



Creating a ***GREATER*** Boston VA Healthcare System

***Seeking Your Input on the Concept of
a Possible Integration of
VA Boston Healthcare System
and Bedford VA Medical Center***



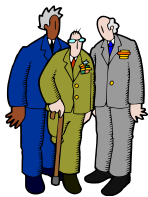
VA
HEALTH
CARE | Defining
EXCELLENCE
in the 21st Century

***VA New England Healthcare System (VISN 1)
Michael Mayo-Smith, MD, MPH, Network Director***



1950's VA = Hospitals

Veterans came to the hospital for any and all services and often stayed there a long time



21st Century VA=

Regional Health Systems
providing the full range of services to
a population of Veterans

Telehealth



MyHealthVet



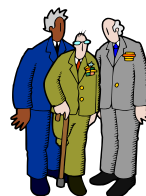
Primary Care



Outpatient
Specialty
Services



Homeless
Programs



Home-Based
Care



CBOCs



Integrations in Healthcare

- **Creation of larger, more integrated systems is widespread in the private sector**
 - **Partners (MGH, BWH, North Shore Medical Center and others)**
 - **Beth Israel/Deaconess and CareGroup Hospitals**
 - **BWH/Faulkner**
 - **Caritas**





Single VAHCS is Now the Norm for Metropolitan Areas

Examples:

- Dallas/Fort Worth**
- Detroit**
- Greater Los Angeles**
- Houston**
- Indianapolis**
- Philadelphia**
- Phoenix**
- Washington D.C.**

Almost all of these metropolitan areas are larger than Boston and several have multi-campus VA Healthcare Systems





Advantages of Integrated Systems

- **Improved coordination of care**
- **Single electronic medical record makes all information immediately available whenever patients are seen**
- **Safer and more seamless transfers and handoffs**





Advantages of Integrated Systems

- **Easier for patients to use full range of services**
- **Strengths and special programs of each campus readily available to all patients**
- **Administrative efficiencies**
- **Improved regional planning; complementary rather than competitive missions**





Previous Integrations of VA Facilities

- **VA Management Decision and Research Center study of prior VA integrations:**
 - **Higher quality of care**
 - **Improved access**
 - **Lower costs**
 - **Better coordination of services**





Boston Area VA Medical Centers

- **Greater Boston used to have 5 independent VA facilities and 4 separate medical/surgical units**
 - **4 have now integrated into VA Boston Healthcare System**
 - **3 main campuses**
 - *West Roxbury (Inpatient Med/Surg, SCI Acute Care, Outpatient Care)*
 - *Brockton (Inpatient Mental Health, Long Term Care, SCI Long Term Care)*
 - *Jamaica Plain (Outpatient, including ambulatory care surgery)*
 - **5 CBOCs**
 - **All of the campuses continue to operate as vibrant healthcare facilities with broad clinical programs, high levels of staff, fully occupied buildings and clear missions**





Boston Area VA Medical Centers

- **Bedford VA Medical Center has remained separate**
 - **1 main campus**
 - *No inpatient acute medical/surgical units*
 - *Limited specialty services*
 - **3 CBOCs**



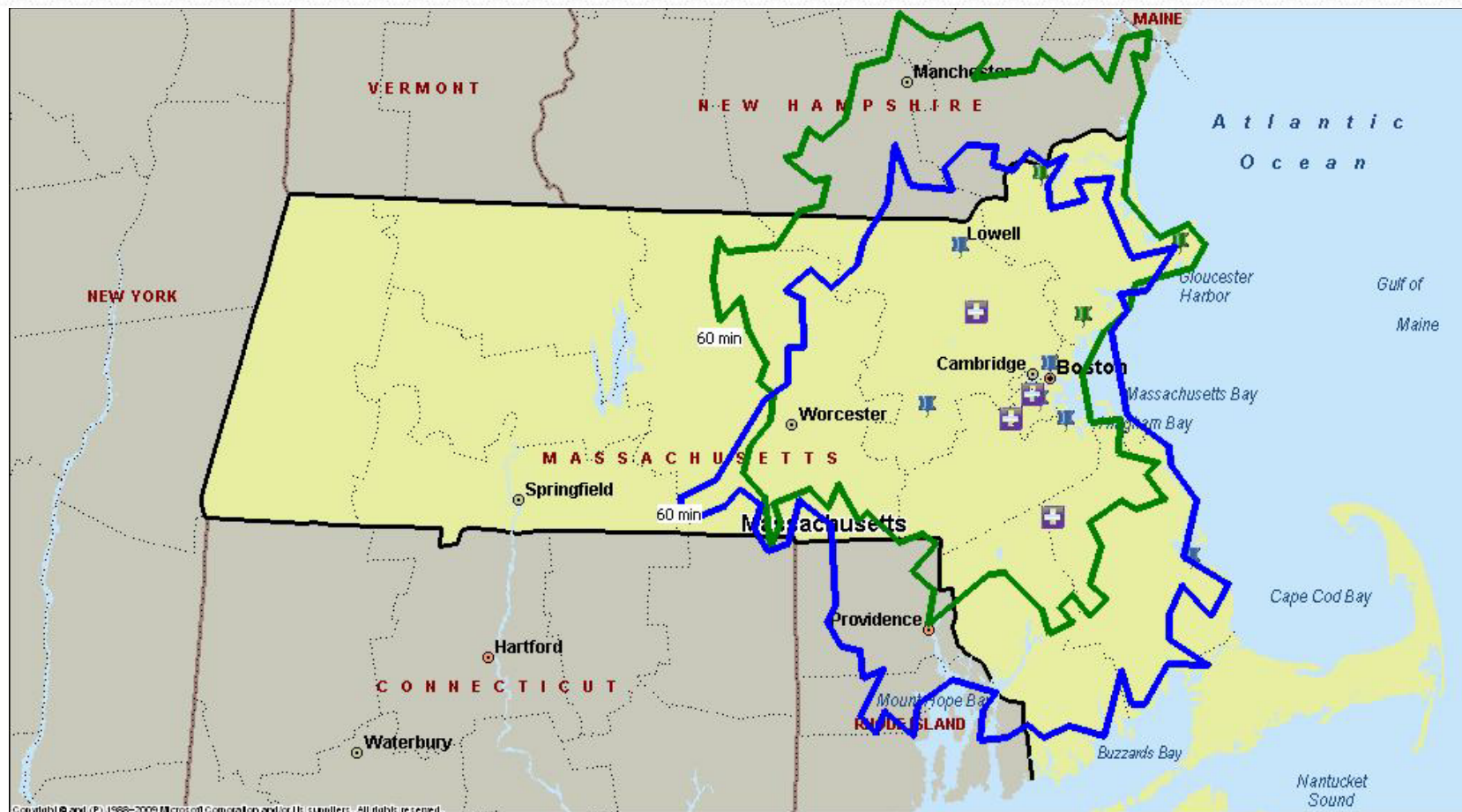


Overlap of Systems

- **A large number of patients use both VA Boston Healthcare System and Bedford VA Medical Center**
 - Over 6,000 patients currently use both systems every year
 - Almost forty percent of the patients seen at Bedford and over \$75 million dollars of care is provided to patients who go between the two systems
- **Bedford currently relies on Boston for all of its VA in-patient medical-surgical care and a large portion of its outpatient specialty care**
- **Bedford and Boston share medical school affiliations and a combined Geriatric Research, Education and Clinical Center**



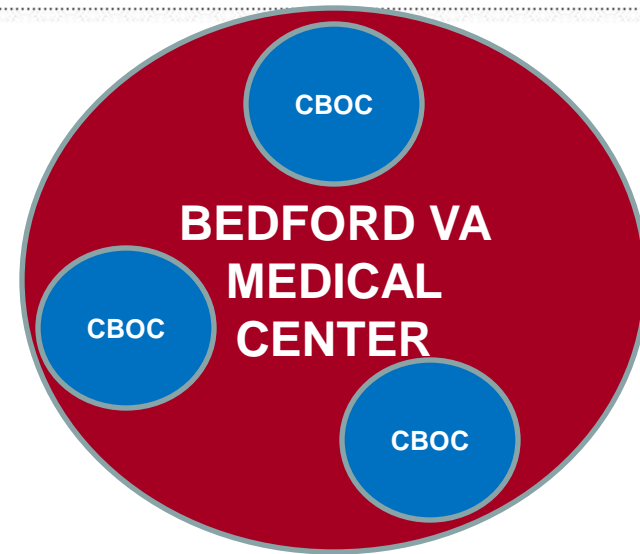
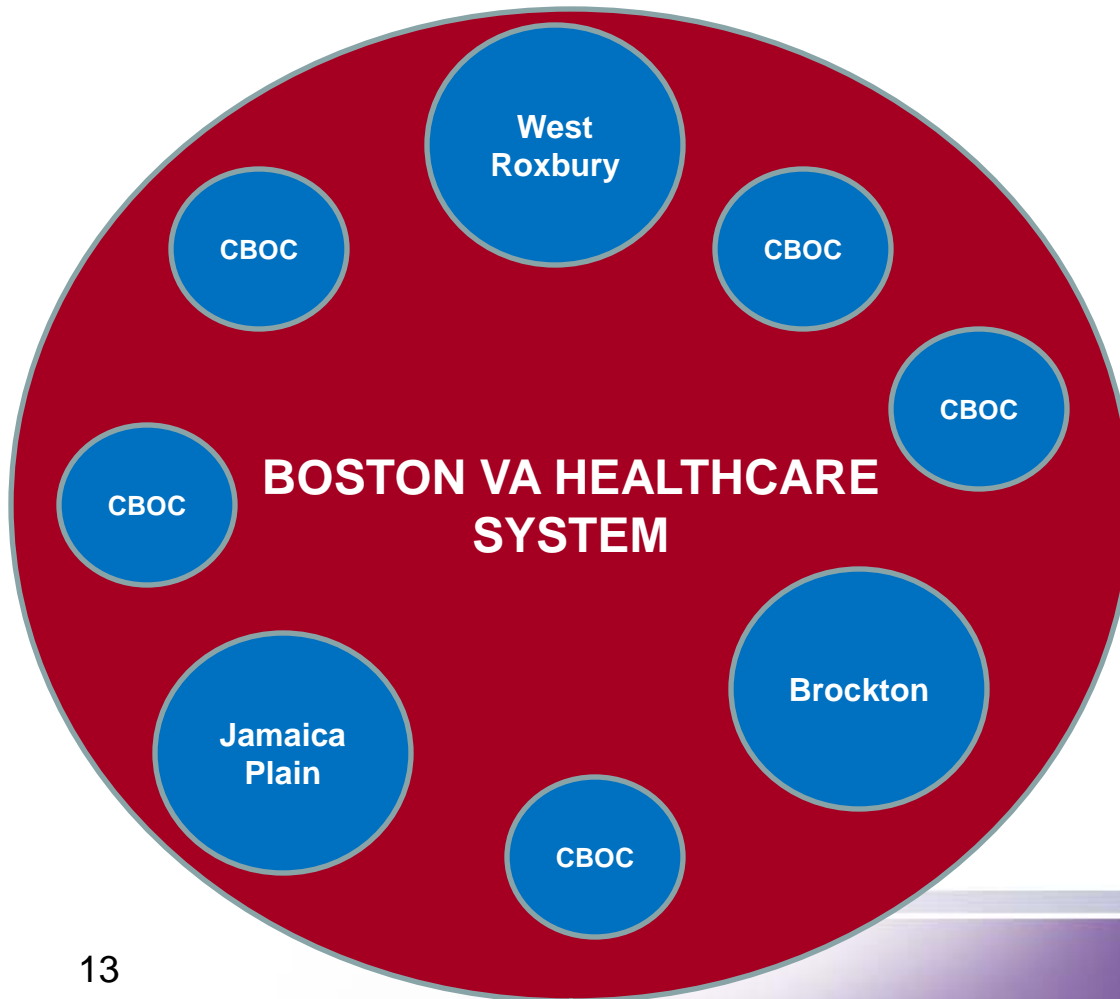
Facility Population Overlap



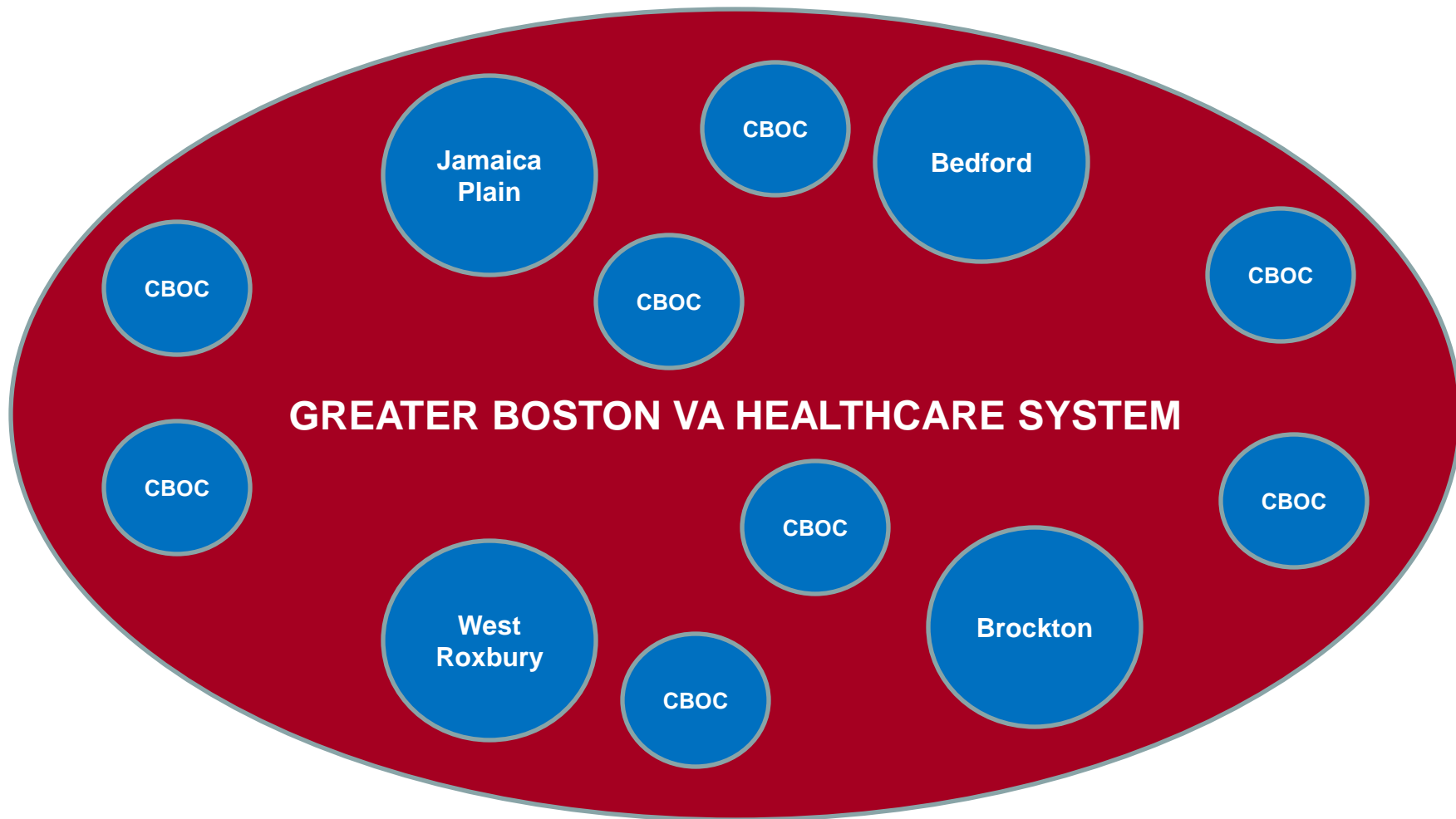
Blue Line - 60 min drive time area from West Roxbury
Blue Pins - Boston CBOCs

Green Line - 60 min drive time area from Bedford
Green Pins - Bedford CBOCs

Today: TWO Separate Systems



The Proposal: ONE Integrated System



Greater Boston Integration



Create a 4 campus system, including 8 CBOCs

Each Campus a vibrant healthcare facility with broad clinical programs, high levels of staff, fully occupied buildings and clear complementary missions

Full range of services available to all patients





What Does This Mean?

- **One Leadership Team**
- **One Electronic Medical Record**
- **One Medical Staff**





What Does This NOT Mean?

- X Closing of facilities**
- X Loss of services in the Boston area**
- X Loss of employment**
- X Moving current inpatients to a different facility**



Why? Improved Care for Veterans

- **Easier referrals between facilities**
- **Safer and more seamless transfer of patients**
- **Single medical record with all medications and labs available immediately**

“Speaking as a patient, I can’t count the times with appointments for same day, one at Bedford, the other at Causeway Street, or one at Bedford and the other at Jamaica Plain.”
-Comment from a VSO member

Why? Improved Care for Veterans

- Improved patient satisfaction
- Strengths and special programs of each campus readily available to all patients

**“I’d like to get my eye care at Bedford, but I’m not leaving my primary care doc at JP because he is excellent and it’s too hard to try and use both hospitals.”
-Patient in a focus group**

Why? Improved Care for Veterans

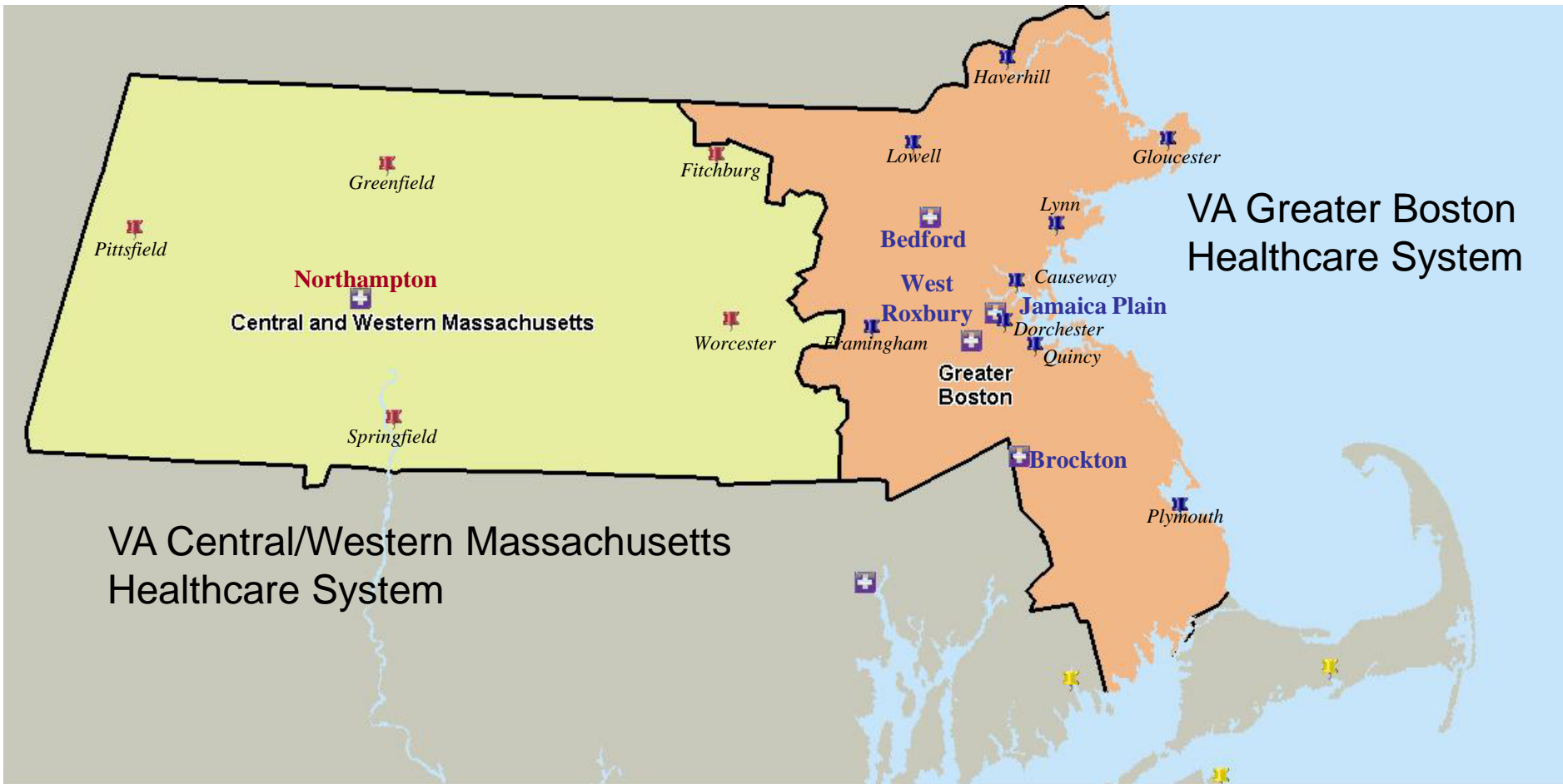
- **Specialty care services at Bedford**
 - Small specialty services at Bedford VA Medical Center
 - Extensive specialty services in VA Boston Healthcare System
- **Administrative efficiencies and improved regional planning**

“It is always frustrating to draw blood and have to drive all the way to the lab in JP. I have one veteran who is on Coumadin and lives 5 minutes from the Lynn CBOC. One time I was unable to draw his blood so I sent him into the CBOC in Lynn. When the specimen got to Bedford, no one there knew what to do with it because he was a JP patient. The present system is very inefficient for those of us on the border of the two VA's.”

-Home care nurse for VA Boston



21st Century VA Healthcare for Massachusetts





Your Feedback

- **This is a conceptual proposal at this point**
- **No decision has been made**
- **We are seeking broad input**
- **To submit your comments or questions, please visit**
 - **Internet: <http://www.newengland.va.gov/>**
 - **Write: Bedford/Boston Proposal**
 - C/O Kathleen Makela, Public Affairs Officer**
 - VA New England Healthcare System**
 - 200 Springs Road, Building 61**
 - Bedford, MA 01730**





Initial Feedback on the Proposal

- **“Single medical record is a big plus.” -Bedford Employee**
- **“This is an excellent idea. This will make my job coordinating care for Veterans much easier and the process much more seamless for Veterans. I only wish it could be implemented sooner. -Bedford Employee**
- **“Must currently double enter everything in labs, so looking forward to this.” -Boston Employee**
- **“The integration of Bedford and Boston, if done with ‘strong systems,’ will result in a harmonious combination.” -Boston Employee**
- **“Medical record is a great idea, right now, you can’t easily find out information from Bedford at Jamaica Plain.” -VSO member**
- **“They have shuttles from Lowell, part of the Boston System, to Jamaica Plain. The bus doesn’t stop here (Bedford). A lot of patients from Lowell need to come here.” -VSO member**





VA Boston HCS Patient Satisfaction

Post Integration – Very High

	<u>BRIGHAM AND WOMEN'S HOSPITAL</u>	<u>MASSACHUSETTS GENERAL HOSPITAL</u>	<u>VA BOSTON HEALTHCARE SYSTEM</u>
Patients who reported that their nurses "Always" communicated well.	79%	78%	94%
Patients who reported that their doctors "Always" communicated well.	79%	78%	92%
Patients who reported that they "Always" received help as soon as they wanted.	66%	62%	91%
Patients who reported that their pain was "Always" well controlled.	74%	70%	95%
Patients who reported that staff "Always" explained about medicines before giving it to them.	64%	62%	90%
Patients who reported that their room and bathroom were "Always" clean.	69%	71%	97%
Patients who reported that the area around their room was "Always" quiet at night.	53%	48%	88%
Patients at each hospital who reported that YES, they were given information about what to do during their recovery at home.	87%	88%	90%

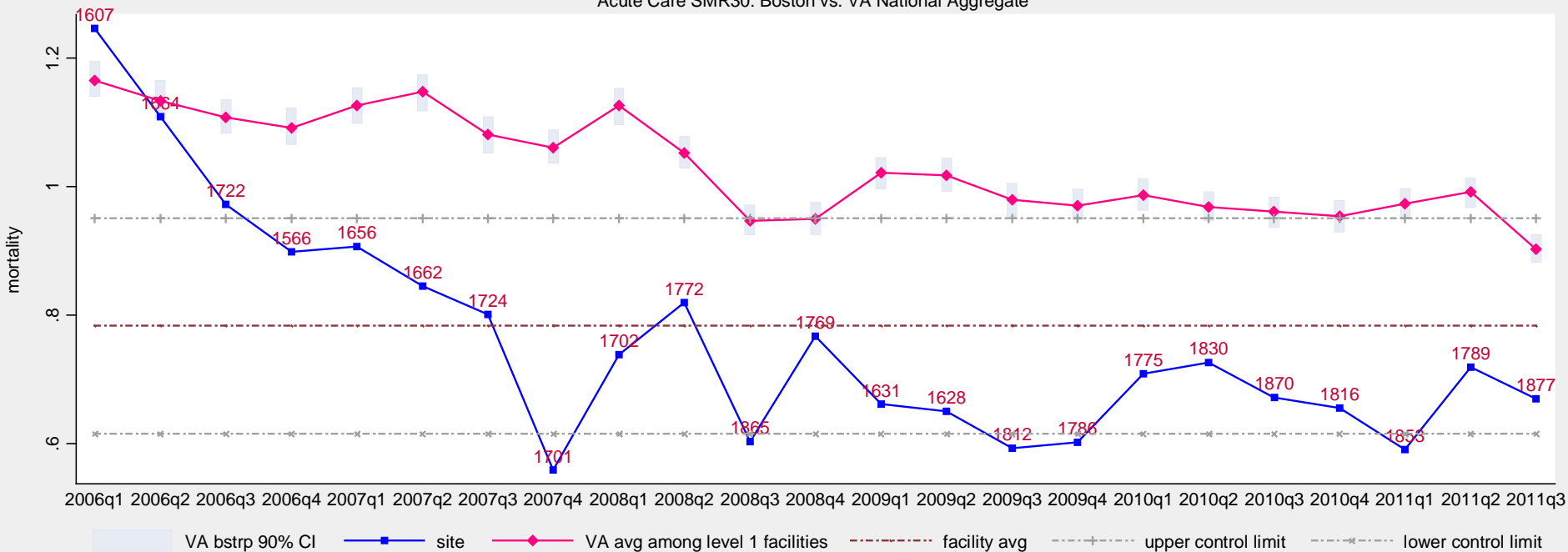
Source: Survey of Healthcare Experiences of Patients





VA Boston HCS Surgical Mortality Rate Post Integration - Great Results

Acute Care SMR30: Boston vs. VA National Aggregate



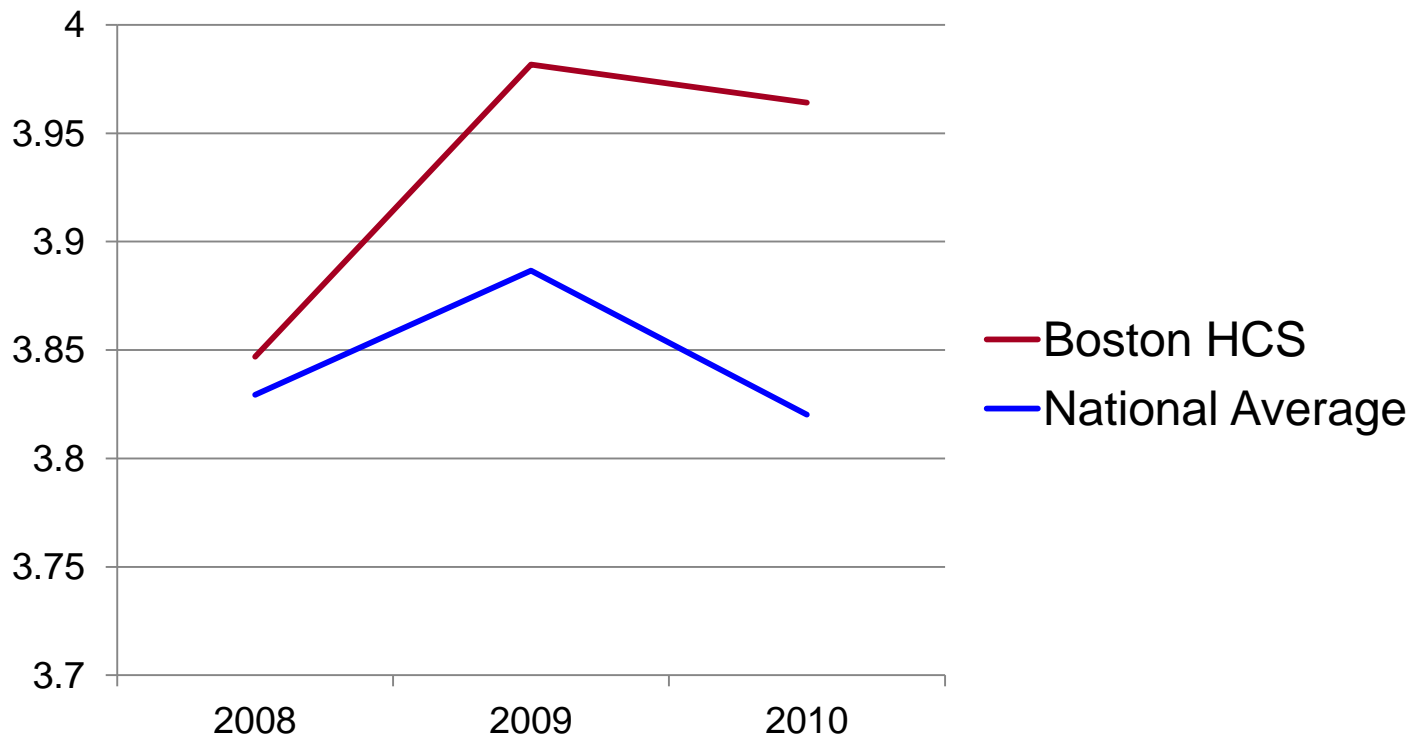
Note: Limits defined based on 2*SD from Boston avg over 2006q1-2010q3. Value labels are #pts from Boston.

Source: Inpatient Evaluation Centers





VA Boston Employee Satisfaction Post Integration – Very High



Source: VA All Employee Survey





Our Commitment to Veterans

VISN 1 will continue to adapt to the ever changing needs of the Veteran population it serves.



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