

Health Management Associates Recommendations

Prepared for Citizens Blue Ribbon Committee Review and Consideration

This document is a summary of Health Management Associates report, *Long Range Planning and Analysis for JPS Health Network*.

JPS Health Network -- a strong, academic, public hospital system -- is a critical provider of health care services to the underserved of Tarrant County; it is recognized and valued by residents, community leaders, and health care, public health and social service providers in the County.

Acute Care Hospital. John Peter Smith Hospital has functional limitations and capacity concerns in light of a 46% growth in population over the next 20 years. HMA recommends the construction of a properly located and sized patient tower to meet the future needs of Tarrant County.

Trauma Services. JPS has the highest level trauma center in the County, serving beyond its borders, and will continue to provide this essential function with excellence. Given that the demand for trauma services will rise in the coming decades, HMA recommends that JPS partner with new entrants in the market to lead trauma services planning, continue its current level of service and invest in strategies to reduce trauma incidence such as substance abuse prevention and treatment.

Ambulatory Care Infrastructure. While it is important to expand the number of medical hospital beds to meet the needs of a growing population, it is critical to also shift the emphasis from hospital care to ambulatory care. This concurrent development is crucial to reducing demand for inpatient services and saving overall health care costs and providing access to coordinated and cost-effective care. HMA recommends an increase in the number of full service, primary care medical homes with integrated behavioral health and dental care services. Other ambulatory infrastructure such as space for specialty services, a cancer center and an ambulatory surgery center are to be considered in the overall ambulatory facilities plan.

Psychiatric Hospital. There is a direct connection between inadequate psychiatric resources for the severely mentally ill and the costs and tragedies that occur in the criminal justice system as well as other social costs. JPS, unlike other psychiatric hospitals in the County, is equipped to address the needs of patients with the most complex behavioral health needs. Trinity Springs Hospital has significant limitations and cannot adequately meet the needs of persons with behavioral health diagnoses in the coming decades. HMA recommends a replacement psychiatric hospital with expanded capacity and centralized services that improves the ability of JPS to meet the growing needs of County residents.

County-wide Outpatient Behavioral Health Infrastructure. Shifting the emphasis from psychiatric hospital care to outpatient, community-based behavioral health programming will reduce demand for psychiatric hospital beds. HMA recommends the integration of behavioral health care services in all of JPS Health Network existing and planned medical homes. We further recommend JPS lead a County-wide planning effort related to a behavioral health system of care that includes key partners in ensuring robust outpatient behavioral health services, substance abuse services, jail diversion programs, and strategically placed Psychiatric Emergency Centers (PECs).

Integrated Delivery System. The sustainability of the JPS Health Network requires an Integrated Delivery System (IDS) that is well positioned for Alternative Payment Methodologies. This calls for continued work to reduce length of stay, preventable admissions, readmissions and low-acuity ED utilization. Primary care with integrated behavioral health services is the foundation for an IDS. APM also require the enhancement of population health management capabilities for prevention and early detection of disease, and risk-based care management to optimize outcomes for the highest impact groups, such as those with multiple chronic conditions.

The JPS Connection-eligible population, which is much larger than the Connection-enrolled population, includes those that need a coordinated system of care in order to avoid future high-cost care and bad outcomes. JPS and many other health systems and providers are impacted by preventable ER visits, hospitalizations and the results of untreated chronic conditions among this population. This shared risk creates opportunity for JPS, other health systems and other providers to organize around this population to create a county-wide IDS to serve this population, and manage the high risk among this population. HMA recommends JPS consider partnering with other institutions to define synergies, strengths and win-win arrangements. This shift towards population management requires JPS to invest in human resources and health information technology such as a data warehouse, risk stratification capabilities, and health information exchange.

Workforce. JPS is a vital contributor to the education and training of Tarrant County's future health care professionals. The County has federally designated Health Professional Shortage Areas and Medically Underserved Areas and the growth of the population will further exacerbate these shortages. The County has one and will soon have two medical schools that can feed into local residency programs – a key source for physician recruitment. Therefore, HMA recommends a County-wide planning effort related to Graduate Medical Education and other health professions training and recruitment strategies to meet the needs of the entire Tarrant County population in the coming decades.

Elder Care. As the population ages, JPS will need to build capacity across the continuum of services for elder care – in primary care, behavioral health, inpatient -- and work with others in the County to ensure adequacy of the County's Long-Term Care Services and Supports infrastructure.

Prevention and Social Determinants of Health. As a critical factor in decreasing costs associated with the County's health care system, we recommend an emphasis on prevention and addressing social determinants of health. HMA recommends a more formal, strategic alliance between JPS and the Tarrant County Public Health Department, and a county-wide planning and implementation effort to prevent health conditions of high prevalence and cost that are amenable to change. We also recommend that JPS and the county systematically address social determinants of health -- through policy and other efforts -- related to issues such as smoking, nutrition, physical activity, and access to health care services including transportation.