

The background of the slide features a close-up of several hands, some in shadow and some brightly lit, working together to assemble large blue puzzle pieces. The puzzle pieces are interlocking, symbolizing the integration of different systems or the collective effort in healthcare.

Integration of Delivery Systems- Lessons learned from the BHN experience

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Agenda

- Introduction to BHN
- Lesson #1: Congruence
- Lesson #2: Shared Priorities
- Lesson #3: Focus on the future
- Lesson #4: Show results

Reasons for forming the Boston HealthNet

- In 1995, Boston HealthNet (BHN) was created as a partnership among the newly merged hospital – Boston Medical Center (BMC), Boston University School of Medicine and 8 (now 14) established Community Health Centers (CHCs).
- BHN was charged with protecting the public mission of the old Boston City Hospital through a close alliance and alignment of BMC with the CHCs to serve all patients without regard for their ability to pay.

BHN Network Purposes

- Develop a coordinated, integrated delivery system of health care services
- Provide services and programs that benefit service area communities
- Provide participating health centers greater access to capital resources and improve their fiscal health
- Enhance and promote member's ability to enter into managed care arrangements
- Promote and advance medical education and training of primary care physicians



LESSON #1 CONGRUENCE

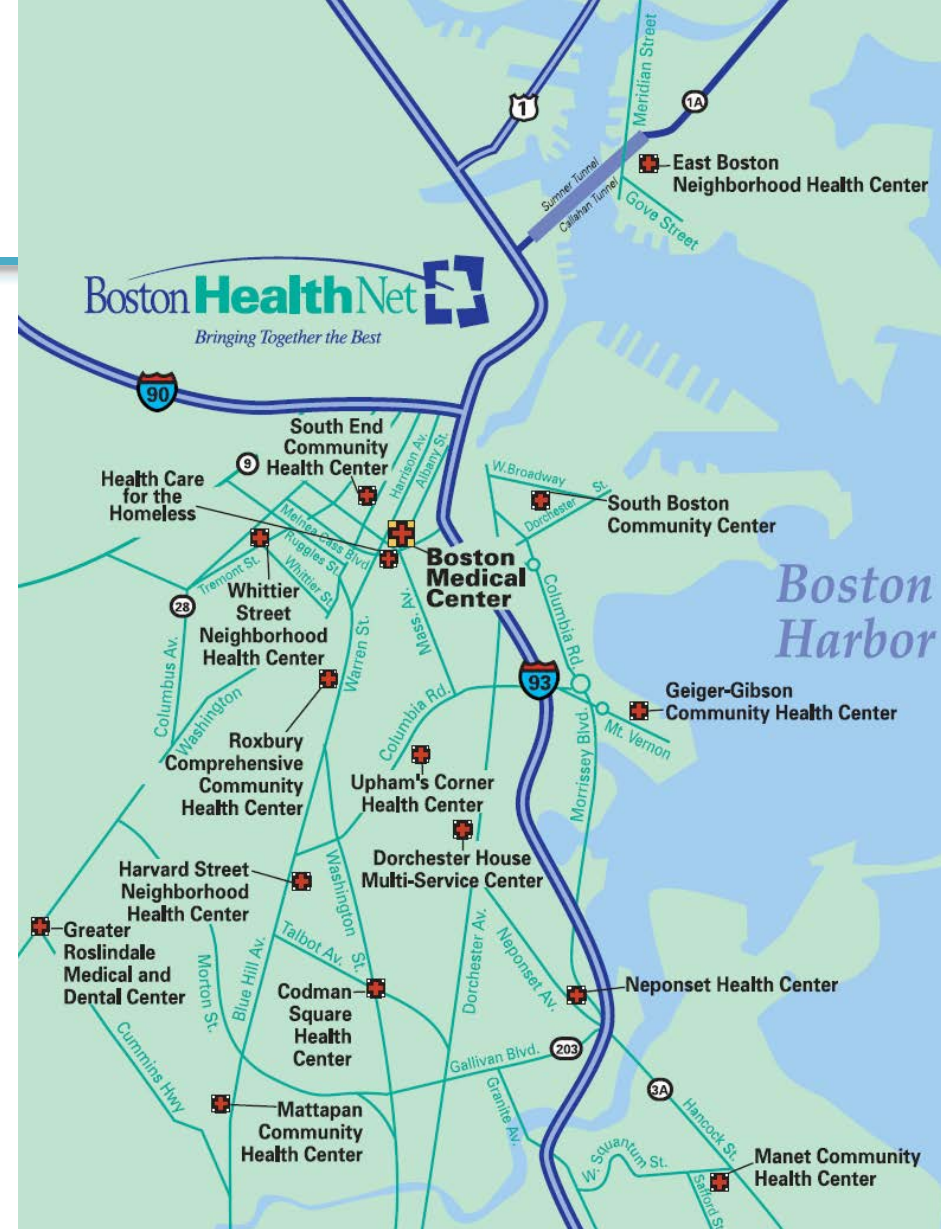
Mission/vision congruence

Some examples –

- BHN:** *Providing high quality integrated health care to Boston residents regardless of their ability to pay*
- BMC:** *Exceptional care, without exception*
- DH:** *To be an essential resource in our community in its efforts to achieve the highest levels of health, well-being and quality of life for its residents.*
- South Boston:** *All who seek care are welcome here*
- BHCHP:** *Medicine that matters*

The network

- Boston Medical Center (BMC) – 508 bed academic medical center
- Boston University School of Medicine (BUSM)
- 14 partner Community Health Centers (CHCs)
 - 11 primary partners
 - 3 secondary partners

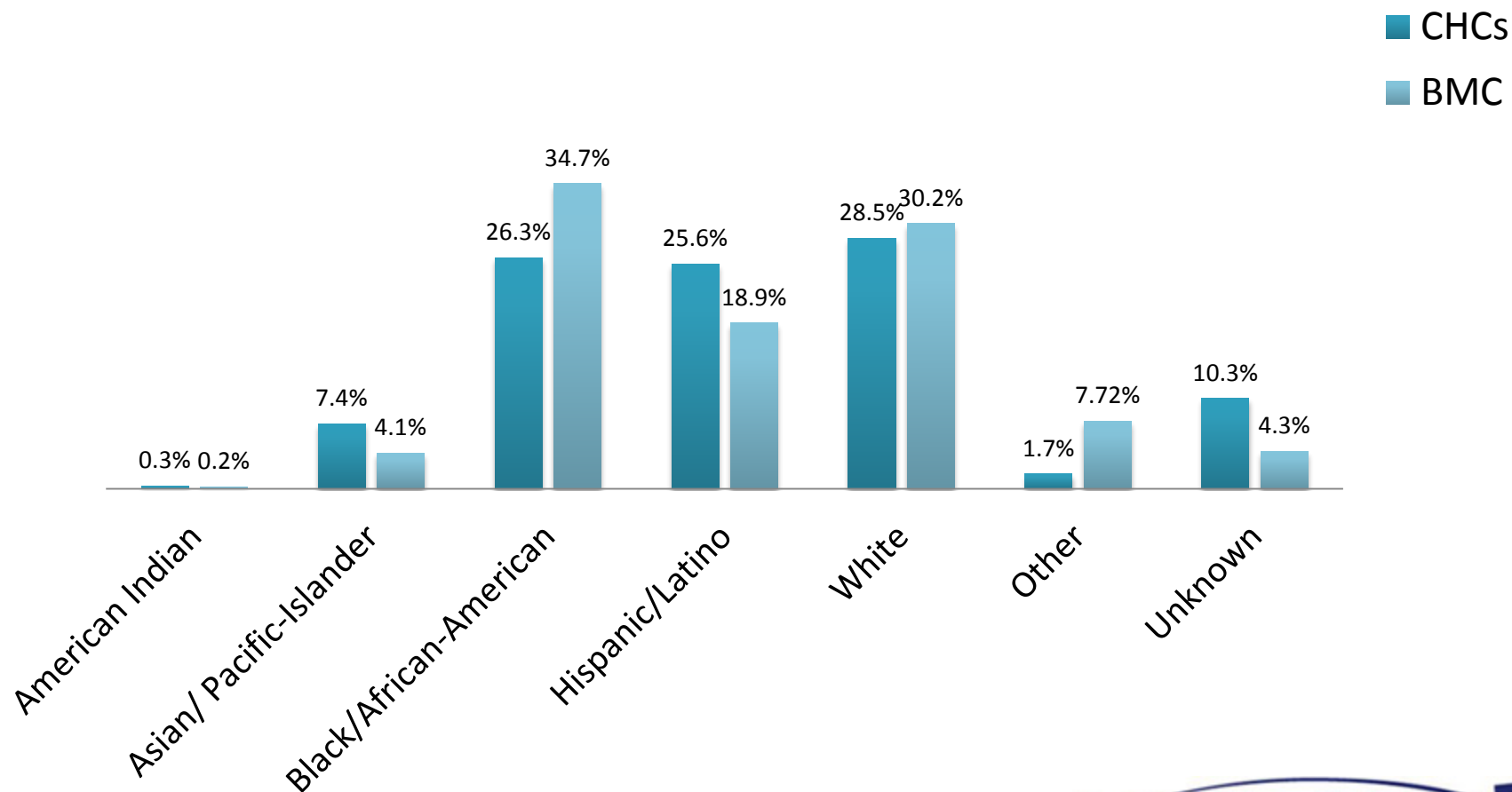


Serving a diverse community - Together

- Over 30 languages are spoken in the CHCs and BMC
- Roughly 42% Medicaid; 7% Comm Care; 8% Medicare; 20% Uninsured; 23% Commercial

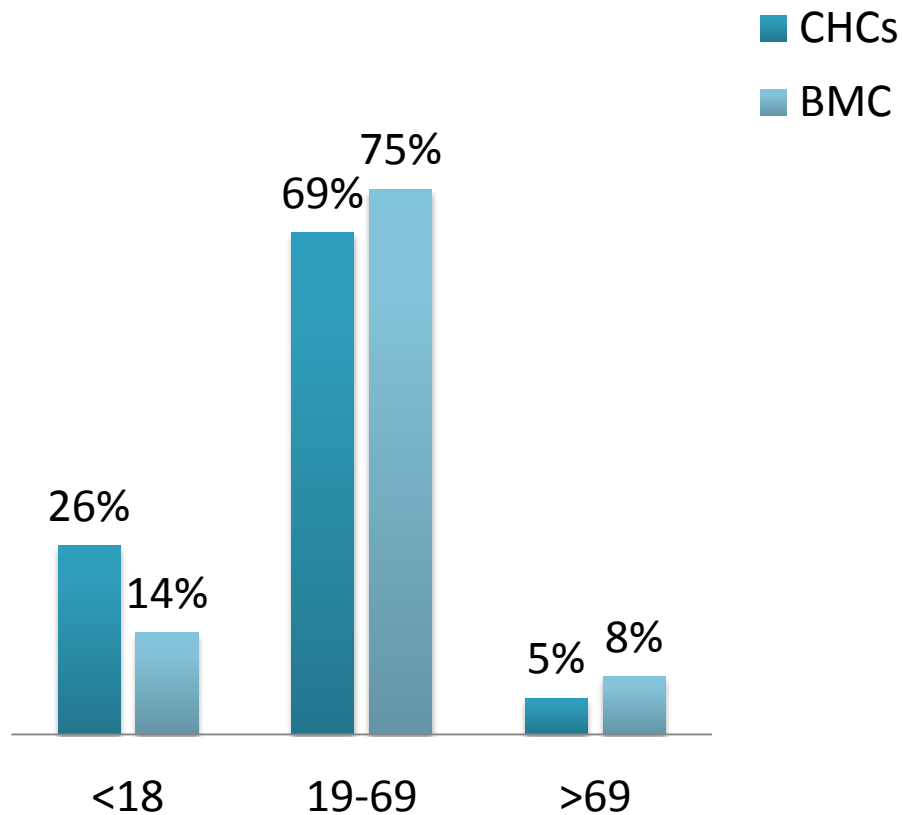
Patient demographics

Race/Ethnicity

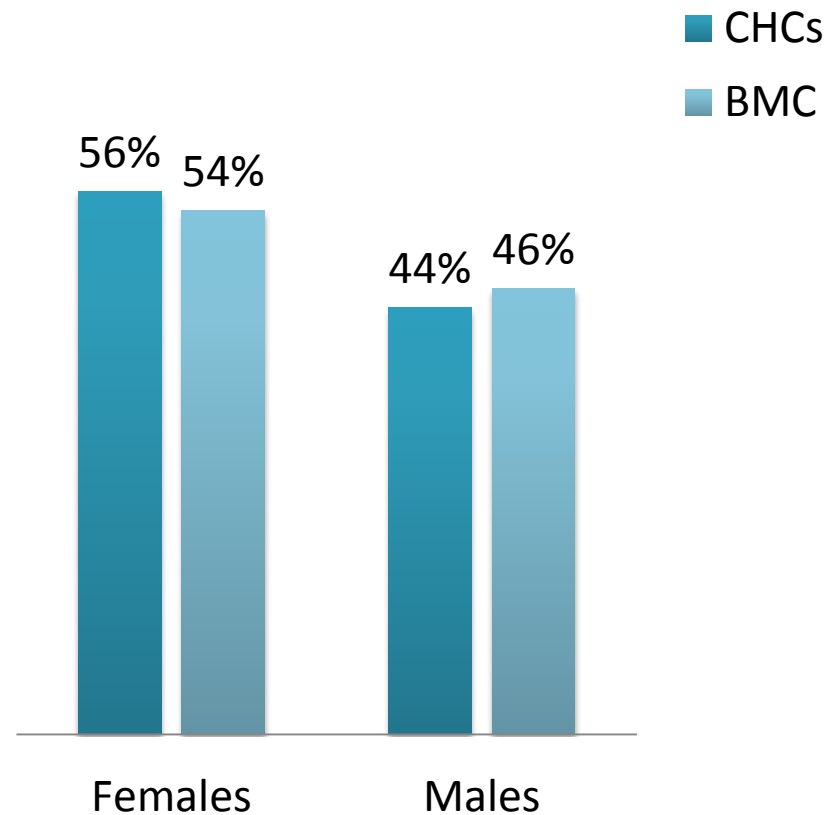


Patient demographics

Age



Gender





LESSON #2

Shared Priorities

Clinical collaboration

Inpatient Rounder System

- Aimed to improve transitions in care between inpatient stays and return to patient's medical home (CHC)
- DFM and CHC docs are attending on all CHC patient admissions to BMC daily

Residency training program

- Since 1996, 921 placements at 7 CHCs

Clinical Committee Meetings

- Medical Directors meet monthly
- Forum to share best practices, improve access and establish common care management models

Clinical collaboration

Clinical support

- 85 DFM PC sessions onsite at CHCs
- Joint hires initiative
- 14 BMC specialty departments provide nearly 80 sessions at CHC each week
 - Including: cardiology, dermatology, OB/GYN, psychiatry and others
- Annual surveys to update and provide additional specialty sessions

Research

- Research sub-committee comprised of CHC and BMC physicians review all community based research at CHCs for BUSM IRB
- Since 2005, 125 research projects reviewed and approved

Health IT

EMR and data warehouse

- 10 of our CHCs using same GE EMR
- A data warehouse that mines data from all 14 CHC EMRs to improve population management
- Disease registries for immunization and diabetes
- CPOE
- Lab interfaces
- Quality reporting

E-Referral portal

- A standardized electronic referral system across the network.
- CHCs can electronically submit appointment requests and clinical information and track patient status plus receive updates.
- In FY2012 nearly 50,000 referrals passed through the portal

Addressing barriers to care

Shuttle buses

- Three distinct CHC routes
- Transported 202,830 patients and families between BMC and CHCs in FY12
- Operated 7am-7pm Monday through Friday



Patient navigation

- BMC's Cancer Center has partnered with 5 CHCs to improve health outcomes of patients with cancer diagnoses through patient navigation

Community Outreach

- Nutrition for Kids
- Medical-Legal Partnership for Families
- Community need based efforts by CHCs

LESSON #3

FOCUS ON



Working on currently...

Primary Care Payment
Reform Initiative of MA

CHAPTER 224

- Bundled payment for a defined set of services
- Shared savings based on target spend budget with 3 risk tracks
- Quality payments tied to pay for reporting, moving towards pay for performance
- Integration of defined set of behavioral health services within primary care (3 tiers)

BHN response:

- Incorporated into ACO development steering committee's agenda
- Collective response to state RFA from eleven CHCs and 3 BMC departments
- BMCHP actuarial assistance with rate appraisal
- Intention to pool covered lives together. Share savings and risk among partners

Working on currently...

BACO

- Boston Accountable Care Organization
- A working group established to facilitate ACO formation among 7 CHCs and BMC
- Drafts of Bylaws and Participation Agreements currently under review by individual sites' counsels

Other projects

- PA program – BUSM is developing a program. BHN is securing placements in our CHCs
- MSO – negotiating risks contracts fro BMC and CHCs
- Ongoing collaborations through BHN standing committee meetings
 - Board
 - Clinical
 - HR
 - CFO forum
 - Patient Account Managers
 - CHART Work Group



LESSON #4

SHOW RESULTS

Results

- Inpatient visits from BHN CHCs to BMC account for 34% of BMC's total volume (over 11,000 in FY12)
 - BHN Rounder system:
 - Consistently Lower ALOS
 - Superb provider and patient satisfaction
- Outpatient visits from BHN CHCs have steadily risen over the past 5 years (over 150,000 in FY12)
 - Now 29% of all BMC volume

THANK YOU