



Sustaining Integrated Care: Making the Business Case for Routine HIV Screening and Care

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Routine HIV Screening in Community Health Centers: Making the Business Case



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Learning Objectives

At the conclusion of this activity, the participant will be able to:

1. Describe the HIV expansion project at Eskenazi Health with a focus on routine HIV screening.
2. Discuss the importance of engaged leadership.
3. Explain elements of making the business case to support routine HIV screening.

HIV/AIDS in Indiana

As of December 31, 2016:

5,981 **Total Persons Living with HIV**
(without AIDS Diagnosis)

6,194 **Total Persons Living with AIDS**

12,175 **Total**

The Outbreak

Mid-December 2014 through today: 214+

2013: < 5 Cases

Access Indiana State Department of Health Southern
Indiana Outbreak updates at

<http://www.in.gov/isdh/26649.htm>

Eskenazi Health



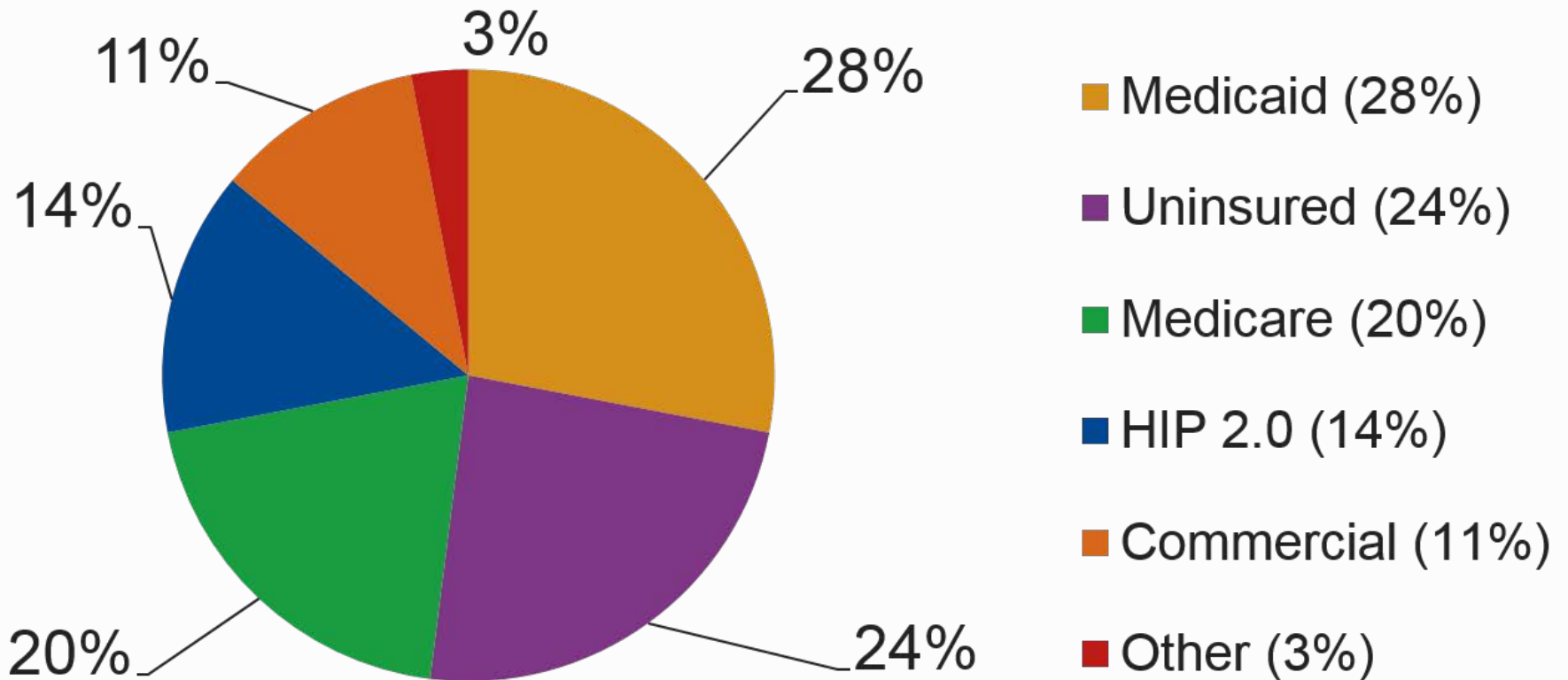
Old Wishard (Eskenazi Health)



About Eskenazi Health?

- **The Sidney & Lois Eskenazi Hospital**
- **Teaching**
- **Smith Level I Shock Trauma Center at Eskenazi Health**
- **The Richard M. Fairbanks Burn Center**
- **Midtown Community Mental Health Center**
 - 21 sites; ~400,000 outpatient visits per year
- **Eskenazi Health Center**
 - FQHC with operations at 10 sites; ~ 1,000,000 outpatient visits per year

Payor Mix @ Eskenazi Health



Why Eskenazi?

- Eskenazi Health has served the residents of Marion County (Indianapolis) for over 157 years
- One of America's five largest safety net health systems and featuring the only public, general acute care hospital in Marion County
- Mission to serve the most vulnerable and needy populations of Marion County, Indiana

Awarded \$1 Million Dollars

- Notice of grant award received in October
- Project Period: 11/01/2014 through 12/31/2015

Project Objectives:

- Implement Routine HIV Screening at six Eskenazi Health locations
- Develop a traveling HIV care team to provide HIV care at these six Eskenazi Health locations
- Begin offering PrEP

Successes [Through 6-2016]

- Trained **219** nurses and medical assistants to offer, conduct and interpret routine HIV screening
- Implemented routine HIV screening at **10** Eskenazi Health locations
- Implemented routine HIV screening at **2** Midtown addiction treatment centers
- Screened **11,743** Eskenazi Health patients for HIV infection
- Identified **15** new cases of HIV infection – a positivity rate of **0.13%**

What happens once the funding ends?

sus.tain'abil'i.ty:

n., the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs.

Our Approach

- Focus on sustainability from the start
- Recruit and engage leadership (all levels)
- Learn as much as you can about how much routine HIV screening costs in your system

Focus on Sustainability

- **Our team had three primary workgroups:**
 - Model of Care
 - Testing/Training
 - Sustainability/Evaluation
- **Sustainability/Evaluation was responsible for keeping the project going post-funding**
- **They were always looking at:**
 - Testing data from clinics
 - Selecting a device (cost)
 - Reporting on Challenges/Successes

Recruit/Engage Leadership

- **Recruit and engage leaders from all levels of the organization and service lines. Consider:**
 - Senior Leaders – CEO, CMO, COO
 - Service Line Leaders – Infectious Disease, Billing, Revenue, Laboratory, Primary Care
- **By engage, I mean:**
 - Get them to your meetings
 - Send them updates via email
 - Update them in the elevator
 - If there is a problem – they should be the first to know how you are managing it.

Know the Cost

- Price of rapid tests
- Reimbursement for rapid tests
- Cost of confirmatory testing
- Reimbursement for confirmatory testing
- Cost of any “new” staff

Think in Terms of a Business Plan



Draft a Business Plan

- Background & Service Description
- Accomplishments
- Alignment with Mission & Strategy
- SWOT Analysis
- Marketing Plan
- Targeted Metrics
- Return on Investment

Background & Service Description

Remind readers of your business plan that:

- HIV continues to be a problem in the United States and your State.
 - Back this up with the latest data
- Early diagnosis and treatment – improves health outcomes, saves money and reduces transmission.

Pilot Accomplishments

Reader should learn about all of the accomplishments of the project – no matter how big or small:

- Number of Staff Trained
- Number of Sites Testing
- Number of Tests Done
- Number of New HIV Cases Identified

All members of team should know these things – so they can mention successes when interacting with leaders.

Alignment with Mission and Strategy

Let readers know that routine HIV screening is aligned with the mission of your organization.

- **Quality** – Decrease the likelihood of missing HIV infection or misdiagnosis.
- **Financial Stewardship** – Earlier diagnosis and treatment improves outcomes and saves money.

SWOT Analysis: Strengths

- Qualified, well trained, staff in place
- Standardized policies and procedures
- Supports improved access, linkage and retention to HIV care
- Identified 13 new HIV infections receiving primary care at our health centers
- Strong support from Infectious Diseases, Pharmacy, ED HIV Testing Program and MATEC
- Grant support (Ryan White, CDC, etc.)
- Driving education of providers and staff, as well as patients and families

SWOT Analysis: Weaknesses

- Varied levels of support within Senior Leadership
- Many primary care providers have not embraced routine vs. risk based HIV screening and care
- Unable to move forward with accepting new patients due to staff turnover related to lack of long term support for the expansion
- Billing limitations within FQHC structure

SWOT Analysis: Opportunities

- System barriers exist that have limited widespread release of new referral form and marketing of new service locations
- Marketing of new services (testing and care)
- Number of patients on the out-of-care list that still need to be contacted
- Revenue generation via cost avoidance and shared visits
- Interdisciplinary approach to patient centered care
- Increased adherence to HIV related quality measures
- Educational opportunities

SWOT Analysis: Threats

- Stereotypes and generalizations about HIV and vulnerable patient populations are common
- New initiative fatigue results in decreased engagement
- Provider acceptance of Traveling HIV Clinic
- Limited space and clinic staff at all community health center locations
- Current IT structure does not support multi-site team based care delivery

Marketing Plan

Think about how you can market your new service internally and externally.

- **E Newsletter** – lets your internal partners know what is happening and who to contact with questions.
- **Community Campaign** – can your new services be part of an ongoing campaign? Are there grant funds to promote HIV services?

Targeted Metrics

Be clear that project success is measurable:

- Number of Staff Trained (Routine Screening and PrEP)
- Offer Rate for Routine HIV Screening
- Acceptance Rate for Routine HIV Screening
- Number of new HIV cases linked to care
- Number of new HIV cases engaged in care
- Number of new HIV cases virally suppressed
- Number of Patients Engaged in PrEP

Return on Investment [ROI]

Total cost of project [investment] compared to *expected* return on investment.

- Revenue from testing
- Increased Ryan White Funding
- Increased ambulatory visits
- Increased revenue from HIV drugs
- Increased revenue from Hepatitis C drugs (due to high co- infection rates)
- Cost savings from earlier diagnosis and treatment (cost avoidance)
- Cost savings from having a pharmacist on the team (cost avoidance)

Lessons Learned

- Even when focusing on sustainability from the start – it's tough in the current healthcare environment
- It is important that leaders are engaged to the point that they take some level of ownership. They will help you make the case if they feel like the project is theirs.
- Each time you identify a new case – make sure your leaders know and let them know how you would have missed them without routine HIV screening.

WE NEED YOU!

Participate as Health Center co-presenter.

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Thank you for participating in this Webinar. We hope that you are able to find the information provided useful as you continue your P4C project. We ask that you take a few moments to complete the feedback survey you will receive when you close out of this webinar.

Thank you for participating in today's webinar

If you have any additional questions, please email us:

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