

**Priority 1: Prevention of Chronic Disease - Increase Access to High Quality Chronic Disease Preventive Care and Management in Clinical and Community settings.**

2017 Progress to Date:

- Engaged more than 90 percent of primary care providers within the PPS (exceeding the original process measures by 10 percent) in evidence-based diabetes management. Providers throughout the hospital's Centers of Excellence are also continuously engaged in evidence-based diabetes management.
- Reduced hospitalizations by 23.6 percent and reduced emergency room visits by 11.7 percent among members of Bronx-Lebanon's Health Home Care Management Agencies.
- Enhanced Bronx-Lebanon's practices to conduct point-of-care A1C level testing of patients, identify patients with poorly-controlled diabetes, and provide focused care and self-management training to at-risk patients, thereby establishing baseline A1C levels in the community, and building a foundation for reducing A1C levels.
- Expanded retina telehealth services currently in place, in conjunction with the Department of Ophthalmology, to identify comorbidities associated with diabetes.
- Identified and implemented Best Practices in the areas of Diabetes, Family Medicine, and Care Collaboration Psychiatry, among others.
- Developed Care Coordination Teams.
- Trained Interdisciplinary staff members.
- Utilized Electronic Health Record Systems to track patients.
- Provided counseling and educational services to more than 4,000 patients with Type 1 Diabetes, Type 2 Diabetes, Pre-Diabetes, and Gestational Diabetes.
- Deployed medical teams from primary care practices to emphasize the importance of prevention and ensure access.
- Recognized by the Department of Health and Human Services - - Centers for Disease Control and Prevention (CDC) for continuing efforts to positively impact diabetes related health outcomes among African-American and Latino Populations.

- Received a grant award from the Pershing Square Immigrant Opportunity Fund of the Robin Hood Foundation to offer personalized coaching for diabetes patients, through the Department of Family Medicine.

Partners & Roles:

- Urban Health Plan, a network of federally qualified health centers (FQHCs).
- Comunilife, which provides transitional and permanent housing.
- Brightpoint Health, a leading non-profit provider of integrated health care and social support services to New Yorkers.
- BronxWorks, a multi-service agency specializing in housing and supportive care, and devoted to improving the economic well-being of the Bronx community.
- Mount Sinai Performing Provider System (PPS).
- New York State Department of Health.
- New York City Departments of Health and Mental Hygiene.

Partners assisted with community outreach, staff training, and coordination.

Strengths:

1. High-quality care, as evidenced by the hospital's 2017 three-year accreditation from the Joint Commission; by having received the highest level of recognition from the National Center for Quality Assurance (NCQA) for its Patient-Centered Medical Home; by its Gold Plus and Target Stroke Honor Roll Award from the American Heart Association/American Stroke Association; by its participation in the National Million Hearts Cardiovascular Initiative; by its National Health Grades System's five-star rating for Excellence in Maternity Care; and by its 15 accredited residency programs (12 accredited by the Accreditation Council of Graduate Medical Education and 3 accredited by the American Dental Association), among other recognitions.
2. The timely completion and progress in fulfilling DSRIP goals, with its PPS' performance ranked among the top five in New York State. The PPS' DSRIP Primary Care Plan Submission also recognized by the State as a model, in terms of comprehensiveness and content.
3. The breadth and scale of community outreach initiatives and clinical services, with over 1.2 million outpatient visits provided annually, and 31 percent of the hospital's total expenses allocated for community programs and initiatives (compared to the New York State average of 14 percent).

4. Ability to overcome the challenges faced by a community with a high incidence of diabetes and other chronic diseases. The New York State Department of Health reports that the rate of diabetes-related mortality for Bronx-Lebanon's service area is among the highest in New York City. It also reported that 35 percent of adults in the service area are obese, compared to 24 percent in New York City.
5. Offering improved access to the community's growing West African population by reinforcing and enhancing Bronx-Lebanon's Diaspora Medical Practice, which serves the unique medical and social needs of this community.

Challenges:

Bronx-Lebanon will continue to build on its strengths, aggressively working to improve and coordinate quality of care with its PPS partners as it transitions from a fee-for-service reimbursement model to a value-based payment model, consistent with the State's initiatives to improve and maintain population health. Bronx-Lebanon is working towards a reduction in avoidable hospitalizations of 25 percent by 2020.

**Priority 2: Mental Health/Substance Abuse - Prevent Substance Abuse and Other Mental, Emotional, and Behavioral Disorders.**

2017 Progress to Date:

- Provided 225,000 outpatient visits annually through the hospital's Life Recovery Center and the Department of Psychiatry's outpatient programs.
- Provided essential inpatient care through Bronx-Lebanon's 20-bed Alcohol Detox Unit, 25-bed Rehabilitation Unit, and 104 Acute Inpatient Beds.
- Supported cross-disciplinary collaboration among stakeholders to address substance abuse and other mental health disorders.
- Scheduled co-location of psychiatric services at Bronx-Lebanon's outpatient practices to respond to high community demand for mental health services.
- Provided Integrated Primary and Behavioral Health collaborative care, SBIRT (Screening, Brief Intervention, and Referral to Treatment) modality to more than 1,300 patients. This treatment modality is provided on an ongoing basis and the number of patients treated, is projected to increase in 2018.
- Provided training on Cultural Competence Health Literacy to more than 250 staff members (training is ongoing).

- Provided a comprehensive series of trainings to Primary Care practice providers on a range of topics, including Chemical Dependency Prevention (training is ongoing).
- Recruited Certified Peer Specialists to Inpatient Psychiatry Service, Comprehensive Psychiatry Emergency Program (CPEP), and in the community to provide patients with direct support services (starting at admission and following discharge to the community). These Peer Specialists are assisting patients in identifying warning signs and developing coping skills, with the goal of reducing the incidence of decompensation, relapse, and readmission. Additional Peer Specialists will be recruited in 2018 by Bronx-Lebanon and its PPS partners.
- Provided Peer-led Support Groups at the Life Recovery Center six days a week, including weekends.
- Developed and implemented poverty-reduction interventions, including a collaborative Apprenticeship Program, which is recruiting and training frontline health care workers in effectively reaching out to the community.
- Convened Cross-PPS Joint Planning Committee meetings on a monthly basis. Established a work plan and timeline and began discussions with partners on sharing resources and data platforms.

#### Partners & Roles:

1. Urban Health Plan, a network of federally qualified health centers (FQHCs).
2. Comunilife, which provides transitional and permanent housing.
3. Brightpoint Health, a leading non-profit provider of integrated health care and social support services to New Yorkers.
4. BronxWorks, a multi-service agency specializing in housing and supportive care, and devoted to improving the economic well-being of the Bronx community.
5. The New York State Office Mental Health (OMH)
6. The New York State Office of Alcohol and Substance Abuse Services (OASAS).
7. New York State Department of Health.
8. New York City Departments of Health and Mental Hygiene.

Partners assisted with community outreach, staff training, and coordination.

### Strengths:

1. High-quality and accessible mental health services, as evidenced by the hospital's 2017 three-year accreditation from the Joint Commission; by its 15 accredited residency programs, including those in Addiction Psychiatry, Child and Adolescent Psychiatry, Psychiatry, and Psychosomatic Medicine. The timely completion of DSRIP goals, with its PPS' performance ranked among the top five in New York State.
2. The breadth and scale of community outreach initiatives and clinical services, with 225,000 outpatient mental health visits annually, 155 inpatient psychiatric beds, including a 20-bed Alcohol Detox Unit and a 25-bed Rehabilitation Unit, as well as a Life Recovery Center, one of the few facilities in New York State to combine inpatient, outpatient, and residential treatment programs for individuals with chemical dependency problems.
3. Ability to overcome the challenges faced by a community with a high incidence of mental health problems. The New York City Department of Health and Mental Hygiene reports that in 2015, the service area had 1,000 psychiatric hospitalizations per 100,000 people, compared to 684 psychiatric hospitalizations per 100,000 people in New York City. The service area also had 2,700 drug-related hospitalizations per 100,000 people, compared to 900 drug-related hospitalizations per 100,000 people in New York City.

### Challenges:

Bronx-Lebanon will continue to build on its strengths, aggressively working to coordinate quality mental health care with its PPS partners as it transitions from a fee-for-service reimbursement model to a value-based payment model, consistent with the State's initiatives to improve and maintain population health. To that end, in November 2017, Bronx-Lebanon submitted a Certificate of Need to convert six temporary Adult Psychiatric beds to permanent status, thereby increasing its Adult Psychiatric bed complement to 110 beds (including six observation beds). Additionally, the Dr. Martin Luther King, Jr. Health Center filed a Certificate of Need application to integrate medical and psychiatric services. This unique practice, when implemented, will be located directly on the hospital campus and will take on an essential role in addressing the dual problems of patients with psychiatric and medical-related conditions. Bronx-Lebanon is also actively working to address the opioid crisis, through a Pain Management practice coordinated by its Departments of Family Medicine and Psychiatry.