



Circle the City

Making Medical Respite Work in the  
Changing Healthcare Environment

# About Circle the City

- 501c3 incorporated in 2008, launched AZ's first medical respite center in October 2012
- Freestanding, 50-bed medical respite center
- 24/7 nursing presence and medical coverage
- Serves ~350 patients/yr at full operating capacity

# Services Offered at CTC

- **Room/Board**
  - 40 men's beds
  - 8 women's beds
  - 2 ID isolation rooms
- **Providers on staff**
  - 5 days week on site
  - 24/7 on call
- **Nurses on staff**
  - RN's 12 x 7
  - LPN's 24 x 7
- **Physical Therapy**
- **Transportation**
- **Psychiatry**
- **Case Management**
- **Housing Assistance**
- **Peer Navigation**
- **Patient Activities**
  - Art class
  - Music lessons
  - Gardening
  - Bingo



## Circle the City – External





**Men's Dormitory**



**Clinic – Exam Room #1**



**Clinic – Vitals Station**



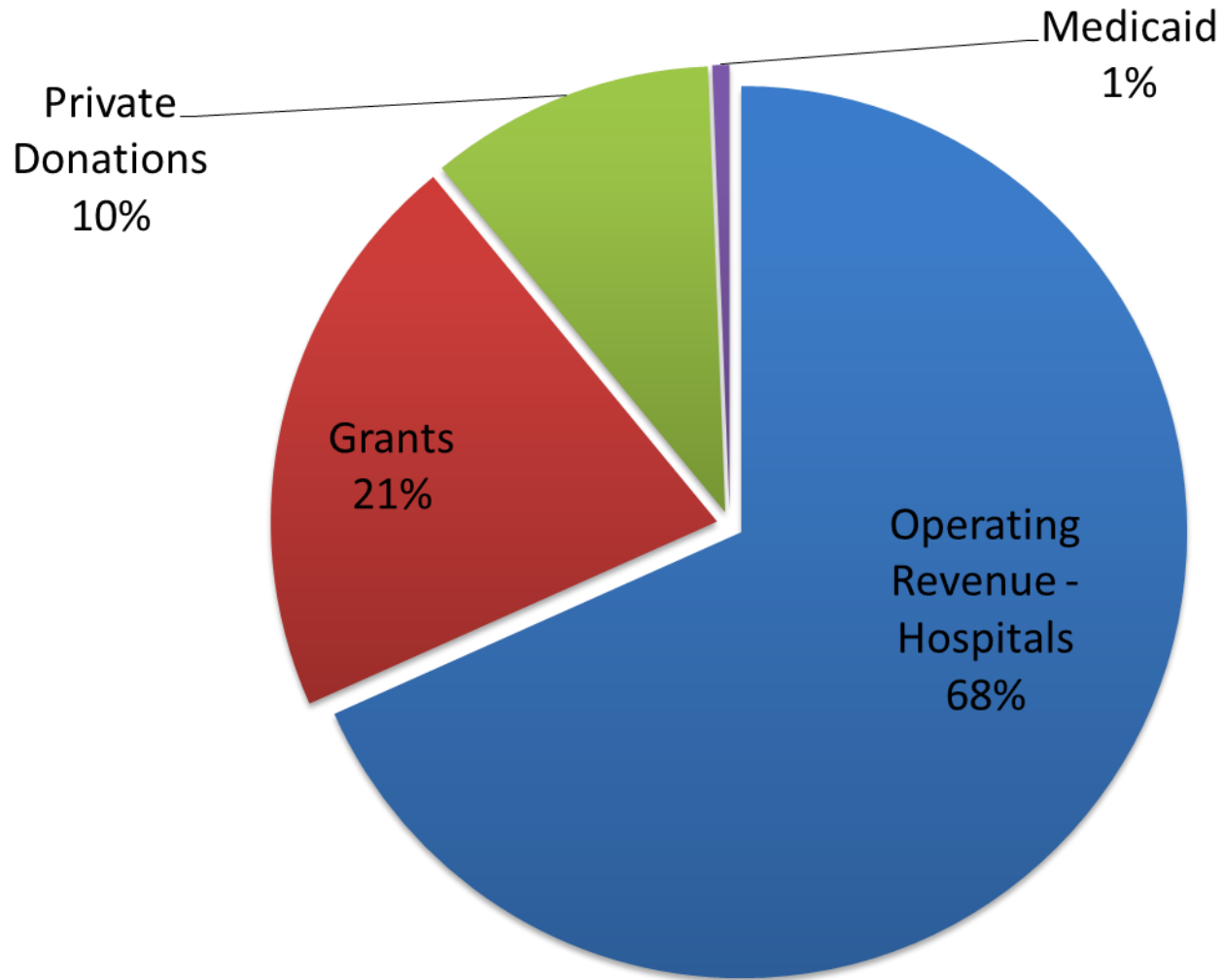








# Founding Revenue Model – October 2012



# Circle the City

## Clinician Staffing 2012-2014

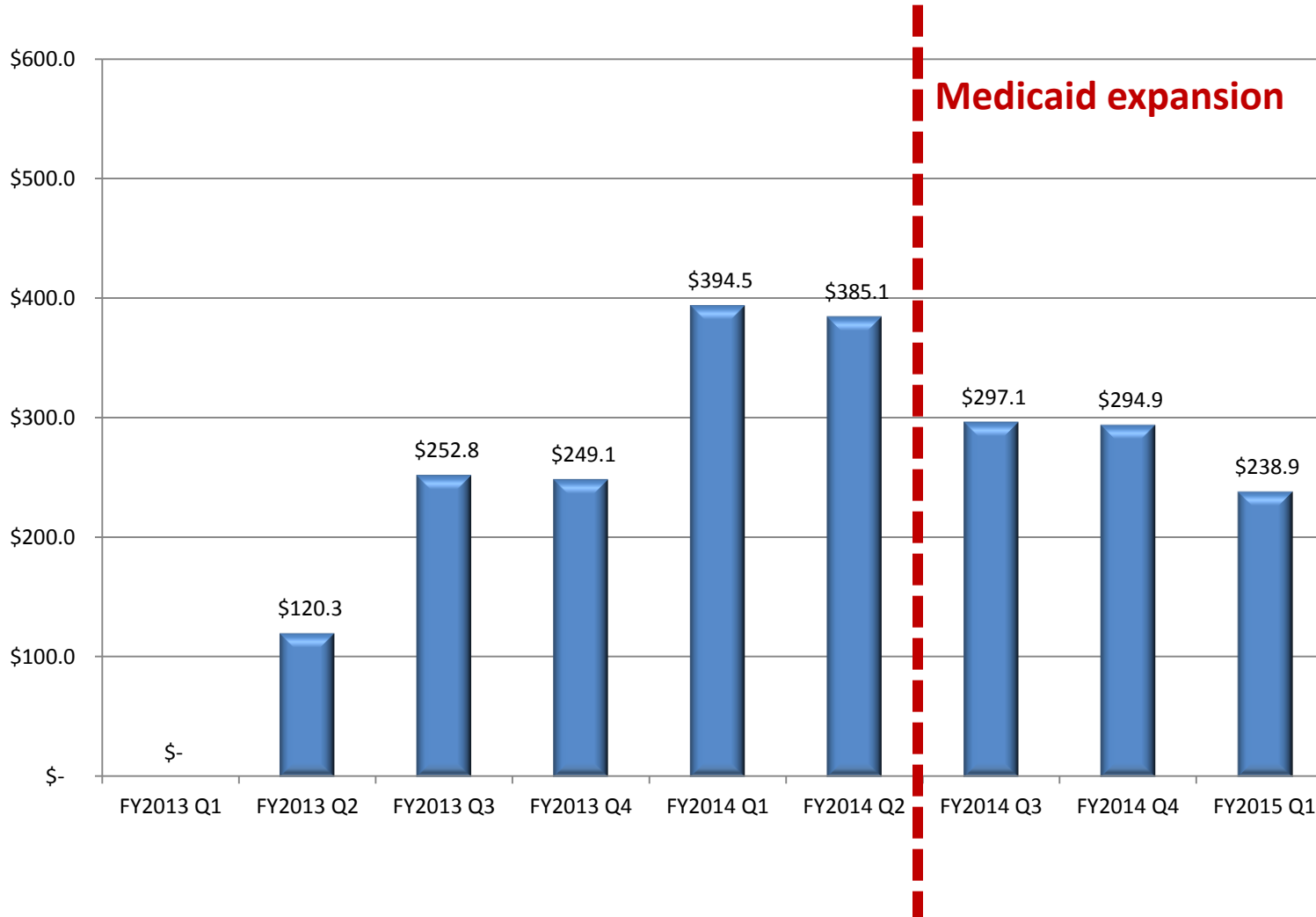
	<b>Respite Center Launch</b>	<b>Year One</b>	<b>Year Two</b>
<b>Clinic Hours</b>	10 hours x 5 days	12 hours x 7 days	12 hours x 7 days
<b>RN Manager</b>	1.0 FTE	1.0 FTE	1.0 FTE
<b>Staff RN</b>	-	12 hours / day	12 hours / day
<b>Daytime LPN</b>	10 hours / day	12 hours / day	12 hours / day
<b>Nighttime LPN</b>	-	-	10 hours / night
<b>Total Operating Budget</b>	\$2.4M	\$2.8M	\$3.6M

# New Changes in 2014



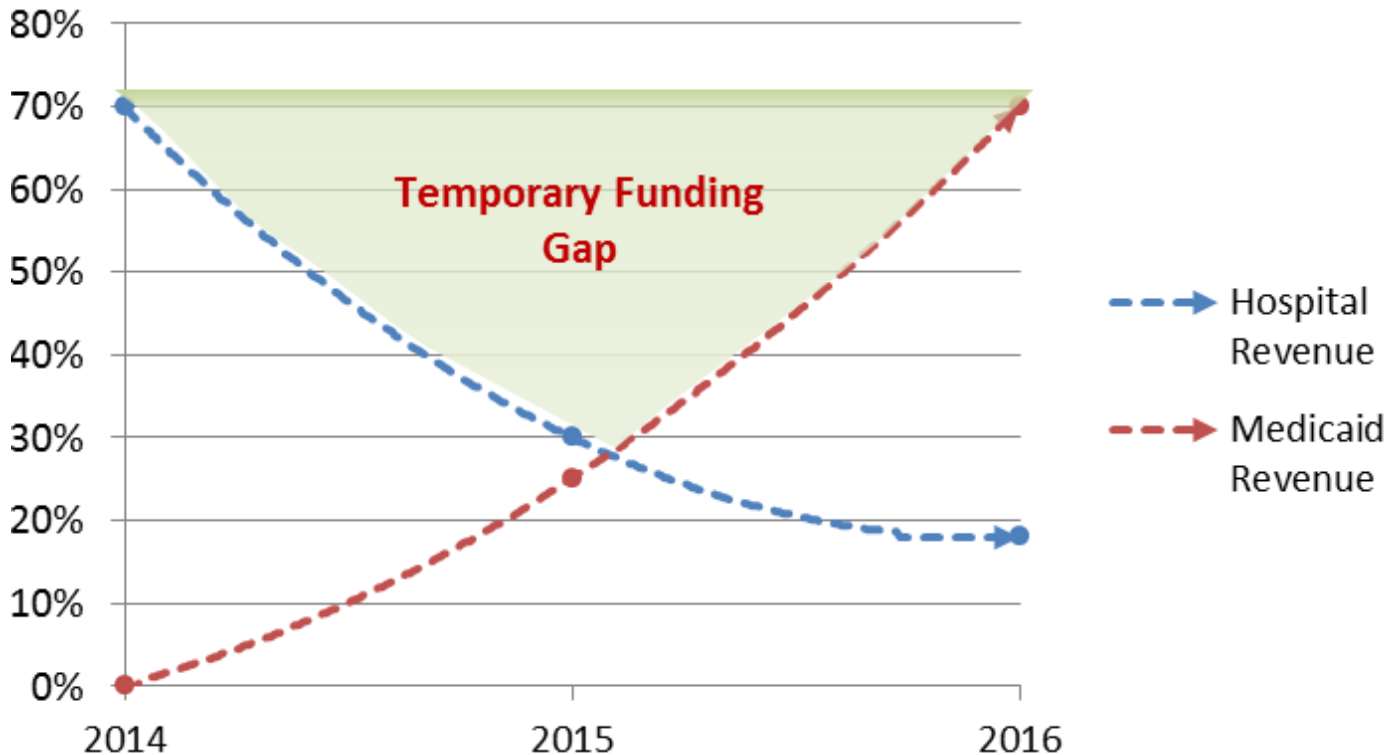
# CTC Operating Revenue

## by fiscal quarter, 2013-present



# Changes in CTC's Operating Environment

	Calendar Year 2013	Calendar Year 2014
<b>Medicaid Case Mix</b>	<15%	>75%
<b>Avg. Monthly Hospital Revenue</b>	\$140,000 (Q4)	\$55,000 (Q1-Q2)





# Circle the City – Medicaid MCO Partnerships

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HEALTH PLAN:	MARICOPA
Care 1st Arizona	71,882
Health Choice Az	75,415
Health Net Access	79,069
Maricopa Health Plan	72,417
Mercy Care Plan	260,354
Phoenix Health Plan	62,809
UnitedHealthcare Plan	140,599
University Family Care	
CRS - Fully Integrated <sup>1</sup>	9,929
CRS - Partial Acute <sup>1</sup>	25
DES/CMDP	10,198
Mercy Maricopa Integrated Care <sup>2</sup>	18,882
HPs' Totals Per County	801,579

Other AHCCCS Acute

91,787

AHCCCS Acute & Other Members

\*Enrollment for CRS-Partial BH:

\*Enrollment for CRS Only:

- Executed contracts with four AHCCCS (Medicaid) MCO's since September 2014;
- 433,720 total Medicaid-eligible lives;
- 54% of County's Medicaid market share.

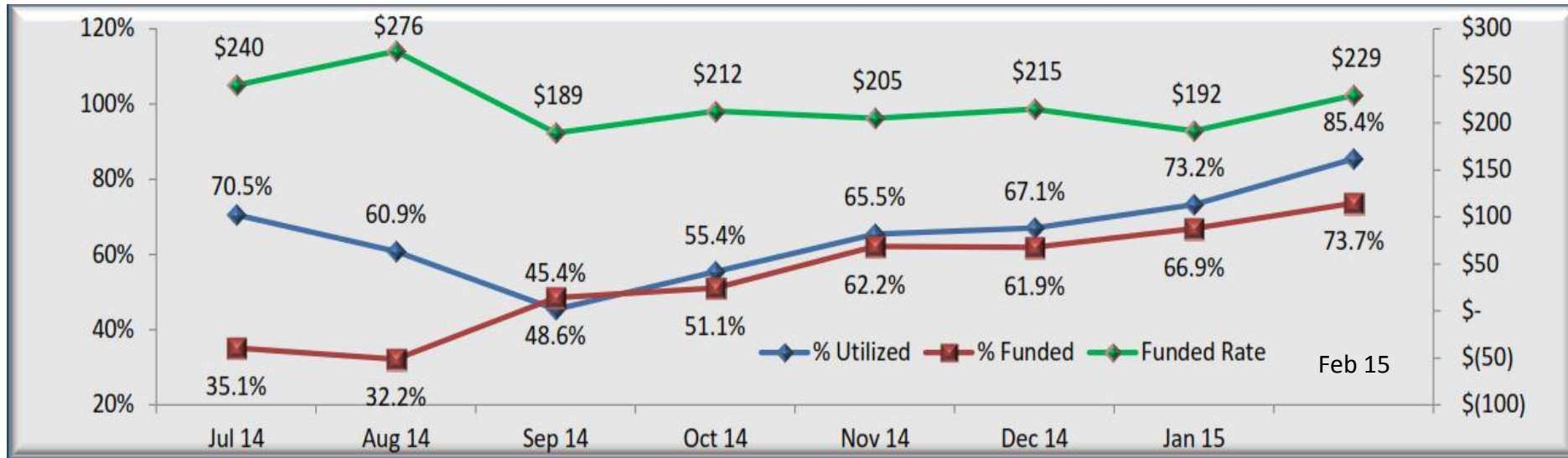
# Tips for Courting MCO's

- Get your hands on as much data as possible;
- Tell specific, meaningful stories when data is not available;
- Solicit an executive champion at the MCO;
- Lean on your network for introductions to key decision makers – board members, community advocates, etc.
- Give as many tours as possible – introduce MCO representatives to their members in your facility;
- Ask for advocacy from partner hospitals – they want MCO funding for medical respite as bad as you do;
- Homeless medical respite contracts require creativity – ask for help;

# Using Care Coordination CPT's to Bundle Services

Level of Care	CPT Codes	Compensation
Tier 1 – Highest Acuity	99345, 99350	\$300-315/per diem
Tier 2 – Medium Acuity	99343, 99349	\$265-290/per diem
Tier 3 – Lower Acuity	99348, 99348	\$205-230/per diem

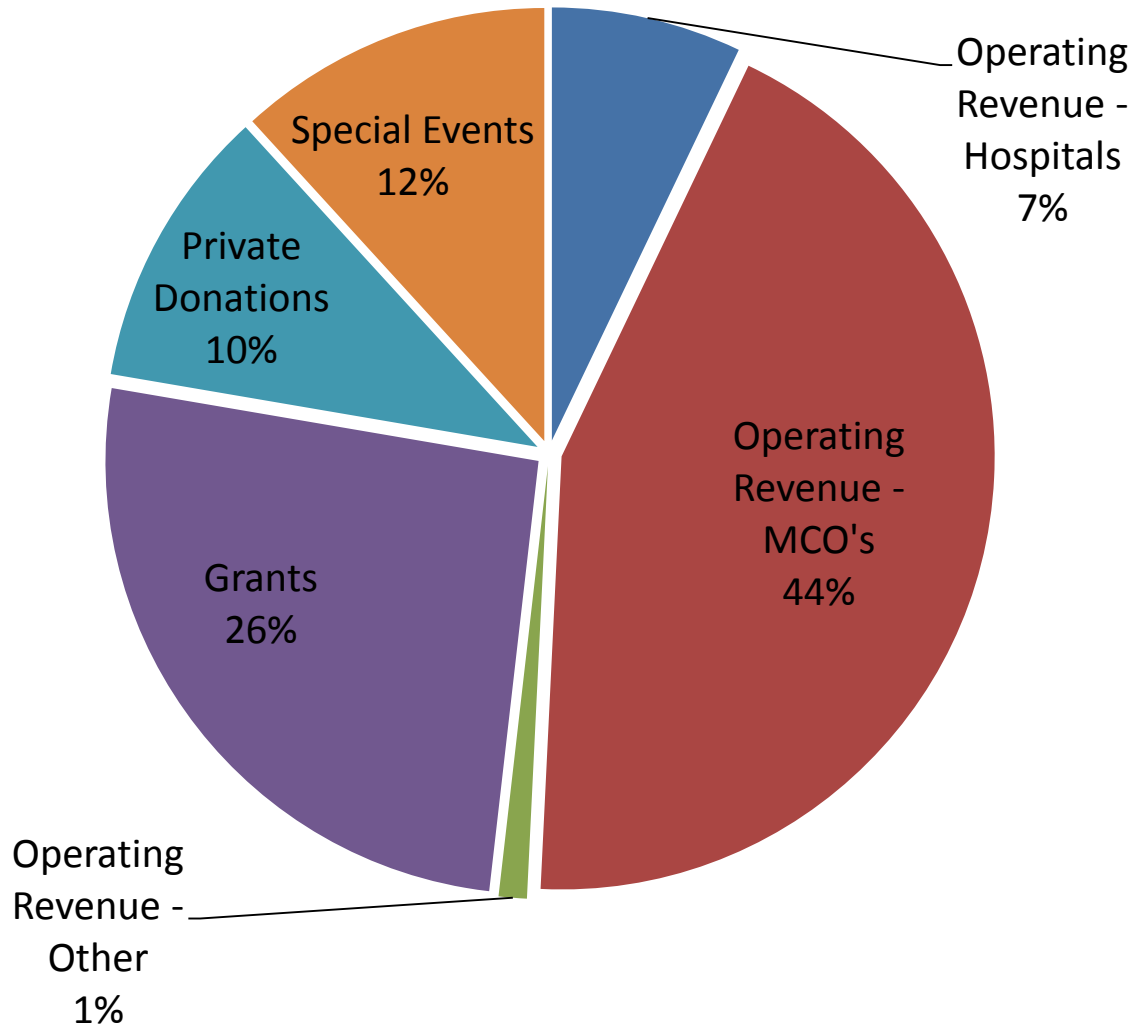
# Impact of Medicaid MCO Partnerships



## In the 6 months ended February 28, 2015:

- ADC nearly doubled;
- Unfunded charity care fell from 68% to 26%;
- Average daily reimbursement decreased by ~5%

# Revenue Model – Present Day



# MCO Considerations

- Time/Cost associated with utilization review;
- More referrals, but many are unstable or otherwise inappropriate.
- How scalable is your admitting process?
- Pressure to discharge. Will your housing outcomes suffer?
- Alignment of organizational values. Philosophies vary widely among Arizona MCO's.



# Looking Ahead

# Key Strategies in 2015-2016

- Grow homeless health continuum in metro Phoenix:
  - Launch a new homeless primary care center in July 2015 (FQHC application pending);
  - Mobile homeless outreach clinic;
  - Integrated behavioral health outreach program.
- Bringing a 5th MCO contract online in Spring/Summer 2015 – increase Medicaid footprint to 71% of County market share.
- Further align medical respite center with local HUD Continuum of Care.