

Transforming Prince Georges County's Healthcare System

**Presentation To Subcommittee On Capital Budget
House Appropriations Committee
Tuesday, March 17, 2015**



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Opening Comments

Collaboration Effort

A partnership consisting of the State of Maryland, Prince George's County, University of Maryland Medical System, University System of Maryland, and Dimensions Healthcare System, initiated a healthcare planning process three years ago with the objective of transforming Prince George's County's existing healthcare system into an efficient, effective, and financially viable healthcare delivery system. The overall goal of this initiative is to improve the health status of residents of Prince George's County and Southern Maryland region by:

- Improving community-based provider access to high quality, cost effective medical care;
- By establishing population health management practices;
- To include development of an integrated ambulatory care network;
- Anchored by a new regional medical center to replace Prince George's Hospital Center with the new regional medical center being affiliated with an academic medical center.

This initiative design is based on recommendations from a public health impact study completed by the University of Maryland School of Public Health.

Public Health Impact Study of Prince George's County, Maryland



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Public Health Impact Study of Prince George's County

PURPOSE: To assess the potential impact of a new healthcare delivery system; Service Agreement with UMMS, Dimensions, DHMH and Prince George's County finalized December 19, 2012. The study will provide answers to five questions:

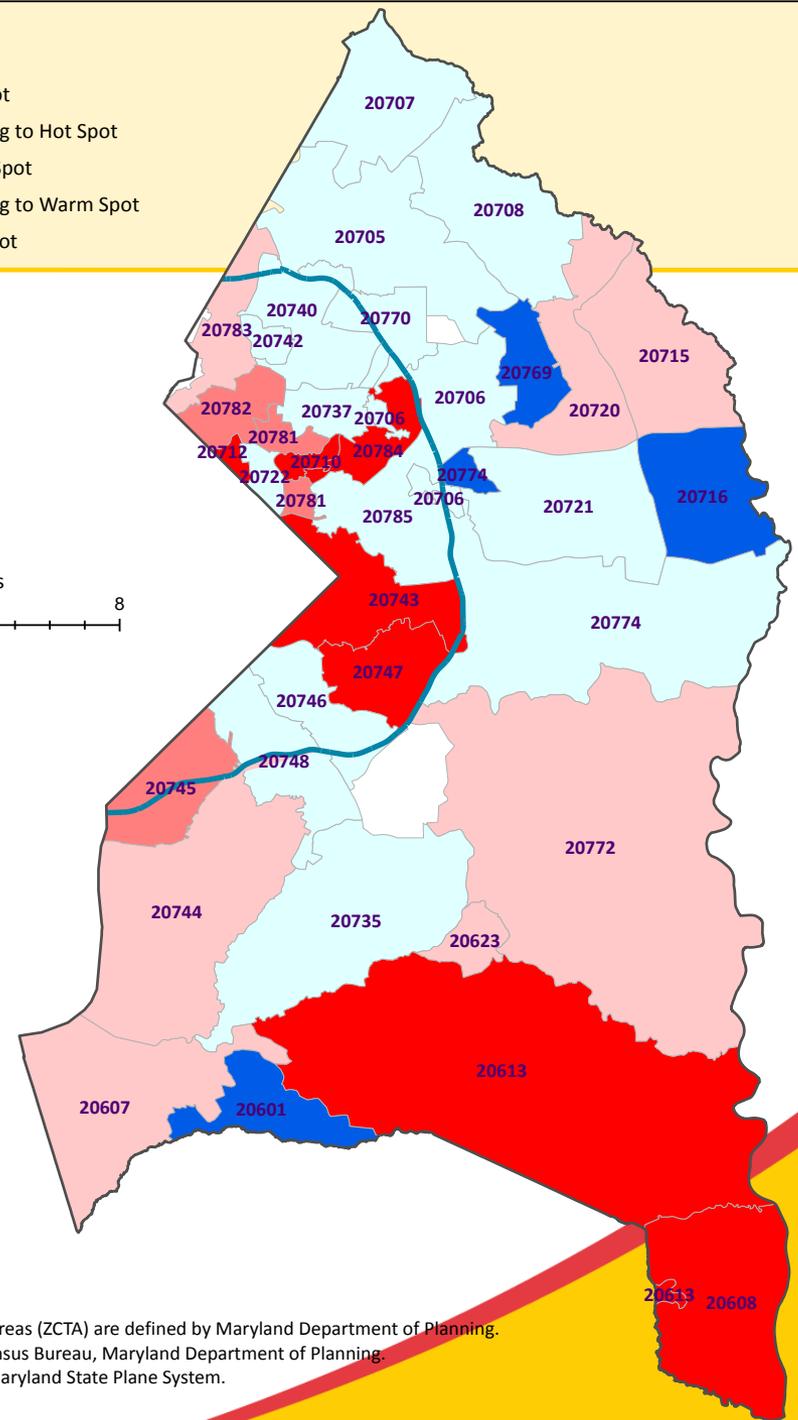
1. What are the key health outcomes in the County most amenable to improvement by a new health care system?
2. What elements of a health care system (hospital and community) can affect these outcomes and by how much (model)?
3. What is the geographic distribution of health care resources and where are the areas of greatest need for primary care?
4. What are the key issues to maximize uptake of County health services by residents and achieve the potential of a health care system for public health?
5. What resources can be mobilized in the public health sector to complement the impact of the health care system?

“Primary Care “Hot Spots”

Primary Care “Hot Spots” were determined based on primary care supply to population ratios, as well as other factors such as hospital utilization indicators (ex. readmissions) income level, and education level of each specific county zip code.

These “hot spots” of high primary care need include areas within the Beltway and in the southern portion of the County.

- Hot Spot
- Trending to Hot Spot
- Warm Spot
- Trending to Warm Spot
- Cold Spot



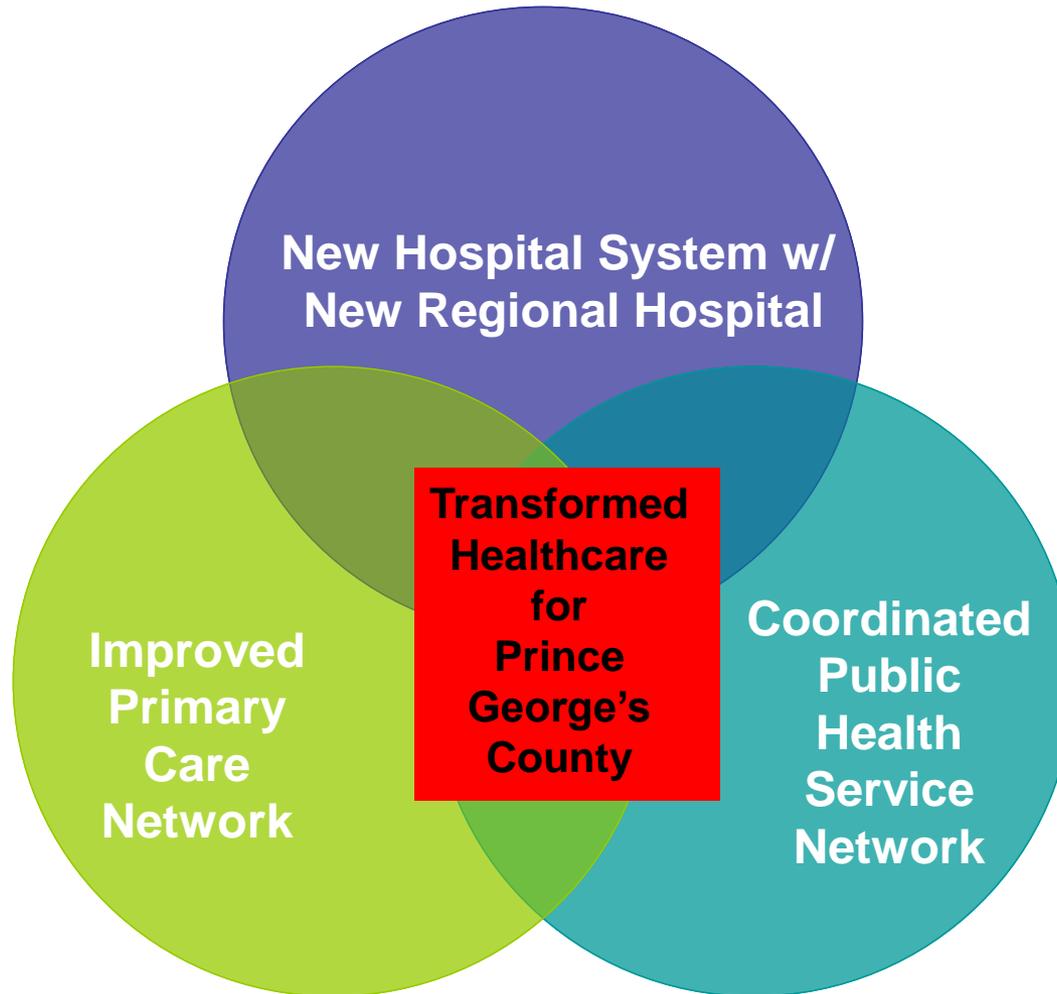
ZIP Code Tabulation Areas (ZCTA) are defined by Maryland Department of Planning.
Data sources: U.S. Census Bureau, Maryland Department of Planning.
Coordinate System: Maryland State Plane System.



Study Recommendations

- Establish a high quality academically-affiliated regional medical center with a strong and collaborative ambulatory care network.
- Develop a County-led plan to improve public health, expand access to high quality primary care and support systems integration.
 - Create an inclusive central planning process;
 - Coordinate efforts to maximize impact;
 - Address workforce and facilities needs in areas with insufficient primary care; and
 - Support innovation in health care, prevention and public health care delivery.
- Develop a clear brand that promotes a high quality health system and encourages residents to return to the County for care.

The New Care Delivery Model for Prince George's County Healthcare Based On School of Public Health Study & Emerging Healthcare Reform



Health Care Collaborative: FQHC's, Clinics, HD sites

Legend

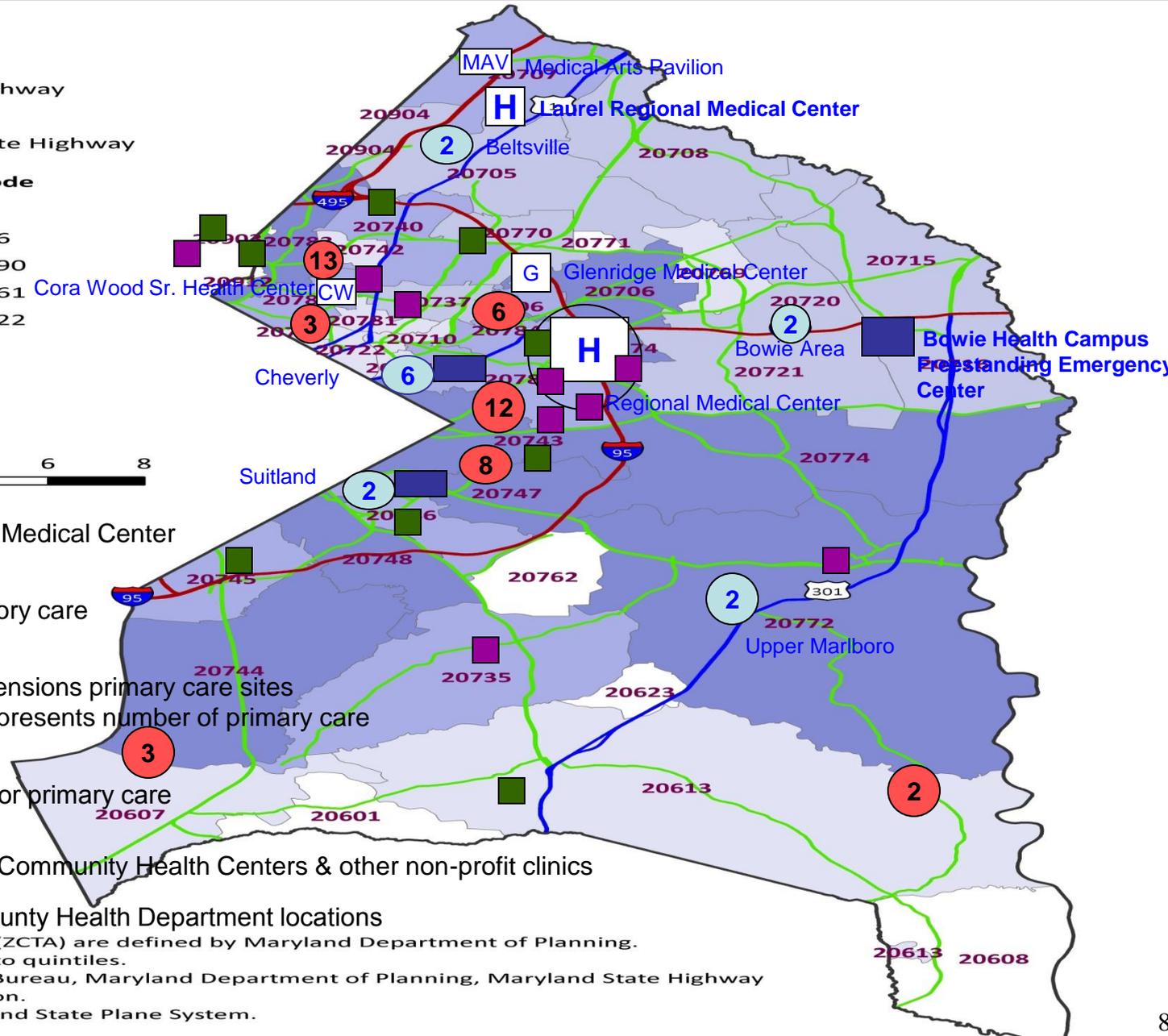
- Interstate Highway
- U.S. Route
- Maryland State Highway

Population by ZIP Code

- 0 - 5,635
- 5,636 - 16,986
- 16,987 - 27,590
- 27,591 - 36,061
- 36,062 - 50,722



- Proposed Regional Medical Center location
- Proposed ambulatory care centers
- Proposed new Dimensions primary care sites (number in circle represents number of primary care providers to recruit)
- "High Need" areas for primary care
- Federally Qualified Community Health Centers & other non-profit clinics
- Prince George's County Health Department locations



ZIP Code Tabulation Areas (ZCTA) are defined by Maryland Department of Planning. Populations are classified into quintiles. Data sources: U.S. Census Bureau, Maryland Department of Planning, Maryland State Highway Administration. Coordinate System: Maryland State Plane System.

New PGCRMC Facility



RMC Project Timeline

Development of New Regional Medical Center CON Submission: October 4, 2013 RMC Opening: July, 2019	Start	Finish	Jan. 2013-Dec. 2014	Jan. - March, 2015	April - June, 2015	July - Sept., 2015	Oct. - Dec., 2015	Jan. - March, 2016	April - June, 2016	July - Sept., 2016	Oct. - Dec., 2016	Jan. - Dec., 2017	Jan. - Dec., 2018	Jan. - Dec., 2019
			Summary Tasks											
A. Submission of CON application to MHCC		10/4/2013												
B. Modified application & review process to achieve CON Docketing	10/5/2013	3/31/2015												
C. Post-Docketing CON review process by MHCC (assumes contested CON review process of 8 months)	4/1/2015	10/30/2015												
D. CON decision by MHCC (assuming approval)		11/20/2015												
E. Final design development and construction documents	10/1/2014	1/31/2016												
F. County government approvals	1/1/2014	12/31/2015												
G. Construction period: 35 months construction period.	7/30/2016	6/30/2019												
H. Opening of new regional medical center		7/1/2019												

Objectives of New Healthcare Delivery System

The new regional healthcare delivery system is a public health plan to improve health status of a regional population while improving care delivery effectiveness and efficiencies. Specific objectives include the following:

- **Improve access** of primary/community care, specialty care, and other healthcare services to the region to reduce healthcare disparities **and improve health status**.
- Help **strengthen / coordinate care continuum**-from primary/community care through post-acute care.
- **Invest** in ambulatory based *clinics and* other health education programs **to manage chronic diseases**.
- **Integrate academic medical teaching and research** in a new approach to care for the region; to **become a “learning healthcare system.”**
- A focus for the proposed regional medical center to **strengthen / improve access to specialty care**.
- **Attract residents** of Prince George’s County and Southern Maryland region **who now receive care** from hospitals **outside the State of Maryland**.
- **Transform an existing healthcare system** to become more efficient and financially viable while changing focus to population health management practices.
- Serve as a **catalyst for the redevelopment and economic growth** for the Largo region of Prince George’s County.



Enhancing Services and Access At Dimensions During Regional Medical Center (RMC) Development Period

UMMS/ UMB Ongoing Collaborations With Dimensions Healthcare System

- Dimensions has contracted with UMMS in pursuit of quality improvement initiatives.
- Establishment of Operational Efficiency Workgroup where Dimensions executive management has identified and implemented both revenue enhancement and cost reduction initiatives. Assistance from UMMS and KPMG. High reliability organization.
- University of Maryland School of Medicine's Maryland Emergency Medicine Network (MEMN) providing emergency medicine specialists staffing at Dimensions Healthcare facilities.
- Cardiovascular/cardiac surgery study and business plan completed and in process of implementation to strengthen cardiovascular / cardiac surgery program at Prince George's Hospital Center. Objectives to achieve high quality metrics and appropriate growth in volumes.
- Collaborative discussions to identify physician specialties needs where UMMS can provide assistance.

UMMS/ UMB Ongoing Collaborations With Dimensions Healthcare System

Accelerated clinical program initiatives

- Dimensions/UMMS/UMB efforts to date:
 - Trauma
 - Critical Care
 - Emergency Medicine
 - Orthopedics
 - Cardiac Surgery/Cardiac Services
- Dimensions/UMMS/ UMB Next Steps
 - Cancer
 - Diabetes
 - Stroke Care

Closing Remarks & Questions