Montefiore Health System’s Innovations

Addressing SDH: A Three Pronged Approach

Amanda Parsons, MD, MBA
Vice President, Office of Community & Population Health

Damara Gutnick, MD
Medical Director, Montefiore Hudson Valley Collaborative
Montefiore’s Three Pronged Approach

1. Implement & Incentivize SDH Screening
2. Enable CBO Linkages
3. Training & ROI Tools
**Prong 1: SDH Screening**

- **MHVC Incentivized SDH screening in DSRIP network contracts**
  - >50 partner organizations
  - Hospital EDs, PCP, BH, SU, CBOs

- **What Matters to You?**
  - Patients prioritize SDH needs
  - Get to the heart of the matter up front, saves time
  - **Ask, Listen, Do** What Matters!

- **Montefiore Implemented SDH Screening at over 20 primary care sites**
  - Adapted Healthleads Tool
  - >14,000 patients screened between April-Aug 2018
    - Screen Positive (20%)
    - Want Assistance (26%)
Data shown are limited to Census Tracts with more than 20 SDH/Stressor screeners completed.
Prong 2: Facilitating & Enabling CBO Linkages

- PPS Consortium
  - Aligned with multiple PPSs networks around common solution
- Now Power
  - CBO referral management & tracking platform
  - Curated & maintained CBO database
  - ~211 priority CBOs live
  - Automated resource suggestions based on patient needs & location
  - EHR integration
- Supports patient “nudges” & closed loop referral tracking
- ~3500 resource lists shared to date
- Adapted by: NYP, Maimonides, H+H, Mt. Sinai, Montefiore, Northwell
- Under consideration by others
Prong 2:
Facilitating & Enabling CBO Linkages

- This requires our employees to learn another system and check another system when they are trying to see clients.
- We want to select something that we can use for ourselves for internal referrals…
- …and connects to our multiple database systems.
- We are going to have a capacity issue because programs are literally pieced together with several small grants.
- More people coming to our programs is going to strain the program resources.

Concerned Bronx CBO

Dear Montefiore Health System,

I understand we serve as one of your biggest resources in terms of services for your patients.

Our mission is to help the residents of the Bronx.

HOWEVER…
Prong 3:
CBOs Return on Investment Training, Coaching & Tools
### Prong 3: ROI Calculator Demo

**INPUTS**

1. Costs associated with supplying the service
2. Expected Revenue (Medicare, Medicaid, Commercial)
3. Benchmark Costs (ED Visit, Hospital Day)
4. Projected Impact (How many PPV’s or PPR’s will the innovation prevent?)

**OUTPUT**

Return on Investment

**Table: Innovation Cost**

<table>
<thead>
<tr>
<th>Personnel</th>
<th>Year 1</th>
<th>Year 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>$100,000</td>
<td>$105,000</td>
<td></td>
</tr>
<tr>
<td>Fringe</td>
<td>$30,000</td>
<td>$30,900</td>
</tr>
<tr>
<td>GTPS</td>
<td>$5,000</td>
<td>$5,150</td>
</tr>
<tr>
<td>Travel</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Contractors</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Phone/Utilities</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Other</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Other</td>
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<td>$-</td>
</tr>
<tr>
<td>Other</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Admin</td>
<td>$40,000</td>
<td>$41,200</td>
</tr>
</tbody>
</table>

**Table: Total Innovation Cost**

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>$175,000</td>
<td></td>
</tr>
<tr>
<td>$180,150</td>
<td></td>
</tr>
</tbody>
</table>

**Table: Total Innovation Revenue**

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>$65,000</td>
<td></td>
</tr>
</tbody>
</table>

**Table: Current/Starting Cost Benchmark Values (Baseline)**

<table>
<thead>
<tr>
<th>Emergency Department Visit Medical or BH</th>
<th>Inpatient Day Medical or BH</th>
<th>High Utilizer - 1 Year Medical (PRIOR TO INNOVATION)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$300</td>
<td>$1,000</td>
<td></td>
</tr>
</tbody>
</table>

**Table: Projected Impact**

<table>
<thead>
<tr>
<th>Emergency Department Visit</th>
<th>Inpatient Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>200</td>
<td>50</td>
</tr>
</tbody>
</table>

**Table: Innovation Period**

<table>
<thead>
<tr>
<th>Period</th>
<th>Innovation Cost</th>
<th>Cost Avoidance Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$110,000</td>
<td>$150,000</td>
</tr>
</tbody>
</table>

**RETURN ON INVESTMENT**

$40,000
Montefiore’s Three Pronged Approach

1. Implement & Incentivize SDH Screening
   - Adapt standard SDH Screening Tool
   - Integrate SDH screening into EHR workflow
   - Incentivize SDH Screening
   - WMTY Campaign to prioritize SDH needs

2. Enable CBO Linkages
   - Curated CBO database
   - CBO referral management & tracking

3. Training & ROI Tools
   - VBP Training Modules
   - Business Case Coaching for Innovation Pilot Projects
   - ROI Calculator

Now Pow
- Curated CBO database
- CBO referral management & tracking
The opposite of poverty isn’t wealth. The opposite of poverty is justice.

Nicolette Guillou
Kevin Fiori
Jacob Schutt
Sybil Hodgson
Alissa Mallow
Renee Whiskey
Rahil Briggs
Neil Wigod
Eva Franqui
Colin Rehm
Urvashi Patel
Bryan Stevenson
Appendix
IT TOOK MHS MANY MEETINGS, SEVERAL PILOTS AND ALMOST A YEAR TO REACH CONSENSUS ON A SINGLE SCREENING TOOL (LAUNCHED IN APRIL 2018)

Social Determinants of Health Screening Tool rolled out at Montefiore Medical Group sites

1. Are you worried that in the next 2 months, you may not have a safe of stable place to live? (eviction, being kicked out, homelessness)
2. Are you worried that the place you are living now is making you sick? (has mold, bugs/rodents, water leaks, not enough heat)
3. In the past 12 months, has the electric, gas, oil or water company threatened to shut off services to your home?
4. In the past 12 months, did you worry that your food could run out before you got money to buy more?
5. In the last 12 months, has lack of transportation kept you from medical appointments or getting your medications?
6. In the last 12 months, did you have to skip buying medications or going to doctor’s appointments to save money?
7. Do you need help getting child care or care for an elderly or sick adult?
8. Do you need legal help? (child/family services, immigration, housing discrimination, domestic issues, etc…)?
9. Are you finding it hard to get along with a partner, spouse, or family members?
10. Does anyone in your life hurt you, threaten you, frighten you or make you feel unsafe?

MHVC encouraged participating providers to adopt a screening tool (TBD Damara language)
Evolution of Nonprofits

Kristin Woodlock RN, MPA
CEO, Woodlock & Associates
Woodlockk@gmail.com
917 244 4221

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