Collaborating to Make a Difference

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“Its Time to do Something”

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Providence St. Joseph Health (PSJH) Footprint

- 51 hospitals
- 829 clinics
- 5 million unique patients served
- 114,000 caregivers
- 38,000 nurses
- 24,000 physicians
- 1.2 million home health visits
- 16 supportive housing facilities
- 1.8 million covered lives
- 2 health plans
- $1.6 billion community benefit
Our Nation is Facing a Tremendous Need

Depression is the leading cause of disability worldwide, and mental health and substance use has become the most pressing health crisis in the U.S.

39% of admissions are either for or co-morbid with mental health and/or substance use.

Mental health issues drive $400B in direct cost of care and loss of productivity to our economy and society.

Mental Health affects all of us — we are all either directly impacted or one degree away.

Mental health and wellness is the most pressing health crisis in the nation — touching every one of us directly or indirectly, costing our economy and society over $400B annually.

Mental Health and Well-being Initiative’s Purpose

- Bring people together to provide compassionate mental health care, being especially mindful of the poor and vulnerable;

- Promote mental health and wellness improvement that is attuned to the dignity of the human person and create healthy communities; and

- Use our influence and advocacy efforts to be a voice for the voiceless in responding to the mental health needs, not only in our communities but all throughout our country.
## HEALTH 2.0 – 2018-2022 PSJH Integrated Strategic & Financial Plan

### 2022 PERFORMANCE

<table>
<thead>
<tr>
<th>GOAL</th>
<th>2022 PERFORMANCE</th>
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</thead>
<tbody>
<tr>
<td><strong>GOAL 2022 PERFORMANCE</strong></td>
<td>We will deliver outstanding, affordable health care, housing, education and other essential services to our patients and communities. We will be our communities' health partner, aiming for physical, spiritual and emotional well-being. We seek to ease the way of our neighbors in their journey to good life.</td>
</tr>
<tr>
<td>1. Create a work experience where caregivers are developed, fulfilled and inspired to carry on the Mission</td>
<td>1. Achieve top quartile performance in caregiver engagement and first-year turnover, improve Mission engagement by 10% and double formation engagement rates</td>
</tr>
<tr>
<td>2. Deliver safe, compassionate, high-value health care</td>
<td>2. Achieve top quartile health outcomes</td>
</tr>
<tr>
<td>3. Make PSJH the provider partner of choice in all our communities</td>
<td>3. Achieve top quartile provider engagement</td>
</tr>
<tr>
<td>4. Steward our resources to improve operational effectiveness</td>
<td>4. Grow operating EBITDA to 10.1%</td>
</tr>
<tr>
<td>5. Foster community commitment to our Mission via philanthropy</td>
<td>5. Double philanthropy production to $360M per year</td>
</tr>
</tbody>
</table>

**While MHW Initiative supports the 2018-2022 ISFP in multiple ways, one key goal will capture the majority of the MHW strategic planning work in 2018**

### Five Year Strategic Goal

**Community Partnerships**
Pathways to Population Health

An initiative facilitated by:

Key partners: AHA/HRET, IHI, NRHI, PHI, Stakeholder Health
Funded by: Robert Wood Johnson Foundation

PSJH – A Paradigm Shift

**CULTURE**
- Mission
- Executive Sponsorship
- The External Environment

**INCENTIVES**
- Perceived Value of Moving Upstream
- Quality Improvement

**HEALTH 2.0**

**STRUCTURE**
- Organizational Infrastructure
- Workflow Integration
- Scope of Work of Upstream Interventions
- Data

**COMPETENCIES**
- Staff and Team Roles
- Project Management of Upstream Interventions
- Financial Readiness
Our vision: human flourishing across the lifespan in healthy communities. We know we can’t achieve this alone.

Our guiding principles:
- We embrace a whole-person, whole-community, whole-systems view.
- We aim to cultivate a boundary-crossing, distributed force of leaders in a wellbeing ‘field of fields.’
- Our mantra is: Do what we do best, partner for the rest.

Our steadfast values:
- Loving-kindness and Compassion
- Dignity and Respect
- Radical Inclusion and Equity of Opportunity
- Social Justice for All
Community Health and Well-being

Opportunity to Align Community Benefit Distribution

As a nation, we spend a lot on access to healthcare, but it’s only part of the nation’s health challenge!

Mismatch: Health Determinants vs. Expenditures

Population Health Connections Within the Community

Relevance of Social Determinants of Health

How will we change our intentional, proactive community investment spending to make strategic investments in these priority areas for optimal impact?

Most Frequently Prioritized Community Needs

Access to Affordable Health Care

Chronic Conditions/Obesity

Mental Health

Housing

Substance Abuse

Nutrition/Food Insecurity
Mental Health & Substance Use Clinical Performance Group Structure

- Optimize expert-to-expert collaboration
- Design, develop and deploy clinical standardization
- And scale innovation across the organization

Regional Strategic Planning

Regions identified a long term community based metric
- These are truly aspirational goals, hard to achieve, but with notable long term impact to the community well being

Regions identified a health system outcome metric
- These are more tangible goals that can be achieved at the regional or market level and focus on the populations and areas we have more immediate impact

Regions identified 3 process metrics
- These represent the immediate focused activities of 2019 that will directly impact the health system outcome and consistent move the dial on the community health metric
## Long Term Community Based Focus Areas

<table>
<thead>
<tr>
<th>State/Area</th>
<th>Focus Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AK</td>
<td>Reduce rate of drug overdose deaths</td>
<td>Reduction in the rate of opioid overdose deaths in Alaska communities we serve.</td>
</tr>
<tr>
<td>TX/NM</td>
<td>Reduce drug overdose deaths by 5% in our county community by 2023.</td>
<td>Reduction in drug overdose deaths by 5% in our county community by 2023.</td>
</tr>
<tr>
<td>Swedish</td>
<td>Reduce rate of suicide deaths</td>
<td>Reduction in the rate of suicide deaths in the Swedish communities we serve.</td>
</tr>
<tr>
<td>OR</td>
<td>Reduce rate of suicide deaths</td>
<td>Reduction in the rate of suicide deaths in the Oregon communities we serve.</td>
</tr>
<tr>
<td>Southern CA</td>
<td>Reduce rate of suicide deaths by 2022.</td>
<td>Reduction in suicide rate in our three service areas by 10% by 2022.</td>
</tr>
<tr>
<td>WA/MT</td>
<td>Reduce rate of deaths by despair</td>
<td>Decrease loss of life related to completed suicides and death by opioids.</td>
</tr>
<tr>
<td>Northern CA</td>
<td>Reduce rate of homelessness</td>
<td>Reduce and prevent chronic homelessness for adult populations. *Integrated with their SDoH metric targeting a combined effort with mental health, substance use and housing</td>
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</tbody>
</table>
Moving Toward a Community of Action

Mental health is “a state of well-being in which every individual realizes his or her own potential, can cope with normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community.”¹

Vision: Be Well Orange County will lead the nation in optimal mental health² and wellness for all residents.

²In the following document, the terms mental health and wellness encompass substance dependence and abuse.
Tomorrow

Distributed Leadership Structure

System of Care Backbone: Frames the work of the full, collaborative portfolio

Result Backbone: Organization(s) dedicated to facilitating the work associated with achieving this result

Impact Organizations: Implementing interventions related to the result
Six core pillars for action will create and sustain a transformed mental health and wellness ecosystem. The pillars were developed through input from numerous stakeholders participating in the OC Coalition System of Care work group and will be operationalized by Be Well OC:

1. Systems Change
2. Responsive and Inclusive
3. Aligned and Accountable
4. Integrative and Future Focused
5. Evidence-Based and Quality-Driven Care
6. Fueled by a Mind OC Wellness Fund
“Orange County will lead the nation in optimal mental health and wellness for all residents.” The following six Results and associated performance indicators need to be achieved in order for Be Well OC to achieve the Vision. Coalition partners, including residents, will leverage their strengths and existing roles in the community to address each of these Results.

**1 Reduce Stigma**
- Improved mental health awareness, attitudes, and understanding throughout the Orange County community
  - Indicator 1a: Public awareness and changed conversation
  - Indicator 1b: Ability to recognize disorders (self & others)
  - Indicator 1c: Knowledge of professional help and treatment availability
  - Indicator 1d: Knowledge of effective self-help strategies

**2 Prevent and Act Early**
- Effective prevention and early intervention services are available to all Orange County residents
  - Indicator 2a: Investments in prevention & early intervention
  - Indicator 2b: Expand Social-Emotional Learning in early childhood education/care settings
  - Indicator 2c: Outreach, engagement by peers, and early diagnosis

**3 Close Treatment Gaps and Improve Access**
- All Orange County residents can access needed programs and services when and where they need them
  - Emphasis on interorganizational transitions of care and warm connections
  - Indicator 3a: Mental health equity and disparities
  - Indicator 3b: Expand utilization of peer services & grow provider pool
  - Indicator 3c: Optimal interorganizational care pathways and warm connections

**4 Strengthen Crisis Response**
- All Orange County residents can access crisis support through a network of facilities, mobile teams, and digital tools
  - Indicator 4a: Incidence of MH crises and suicides (attempts, completions)
  - Indicator 4b: Appropriate utilization of CBUs vs. ED and inpatient services
  - Indicator 4c: Utilization of mobile support services and navigation app

**5 Establish Community Wellness Hubs**
- Coordinated, integrated, responsive health, behavioral health, and wellness services capacity
  - Integrated primary care/behavioral health, urgent needs, mobile treatment strategically located in three geographic regional areas
  - Indicator 5a: Inter-agency and interorganizational collaboration
  - Indicator 5b: Implement core Hub services, and region-specific services
  - Indicator 5c: Broad array of services (e.g., crisis, wellness, mobile health, in-home support, peer run education)

**6 Align Partners, Policies and Programs**
- Addressing complex, interrelated issues of mental illness, addiction, and homelessness, among others
  - Indicator 6a: Homeless System of Care
  - Indicator 6b: ACEs & Trauma informed care
  - Indicator 6c: Cross-sector partnerships
  - Indicator 6d: University-BH program partnerships
WE BELIEVE HEALTH IS A HUMAN RIGHT.

Health for a Better World.

FUTURE.PSJHEALTH.ORG

Providence St. Joseph Health
2018 Advocacy Agenda priorities
Supporting our Mission and journey to Health 2.0

- Enable the best care
- Advocate for affordable coverage for all
- Enhance patient-centered care
- Answer the call for better mental health care
- Respond to the needs of our communities
- Pioneer new paths in health care

KEY PRIORITY AREA: MENTAL HEALTH
## Mental Health: Key 2018 state advocacy priorities

- Promote legislative solutions to integrate and improve access to mental health and substance use care within multi-disciplinary, community based solutions that further population health goals and the priorities of the Well Being Trust

<table>
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<tr>
<th>State</th>
<th>Priority</th>
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<td>Alaska</td>
<td>Support policies, community partnerships and investments that improve access to behavioral health services, substance abuse and chemical dependency treatment.</td>
</tr>
<tr>
<td>California</td>
<td>Support policies that improve the delivery system, continuum of care and crisis services for behavioral health patients, including securing funding for crisis stabilization units in LA County.</td>
</tr>
<tr>
<td>Oregon</td>
<td>Support policies that integrate behavioral health services, particularly for patients in need of crisis services. Expand access to specialty trained prescribing psychologists. Advance policies to address the opioid crisis.</td>
</tr>
<tr>
<td>Washington</td>
<td>Ensure King County behavioral health organization funding is appropriated correctly so they can continue to serve patients at the current rate. Partner with the University of Washington to secure funding for a psychiatric Advanced Registered Nurse Practitioner program. Expand funding and access to behavioral health services across the continuum of services.</td>
</tr>
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## Mental Health: Key 2018 federal advocacy priorities

- Modernize 42 CFR and allow interoperability for medical records for individuals suffering from mental illness. Support specific legislation including: Overdose Prevention and Patient Safety Act (H.R. 3545), Protecting Jessica Grubb’s Legacy Act, S 1850, which would update patient privacy laws to ensure information about substance use disorders are made available to medical professionals.

- Support the behavioral health component of the CHAMPION ACT, which would give authority to HHS Sec. to provide grants for health centers to address behavioral health issues.

- Support the CHRONIC Care Act which establishes requirements for MA plans to contract with state Medicaid agencies in the area of behavioral health.

- Advance the creation of a behavioral health primary care alternative payment model within the CMMI.

- Support the Mental Health and Substance Abuse Treatment Accessibility Act of 2017 that provides loans to support the construction of Psychiatric facilities providing short-term inpatient care.

- Modify the institutions for mental disease (IMD) exclusions for Medicaid.

- Promote federal initiatives that support public and medical education on mental illness and addiction.

- Enhance early childhood mental health promotion, intervention and treatment programs, including supporting the Mental Health in Schools Act.

- Increase federal funding for services to treat those suffering from opioid addiction.
Our Journey

“We expect Providence ministries to search for new ways to carry out the Mission, honoring Providence tradition, but not letting past practice constrict the vision of what is best for the future. Changing needs, social structures and institutions will require new and different responses. We expect that you will be open to the call of those who suffer by addressing emerging needs with wise and discerning responses so the poor and vulnerable may be served in new and more effective ways.”

- Sisters of Providence, Hopes and Aspirations Document

Questions

Go to www.menti.com and use the code 28 26 94

Questions?

Waiting for questions

Once questions are accepted by the moderator, they will show up here so that you can answer them one by one.
Thank You

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