

Tufts Medicine Behavioral Health Overview

September 30, 2026

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Cristina Montalvo MD, MBA





Agenda

- **The cost of BH**
- **BH strategy: our vision**
- **Current initiatives**
 - **Outpatient Psychiatry**
 - **Integrated Behavioral Health in Primary Care**
- **LGH Department of Psychiatry**
 - **CL/ED**
 - **Training**
- **TMBHH**



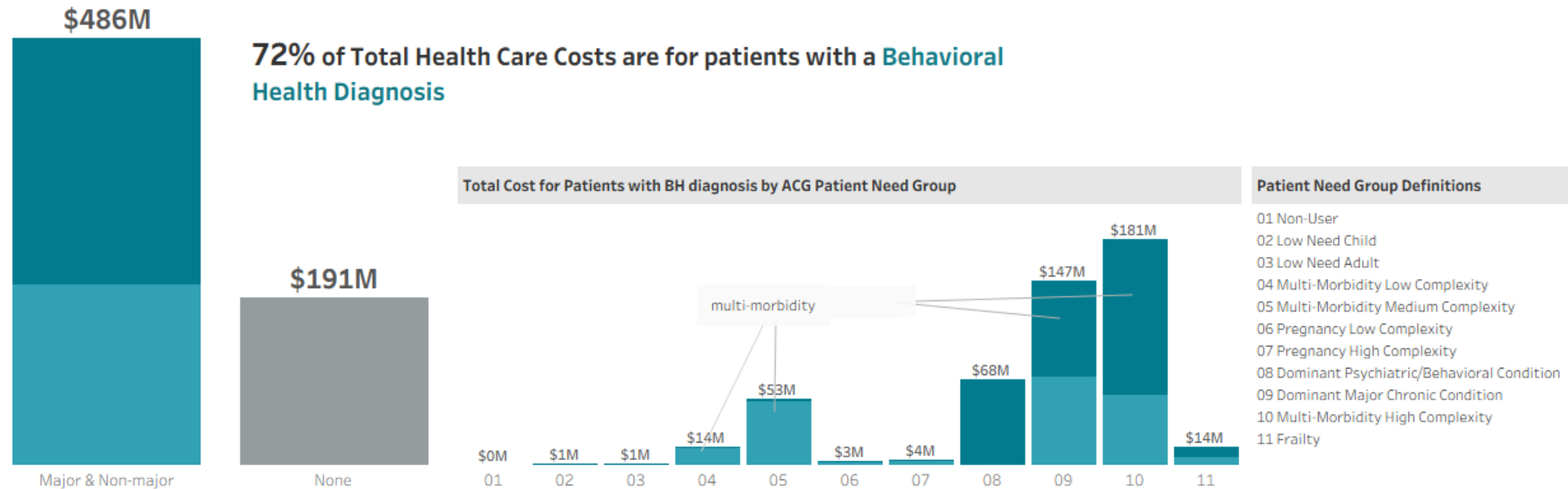
The Cost of Behavioral Health



What the TMIN claims data tell us

\$486M of cost this year is for **members with a comorbid BH diagnosis**

Most have at least one co-occurring physical health condition; **more than half have 4+**

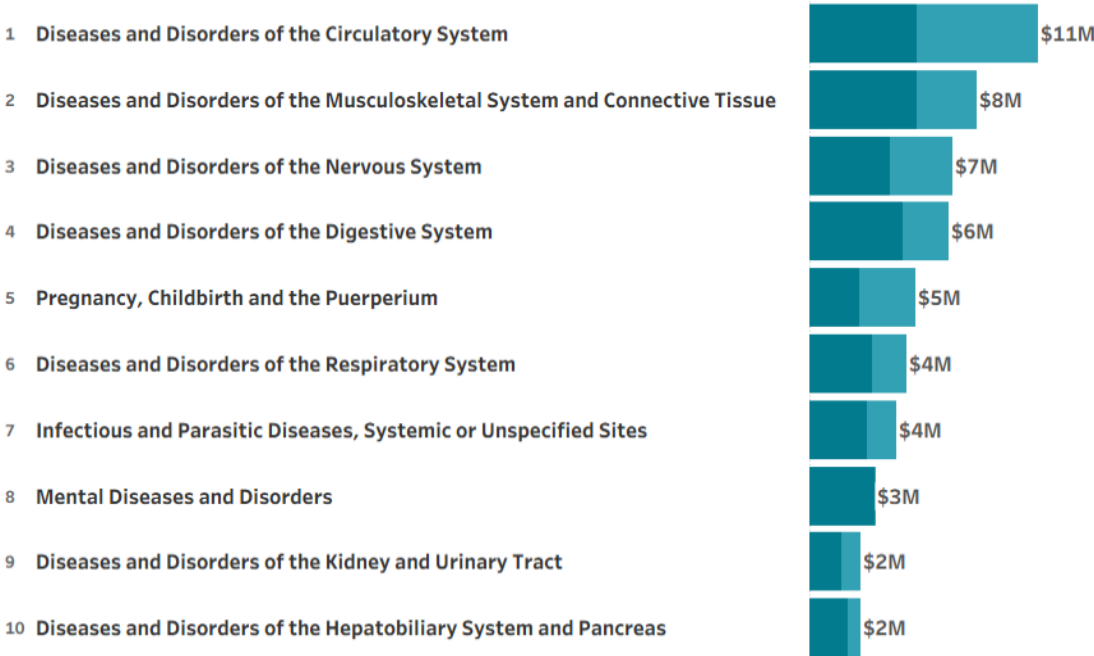


Bottom line: Unaddressed BH needs create stress on primary care, cost the system money, and affect patient health outcomes

Spend is Not Concentrated in BH Services/Psychiatric Care

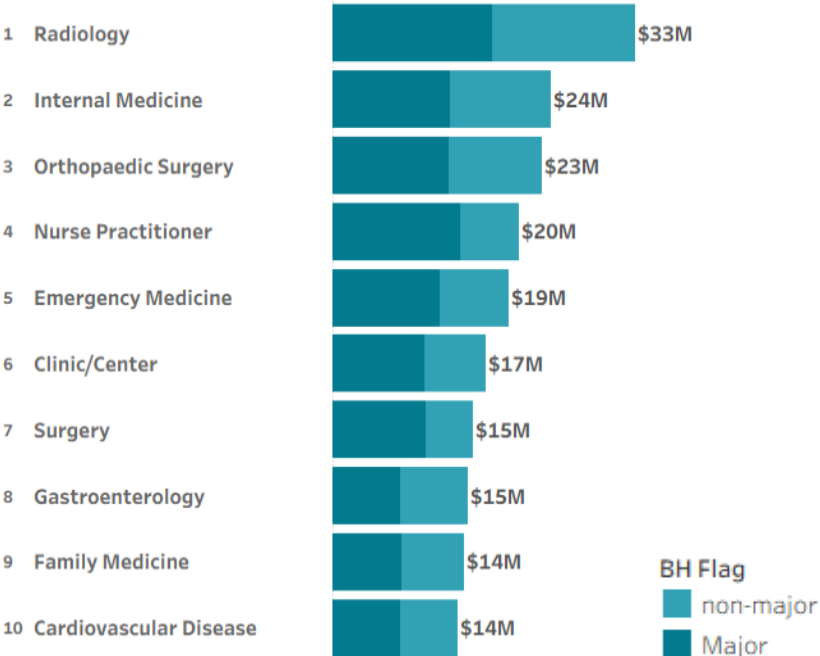
Top 10 Inpatient MDCs for patients with a BH diagnosis

2025 YTD; excludes <18 and newborns



Top 10 OP Specialties for patients with a BH diagnosis

2025 YTD; excludes <18 and newborns



BH Flag
non-major
Major

Source: Arcadia foundry TMIN data for priority commercial contracts with eligibility and dates of service from Jan – July 2025 and paid through October 2025. Excludes experience from Healthcare South and patients under the age of 18

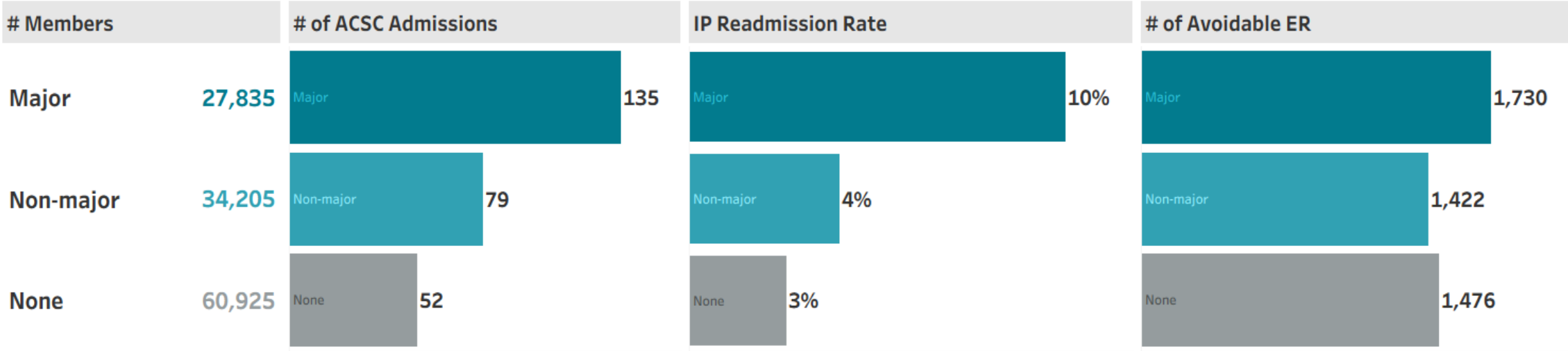
Insights from TMIN SMEs:

- Limited alignment to identify best patient for each pathway and complexity of evaluating specific interventions

Most TMIN ACSC Admissions, Readmissions, and Avoidable ER Visits are for Patients with a BH Condition

- 80% of ACSC admissions, 82% of readmissions and 69% of avoidable ER visits were for patients with a BH condition

Patients with BH Diagnosis: Clinical Picture
2025 YTD, excluding <18 and members with Healthcare South



Source: Arcadia foundry TMIN data for priority commercial contracts with eligibility and dates of service from Jan – July 2025 and paid through October 2025. Excludes experience from Healthcare South

Insights from TMIN SMEs:

- There is broad understanding that poorly controlled BH conditions are a barrier to self-management of chronic physical health conditions



Behavioral Health Strategy

Our Vision



Behavioral Health Matters Now



Need

Patient's behavioral health needs continue to grow



Primary care

Primary care practices serve as the front door but lack resources



Cost

Behavioral health is a significant driver of total medical expense (TME)



Access

Access to timely, coordinated care remains challenging



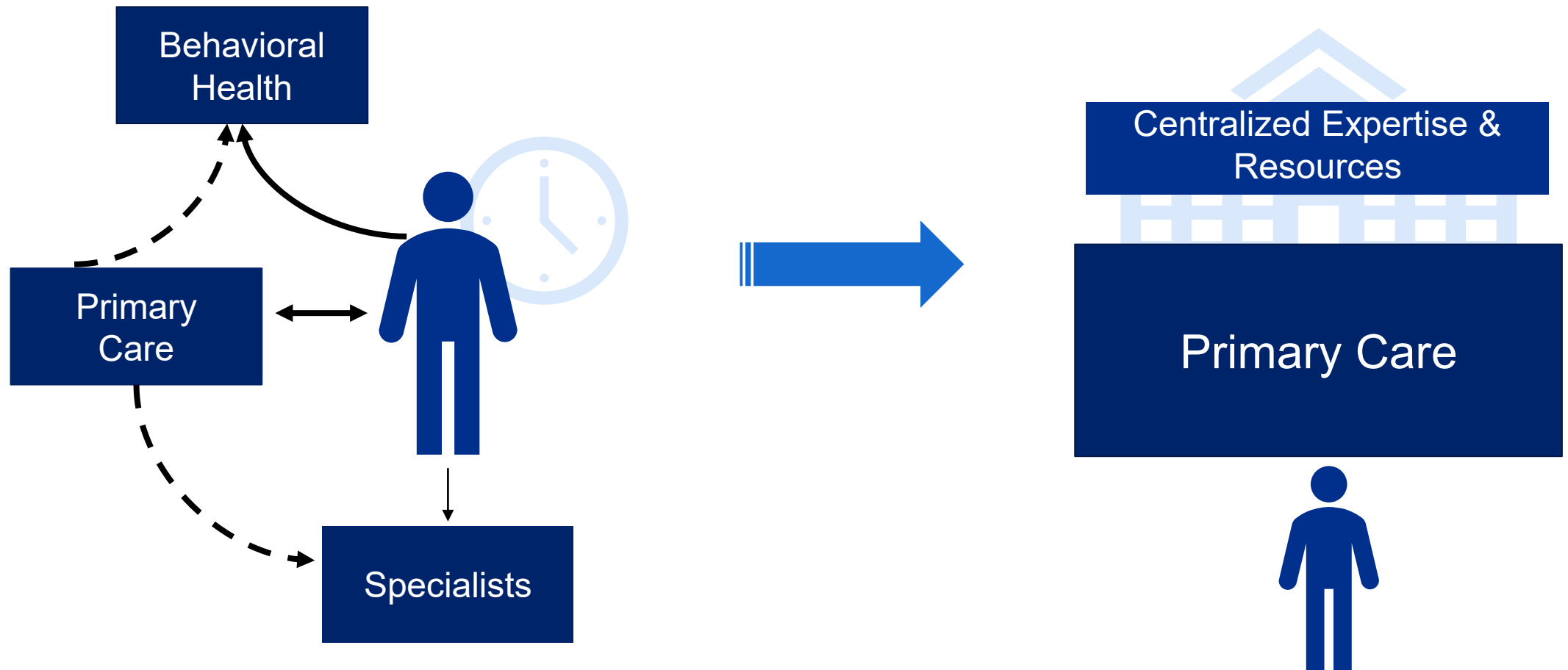
Integration

Care is fractured and not designed to meet patients where they are



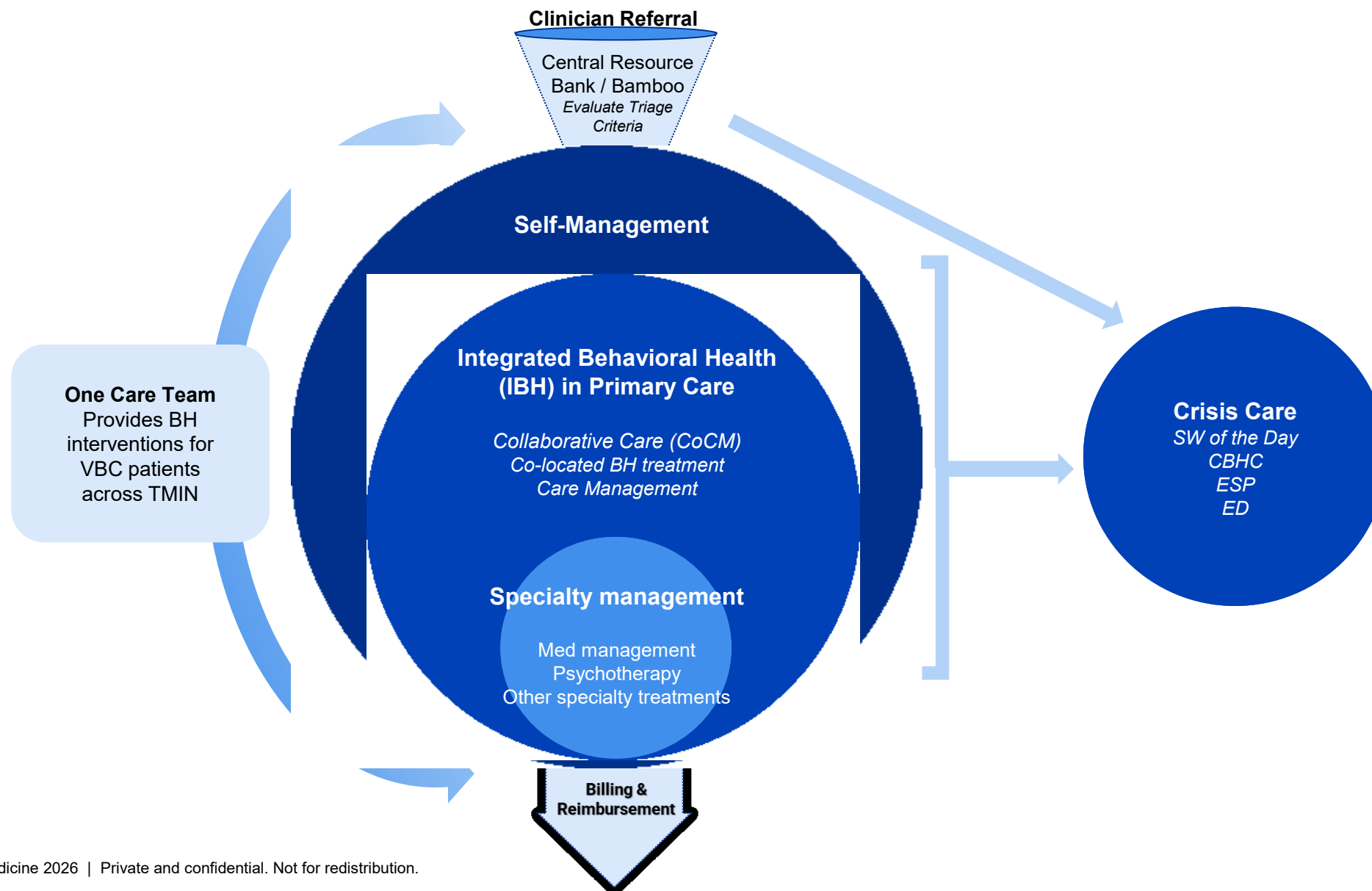
From Fractured to Integrated

Our vision ensures every patient has timely access to the right level of behavioral health support, integrated into the community care they already trust.





Vision: Spectrum of Ambulatory Behavioral Health Care

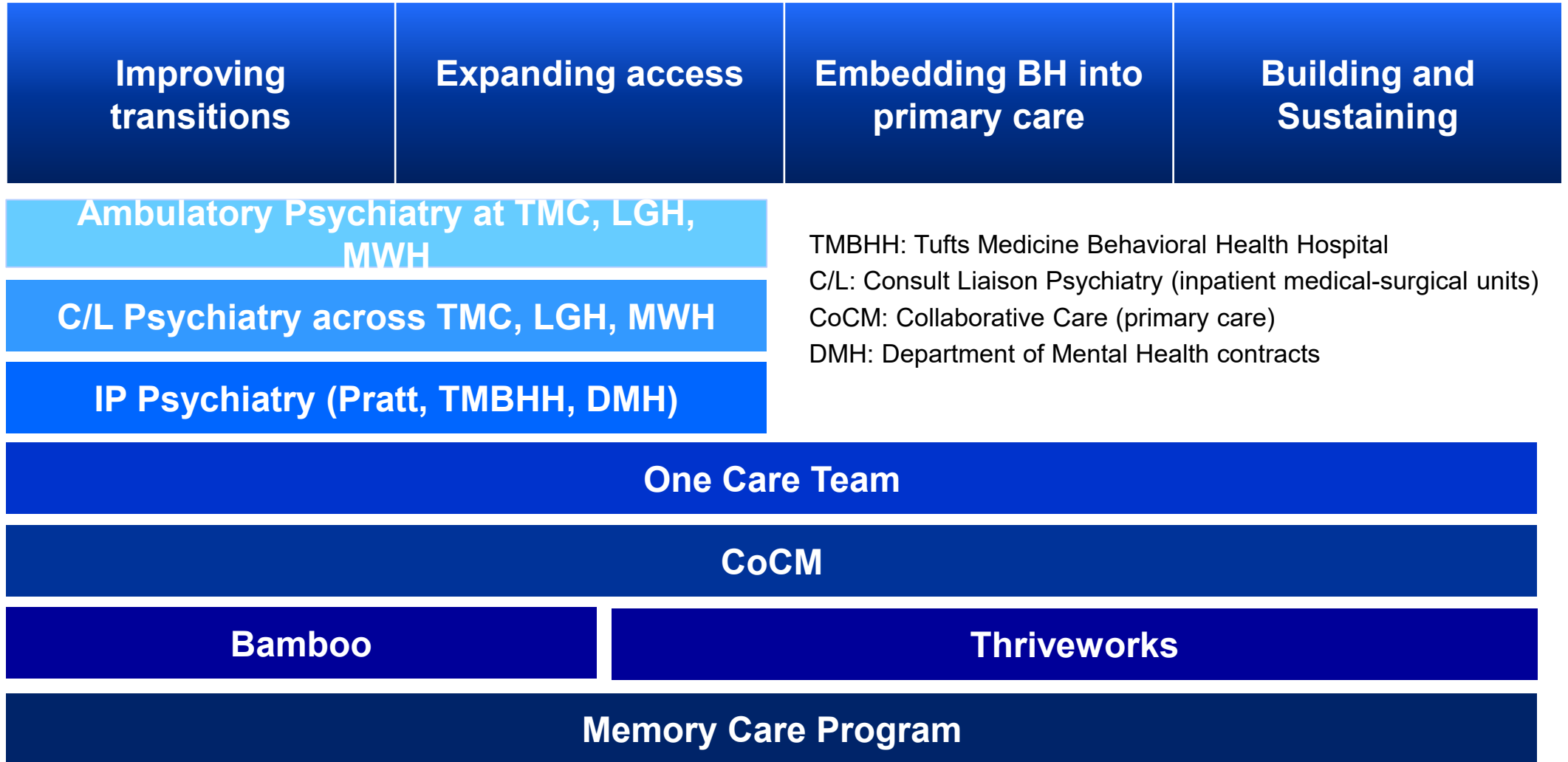




Current Initiatives



We are Actively Enhancing the BH Patient Journey





Ambulatory Psychiatry

TUFTS MEDICAL CENTER

Epic referral or
617-636-5731

LOWELL GENERAL HOSPITAL

Epic referral or
978-322-6990

COMMUNITY COUNSELING SERVICES- MALDEN

Epic referral



Treatment for a wide range of conditions including severe mental illness, anxiety and mood disorders, ADHD, PTSD with specialized clinics for Child and Adolescent and Older adults.



Testing such as neuropsychology testing, neuroimaging, and behavioral observation to diagnose ADHD, autism and neurodegenerative disorders



Treatments available include medication management, group therapy, lifestyle coaching and psychotherapy services including CBT, DBT, EMDR, couples, family and psychodynamic



Lowell Outpatient Psychiatry

TuftsMedicine

Lowell General Hospital
Outpatient Psychiatry



Taylor Dodds, MD Jessica Wright, PA-C Joanne Hogan, NP Shirley Labrecque, NP Tasha Mandeville, NP

Lowell General Hospital Outpatient Psychiatry Welcomes New Patients

Visits available via telehealth

Taylor Dodds, MD

Specialized in college mental health and infant/early childhood mental health, including work with transitional-age youth, young adults, and parent-infant dyads.

Jessica Wright, PA-C

Specialized care in pediatric, adolescent and young adult patients and patients with dual psychiatric and developmental or intellectual disability diagnoses.

Joanne Hogan, NP

Specialized in adult telepsych and crisis psychiatry services.

Shirley Labrecque, NP

Personalized support for adults dealing with a wide range of mental health concerns, including bipolar disorder, ADHD, OCD, anxiety, depression, autism, and issues related to pregnancy and menopause.

Tasha Mandeville, NP

Adult and geriatric psychiatry services

Appointments Available at Convenient Days & Times	
Adults	Pediatrics & Adolescents
Monday- Friday	Monday - Thursday

Phone:
(781) 338-7343

Fax:
(781) 338-7245

LMG Psychiatry is an outpatient practice dedicated to providing accessible psychiatric care and personalized medication management for individuals experiencing a range of mental health concerns.

We accept referrals for both pediatrics & adolescents as well as adults, who have a primary care physician within the Tufts Medicine & Tufts Medicine Integrated Network.

Referral Options:

To make a referral in Epic-

1. Open Patient Chart, Add Order
2. Select Referrals, **Ambulatory Referral to Psychiatry**
3. The Department name in Epic is **LMG Psychiatry**.

And/Or

Patient/Guardian (if adolescent) will need to call the intake line (781) 338-7343, leave a message and provide their information. They will receive a call within 48 hours from an Intake Coordinator to start the screening process

**Lowell Medical Group
Psychiatry**

**Telehealth & In Person
LGH Medical Building
(Need address)**

**Epic Referral Order
13893 LMG Psychiatry**

**LMG Intake Phone Line
(781) 338-7343**



Department	Specialty	Availability	Location / Schedule
TMC Psychiatry Boston <i>Referral Dept:</i> TMC Psych • T Gen Psych • T Psychology • T Social Work • T Neuropsych	• Adult Psychiatry • Child & Adolescent Psychiatry • Geriatric Psychiatry • Developmental Trauma • Mood & Anxiety Clinic • Women’s Mental Health Clinic • ADHD Clinic • Hypnosis Clinic • Neuropsychology Testing • Therapy (SW/Psychology) • Electroconvulsive Therapy (ECT)	• New Patient Wait Time: Adult Med Management: 60 days Adult Therapy: 30 days Child & Adolescent: 30 days Neuropsychology: 90 days	TMC Psych Boston 800 Washington St Boston, MA P: 617-636-5731 Hours: M-F: 8:30am-5pm
TMCCC Psychiatry Malden * • TMCCC BH 178 SAVIN ST	• Adult Psychiatry • Geriatric Psychiatry • Mood & Anxiety (PTSD, OCD, Bipolar, Psychosis) • Women’s Health/PPD • ADHD (No Neuropsych Testing Here) • Therapy	• New Patient Wait Time: Adult Med Management: 20 days Adult Therapy: 25 days	TMCCC Community Counseling – Malden 178 Savin St, Suite 200B Malden, MA P: 781-338-7249 (Intake) F: 781-338-7245 Hours: M-F Hours Vary: M, W, Thurs: 8am-5pm Tues: 8am-7pm Friday: 8am-4pm
LMG Psychiatry Lowell * • LMGPSYCHIATRY Website: LINK	• Adult Psychiatry • Child & Adolescent Psychiatry • Developmental Disorders • Mood & Anxiety • Women’s Health/PPD • ADHD (No Neuropsych Testing Here)	• New Patient Wait Time: Adult: 5 days Child & Adolescent: 5 days	Lowell Medical Group Psychiatry P: 781-338-7343 (Intake) Hours: M-F: 8am-4:30pm (Currently Virtual Only)

*Areas not overseen by Access Center agents



The One Care Team

The TMIN OneCare Team Continues to Support Our Highest-Need Patients

Our care management team plays a critical role in supporting patients with the most complex medical and behavioral health needs.

Focus

- Patients with multiple chronic conditions
- High utilization risk
- Complex behavioral health needs
- Care coordination across settings
- Support for developmental behavioral pediatric patients
- SDOH navigation



Synchronous Health/Thriveworks Overview

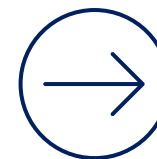


Synchronous is a Thriveworks company that provides therapy services via telehealth



A SERVICE OF TMIN

Thriveworks clinicians are part of the TMIN network. They use TM Epic for all documentation.



DIRECT REFERRALS

Referrals are available through fax, direct secure message, EpicCare Link, and Epic



Goals for Thriveworks Partnership



Financial Sustainability

show a return on investment through revenue growth or reduction in medical expenses for high-risk groups



Clinical Quality

have established quality metrics to measure outcomes and processes ensuring effectiveness



Patient and Provider Experience

enhance satisfaction by improving care pathways and supporting providers in managing complex needs



Access Improvement

identify clinical needs vs. demands and align initiatives to close gaps in behavioral health access



Expanding Access Across the System

Services

Their clinicians provide therapy for:

- Adults, adolescents, and children age 8 and older
- Conditions such as depression, anxiety, ADHD, OCD, PTSD, grief, trauma, and adjustment to major health diagnoses
- Postpartum depression and other perinatal behavioral health needs

Expanding Access to Thriveworks' Teletherapy Services Beyond Primary Care

We are working with Thriveworks to extend their behavioral health services beyond primary care into specialty care settings where behavioral health needs are closely tied to medical conditions.



Collaborative Care Management

Collaborative Care Management (CoCM)

Patient-centered approach to treat BH conditions in primary care

CoCM teams are multidisciplinary and include PCP, behavioral health care managers, and a psychiatric consultant

CoCM is evidence-based and measurement guided

CoCM is a financially sustainable model with billing options

Current State of CoCM Across TMIN

We have 32 known instances of CoCM in practices across TMIN with at least 3 more planning to go live in the fall:

CoCM Vendors

- Helios / Mirah (8 practices)
- Mirah only (1 practice)
- Embolden (7 practices)
- Benchmark (4 practices)
- Mindoula (1 practice)

11 practices support CoCM in house



CoCM Grant Opportunity



CoCM Grant Opportunity

Helios Behavioral Health and Accelerate The Future Foundation have partnered to offer implementation grants for Tufts Medicine affiliated practices to implement the Collaborative Care Model Plus (CoCM+)

- The grant provides seed funding and administrative support to aid practices in embedding CoCM
- CoCM+ is built to manage all BH conditions and provide support for patients waiting for appropriate levels of care
- No upfront costs to clinics; lasts 2 years with goal to bring in-house
- Model achieves financial sustainability in 4-6 months



Tufts Medicine Memory Care



Specialty Memory Clinic

Interdisciplinary clinic of geriatric psychiatry, behavioral neurology, geriatric medicine, neuropsychology, social work, dementia care navigator: evaluation and diagnosis (neuropsychology testing, neuroimaging, biomarkers), family support/education.



Alzheimer's Therapeutic Program

Anti-amyloid monoclonal antibody therapies to slow progression of cognitive and functional impairment for individuals with mild cognitive impairment (MCI) and mild dementia, Alzheimer's type meeting specified inclusion criteria.



Community Memory Care

Coordinated dementia care to improve quality of life for patients; reduce strain on caregivers; and support primary care clinicians. Services include: care navigation; care management; and caregiver support and education



Acute Care

Lowell General Hospital MS2 Medical floor specializing in those with dementia and Alzheimer's



Research & Grants

- Cognitive Assessment in Primary Care (Petauri & Davos)
- Pharmacotherapy trials for agitation and psychosis in Alzheimer's Dementia (Lumateperone & KarXT)
- Neuromodulation for depression in patients with Dementia
- Geropsychological research on resilience, adaptation and cognitive emotional health
- Cognitive screening, testing, targeted research pairing with patients (Linus)



MEMORY CARE TEAM

WHO WE ARE

A collaborative team dedicated to comprehensive memory care.
Working together to support you and your loved ones.



NEUROLOGY

Evaluates and treats neurological conditions affecting memory and brain health.



GERI-PSYCHIATRY

Addresses emotional, behavioral, and mental health in older adults.



GERIATRIC NP

Provides comprehensive medical care, manages medications, and supports overall health and well-being.



NEURO-RADIOLOGY

Uses advanced imaging to detect and diagnose brain conditions.



NUCLEAR RADIOLOGY

Performs specialized scans to assess brain function and activity.



NAVIGATOR

Guides you through the care journey and connects you with resources.



SOCIAL WORKER

Provides support, counseling, and community resource assistance.



ONE TEAM. ONE GOAL. Your brain health. Your well-being. Your journey.



Brent Forester, MD



Julia Salinas, MD



Janine Jones, NP



Jonathan Moray, MD



Michael Stanley, MD



Tuna Hasoglu, MD



Davide Cappon, MD, PhD



Johnna Mernick, CDCN



Ellen Karsberg, LCSW



Caitlin Rivet, RN, CENP

In Person & Telehealth Available

Brent Forester, MD
Geriatric Psychiatry & Chair of Psychiatry

Julia Salinas, MD
Geriatric Psychiatry & Medical Director,
Memory Care & Alzheimer's Therapeutics
Program

Tuna Hasoglu, MD
Geriatric Psychiatrist

Michael Stanley, MD
Cognitive Neurology

Jonathan Moray, MD
Neurology

Janine Jones, NP
Geriatric Medicine

Johnna Mernick, CDCN
Certified Dementia Care Navigator

Ellen Karsberg, LCSW
Social Worker

Davide Balos Cappon, MD, PhD
Director of Neuropsychology

Rodolfo Nunez, MD
Nuclear Neuroradiologist

Maryam Vejdani- Johromi, MD
Neuroradiologist

Jakub Reczek, MD
Neuroradiologist

Kevin Hewitt
Neuroradiologist

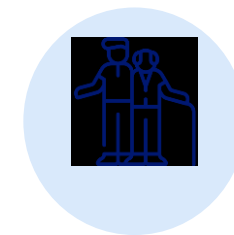
Caitlin Rivet, BSN, RN, CENP
Director, Memory Care & Alzheimer's
Therapeutics Program

Riverwalk
354 Merrimack Street
Lawrence, MA 01843

Westford Commons
234 Littleton Road, Suite D
Westford, MA 01886

Tufts Medical Center
800 Washington St
Boston, MA 02111

Phone for all locations:
(617) 651-9170
Fax for all locations:
(617) 830-4975



Grants: Davos Alzheimer's Collaborative Grant

OBJECTIVES	• Adapt the Davos Early Detection Blueprint content and curriculum into a scalable, self-serve fellowship model, incorporating lessons from their initial US Early Detection Program • Dissemination of the findings
INTERVENTION	• Primary care providers will use the Davos US version of the Early Detection Blueprint
DURATION	• January 2026 to January 2027
PARTICIPANTS	• Mill City Medical Group; TMCCC Quincy; General Internal Medicine (Tufts MC); Riverside Medical Group; Family Practice Group
DAVOS' EXPECTED OUTCOMES	• Validated self-serve implementation model rooted in real-world system feedback • Expanded access to early cognitive screening and timely diagnosis • Clinician confidence and operational readiness for future Alzheimer's interventions • Blueprint for system-wide scaling, with the partner system recognized as an innovation leader
GO LIVE	▪ Phase 1 went live August 3, 2026 ▪ Phase 2 (Riverside) goes live September 1, 2026



Inpatient Psychiatry

TUFTS MEDICAL CENTER INPATIENT UNIT BOSTON: PRATT 2

Beds: 20

Population: Adult

Diagnoses/Specialties: Specialization in medically complex patients

Referral:

Tiger Connect: Kendra Winters or Molly Forsa

Email: Kendra.Winters

@tuftsmedicine.org

Phone (email preferred): 617-636-4379

TUFTS MEDICAL CENTER BEHAVIORAL HEALTH HOSPITAL (TMBHH) MALDEN: 100 HOSPITAL ROAD

Beds: 36 with goal to expand to 48 beds by mid-September 2026

Population: Adult

Diagnoses/Specialties: Adult, older adult

Expansion plan: 144 beds by 2028 (dual dx, child/adolescent, psychotic disorders), PHP/IOP to open late 2026, ECT 2027

Referral:

Tiger Connect: TMBHH admissions

Phone: 855-690-0735

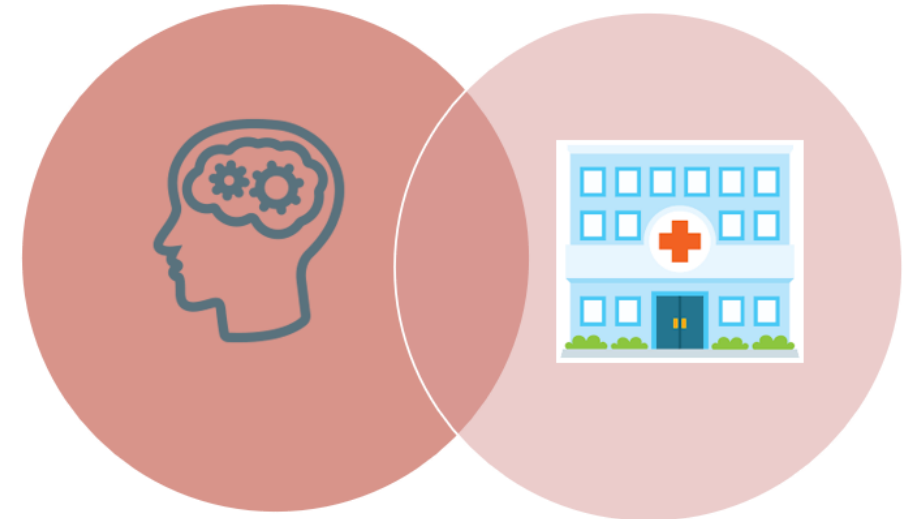


Acute Psychiatric Care Services - LGH



Consultation-Liaison Psychiatry

- Subspecialty at the interface of medicine and psychiatry
- Manages more medically complex patients
- Includes:
 - Inpatient (Med/Surg)
 - Outpatient (Integrated care)





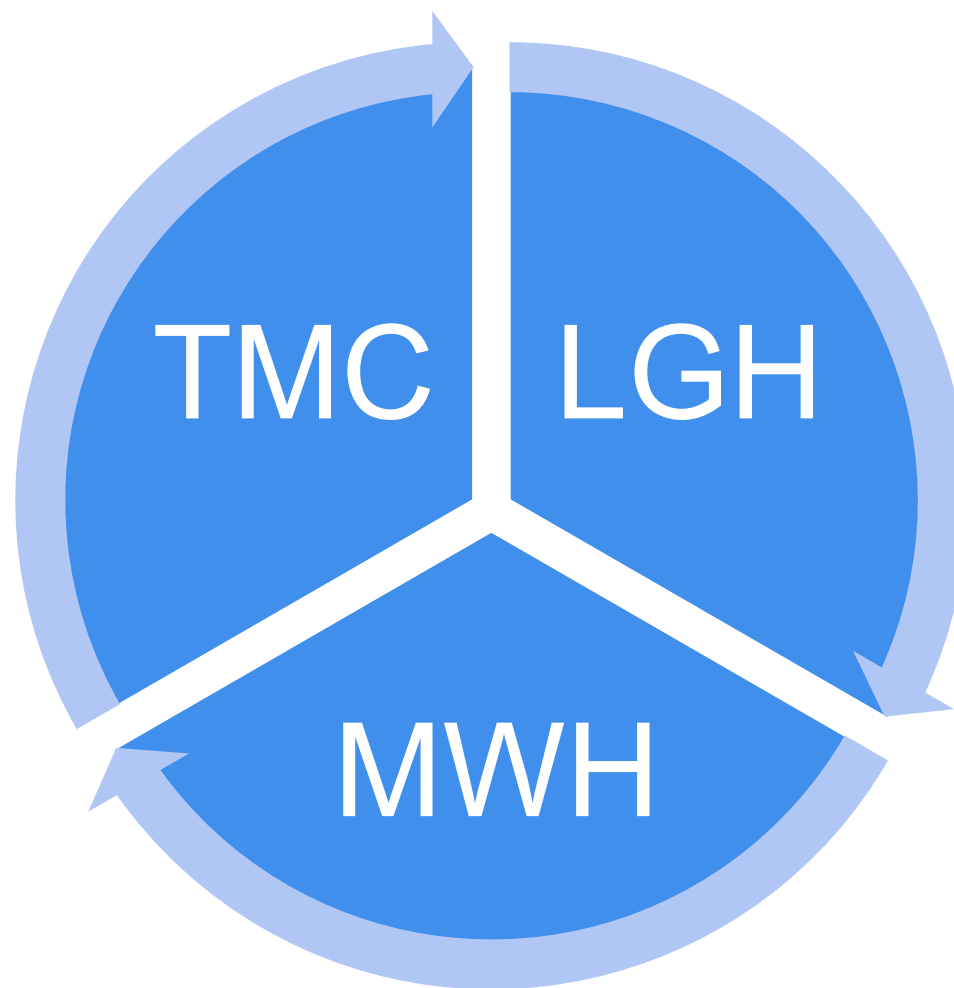
Consultation-Liaison Psychiatry

- Women's Mental Health
- Psycho-oncology
- Neuropsychiatric Conditions
 - Dementia
 - Delirium
- Transplant





Tufts Medicine C-L and Psychiatric Emergency Services



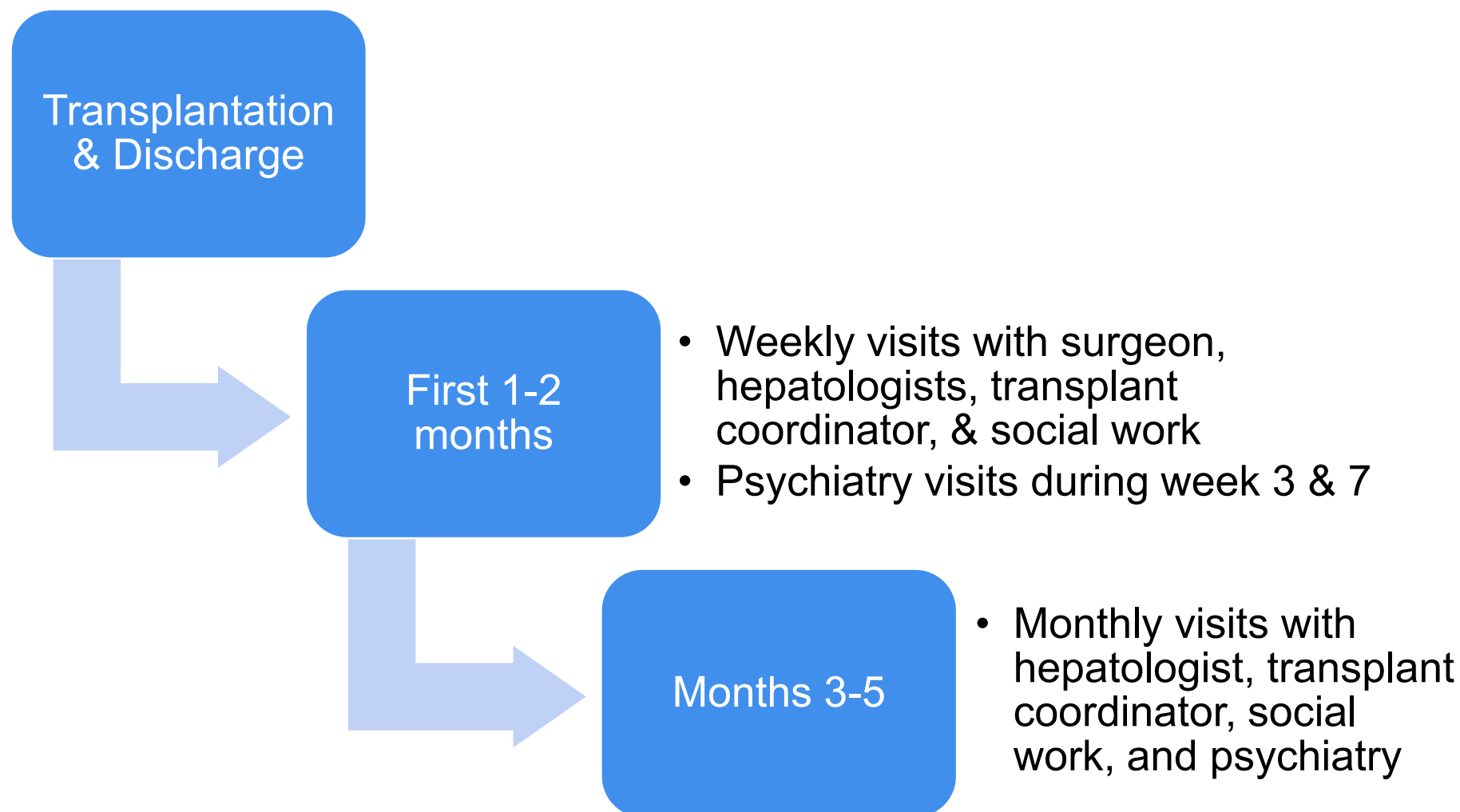


Clinical Services: Specialty Transplant Psychiatry Service

- Transplant Psychiatry Services Pre and Post Transplant
 - Cardiac
 - Renal
 - Recipient
 - Donor
 - Liver

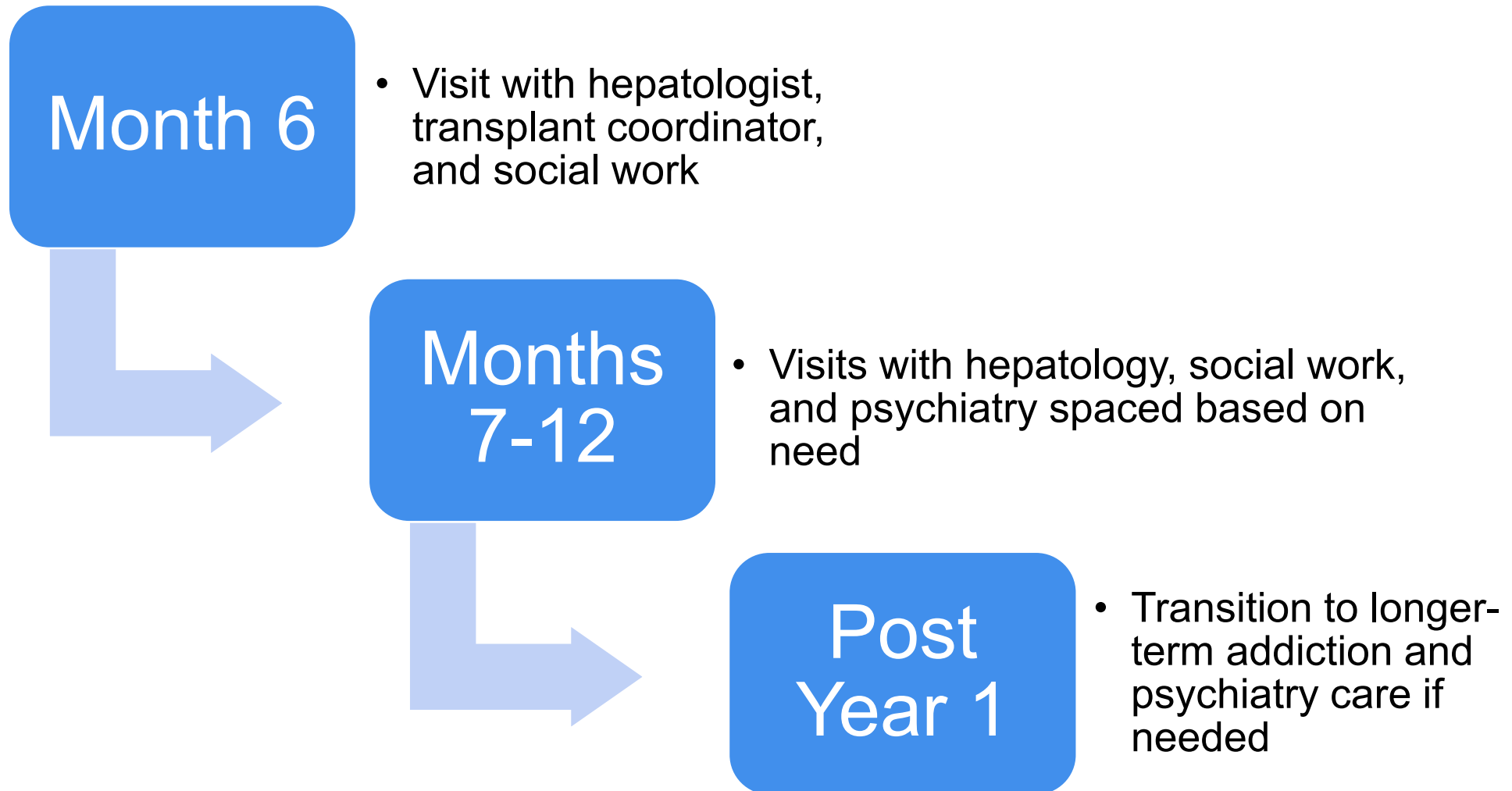


TAMM Clinic Model Post-Liver Transplant



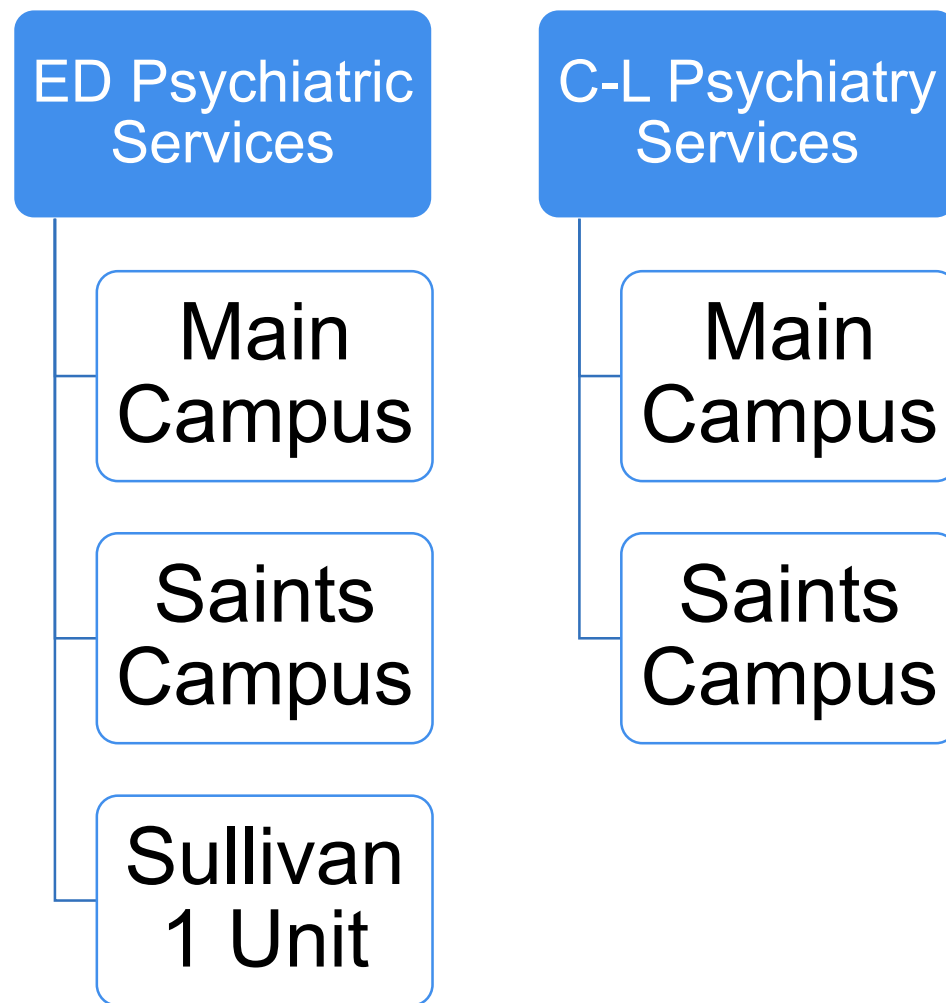


TAMM Clinic Model Post-Liver Transplant



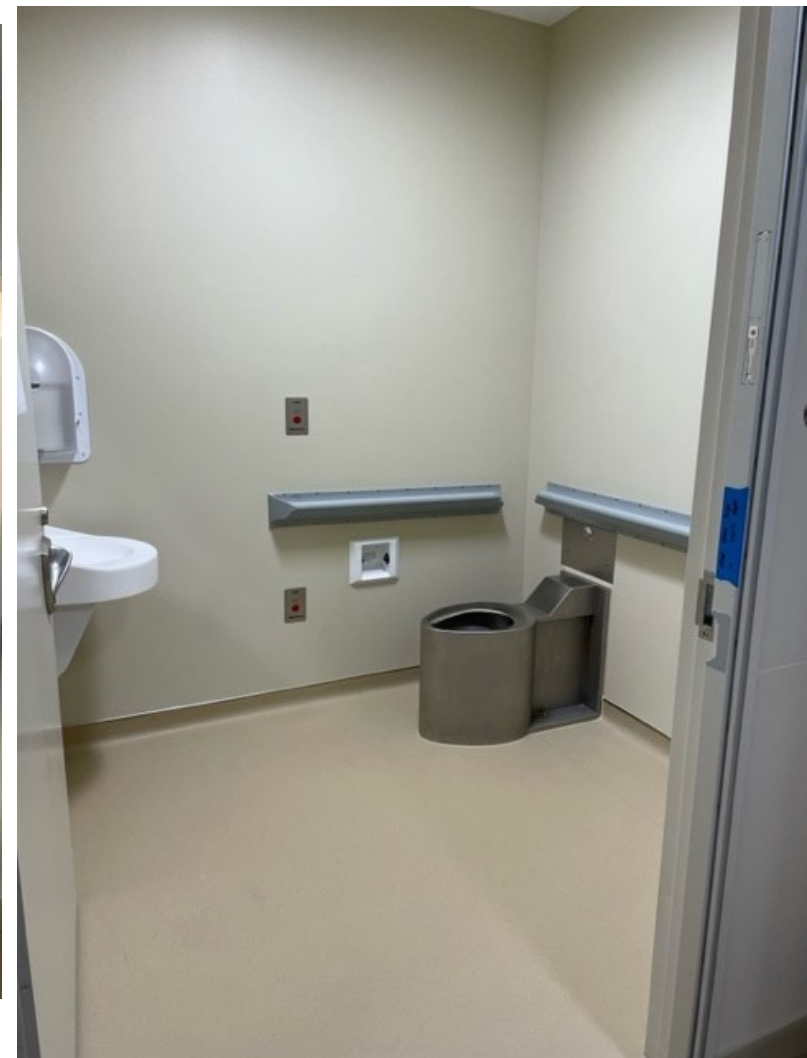


Psychiatric Care at Lowell General Hospital



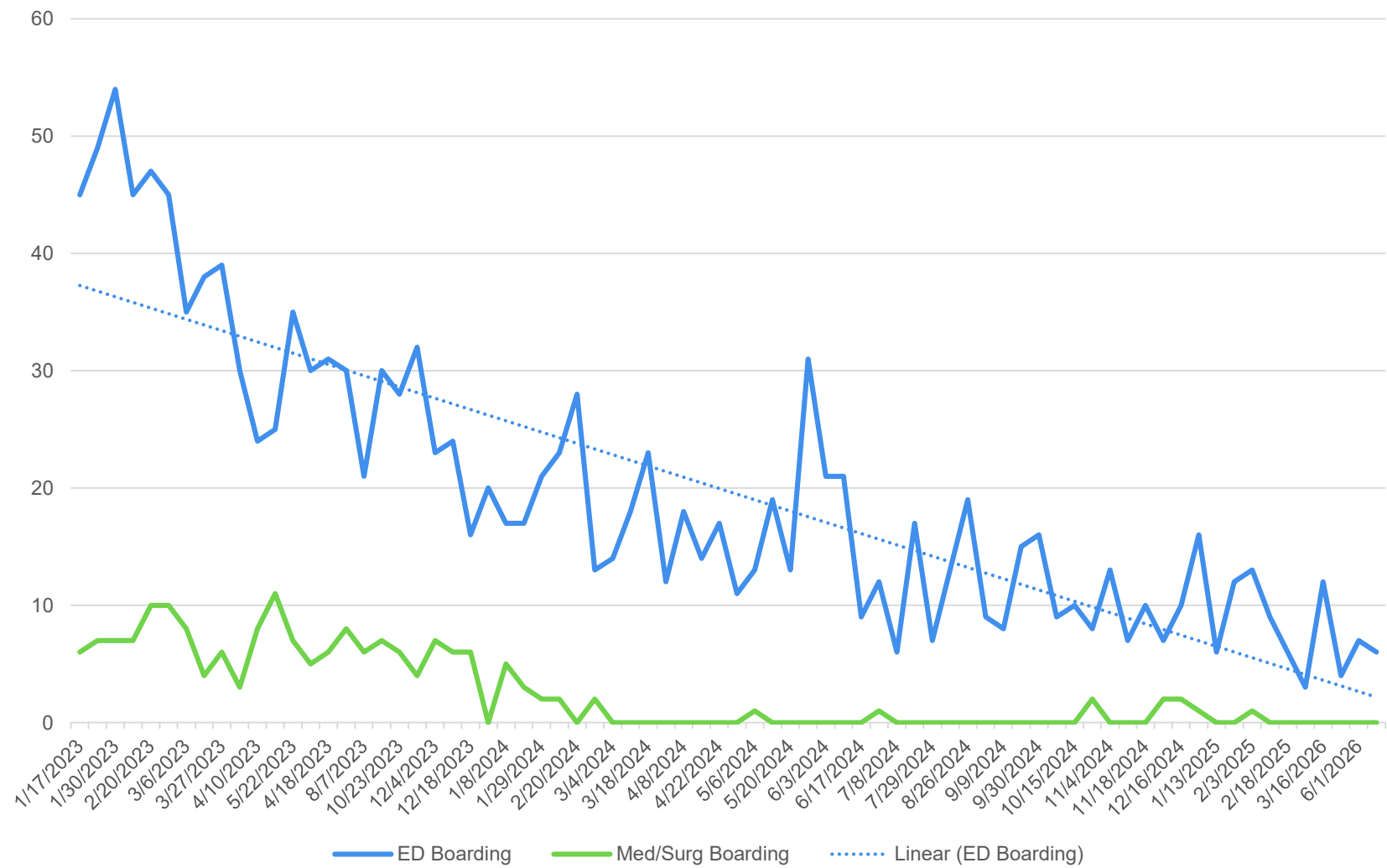


Sullivan 1 – Psychiatric Emergency Department





LGH Psych Boarding 2023-2026





Tufts Medicine Behavioral Health Hospital

TuftsMedicine Behavioral Health Hospital

Brief Overview:

- Located onsite of the former **Malden Hospital** in Malden, Ma.
- **144** inpatients beds, **6** units, **24** beds each
- Will focus on include **adults, geriatric, adolescent** and **pediatric** populations.
- Onsite **Partial Hospitalization Programs** (PHO/IOP) and **Electroconvulsive Therapy** (ECT)

Conditions we treat include:

- Depression
- Bipolar disorder
- Schizophrenia and schizoaffective disorder
- Anxiety disorders, including generalized anxiety disorder
- Posttraumatic stress disorder(PTSD)
- Disruptive mood dysregulation disorder (DMDD)
- Attention-deficit/hyperactivity disorder (ADHD) Psychotic disorders
- Alzheimer's disease and other dementias
- Co-occurring substance use disorders



Tufts Medicine

Behavioral Health Hospital

- The space is intentionally designed with **healing** as the *core focus*.
- Features include open, welcoming areas that **promote comfort**.
- Treatment spaces are *purpose-built to support patient needs* and therapeutic work.
- Every aspect of the campus is created to **enhance comfort, safety, and connection**.
- The environment embodies a commitment to **compassionate, high-quality** behavioral healthcare.
- It reinforces the belief that the *setting* in which care is delivered **truly makes a difference**.



TuftsMedicine

Behavioral Health Hospital

- We held a **Ribbon Cutting Ceremony** on *February 6th, 2026*
- Celebrated Joint Venture Partnership between **Acadia Healthcare** and **Tufts Medicine**.
- Hosted **over 200 attendees** including Governing and State Representatives, Healthcare Executives, and local organizations including **Friends of Fellsmere Heights**.
- Tufts Medicine Behavioral Health was able to accept our **first patient** on *February 24th, 2026*.
- Will serve the **Tufts System** including *Tufts Medical Center, Melrose Wakefield Hospital, and Lowell General Hospital*.





Educational Mission



Leaners at LGH

Our first students started in November 2025 and since then, we have hosted a total of 10 students: 6 MS3s, 2 MS4s, 2 PA-S.

Equally as important as providing top-tier care to our patients, we pride ourselves in educating the next generation of providers...

and none of this would be possible without the efforts of every member of our LGH behavioral health system!



Tufts Medicine Celebrates a New Chapter in Clinical Training

New Psychiatry Clerkship Program Launches at Lowell General Hospital



Megan McManaman
December 11, 2025



Learner Demographics

Third-year Medical Students

- Core rotation
- 6 weeks M-F
 - 3 in ED
 - 3 on CL

(+Wednesday didactics)

Fourth-year Medical Students

- Elective rotation
- 4 weeks M-F
 - 2 in ED
 - 2 in CL

Second-year PA Students

- Core rotation
- 4 weeks M-F
 - 2 in ED
 - 2 in CL

Current Capacity: 4 concurrent learners (2 in ED, 2 on CL)



Student Objectives

Develop history-taking and interview skills

Refine mental status evaluation skills

Learn to collect collateral information from community sources and family members

Use the DSM-5-TR criteria to develop a differential diagnosis

- Become familiar with common psychiatric disorders such as depression, anxiety, bipolar disorder, schizophrenia, and PTSD

Discuss psychiatric therapeutic modalities (psychopharmacology, psychotherapy, ECT, TMS, etc.) and their applications

Communicate and work with various interdisciplinary services (nursing, BH clinicians, Bridge RCs, ED MDs and APCs)



Appendix



Commercial: Emphasis on Behavioral Health

\$24M - \$36M in potential reduced medical spend

Improved management of BH Conditions

- Strong evidence that better management of BH leads to lower overall TCC^{1,2,3}
- 72% of commercial TCC is for patients with a Behavioral Health diagnosis
- 80% of ACSC admissions, 82% of readmissions and 69% of avoidable ER visits are for patients with a BH condition

Aligned with TMIN Collaborative Care Model work, BH focus for Care Management, and with strategic goals related to ACSC, Avoidable ED and readmissions

Notes: Financial estimate based on 5-8% reduction in TCOC among patients with a BH condition; Studies cited below suggest a 12-15% net savings based on implementation of comprehensive BH management program

¹ <https://www.evernorth.com/sites/default/files/2023-02/Evernorth%20Behavioral%20Health%20Analysis%20-%20Jan%202023.pdf>

² [The Impact of Enhanced Behavioral Health Services on Total Healthcare Costs Among US Employers: A Site-Level Analysis of 19 Cohort Studies - PMC](#)

³ Hawrilenko M, Smolka C, Ward E, Ambwani G, Brown M, Mohandas A, Paulus M, Krystal J, Chekroud A. Return on Investment of Enhanced Behavioral Health Services. JAMA Netw Open. 2025 Feb 3;8(2):e2457834. doi: 10.1001/jamanetworkopen.2024.57834. PMID: 39908020; PMCID: PMC11800021.



Referral Order for BH Navigation Services (Bamboo)

Ambulatory referral to Bamboo Bridge (BH Care Navigation) ✓ Accept ✗ Cancel

Class: Incoming Referral Internal Referral Outgoing Referral

Referral: ☐ Override Restrictions

To Provider Specialty:

To Provider:

To Location/POS:

My clinical question is:

Referral Order Priority Routine Urgent

Referral Type: Consultation

Referral Reason: Specialty Services Required Specialty Services Required Consult and Treat Co-Management of Problem

Perform Procedure

Comments:

Scheduling Instructions:

Check-out Comments:

Next Required ✓ Accept ✗ Cancel



Referral Order for Teletherapy (Synchronous)

Referral to Behavioral Health Teletherapy/Synchronous		✓ Accept	✗ Cancel
Process Instructions:	This referral will be routed to the behavioral health teletherapy team. The patient will be scheduled for teletherapy services with the most appropriate resource available based upon the patient needs. Teletherapy services are provided by LICSWs, LCSWs, LMHCs, and other behavioral health therapists. General care management services (e.g., pharmacy, RNs, etc.) require a different order from this one. Please note BH teletherapy does not include medication management or supports.		
❗ PCP			
❗ Please select the service you are referring to	☐ Anxiety ☐ Stress ☐ Depression ☐ Eating Disorder ☐ Post Traumatic Stress Disorder (PTSD) ☐ Relationship Conflict ☐ Substance Use ☐ Other (please specify)		
Comments:	abc Insert SmartText 100% ▾		
Class:	Incoming Referral Internal Referral Outgoing Referral		
CC Results:	PCP 1 Care Team 2 Treatment Team 3 Free Text 4 My List 5 ▾ Remove All 0 Add recipients		
❗ Next Required		✓ Accept	✗ Cancel



Referral Order to the One Care Team (for VBC Patients)

Referral to The One Care Team

✓ Accept

✗ Cancel

Process Instructions:

This referral will be reviewed by a care management staff member and routed to the most appropriate care management team based on program criteria. Care management staff includes adult and pediatric care coordinators (RN, LPN), social workers (LCSW), community specialists, support coordinators and pharmacists. Please select the program that is the highest priority.

❗ OneCare Team Referral

☐ OneCare Team - Nursing

☐ OneCare Team - Behavioral Health

☐ OneCare Team - Pharmacy

☐ OneCare Team - SDOH/Community Resource Coordination

❗ Clinical Question

Comments:

+

abc

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+

Insert SmartText

↶

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↶

100%

Class:

Internal Referral

CC Results:

+ PCP 1

+ Care Team 2

+ Treatment Team 3

+ Free Text 4

+ My List 5

Remove All 0

Add recipients

❗ Next Required

✓ Accept

✗ Cancel



Referral Order to the Memory Clinic

Ambulatory Referral to Memory Clinic ✓ Accept ✗ Cancel

Referral Order Priority **Routine** **Urgent**

! Referral Primary Concern

☐ High caregiver stress/burden ☐ Change in functional abilities (ADLs/IADLs)

☐ Behavior management (wandering, aggression, agitation, etc)

☐ Home safety concerns (fall risk, weapons, etc) ☐ Diagnostic workup ☐ ATP evaluation

Comments: abc

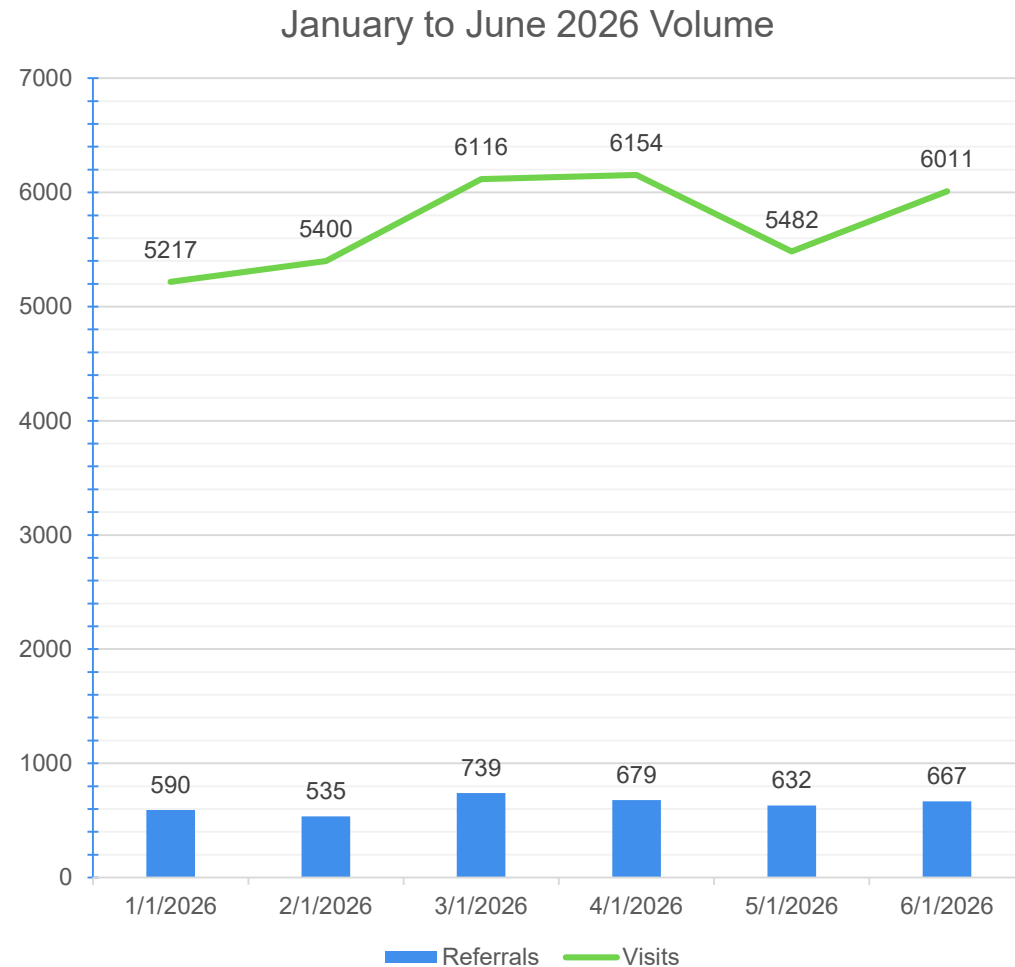
Class: **Incoming Referral** **Internal Referral** **Outgoing Referral**

⌵ [Additional Order Details](#)

! **Next Required** ✓ Accept ✗ Cancel



Synchronous Health/Thriveworks Current Volumes



- **Visit volume** averaged 5,730 / month January to June
- **Referrals** to Thriveworks averaged 640/month between January 2026 and June 2026



Helios Phase 1 Referral Counts and Engagement

