



Improving the lives of older Americans

Lessons Learned on Sustainability of Community Behavioral Health Services

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Thank you to our advisors

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National Council on Aging

NCOA's Mission

To improve the lives of older Americans.

Who We Are

NCOA is a non-profit service and advocacy organization based in Washington, DC.

NCOA Core Values

Social and Economic Justice

Respect and Caring

Innovation

Integrity and Excellence

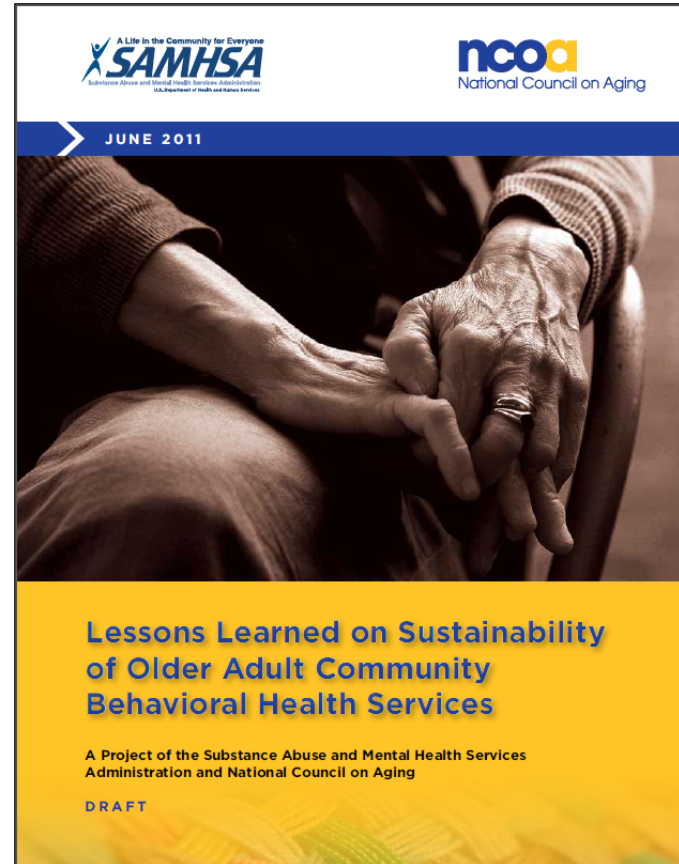
National Council on Aging

What We Do

- NCOA is a national voice for older adults—especially those who are vulnerable and disadvantaged—and the community organizations that serve them.
- NCOA brings together non-profit organizations, businesses and government to develop creative solutions that improve the lives of all older adults.
- NCOA works with thousands of organizations across the country to help seniors live independently, find jobs and benefits, improve their health, live independently and remain active in their communities

SAMHSA and NCOA Project

Lessons Learned on Sustainability of Older Adult Community Behavioral Health Services



SAMHSA & NCOA Lessons Learned

- Developed Sustainability Framework
 - Identified from literature and field experience
- Interviewed past SAMHSA Targeted Capacity Expansion (TCE) grantees, AoA and CDC grantees
- Convened expert panel to review findings and inform recommendations to community providers and funders
- Prepared report (on www.ncoa.org soon)
 - Findings, Sustainability Framework, Recommendations, and Financial Resource Guide

Sustainability

- **Definition:** Extent to which an evidence-based intervention can deliver its intended benefits over an extended period of time after external support from donor agency is terminated. (Rabin et al)
- **Measures:**
 - Continued program activities
 - Continued measured benefits or outcomes for new clients
 - Maintained community support (Scheirer)

Sustainability Framework

- Developed from the literature:
 - 25+ peer-reviewed articles, including:
 - Savaya, Spiro and Elran-Barak. "Sustainability of Social Programs: A Comparative Case Study Analysis." *American Journal of Evaluation* 2008; 29; 478
- 17 factors in Sustainability Framework
 - Some factors more important than others
 - No factors unimportant
 - Factors of a) Program b) Organization and c) Community

Sustainability Framework

Program Factors

1. Demonstrated effectiveness
2. Designed for results
3. Fit with organization mission
4. Readily perceived benefits
5. Financial resources and financing strategies
6. Articulated theory of change
7. Flexibility
8. Human resources, leadership and training

Sustainability Framework

Organizational Factors

1. Program champions
2. Leadership by CEO
3. Managerial and systems support
4. Integration in organization
5. Organization stability and flexibility
6. Sustainability plan and action

Sustainability Framework

Community Factors

1. Community / state support or the programs
2. Availability of resources
3. Political legitimacy

Findings – sustained services

12 former grantee organizations interviewed

- Past SAMHSA TCE grantee organizations (8)
 - 3 fully sustained services
 - 3 partially sustained services
 - 2 did not sustain services
- Past AOA/CDC grantee organizations (4)
 - 4 fully sustained services
- Embedding services into ongoing systems useful

Findings – sustained funding

- No one funding source was sufficient for sustaining services
 - Braided funding important
 - Sources varied: medical, mental health, aging
- Services sustained were often billable including:
 - care management, depression care management, psychotherapy and psychiatry
- Most common sources of funding after the grant: Medicaid, Philanthropic, AOA, Medicare, additional federal sources
 - Other sources include: private insurance, SAMHSA, local government and other resources

Grantees

Types of Organizations

- Community Mental Health Center (CMHC)
- Social Service Organization
- Community Mental Health Board
- Area Agency on Aging (AAA)
- Health System
- Federally Qualified Health Center
- University

Community Mental Health Center (TCE)

Organization: CMHC in partnership with aging services & CMHCs

- Funded Services - new to agency, all sustained
 - Gatekeeper Outreach
 - Care Management
 - Psychotherapy/Psychiatry
 - Wellness Education

- Key Factors to Sustaining Services
 - All factors important
 - Evaluation from start
 - MH partnership with Aging Services
 - Cross training in many agencies built community support

Community Mental Health Center (TCE)

- Lessons Learned

- Braided funding works
- Learn the business side of behavioral health care
- Be knowledgeable about billing for private pay, Medicare and Medicaid
- Become Medicare and Medicaid provider
- Funders encouraged to push grantees on sustainability

Community Mental Health Board (TCE)

Organization: County board for substance abuse and mental health services in urban area

- Funded Services - elders new target pop, services sustained at reduced level
 - Outreach including crisis assessments
 - Care Management
 - Referrals to mental health, substance abuse, and aging services

- Key Factors to Sustaining Services
 - CEO and Board were champions and committed funding
 - Evaluation showed outcomes were excellent
 - Integrated into organization, embedded the service

Community Mental Health Board (TCE)

- Lessons Learned

- Embed service for sustainability
 - ◆ crisis team rolled into county teams
- Lack of public and provider awareness led to fewer referrals
- Case managers need information on benefits eligibility

Area Agency on Aging (CDC)

Organization: countywide AAA in large metropolitan area

- Funded Services - new to agency, all sustained
 - PEARLS depression care management
 - Depression screening in care management
 - Referral to Psychotherapy/Psychiatry

- Key Factors to Sustaining Services
 - CEO committed to sustaining PEARLS
 - Demonstrated results
 - Availability of resources

Area Agency on Aging (CDC)

- Lessons Learned

- Including depression in AAA plan paved way for University partnership and project funding
- Financing success requires seeing & acting fast on opportunities
- Engage state in finding path for Medicaid/other funding
- Challenges in finding and engaging program participants

Health System (TCE)

Organization: large urban health system

- TCE Funded Services - offered in new community, ACT model not sustained
 - Outreach
 - Care Management
 - Psychotherapy/Psychiatry
 - Adaptation of Assertive Community Treatment (ACT) model with Enhanced Referral Model (P/MHC integration)
- Key Factors in NOT Sustaining Services
 - Lack of financial resources; reimbursement seemed insufficient
 - Not an organization priority
 - Champions in organization not at highest level
 - Limited CEO and managerial support and commitment
 - Inadequate integration in organization

Health System (TCE)

- Lessons Learned

- ACT model seemed unsustainable by third party reimbursement
- Pursue multiple financing sources soon; especially sources not competing with organizational priorities
- Assign staff to new grant early
- State funding cut-backs can end plans for sustaining services

Financing After the Grant

Community Mental Health Center

- MH block grant for CMHC
- Medicaid, Medicare
- Private pay
- local government, 4 foundations

Community Mental Health Board

- Medicaid plan services
- Medicare FFS (pre and post grant)
- Private pay

Area Agency on Aging

- State aging funding
- Local government special tax - human services and veterans
- Medicaid HCBS waiver, Medicaid client training
- Older Americans Act funded case management of AAA

Health System (sustained for 4 months/Insufficient funds for longer sustainability)

- Medicare FFS
- Medicaid state plan services
- Older Americans Act (minor)
- Services from Health System Dept of Psychiatry

Financial Resource Guide

Basics on grants and other financing sources

- Private Pay and Insurance
- CMS
 - Medicare Fee for Service, Medicare Advantage
 - Medicaid State Plan Services, HCBS Waiver
- SAMHSA
 - CMHS Block Grant, Mental Health Transformation, TCE
- AoA
 - Older Americans Act / State & Community Programs, Research, Training and Development

Financial Resource Guide

- Additional Federal
 - CDC Research
 - HRSA Federally Qualified Health Centers
 - USDA
- State and Local Government
 - Special taxes
- Philanthropic
 - Foundations
 - United Way
- Partnerships
 - In-kind resources
- Social enterprise

Plan early...



“All I’m saying is that now is the time to develop the technology to deflect an asteroid...”