

Introduction to CCBHC State Needs Assessment

Jane King, PsyD, LP

January 21, 2025



CCBHC S-TAC

CCBHC State Technical Assistance Center

*This presentation was made possible through funding from the **Substance Abuse and Mental Health Services Administration (SAMHSA)**. Its contents are solely the responsibility of the authors and do not necessarily represent the official views, opinions or policies of SAMHSA, or the U.S. Department of Health and Human Services (HHS).*

Contract Number: 75S20322D00024/75S20323F42001

Today's Presenter



Jane King, PsyD, LP
Senior Consultant
National Council for Mental
Wellbeing

Learning Objectives

By the end of this session, participants will be able to:

- Understand the general concepts within state needs assessment for CCBHC programs.
- Understand the work-flow of needs assessment development.
- Conceptualize the key components of needs assessment that lead to CCBHC program development.

Agenda

CCBHC Needs Assessment Overview

- Needs Assessment Definitions
- Needs Assessment Requirements
- Needs Assessment Process

Needs Assessment Goals

CCBHC Population Health Considerations for Needs Assessment

- Examples

Needs Assessment Definitions

Clarifying CCBHC Assessments

Needs assessments help create goals, state-specific criteria and a benchmark for success

Clinics

States

Community Needs Assessments

- What's working well in the CCBHC's service area that could be improved?
- What population-specific services are lacking in our service area?
- What added capacities are necessary through the CCBHC to ensure health equity?

Clinic Readiness Assessments

- How prepared are the clinic and its partners to meet the CCBHC criteria?
- How feasible is it for a clinic to achieve CCBHC state certification by July 2024?
- What resources are needed for the clinic to achieve readiness?

Statewide Needs Assessment

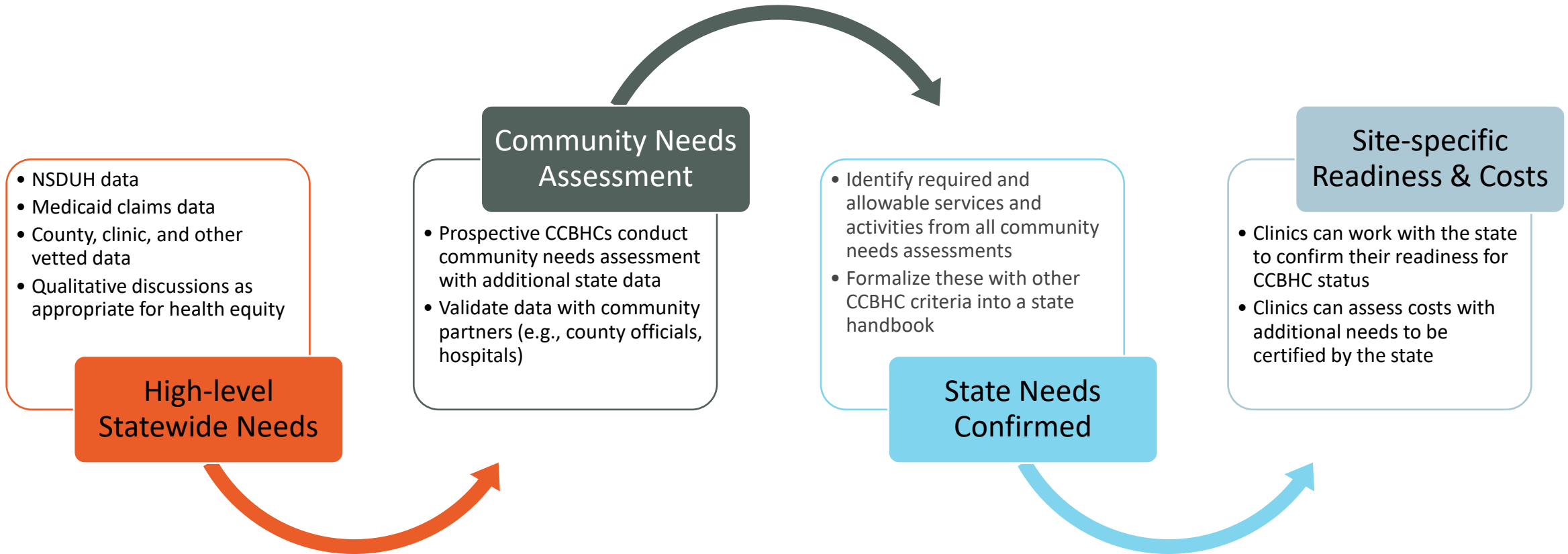
- What is the demographic make-up of the state?
- What's working well in the current BH system in the state
- Where are the gaps in services and needs in the BH system in the state?

State Preparedness Assessment

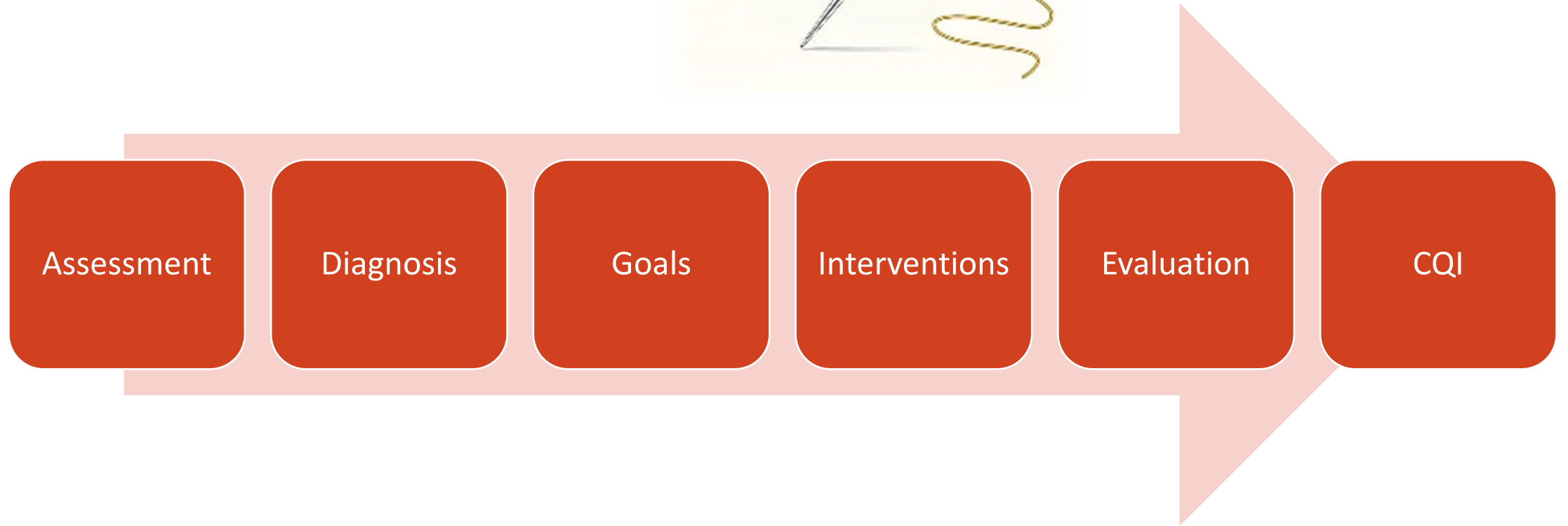
- Outside of behavioral health and Medicaid, are all state parties aligned on CCBHC efforts?
- What additional criteria should be required or allowed from assessments?
- What's the feasibility for the state to certify clinics as CCBHCs by July 2024?

Community Needs Assessments are specifically outlined in the CCBHC Criteria <https://www.samhsa.gov/sites/default/files/ccbhc-criteria-2023.pdf>

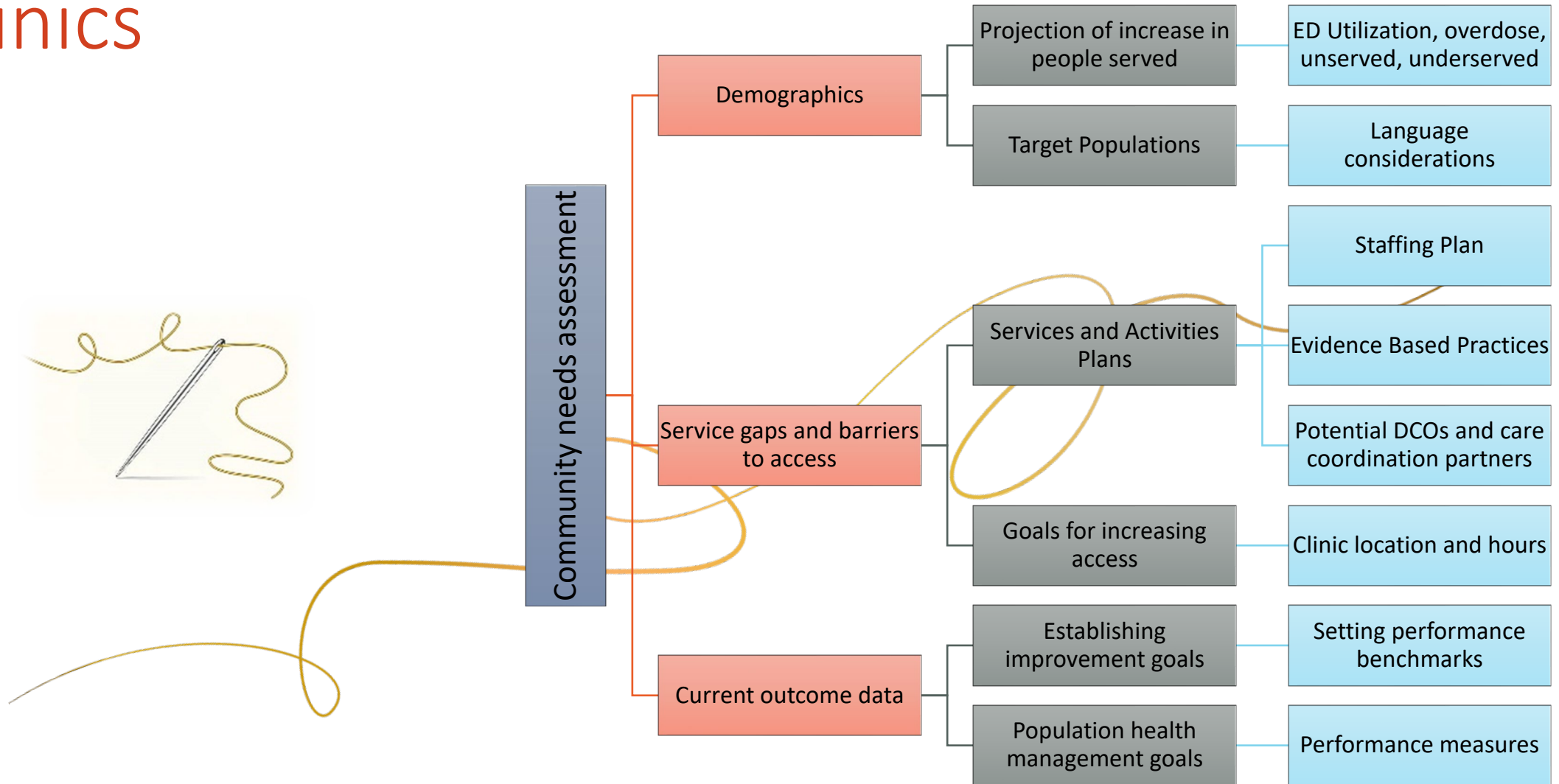
State-to-Clinic Bidirectional Efforts



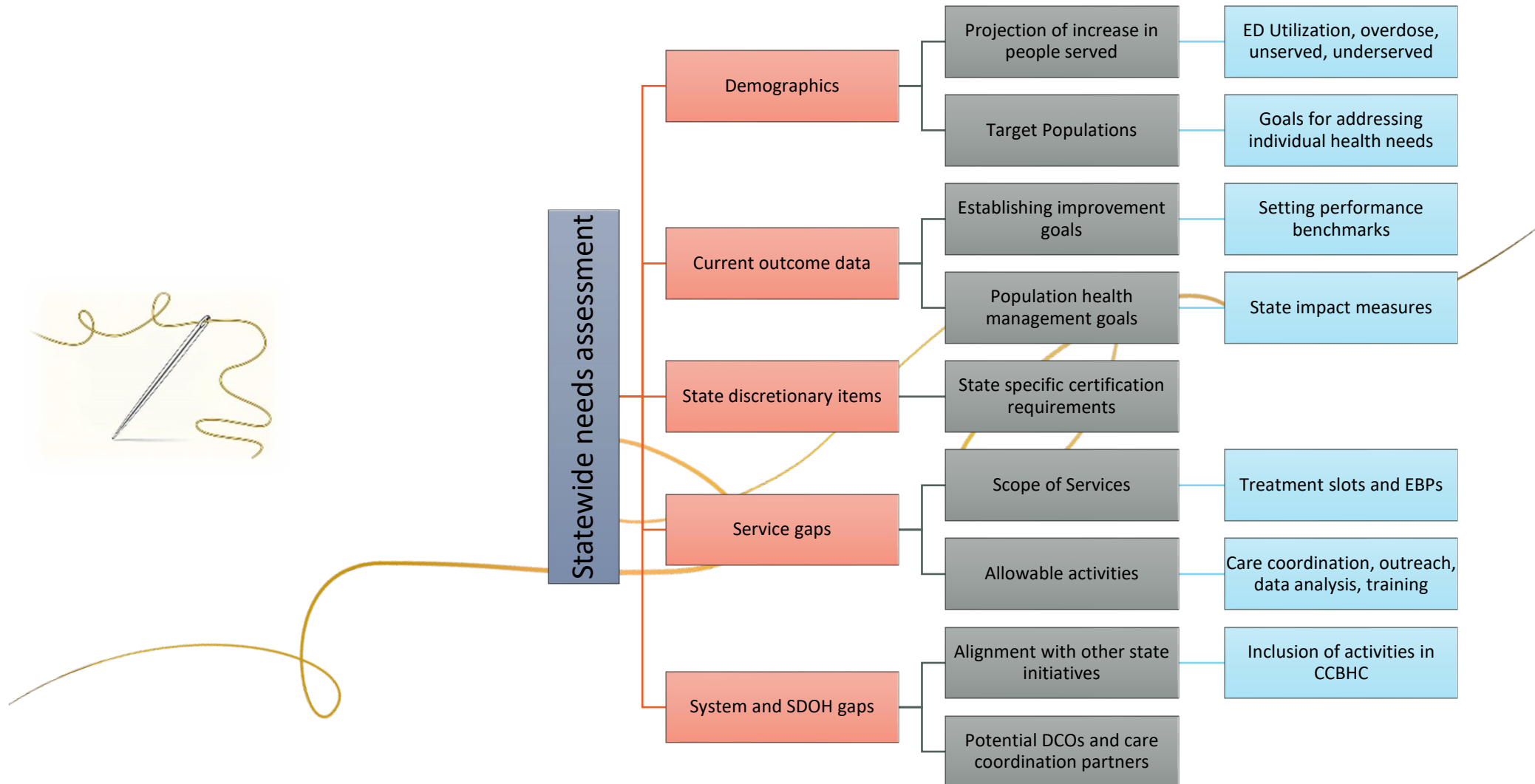
Golden Thread



Required Community Needs Assessment for clinics



Recommended State Needs Assessment



Community Needs Assessment Requirements

Community Needs Assessment

The very same Community Needs Assessment elements and processes defined in the CCBHC criteria for clinics can be used in the state needs assessment, just on a grander scale.

Community Needs Assessments are specifically outlined in the CCBHC Criteria <https://www.samhsa.gov/sites/default/files/ccbhc-criteria-2023.pdf>

Staffing: Needs Assessment and Staffing Plan

- **Clinic consideration:** As part of the process leading to certification and recertification, a community needs assessment and a staffing plan that is responsive to the community needs assessment are completed and documented
- **State consideration:** The state identifies the necessary type and quantity of staff across the state for accomplishing state goals



Appendix A: Terms and Definitions

Community Needs Assessment:

- Identify **community needs** and determine **program capacity**
- Collaborate with other **community stakeholders**
- Identify **current conditions and desired services or outcomes** in the community
- Specific **CCBHC criteria are tied to the community needs assessment** including staffing, language and culture, services, locations, service hours and evidence- based practices
- Be thorough and reflect the treatment and recovery **needs of those who reside in the service area across the lifespan** including children, youth, and families
- If a separate community needs assessment has been completed in the past year, the CCBHC may decide to augment, or **build upon the information** to ensure that the required components of the community needs assessment are collected

Community Needs Assessment: Elements

1. Physical boundaries and size of the **service area**
2. **Prevalence** of mental health and substance use conditions, such as rates of suicide and overdose.
3. Economic factors and **social determinants of health** affecting the population's access to health services
4. **Cultures and languages** of the populations residing in the service area.
5. Identification of the **underserved population(s)** within the service area.
6. A description of how the **staffing plan** does and/or will address findings.
7. Plans to **update** the community needs assessment every 3 years.
8. Input with regard to:
 - cultural, linguistic, physical health, and behavioral health treatment needs;
 - evidence-based practices and behavioral health crisis services;
 - access and availability of CCBHC services including days, times, and locations, and telehealth options; and
 - potential barriers to care such as geographic barriers, transportation challenges, economic hardship, lack of culturally responsive services, and workforce shortages.

Community Needs Assessment: Inputs

1. People with **lived experience** of mental and substance use conditions and individuals who have received/are receiving services from the clinic conducting the needs assessment;
2. Health centers (including **FQHCs** in the service area);
3. Local **health departments** (Note: these departments also develop community needs assessments that may be helpful);
4. **Inpatient psychiatric** facilities, inpatient acute care hospitals, and hospital outpatient clinics;
5. One or more **Department of Veterans Affairs** facilities;
6. Representatives from local **K-12 school** systems; and
7. **Crisis response** partners such as hospital emergency departments, emergency responders, crisis stabilization settings, crisis call centers and warmlines.

Community Needs Assessment: Other Inputs

CCBHCs must engage also with other community partners, especially those who also work with people receiving services from the CCBHC and populations that historically are not engaging with health services, such as:

- Organizations operated by **people with lived experience** of mental health and substance use conditions;
- Other mental health and SUD treatment **providers** in the community;
- **Residential** programs;
- **Juvenile justice** agencies and facilities;
- **Criminal justice** agencies and facilities;
- **Indian Health Service** or other tribal programs such as Indian Health Service youth regional treatment centers as applicable;
- **Child welfare** agencies and state licensed and nationally accredited child placing agencies for therapeutic foster care service; and
- **Crisis response** partners such as hospital emergency departments, crisis stabilization settings, crisis call centers and warmlines.
- Specialty providers of medications for **treatment of opioid and alcohol use disorders**; Peer-run and operated service providers;
- **Homeless shelters** and housing agencies;
- **Employment** services systems;
- Services for **older adults**, such as Area Agencies on Aging; Aging and Disability Resource Centers; and
- Other **social and human services** (e.g., domestic violence centers, pastoral services, grief counseling, Affordable Care Act navigators, food and transportation programs)

Needs Assessment Process

Methodology

- Establish a team to conduct the needs assessment
 - Possibly identify an external evaluator to complete the needs assessment that could also be the program evaluator once CCBHC is implemented
 - Identify people from BH, Medicaid, Education, Children and Youth Services, Corrections, Health, etc. to ensure statewide system involvement
- Define the goals
 - Discuss purpose and audience
 - Develop evaluation questions
 - Establish timeline
 - Identify populations of interest

Methodology (continued)

- Identify your data sources
 - Identify outcome measures and benchmarks for success of the program – use the needs assessment to set baselines
 - Define stakeholder inputs
 - Quantitative
 - Qualitative
- Define the needs assessment process
 - Develop tools (e.g., interview questions, focus group guides)
- Analyze data, and synthesize results

Data Sources

Quantitative

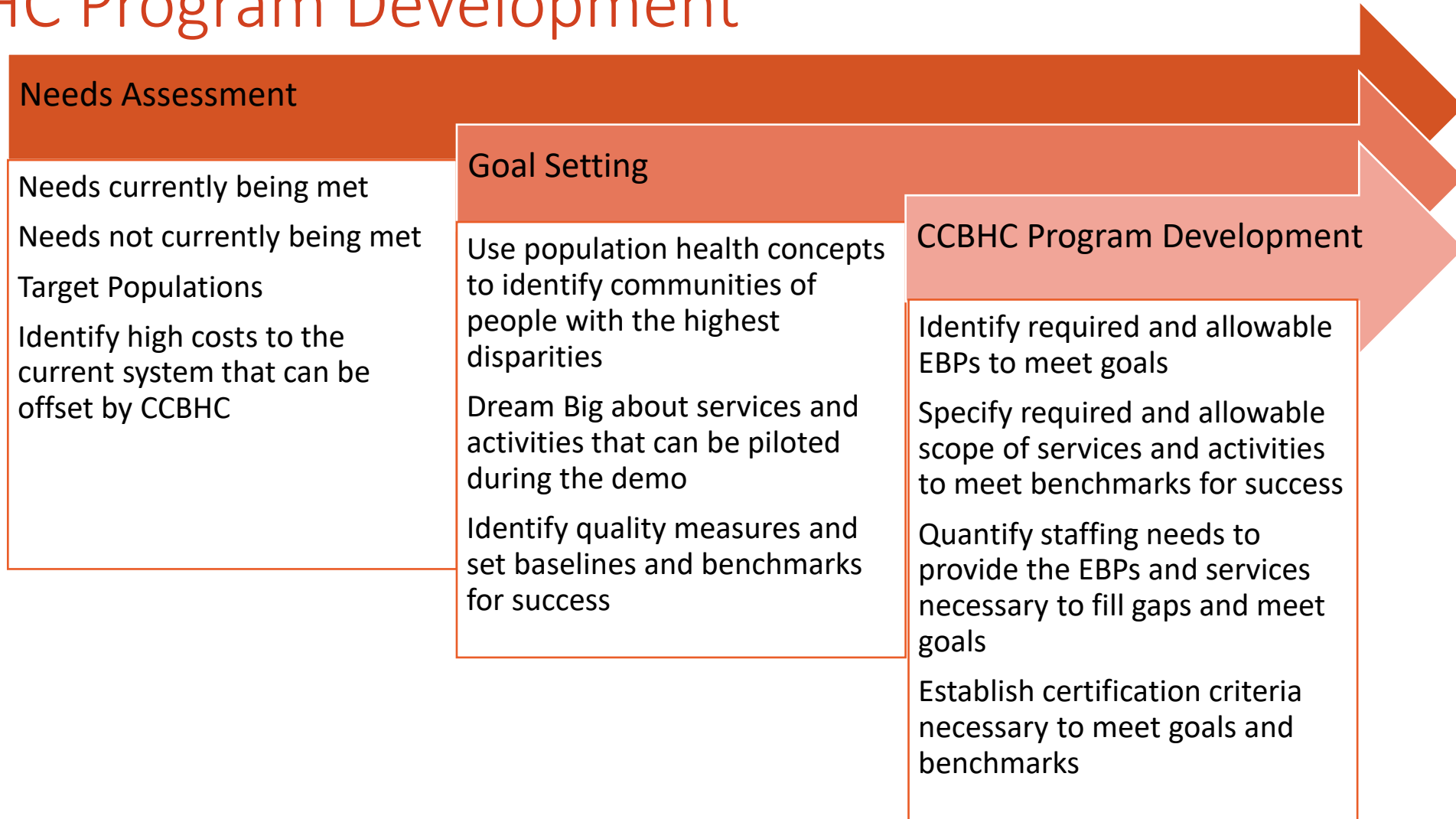
- Publicly available estimates describing behavioral health conditions, including co-occurring physical health conditions and other factors related to recovery
- Internal and external service utilization data
- Self-report data from people served and staff (i.e., functioning, satisfaction, etc.)

Qualitative

- Internal and external key informants/stakeholders, including input from people served and family members as well as people not being served
- Organizational documents and community-level reports

Needs Assessment Goals

Needs Assessment: Role in Goal Setting & CCBHC Program Development



Needs Assessment: Goals for the CCBHC Program

Needs Assessment

Needs currently being met:
reduction in overall suicide rate due to implementation of Zero Suicide

Needs not currently being met:
no reduction in suicide rate for veterans

Target Population: **veterans with Major Depressive Disorder**

Goal Setting

Use population health concepts to identify communities of people with the highest disparities

Dream Big about services and activities that can be piloted during the demo: **research effective methods**

Identify quality measures and set baselines and benchmarks for success: **Reduce veteran suicide rate by 20%**

CCBHC Program Development

Identify required and allowable EBPs to meet goals: **Zero Suicide, Veteran Peers, etc.**

Specify required and allowable scope of services and activities to meet benchmarks for success

Quantify staffing needs to provide the EBPs and services necessary to fill gaps and meet goals

Establish certification criteria necessary to meet goals and benchmarks: **require EBP for veteran suicide**

Example:
Higher suicide rate for veterans

Needs Assessment: Goals for the System

Example:
Value
Proposition of
cost neutrality

Gap Analysis

Identify high costs to the current system that can be offset by CCBHC:
Hospitalizations, incarceration, residential treatment stays, ED utilization, etc.

Goal Setting

Use population health concepts to identify communities of people with the highest cost disparities

Dream Big about services and activities that can be piloted during the demo to offset high costs outside of CCBHC: **BH urgent care, crisis stabilization centers, etc.**

Identify quality measures and set baselines and benchmarks for cost neutrality: **reduction in hospitalizations, reduction in corrections spending**

CCBHC Program Development

Identify required and allowable EBPs to reduce system costs:
Mobile crisis

Specify required and allowable scope of services and activities to meet benchmarks for success

Quantify staffing needs to provide the EBPs and services necessary to offset costs

Establish certification criteria necessary to meet goals and benchmarks for offsetting system costs: **ROI tracking and reports**

CCBHC Population Health Considerations for Needs Assessment

Population Health Management for States

- Clinics have population health management requirements in the criteria
- States can build on the clinic requirements and plan for state level approaches to reduce health disparities
- States can consider cost neutrality and offsetting system costs within the population health and health disparity reduction goals for the CCBHC program
- Including these concepts in Needs Assessment allows for inclusion of other state departments (education, corrections, etc.) in the early ground setting of CCBHC to increase buy-in

Population Health Management

- The CCBHC establishes or maintains a **health information technology (IT) system** that includes, but is not limited to, electronic health records. The health IT system has the capability to capture structured information in consumer records (including demographic information, diagnoses, and medication lists), provide clinical decision support, and electronically transmit prescriptions to the pharmacy. To the extent possible, the CCBHC will use the health IT system to report on data and quality measures as required by program requirement 5.
- The CCBHC uses its existing or newly established health IT system to conduct activities such as **population health management**, quality improvement, reducing disparities, and for research and outreach.

The state can incorporate these clinic Health IT concepts into state-wide tracking and evaluation.

Targeting Population Health

PPS provides resources and incentives to target population health.

CCBHCs are:

- Hiring **dedicated population health** analysts, clinicians, other staff
- Using **data analysis** to understand utilization and risk among client population
- Developing **care pathways** to ensure comprehensive, assertive service delivery to high-risk populations
- Strengthening **integration with primary care** to help clients manage chronic physical health conditions that are cost drivers
- Partnering with hospitals to **streamline care transitions** and prevent readmission
- Assessing for **non-health needs** that are determinants of health (e.g., housing, food, etc.)

The state can incorporate these clinic Health IT concepts into state-wide goal setting and evaluation.

Missouri Data Snapshot – Year 6

Missouri CCBHC Year 6 Impact Report

Population Health Management works!

Review examples here:

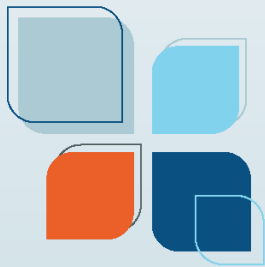
[Transforming State Behavioral Health Systems](#)

CCBHC Community Needs Assessments Examples

- [Hiawatha Valley Mental Health Center CCBHC Needs Assessment \(clinic\)](#)
- [Michigan CCBHC Handbook \(clinic\)](#)
- [Oregon CCBHC Provider Needs Assessment Template \(clinic\)](#)
- [State of Oklahoma CCBHC Needs Assessment \(state\)](#)
- [State of MN Needs Assessment Template \(clinic\)](#)

How did we do?

Please answer a few questions to let us know how we did and what we can do to support you in future sessions.



CCBHC S-TAC

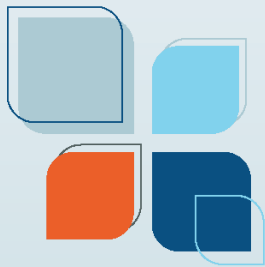
CCBHC State Technical Assistance Center

Request Technical Assistance

Email
[CCBHC@TheNational
Council.org](mailto:CCBHC@TheNationalCouncil.org)

Resources

The [CCBHC State Technical Assistance Center](#) is here to provide accessible, timely and evidence-based technical assistance designed to meet the needs of all states implementing the CCBHC model, as well as individualized consultation to support the needs of specific states. Please request technical assistance by clicking “Request TA” above.



CCBHC S-TAC

CCBHC State Technical Assistance Center