

Overview of BILH & BILHPN

Updated as of April 2024



Beth Israel Lahey Health
Performance Network



Overview of Beth Israel Lahey Health

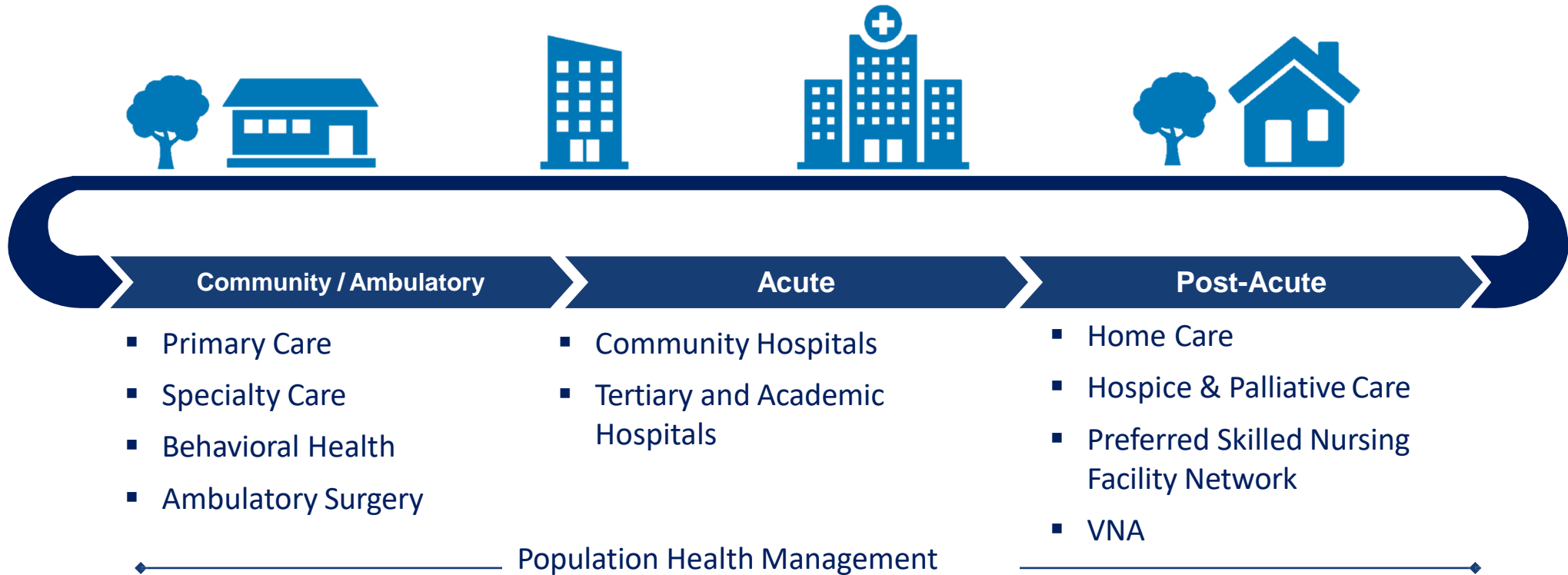
System Overview

A Comprehensive System of Care



Beth Israel Lahey Health

A comprehensive, high-value system of care across Eastern Massachusetts and Southern New Hampshire

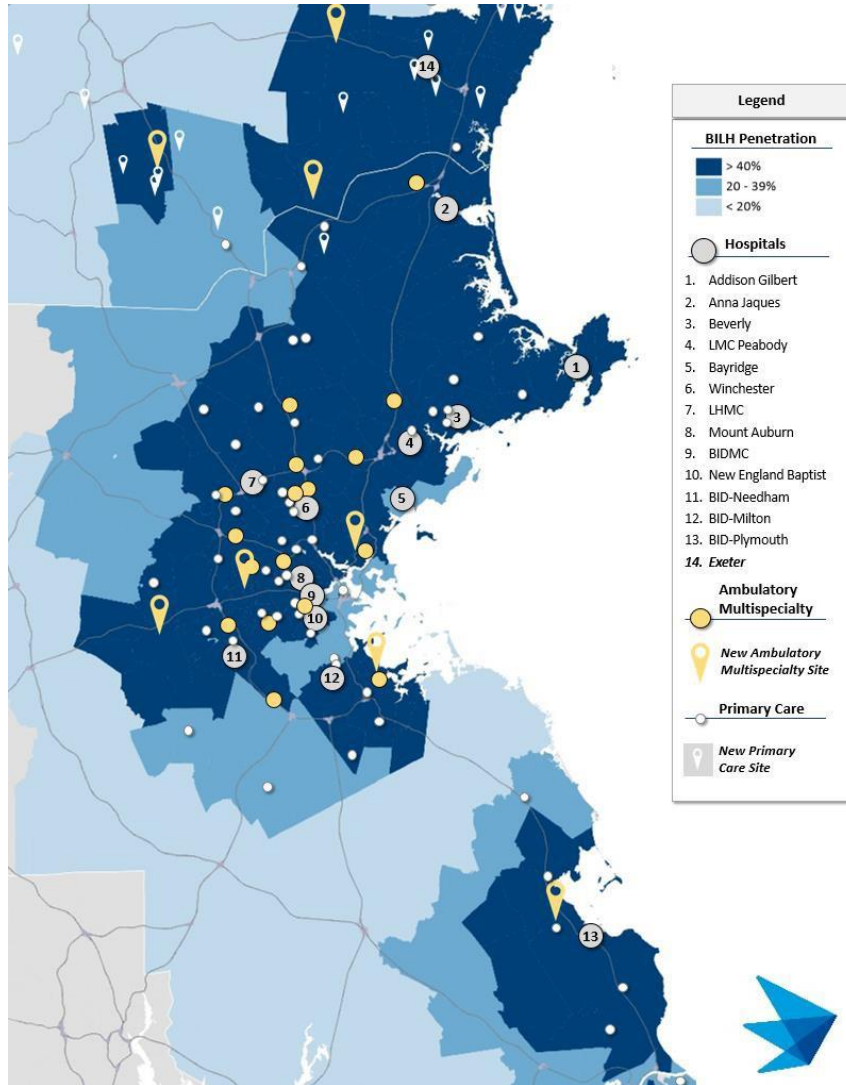


System Overview

Key Facts



Beth Israel Lahey Health



| | | |
|----------------------------|-----------------------------|---------------|
| Facilities | Hospitals | 14 |
| | Major Ambulatory Facilities | 25 |
| Clinicians | BILHPN PCPs | 790 |
| | Total BILHPN Physicians | 4,760 |
| | Patients | 1.7 million |
| Clinical Operations | Operating Revenue | \$6.8 billion |
| | Employees | 39,000 |
| | Discharges | 137,000 |
| | ED Visits | 407,000 |
| | Outpatient Encounters | 4.1 million |

*Data as of 9/30/22; Includes Exeter Health Resources (joined July 2023)

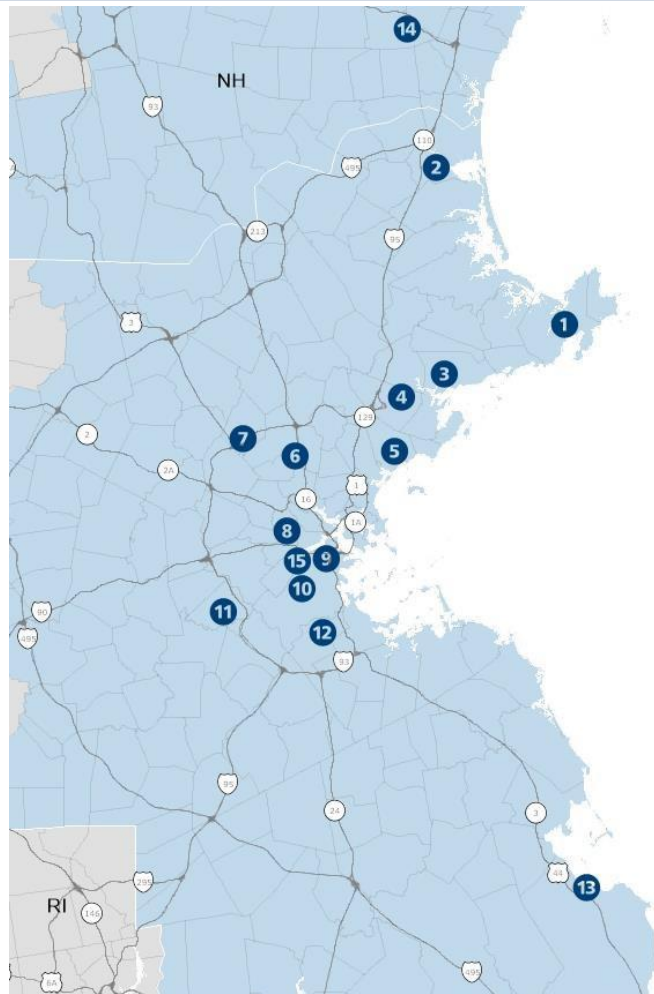
System Overview

BILH Hospitals and Specialty Facilities



Beth Israel Lahey Health

BILH is the region's only large-scale academic health system where the majority of care is delivered in community institutions



1 Addison Gilbert

- 52 beds
- Licensed under Northeast (Beverly)

2 Anna Jaques

- 119 beds
- Level III Trauma Center
- \$143M revenue

3 Beverly

- 223 beds
- 18,700 discharges
- \$418M revenue

4 Lahey Medical Center - Peabody

- 10 beds, 5 ORs
- Licensed under Lahey Hospital & Medical Center

5 BayRidge

- Psychiatric Hospital w/ 62 beds
- Substance abuse & mental health
- Licensed under Northeast (Beverly)

6 Winchester

- 183 beds
- 14,900 discharges
- \$332M revenue

7 Lahey Hospital & Medical Center

- Affiliate: UMASS Chan Medical School
- 333 Licensed beds
- \$1.3B revenue

8 Mount Auburn

- Harvard Med. School Teaching Hosp.
- 213 beds
- \$390M revenue

9 Beth Israel Deaconess Med. Center

- Affiliate: Harvard Medical School
- 766 beds
- \$1.7B revenue

10 New England Baptist

- Premier Orthopedic Hospital
- 118 licensed beds
- \$227M revenue

11 Beth Israel Deaconess - Needham

- 73 beds
- 4,000 discharges
- \$132M revenue

12 Beth Israel Deaconess - Milton

- 102 beds
- 5,300 discharges
- \$141M revenue

13 Beth Israel Deaconess - Plymouth

- 175 beds
- 11,600 discharges
- \$355M revenue

14 Exeter

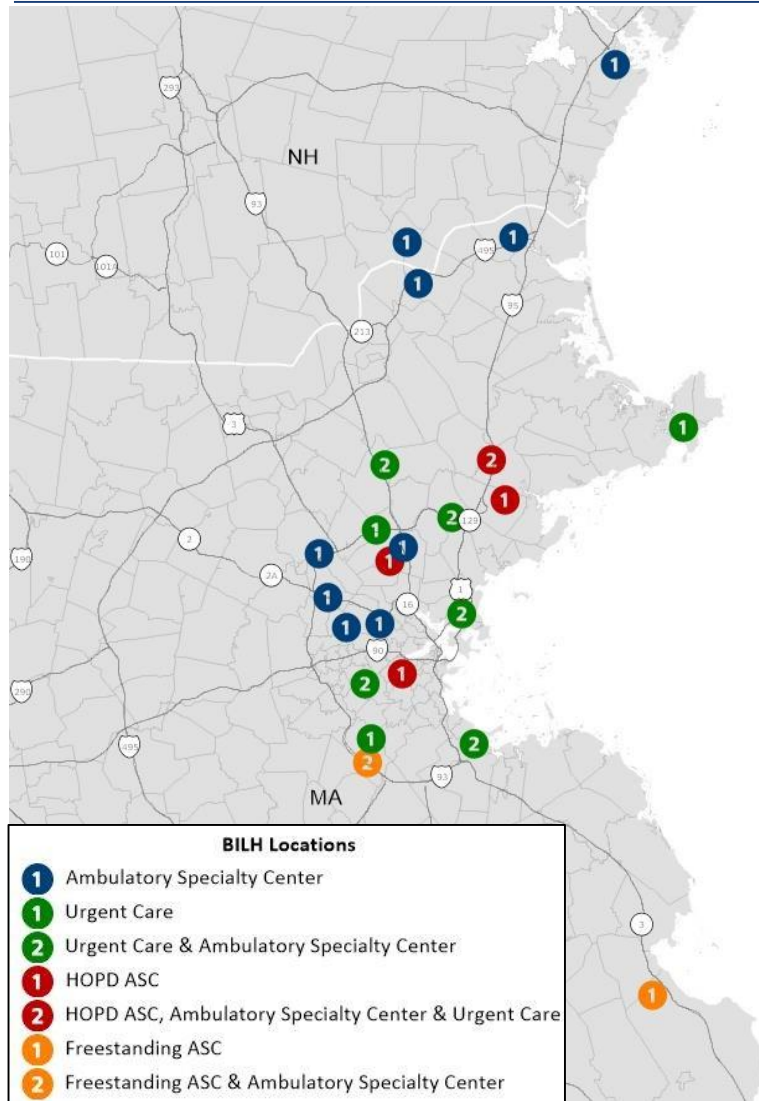
- 100 Beds
- 4300 discharges
- \$405M revenue

15 Joslin Diabetes Center

- Affiliate: Harvard Medical School
- Largest diabetes institution worldwide
- \$65-80M revenue (primarily research)

System Overview

Ambulatory Care Network



16

Ambulatory Specialty Centers (ASC)

13 of which also offer primary care in addition to specialty services

9

Urgent Care Centers

6 of which are part of ambulatory specialty centers

4

Hospital Outpatient Department ASCs

Dedham, Brookline, Danvers, Winchester

2

Freestanding ASCs [under development]

Free-standing ASC joint ventures in Dedham and Plymouth

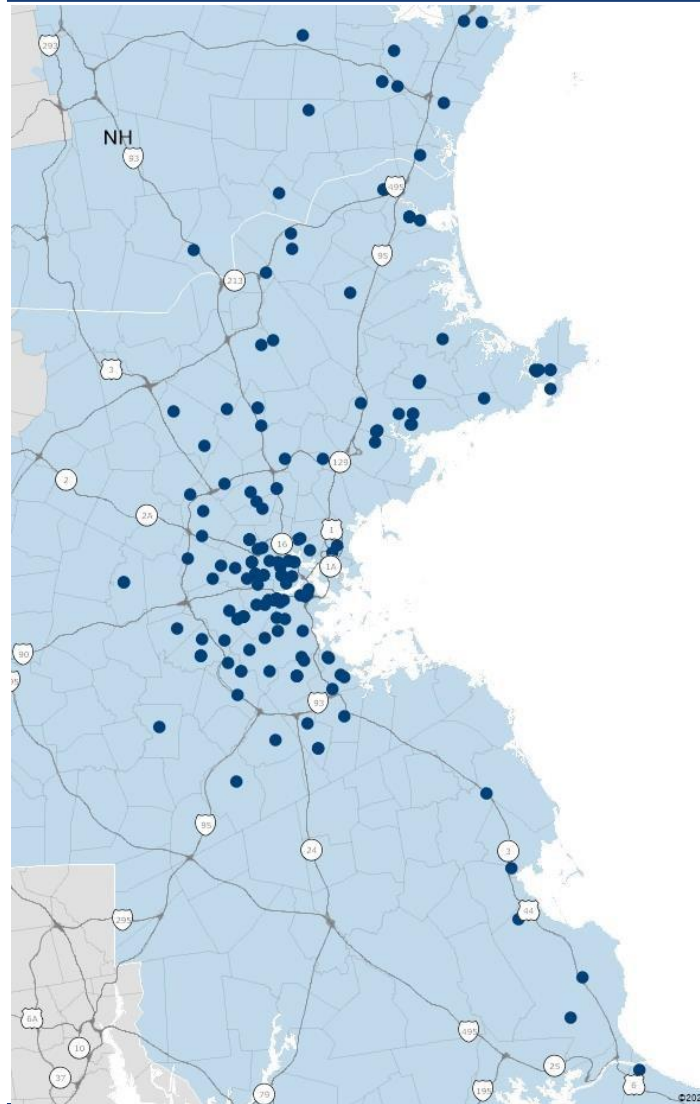
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System Overview

Primary Care



Beth Israel Lahey Health



Primary Care is a signature strength of BILH
with an integrated community primary care network

- **790 primary care physicians** (including 690 family medicine and internal medicine physicians)
- BILH cares for **1.7 million patients** including approximately 565K under risk contracts
- Primary care providers practice in **over 165 office locations**, spanning from Southern New Hampshire to Cape Cod
- Over 77% of our primary care practices include **embedded behavioral health services**, with a goal of 100% by 2024



Overview of BILH Performance Network (BILHPN)

Alignment of Mission, Values & Purpose



Mission

BILHPN will support and improve access, quality, and efficiency of patient-centered healthcare with a foundation of *diversity, inclusion, compassion, and respect.*



Values

WE CARE

Wellbeing *We provide a health-focused workplace and support a healthy work-life balance*

Empathy *We do our best to understand others' feelings, needs and perspectives*

Collaboration *We work together to achieve extraordinary results*

Accountability *We hold ourselves and each other to behaviors necessary to achieve our collective goals*

Respect *We value diversity and treat all members of our community with dignity and inclusiveness*

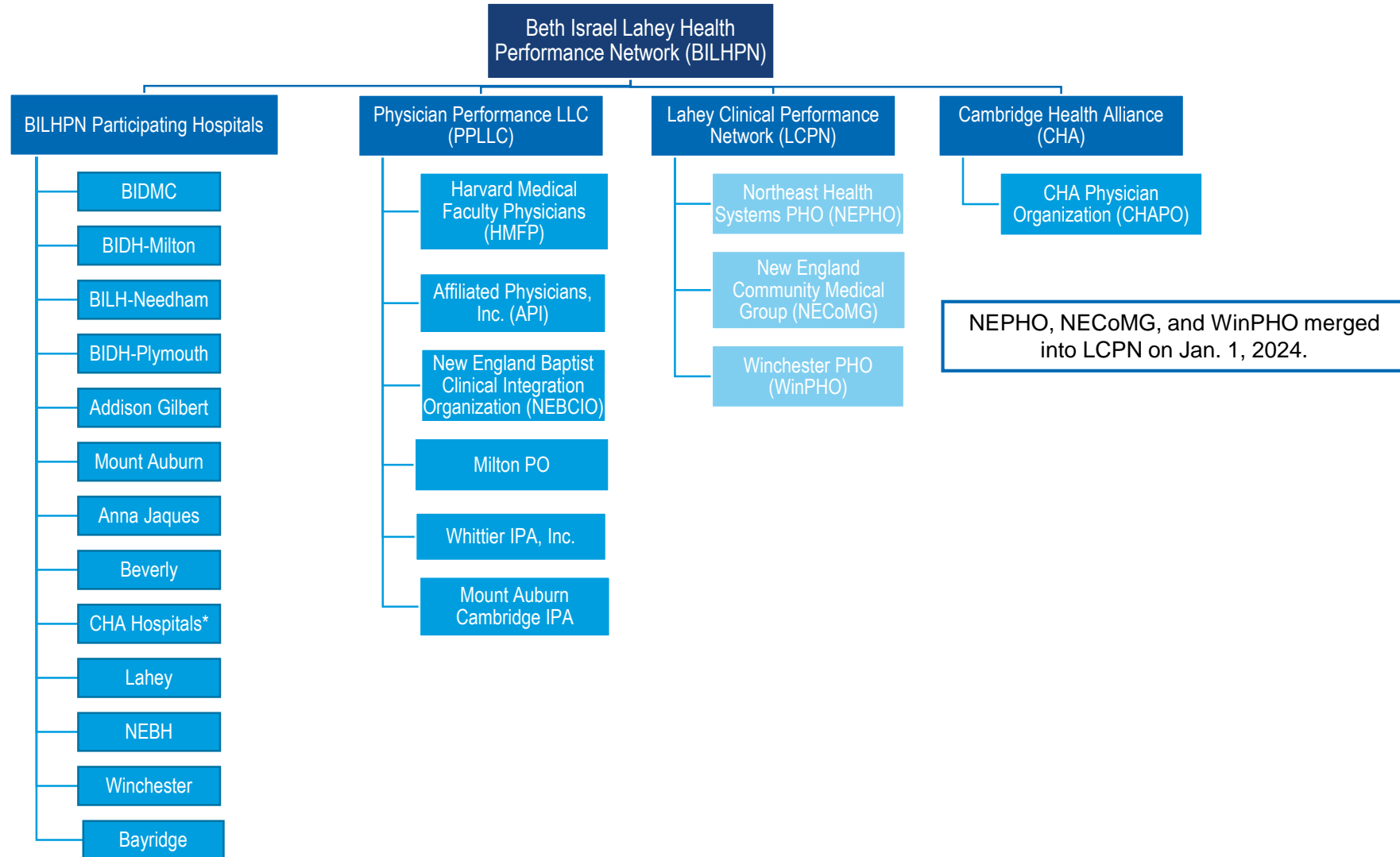
Equity *Everyone has the opportunity to attain their full potential in our workplace and through the care we provide*



Purpose

We create healthier communities – one person at a time – through seamless care and ground-breaking science, driven by excellence, innovation and equity.

BILHPN Physician Organizations and Providers



BILHPN Value to the Network

Improve health outcomes & deliver positive financial results

Optimize Performance



- Define system quality & efficiency priorities
- Increase quality & efficiency surplus
- Create tailored performance plans by geography based on unique needs
- Integrate resources into local practice
- Motivate & reward performance improvement through funds flow



System Synergies & Efficiency



- Standardize clinical protocols for major diseases
- Align systemwide functions to create efficiencies & increased revenue:
 - Payer contracting
 - CDI/acuity documentation
 - Contract & performance analytics
 - Provider enrollment
 - Care retention

Increase Value of Payer Contracts



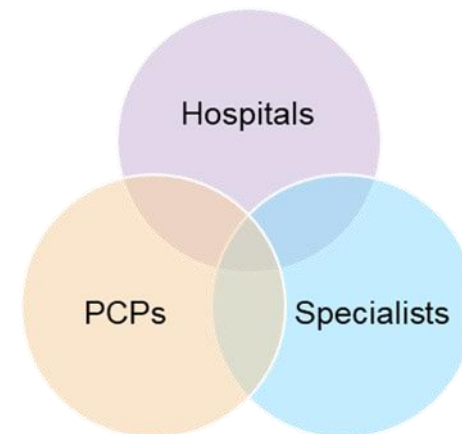
- Improve fee-for-service and value-based contract terms
- Enter strategic payer partner opportunities

Population Health Performance Management

Local Care Units (LCUs)

Goals

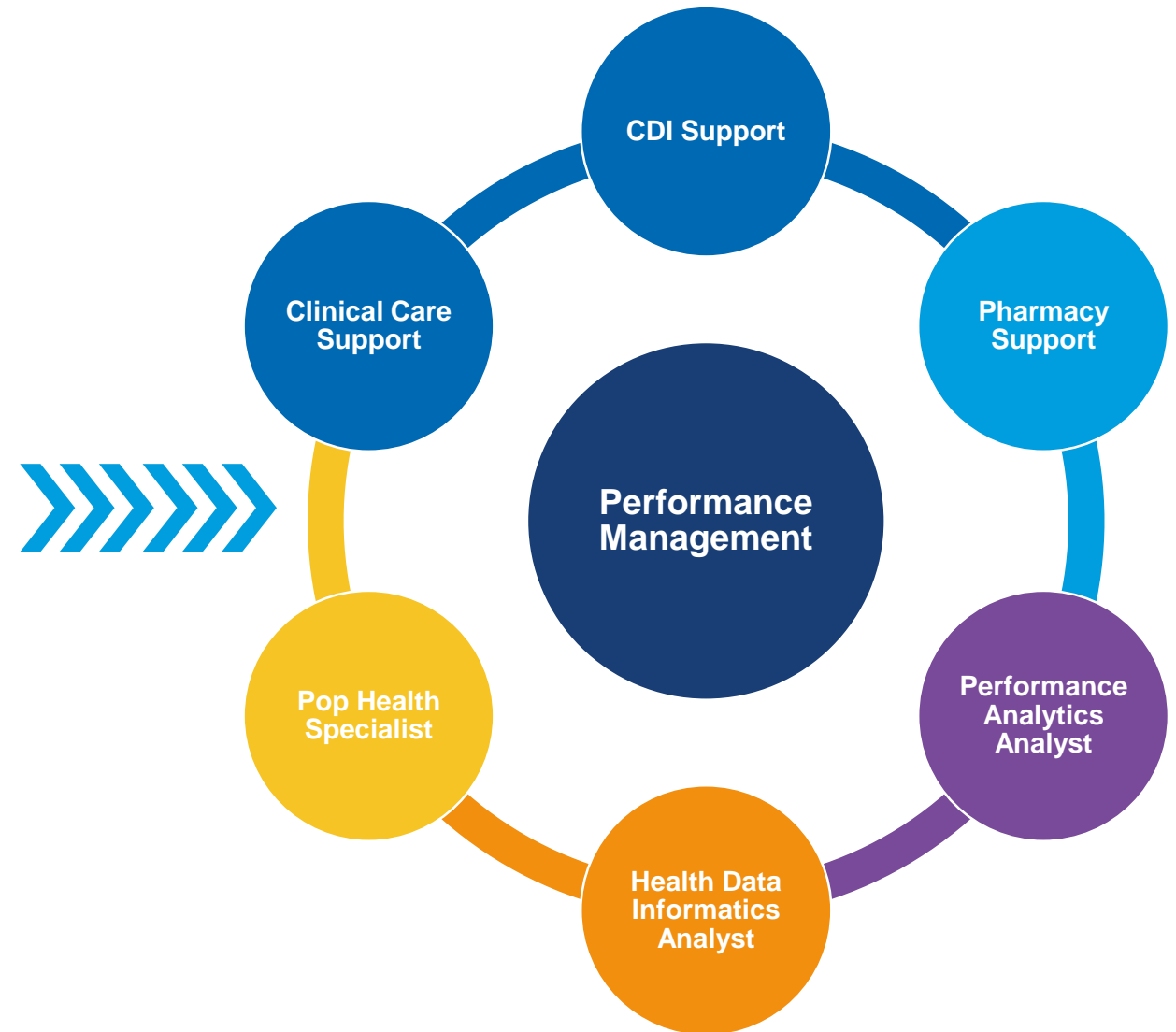
- Better align and support BILHPN's transformation to a clinically integrated network to improve patient care
- Organize for our performance work to improve contract performance
- Align with PCPs, SCPs and Hospitals
- Keep care as local as possible



Performance Management Cross-functional Team

A Performance Director is assigned to each LCU, and meet regularly to:

- Analyze performance data
- Discuss performance, issues, new/burning topics
- Create & execute performance improvement roadmap; focused on strategic initiatives but with flexibility to identify other meaningful opportunities
- Strengthen BILHPN collaboration with LCU & practices
- Brainstorm presentation formats and prepare for LCU meetings



BILHPN Performance Management Goals



Care and decision-making stays local



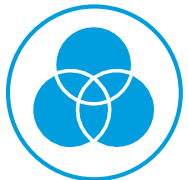
No organizational siloes



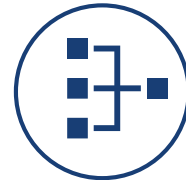
Stronger working relationships between BILHPN and local-level providers



Organized & cohesive central resources



Aligned/shared strategic priorities across the network



Best practices & resources spread universally and uniformly across network



Geographic-based Local Care Units

BILHPN Functions & Services

Clinical Excellence Division

Support patient care

Collaboration with system quality

Support providers to be financial stewards of health care dollars

Collaborate with payer and other external partners

Clinical support for CDI and care retention

Engagement and education of front line care teams

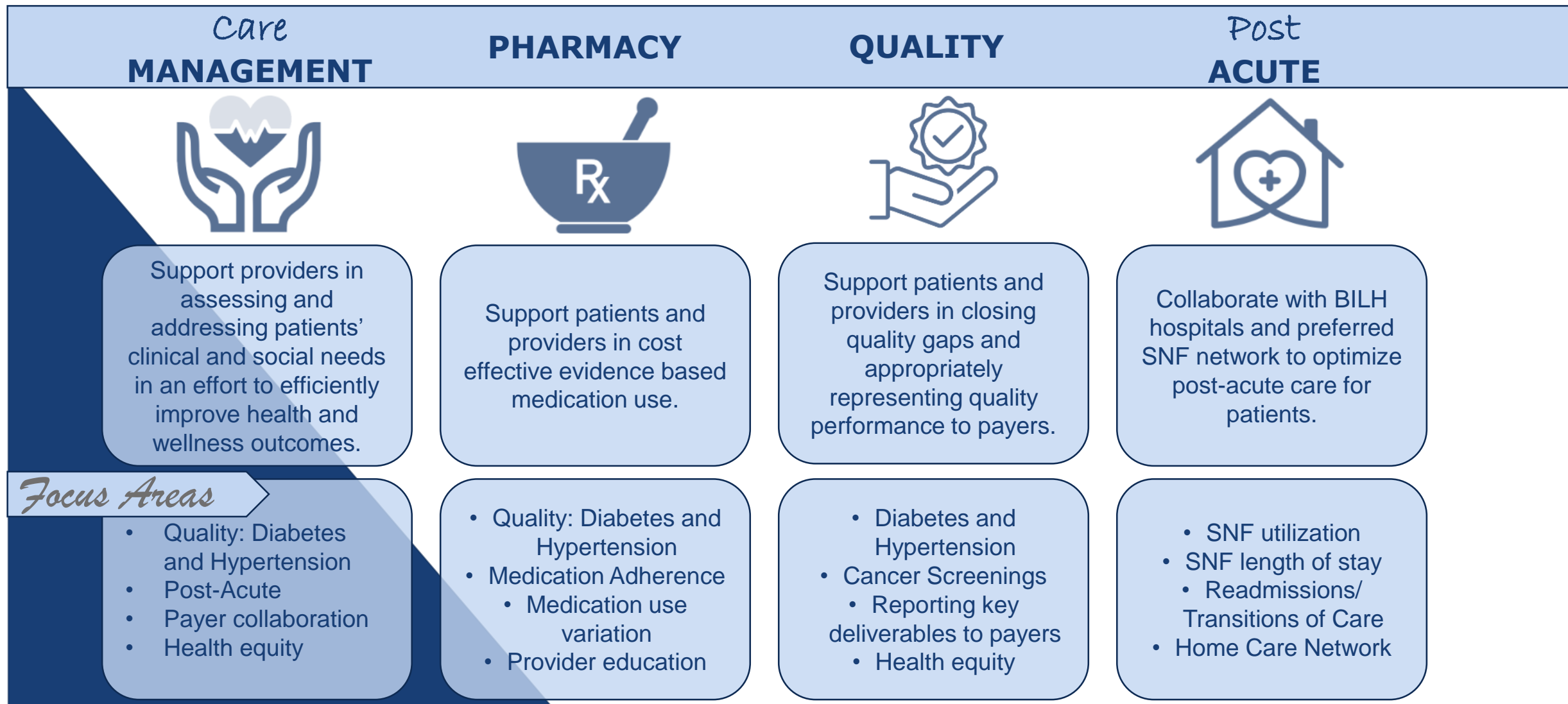
Engagement and education of key BILH stakeholders



SUPPORT THE GOAL OF IMPROVING EFFICIENT HIGH QUALITY CARE FOR PATIENTS. OPTIMIZING PERFORMANCE ON VALUE BASED CONTRACTS.

Clinical Excellence Division Service

Clinical Excellence Division



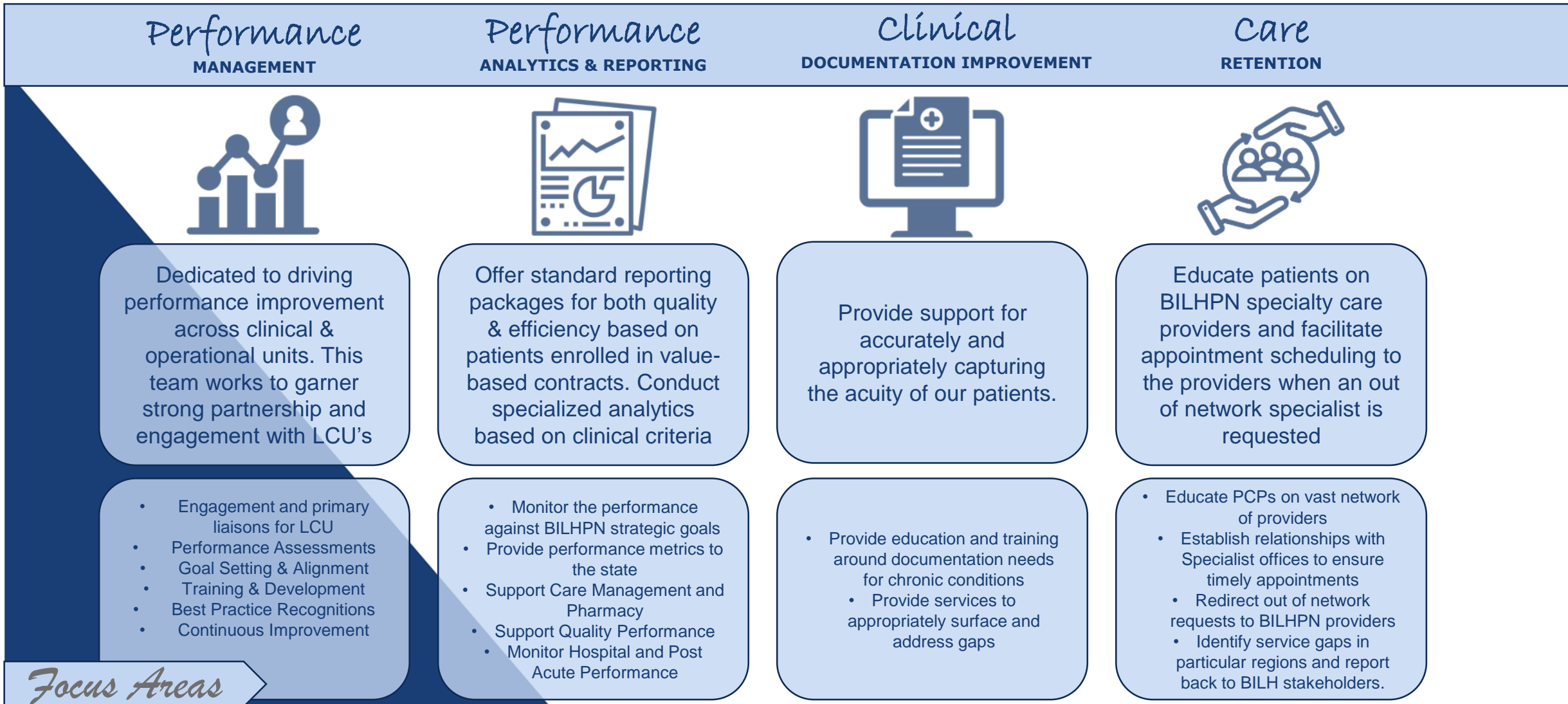
- Suite of operational services
- Focus on key strategic priorities
- Supports BILHPN position as a highly valued clinically integrated network



ENHANCE BOTH CLINICAL EXCELLENCE AND OPERATIONAL EFFICIENCY. COMMITMENT TO CONTINUOUS IMPROVEMENT. ESTABLISH STRONG PARTNERSHIPS.

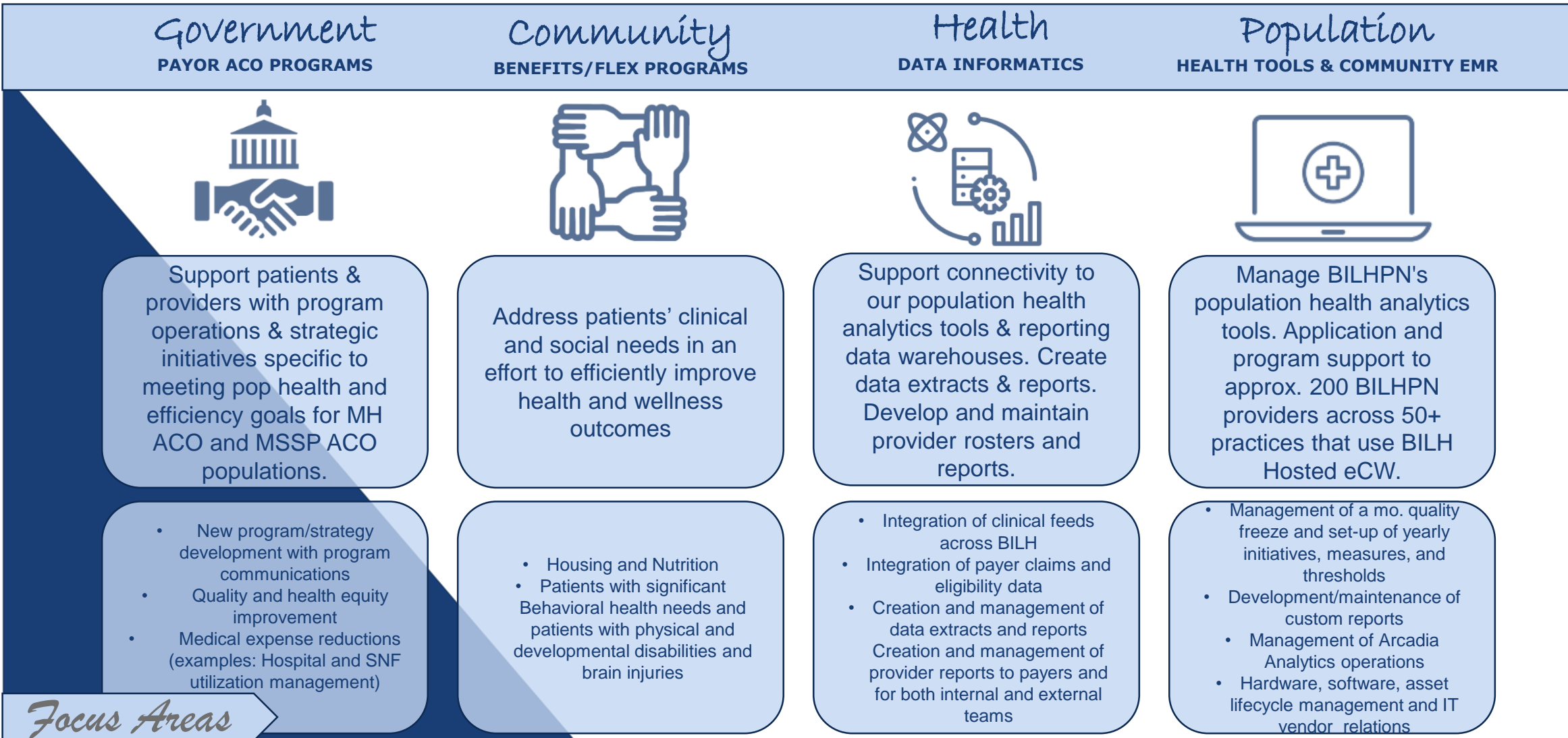
Operations Division Service

Operations Division



Focus Areas

Operations Division



Focus Areas

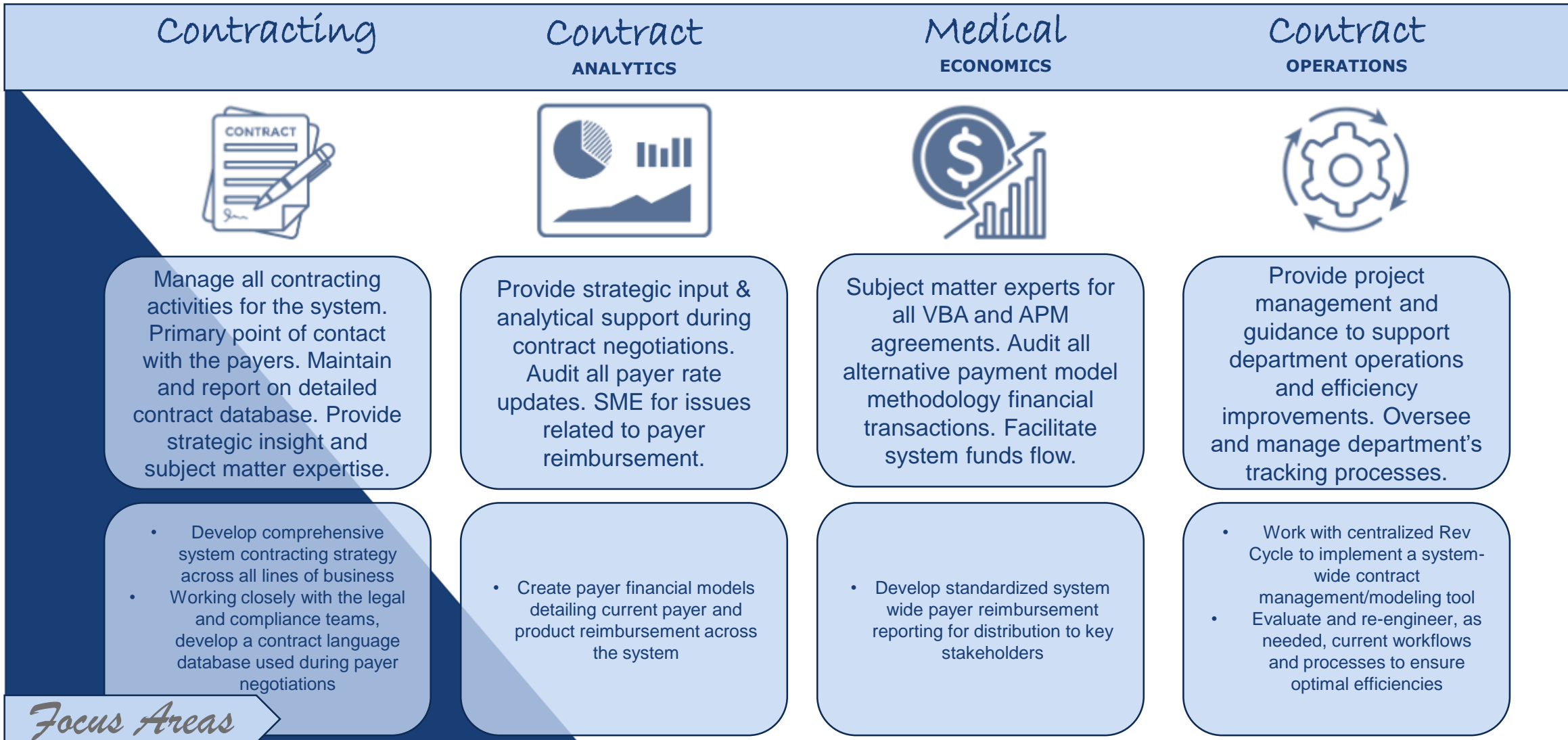
- Ensure proper provider participation & reimbursement
- Fee for service and value based terms
- Commercial, Med Advantage, SCO, and One Care business



DEVELOPMENT AND IMPLEMENTATION OF SYSTEM'S PAYER CONTRACTING STRATEGY. CONTRACT NEGOTIATIONS OUTCOMES AND PROVIDER ENROLLMENT.

Payer Contracting Strategy Division Service

Payer Contracting Strategy Division



Focus Areas

Payer Contracting Strategy Division

Provider

ENROLLMENT & NETWORK RELATIONS



Ensure all network providers are properly enrolled. Act as a liaison between our network providers and Payers. Act as the system liaison between the payers and the providers.

- Educate & inform providers of policy and procedure updates
 - Work closely with BILH Revenue Cycle to understand current payer pain-points and revenue issues resulting and act as the liaison with the payers for issue resolution

Focus Areas