

Blending Cultures - Clinics and Hospitals Working Together

“Playing Nice in the Medical Neighborhood”

Margaret Kirkegaard, MD
Jeanene Smith, MD

Objectives

In this session we will discuss:

- The spectrum of hospital-primary care integration
- Challenges and opportunities
- Best practices

Spectrum of Hospital-Primary Care Integration



Medical staff relationship



Collaborative relationship



Accountable Care Organization/
Clinically Integrated Network/
Physician-Hospital Organization (ACO/CIN/PHO)



Joint operating agreement



Merger or acquisition to form integrated delivery system (IDS)

Increasing integration and decreasing autonomy



Challenges

- Clash of cultures
 - Primary care is the “wild west” and hospitals are “hot houses”
- Disruption of existing referral relationships
- Anti-trust issues without clinical integration
- Trade autonomy for integration
- Different goals: “heads in beds” vs PCMH goals of decreasing unnecessary emergency department (ED) and hospital use



Best Practices

- Regular communication (donut diplomacy)
- Defined leadership
- Memorandum of Understanding (MOUs), as needed
 - <https://www.acponline.org/clinical-information/high-value-care/resources-for-clinicians/high-value-care-coordination-hvcc-toolkit>
- Bidirectional data exchange
- Broad representation in leadership structures
 - E.g. Quality committees, etc.

Opportunities

- Sharing of resources (e.g. care management to reduce readmissions)
- Sharing back office functions (billing, human resources, legal)
- Strategize around gaps in care and needed resources (medical specialties, social determinants of health)
- Joint payer value-based contracting
- Potential for high value referral partners

National Example: Medical Home Network

- Started as a coalition of 9 Federally Qualified Health Centers (FQHCs) in Chicago and 3 hospital systems
- Grown to 300 primary care sites and 23 hospitals, connected by private health information exchange and real-time admissions/discharges/transfer (ADT) alerts
- Now a Medicaid Accountable Care Organization (ACO)
- Significant cost and care outcomes
- Video: <http://medicalhomenetwork.org/about>

Idaho Examples:

- JoAnn Eddins, Ambulatory Services Director, Rexburg Medical Center
- Kootenai Clinic
 - Lara Key – Manager, Ambulatory Quality
 - Raeleen Dorr – Clinical Manager, Family Medicine Residency
 - Karri Erikson – Manager, Primary Care



Discussion

- What experiences have practices had in working with local hospitals?
- What tips can you share for exchanging data?
- How do you collaborate around issues such as care management and social determinants of health?

