**Introduction/Overview**

For Oak Street Health, providing quality mental health services is key to its integrated care approach. Founded in Chicago in 2013, the organization now serves over 50,000 Medicare patients across five states – one-third of whom experience a mental health condition. As a value-based care provider, Oak Street Health is also incentivized to keep total healthcare costs down for each patient by focusing on preventive care. By delivering behavioral health services directly to patients, Oak Street Health has helped get their patients the care they need, improving their overall health, and reducing expensive – and sometimes avoidable – hospital admissions.

As a rapidly expanding network based in underserved neighborhoods, Oak Street Health also needed a way to access high-quality mental health providers and scale its services quickly. Recognizing that telepsychiatry aligned with its mission to provide efficient, effective whole-person care, Oak Street launched its mental health service program with Regroup in 2016. Through its leading integrated telepsychiatry services, Regroup empowers healthcare organizations to bring quality mental health care services directly to patients, regardless of where they live. Since beginning this partnership, Regroup has provided Oak Street Health with the clinicians, tools and flexible support it needs to make the program a success.

**Program Description**

Over the past two years, Oak Street Health has added on-site behavioral health specialists to support patient engagement, and Regroup’s clinicians work closely with in-person staff to develop individualized care plans for each patient.

**Key Characteristics of the program include:**

- Regroup established effective telepsychiatry technology with telepsychiatrists relying on the RegroupConnectTM videoconferencing platform for patient sessions.
- Workflow integration enhancements: A patient is first identified by a primary care provider and then referred to a behavioral health specialist who provides an onsite, often same day evaluation. Following this evaluation if psychiatry care is determined beneficial for the patient, the center schedules a telehealth visit.
- Continuity of care at the primary care location: A visit is provided by a Regroup clinician via videoconferencing in the same center the patient sees their PCP. The two telepsychiatrists currently serving Oak Street Health have established ongoing relationships with their own patient populations over time, ensuring continuity of care and regular follow-up.
- Hands-on technology support: Oak Street Health management team with Regroup work closely to assess the quality of care and workflow and to ensure continuous quality improvement in service delivery.

**A Model for Growth**

Two Regroup clinicians serve 17 Oak Street Health sites across Illinois and Indiana, allowing the organization to meet patient needs across its growing network efficiently and cost-effectively.

<table>
<thead>
<tr>
<th>32 hours of adult psychiatry weekly</th>
<th>82 Average net promoter score</th>
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<td>(NPS) among Oak Street Health patients for Regroup clinicians and tech team. Net promoter scores measure customer satisfaction and can range from -100 to 100, with mental health care companies receiving an average score of 53.¹</td>
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¹"Mental health Care," NPS Benchmarks

**Results**

- Recruitment & Retention of Qualified staff: growth from 5 Behavioral Health Specialist in 2017 to 20 end of 2018. Equivalent of 1 FTE Psychiatrist in 2017 to 5 FTE in 2018
- >7200 OSH BH encounters in 2018; >1600 new patients in program
- Up from 1500 encounters in 2017

**Conclusions/Lessons Learned**

Since implementing its telepsychiatry program with Regroup, Oak Street Health has been meeting its patients’ significant mental health needs with an effective, scalable program. Key benefits include:

1. **Increasing patient utilization through integration**
   Oak Street Health utilizes a unique integrated approach, encouraging more patients to take advantage of behavioral health services, and reducing no-show appointments. A Regroup telepsychiatrist and the on-site behavioral health specialist now see certain high-risk patients together, helping to improve care collaboration and patient engagement, and ensuring follow-through on the psychiatrist’s recommendations.

2. **A financially stable program**
   As a value-based care provider, Oak Street Health is able to provide its Medicare patients with transportation to clinic appointments. Offering mental health services virtually on-site helps ensure more patients are getting the care they need, resulting in healthier patients and fewer expensive acute care episodes. The integrated approach also reduces referrals to external specialists for chronic mental illness when it is being managed onsite by the multidisciplinary team.

3. **A best practice-focused approach when introducing technology to center operations.**
   With support from Regroup, Oak Street Health has uncovered what works for its clinics and is applying those practices as it continues to expand. That includes establishing efficient patient check-in procedures, using e-prescribing for medications, using an electronic health record that different clinicians can access to provide collaborative care, and having a consistent clinician at each site to promote continuity of care.

**Future Directions**

As Oak Street Health expands to two additional States in the next year our population grows. We know that mental health continues to be an unmet need in primary care however primary care providers are often ill equipped to manage this independently. We believe this partnership and integrated approach allows a patient centered sustainable model of care.