



# Future of Health

## Case Study: Concert Health



Research collaboration led by

manatt

\*Inclusion in this case study does not imply any endorsement of an organization's or company's products or services by the AMA.

# Case study introduction

Concert Health is a virtual behavioral health medical group operating across 17 states and serving over 4,000 physicians in primary care, women's health, and pediatric settings. Concert Health aims to improve access to evidence-based behavioral health treatment by integrating virtual (telephonic and video) services with primary healthcare practices, which are often the first point of contact for individuals seeking care. Research indicates that behavioral health-related primary care visits have increased from 10.7% in 2006–2007 to 15.9% in 2016 and 2018, [signifying](#) the growing need for such services.

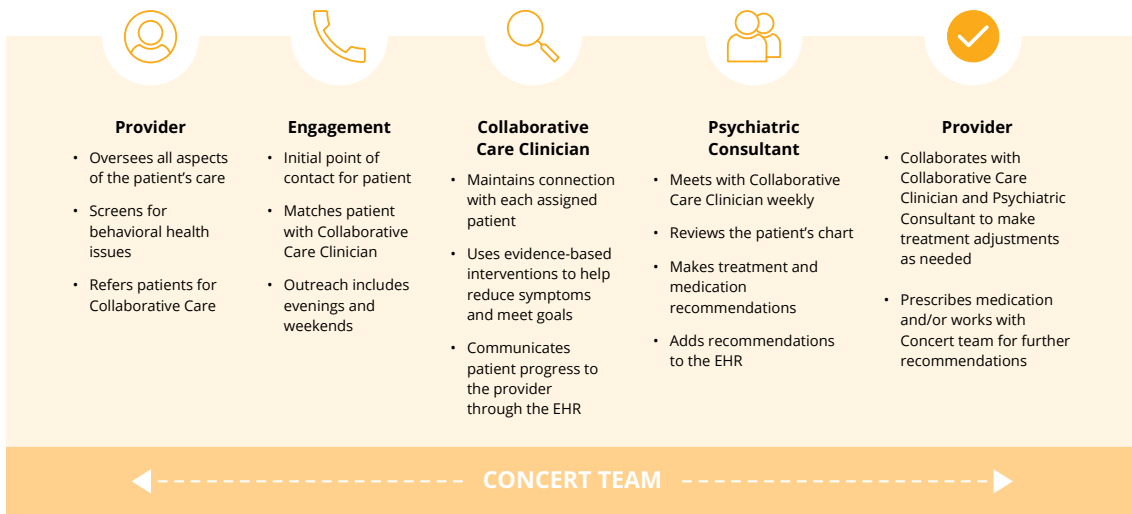
Concert Health utilizes the Collaborative Care Model (CoCM), which has demonstrated good [clinical outcomes](#) compared to traditional treatment methods. Collaborative Care is an evidence-based approach in which a team of clinicians focus on identifying and treating individuals with [common behavioral health conditions](#), such as depression and anxiety, in partnership with their primary care physician to deliver patient-centered care. The clinical team includes a behavioral health clinician and a psychiatric consultant. Over [90 randomized controlled trials](#) support the use of a CoCM.

Concert Health's core objective is to enhance access to care and create transdisciplinary care experiences for patients and physicians. This is achieved through its partnerships with traditional healthcare organizations, and by leveraging virtual services to increase access to behavioral health clinical care managers and psychiatric consultants. Concert Health has relationships with healthcare organizations including [Mercy](#), [AdventHealth](#), [Mass General Brigham](#), and [CommonSpirit Health](#), through which it strives to make high-quality behavioral healthcare accessible to all. Since its inception, Concert Health has served approximately 70,000 individuals across the nation.

# The Concert Health care model

The following figures depict the Concert Health care model. **Figure 1** illustrates the CoCM that informs Concert Health’s approach to behavioral health services. The Collaborative Care clinician and psychiatric consultant are integral in the provision of behavioral health treatment. **Figure 2** illustrates the exchange of patient information within platforms and workflows during partnership between Concert Health and a health system to enhance care.

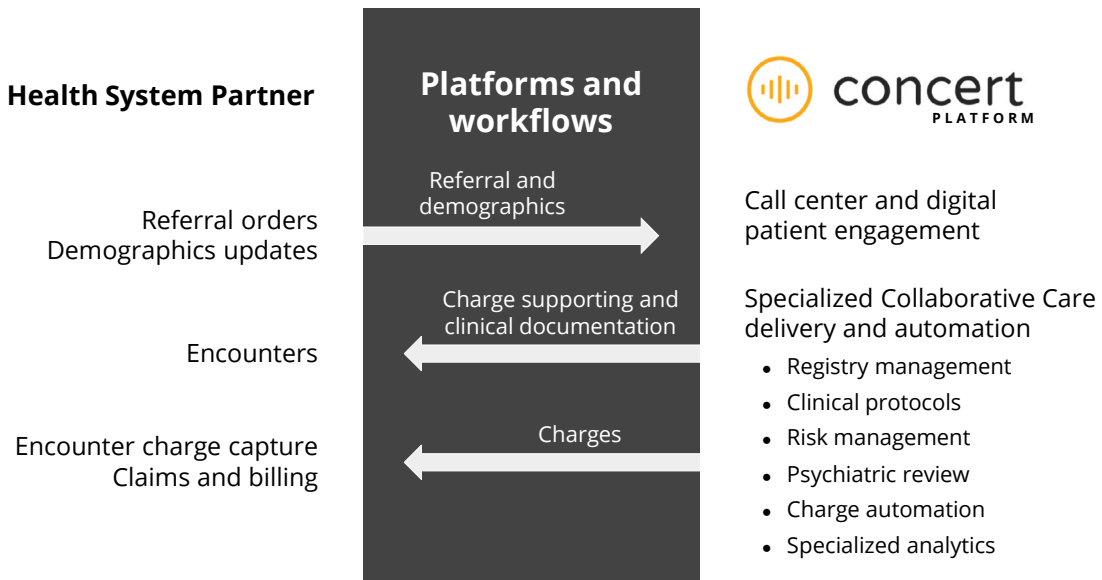
**FIGURE 1: Concert Health patient journey**



**Psychiatric Consultants do not write prescriptions or meet with patients directly**

Source: [AIMS Center](#) (Advancing Integrated Mental Health Solutions), University of Washington

**FIGURE 2: Illustrative relationship between Concert Health and health system partner**



# The Future of Health blueprint for optimizing digitally enabled care

## How is Concert Health leveraging the blueprint’s foundational pillars to achieve digitally enabled care?

The American Medical Association’s “[Closing the Digital Health Disconnect: A Blueprint for Optimizing Digitally Enabled Care](#)” report provides a blueprint to address the digital health disconnect and achieve optimized digitally enabled care. **Table 1** highlights how Concert Health’s model supports evidence-based high quality primary and behavioral health integration and leverages the Future of Health foundational pillars.

**TABLE 1 : The Future of Health foundational pillars**

THE FUTURE OF HEALTH FOUNDATIONAL PILLARS	CONCERT HEALTH
<p><b>Build for patients, physicians and clinicians</b></p>	<p>Concert Health’s care model was built to thoughtfully support patients with behavioral health needs and partner with healthcare organizations seeking to augment behavioral health services. Concert Health provides same-day access to treatment for behavioral health conditions, saving time for healthcare physicians. In addition, CoCM is patient-centered, offering multiple treatment choices.</p> <p>The Concert Health clinician, who documents directly in the physician’s electronic health record (EHR) system, provides a personalized care plan tailored to the patient’s specific needs with a “treat to target” symptom-reduction focus. Primary care physicians, who often play a central role in identifying and treating behavioral health needs, can rely on Concert Health’s Collaborative Care team for consultation, expertise, and ongoing support in treating patients’ behavioral health symptoms. This support enables physicians and healthcare organizations to have a financially sustainable solution for the provision of integrated care while also helping to create a pathway to improved quality measures and value based payment arrangements.</p>
<p><b>Design with an equity lens</b></p>	<p>Concert Health’s care model was developed to support patients in all types of practices including federally qualified and rural designated centers.</p>

**THE FUTURE  
OF HEALTH  
FOUNDATIONAL  
PILLARS**

**CONCERT HEALTH**

**Recenter care around the patient-physician relationship**

Concert Health ensures that patients and their physicians are at the center of the healthcare journey. Concert Health’s Collaborative Care team works closely with the patient’s primary care physician in the management of the patient’s behavioral health symptoms. Concert Health clinicians are committed to fostering a patient-physician-centered relationship by communicating daily with physicians and facilitating communication between the physician and the patient. This enhances the physician’s ability to care for patients with behavioral health needs.

**Improve and adopt payment models that incentivize high-value care**

Concert Health continues to work with payers nationally to develop models of care that will adequately reimburse for Collaborative Care. Concert Health has also supported measurement-based care, having developed contracts with payers for reimbursement based on outcomes and assuming some risk in these arrangements.

Concert Health’s partners bill using the CMS-designated codes for CoCM reimbursement. These codes, such as CPT 99492, 99493, and 99494, allow healthcare physicians to bill based on a monthly case rate tied to the time spent on CoCM-related activities. Concert Health is then paid for the services it provides to the physicians’ patients.

By utilizing these codes, Concert Health helps physicians overcome barriers such as prior authorization, service limits, and specialty copays typically associated with the specialty of mental healthcare. The monthly case rate covers activities such as providing direct patient care, updating registries, coordinating with physicians and other qualified healthcare professionals, and meeting weekly with the behavioral health clinician and psychiatric consultant.

**Create technologies and policies that reduce fragmentation**

Concert Health’s model facilitates seamless communication and information sharing among healthcare clinicians. Concert Health has been working with organizations on interoperability to ensure timely access to information, such as referrals, and to optimize the patient registry. This includes EHRs and care coordination platforms that enable secure and efficient exchange of patient information. By implementing interoperable systems, Concert Health ensures that relevant medical data is accessible to all authorized healthcare professionals involved in a patient’s care, promoting continuity and coordination.

**Scale evidence-based models quickly**

Concert Health has made it possible to scale CoCM nationwide with tech-enabled services and a team of expert clinicians, and has developed expertise and workflows for more than a dozen EHRs as well as implementation processes and practices that support broad and rapid implementation. Concert Health has scaled access to its program through partnerships with several health systems across the country that care for thousands of patients, and has implemented dozens of practices concurrently.

Since its launch, Concert Health has served approximately 70,000 individuals across the nation.

# Measuring the value of digitally enabled care

## How is Concert Health leveraging the Return on Health framework to assess impact?

AMA’s “[Return on Health: Moving Beyond Dollars and Cents in Realizing the Value of Virtual Care](#)” report offers a framework to illustrate the various ways in which virtual care programs may increase the overall “return on health” by generating a positive impact for patients, clinicians, payers, and society going forward. **Table 2** includes the five environmental variables that can affect the value generated by any virtual care program and highlights the Concert Health program model. **Table 3** includes the six value streams that define the ways in which virtual care models can generate value and provides examples of how the Concert Health model drives value in a measurable way.

**TABLE 2: Return on Health—Environmental variables**

ENVIRONMENTAL VARIABLES	
<b>Type of practice</b>	Virtual behavioral health medical group (with some limited brick-and-mortar patient services).
<b>Payment arrangement</b>	Paid by its partners for services provided by the behavioral healthcare manager and psychiatric consultant. The primary care physicians bill payers for <a href="#">specialized CoCM CPT codes</a> .
<b>SDOH of patient population</b>	Tracks social determinants of health and uses the Z codes to identify individuals needs in these areas.
<b>Clinical use case</b>	Behavioral health services to treat depression and anxiety through Collaborative Care, psychotherapy, and patient monitoring.
<b>Virtual case modality</b>	Video and telephonic visits.

**TABLE 3: Evidence of impact across the Return on Health value streams**

VALUE STREAM	EVIDENCE OF PROGRAM IMPACT
<p><b>Clinical outcomes, quality and safety</b></p>	<p><b>Reduction in depression or anxiety symptoms.</b> Concert Health patients typically see a 50% reduction in their depression or anxiety symptoms within 90 days of starting treatment. A case study reviewing the Concert Health and Mercy Health partnership reported that the anxiety symptoms of 41% of discharged patients reached subclinical levels, while the depressive symptoms of 38% of discharged patients reached subclinical levels.</p>
<p><b>Access to care</b></p>	<p><b>Adoption of CoCM.</b> As described earlier in this case study, Concert Health clinicians provide support via phone or video, typically within 48 hours, to ensure patients have access to care as soon as possible. In partnership with Concert Health, healthcare organizations such as <a href="#">CommonSpirit Health</a> have adopted this unique model with high levels of provider and patient participation.</p> <p>Concert Health and CommonSpirit Health piloted a program that consisted of more than 160 participating physicians across 23 care sites in California and nine care sites in Washington, with more than 1,700 enrolled patients. Among all patients who are referred to the program, 85% engage in care. Successful adoption of this care model has expanded patients’ access to Concert Health and increased patient engagement in primary care settings.</p>
<p><b>Patient, family and caregiver experience</b></p>	<p><b>Satisfaction with services.</b> In a Concert Health <a href="#">case study</a> reviewing its partnership with CommonSpirit Health, 85% of surveyed patients responded with positive feedback.</p> <p><b>Benefits to patient participation.</b> Concert Health emphasizes coordination and communication among the patient, primary care physician, and behavioral health experts, ensuring a team-based approach to treatment. This has led to improved patient outcomes, reduced stigma around mental health, enhanced support for families and caregivers, and a more seamless and personalized healthcare experience for all involved parties.</p>
<p><b>Clinician experience</b></p>	<p><b>Ease of use.</b> Unlike the traditional referral models, primary care physicians are able to make warm handoffs of patients to Concert Health’s Collaborative Care clinicians, who provide behavioral health services to adequately address patients’ needs. The ease with which physicians can incorporate Concert Health’s CoCM into their workflow and patient care plan is evident in the provider adoption rate among Concert Health’s healthcare organization partners. Concert Health and Mercy <a href="#">partnership</a> included 1,300 (91% provider adoption rate) participating physicians specializing in adult and family medicine, women’s health, and pediatrics across 150 clinics throughout Arkansas, Oklahoma, and Missouri, who referred 13,473 patients.</p>
<p><b>Financial and operational impact</b></p>	<p><b>Lowering the cost of care.</b> Concert Health’s partnership with CommonSpirit Health resulted in a 1% to 4% positive operating margin based on CommonSpirit Health’s <a href="#">financial modeling</a>. In addition, Concert Health cited lower costs of care due to situating billing under primary care services and making reimbursement contingent on quality of care.</p>

VALUE STREAM

EVIDENCE OF PROGRAM IMPACT

Health equity

**Effectiveness of CoCM in publicly insured populations.** A Concert Health [study](#) examined the impact of providing Collaborative Care among Medicare- and Medicaid-insured patients across 12 states and found that although Collaborative Care is effective, it was least effective among Medicaid participants compared to Medicare participants due to systemic determinants and socioeconomic conditions impacting Medicaid participants' ability to improve in treatment. However, the digitally enabled services Concert Health provides have the potential to increase the effectiveness of CoCM among Medicaid beneficiaries, and Concert Health continues to advocate for Medicaid coverage of services.

**Hybrid model.** Concert Health provides healthcare organizations with digitally enabled services through the CoCM, which increases access to behavioral services regardless of patients' geographic proximity to a brick-and-mortar healthcare facility.



