitive," often involving multiple disjointed steps that take time to learn and then must be repeatedly done to document basic progress notes. CMAs indicated that other HIT Platforms basic documentation processes are managed in a single step, therefore making those systems more intuitive and efficient.

Remedial Next Steps: Based on these survey findings, CBC leadership embarked on a concerted advocacy effort with the HIT vendor to implement certain immediate remedial improvements. The outcome of these has resulted in the creation of three new oversight reports that will be available this Fall to CMAs on an as needed basis and include:

1. Hospital Alerts Report identifies encounters post RHIO alert to support supervisory oversight of CM appropriate and timely follow up;
2. Enhanced Documentation Report will more effectively and timelier measure documentation requirements so that administrators and supervisors can better understand staff productivity at the individual CM level, overall Care Team activity and/or CMA borough specific breakout; and
3. HH CMA Billing Report will include necessary elements such as HML assessments, encounters, care plan due dates and hospital alerts that support billing for core services provided.

In addition to the reports, CBC is in discussion to potentially enhance the platform with ePACES connectivity. CBC anticipates that the release of these reports and the potential ePACES enhancement will address some of our CMAs pain points but recognizes that a longer-term HIT Platform solution is required.

Longer-Term Strategy: CBC HH in partnership with another Designated Lead HH have entered into a joint re-procurement process to explore other Care Management HIT Platforms. While we recognize that any transition from one platform to another may take up to a year, the HH Board considers this a high priority and efforts are underway in selecting a new HIT vendor.

We are optimistic that some of the expressed concerns will be mitigated by these fixes, both in the short-run as well as with our longer-term solution. If you have any question or comments about any of these matters, please feel free to reach out to Amanda Semidey at asemidey@cbc.org.

Thank you.

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