

An Inside Look: Leadership in Times of Crisis

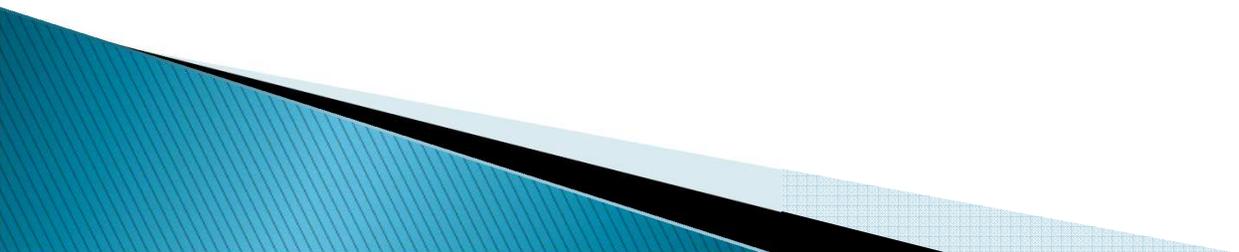
Joshua M. Sharfstein, M.D.

Alumni Day

Johns Hopkins Bloomberg School of Public Health

March 14, 2014

Overview

- ▶ Every crisis is different
 - ▶ Basic principles apply
 - Be thoughtful
 - Use the tools you have available
 - Communicate clearly and transparently
 - Look for opportunities within the crisis to make additional progress
 - ▶ Examples: environmental health, product safety, health care system
- 

Swann Park, Baltimore, Maryland





- ▶ History of arsenic contamination
- ▶ Testing to come back tomorrow



Updating the Community

- ▶ How could this have happened?
- ▶ Were we or our children harmed?
- ▶ Will you test us?

“Of the about 25 people who attended the meeting - a mix of Digital Harbor student athletes who have used the park for practices and games, and residents who use the space recreationally - many seemed dissatisfied that they would not be tested.

‘It would be nice to come to a meeting where they had answers,’ said Lisa Martin, the athletic director at Digital Harbor.”

-The Baltimore Sun, April 27, 2007

Health Consultation

Arsenic in Swann Park and the Kepone Task Force of 1976

First Interim Report to Mayor Sheila Dixon

Swann Park Task Force

Lynn R. Goldman
Heather A. Moore
George Nilson
Joshua M. Sharfstein
Stuart Simms

July 10, 2007

The Lessons of Swann Park: Implications for Maryland's Environmental Policy

Swann Park Task Force

Lynn R. Goldman
Heather A. Moore
George Nilson
Joshua M. Sharfstein
Stuart Simms

April 18, 2008

SWANN PARK, CITY OF BALTIMORE

296 WEST MCCOMAS STREET

BALTIMORE, MARYLAND

NOVEMBER 22, 2007

HEALTH AND HUMAN SERVICES
Public Health Service
Substances and Disease Registry
Assessment and Consultation
Atlanta, Georgia 30333

Remediation: Community Decision

- ▶ Restore to prior to contamination?
or
- ▶ Remove risk of harm and improve park for people in the community? 



Key Facts

- ▶ Porcine circovirus identified in rotavirus vaccine
 - ▶ No known human effects
 - ▶ Vaccine has strong safety record
 - ▶ Adequate supply of alternate vaccine available in U.S. in interim
 - ▶ But ...other countries depend upon Rotarix to save many lives from dehydration
- 

Update on Rotarix Vaccine - Windows Internet Explorer
http://www.fda.gov/BiologicsBloodVaccines/Vaccines/ApprovedProducts/ucm205539.htm

U.S. Department of Health & Human Services www.hhs.gov

FDA U.S. Food and Drug Administration

A-Z Index Search go

Home Food Drugs Medical Devices Vaccines Blood & Biologics Animal & Veterinary Cosmetics Radiation-Emitting Products Tobacco Products

Vaccines, Blood & Biologics [Share](#) [Email this Page](#) [Print this page](#) [Change Font Size](#)

Home > Vaccines, Blood & Biologics > Vaccines > Approved Products

Vaccines
Approved Products

Resources for You

- Rotarix

Update on Rotarix Vaccine

FDA is updating clinicians on information that recently has become available about Rotarix, a vaccine used to prevent rotavirus disease. FDA has learned that components of an extraneous virus are present in Rotarix. There is no evidence at this time that this finding poses a safety risk. While the agency is learning more about the situation, FDA is recommending that clinicians and public health professionals in the United States temporarily suspend the use of Rotarix. FDA will keep the public and the clinical community updated as more information becomes available. This webpage provides additional background information and Questions and Answers for patients and providers.

About Rotavirus, PCV1, and the Rotarix Vaccine:

- Early Communication on Rotarix Vaccine
- Background on Viral Vaccine Development
- Background on Rotavirus
- Background on Rotavirus Vaccines
- Background on PCV1
- Detection of DNA from PCV1 in Rotarix
- FDA Actions
- Information for Parents and Caregivers
- Additional Information for Healthcare Providers and Public Health Professionals
- Background on Study Results of U.S. Academic Researchers

Local intranet 125%

- ▶ Advisory committee meetings within a month.
- ▶ Porcine circovirus experts testify.
- ▶ No human risk identified.
- ▶ Vaccine put back into use.



The U.S. Continues to Have Higher Preventable Death Rates Than France, Germany, and the U.K.; Improvement Is Especially Slow for Working-Age Adults

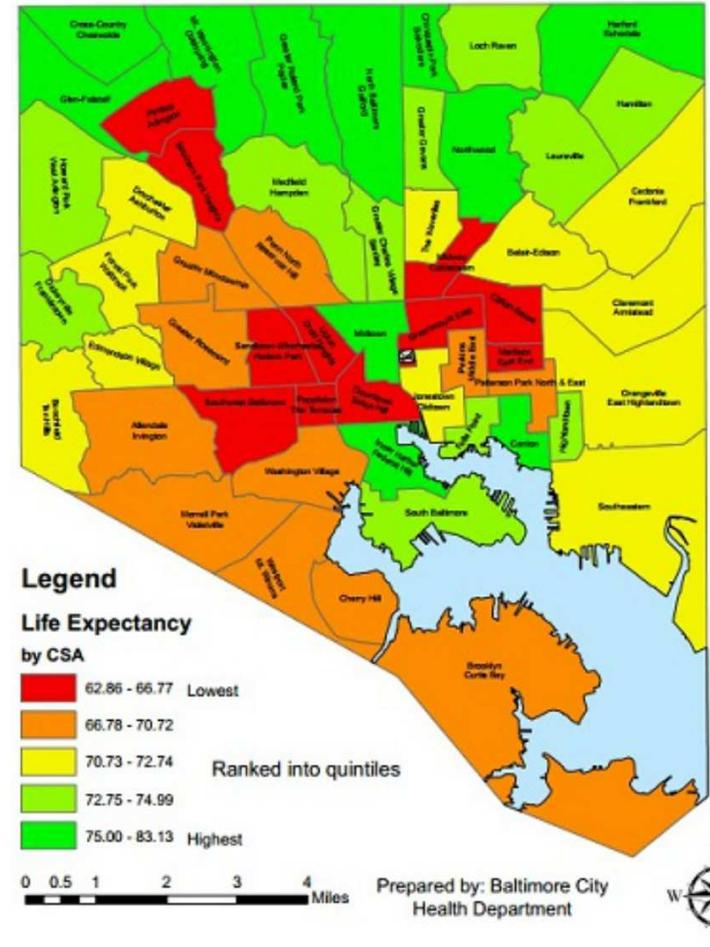
The improvement gap is most pronounced among Americans under the age of 65.



Preventable Deaths Per 100,000



E. Nolte and C. M. McKee, In Amenable Mortality—Deaths Avoidable Through Health Care—Progress in the US Lags That of Three European Countries, Health Affairs Web First, published online Aug. 29, 2012.



Maryland 2012

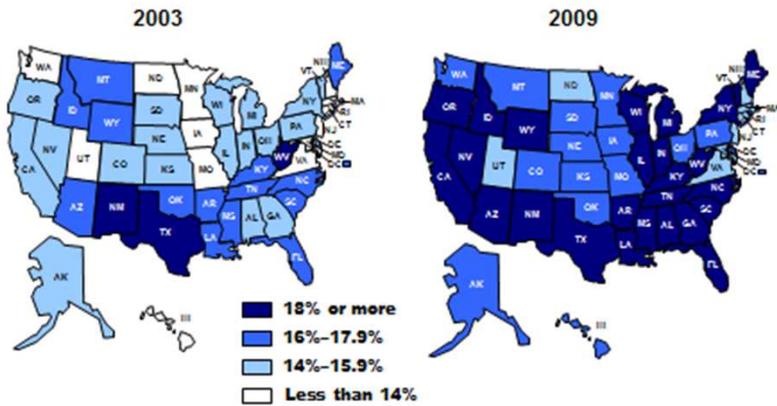


OVERALL RANKING:

Maryland is 19th this year
 It was 24th in 2011

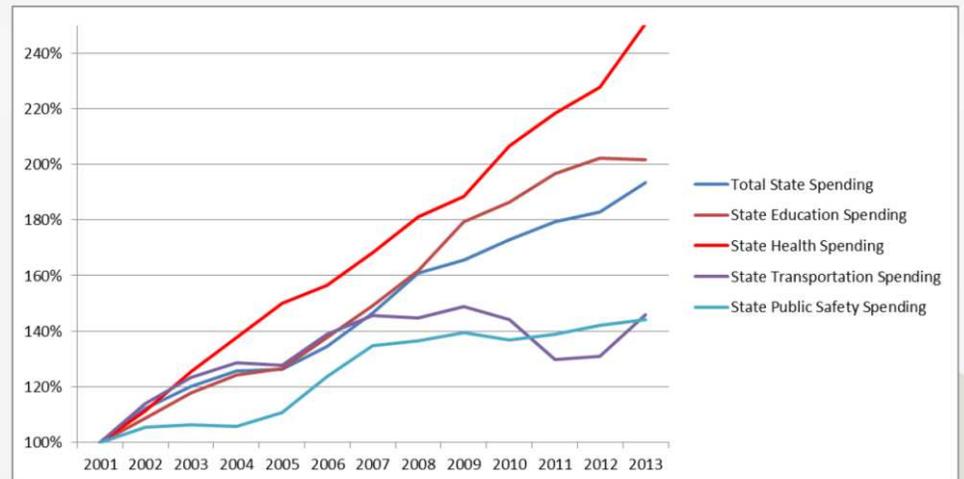
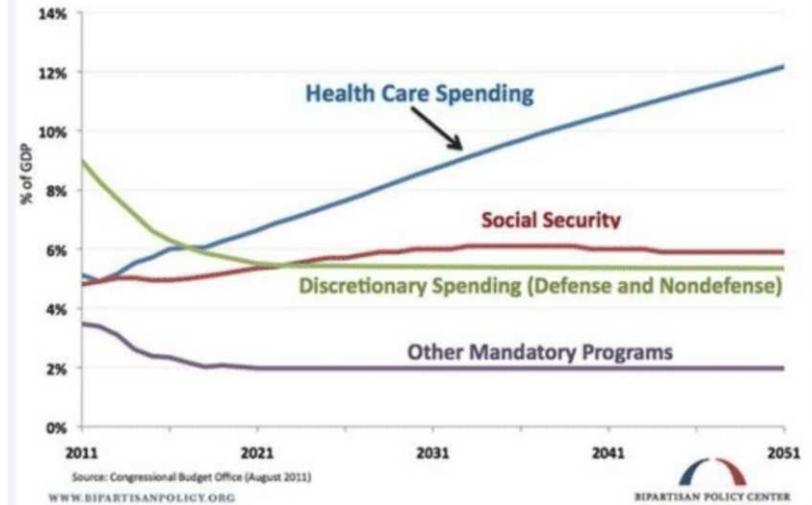
- 30 Outcomes Rank
- 15 Determinants Rank
- 19 Overall Rank
- 22 Diabetes Rank
- 11 Smoking Rank
- 29 Obesity Rank

Figure 2. Employer Premiums as Percentage of Median Household Income for Under-65 Population, 2003 and 2009



Data sources: 2003 and 2009 Medical Expenditure Panel Survey—Insurance Component (for total average premiums for employer-based health insurance plans, weighted by single and family household distribution); 2003–04 and 2009–2010 Current Population Surveys (for median household incomes for under-65 population).

HEALTH CARE COSTS ARE THE PRIMARY DRIVER OF THE DEBT



Source: Department of Budget and Management.

Figure 3.6: Medicare Hospital Readmissions Rates 2011

State	Rate	State Rank
DC	23.60%	1
MD	21.37%	2
NJ	21.14%	4
NY	20.72%	6
National	19.12%	
PA	19.07%	20
DE	17.86%	30

Source: Institute of Medicine's Geographic Variation Data Request (January 2013 Update)

Tools At Hand

Public Health

Health
Information
Exchange

~~All-Payer~~

Hospital
Payment System



Public Health: Maryland's State Health Improvement Process (SHIP)

- 18 Local Health Improvement Coalitions
 - Typically Co-Chaired by Hospital and Public Health leaders and include cross-section of health and human services
- State and Local Accountability
 - 39 measures: health outcomes and determinants
 - State and county baselines and 2014 targets
 - Racial/ethnic disparity information



Vision Area	39 SHIP Objectives	2012 Update	Local Data Displays
Overall	1. Increase life expectancy 📊	🟡	Map 📊 Graph & figures 📊
Healthy Babies	2. Reduce infant deaths 📊	🟢	Map 📊 Graph & figures 📊
	3. Reduce the percent of low birth weight births 📊	🟢	Map 📊 Graph & figures 📊
	4. Reduce sudden unexpected infant deaths (SUIDs) 📊	🟢	Graph & figures 📊
	5. Reduce the teen birth rate 📊	🟢	Graph & figures 📊
	6. Increase % of pregnancies starting care in the 1st trimester 📊	🕒	Map 📊 Graph & figures 📊
	7. Reduce child maltreatment 📊	🔴	Map 📊 Graph & figures 📊
	8. Reduce the suicide rate 📊	🟢	Graph & figures 📊

Maryland's Health Information Exchange

- Connects all acute care facilities.
- The Query portal allows authorized users to locate medical records from hospitals, radiology centers, and laboratories in real-time from across Maryland.

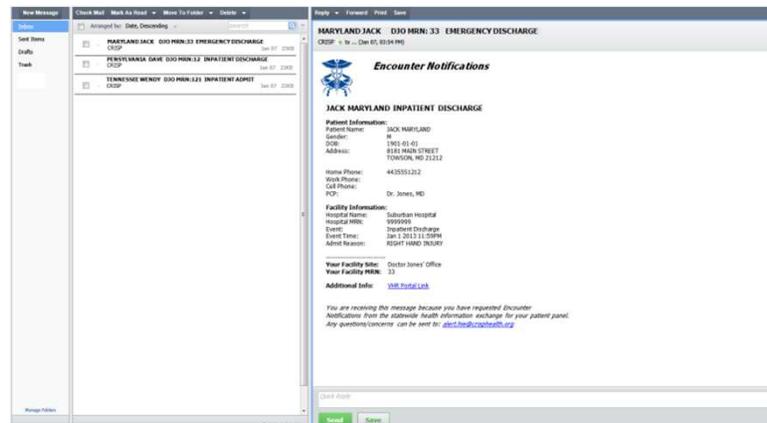
The screenshot displays a web-based medical records query portal. The browser address bar shows the URL: [https://crispstest.axolotl.com/EA/EmergencyDocuments.nsf/\(wProductTabbedInterface\)OpenApp...](https://crispstest.axolotl.com/EA/EmergencyDocuments.nsf/(wProductTabbedInterface)OpenApp...). The patient name is SMITH, John J. [16-Jan-1942]. The interface includes a navigation menu with tabs for All, Summary, Cumulative Lab, Lab, Radiology, Reports, ADT, Consent, Office Memos, Encounters, Orders, Patient Info, and Open Report. The main content area is divided into several sections:

- Lab:** A list of lab tests performed on 9/30/2006 at 4:18:00 PM, including CBC, OP PROT/IME, TROP/CHIN, CRK-HES P HES, and BASIC PANEL-OP.
- Radiology:** A list of radiology reports, including HANDS, US CAROTID ART, CT BRAIN W/O, CHEST 2 VIEWS, and CHEST 2 VIEWS.
- Reports:** A list of reports, including Cancellation Policy and Chart Notes.
- ADT:** A section indicating "No results matched your search."
- Cumulative Lab:** A table showing cumulative lab results for various elements over time.

Elements	08:30:06 04:18 PM	09:19:00 01:45 PM	09:14:06 11:32 AM	09:10:06 12:45 PM	09:07:06 11:25 AM	09:00:06 09:13 AM	09:05:06 02:02 PM	09:04:06 09:37 AM	Next
HCT	34.1	35.9		31.1		25.5	24.0	29.1	
BANDS	3			12			8		
RDW	13.1			12.2		12.8	14.0	12.9	
PROTEIN-TOTAL	6.3								
LDL			85		82				
ESR					80				

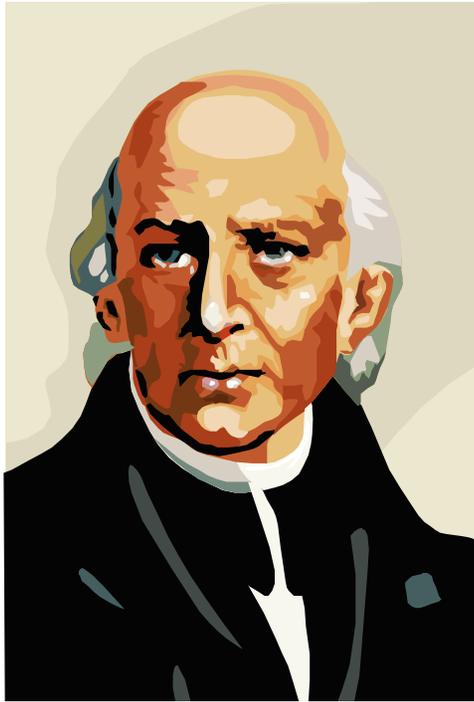
CRISP Is a Common Platform

- Encounter Notification System (ENS) is a solution to notify a participant in real time when one of their patients has an encounter at any hospital in Maryland.
- Prescription Drug Monitoring Program
- Rapid readmission measurement across hospitals
- Provider database for Maryland Health Connection (<https://providersearch.crisphealth.org>)



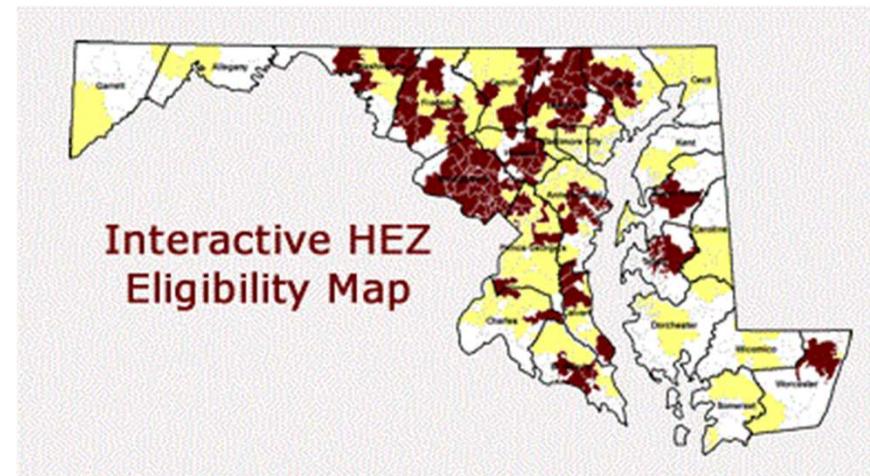
Maryland's All-Payer System

- ▶ Since the late 1970s, the independent Health Services Cost Review Commission sets inpatient and outpatient hospital rates for all public and private payers.
- ▶ In the last 35 years, Maryland's hospital finance system has:
 - Eliminated cost-shifting among payers
 - Allocated cost of uncompensated care and medical education among all payers
 - Allowed usage of creative of incentives to improve quality and outcomes

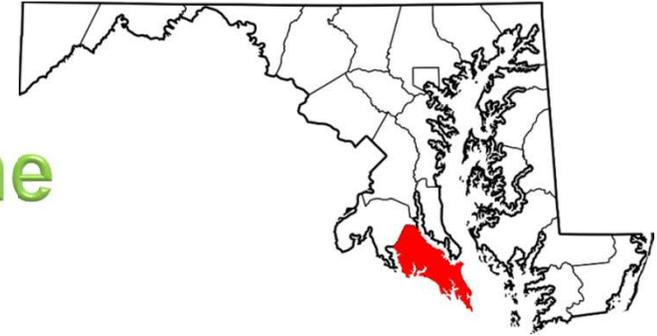


Health Enterprise Zones

- ▶ An initiative to address health disparities through focused investment in community health
- ▶ Investment based on a plan created by a governing community coalition, and may include:
 - Loan repayment
 - Hiring tax credits
 - Community health workers
 - Innovative health or social programs (loan bank, transportation route)
- ▶ Measurable health outcomes
- ▶ \$4 million in annual state funding
- ▶ 5 initial sites



Example: St. Mary's County Zone



St. Mary's Hospital/"Greater Lexington Park" (20653, 20634, and 20667; Rural)

The St. Mary's Hospital for the Greater Lexington Park HEZ seeks to improve public health outcomes in the Lexington Park, Great Mills, and Park Hall communities of St. Mary's County, areas experiencing a dearth of primary care physicians, by creating a new community health care center in Lexington Park and adding five new primary care practitioners, one psychiatrist, and two licensed social workers in the Zone.

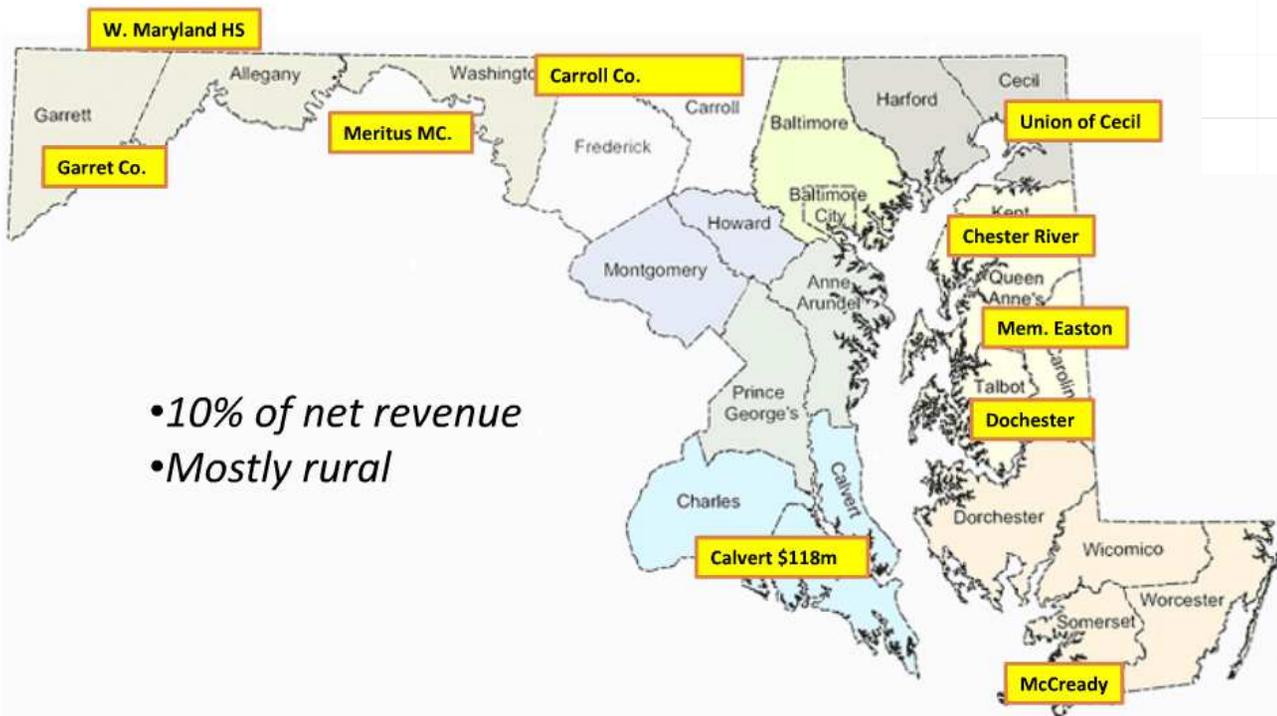
Innovative strategies contained in this proposal include the development of a "health care transportation route" to address barriers to accessing health care experienced in the underserved communities in this rural area of the state.



Reforming Hospital Payment

- ▶ Maryland's current all-payer rate setting system has several limitations
 - Premised on Maryland's ability to constrain per case costs
 - ▶ Opportunity to rethink whether essential constraint on system should be per case or per capita
 - ▶ Important experience: Model programs with global budgets
- 

TPR Hospitals



- 10% of net revenue
- Mostly rural

TPR versus non-TPR Hospitals: Before and After TPR Implementation in 2011

	TPR	Non-TPR
Inpatient Admissions		
FY2010	91,672	668,319
FY2013	75,478	608,166
% Change	-17.7%	-9.0%
Same Hospital Readmissions		
FY2010	9,530	64,842
FY2012	7,729	58,269
% Change	-18.9%	-10.1%
Avoidable Admissions (PQI90)		
CY2010	11,551	65,517
CY2012	9,593	57,148
% Change	-17.0%	-12.8%

Source: HSCRC, May 2013.

Note: FY2013 is based on 6 month data and annualized.

ECONOMIC SCENE
Lessons in Maryland for Costs at Hospitals



J.M. Edlins Jr. for The New York Times

Dawn Snyder, a registered nurse, runs a heart failure clinic at Western Maryland Health System.

By EDUARDO PORTER
Published: August 27, 2013

CUMBERLAND, Md. — This hardscrabble city at the base of the Appalachians makes for an unlikely hotbed of health care innovation.

Economic Scene

Eduardo Porter writes the Economic Scene column for the Wednesday Business section.
Author Bio »
Past Columns »

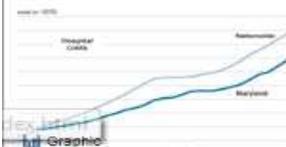


Yet Western Maryland Health Systems, the major hospital serving this poor and isolated region, is carrying out an experiment that could leave a more profound imprint on the delivery of health care than President Obama's reforms.

Over the last three years, the hospital has taken its services outside its walls. It has opened a diabetes clinic, a wound center and a behavioral health clinic. It has hired people to follow up with older, sicker patients once they are discharged. It has added primary care practices in some neighborhoods.

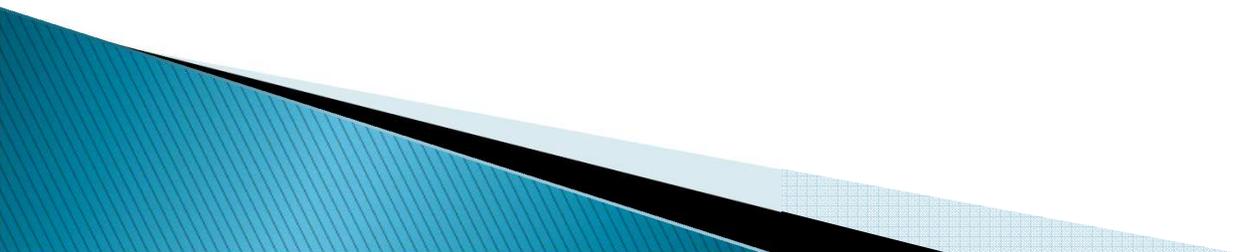
The goal, seemingly so simple, has so far proved elusive

Multimedia

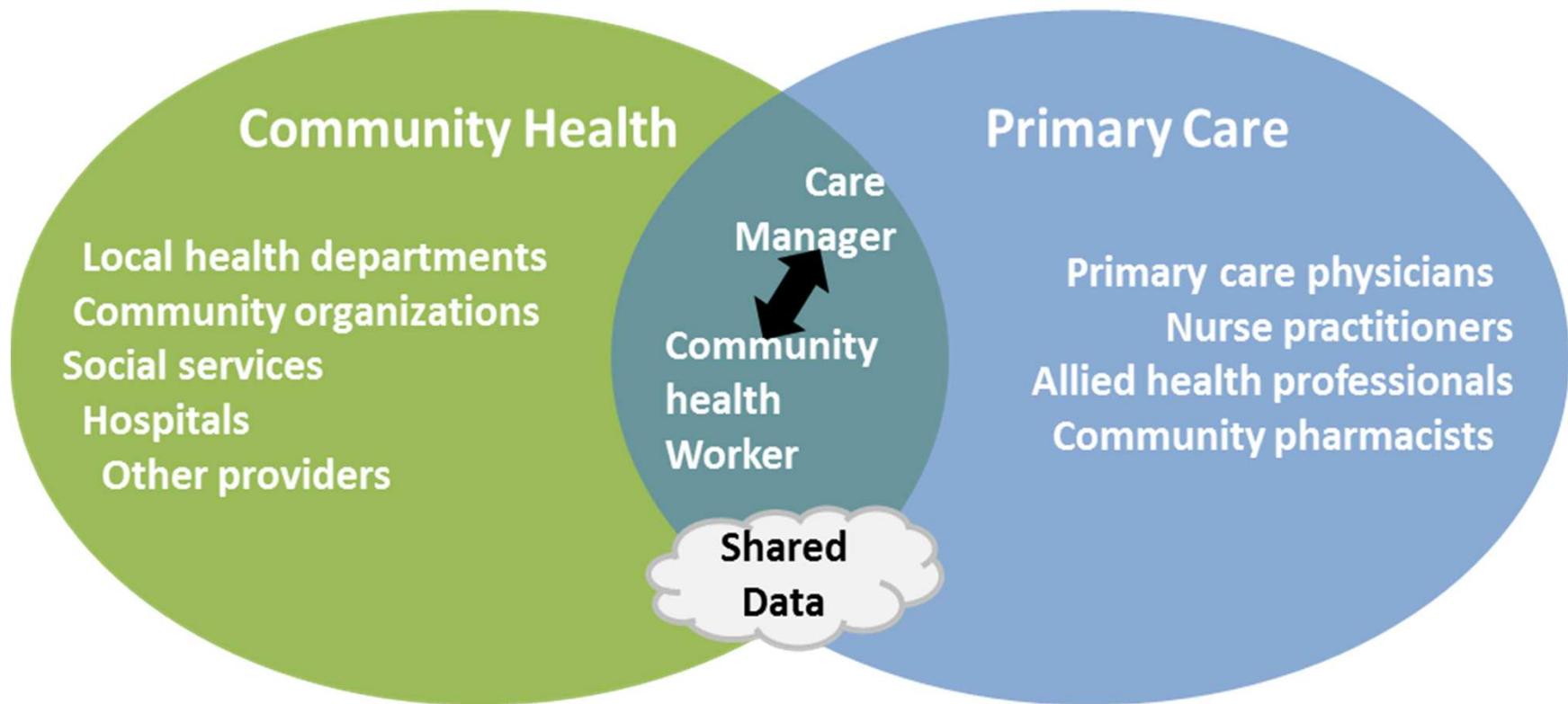


FACEBOOK
TWITTER
GOOGLE+
SAVE
E-MAIL
SHARE
PRINT
SINGLE PAGE
REPRINTS

Essential Elements of Proposal for Modernized All-Payer System

- ▶ Transition away from fee-for-service hospital payment over 5 years
 - ▶ Global budget cap for all payers tied to Gross State Product per capita
 - ▶ Guaranteed savings to Medicare
 - ▶ Strong requirements for quality and patient experience improvements
- 

Community-Integrated Medical Home

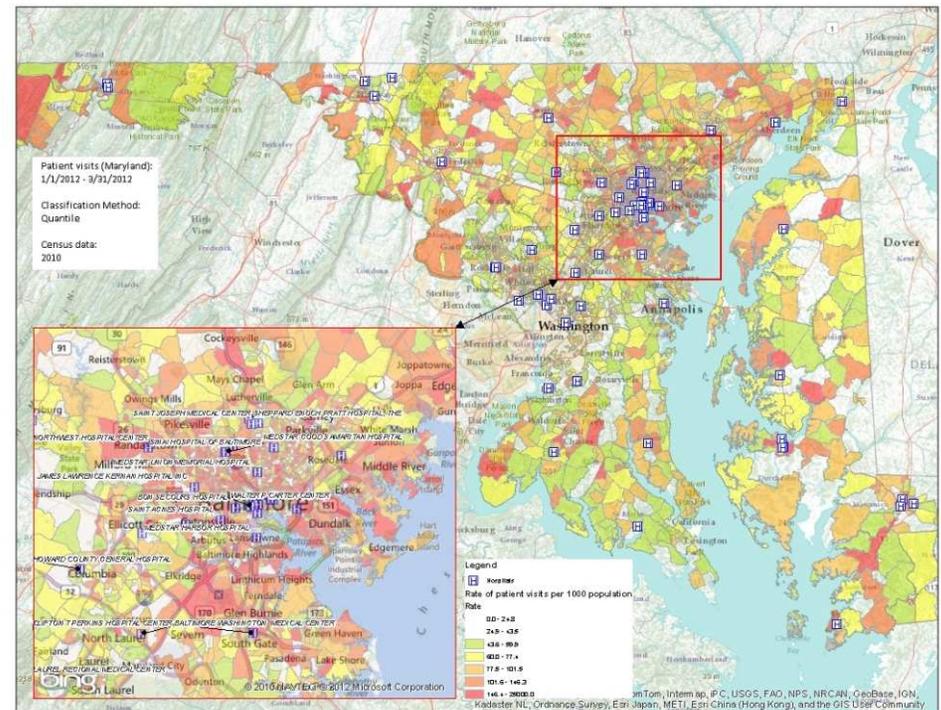
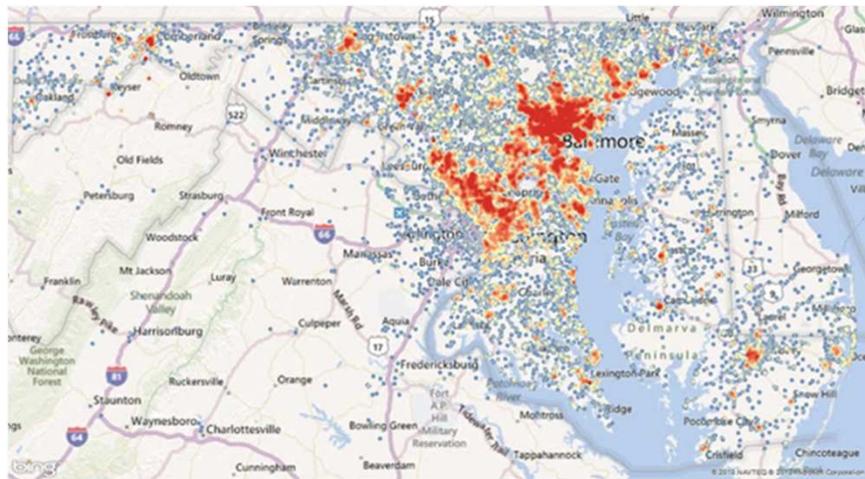


Data Infrastructure

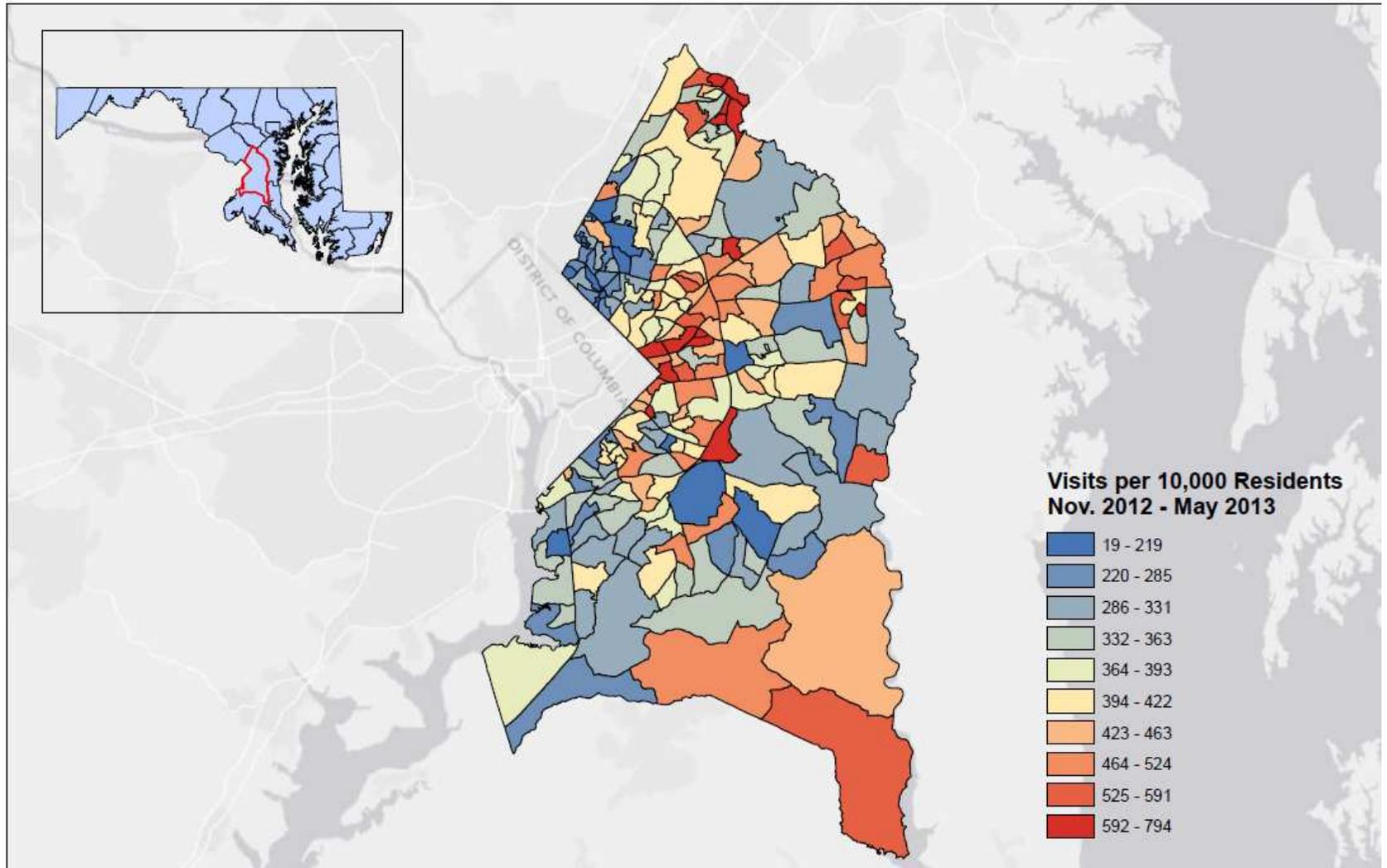
- Clinical quality measures: consistent across participating practices
- All-Payer Claims Database
 - Allows tracking of resources, identification of outliers
- Health Information Exchange
 - Real-time reporting on aggregate hospital services, regional or community utilization, and trending analysis

Mapping Capability

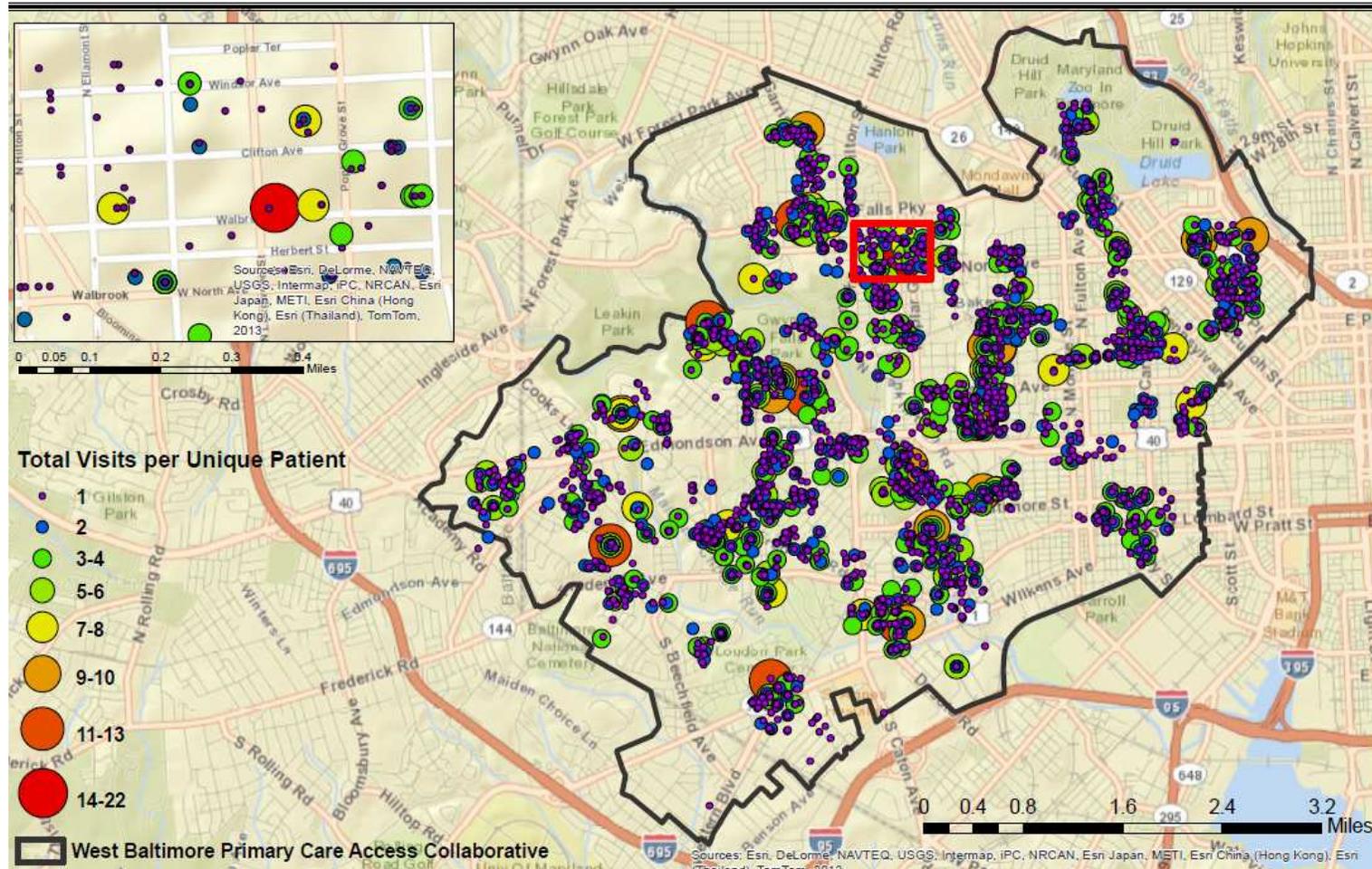
- Based on the indexed utilization information, Maryland's Health Information Exchange can produce visualizations of hospital utilization data in near real time.
- Community Integrated Medical Homes can leverage geographic data to better understand localized use of services and opportunities for targeted interventions.



Example: Hospital Utilization by Census Tract – Prince George's County



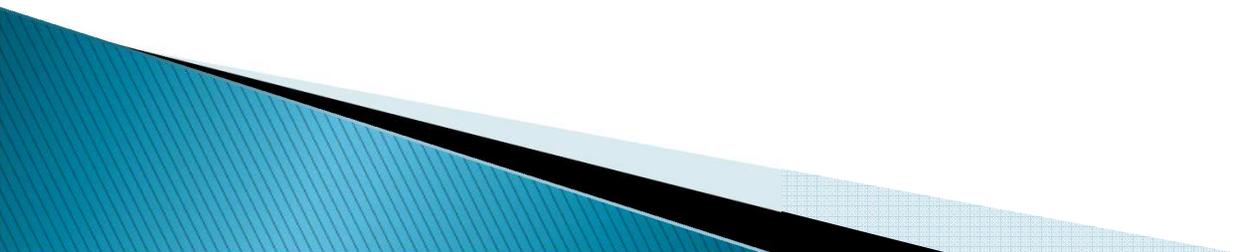
Example: Patient Level Hospital Utilization – West Baltimore



(not real data)

Summary

- ▶ Be thoughtful
- ▶ Use the tools you have
- ▶ Communicate clearly and transparently
- ▶ Look for opportunities for additional progress



Acknowledgments

- ▶ Dr. Laura Herrera, Chuck Milligan, Dr. Karen Matsuoka, and Dr. Carlessia Hussein of the Department of Health and Mental Hygiene
 - ▶ Chesapeake Regional Information System for our Patients (CRISP)
 - ▶ Governor Martin O'Malley and Lt. Governor Anthony Brown
 - ▶ Many others
- 