



YALE-NEW HAVEN  
CHILDREN'S HOSPITAL

## **Improving Access: Developing a Children's Hospital Network**

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# Overview

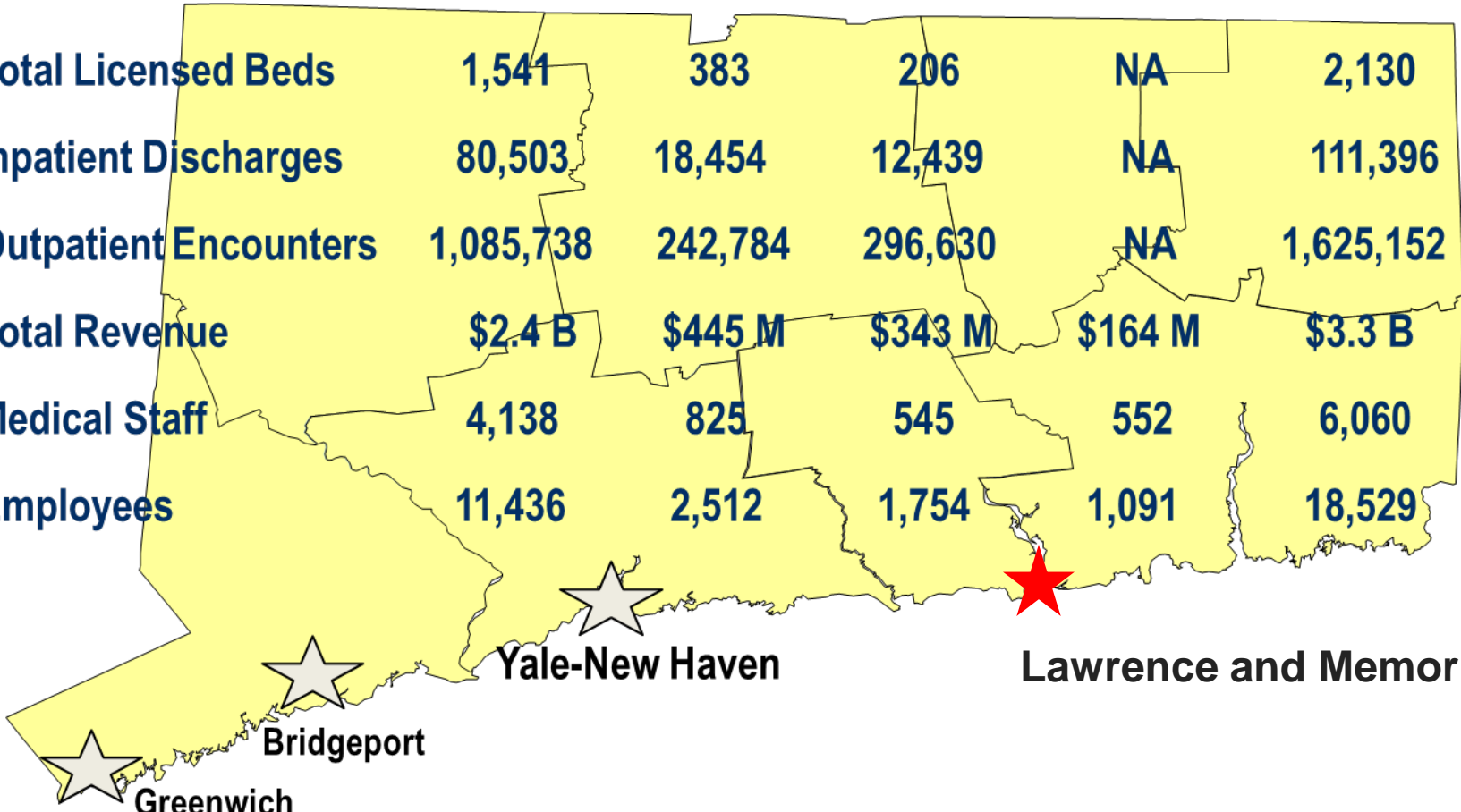
- Learning Objectives
- Vision
- Regional Growth Strategies
- Lessons Learned
- Next Steps

# Learning Objectives

- Discuss key drivers and rationale for growth strategy
- Describe the elements, development process, implementation and outcomes
- Identify success factors
- Discuss lessons learned and challenges in executing strategy

# Yale New Haven Health System

<u>Critical Indicators</u>	<u>YNHDN</u>	<u>BDN</u>	<u>GDN</u>	<u>NEMG</u>	<u>System Total</u>
Total Licensed Beds	1,541	383	206	NA	2,130
Inpatient Discharges	80,503	18,454	12,439	NA	111,396
Outpatient Encounters	1,085,738	242,784	296,630	NA	1,625,152
Total Revenue	\$2.4 B	\$445 M	\$343 M	\$164 M	\$3.3 B
Medical Staff	4,138	825	545	552	6,060
Employees	11,436	2,512	1,754	1,091	18,529



A map of Connecticut is shown in the background of the table. Four stars mark hospital locations: a grey star in the southwest for Greenwich, a grey star in the west for Bridgeport, a grey star in the center for Yale-New Haven, and a red star in the southeast for Lawrence and Memorial.

# Connecticut Market Landscape



- Slight increase in Connecticut children ages 0-4, decline in older age cohorts
  - 0-4 age group accounts for ½ of pediatric discharges
- YNHCH and Connecticut Children's Medical Center in Hartford account for 75% of state's pediatric discharges, up from 62% in FY2010
- Outmigration from Connecticut to neighboring states (NY, RI and MA) declined by 5% between FY2010 and FY2012
- YNHCH in-migration up 4.5% between FY2011 and FY2013

# Vision

- Ensure access throughout Yale New Haven Health System
- Expand regional access through strategic partnerships within and outside System relationships
- Continue to expand regional Pediatric Specialty Network
- Invest in people and programs to support national/international destination capabilities
- Strengthen and expand physician relationships with regional obstetricians, pediatricians and family practitioners
- Continue to develop capability to manage population health and risk
- Leverage access to Adult destination programs, System investments (IT, advanced technologies), and Yale scientific community to advance Children's Hospital vision

# Regional Growth Strategies

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# Regional Growth Strategies



Strategy	Result
1. <b>Acquired</b> services at a community-based System hospital	Expanded services and leveraged opportunities for clinical and operational efficiencies
2. <b>Collaborated</b> with competitor hospital to develop a statewide employment vehicle for physicians	Created a Medical Foundation to employ top candidates in hard-to-recruit pediatric specialties
3. <b>Developed</b> a pediatric specialty center network	Established seven pediatric specialty centers throughout Connecticut
4. <b>Created</b> new partnerships with unaffiliated community-based hospitals	Contracted with non-System hospitals to provide physician and nursing educational services
5. <b>Introduced</b> new access services for community providers	Physician access expanded with 24/7 specialty consultation services and enhanced transfer system
6. <b>Integrated</b> Women's and Children's strategies and programs	Established new programs, designed new Neonatal & Obstetrical inpatient and outpatient facilities, aligned contracting strategies





# Strategy #1

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Acquired services at a community-based  
system hospital

# YNHCH at Bridgeport



- Effective February 2012, integrated the 42-bed pediatric service of Bridgeport Hospital under YNHCH
  - Single leadership structure
  - Single nursing and medical staff
  - Converted all employees
- Aligned policies and standards
- Integrated YNHCH quality and safety structure
- Expanded services (GI, Cardiology Surgery, Sleep Center)
- Closed “PICU”
- Developed new Specialty Center

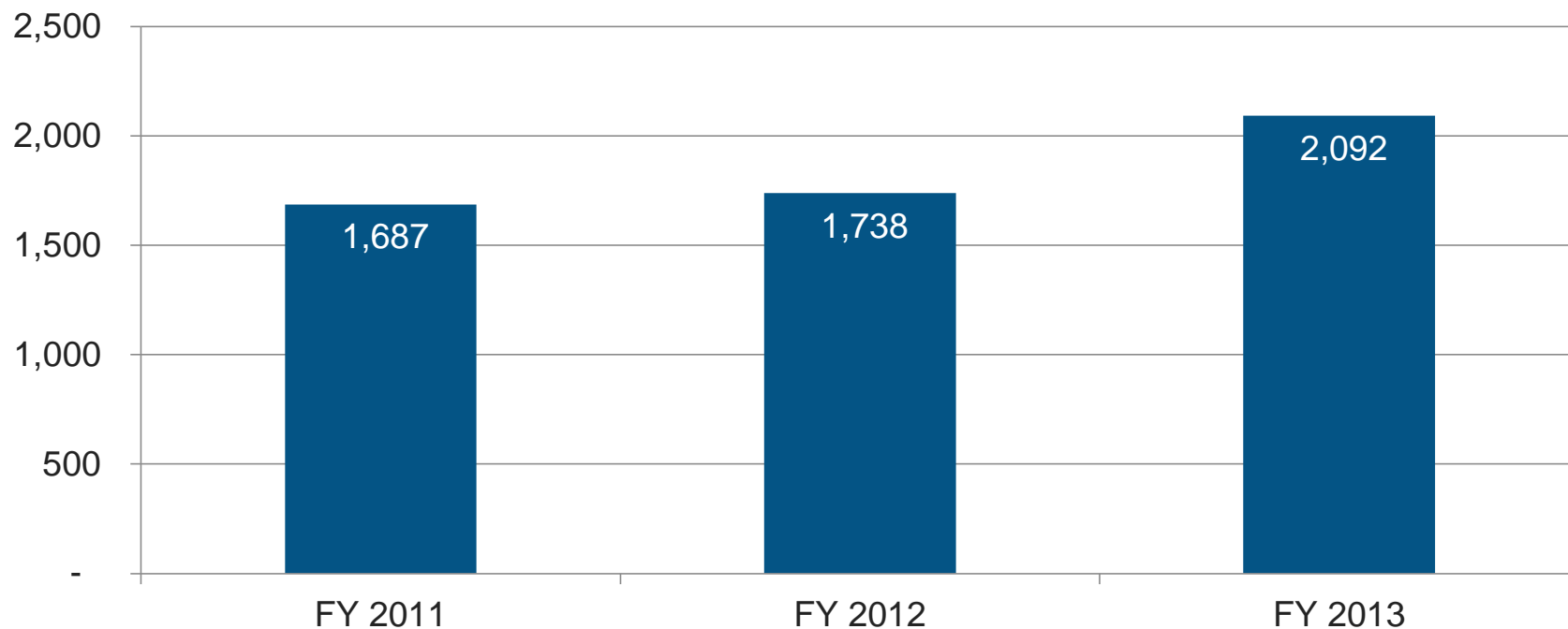
# Benefits

- Addressed national shift in pediatric hospital care to larger integrated pediatric networks
- Achieved clinical and operational efficiencies
- Introduced new/expanded programs including Pediatric Cardiology, Gastroenterology and Sleep
- Incorporated campus into Magnet Status
- Expanded geographic footprint of YNHCH
- Enhanced visibility of pediatrics at Bridgeport Hospital
- Improved financial performance, moving from a \$2.1M loss in FY2011 to a \$750K gain in FY2013

# YNHCH at Bridgeport Inpatient Volume Growth



YNHCH at Bridgeport experienced 24% growth since 2011



12 mos. Oct – Sept  
Source: RIMS/Discovery



## Strategy #2

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Collaborated with competitor hospital to develop employment vehicle for physicians



***Joint Medical Foundation to recruit top candidates  
in hard to recruit pediatric specialties***



Yale SCHOOL OF MEDICINE



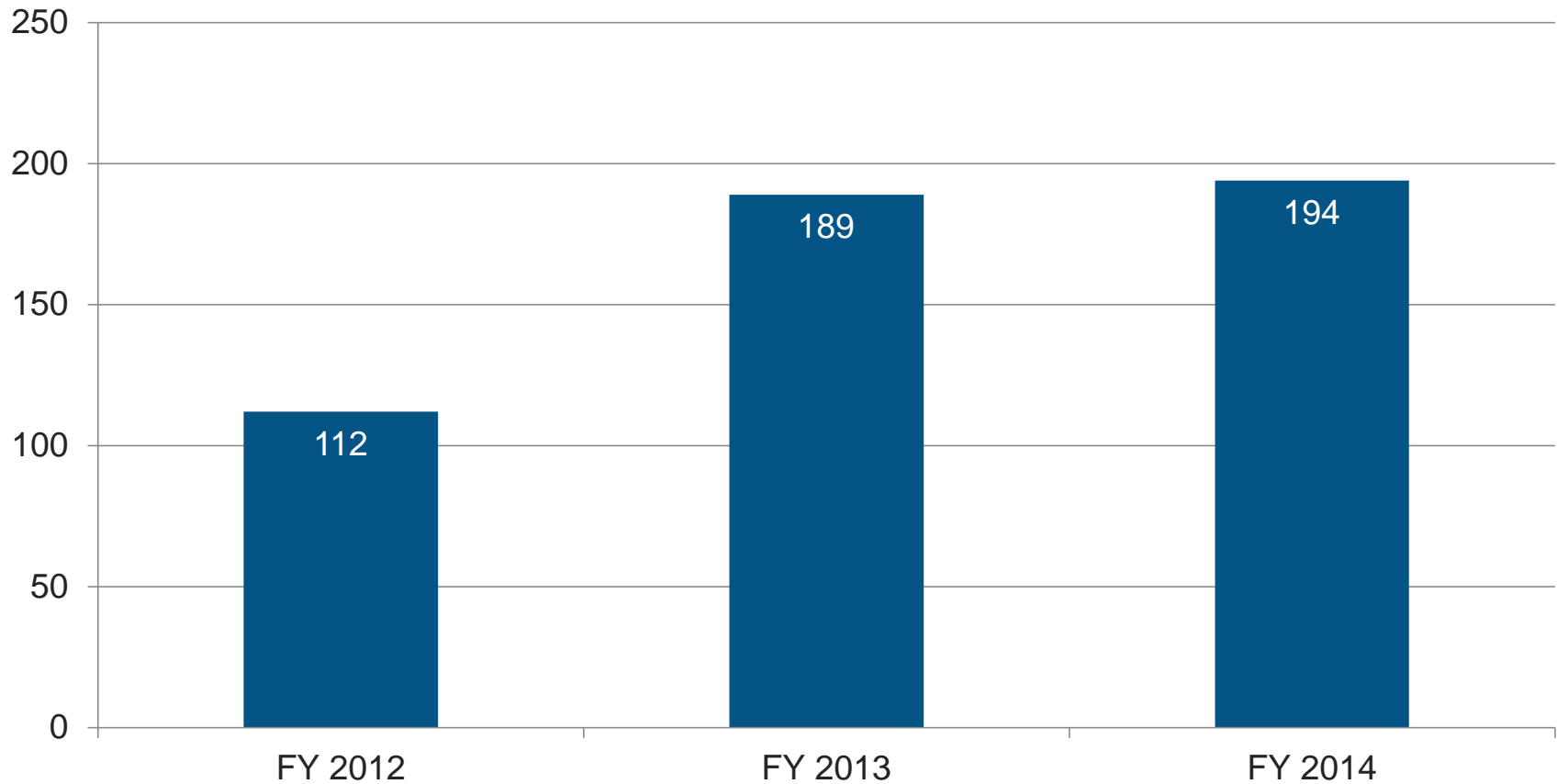


- Recruited Paul Kirshbom, MD as Chief and Mohsen Karimi, MD as Associate Chief of the joint pediatric cardiac program
- Grew program volume by 60% over 2 years
- Expanded services to include Cardiac Intensive Care and Electrophysiology





# NEPS Case Volume Trend

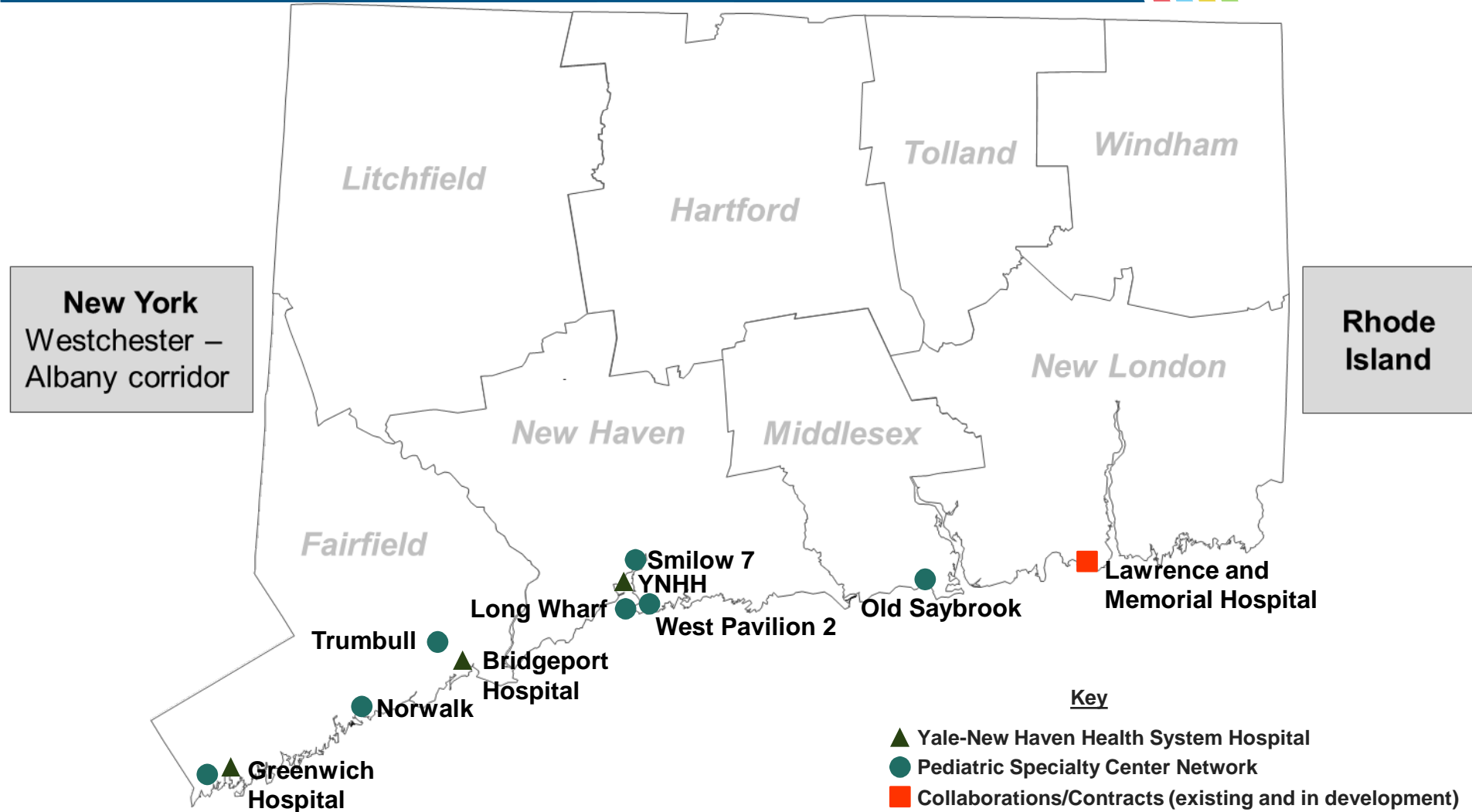


## Strategy #3

Developed a pediatric specialty center network



# YNHCH Network



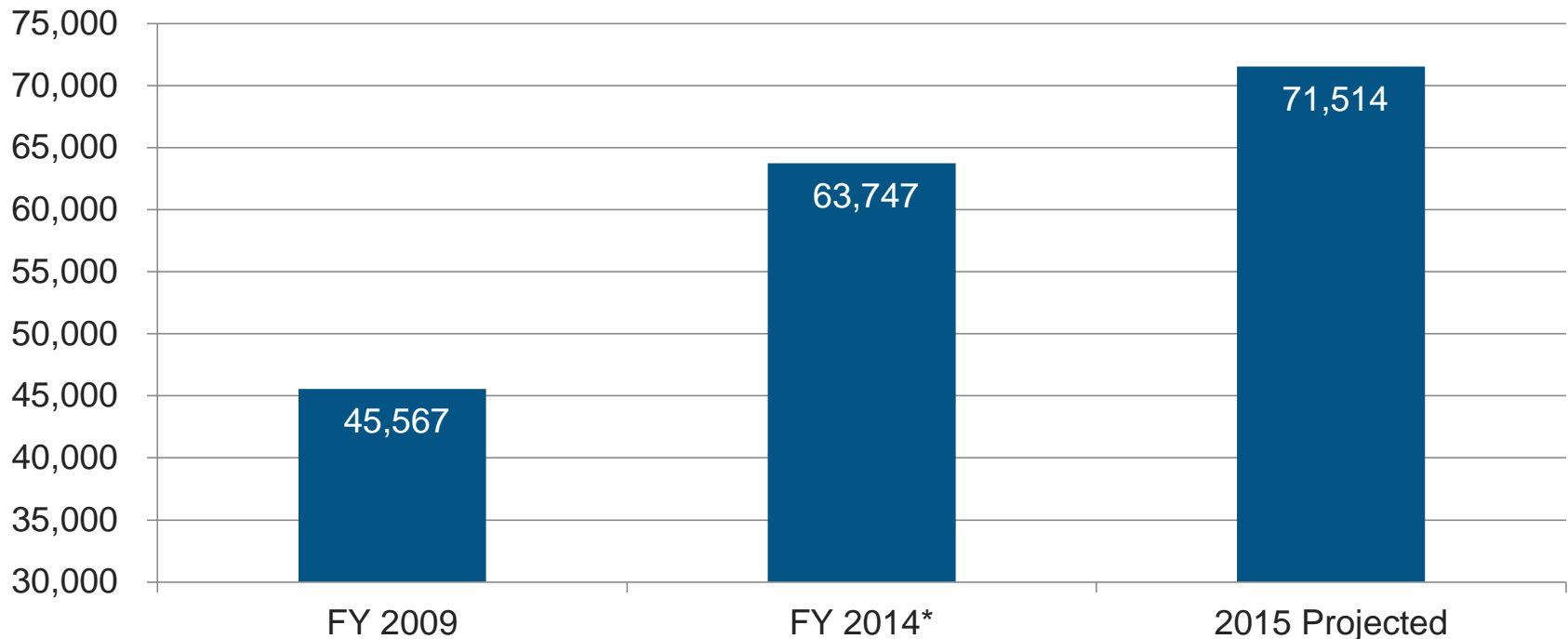
# Pediatric Specialty Center Network

- 7 Pediatric Specialty Centers
  - New Haven: WP2, Smilow 7, Long Wharf
  - Norwalk
  - Greenwich
  - Trumbull
  - Old Saybrook
- Enhanced relationships and collaborations with community providers
- Centralized management
- Standardization of standards, policies and procedures
  - Sites fall under a common Quality and Safety structure
- Improved coordination of care and access for the patients in the communities we serve



# Specialty Center Network Volume Growth

YNHCH has experienced 40% growth over 5 years, and projecting 57% growth over 6 years



\*FY 2014 YTD June annualized. Does not reflect July '14 Trumbull opening



## Strategy #4

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Created new partnerships with unaffiliated  
community-based hospitals

# Non-System Relationships & Collaborations

- Hospital relationships outside YNHHS
  - Lawrence & Memorial
    - ED contract in 2012
    - Neonatal and Pediatric contracts in 2014
- Additional relationships in discussion/negotiation





## Strategy #5

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Introduced new access services for  
community providers

# Physician Access

- Y-Access – transfer service with guaranteed MD-to-MD connection in three minutes or less
- 24/7 telephone consultation service to enable community physician-to-specialty physician communication in three minutes or less
- Expand Epic access to provide customized care links for referring physicians
- Strengthening outreach program
  - Speakers' series
  - Physician liaisons
- Mobile Heartbeat

## Pediatric Consultation Service

Yale-New Haven Children's Hospital Pediatric Consultation Service allows quick and easy access to YNHCH pediatric specialists to improve care by providing a consultation, assistance with an urgent issue or emergency transfer to YNHCH for your patient, 24/7.

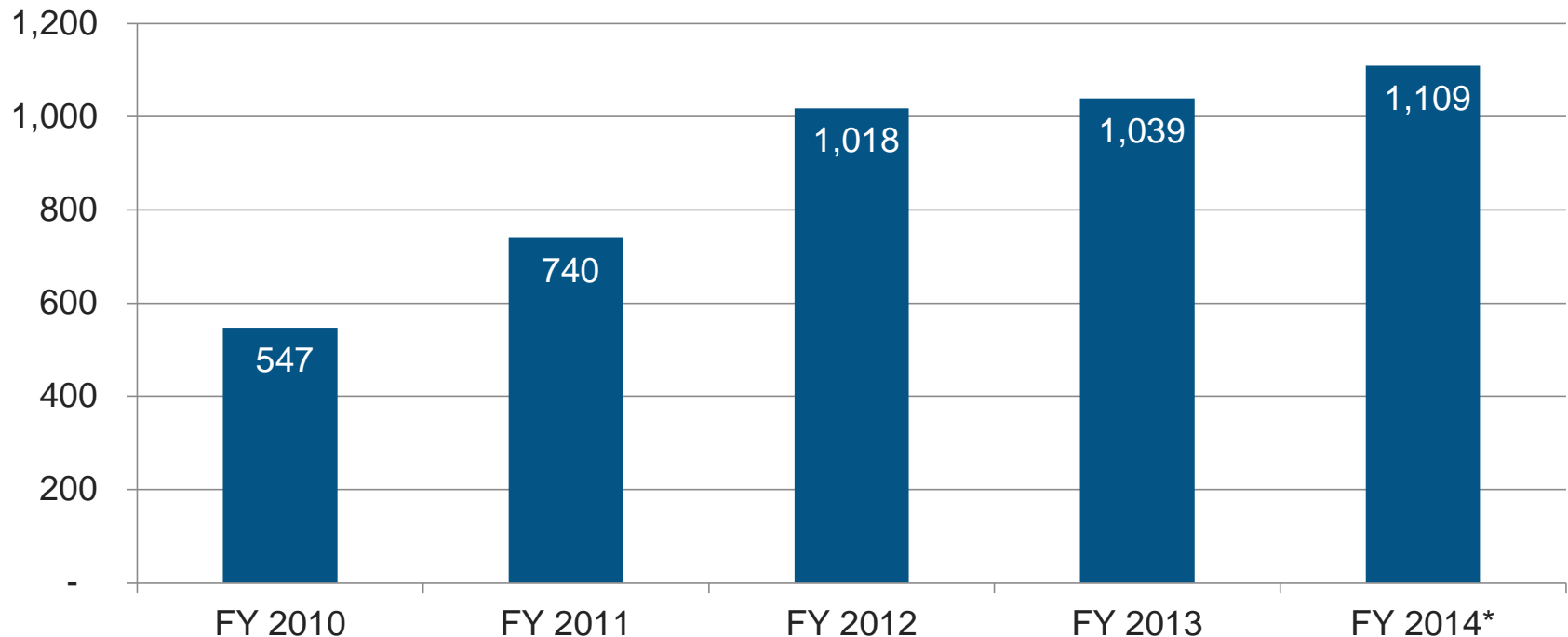


With one call to our 24/7 Y-Access Line, 888.964.4233, our clinically trained operators will link you directly to the appropriate pediatric specialist.

If you need a patient consultation, or a patient transfer to YNHCH, please call 888.964.4233.

# Y-Access Transfer Activity

Transfer activity to YNHCH has increased by 103% since 2010





## Strategy #6

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# Integrated Women's and Children's Strategies and Programs

# Fetal Care Center

- Launched Fetal Care Center in January '14 to provide “one-stop” multi-departmental program for at-risk women and their infants
- Integrated team of maternal-fetal medicine, genetics, neonatology, pediatric medical and surgical specialists, nursing and psycho-social support
- Features genetic counseling, advanced diagnostic imaging, pre- and post- natal procedures and surgeries
- Weekly multi-disciplinary conference
- Academic integration
- Member of the North American Fetal Therapy Network





**New neonatal and obstetrical facilities incorporating family-centered principles, enhanced programs, advanced technologies and flexible design**

- Construction to start Fall '15
- Will include:
  - Neonatal Intensive Care, including in-unit OR
  - Neonatal MRI
  - Labor & Birth / Maternal Special Care
  - Mother/Baby Unit
  - Couplet Care Program



- Opened new combined Maternal Fetal Medicine and Pediatric Specialty Center in March '14 in New Haven
  - Relocated 2 MFM practices to combined practice
  - Co-located MFM and Pediatric Specialty Centers
  - Enhanced pediatric specialty offerings to support MFM
  - Occupies 23,000 sq. ft.





# Women's / Children's Contracting Strategies

- Strategic planning process launched in April'13 to align/leverage regional relationships
- Tele-health business plan in development
- CT Medicaid pilot program for Children with Complex Medical Conditions in development, modeled after CT OB performance incentive program

# Lessons Learned

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# Success Factors

- Improved alignment between YNHCH and Yale School of Medicine
- Focused on investing in destination hospital programs vs. individual recruitments
- Invested heavily in enhancing access through Specialty Center Network and systems infrastructure
- Worked on breaking down internal silos
  - Pediatrics/Pediatric Surgery and Surgical Specialties
  - Women's/Children's
  - Physician/Nursing leadership
  - Adult world/Pediatric world
- Redesigned financial relationships and introduced hospital funded incentive programs

# Challenges

1. Managing faculty's transition from itinerant to local citizens at network sites
  - Connection to academic center
  - Personal life considerations
2. Culture of optionality still remains
  - Early adopters
  - Carrot vs. stick
  - Generational change among physician leaders
3. Children's Hospital development may not track with Adult Program/System development
4. Internal financial incentives not fully aligned
5. External payment models in CT still early in change process

# Next Steps

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# Next Steps

1. Continue expansion of Pediatric Specialty Network
2. Further align Women's and Children's strategies, including expansion to Bridgeport Hospital Women's Services
3. Complete development of Medicaid pilot program for Children with Complex Medical Conditions
4. Continue financial alignment efforts with School

# Next Steps

5. Explore expansion of NEPS (Medical Foundation with Connecticut Children's)
6. Improve Patient Experience, including referring physician experience, for national and international patients, e.g. Rare Disorders Program
7. Continue work with regional community hospitals
8. Maintain our focus on foundational elements of Patient Experience, Quality and Safety, Cost and Value Positioning, and strengthen Financial Performance