

# Community Health Care Investment and Consumer Involvement

Health Policy Commission

Committee Meeting  
June 4, 2014



# Agenda

- Approval of the minutes from May 21, 2014 meeting
- Update on Phase 1 of CHART Investment Program
- Update on community hospital study
- Presentations by CHART Phase 1 awardees
- Schedule of next committee meeting

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## Vote: Approving minutes

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**Motion:** That the Community Health Care Investment and Consumer Involvement Committee hereby approves the minutes of the Committee meeting held on May 21, 2014, as presented.

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# Key events involving CHART hospitals

## Key events between April 2, 2014 and June 4, 2014

- **North Adams Regional Hospital** emergency department has reopened under the license of Berkshire Medical Center.
- The HPC has completed its review of Lahey Health System's proposed acquisition of **Winchester Hospital** and its operating affiliates.
- **Tufts Medical Center** is seeking to create an integrated system with **Circle Health (Lowell General Hospital)**
- **Lawrence General Hospital** and **Beth Israel Deaconess Care Organization** have proposed a contracting affiliation whereby LGH joins BIDCO

# CHART Phase 1 projects are underway

## Phase 1 status report

- **Staff continue to engage in ongoing coordination of CHART activities with key partners** (e.g. *Prevention and Wellness Trust Fund, Infrastructure and Capacity Building Grants, Workforce Development Trust, DSTI, MeHI e-Health investments, SIM, EOHHS IT, etc.*)
- HPC staff have conducted site visits with **21 CHART hospitals**, with 4 scheduled in the coming month and staff working to schedule the final 2 visits.
- Staff are conducting **regular monthly calls with CHART hospitals** for updates on milestones and project work, problem identification, and provision of limited technical assistance as needed.
- Phase 1 projects are generally **proceeding well**:
  - Where applicable, HPC staff are able to **coordinate efforts of teams** at different CHART hospitals engaged in similar efforts
  - Hospitals report **considerable excitement and enthusiasm** for CHART efforts
  - In some cases, projects are **delayed due to hiring challenges**, overly ambitious timelines, or subcontractor timeline slips
- CHART awardees may now request **no-cost extensions** for Phase 1. Such requests are due by June 30, and staff are responding on a rolling basis and in a timely manner.

# CHART Phase 1 projects are underway

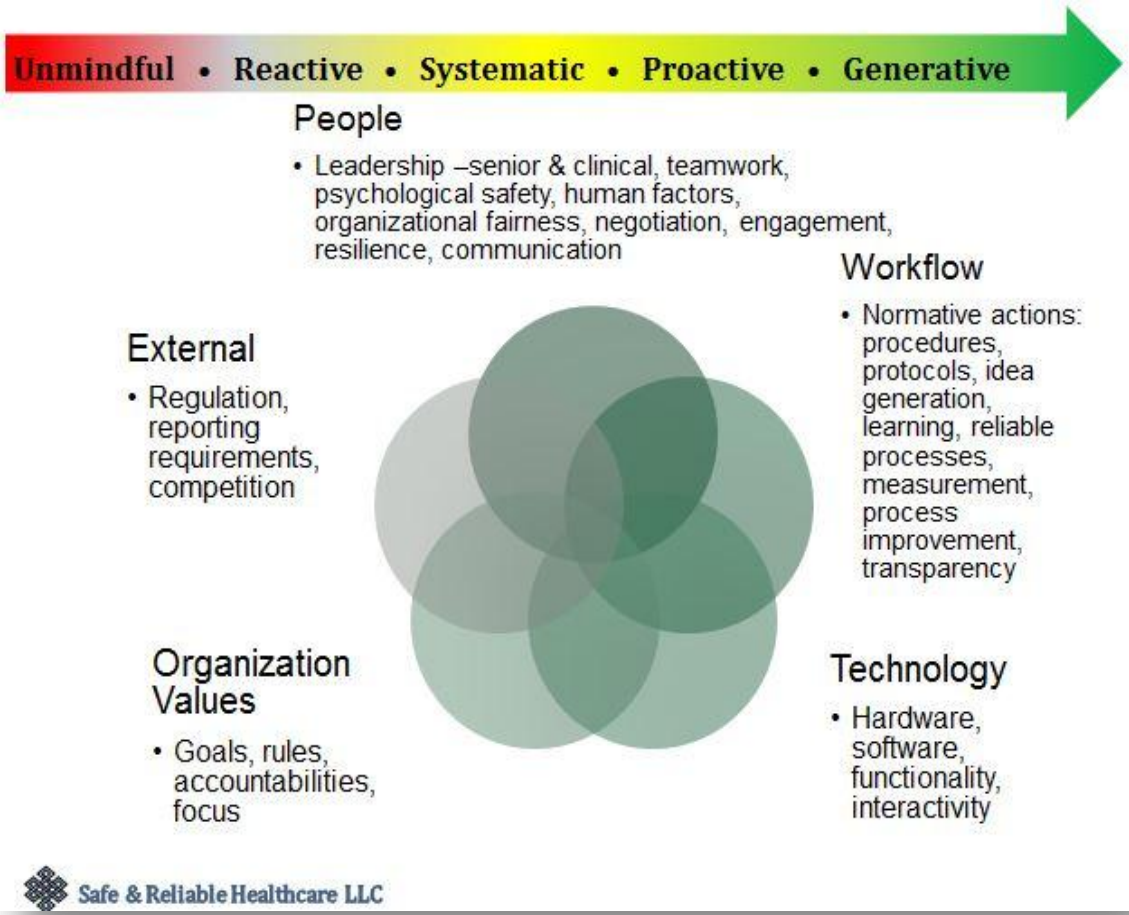
## Phase 1 status report

- CHART hospitals have expressed interest in **opportunities for shared learning** with other awardees engaged in similar activities – for example, standing up high-risk care teams.
- CHART hospitals have also asked for the HPC to coordinate an event to **showcase CHART program work** with the full cohort – a culminating poster session or series of presentations.
- Staff are exploring options for pursuing such learning and dissemination activities as voluntary opportunities for interested CHART hospitals.
- There may additionally be opportunities for CHART hospitals to formally or informally **share, distribute, and publish** CHART-funded work. Staff will continue to work with hospitals to support them in identifying and pursuing such opportunities.
  - The HPC final reports will be one venue for such sharing and dissemination.



# Safe and Reliable site visits and assessments

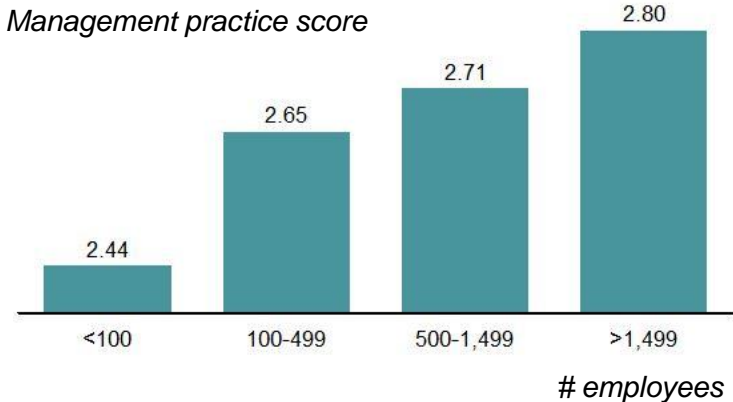
- Safe & Reliable (S&R) has begun engaging with hospitals to assess baseline culture survey data
  - Hospitals with sufficient data are beginning to schedule S&R site visits
  - Hospitals with insufficient data are being supported in best pathway (partial or complete data collection) with site visits to follow later
  - HPC and S&R staff are coordinating closely to develop an optimal approach to hospital-specific reports
- S&R anticipates completing all hospital assessments by mid-August, in time to inform the Leadership Academy and Phase 2 selection



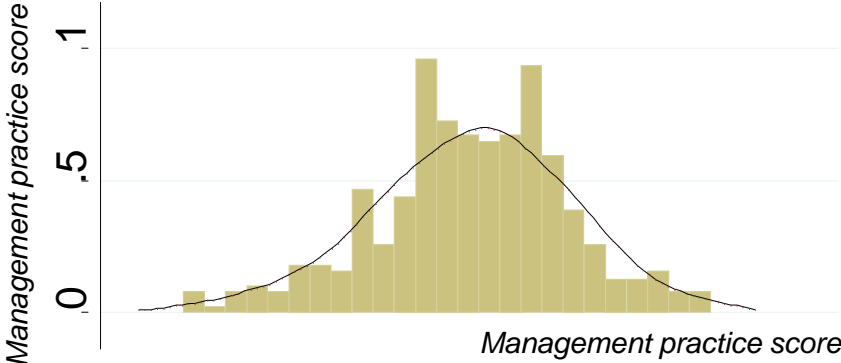
# World Management Survey implementation

- Professors Raffaella Sadun (Harvard Business School) and John VanReenen (London School of Economics) are conducting the World Management Survey across the CHART cohort (*begins June 9*)
  - Participation is voluntary but open to all CHART hospitals
  - HPC providing letter of support and encouraging hospitals to participate
  - WMS data will be used as a baseline for cohort-wide evaluation as well as to guide improvement efforts
- WMS has been implemented across thousands of hospitals in ~20 countries
  - Facilitates meaningful benchmarking
  - HBS/LSE team currently conducting a statewide assessment in another state also engaged in improvement activities
  - WMS will be benchmarked against available quality data

**There is a strong relationship between hospital size and management practice**




**Hospital management practice shows a wide spread**



Note: Bars are the histogram of the actual density. The line is the smoothed (kernel) of the US density for comparison.

# Leadership Academy

- Leadership Academy scheduled for **September 2, 2014**
- One day, high-yield event
- Curriculum development ongoing; HPC convening focus groups of hospitals to maximize benefit
- ~5-7 attendees will be present per hospital (clinical, operational, and board leadership)
- Key themes will include:
  - Review and discussion of Safe & Reliable assessments
  - Review and discussion of World Management Survey results
  - Targeted education sessions on leadership/management skills; QI principles
- Oriented towards the 90-120 day planning period for CHART Phase 2 implementation




Commonwealth of Massachusetts  
**Health Policy Commission**

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**Save the Date**

## CHART Leadership Academy

September 2, 2014  
Location TBD





Please join hospital leaders, healthcare transformation experts, and the HPC for an engaging program linking management and improvement in an era of health reform.

We will reflect on findings from hospital surveys and employee and staff interviews, and participate in focused training and collaborative activities based on these findings.

Additional details will be disseminated this summer.

Questions? [HPC-CHART@state.ma.us](mailto:HPC-CHART@state.ma.us)

*Featuring Safe & Reliable Healthcare  
and Collaborative Health Strategies*



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## From Community Hospital to Community Health: *Goals*

- To develop an action-oriented report on the future of community hospitals in Massachusetts, including analysis of baseline status, community need, and toolkits to support overcoming common barriers to community hospital transformation:
  - To identify **challenges to transformation** in community hospitals
  - To examine the **experience of key stakeholders** to inform solutions to these challenges and identify innovations that can work in the Commonwealth to help the **CHART program drive transformation** in an eligible community hospital
  - To identify and develop resources and approaches that support hospitals' **Phase 2 strategic planning efforts**
  - To support HPC funding prioritization and hospital proposals for **future phases of CHART**
  - To conduct an analysis of acute care supply and to **identify opportunities** to meet community needs

# Analytic approach *(draft for discussion)*

## Aim 1 ANALYSIS OF ACUTE CARE SUPPLY & IDENTIFICATION OF OPPORTUNITIES TO ALIGN CAPACITY WITH COMMUNITY NEED

- Total capacity and need
- Current distribution of resources in select community-essential service lines
- Forecasting the impact of changing demographics and other drivers of changing need
- Recommendations to support *hospital decisions* regarding potential reconfiguration of services that mitigate excess capacity or address unmet community need

To support health systems' alignment of services with community needs

To support public and private sector health resource planning and investment

## Aim 2 IDENTIFYING AND ADDRESSING BARRIERS TO STRUCTURAL TRANSFORMATION IN MASSACHUSETTS COMMUNITY HOSPITALS

- Engagement of key leaders in Massachusetts and other states with experience in related efforts
- Examination of federal and state regulatory frameworks governing the operations of acute hospitals, with a focus on potential barriers to structural change and a comparative analysis of policy approaches adopted nationally
- Identification of innovations consistent with the Commonwealth's policies

To inform policy initiatives that address challenges to transformation

To support hospital strategic planning and engagement in transformation

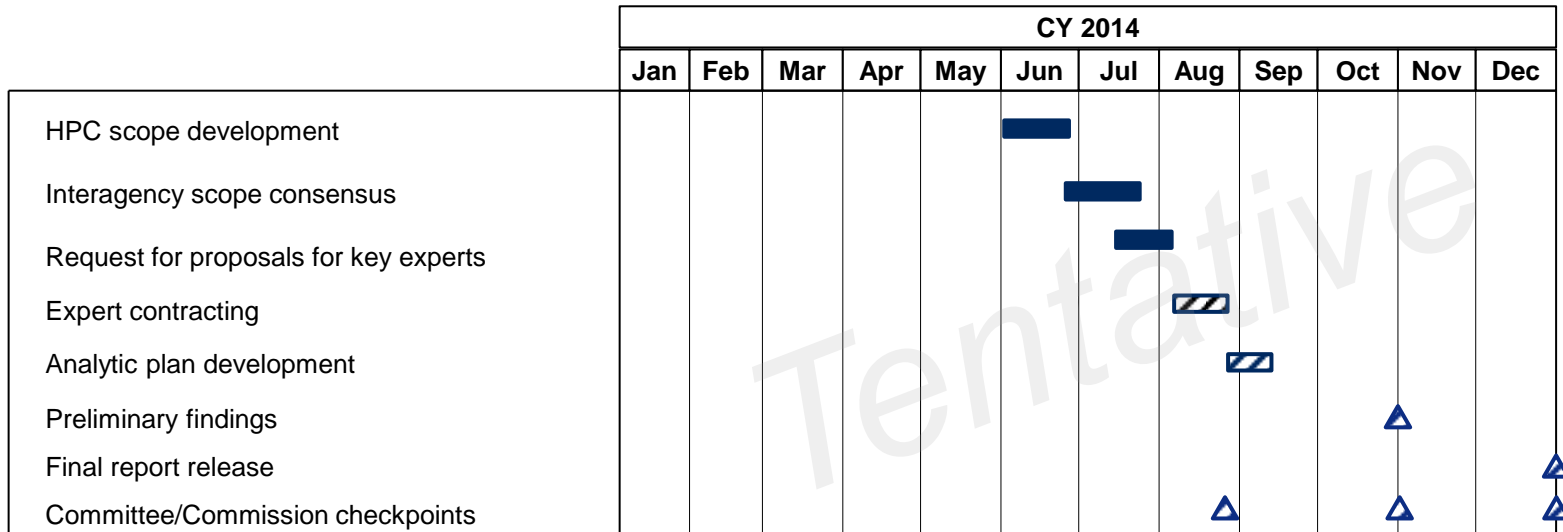
## From Community Hospital to Community Health

- Considerations for scope of study include:
  - Ensuring all community hospitals are included, not just CHART-eligible hospitals
  - Including services across the continuum of care that may or may not be hospital-based
  - Ensuring topics beyond care delivery are examined, such as workforce and local economic impact of hospital presence
  - Focusing on key service lines/domains of care delivery that are particularly important to communities
  - Including analysis of role of teaching hospitals where relevant, such as appropriately reducing tertiary care transfers
  - In addition to government, providers, and payers, ensuring that consumers, businesses, and other stakeholders are engaged
- Commitment to engage stakeholders, including the Advisory Council, and opportunities for public comment

# Timeline and work plan

## From Community Hospital to Community Health: *Next Steps*

- To meet the goal of releasing a community hospital report in Quarter 1, 2015, an aggressive timeline for scope development and project implementation is necessary
- This timeline involves a series of key touch-points to engage the CHICI Committee and Commission, with ongoing engagement with other state agencies and key stakeholders (including the Advisory Council)
- Staff anticipate returning to the CHICI Committee this summer with a substantive update including a detailed discussion of the analytic scope





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# CHART Phase 1 awardee presentation



Beth Israel Deaconess Hospital  
*Plymouth*

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- **Schedule of next committee meeting (August 6, 2014)**

# Contact information

For more information about the Health Policy Commission:

- Visit us: <http://www.mass.gov/hpc>
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