

# Health Enterprise Zones Summit

**Samuel Ross, M.D., MS**

**CEO, Bon Secours Baltimore Health System**

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## GBR Impact on Operations

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- 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<sup>(1)</sup>, HCAHPS<sup>(2)</sup>, and mortality

(1) *Potentially Avoidable Utilization*

(2) *Hospital Consumer Assessment of Healthcare Providers and Systems*

## Opportunities & Challenges

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- 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

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- 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

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- 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)