

2023 VIZIENT CONNECTIONS SUMMIT

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SEPT. 18–21, 2023
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Mass General Brigham

Home Hospital and Supply Chain's Role

*Heather O'Sullivan, MS, AGNP, President, Healthcare at Home
Mass General Brigham, Boston, Mass.*

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Learning Objectives

- Describe the benefits and challenges associated with delivering care in a patient's home.
- Identify leading practices for enabling supply chain to play a strategic role in supporting a home hospital program.

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AGENDA


- 1 HEALTHCARE AT HOME OVERVIEW**
- 2 SPOTLIGHT: HOME HOSPITAL**
- 3 STRATEGIC SUPPLY CHAIN CONSIDERATIONS**
- 4 Q&A**

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Healthcare at Home: An Overview





We have a
singular vision.

At Mass General Brigham
we are building the integrated
academic health system of the
future with patients at the center.



Our Mass General Brigham System Journey

Mass General Brigham is building the integrated academic healthcare system of the future, with patients at the center. We must transform how we serve our communities to deliver life-changing impact for our patients and the world.

TRANSFORMATION 5 Strategic priorities



Access



Research
&
Innovation



Equity



Revenue



Value

We are on a journey to become the nation's leader in delivering Healthcare at Home across the continuum of care. Our focus is scaling Home Hospital and expanding Home Care.

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Why is now the right time to accelerate Healthcare at Home?



**Evolving
consumer
expectations**



**Increasing
financial and
capacity
pressures**



**Technology
advancements**



**Favorable
regulatory
environment**



**Changing
competitive
landscape**

Source: (1) CMS.gov

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Healthcare at Home Capabilities are a Critical Enabler to Mass General Brigham's Transformation



Priority

1

Develop a scalable, high-quality, system-mediated **MGB Home Hospital (HH)** capability to address enterprise MGB near-term inpatient **acute care capacity** challenges.

Next 18 months

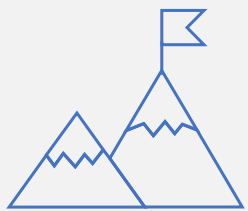


Priority

2

Develop a robust set of **Healthcare @ Home capabilities** to enable MGB's movement and successful operation across the **Care Continuum**.

1-3 Years



Priority

3

Seamlessly integrate MGB Healthcare @ Home capabilities into the MGB enterprise care and business model, to optimally position MGB to compete in the future, transformed healthcare ecosystem.

3+ Years

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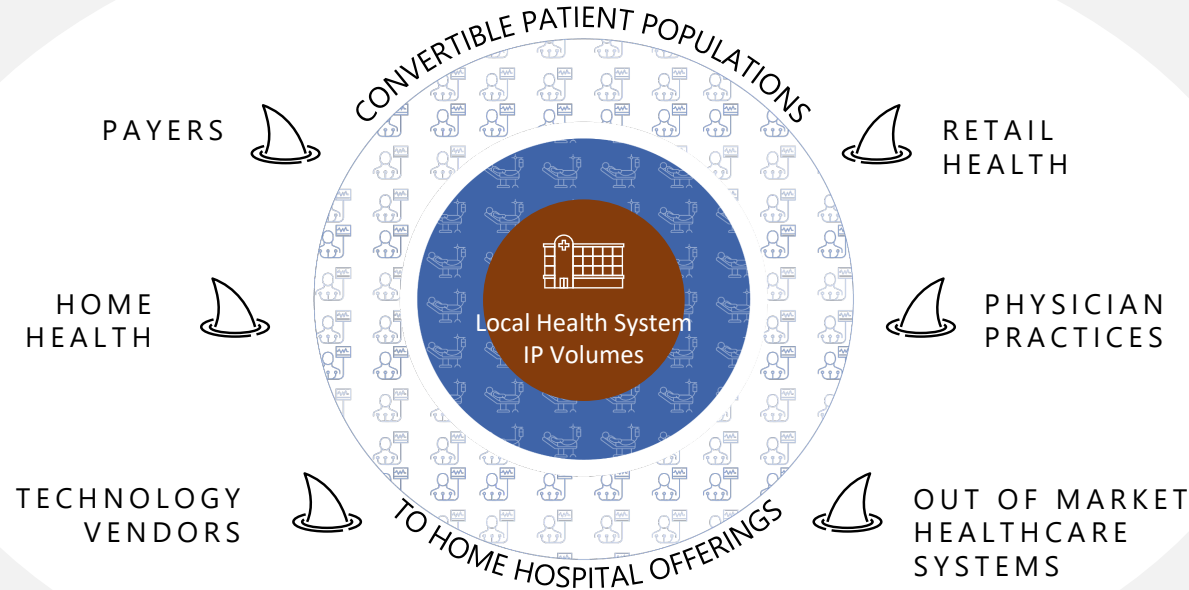
New provider entrants, non-traditional health organizations, and payers are also deploying an array of home-based care services.

United Healthcare acquires LHC Group for \$5.5B (Jun'22)

Optum (UHC) to acquire Amedisys for \$3.7B (Jun'23)

Amedisys acquires Contessa for \$250M (Jun'21)

CVS acquires Signify for \$8B (Sep'22)



Best Buy acquires Current Health for \$400M (Oct'21)

Medically Home raises \$100M from Kaiser, Mayo (May'21)

Biofourmis raises \$300M Series D (Apr'22) + another \$20M from Intel (Aug'22)

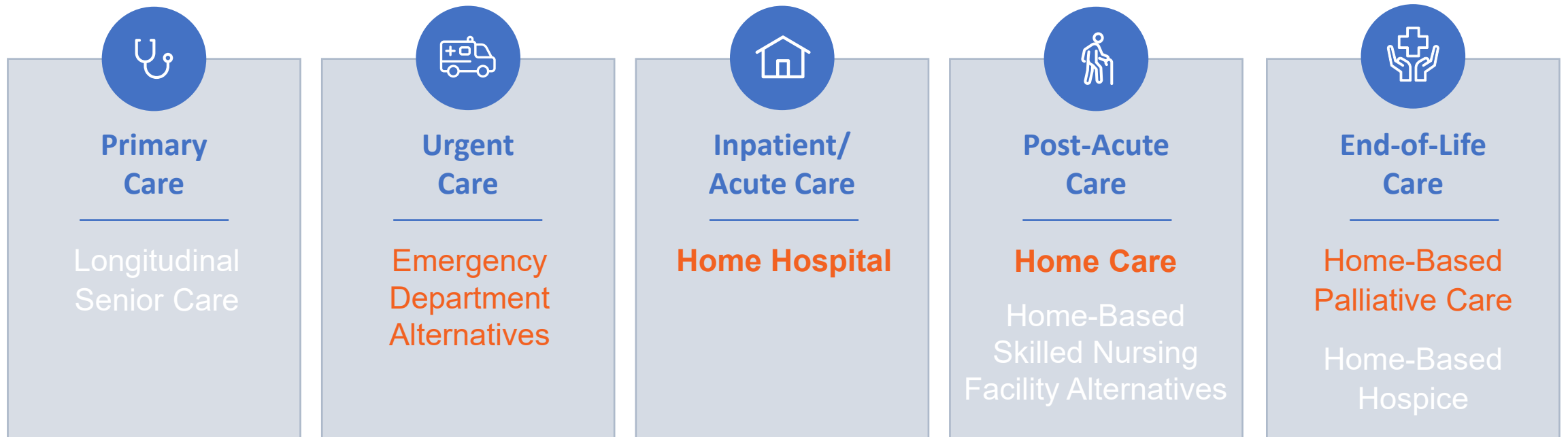
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Healthcare at Home | Confidential—Do Not Copy Or Distribute

Expanding Comprehensive Healthcare at Home Services Across the Continuum of Care

We deliver care in a patient's home with the promise and quality of Mass General Brigham – meeting patients where they are, with the right care, at the right time, in the right place.



 Existing Healthcare at Home Services

 Future Healthcare at Home Services

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Mass General Brigham Home Hospital & Home Care



HOME HOSPITAL

Acute inpatient-level care provided in the home



HOME CARE

Post-acute, medically necessary skilled care provided in the home to manage chronic illness or to recover from illness/injury

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Spotlight: Home Hospital



Home Hospital: CMS Regulations and Reimbursement



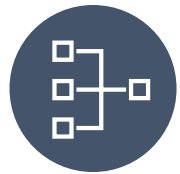
- Prior to November 2020, hospital federal regulations required **nursing services on premises 24/7**
- In response to the COVID-19 pandemic, the **Centers for Medicare and Medicaid (CMS)** created a regulatory framework to enable hospital level of care in a home setting
- The Acute Care at Home waiver¹ offers **reimbursement parity for acute care delivered at home** through 12/31/2024

Source: (1) CMS.gov

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Home Hospital: National Acute Care at Home Waiver Snapshot



• **125** health systems, *across*



• **282** hospitals, *within*

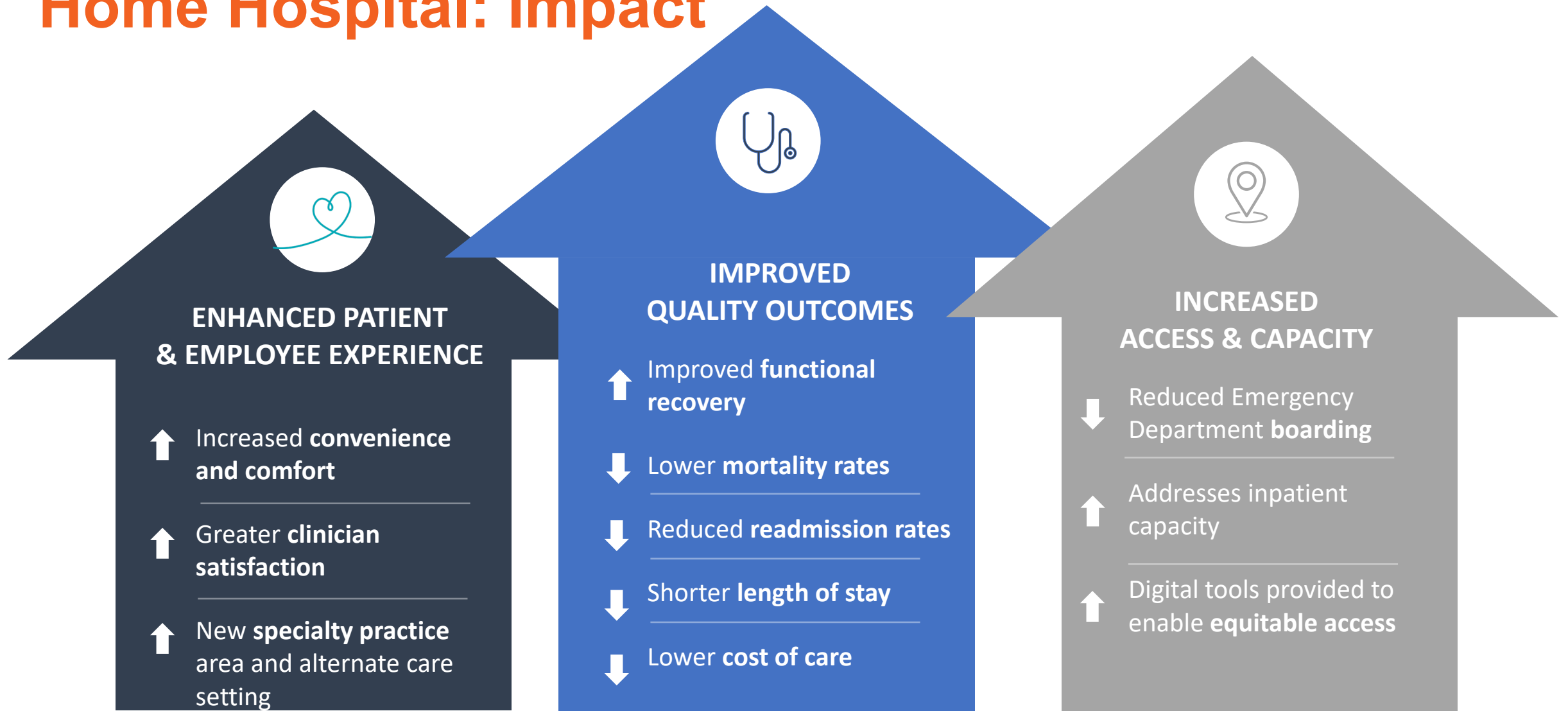


• **37** states

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Home Hospital: Impact



Levine DM, Ouchi K, Blanchfield B, Saenz A, Burke K, Paz M, Diamond K, Pu CT, Schnipper JL. Hospital-Level Care at Home for Acutely Ill Adults: A Randomized Controlled Trial. *Ann Intern Med.* 2020 Jan 21;172(2):77-85. doi: 10.7326/M19-0600. Epub 2019 Dec 17. PMID: 31842232.

Levine DM, Pian J, Mahendrakumar K, Patel A, Saenz A, Schnipper JL. Hospital-Level Care at Home for Acutely Ill Adults: a Qualitative Evaluation of a Randomized Controlled Trial. *J Gen Intern Med.* 2021 Jul;36(7):1965-1973. doi: 10.1007/s11606-020-06416-7. Epub 2021 Jan 21. PMID: 33479931; PMCID: PMC8298744.

<https://www.england.nhs.uk/integratedcare/resources/case-studies/working-together-on-south-west-londons-virtual-ward-reduces-length-of-stay-in-hospital-and-eases-winter-pressures/>

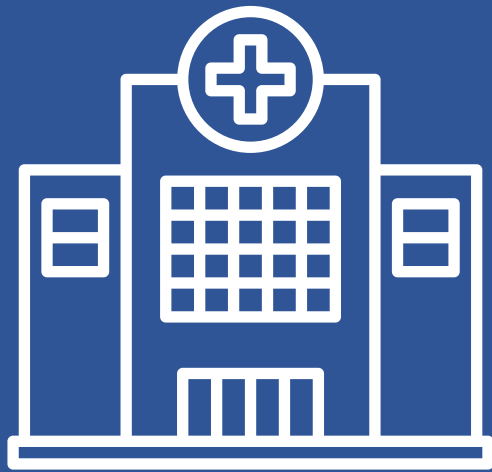
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MASS GENERAL BRIGHAM GOALS

Expand Access to Care and Decongest Emergency Departments and Inpatient Facilities

LONG-TERM GOAL



10%

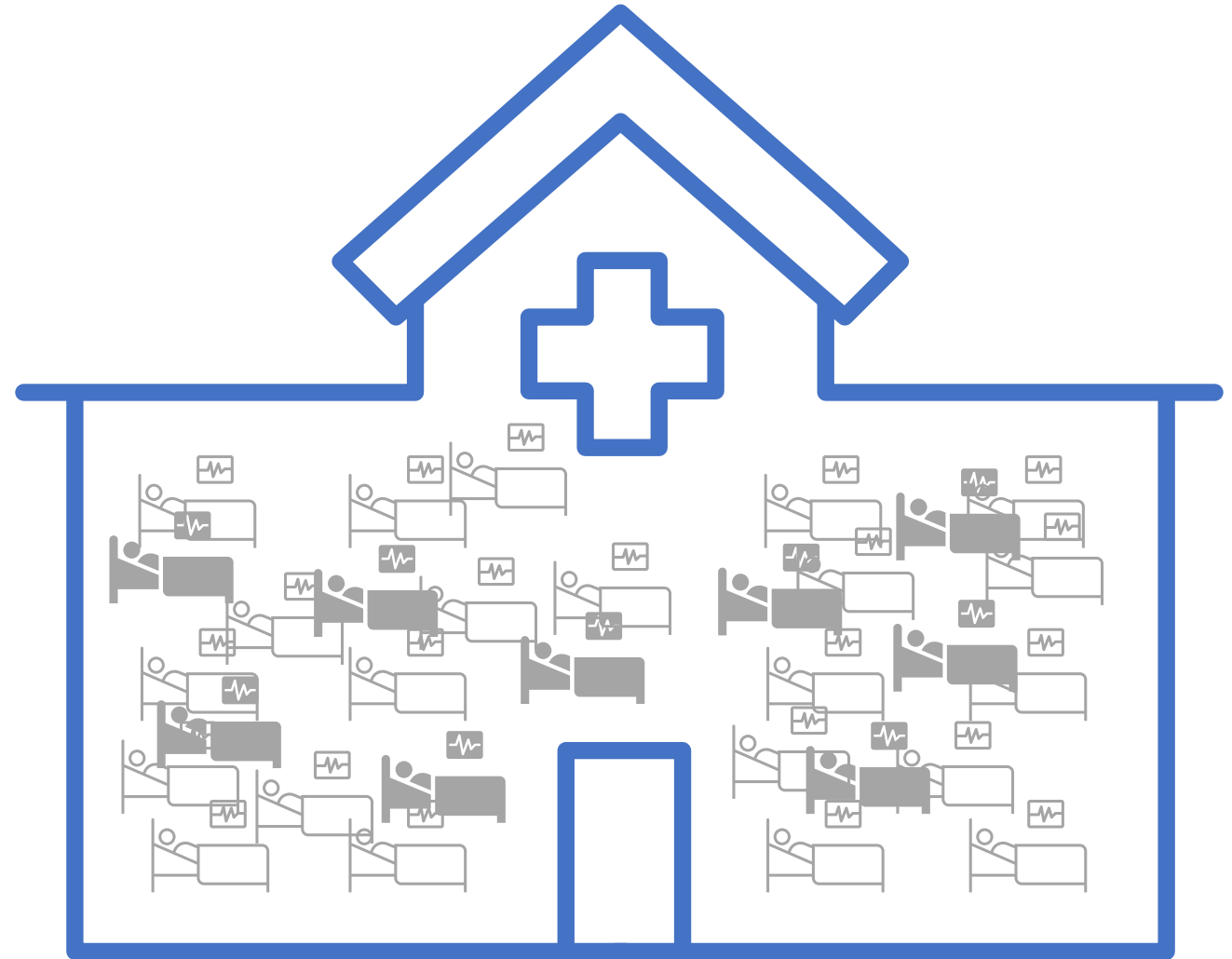
of inpatient medical volume

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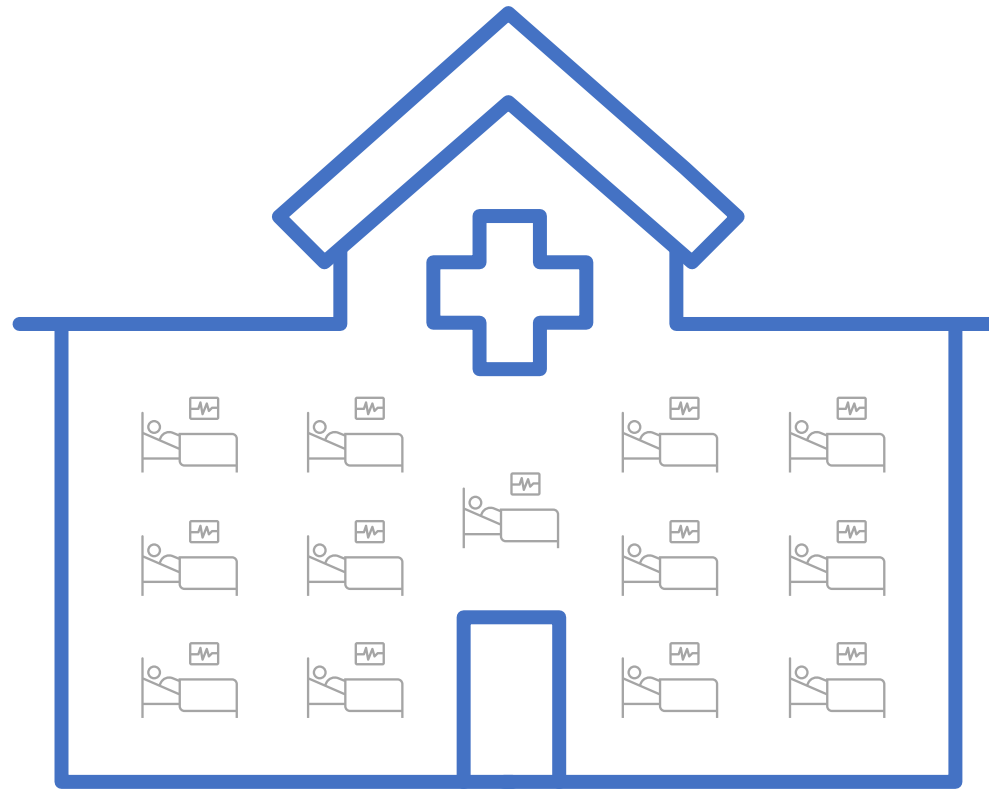
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HOME HOSPITAL

Support facility
care and elevate
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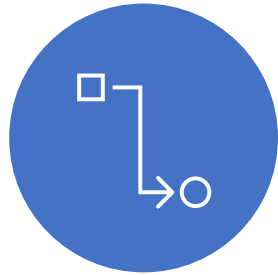


Strategic Considerations for Supply Chain



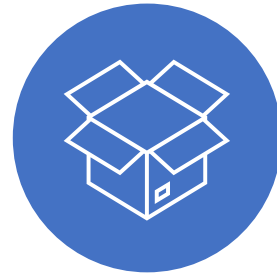
Our Strategic Approach

Supply Chain efforts are focused on 3 key priorities to **delivering efficient, effective Home Hospital services at scale.**



Streamline

Shift supply transport from clinicians to administrative support team and couriers to maximize focus on patient care



Standardize

Determine standard equipment set needed for each patient and custom packs for common Home Hospital patient conditions



Seek efficiencies

Partner with suppliers and clinicians to coordinate supply chain needs and optimize workflows and processes

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Home Hospital: Supply Chain Considerations

In the past, our small team relied on clinicians to assemble, prepare and transport supplies from the hospital to the patient's home. More recently with scale we:

- Launched partnerships with 2 **courier services**
- Store supplies in accordance with **The Joint Commission requirements**
- Created **standardized patient packs** to expedite assembly and delivery
- Source **equipment better suited to home use/transport** – i.e. lightweight oxygen concentrators
- Are developing a centralized **command center** to oversee logistics

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Couriers Create Efficiency and Capacity

Mass General Brigham Home Hospital partners with two courier vendors to support delivery of supplies direct to patient homes.

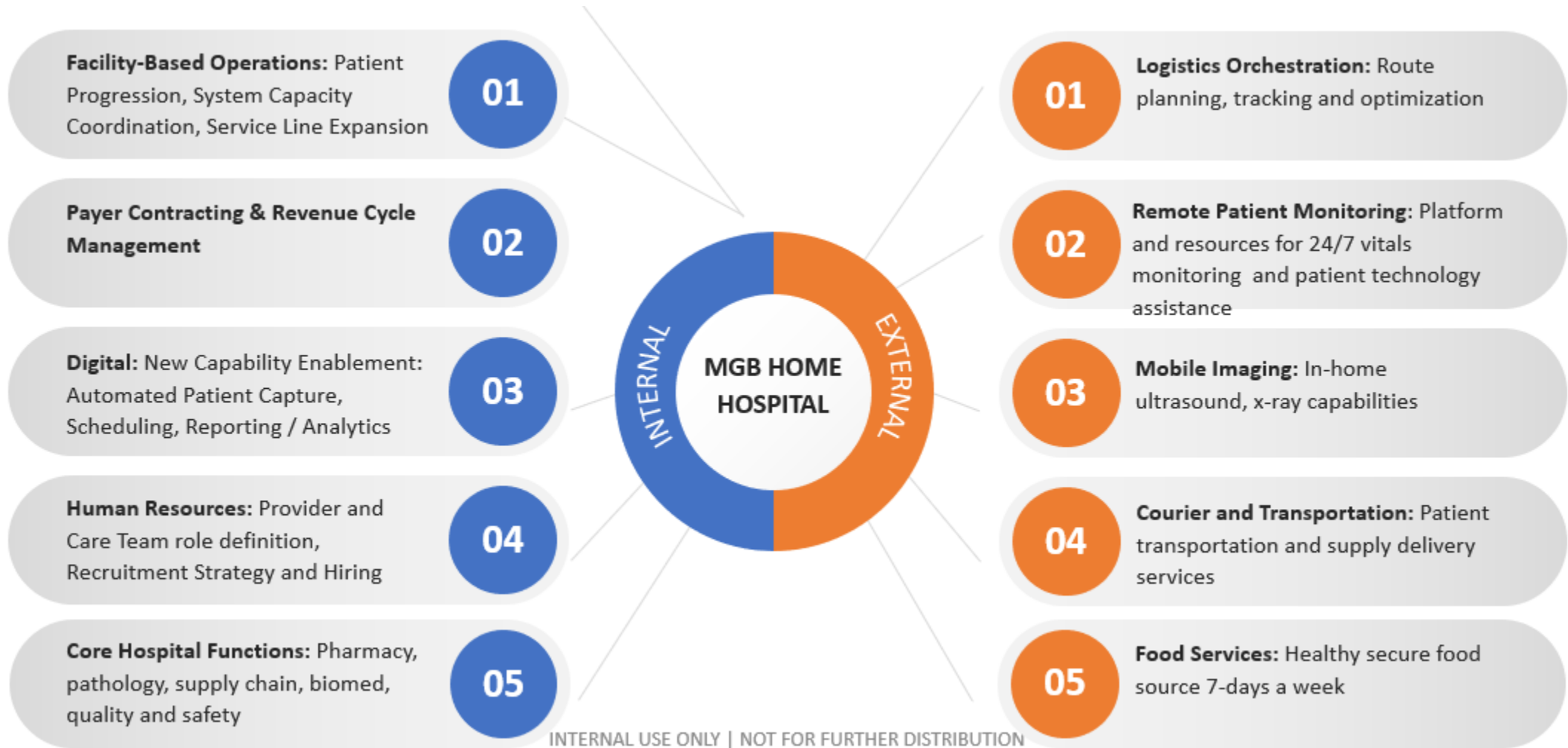
- Available **24/7**
- Time between order placement and delivery: **74 minutes**
- Handle **urgent and non-urgent** drop-offs and **return of durable equipment**
- **Experienced in healthcare** and familiar with protocols for infection control, controlled substances, HIPAA
- Exploring expansion to **specimen transport capabilities**



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Orchestrating Home Hospital requires complex coordination across internal stakeholders, and innovative external partnerships.



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Efforts Underway to Build a Centralized Logistics Center

- End-to-end care coordination
- Medication and equipment delivery/return
- Supply inventory tracking
- Scheduling for RN and paramedic visits
- Real-time monitoring & data analysis for performance improvement

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Lessons Learned

- Operational complexity is amplified as the Home Hospital volume grows across geography and new hospital admitting sites. **Proactively develop capabilities (e.g. supply chain and logistics) considering scale.**
- A systematic patient identification, review and enrollment process with readily-available management reports, looking at both “push” and “pull” referrals is essential to growing Home Hospital patient volumes.
- While many operational functions may be able to be directly supported by the Home Hospital care team in small scale operations, **dedicated technology, infrastructure and resources will be required to enable growth and ensure the clinical workforce is focused on delivering patient care.**
- When evaluating third party partners, **consider the capabilities, service level, and bandwidth required to deliver timely, cost effective and patient-centric service at scale.** Don't hesitate to seek alternatives (other vendors or insourcing) if a vendor isn't meeting expectations.
- **The regulatory environment is still evolving and uncertain, which necessitates a proactive approach to planning for the future landscape** at the federal, state, and local levels.

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Key Takeaways

- **Enabling technology to support integrations** across existing and new platforms are critical to enable growth.
- **Committed third party partners, engaged early in the planning process** can help ensure capabilities are designed to support future growth and offering development.
- **Building the foundational data infrastructure and reporting capabilities** that enable analytic-driven performance management for the unique Home Hospital operation is essential
- **Deploying a flexible care model, proactively initiating workforce expansion and actively seeking opportunities to innovate and advance** the model, are essential to achieving Home Hospital volume growth and realizing economies of scale.
- **Truly partnering with facility providers and clinical staff in the hospital** is imperative to systematically identifying eligible Home Hospital patient populations and transitioning from a “pull” referral model to a more efficient and effective, “push” referral model.

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Questions?



Contact:

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