## **Overview of BILH & BILHPN**

**Updated as of April 2024** 



Beth Israel Lahey Health Performance Network

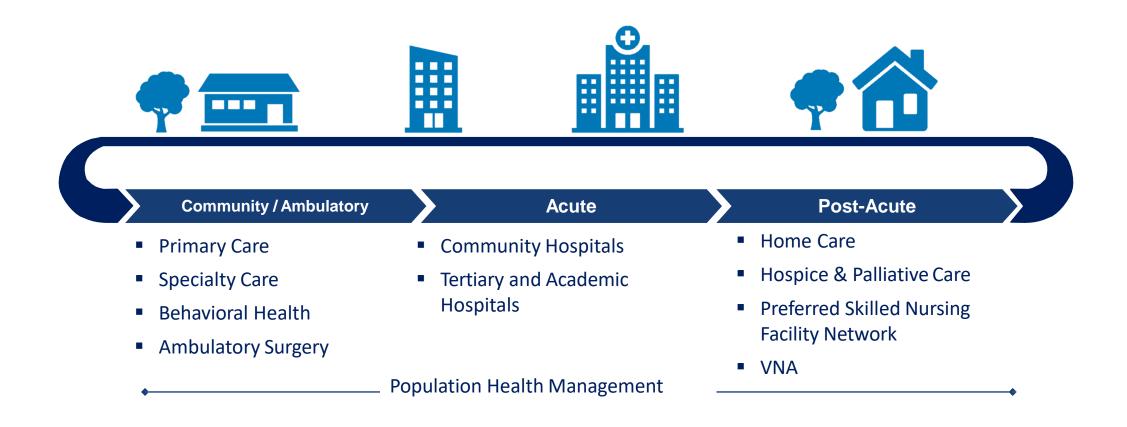


# Overview of Beth Israel Lahey Health

#### A Comprehensive System of Care

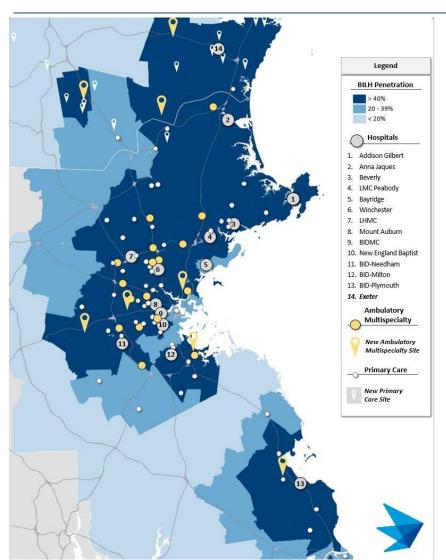


A comprehensive, high-value system of care across Eastern Massachusetts and Southern New Hampshire



#### Key Facts





Facilities	Hospitals	14
	Major Ambulatory Facilities	25
Clinicians	BILHPN PCPs	790
	Total BILHPN Physicians	4,760
	Patients	1.7 million
Clinical Operations	Operating Revenue	\$6.8 billion
	Employees	39,000
	Discharges	137,000
	ED Visits	407,000
	Outpatient Encounters	4.1 million

<sup>\*</sup>Data as of 9/30/22; Includes Exeter Health Resources (joined July 2023)

#### BILH Hospitals and Specialty Facilities



#### BILH is the region's only large-scale academic health system where the majority of care is delivered in community institutions



#### 11Addison Gilbert

- 52 beds
- Licensed under Northeast (Beverly)

#### Lahey Medical Center - Peabody

- 10 beds, 5 ORs
- Licensed under Lahey Hospital
   Medical Center

#### Lahey Hospital & Medical Center

- Affiliate: UMASS Chan Medical School
- 333 Licensed beds
- \$1.3B revenue

#### **10**New England Baptist

- Premier Orthopedic Hospital
- 118 licensed beds
- \$227M revenue

#### **13**Beth Israel Deaconess - Plymouth

- 175 beds
- 11,600 discharges
- \$355M revenue

#### **2**Anna Jaques

- 119 beds
- Level III Trauma Center
- \$143M revenue

#### **5**BayRidge

- Psychiatric Hospital w/ 62 beds
- Substance abuse & mental health
- Licensed under Northeast (Beverly)

#### **8** Mount Auburn

- Harvard Med. School Teaching Hosp.
- 213 beds
- \$390M revenue

#### Beth Israel Deaconess - Needham

- 73 beds
- 4,000 discharges
- \$132M revenue

#### **3** Beverly

- 223 beds
- 18,700 discharges
- \$418M revenue

#### **Winchester**

- 183 beds
- 14,900 discharges
- \$332M revenue

#### Beth Israel Deaconess Med. Center

- Affiliate: Harvard Medical School
- 766 beds
- \$1.7B revenue

#### **Beth Israel Deaconess - Milton**

- 102 beds
- 5,300 discharges
- \$141M revenue

#### **15**Joslin Diabetes Center

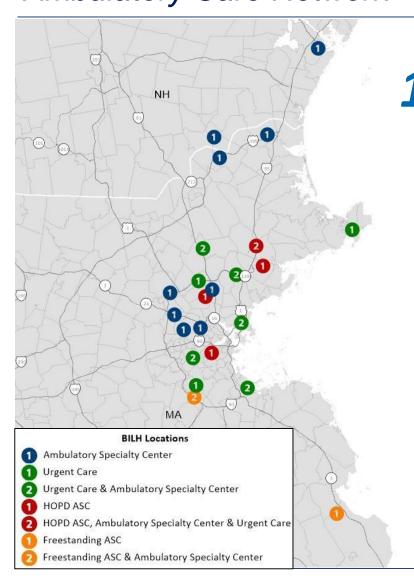
- Affiliate: Harvard Medical School
- Largest diabetes institution worldwide
- \$65-80M revenue (primarily research)

#### **14** Exeter

- 100 Beds
- 4300 discharges
- \$405M revenue

# **System Overview** *Ambulatory Care Network*





Ambulatory Specialty Centers (ASC)

13 of which also offer primary care in addition to specialty services

**Urgent Care Centers** 

6 of which are part of ambulatory specialty centers

Hospital Outpatient Department ASCs

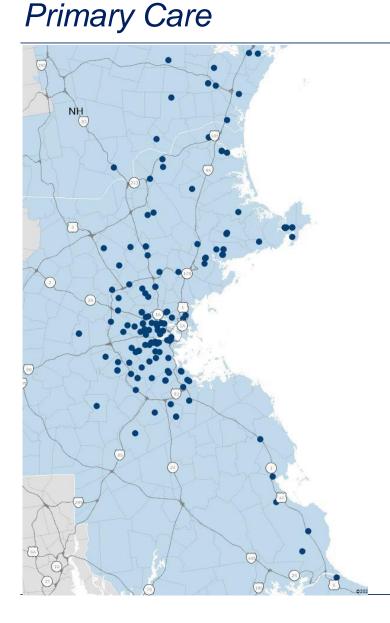
Dedham, Brookline, Danvers, Winchester

**Freestanding ASCs** [under development]

Free-standing ASC joint ventures in Dedham and Plymouth

\*As of 9/30/22; excludes Exeter Health Resources (joined July 2023)





# Primary Care is a signature strength of BILH with an integrated community primary care network

- 790 primary care physicians (including 690 family medicine and internal medicine physicians)
- BILH cares for 1.7 million patients including approximately 565K under risk contracts
- Primary care providers practice in over 165 office locations,
   spanning from Southern New Hampshire to Cape Cod
- Over 77% of our primary care practices include embedded behavioral health services, with a goal of 100% by 2024

# Blueprint 2030

#### Our Strategic Intent





# Overview of BILH Performance Network (BILHPN)

#### Alignment of Mission, Values & Purpose



BILHPN will support and improve access, quality, and efficiency of patient-centered healthcare with a foundation of *diversity, inclusion, compassion, and respect*.



**Wellbeing** We provide a health-focused workplace and support a healthy work-life balance **Empathy** We do our best to understand others' feelings, needs and perspectives

Collaboration We work together to achieve extraordinary results

Accountability We hold ourselves and each other to behaviors necessary to achieve our collective goals

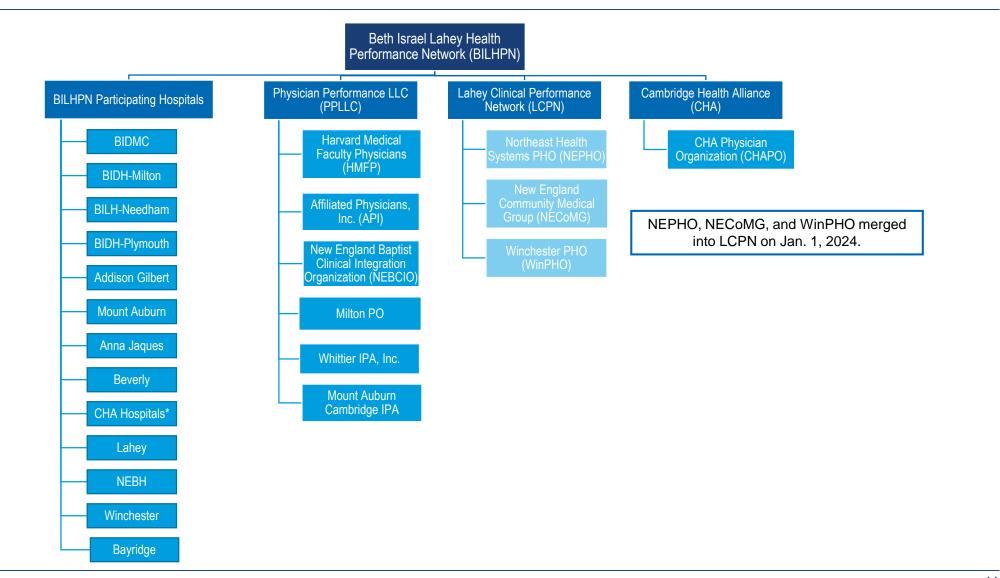
Respect We value diversity and treat all members of our community with dignity and inclusiveness

Equity Everyone has the opportunity to attain their full potential in our workplace and through the care we provide



We create healthier communities – one person at a time – through seamless care and ground-breaking science, driven by excellence, innovation and equity.

#### **BILHPN Physician Organizations and Providers**



#### **BILHPN Value to the Network**

#### Improve health outcomes & deliver positive financial results

#### **Optimize Performance**

- ity & efficien
- Define system quality & efficiency priorities
- Increase quality & efficiency surplus
- Create tailored performance plans by geography based on unique needs
- Integrate resources into local practice
- Motivate & reward performance improvement through funds flow



#### System Synergies & Efficiency

- Standardize clinical protocols for major diseases
- Align systemwide functions to create efficiencies & increased revenue:
  - Payer contracting
  - CDI/acuity documentation
  - Contract & performance analytics
  - Provider enrollment
  - Care retention



#### **Increase Value of Payer Contracts**

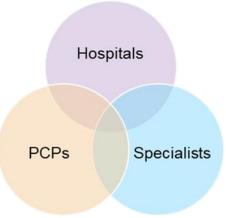
- Improve fee-for-service and value-based contract terms
- Enter strategic payer partner opportunities



# Population Health Performance Management Local Care Units (LCUs)

#### Goals

- ➤ Better align and support BILHPN's transformation to a clinically integrated network to improve patient care
- Organize for our performance work to improve contract performance
- ➤ Align with PCPs, SCPs and Hospitals
- > Keep care as local as possible

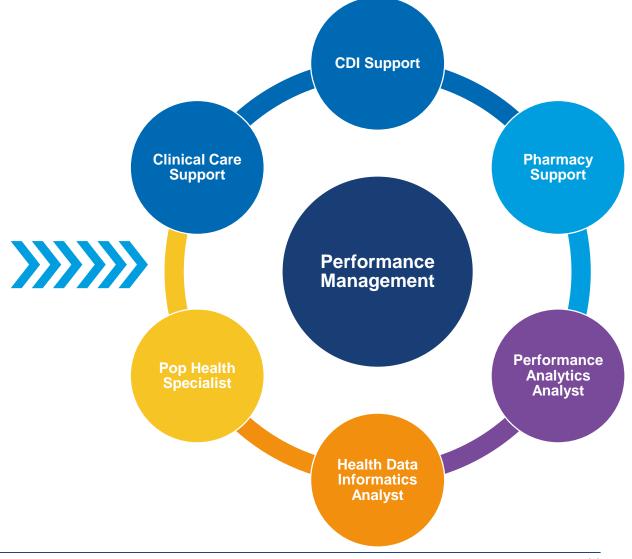


#### **Performance Management**

#### **Cross-functional Team**

# A Performance Director is assigned to each LCU, and meet regularly to:

- Analyze performance data
- Discuss performance, issues, new/burning topics
- Create & execute performance improvement roadmap; focused on strategic initiatives but with flexibility to identify other meaningful opportunities
- Strengthen BILHPN collaboration with LCU & practices
- Brainstorm presentation formats and prepare for LCU meetings



#### **BILHPN Performance Management**

#### Goals



**Care and decision-making stays local** 



Stronger working relationships between BILHPN and local-level providers



Aligned/shared strategic priorities across the network



**Geographic-based Local Care Units** 



No organizational siloes



**Organized & cohesive central resources** 



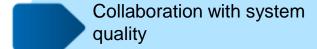
Best practices & resources spread universally and uniformly across network

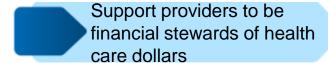


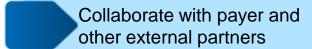
# BILHPN Functions & Services

#### **Clinical Excellence Division**





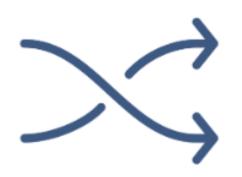




Clinical support for CDI and care retention

Engagement and education of front line care teams

Engagement and education of key BILH stakeholders



# SUPPORT THE GOAL OF IMPROVING EFFICIENT HIGH QUALITY CARE FOR PATIENTS. OPTIMIZING PERFORMANCE ON VALUE BASED CONTRACTS.

Clinical Excellence Division Service

#### **Clinical Excellence Division**

#### Care **MANAGEMENT**



**PHARMACY** 

#### **QUALITY**

#### Post **ACUTE**



Support providers in assessing and addressing patients' clinical and social needs in an effort to efficiently improve health and wellness outcomes.



Support patients and providers in cost effective evidence based medication use.



Support patients and providers in closing quality gaps and appropriately representing quality performance to payers.



Collaborate with BILH hospitals and preferred SNF network to optimize post-acute care for patients.

#### Focus Areas

- **Quality: Diabetes** and Hypertension
- Post-Acute
- Payer collaboration
- Health equity

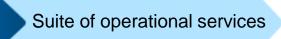
- · Quality: Diabetes and Hypertension
- Medication Adherence
  - Medication use variation
- Provider education

- Diabetes and Hypertension
- Cancer Screenings
- Reporting key deliverables to payers
  - Health equity

- SNF utilization
- SNF length of stay
- Readmissions/ **Transitions of Care**
- Home Care Network



#### **Operations Division**





Supports BILHPN position as a highly valued clinically integrated network



# ENHANCE BOTH CLINICAL **EXCELLENCE AND** OPERATIONAL EFFICIENCY. COMMITMENT TO CONTINUOUS IMPROVEMENT. ESTABLISH STRONG PARTNERSHIPS.

Operations Division Service



#### **Operations Division**

# Performance

# Performance analytics & REPORTING

# Clínical DOCUMENTATION IMPROVEMENT

Care







Dedicated to driving performance improvement across clinical & operational units. This team works to garner strong partnership and engagement with LCU's

Offer standard reporting packages for both quality & efficiency based on patients enrolled in value-based contracts. Conduct specialized analytics based on clinical criteria

Provide support for accurately and appropriately capturing the acuity of our patients.

Educate patients on BILHPN specialty care providers and facilitate appointment scheduling to the providers when an out of network specialist is requested

- Engagement and primary liaisons for LCU
- Performance Assessments
- Goal Setting & Alignment
- Training & Development
- Best Practice Recognitions
- Continuous Improvement

- Monitor the performance against BILHPN strategic goals
- Provide performance metrics to the state
- Support Care Management and Pharmacy
- Support Quality Performance
- Monitor Hospital and Post Acute Performance

- Provide education and training around documentation needs for chronic conditions
  - Provide services to appropriately surface and address gaps

- Educate PCPs on vast network of providers
- Establish relationships with Specialist offices to ensure timely appointments
- Redirect out of network requests to BILHPN providers
- Identify service gaps in particular regions and report back to BILH stakeholders.



#### **Operations Division**

#### GOVERNMENT PAYOR ACO PROGRAMS

# COMMUNITY BENEFITS/FLEX PROGRAMS

# Health DATA INFORMATICS

# Population HEALTH TOOLS & COMMUNITY EMR



Support patients & providers with program operations & strategic initiatives specific to meeting pop health and efficiency goals for MH ACO and MSSP ACO populations.

- New program/strategy development with program communications
- Quality and health equity improvement
  - Medical expense reductions (examples: Hospital and SNF utilization management)



Address patients' clinical and social needs in an effort to efficiently improve health and wellness outcomes

- Housing and Nutrition
- Patients with significant Behavioral health needs and patients with physical and developmental disabilities and brain injuries



Support connectivity to our population health analytics tools & reporting data warehouses. Create data extracts & reports.

Develop and maintain provider rosters and reports.

- Integration of clinical feeds
   across BILH
- Integration of payer claims and eligibility data
- Creation and management of data extracts and reports
   Creation and management of provider reports to payers and for both internal and external teams

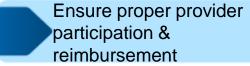


Manage BILHPN's population health analytics tools. Application and program support to approx. 200 BILHPN providers across 50+ practices that use BILH Hosted eCW.

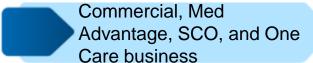
- Management of a mo. quality freeze and set-up of yearly initiatives, measures, and thresholds
- Development/maintenance of custom reports
  - Management of Arcadia Analytics operations
- Hardware, software, asset lifecycle management and IT vendor relations

Focus Areas

#### **Payer Contracting Strategy Division**









# DEVELOPMENT AND IMPLEMENTATION OF SYSTEM'S PAYER CONTRACTING STRATEGY. CONTRACT NEGOTIATIONS OUTCOMES AND PROVIDER ENROLLMENT.

Payer Contracting Strategy Division Service

#### **Payer Contracting Strategy Division**

#### Contracting

# Contract

# Medical

## Contract









Manage all contracting activities for the system. Primary point of contact with the payers. Maintain and report on detailed contract database. Provide strategic insight and subject matter expertise.

Provide strategic input & analytical support during contract negotiations.

Audit all payer rate updates. SME for issues related to payer reimbursement.

Subject matter experts for all VBA and APM agreements. Audit all alternative payment model methodology financial transactions. Facilitate system funds flow. Provide project
management and
guidance to support
department operations
and efficiency
improvements. Oversee
and manage department's
tracking processes.

- Develop comprehensive system contracting strategy across all lines of business
   Working closely with the legal and compliance teams, develop a contract language database used during payer negotiations
- Create payer financial models detailing current payer and product reimbursement across the system
- Develop standardized system wide payer reimbursement reporting for distribution to key stakeholders
- Work with centralized Rev
  Cycle to implement a systemwide contract
  management/modeling tool
- Evaluate and re-engineer, as needed, current workflows and processes to ensure optimal efficiencies

Focus Areas

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#### **Payer Contracting Strategy Division**

#### Provider

**ENROLLMENT & NETWORK RELATIONS** 



Ensure all network providers are properly enrolled. Act as a liaison between our network providers and Payers. Act as the system liaison between the payers and the providers.

Educate & inform providers of policy and procedure updates
 Work closely with BILH Revenue Cycle to understand current payer pain-points and revenue issues resulting and act as the liaison with the payers for issue resolution

Focus Areas

Beth Israel Lahey Health

Performance Network