

Healthcare

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Uniting the Community in Support of Mental Health

by Kimberly Chavalas Cripe, President & CEO, CHOC Children's

If a child breaks an arm, we take her to the hospital to have the bone reset. We smile as she proudly shows off her cast, a mark of courage and resilience. When the bone heals, we move on with our lives.

If a child gets cancer, we take him to an oncologist for a treatment plan. We lean on friends and family during the most trying times. We rejoice at news of remission, or we may grieve openly if the news is bad.

But when a child has a mental illness, chances are, we hide. We hesitate to tell our closest friends that our daughter has violent tantrums that scare our other children – and us. We can't bear to reveal that our once cheerful son no longer finds joy in life, and has talked about ending it all. We don't talk about the challenge of finding community resources, the countless trips to the hospital, or the long waits in the emergency department.

We can be very much afraid, and feel very much alone.



As president and CEO of CHOC Children's, I see children in need every day. Helping them heal inspires me and my colleagues to come to work. But even I didn't fully appreciate the magnitude of the pediatric mental health crisis until Pastor Rick and Kay Warren, founders of Saddleback Church, came to me to discuss this silent epidemic. The statistics are staggering: An estimated one in five children has a diagnosable mental illness in childhood, and 50 percent of adults with mental health problems experience symptoms before age 14. Early intervention is critical, but many communities, including our own, have no beds to treat our youngest mental health patients.

The Warrens experienced these inadequacies firsthand as they tried to help their son manage severe depression beginning when he was only 7 years old. Three years ago, as a young adult, he took his own life. His death was tragic, and it sparked a new beginning for Pastor Rick and Kay, who are passionate about resolving the pediatric mental health crisis and reducing the stigma around mental illness so others don't have to live through the same pain.

I left that first meeting with the Warrens resolved to make our hospital a leader in developing a comprehensive pediatric system of care for mental health that can be replicated throughout the country. We sprung to action immediately, and we are starting to see results.

Outpatient Support

In September 2015, CHOC, in conjunction with Orange County Behavioral Health Services, launched an outpatient co-occurring clinic for patients whose physical conditions, such as diabetes, cancer or epilepsy, are complicated by mental health challenges. (Young children with serious and chronic illnesses are two to five times more likely to face mental health disorders than their healthy counterparts.) Psychologists and psychiatrists are available to provide specialized care for these children in their medical clinics, in the hospital, or in a special outpatient mental health clinic. In the upcoming months, additional psychologists, psychiatrists and social workers will join the clinic to allow it to serve more children.

In addition, our cystic fibrosis (CF) program recently received a grant from the Cystic Fibrosis Foundation that enables the team to expand its social worker's availability and have a designated psychologist to help patients and caregivers. They will provide screenings, evidence-based guidelines and follow-up care for depression and anxiety, as well as develop a community referral network of mental health providers. This CF model, if successful, could be replicated in other CHOC specialty clinics.

In the primary care setting, we have rolled out mental health screenings for all 12 year olds at their well child visits. The American Academy of Pediatrics recommends that children be screened for depression during routine medical visits as many teenagers (up to 13 percent) have depression but do not receive any treatment. Children that screen positive for possible depression receive information about depression and mental health, and can receive referrals for mental health treatment if needed. Our team is also completing a pilot in the primary care clinics where a psychologist is present to help the medical team screen for and address mental health issues, and help families address childhood obesity.

Mental Health Inpatient Services

Construction work is underway on the CHOC Children's Mental Health Inpatient Center. Featuring an innovative floor plan designed with guidance from national experts, the Center will be a safe, nurturing place for children ages 3 to 18 to receive care for mental health conditions. It will provide 18 inpatient beds and specialty programming for children younger than 12 – those who will benefit most from our help. Building the center is our boldest step to date toward addressing the drastic lack of services for children with mental illness, but it is just one part of our plan.

Perhaps the more daring aspect, and the one we hope will be replicated in other areas, is the framework we are creating for addressing pediatric, teen and adolescent mental health care from every angle.

Our mental health task force, comprised of community, business and health care leaders, are working to find solutions and make them a reality: bolstering outpatient mental health care services throughout the county, working with community partners to establish new programs, increasing the mental health workforce and offering specialty training, engaging in advocacy to increase education and awareness about mental health problems, and providing prevention and early intervention services for children and adolescents with mental health problems.

The responsibility for helping children with mental illness isn't incumbent on their families alone: We all play a part in helping them heal. CHOC is proud to lead the way and assure these families they don't need to be afraid, and they are no longer alone.

Getting Involved

CHOC's vision for a comprehensive mental health system of care is ambitious. While there's been tremendous progress, we will need community support to help ensure every child and young adult in Orange County who needs behavioral health treatment receives high quality services without stigma or barriers to access. **To learn more, please visit www.choc.org/mentalhealth.**



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Giving Your Revenue Cycle an Annual Checkup

by Jay Wikum, CPA, CMPE, Partner, HMWC CPAs & Business Advisors

The financial side of the practice appears to be running smoothly. Claims are submitted and paid. Expenses are being paid on time, too. But no one really knows whether the revenue cycle management system is functioning at its peak potential. In such cases, a checkup of the practice's system may be called for.

Are you maximizing revenues?

The goal of an ideal coding process is to maximize revenues without committing compliance violations. Doing so calls for close communication between the doctors performing the medical services and the staff assigning codes to them. So, how close to that ideal does your practice come, and how well do the physicians and coding staff interact?

When the practice learns that a claim has been denied or that a payer has taken any other adverse action, it must take corrective action to reverse the denial and prevent similar denials in the future. Does the practice have in place a systematic appeals procedure that's triggered automatically and addresses the denial problem effectively?

How is your overall performance?

In a modern medical practice, business performance is measured with precision by gathering and analyzing the right kinds of data. If there are problems, correct metrics will point to the causes.

Do you have a culture of success?

Successful management of the revenue cycle also depends on fostering a culture of respect for and awareness of the practice's finances. When this cultural value exists, the workplace is transformed. Employees see how their work supports and is supported by other staff members. Each individual's role contributes to the common financial purpose of the practice. Staff no longer think about the "front end" and "back office." Rather, they envision a single, integrated system that serves patients, collects compensation and efficiently manages revenue.



Wikum

Are you ready?

Ultimately, a strong revenue cycle depends on practice leadership that's ready and willing to continually evaluate its performance, candidly acknowledge problems and take bold steps to eliminate them. But you don't need to go it alone — your financial

advisor can help you every step of the way.

Jay Wikum is a partner and supervises HMWC CPAs & Business Advisors' Healthcare department. Ph. 714.505.9000, www.hmwc CPA.com.

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To learn more, contact Sasha Yamaguchi, Vice President of Sales at Cigna, at 855.210.5765. Or visit Cigna.com/sjhh.

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MemorialCare Health System: Transforming Healthcare in Southern California

MemorialCare Health System continues to focus on delivering the best value possible to patients, employers, health plans, clinicians and communities throughout Southern California. As a future-focused organization, MemorialCare offers customized, innovative networks and products to employers seeking to control health benefit expenses while ensuring quality care for their workforce.

The goals are to provide the best possible care, bend the cost curve and create even better patient experiences. That's what employers say they want for their employees and their bottom line—and MemorialCare has listened.

MemorialCare is also pursuing direct-to-employer customized contracts, partnering with employers, health benefits experts and health plans. In this transformational healthcare delivery model, MemorialCare accepts responsibility and some financial risk for an employer's healthcare cost trend and quality expectations. Success in this "pay-for-value" model depends on delivering high quality and competitive pricing that's been MemorialCare's hallmark for more than a century—and the health system continues to eagerly embrace this challenge.

Locations Close to Home and Work

With strategically placed hospitals and more than 200 care locations stretching from South Orange County to Long Beach and the South Bay, MemorialCare is uniquely positioned to provide exceptional health, wellness, prevention, chronic disease management and treatment in the right location, with the right services and at the right price for employers, health plans and patients. Thanks to technological advances, for example, many surgical patients who spent days in a hospital now receive care in easily accessible outpatient centers without an overnight stay. MemorialCare is unveiling even more healthcare centers, innovative programs, progressive partnerships and comprehensive services where people live and work.

Health Care Advantages for Employers

Employers benefit from MemorialCare's innovative health plan partnerships with new product options designed to meet employer needs. These include the Vivity HMO with Anthem, MemorialCare and six other leading Southern California health systems. Aetna Whole Health provides a PPO accountable care option that can deliver short-term and sustainable savings to employers. Success in these and other models is based on the ability to engage patients and impact the cost of care.

MemorialCare's commitment to alternative payment models extends to Medicare. This year, Medicare intends to have 30 percent of its population in alternative payment models and 50 percent by end of 2018. MemorialCare was selected to be early participants in Medicare's Bundled Payment for Care Improvement initiative with performance and financial

accountability for episodes of care within certain specialties. It was also chosen to participate in the Next Generation ACO which provides unique opportunities to coordinate care, achieve high quality standards and share in savings if goals are achieved.

Strong Physician Relationships

MemorialCare's physician relationships give it significant strategic leverage necessary in the changing healthcare environment with physicians developing and championing critical initiatives key to delivering clinical excellence. Critical to this broad ranging, pluralistic approach is the commitment to offer physicians affiliation choices best meeting their needs and interests and attracting the best and brightest to MemorialCare. The pillars of MemorialCare Medical Foundation—MemorialCare Medical Group employment model and Greater Newport Physicians (GNP) IPA—continue substantial growth, providing hundreds of thousands of patients choices of over 350 primary care physicians and 2,200 specialists.

New primary care and specialty sites, ambulatory surgery and imaging centers, many with physician partners like GNP and Monarch HealthCare are opening throughout the Southland. The 2,000-member MemorialCare Physician Society drives best practices, clinical standards, performance, technological innovations and care coordination inside and outside the hospitals. And the Physician Leadership Academy promotes greater efficiencies and seamlessness.

Strategic Partnerships

MemorialCare's strategic partnerships transform healthcare, increase outpatient offerings, create efficiencies, broaden population health and strengthen its comprehensive, integrated delivery system to benefit communities. With UCI Health, new primary care health centers relieve physician shortages and increase access to care.

Partnerships with physicians and other providers result in sizable ambulatory services growth, adding physicians' practices, and outpatient surgery, imaging, digestive health, kidney dialysis and urgent care centers. Population health initiatives with health plans and patients reduce readmissions and help better manage chronic conditions. Affiliations with Miller Children's & Women's Hospital improve accessibility to highly specialized pediatric physicians and programs. Academic partnerships increase availability of highly trained physicians, nurses and other clinicians.

Transforming Health Care in Orange County and Beyond

MemorialCare has been preparing for health care's transformation for decades. Its growth and diversification from a hospital system to an integrated and diversified healthcare delivery network gives MemorialCare a substantial competitive advantage that serves it well in 2016 and beyond.





Myth:

Children can't get depressed.

Truth:

Signs of depression can appear as early as five.

Approximately 150,000 children living in Orange County suffer from a diagnosable mental health condition – yet there are no psychiatric inpatient beds for patients under age 12 in local hospitals, insufficient beds for adolescents and very few outpatient programs. Along with our community partners, our goal is to create an integrated and coordinated mental health system of care for children, teens and young adults.

Join us in making a difference in the lives of our children by reducing the stigma around mental health. Visit CHOC.org/mentalhealth to donate and download our tips on how to start the conversation. Let's talk about it.



 **CHOC Children's**
together the future's bright



Serge Abdishoo, M.D. Psychiatrist, Medical Director, Behavioral Health Services at Anaheim Global Medical Center & Orange County Global Medical Center



Jenny DeLaCruz, RN, BSN, Behavioral Health Service Line Director at Anaheim Global Medical Center & Thomas Grayden, M.D. Psychiatrist, Anaheim Global Medical Center

KPC Health Expands Access to Geropsychiatric and Behavioral Health Treatment in Orange County

by Suzanne Richards, Chief Executive Officer, Healthcare Operations for KPC Health

As a family member of a loved one who suffered from a behavioral health illness, I personally understand the emotional and physical impacts that can occur when undergoing treatment. While going through the process, I wanted my cousin to feel valued, respected and important, despite her mental illness. Now, as the CEO of seven hospitals throughout Southern California, I am striving to improve the resources available for behavioral health patients and their families. With the county's population continuing to rise, and the California Department of Healthcare Services estimating approximately 700,000 Orange County residents needing behavioral health treatment in their lifetime, it is important our county provides adequate behavioral health services to meet the needs of our communities.

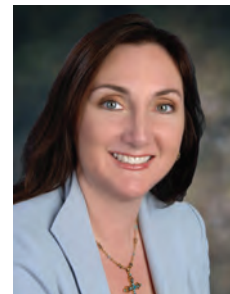
KPC Health has enhanced our efforts to provide excellent, personalized treatment for patients in our communities. Our physicians, psychiatrists, psychologists, nurses and hospital staff provide team-based, interdisciplinary care for each patient that walks through our doors; with specialized units for our growing senior community. In fact, according to the Orange County Aging Services Collaborative, Orange County

residents 60 years of age and older will increase by 64% by the year 2020.

With our Geropsychiatric Unit, Discoveries, already in place at Anaheim Global Medical Center, Chapman Global Medical Center and South Coast Global Medical Center, we are thrilled to announce we are adding Orange County Global Medical Center to our list of comprehensive medical centers that will now provide behavioral health treatment for seniors. Discoveries provides support for those suffering from dementia, depression, Alzheimer's and more.

In addition, at Anaheim Global Medical Center, our fully accredited services include care for behavioral illnesses such as depression, anxiety, bipolar disorder, chemical dependency and more. As the largest behavioral health inpatient program attached to an acute care hospital in the county, we provide our patients with either individual and/or group therapy, with opportunities for family education regarding how to adequately care for loved ones suffering from a behavioral health related illness. In addition, Anaheim Global Medical Center provides a private entrance for those admitted for either inpatient or outpatient behavioral health treatment.

South Coast Global Medical Center and Chapman Global Medical Center's psychiatric program for seniors provides diagnostic and treatment opportunities for individuals 55 years or older and was created to restore our patient's health and quality of life. This unique program welcomes patients – from all walks of life – with compassion and respect. By expanding our already successful services to Orange County Global Medical Center, we are helping to serve some of the county's most vulnerable seniors.



Richards

Our H.O.P.E. Center, a post-acute care outpatient center, provides diverse behavioral health services in a safe and therapeutic environment. Our physicians, nurses and hospital staff deliver excellent care through expert, physician-led teams administering evidence-based treatment options. Our center offers partial hospitalization and outpatient program for adults, ages 18 and older. Our outpatient and inpatient programs are available 24 hours per day, seven days per week, and provide compassion to every person seeking behavioral health and lifestyle-centered care. Our physicians work in a collaborative environment to provide each patient with innovative and easy-to-follow treatment options. Currently, we provide treatment plans for bipolar disorder, major depression, schizophrenia, anxiety, posttraumatic disorder and more.

As our medical centers continue to expand behavioral health treatment, KPC Health is actively supporting policy reforms at the local, state and federal level that will improve access to behavioral health care and develop integrated solutions throughout our entire health care system. We are honored to participate in the Orange County Board of Supervisors' Behavioral Health Emergency Services Ad Hoc Committee with the Health Care Agency on key initiatives to that end. Together, in conjunction with our community partners, we will create an improved comprehensive and interdisciplinary behavioral health system that better serves our communities. At KPC Health, we believe personalized, skilled and compassionate care will provide our patients with the very best healthcare.

For more information, call 714.953.3652 or visit www.KPCHealth.com.

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Bringing Heart to Orange County

For many, Orange County is synonymous with the beach, warm weather, Mickey Mouse and even the fresh, local ingredients of California cuisine. However, did you know that nearly 30% of Orange County residents are obese? Or that nearly 10% of Orange County residents are living with cardiovascular disease? Fortunately, the Orange County American Heart Association (AHA) embraces the goal of motivating, engaging and enabling people and local organizations to build sustainable cultures of health through science-based knowledge and partnerships.

Last year, the Orange County American Heart Association raised more than \$2.7 million dollars for cardiovascular research and education. This year, the division's goal is to raise \$3.5 million dollars through our signature events including the Go Red For Women Luncheon, OC Heart & Stroke Walk and the upcoming OC Heart Ball. In addition, to funding lifesaving research, this money is also used to support countless community programs including Teaching Gardens, CPR training, Jump Rope for Heart and Hoops for Heart, NFL Play 60 and our new Heart of 29 campaign. Read below to find out how our sponsors support the American Heart/American Stroke Association in reaching our goal of building healthier lives in Orange County - free of cardiovascular disease and stroke.

Teaching Gardens

The Teaching Garden program is part of a larger American Heart Association "My Heart. My Life" healthy living initiative, designed to help Americans understand what it



Co-founder of the American Heart/American Stroke Association's Teaching Gardens program Kelly Meyer and students from Walt Disney Elementary in Anaheim observe their school garden.

means to be healthy, and to take action. Teaching Gardens have flourished throughout California, and are part of an effort to fight childhood obesity and encourage healthier schools, families and communities in Orange County. Developed using AHA science and nutrition guidelines, as well as information shared by gardening and education experts, the garden is a learning laboratory where students plant seeds, nurture growing plants, harvest produce, and in the process learn the value of good eating

habits. In 2015, more than 50 planting, growing and harvesting events took place in underserved schools within Orange County with many more scheduled this year.

CPR in Schools Training

Annually, more than three hundred thousand Americans experience a sudden cardiac arrest outside of a hospital. Not even a third receives CPR from a bystander and only 10% survive. In an effort to curtail this dismal statistic, the American Heart Association has sponsored legislation and programs to bring CPR to schools. So far, 29 states across the country (not including California) have passed laws requiring every high school student to be CPR trained before graduation. In January 2015, Placentia Yorba Linda Unified School District became the first district in California to pass a curriculum change requiring hands-on CPR and AED training.

Currently, the Orange County Board of Directors is diligently working to implement CPR as a graduation requirement in Orange County High Schools. Teaching our high school students the lifesaving skill of CPR before they graduate will put thousands of qualified lifesavers in our community.

Last year, through the American Heart Association, more than 114,000 Orange County residents were trained in hands-only CPR with thousands more potential life savers being trained in our community this year. Three to five minutes is a matter of life



The American Heart/American Stroke Association's Jump Rope for Heart is a national education and fundraising event that provide school aged children the opportunity to be physically active, learn heart-healthy habits and the value of community service. Nearly, 40,000 Orange County children participated in Jump Rope for Heart & Hoops for Heart in 2015 with thousands more on track to participate in 2016.

and death for sudden cardiac arrest victims. When a CPR-trained bystander is near, and can act quickly and effectively, survival rates can double – even triple!

NFL Play 60

NFL PLAY 60 is a partnership between the National Football League and the American Heart/American Stroke Association. The campaign educates youth about the importance of staying fit and creates an engaging and fun environment that seeks to inspire students to be physically active for at least 60 minutes every day. The American Heart Association and the American Stroke Association recommends that children and adolescents participate in at least 60 minutes of moderate to vigorous physical activity every day – which is a contributing factor in the American Heart Association and National Football League effort to create the NFL Play 60 Challenge.

Four-time Super Bowl champion and heart disease survivor, Jesse Sapolu and the Orange County American Heart Association will host a free, NFL Play 60 event on Saturday, May 21, 2016 from 12:30 to 1:30 p.m. at Jim Scott Stadium at Estancia High School in Costa Mesa. The NFL Play 60 program is free and open to all kids aged nine to fourteen.

Heart of 29 with the Angels of Anaheim

The Angels of Anaheim in partnership with MLB Hall of Famer Rod Carew and his wife Rhonda, are launching a year-long campaign with the American Heart Association, to promote awareness of cardiovascular disease. The Heart of 29 campaign honors the Carew's wish to assist the American Heart Association following Rod Carew's, major heart attack and subsequent surgery. Carew had an LVAD, or left ventricular assist device, implanted during the surgery, and is awaiting the possible need for a heart transplant. **The California campaign will kick off at the Angel Stadium of Anaheim on the evening of Tuesday, June 14, 2016 at the home game against the Minnesota Twins.** (Rod Carew played for both the Angels and the Twins from 1967 to 1985.) The Angels will also debut their red jerseys for the first time in the regular season that evening, and will wear a Heart of 29 sleeve patch to honor Carew and the campaign. In addition, Rod will throw the first pitch of the game and will be accompanied by friend and former Angel's pitcher Clyde Wright, who recently underwent bypass surgery after doctor's discovered a blockage. Clyde credits Rod with saving his life by prompting him to see a physician after his own heart surgery.

For more information, on the Orange County American Heart/American Stroke Association or any of our programs or events please visit www.heart.org/orangecounty or call 949.856.3555.

2016 Heart & Stroke Walk - City Wide Executive Challenge

Thank you to the following executives who have personally raised \$5,000 or more to help in the fight against Heart Disease & Stroke. Together they helped the Orange County Heart & Stroke Walk raise over \$1.9 million.



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We also developed a new model for working with employers that starts with getting to know them as partners. St. Joseph Hoag Health physicians and other health care experts collaborate with the Cigna team, so employers and their broker consultants can assess each business' potential for improving employee health and reducing costs. Then we design innovative health and wellness programs that help prevent serious health care issues in the future and better manage current concerns.

We continue to add services employers and employees really want. For example, our plans will include *eVisit from St. Joseph Hoag Health*, a telemedicine program that provides a virtual physician visit via computer or mobile phone at the same cost as an office visit. Information about the visit is also connected to the patient's electronic medical record so doctors have a complete and up-to-date picture of the patient's care.

To learn more, contact Sasha Yamaguchi, vice president of Sales at Cigna, at 855.210.5765. Or visit Cigna.com/sjhh.

The St. Joseph Hoag Health network includes:

- ▶ CHOC Children's (Orange, Mission Viejo)
- ▶ Hoag (Newport Beach, Irvine)
- ▶ Mission Hospital (Mission Viejo, Laguna Beach)
- ▶ St. Joseph Hospital (Orange)
- ▶ St. Jude Medical Center (Fullerton)

Additionally, there are eight St. Joseph Heritage Healthcare medical groups and physician networks and 20+ urgent care centers*

*Counts of facilities in the St. Joseph Hoag Health network as of 1/1/16. Subject to change.

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WE MUST HELP THE TRULY VULNERABLE

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or another dementia.
- Alzheimer's Association, 2016

on average **278**
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every year.
- Orange County Health Care Agency

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Global Medical Centers



The Cost of ACA Goes Far Beyond Insurance Premiums

Just as the sting of ACA-related (Affordable Care Act) health care costs begins to fade for employers, the administrative burden becomes increasingly apparent. Reaching beyond HR and benefits departments, ACA compliance touches nearly every function of a company including finance, tax, legal, and IT. Measuring, tracking and accurately reporting the number of hours each employee works per week or month, along with every full-time employee's total monthly out-of-pocket health plan costs for the year against seemingly endless eligibility rules is neither simple nor economical. According to the International Foundation of Employee Benefit Plans' recent survey report, *2015 Employer-Sponsored Health Care: ACA's Impact*, 57 percent of employers listed administrative issues as the biggest challenge of ACA.

The administrative process becomes more complex for businesses with a mix of full-time and part-time staff in multiple locations and/or varied schedules. There is also a requirement to provide employees with enrollment packets and tax reporting forms (for employers with more than 50 employees) which require a significant investment in a secure web portal or printing and postage for hard copy distribution. Employers must offer insurance and maintain enrollment and administrative resources even if few employees take insurance. Penalties for not offering affordable insurance (defined as a plan that covers at least 60 percent of the total allowed cost of benefits that are expected to be incurred under the plan) are prohibitive. Employers can expect another significant ACA cost increase in 2018 when the so-called Cadillac Tax, a 40% excise tax on plans with annual premiums exceeding \$10,200 for individuals or \$27,500 for a family, takes effect.

As a staffing company with more than 20,000 employees, we experience these complex issues first-hand and understand the special provisions for temporary,

seasonal and part-time employees. We recommend employers work with a staffing partner who has a firm grasp on the depth and breadth of the ACA to protect their business from liability for costs related to ACA compliance. Your staffing partner should be able to counsel you on whether part-time or full-time employees make the most financial sense: hiring part-time rather than full-time workers may reduce health care costs but can result in increased recruiting and training costs, employee turnover and a greater FUTA/SUTA burden. You should also benefit from a staffing partner's reduced ACA administrative costs due to economies of scale and in-house expertise. The ACA is an inescapable burden for most companies. Learning to minimize the cost to your business while staying compliant with ever-changing regulations is key to workforce success.



Lisa Pierson

Lisa Pierson is the president of Kimco/MediQuest Staffing. Headquartered in California since 1986, Kimco/MediQuest has the market expertise to help companies find top talent and the business acumen to help our clients navigate California's unique employment environment. Our approach to staffing focuses on individualized service, customized solutions, and a commitment to deliver "Hire Results"! You can reach Lisa at lperson@kimco.com or 949.331.1102.



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