St. Mary's County Department of Social Services

WALDEN
HELP FOR TODAY; HOPE FOR TOMORROW

SMCIL
Southern MD Center for Independent Living

ST. MARY'S COUNTY MARYLAND 1637

Minority Outreach Coalition

GREATER Baden Medical Services
Taking care of our community

HASMC

Greater Lexington Park Health Enterprise Zone (HEZ) Project

AccessHealth
Wellness within reach.

MedStar St. Mary's Hospital

Joan Gelrud - Vice President
MedStar St Mary's Hospital
April 2, 2015

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Vision

Establish accessible, integrated, culturally competent healthcare in the HEZ supported by clinical care coordination, prevention services, community outreach and education

Core Disease States

Diabetes, Asthma, Hypertension, Congestive Heart Failure, Chronic Obstructive Pulmonary Disease, Behavioral/Mental Health Diseases

MedStar St. Mary's Hospital

HEZ Year 1
Key Goals and Successes

AccessHealth
Wellness within reach.

Expand Service Capacity

- Implemented Integrated Care with Walden and *Get Connected To Health (GCTH)*
- Deployed Care Coordinators
- Deployed Community Health Workers
- Recruited 4 FTE Healthcare Providers
- Implemented Transportation Route
- Designed Access Health Logo

HEZ Year 1
Key Goals and Lessons Learned

AccessHealth
Wellness within reach.

Expand Service Capacity

- Dental Van Implementation
  - Needed expert consultation
- Health Center Timeline Shift
  - Teambuilding amongst partners
- Provider Recruitment
  - Creativity when incentives did not meet providers' requirements

HEZ Year 2
Key Goals and Successes

AccessHealth
Wellness within reach.

Expand and Fill Service Capacity

- Opened New Integrated Practice (9/2014)
  - Added 2 FTE providers (1 NP/ 1 MD)
- Launched Adult Dental Program
- Increased Transportation Options
- Integrated HEZ Care Coordination with Other Agencies
- Expanded Evidence Based Community Health Worker Programming
  - Added National Diabetes Prevention Program
- Expanded Language Line/Interpreter Availability
- Optimized Data Management

HEZ Year 2
Key Goals & Lessons Learned

AccessHealth
Wellness within reach.

Expand and Fill Service Capacity

- Recruitment and Retention
  - Still a challenge
- Care Coordination
  - Near capacity; 116 active patients for RNs in year 2
  - Patient contact prioritized over other programs to increase Community Health Workers' (CHW) caseloads to 20 each
- Adult Dental Program
  - Modified with 25 patient visits to date
- Interpreter Services
  - More on-site interpreters needed
- Data Collection
  - Tools/methodology were changed

Moving the Needle
HEZ Volumes
Grant Year 2, Quarters 1-3

AccessHealth
Wellness within reach.

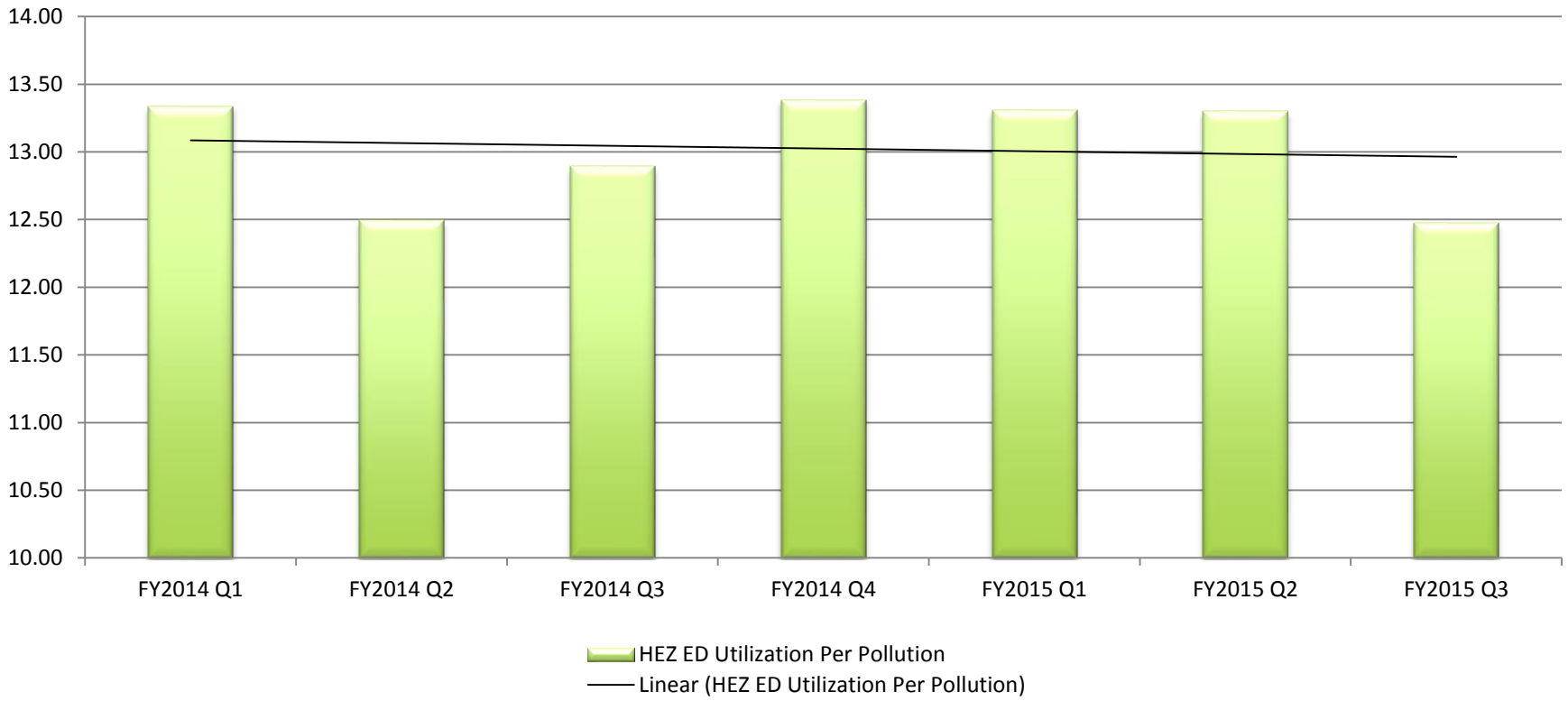
- 363 Patients had RN Care Coordination
- 1597 Clients had CHW Interventions
- 3346 Riders on Shuttle
- 127 Transports out of the HEZ for Care
- 1095 Patients Served by Walden Sierra
- 860 Patient Visits to *GCTH* service
- 25 Language Line Calls Used
- 12 In-person Interpreters Enlisted

Moving the Needle

Quarter 1 FY2014- Quarter 3 FY2015

AccessHealth
Wellness within reach.

HEZ Overall Emergency Department Utilization/Census Rate

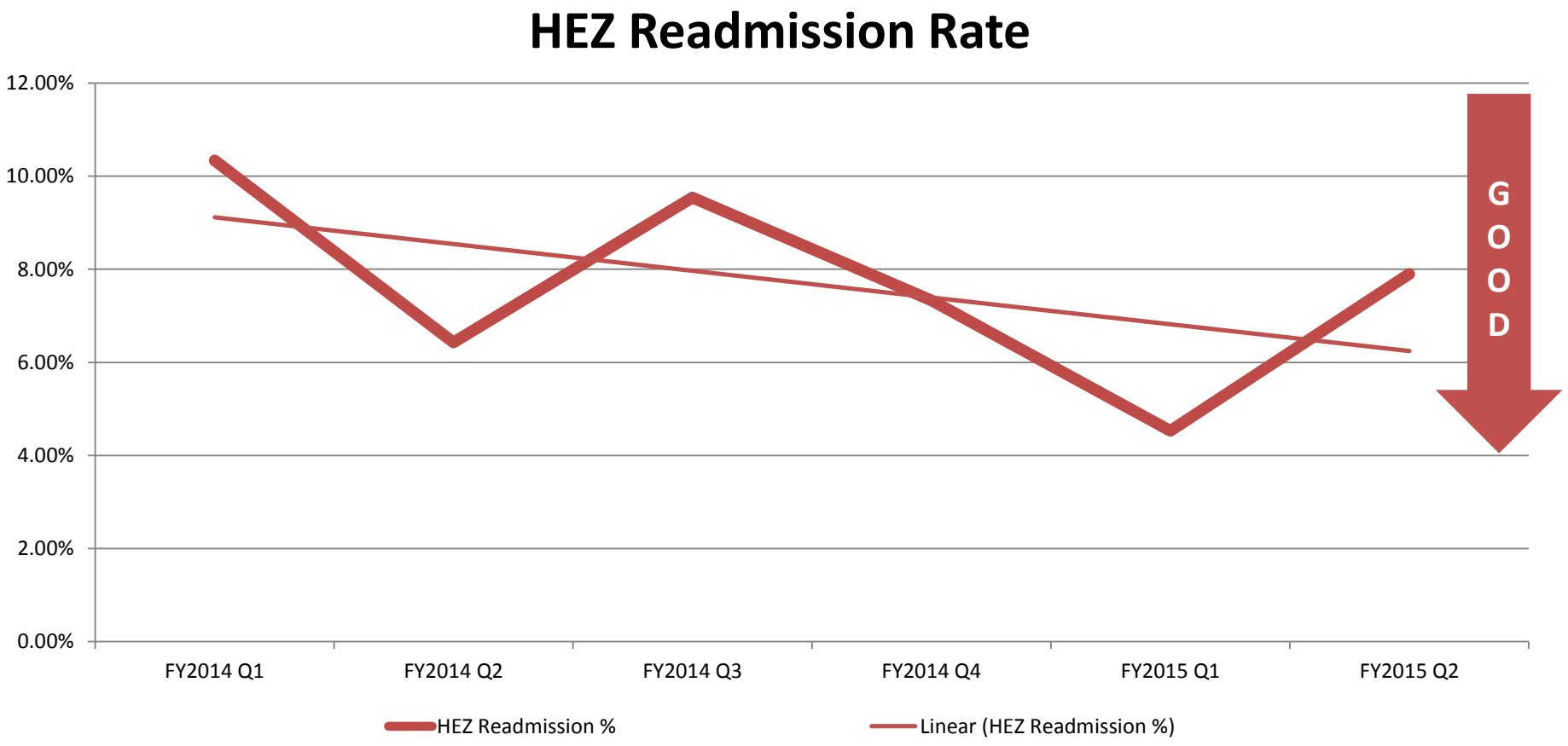


ED Utilization = HEZ ED Visits/HEZ Population (2010 Census Data)

Moving the Needle

Quarter 1 FY2014- Quarter 2 FY2015

AccessHealth
Wellness within reach.



HEZ Year 3
Key Goals and Focus Areas

AccessHealth
Wellness within reach.

Continue to Expand and Fill Service Capacity While Assuring Quality of Services

- Recruit and Retain Providers and Build Capacity
  - Psychiatry and primary care (3 FTE goal)
  - Increase primary care capacity and productivity
- Refine Care Coordination
  - Maintain capacity/refine target populations
- Expand Integrated Care/Behavioral Health
- Refine Transportation Routes
- Expand Adult Dental Services

HEZ Year 3
Area of Focus 1

AccessHealth
Wellness within reach.

Build Practice Capacity

- SMART Objectives:
  - Primary care practitioners average 2-3 visits/hour 36 clinic hours/week during practice ramp-up (9 months) 788 patient visits to date
  - Primary care practitioners will average 3-4 visits/hour

    36 clinic hours/week minimum of 5184 appointments/year
- Barriers
  - Nurse Practitioner is a new graduate; Physician turnover
  - 66% of patients are uninsured, MCO or Medicaid
  - Influx of patients with English as a second language
- Year 3 Allocated Dollars
  - $103,020 (11% of budget)
- Sustainability
  - Increase volume to move closer to break-even
  - Provide in kind community benefit support

HEZ Year 3
Area of Focus 1

AccessHealth
Wellness within reach.

Build Practice Capacity

- Expand night/weekend hours
- Greater Baden Medical Services (GBMS) will increase hours with leased provider from MedStar St. Mary's Hospital (MSMH)
- Pharmacists added to primary care offices through Million Hearts Grant
- Weekly team meetings with Walden and MSMH Care Coordinators and CHW's
- GBMS/MSMH MOU in process to expand and fill service capacity

HEZ Year 3
Area of Focus 2

AccessHealth
Wellness within reach.

Care Coordination

- SMART Objective:
  - Care Coordinators maintain current capacity of 60 active and 90 maintenance clients/RN
  - CHW's maintain current capacity of 20 clients/associate
- Strategies
  - Hard-wire Project RED
  - Medication Reconciliation in the home
  - Multi-facetted/high-touch in-home and in-person meetings
  - Modify visit structure to lift up and not enable clients
- Year 3 dollars
  - $340,402 (37% of budget)
- Sustainability
  - Utilize care coordination reimbursement opportunity
  - Provide in kind community benefit

HEZ Year 3
Area of Focus 2

AccessHealth
Wellness within reach.

Care Coordination

- Selection Criteria
  - Inpatient readmission score of ≥7 (MSH risk stratification tool)
  - HEZ targeted diagnoses identified and patients prioritized
  - Referrals from inpatient case managers, primary care providers, HEZ partners, ACO's, MSMH Wound Healing Center and other levels of care (E.g. Skilled Nursing Facilities)
  - ED patients screened for high utilization and chronic conditions
- Other Strategies to Enhance Care Coordination
  - Developed patient tracker database
  - Deploying TONIC for data and patient education enhancement
  - Inter-agency Team meetings to discuss high-risk patients

HEZ Year 3
Area of Focus 3

Integrated Care/Behavioral Health

- SMART Objectives
  - Increase SBIRTS to 50/month from 30/month
  - New Goal: 25 MSMH ED diversions/year to non-hospital treatment
  - Add 4 additional hours of Psychiatry/week serving 20 patients/month (increase from 4-5 patients/month in Year 2)
- Year 3 dollars
  - $162,920 (17% of budget)

HEZ Year 3
Area of Focus 3

Integrated Care/Behavioral Health

- Strategies:
  - Lead integration planning for Health Center
  - Provide 1 Mental Health First Aid training in the community
  - Participate in team based care meetings with MSMH Primary Care and *GCTH*
  - Increase number of providers trained to do SBIRTS

HEZ Year 3
Area of Focus 4

AccessHealth
Wellness within reach.

Transportation

- SMART Objectives
  - Add 2 specialty route runs per day with 5 patients/run (new service)
  - Increase shuttle ridership above current goal of 1000/quarter)
- Barriers
  - Ridership not steady on shuttle
  - Need for transportation outside of the zone
  - Challenging to recruit drivers
- Year 3 Dollars
  - $100,021 (11% of budget) 4 vehicles: Dental Van, Shuttle, Minivan, Car and 2 driver FTE's
- Sustainability plan
  - Exploring private public partnership

HEZ Year 3
Area of Focus 5

AccessHealth
Wellness within reach.

Adult Dental

- SMART Objective
  Provide 6 hours of adult dental services/week (4-6 patients)
- Strategies
  - Expand new partnership with Gentle Green Dental (Dental at capacity with appointments 6 hours/week)
  - Reduce ED utilization for dental emergencies
- Year 3 Dollars
  - $37,560 (4% of budget)
- Sustainability
  - Explore new partnerships to deploy dental van to expand services

Leveraging the HEZ

AccessHealth
Wellness within reach.

- $32K: USDA Dental Grant
- $15K: Million Hearts Grant
- Vehicle: Donation from St. Mary's County
- Grant Application: SAMSHA submitted by Walden $400K/year
- Program Expansion: NDPP
- Designation: MUP
- Health Center: $2M in kind
  $96K 10% HEZ funds for lease and improvements

- Human Capital:
  - Program Director
  - Executive leaders at partner organizations
  - Ancillary support from MSMH departments
  - Provider and support staff salaries and operational costs
  - 2.5 FTE Care Coordination Expansion to St. Mary's County (0.5 FTE in kind)

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QUESTIONS?

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