Mobile Crisis Timeliness Standards

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M-TAC

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Presenters

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Conflict of Interest Disclosures

Presenters Suzanne Rabideau and Nicholas Williams have certified that they have no relevant relationships with any commercial or nonprofit organizations that represent a conflict of interest.

Learning Objectives

Mobile crisis leaders will:

1. Participants will understand why timely response is critical for effective a mobile crisis services
2. Participants will learn about emerging predictive analytics tools that can help identify the frequency and location of potential crises in the community
3. Participants will identify strategies to operationalize and support a timely mobile crisis response, including staffing, scheduling and dispatch tools

Agenda
Mobile Crisis Timeliness Standards

1. Review the CA Medi-Cal Benefit Vision
2. BHIN Guidance
   - Response Times
   - Reporting Standards
3. Planning Strategies
   - Forecasting
   - Scheduling
4. Operational (Day to Day) Strategies
   - Technology Tools
   - Hovering Strategies
   - Addressing Staff Callouts
5. Monitoring Mobile Crisis Response Times

Participant Introductions

In the chat box, we invite you to share your:

- Name
- Role
- Organization

The Big Picture
Medi-Cal Mobile Crisis Benefit

A New Direction for Mobile Crisis Services

- Support mobile crisis services so that the response is more resolution-focused and works to provide relief to people in crisis in the community.
- Support people in crisis where they are, while using the least restrictive means necessary.

A New Benefit for Mobile Crisis Services

- Mobile crisis response services should be:
  - Person-centered
  - Trauma-informed
  - Equity-driven
  - Brief intervention: de-escalation and resolution focused
  - Working from a lens of least restrictive interventions
  - Culturally responsive, linguistically appropriate, and accessible

What the BHIN Says

Mobile Crisis Services

- *Mobile crisis services provide rapid response, individual assessment and community-based stabilization to Medi-Cal beneficiaries who are experiencing a behavioral health crisis. Mobile crisis services are designed to provide relief to beneficiaries experiencing a behavioral health crisis, including through de-escalation and stabilization techniques; reduce the immediate risk of danger and subsequent harm; and avoid unnecessary emergency department care, psychiatric inpatient hospitalizations and law enforcement involvement.*
- Behavioral Health Information Notice 23-025

BHIN Guidance

CA Department of Health Care Services (DHCS) Behavioral Health Information Notice (BHIN) 23-025 – Mobile Crisis Services

- "Mobile crisis teams shall arrive at the community-based location where a crisis occurs in a timely manner." (42 U.S.C. § 1396w–6(b)(2)(C); CMS, SHO #21-008, (Dec. 28, 2021) (p. 7.)
- Specifically, mobile crisis teams shall arrive:
  - Within **60 minutes** of the beneficiary being determined to require mobile crisis services in urban areas; and
  - Within **120 minutes** of the beneficiary being determined to require mobile crisis services in rural areas.
  - Timeliness standards are **not included in network adequacy requirements** or certification.
  - DHCS will provide **ongoing technical assistance** to Medi-Cal behavioral health delivery systems to review response times and adjust timeliness standards, as needed.
  - **Important note:** Response times ***are required to be reported to DHCS***

Monitoring BHIN Timeliness Standards

» CA Department of Health Care Services (DHCS) is exploring ways to monitor adherence to *response time* requirements

- DHCS will be monitoring response times and counties' efforts to meet the timeframes
  - ✓ Counties will be required to submit response time data (BHIN 23-025, page 31)

» Moving toward meeting future standards
- (Today's conversation) Explore *planning and day-to-day operational strategies* that will increase the county's ability to meet timeliness standards
- Implement some planning and day-to-day operational strategies
- Self-monitor success and make adjustments to meet timeframes

Planning Strategies to Meet Timeliness Standards

Note: Many of the concepts presented in the "Planning Strategies" slides are credited to and expanded upon in the County Behavioral Health Directors Association of California (CBHDA) Mobile Crisis Workforce and Budgeting Toolkit, April 2023, a toolkit that was supported in its entirety by the Centers for Medicare & Medicaid Services (CMS) of the U.S. Department of Health and Human Services (HHS) through funding from the American Rescue Plan Act of 2021 (Section 9813). CMS provided grant funding to the California Department of Health Care Services (DHCS). DHCS contracted with and provided funding to the County Behavioral Health Directors Association (CBHDA) of California with the aim of utilizing the funding to support counties in implementing the new Medi-Cal mobile crisis benefit.

Workforce Management

Over the past decade, workforce management has become a commonplace term in many industries that have a critical need to deploy the right workforce, at the right time, at the right level of capacity, and ***meet performance metrics such as response times.***

Workforce Management

Key Elements of Workforce Management

- **Forecasting** – predicting how many contacts will be made in the future and determining when the contacts are needed such as time of day, day of the week, and the volume of demand, other factors such as anticipated growth factors and new service add-ons can be included in the prediction process

- **Scheduling** – having the right number of staff, at the right times in the right volume in the right shifts needed to address the predicted demand, and

- **Monitoring** – measuring success against your plan and expected performance metrics, in real-time and overall performance management.

Workforce Management

Examples of industries that are heavily reliant on workforce management strategies and infrastructure include:

- Delivery services such as UPS and FedEx
- Transportation vendors such as Uber and Lyft
- Customer support centers for financial services, airlines, health care providers, utility companies, and
- Emergency Management, including crisis call centers

Let’s ponder this a bit.

- As you think about your own life, have you come to expect certain response times from these industries?
- Have you found yourself annoyed when their response was not what you thought it should be?

Let’s take a look at how these industries work to meet timeliness standards and/or expectations.

Workforce Management | Forecasting

Common data points are used to forecast needs and meet performance metrics such as response time standards.

Workforce Management	Call Centers	Delivery Operations
Prior/future year volume	# Inbound calls	# Deliveries
Speed of response	Average speed of answer	Average travel time to delivery site
Performance response times	Less than 15 seconds to answer	Less than 2 days to deliver
Activity time	Average talk time	Average delivery time
Documentation time	After call work time	Miscellaneous documentation time
Average employee off time	Holiday, paid time off	Holiday, paid time off
Average employee downtime	Breaks, lunches	Breaks, lunches
Average other activity downtime	Supervision, coaching, training	Supervision and training

Workforce Management | Forecasting

- Workforce management forecasting is the practice of using data and calculations to predict what resources will be needed in order to meet demand and performance metrics.
- One example in practice: Call centers in many industries use forecasting that includes the use of the Erlang C formula for many years to predict schedules.
  - Inputs
    - Number of phone calls
    - Time period (e.g., per half hour)
    - Average Call Duration (Average Handling Time)
    - Service Level (*Percentage of calls answered within a period of time, e.g., 80% of calls in 20 seconds*)
  - Outputs
    - **Number of call takers needed**

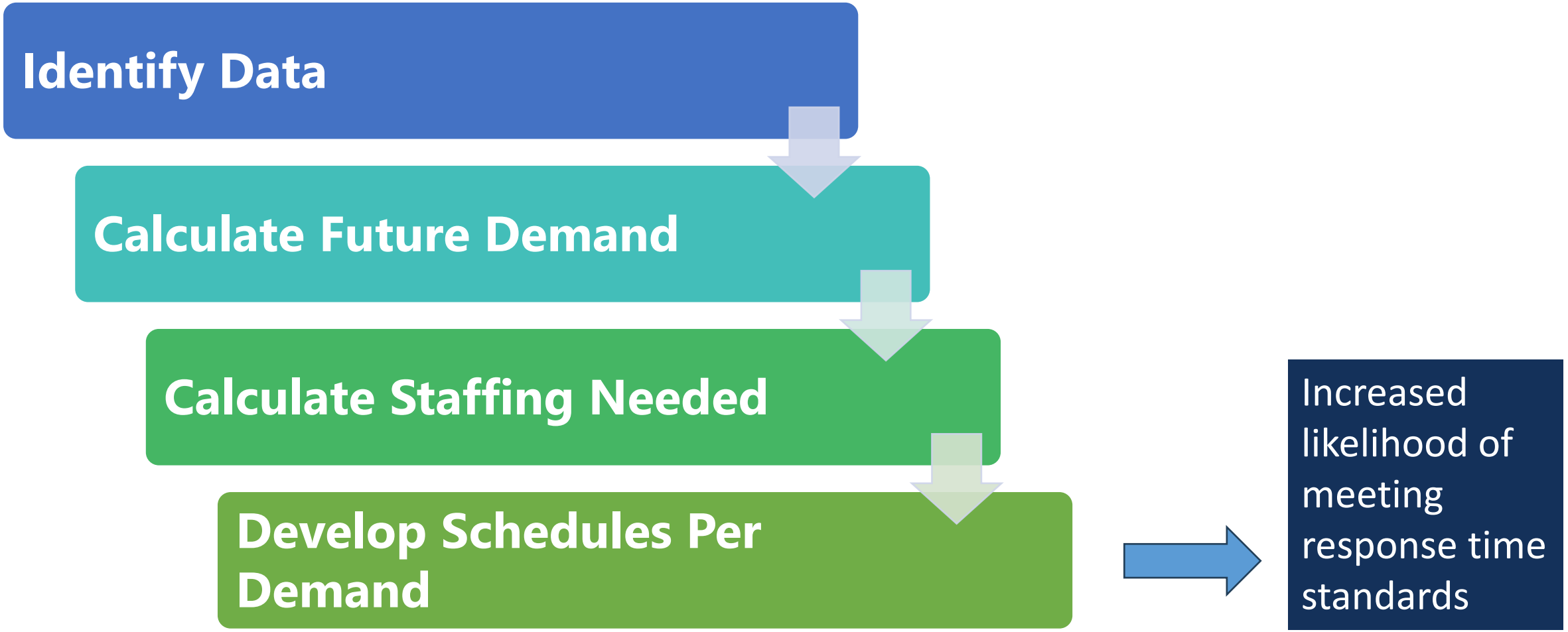
Source: Callcentrehelper.com

Mobile Crisis | Forecasting

Applying these data points to mobile crisis services.

Workforce Management	Call Centers	Delivery Operations	Mobile Crisis
Prior/future year volume	# Inbound calls	# Deliveries	# Mobile Dispatches
Speed of response	Average speed of answer	Average travel time to delivery site	Average travel time to community location
Performance response times	Less than 15 seconds to answer	Less than 2 days to deliver	Less than 1 hour to arrive
Activity time	Average talk time	Average delivery time	Average intervention time with individual/family
Documentation time	After call work time	Miscellaneous documentation time	Mobile crisis documentation time
Average employee off time	Holiday, paid time off	Holiday, paid time off	Holiday, paid time off
Average employee downtime	Breaks, lunches	Breaks, lunches	Breaks, lunches
Average other activity downtime	Supervision, coaching, training	Supervision and training	Supervision, coaching, training

Mobile Crisis | Workforce Tools: Meeting Response Times



Mobile Crisis | Workforce Management

- ***Each community providing mobile crisis services can use different types of workforce management tools*** that have different levels of sophistication. The level of sophistication of the needed workforce tools will develop on several factors such as:
  - Start up of mobile crisis services vs longevity of providing mobile crisis services
  - Amount of data available
  - Mobile crisis volume, more volume more sophisticated the tools will need to be

Mobile Crisis | Workforce Management

Resource for understanding workforce management tools for mobile crisis

- *Crisis Resource Need Calculator*
  - Includes estimates of the number of mobile crisis teams needed per region using standardized calculations and assumptions
- *Mobile Crisis Workforce and Budgeting Toolkit* – County Behavioral Health Directors Association (CBHDA) of California
  - Provides background information on workforce management concepts
  - Outlines approaches to apply workforce management concepts to mobile crisis services and different strategies based on where different communities are with delivering mobile crisis services and amount of data they have access to
  - Walks through a tool that can be used to predict mobile crisis demand and staffing demand specific to the CA DHCS BHIN staffing requirements

Mobile Crisis | Workforce Management

Demonstration on Mobile Crisis Predicting Demand Tool

» Predicting Demand– Data Input Considerations

- Using Basic Data – ***likely used by communities just beginning to provide mobile crisis***
  - Percentage of Medi-Cal eligibles by County
  - Percentage of Non-Medi-Cal population (County pop-Medicaid pop)
- Using Specific Prior Year Data – ***likely used by communities with a good amount of data***
  - Number of mobile responses
  - Number of persons - intensive BH treatment
  - 988 Call Volume
  - Crisis Line Volume
  - BH/SUD
  - Calls to 911
  - Emergency Department Holds
  - 5150s
  - Inpatient bed utilization
  - Co-response deployments
  - SUD Overdoses

Source: CBHDA *Mobile Crisis Workforce and Budget Tool, April 2023, a toolkit that was supported in its entirety by the Centers for Medicare & Medicaid Services (CMS) of the U.S. Department of Health and Human Services (HHS) through funding from the American Rescue Plan Act of 2021 (Section 9813)..*

Mobile Crisis | Workforce Management

- **Demonstration of the CBHDA Mobile Crisis Predicting Demand Tool**
  - Predicting demand
  - Predicting staffing levels (per the BHIN staffing requirements)

Source: CBHDA *Mobile Crisis Workforce and Budget Tool, April 2023, a toolkit that was supported in its entirety by the Centers for Medicare & Medicaid Services (CMS) of the U.S. Department of Health and Human Services (HHS) through funding from the American Rescue Plan Act of 2021 (Section 9813).*

Mobile Crisis | Scheduling

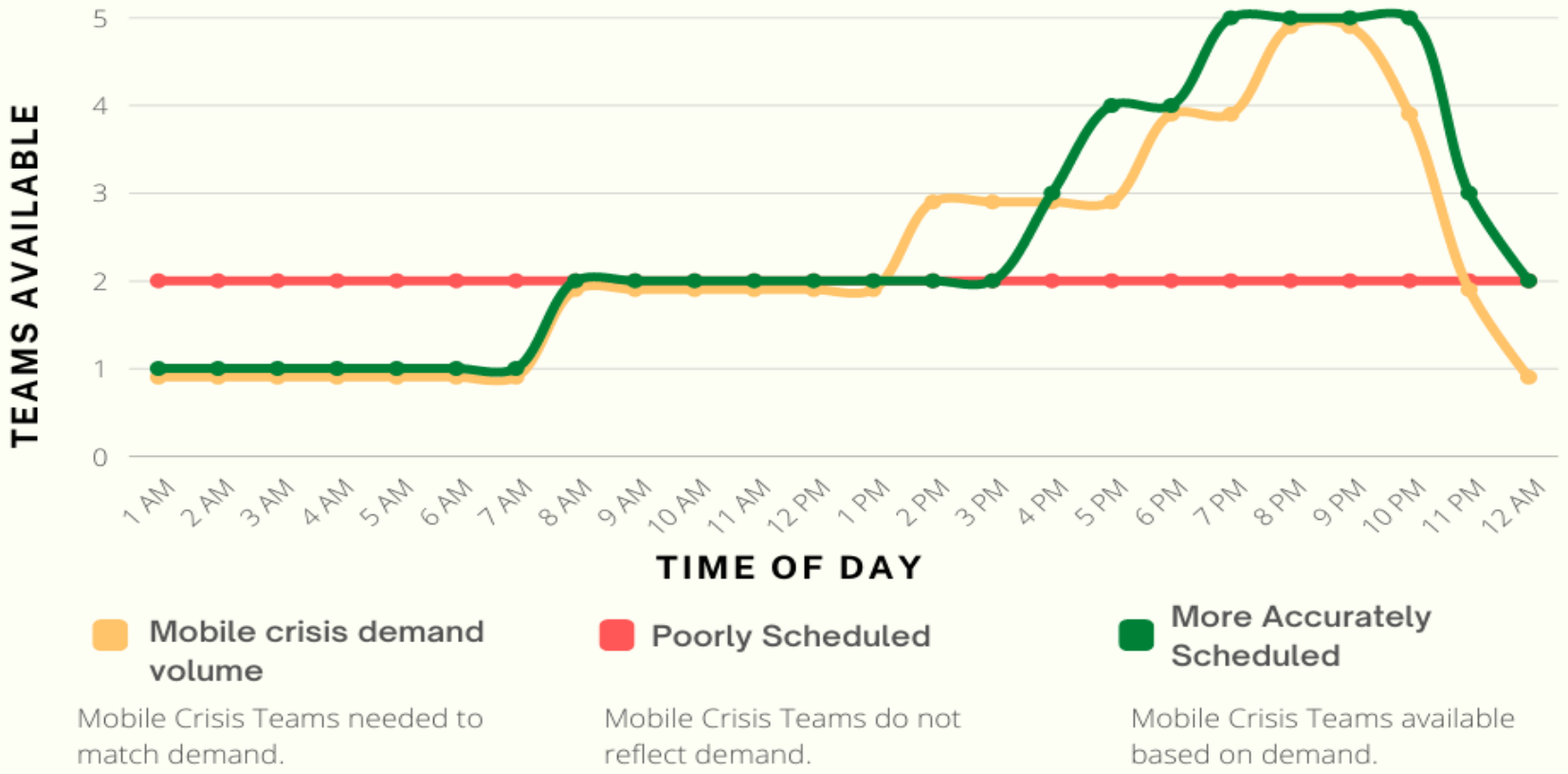
Historical data can inform where to schedule mobile crisis teams

**Historical average mobile crisis responses by day,
by time of day can be used to create future schedules**

	1 AM	2 AM	3 AM	4 AM	5 AM	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4PM	5PM	6PM	7PM	8PM	9PM	10PM	11PM	12AM
Sun	3	4	1	2	4	3	3	3	2	4	2	3	0	2	4	1	3	3	4	6	7	8	5	5
Mon	5	0	3	4	2	0	4	2	3	2	0	2	5	3	6	4	2	6	2	1	5	3	4	1
Tue	2	3	2	0	2	3	4	3	1	2	4	0	2	3	4	7	8	5	4	8	10	5	4	3
Wed	2	4	0	3	4	0	1	1	0	3	4	3	7	8	8	10	9	12	11	13	12	10	13	10
Thu	5	4	3	4	3	4	2	3	2	3	5	4	4	5	6	12	12	10	14	12	15	14	12	7
Fri	2	3	2	4	4	3	1	3	3	5	6	4	3	6	8	11	14	13	11	14	13	15	12	8
Sat	4	2	4	3	4	3	1	2	0	4	3	6	5	3	7	9	13	11	14	12	15	9	10	5

Mobile Crisis | Scheduling

- Workforce management approaches encourage developing schedules for the workforce that best mirror based on the historical demand data (gold line.
- Staffing levels need to flow with the demand levels.
- These concepts can be applied to scheduling mobile crisis teams.



Mobile Crisis | Scheduling

- The spreadsheet shows examples of schedules based on predicted demand.
- This example demonstrates what a community could use when the demand for mobile crisis services is relatively low (e.g., up to five teams at a time).
- Note the schedule is not perfect compared to demand but closely follows the demand.

Sunday	1 AM	2 AM	3 AM	4 AM	5 AM	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4PM	5PM	6PM	7PM	8PM	9PM	10PM	11PM	12AM
Predicted Demand	3	4	1	2	4	3	3	3	2	4	2	3	0	2	4	1	3	3	4	6	7	8	5	5
	Scheduled Team						Scheduled Team												Scheudled Team					
	Scheduled Team						Scheduled Team												Scheduled Team					
															Scheduled Team									
Total teams scheduled	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	3	3
Friday	1 AM	2 AM	3 AM	4 AM	5 AM	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4PM	5PM	6PM	7PM	8PM	9PM	10PM	11PM	12AM
Predicted Demand	2	3	2	4	4	3	1	3	3	5	6	4	3	6	8	11	14	13	11	14	13	15	12	8
	Scheduled Team						Scheduled Team												Scheduled Team					
	Scheduled Team						Scheduled Team												Scheduled Team					
										Scheduled Team														
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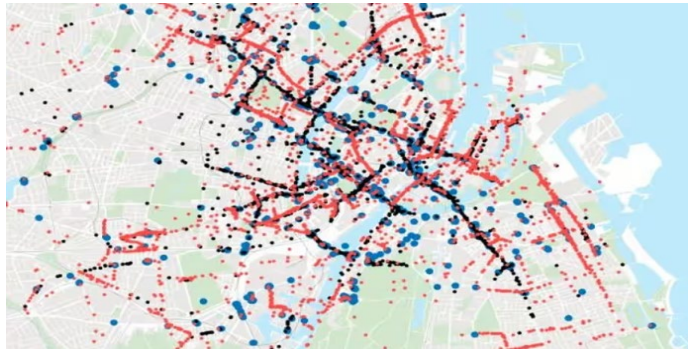
															Scheduled Team									
Total teams	2	2	2	2	2	2	2	2	2	2	3	3	3	3	5	5	5	5	5	5	5	5	4	4

*Colors represent different teams scheduled

Operational (Day-to-Day) Strategies to Meet Timeliness Standards

Operational Strategies | Technological Tools

- Communities that are just beginning to provide mobile crisis services likely will begin using low-tech operational tools. However, as mobile crisis demand increases, communities will likely need to add technology tools to support operations that are efficient and effective. Following are some examples of technology tools to consider:
  - Electronic Dispatch Tools
    - Some communities within CA and across the nation are using electronic dispatch tools that:
      - Uses geo-location (GPS) technology that allows for easy access to information about the location of mobile teams and delineates those available and those on active dispatches
      - Expedites the process of communicating information from crisis line to mobile crisis teams
      - Increases accuracy of information being exchanged
      - Allows for data collection as a natural process of dispatch
  - Geo-location (GPS) Analysis Tools - GPS analysis tools allow for visualization of where a service or activity is concentrated, and this can be applied to mobile crisis responses.



Operational Strategies | Technological Tools

- Examples of using Technology Tools
  - San Diego County
    - Utilizes Beacon Dispatch (MedTrek)
      - Supports efficient communication with mobile teams
      - Tracks in real-time data on the status of mobile dispatch
    - Utilizes Humanity Online Employee Scheduling Software - Humanity | tcpsoftware.com
      - Allows for easy scheduling based on historical mobile team utilization data
      - Allows for self-serve tools by mobile team members to request time off, pick up shifts etc.
- Keep in mind, communities with less mobile crisis volume could easy use spreadsheets

Operational Strategies | “Hovering”

- Use data to understand where mobile response dispatches likely are needed
  - Population densities
  - Along freeways
- Mobile teams to “hover” in locations that are likely to be closest to the next mobile dispatch
- Geo-mapping technologies can provide analysis

Operational Strategies | Staffing Callouts

- Impact of staff callouts
  - Unable to timely respond to individuals/families negatively impacting the experience of care
  - Staff that are on shift have to pick up the volume of dispatches leading to eventual burnout
- Develop strategies to address staffing callouts
  - On-call schedules to back-fill when there are callouts

Monitoring Mobile Crisis Response Times

- The BHIN requires the following:
  - Mobile crisis teams shall arrive at the community-based location where a crisis occurs in a timely manner. Specifically, mobile crisis teams shall arrive:
  - Within 60 minutes of the beneficiary being determined to require mobile crisis services in urban areas; and
  - Within 120 minutes of the beneficiary being determined to require mobile crisis services in rural areas.2
- Therefore, **data points to collect must include at least the following:**
  - Time of decision that a beneficiary needs a mobile team
  - Time of arrival to the beneficiary
  - Time from decision to time of arrival = response time
- Other data points could be considered to support the county in assessing effective responses to beneficiaries such as the length of time to communicate between the hotline and mobile teams.

Summary:
Meeting Mobile Crisis Response Times

- Over the past decade, workforce management has become a commonplace term in many industries that have a critical need to deploy the right workforce, at the right time, at the right level of capacity, and ***meet performance metrics such as response times.***
- Predicting mobile crisis demand and staffing needs is critical to ensuring the level of staffing needed to respond to Medi-Cal beneficiaries in a timely manner
- Developing schedules that mirror where the mobile team demand is by day and by time of day while supporting timely responses
- Collecting and analyzing data is critical to monitoring response times.

Questions

Open Discussion

- One thing you learned
- Next steps for you or your program

Resources

- Technologies and tools cited as examples
  - Dispatch Tool - https://trekmedics.org/beacon/
  - Scheduling software https://humanity.tcpsoftware.com/
  - Crisis Resource Need Calculator https://calculator.crisisnow.com/#/
  - CallCentre Helper - https://www.callcentrehelper.com/
- Workforce Management for Mobile Crisis cited
  - Mobile Crisis Workforce and Budgeting Toolkit, County Behavioral Health Directors Associations (CBHDA) of California, *April 2023, a* toolkit that was supported in its entirety by the Centers for Medicare & Medicaid Services (CMS) of the U.S. Department of Health and Human Services (HHS) through funding from the American Rescue Plan Act of 2021 (Section 9813)

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Please take a few minutes to complete the survey!
Your time and feedback are greatly appreciated and valued!

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