



A hand is shown from the side, holding three wooden blocks. The blocks are arranged horizontally and have large black letters on them. The first block says "W", the second "H A", and the third "T?". Below the blocks, the word "NE" is partially visible, suggesting "WHAT'S" or "WHAT'S NEXT?".

2022 Annual Report

**The Next
Normal**

In Memoriam

Sheldon "Shelly" Schwartz

July 15, 1936 - December 19, 2022

Tuscarora Managed Care Alliance Steering Committee Chairman

2015 - 2022



**“We make a living by what we get,
but we make a life by what we give.”**

Winston Churchill

Message from the Executive Director

I recently came upon a new tag line for life emerging after the COVID 19 Pandemic; the “Next Normal”. The phrase resonated with me. It perfectly characterizes the years since 2019. We will likely never go back to how behavioral health services were utilized, staffed and delivered in 2019. We also have not achieved “normal” in the subsequent years of 2020 nor 2021, even though I thought we were normalizing. While there is light on the horizon that we may achieve the stability of “normal”, it is not without managing the challenges of post pandemic life in 2022. As the threat of COVID 19 increased throughout 2019 and early 2020 and began to subside throughout the remainder of 2020 and 2021, I would have never predicted that the greatest challenges to our members were yet to be experienced three years post, in 2022.

This year we experienced struggles with workforce and the increased cost for delivery of behavioral health services, demand for innovations to satisfy expectations of convenience, timeliness and access to receiving behavioral health services. In addition to the growing demand for member hardships related to economic and social conditions in our communities.

Many of the work activities undertaken by TMCA staff this year focused on restoration, repair and building resiliency in our Medicaid members. Whether meeting with Provider Agencies to discuss staffing obstacles and solutions or developing financially sustainable strategies to provide resources to the network of providers or designing program innovations to invest in the economic and social stability of our members, TMCA staff focused on responding to the emerging landscape of our members, providers and community.

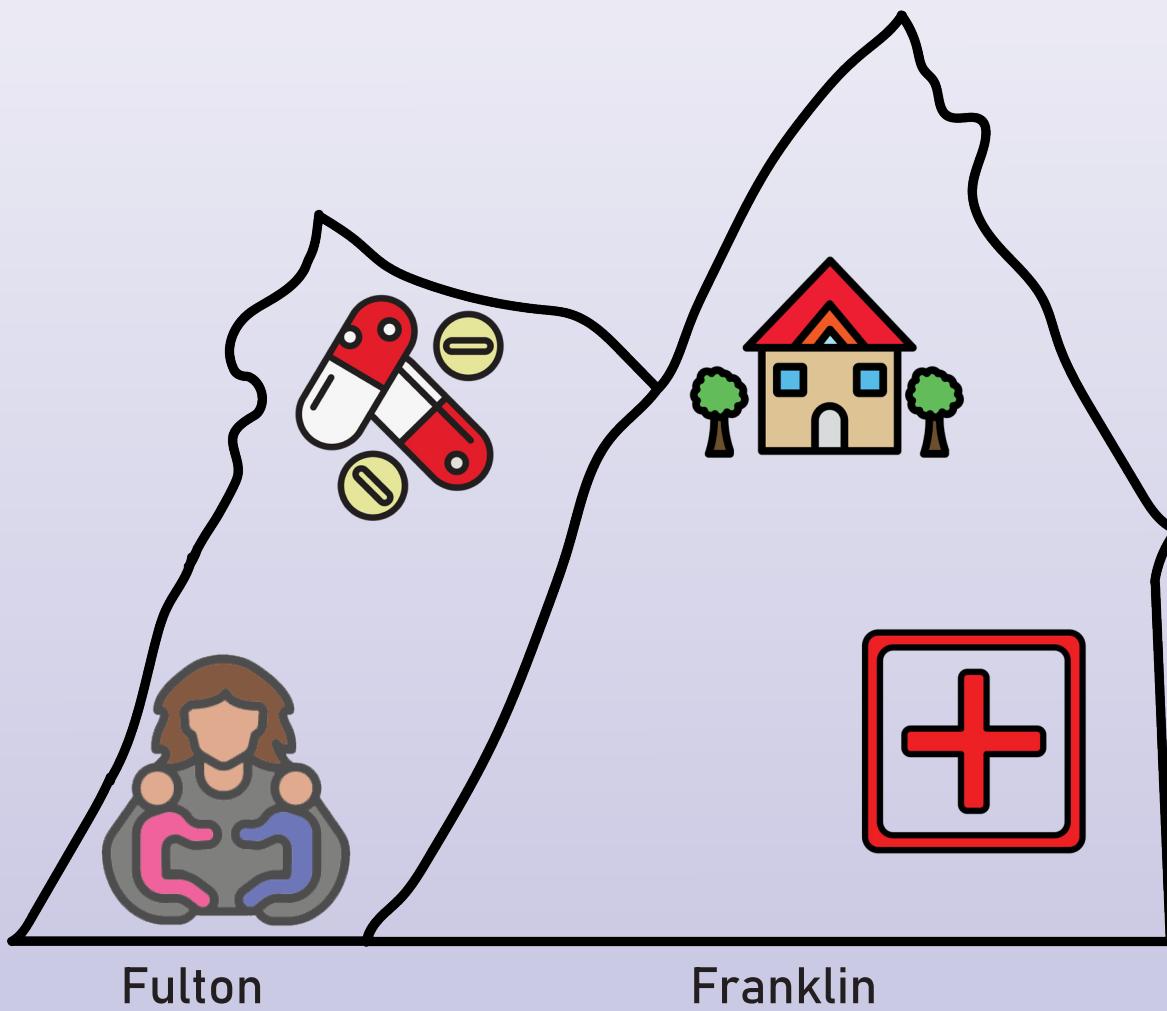
As I reflect on 2022, I am certain that we have achieved the next normal, and will continue to transition of hopefully just a plain ole normal. With this observation, I am also convinced that the strength of our behavioral health system will never waiver in their commitment to making our community a better place to live.



Mission Statement



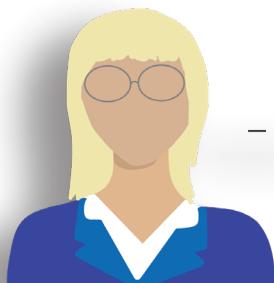
Tuscarora Managed Care Alliance was created to meet the medical and social service needs of the citizens of Franklin and Fulton Counties who experience substance use and or mental health issues, and to administer a comprehensive and integrated network of locally accountable, publicly funded services for the purpose of promoting excellence in delivery of behavioral healthcare.



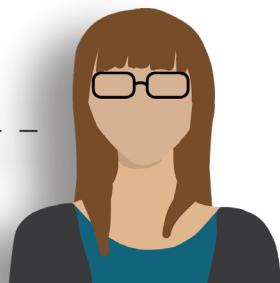
Fulton

Franklin

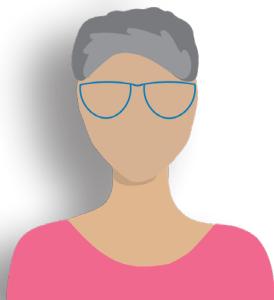
Meet the Tuscarora Managed Care Alliance Team



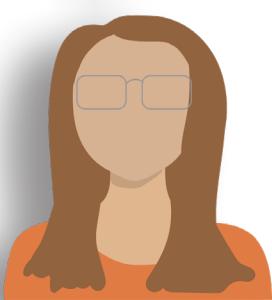
Melissa Reisinger
Executive Director



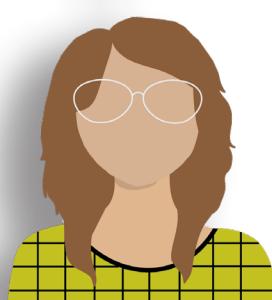
Jessica Shoemaker
Office Supervisor



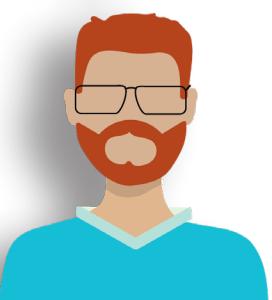
Gen Harper
Quality & Compliance Director



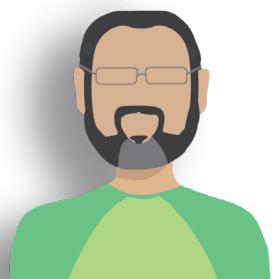
Christy Briggs
Finance Director



Catya Bookhamer
Planning & Development Director



Eric Pirrone
Data Analyst



Brad Coccagna
Quality Specialist

Steering Committee

Sheldon Schwartz, Chair
Franklin County Community Member

David Keller
Franklin County Commissioner

James Eagler
Franklin/Fulton Drug & Alcohol

Teresa Beckner
Franklin County Fiscal Department

Stacie Horvath
Franklin County Human Services Administration

Stacey Brookens
Franklin/Fulton MH/IDD/EI Department

Lorna Blanchard
Franklin, Consumer/Family Representative

Julie Dovey
Fulton County Human Services Director

Paula Shives
Fulton County Commissioner

Christine McQuade
Fulton County Services for Children

TMCA Board of Directors

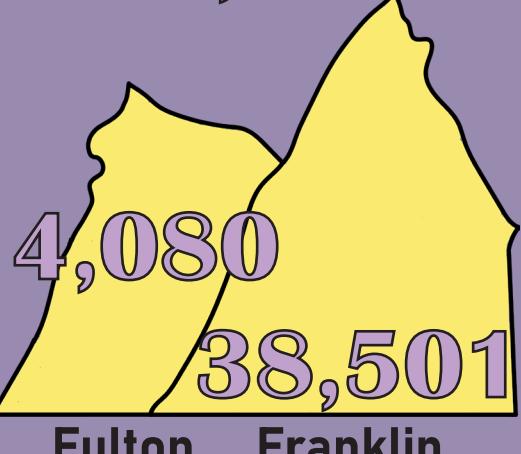
John Flannery, Chair
Randy Bunch, Vice Chair
Robert Ziobrowski, Secretary
David Keller, Treasurer
Stuart Ulsh, Board Member

2022 Demographics

Medicaid Eligible

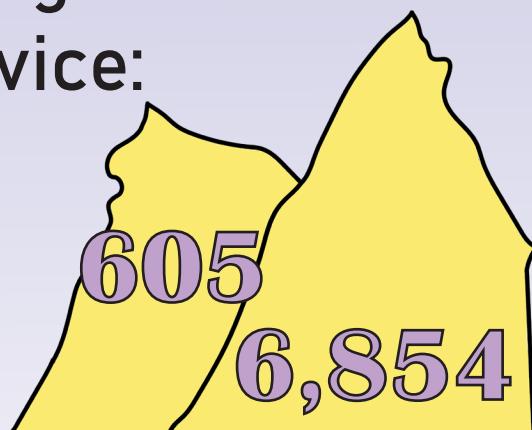
Members:

42,432



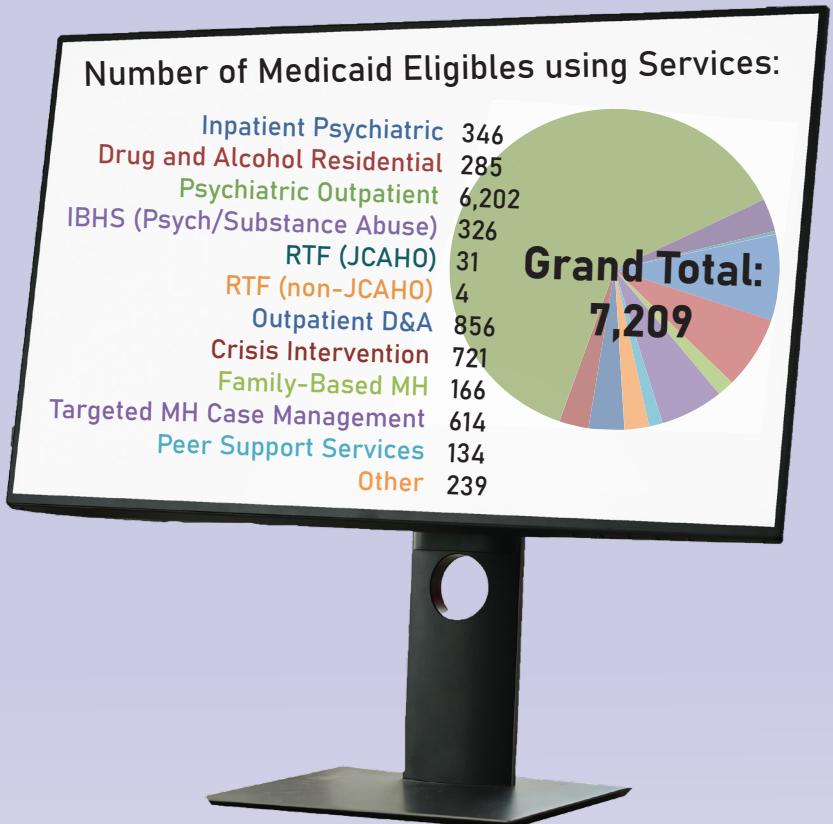
Medicaid Eligibles using a Behavioral Health Service:

Penetration Rate:
17.55% of members
received a service

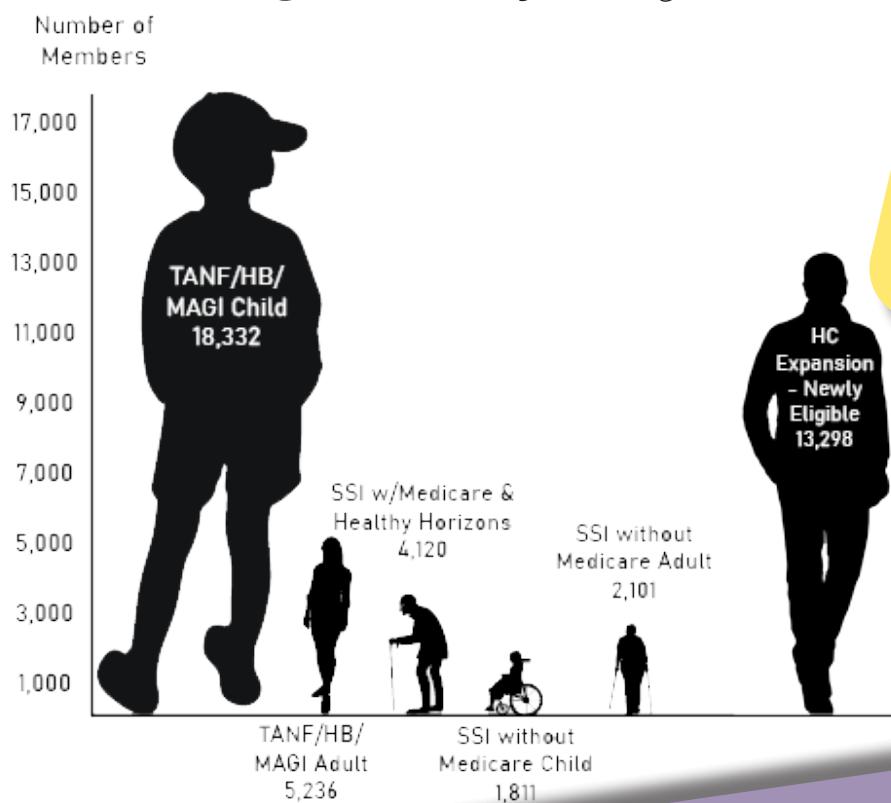


	Fulton	Franklin
Child:	188	2,527
Adult:	422	4,667
Total:	605	6,854

Grand total: **7,446**



Medicaid Members by Category of Aid



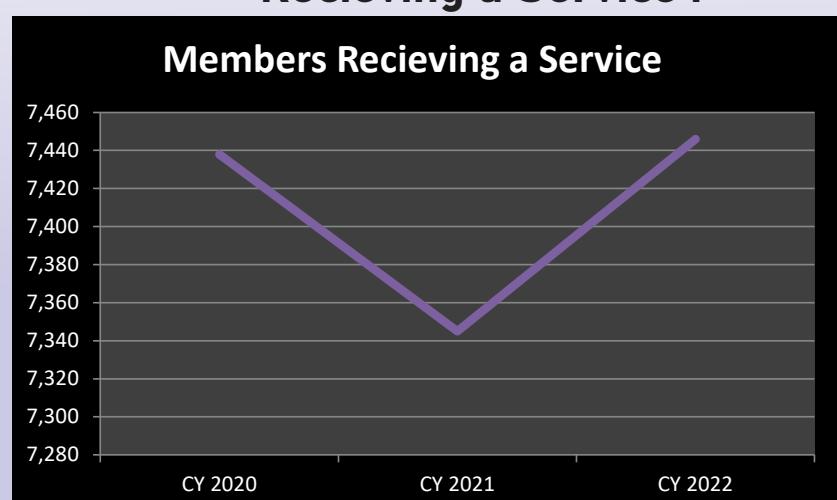
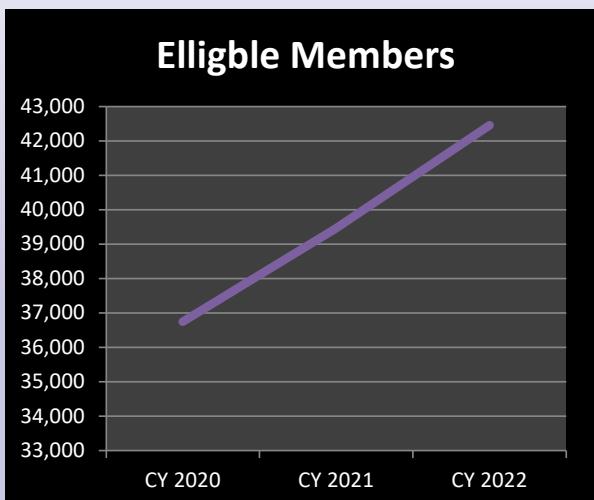
Total Eligible Members:

2020	36,743
2021	39,462
2022	42,456

Total 48,426
(un-duplicated)

Category of Aid:	Members:	Percentage of Total Members:
TANF/HB/MAGI Child	18,332	40.83%
TANF/HB/MAGI Adult	5,236	11.66%
SSI w/Medicare & Healthy Horizons	4,120	9.18%
SSI without Medicare Child	1,811	4.03%
SSI without Medicare Adult	2,101	4.68%
HC Expansion - Newly Eligible	13,298	29.62%

Eligible Members vs. Members Recieving a Service :



Convenience in Receiving Care

As we were faced with the pandemic in March 2019, the Office of Mental Health and Substance Abuse services, quickly removed regulatory barriers to services by allowing services to occur via electronic means. Individuals needing behavioral health treatment and supports could connect with clinicians and support professionals through virtual platforms and phone calls. Access to treatment was bolstered during the height of the pandemic through these interventions. The intervention, while necessary to decrease the spread of Covid 19, also addressed the need of member convenience. In 2022, OMHSAS released a revised Bulletin which allowed telehealth to continue as a Medicaid paid service post pandemic. By the end of the year in 2022, 3,810 individuals received a telehealth service.

This is slightly lower than the height of the pandemic but signifies the individuals we serve preference in ease of access through virtual means as opposed to office based services.

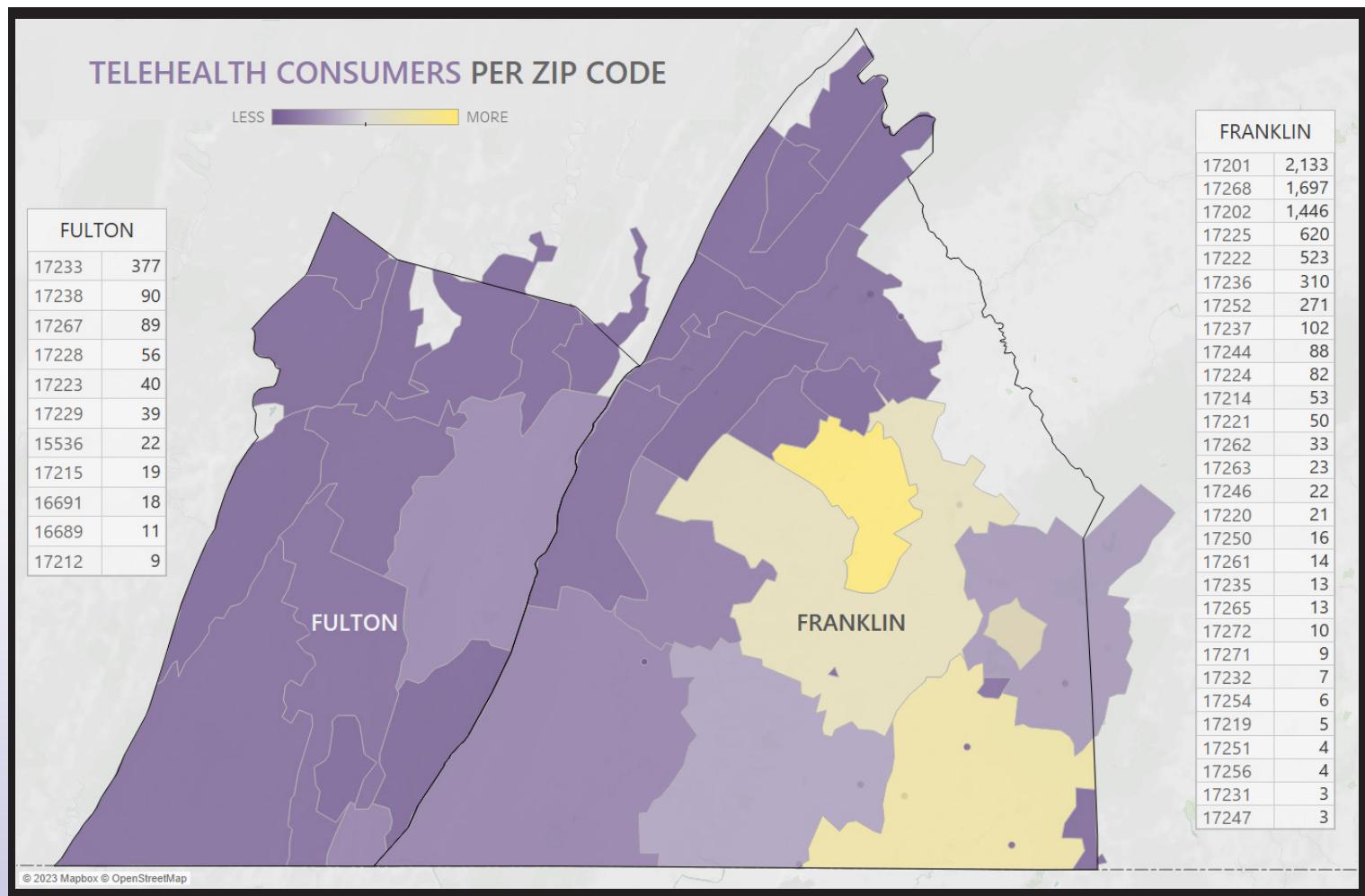


Category:	% of Telehealth Users:
Psychiatric Outpatient	50.43%
Intensive Behavioral Health Supports	29.36%
Outpatient D&A	20.49%
Family-Based MH	45.78%
Targeted MH Case Management	86.97%
Peer Support Services	67.16%
Outpatient D&A Partial	26.67%
Outpatient D&A Intensive Outpatient	28.45%
Psychiatric Outpatient Private Practitioner	58.51%
Outpatient D&A Certified Recovery Specialist	12.93%
Other - Outpatient	3.14%
Other - Outpatient Telehealth	72.46%

One of our largest Drug and Alcohol providers developed a hybrid model of treatment, where participants of the group split their time in-office. Half the group participants were home, and half were in the office. The use of advanced technology allowed for all group participants to see each other through a special wide lens on a large screen, allowing for more members to receive treatment, and provide a level of comfort for those who were in a group space.

Continuing in the same theme of convenience of care, designing our services to be embedded within the places we frequent in our communities has become a successful strategy in improving access. Behavioral health services are co-located in individual's homes and schools and will soon also have presence in childcare and early education centers. In 2022, we saw 442 children and adolescents receive a behavioral health support in school. This is down from our 2019 pre pandemic levels, however showing improvement from the previous year. Additionally, within the same age group, 776 children, adolescents and their families benefited from a service being delivered within their home. Moving services out of office based settings removes barriers such as transportation difficulties, childcare obstacles and stigma. It also lessens the burdens of time and effort in, often times, an already stressful living situation. TMCA received approval, in 2022, from the Office of Mental Health and Substance Abuse Services to develop Parent Child Interaction Therapy Services within First Start Partnerships in Franklin County. TMCA will coordinate with a provider of behavioral health service to utilize a therapy room within the First Start Partnership Family Center. This will provide specialized behavioral health treatment to children and parents that attend the Center encompassing children ages 3-5 and their families.

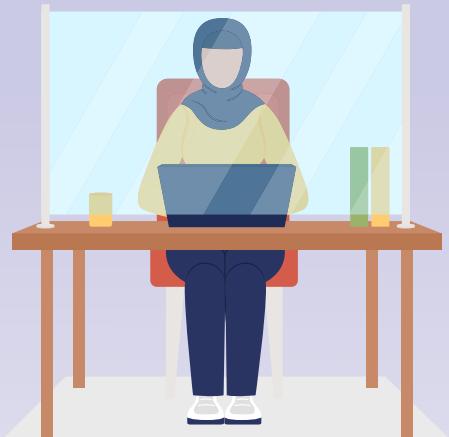
Since the beginning of the pandemic, against all obstacles, we have been able to be consistent in serving approximately 7,300 individuals in Franklin and Fulton Counties.



Post Pandemic Workforce

Beginning early in 2022, providers were faced with increasing challenges of recruitment and retention of employees. Individuals were leaving our field for a multitude of reasons. First, with the advent of telehealth, now a mainstream mode of service delivery, commercial health companies were offering salary, benefits and remote work opportunities that outpaced what the public system could offer. Secondly, many individuals experienced post pandemic burnout and left the field to pursue other careers. The staffing crisis impacted all degrees of professional recruitments from Psychiatrists to Therapists to Behavior Health Technicians. Due to this, throughout 2022, providers were challenged by staff vacancies, long recruitment periods due to a decreased pool of applicants and the same if not greater demands for behavioral health services. We saw our 7 and 30 day follow up after psychiatric inpatient hospitalization metrics decrease with our 7 day follow up falling 14.8 percentage points and our 30 day metric decreasing by 4 percentage points.

TMCA received nineteen (19) requests from facility based providers such as Residential Treatment Facilities, Mental Health Inpatient and Substance Abuse Inpatient facilities for rate increases to aid in recruitment and retention. In efforts to aid providers in workforce issues, TMCA instituted several rate increase efforts to ambulatory community providers. In February 2022, TMCA implements increases for Peer Support and IBHS services. In April 2022, an additional rate increase went into effect for Drug and Alcohol Outpatient providers and our final rate increase, the most significant of 18%, was instituted in September 2022 to all ambulatory providers.



Yet even with our providers struggling with staffing, we saw our local provider network remain consistent in serving individuals needing services. From 2021 to 2022, on average consistently, the local community provider network served 4,100 and 4,250 individuals on a quarterly basis. We saw an increase in our outpatient services from 2021 to 2022 of 10% and a corresponding decrease of 8% in inpatient psychiatric services. Furthermore, we saw a 9% increase in utilization of Certified Peer Support services. All of these data points

together note an increase in stability for our members utilizing services this year – as both Outpatient therapy and Certified Peer Specialists services are noted as low levels of care. These levels of care are typically utilized by individuals who are maintaining stability in their everyday lives.



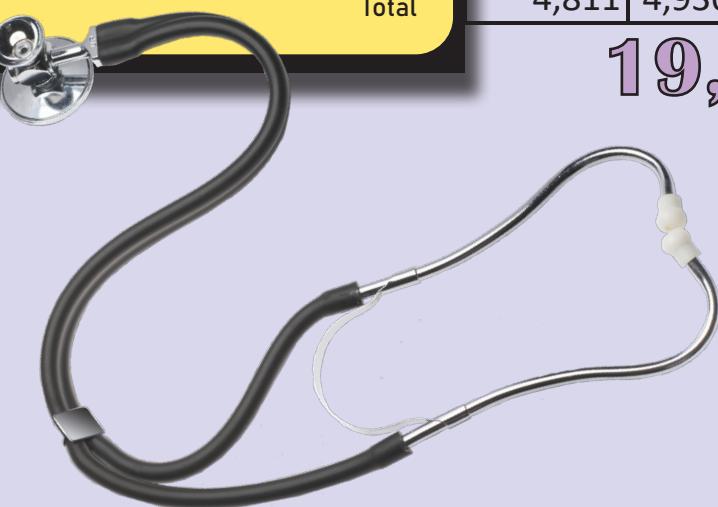
Comparing: Local Provider Network and Members Served 2021 and 2022

	CY 2021				CY 2022			
	Quarter 1	2	3	4	Quarter 1	2	3	4
Psychiatric Partial Hosp	6	6	3	1	2	2	2	3
Psychiatric Outpatient	4,215	4,333	4,262	4,206	4,381	4,318	4,247	4,107
Intensive Behavioral Health Supports	234	279	240	216	216	204	210	194
Outpatient D&A	449	467	454	407	394	372	411	396
Crisis Intervention	183	209	198	188	208	221	208	226
Family-Based MH	97	106	98	95	87	86	86	90
Targeted MH Case Management	458	480	461	447	451	441	404	397
Peer Support Services	85	84	85	87	88	108	99	59
Outpt D&A Partial	2	2	3	3	6	6	4	4
Outpt D&A Targeted Case Management	1	1			1	1		
Outpt D&A Intensive Outpatient	124	122	125	100	102	98	96	110
Outpt D&A Certified Recovery Specialist	16	36	32	31	37	33	34	61
Other Total	139	140	142	123	128	125	123	156
Total	4,811	4,930	4,869	4,750	4,944	4,915	4,857	4,710

19,360

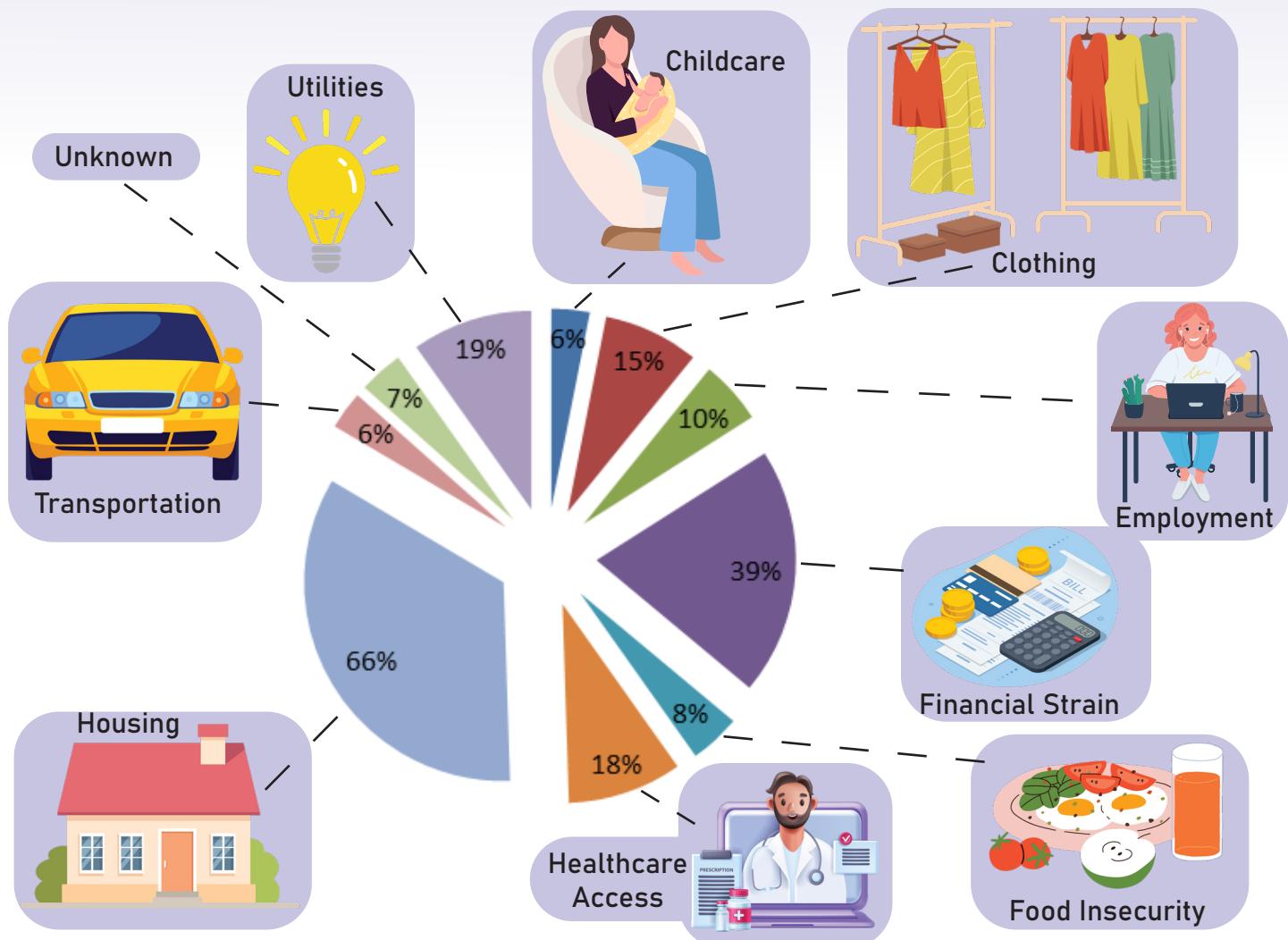
19,426

There were 66 more people served in 2022 than 2021.



Focus on the Whole Person – Social Determinants of Health

TMCA's efforts to address the individuals we serve as a whole person continues to evolve thanks to the support of the Department of Human Services. By allowing for the use of savings from managing behavioral health costs, TMCA is able to reinvest the savings in our local community. In 2022, our Community Navigator program, in which we partner with Community Based Organizations to improve their resiliency and self-determination, saw 151 individuals. This program provides linkages to behavioral health services, while also addressing any needs regarding an individuals social determinants of health. These are factors that impact an individuals daily life, that are typically unable to be addressed by our behavioral health providers. Community Navigators connected members with a conservative estimate of \$32,507 in SDoH assistance. This does not include the \$3,691 of TMCA specific contingency funding, which is only utilized when there is not alternative resources available.



Finance

Medical Claims Expense:



Funding by Category of Aid for 2022:

Type of Aid:	Amount:	Percentage:
TANF/HB/MAGI Child	\$17,230,659	36.36%
TANF/HB/MAGI Adult	\$3,567,083	7.53%
SSI w/Medicare & Healthy Horizons	\$2,130,218	4.49%
SSI without Medicare Child	\$7,965,757	16.81%
SSI without Medicare Adult	\$2,823,582	5.96%
HC Expansion - Newly Eligible	\$13,675,590	28.86%
Total	\$47,392,889	

Distribution of Funds:

	CY 2022
GrossCapitation	\$ 58,780,243
Assessment/Tax	<u>(11,387,353)</u>
Net Capitation	<u>\$ 47,392,889</u>

Medical Claims	39,122,830
Admin	4,371,994
PerformCare	<u>3,898,065</u>
TMCA	<u>\$ 47,392,889</u>

Cash Flow**Current Assets:**

Capitation Cash Account	\$6,091,915
Petty Cash	\$75
Equity Cash Account	\$2,488,126
Risk and Contingency Account	\$6,885,000
Reinvestment Cash Account	\$2,230,547

Risk and Contingency Account

Restricted (60 days)	\$4,590,000
Unrestricted (30 days)	<u>\$2,295,000</u>
	\$6,885,000
Current R&C Total	<u>\$6,885,000</u>
Amount Over/(Under) Maximum R&C	\$0

Equity Account

Current Equity Totals	\$2,488,126
Amount Over/(Under) Minimum Equity	\$118,482
Amount Over/(Under) Maximum Equity	\$0

