GBR Impact on Operations

- GBR covers regulated services and establishes a maximum allowed revenue, but does not cover unregulated services.
  
  For BSB, this represents our grant & fee-for-service substance abuse programs, housing division, community outreach programs, unregulated clinics, and outpatient renal dialysis.

- GBR has provided some stability relating to regulated revenue, however has provided both opportunities and challenges aligning services between regulated and non-regulated programs.

- Reimbursement under GBR has continued to encourage facilities to focus on quality metrics such as readmissions, PAU's(1), HCAHPS(2), and mortality.

(1) Potentially Avoidable Utilization
(2) Hospital Consumer Assessment of Healthcare Providers and Systems
Opportunities & Challenges

- Focus on unnecessary utilization & appropriateness of admissions
- Improvement of care coordination and chronic care
- Align hospital and physician incentives
- Maintain market share while reducing admissions
- Educate internal stakeholders on new care delivery model
- Develop new models focusing on costs beyond the hospital as we shift to Total Cost of Care
- Expand primary care access to population that traditionally has not utilized primary care coverage
- Address high utilizers with multiple co-morbidities
- Identify new and expanded ways to work with community partners
Alignment of Programs and Services

- Community benefit programs are reviewed by senior leadership to assess their impact on the GBR/regulated services.
- Alignment decisions are guided by the Bon Secours Strategic Quality Plan, *Awakening the World*, as well as our recent Community Health Needs Assessment (CHNA).
- Funding of community benefit program(s) is also determined based on the availability of grant funds or private donors.
- Participation in the HEZ has supported the implementation of our CHNA plan.
- HEZ has helped bring partners to the table, including community members.
Value-Add of HEZ

- Additional resources in terms of care coordination for high utilizers
- Build a pipeline of health workers due to the scholarship program
- Community Health Worker resource in our housing facilities
- Retention of providers receiving tax credits to stay in the zone
- Partnerships with other hospitals and organizations on focused initiatives
- Provided resources for expanding access to insurance coverage
- Additional resources for prevention activities (cooking, nutrition, and fitness classes)