



The Business Case for Behavioral Health

Tom Klatt, Executive Director Behavioral Health Network, WakeMed Health and Hospitals

Stacey Brandt, Executive Vice President, Chief Strategy and Marketing Officer, Tampa General Hospital

Brian Giebink, Behavioral Health Practice Leader, HDR

Sarah Brownell, Strategic Growth Director, HDR



Speaker Biography(s)



Tom Klatt, Executive Director Behavioral Health Network, WakeMed

- Behavioral health and substance use issues consistently top the list of priorities to address for communities throughout the United States, and Wake County is no exception. As the Executive Director of the Behavioral Health Network, Thomas Klatt is leading a comprehensive, first-of-its-kind strategy to help behavioral health patients receive the right care, in the right environment, at the right time. Tom is stationed at WakeMed, which is the convening entity of an innovative effort to bring together behavioral health leaders in the county and region in developing a multi-disciplinary network of inpatient, outpatient and community-based organizations. Together, their goal is to provide enhanced access to the care behavioral health patients and their families both need and deserve.
- Tom brings more than 35 years of experience in behavioral health care delivery to WakeMed and Wake County.

Speaker Biography(s)



Stacey Brandt, Executive Vice President Chief Strategy & Marketing Officer – Tampa General Hospital

- Stacey Brandt is the executive vice president and chief strategy and marketing officer at Tampa General Hospital, a nationally renowned non-profit academic medical center. As one of the largest hospitals in Florida, TGH is the area's only level 1 trauma center, one of three burn centers in Florida and has five medical helicopters that transfer critically ill patients from 23 surrounding counties. TGH is also the primary teaching hospital for the USF Health Morsani College of Medicine.
- As the Chief Strategy and Marketing Officer, Brandt is responsible for overseeing the development and execution of the organization's strategy and market growth initiatives, marketing and advertising, media relations, corporate communications, physician relations, business development, service line strategies and growth, external affairs, and project and resource management office.
- Brandt is a dedicated leader with more than 20 years of healthcare experience. Prior to her role at TGH, Brandt served in various leadership positions at Jupiter Health, a non-profit regional health system in Palm Beach County. As the

Speaker Biography(s)



Brian Giebink, Behavioral Health Leader, HDR

- Brian leads HDR's behavioral health practice and has introduced current research and design trends to improve patient satisfaction and staff retention for clients around the world. As an architect, he develops cost-effective, research-based solutions that balance competing needs across multiple service lines to expand behavioral health care. Brian's work spans nearly all behavioral health service lines including inpatient, outpatient, community, and crisis care in both new construction and within existing infrastructure. He is an active member of the FGI Health Guidelines Revision Committee focused on behavioral health and has received national recognition for his contributions to the field.

Speaker Biography(s)



Sarah Brownell, Strategic Growth Director, HDR

- Sarah is an accomplished leader and equity advocate with more than 15 years of experience developing effective growth strategies for several top organizations in financial services, commercial construction and real estate development, professional services, and facility planning. Her passion involves working with multidisciplinary teams to solve pressing and complex issues in the commercial healthcare sector. Sarah's strengths lie in leading the implementation of strategic action plans to develop new business opportunities and grow market share. Sarah has an undergraduate degree in business communications and her MBA in Leadership from Queens University in Charlotte, North Carolina. She is also a Fellow with the American College of Healthcare Executives.

Outline/Agenda

- Explore different behavioral health service line strategies that have been implemented at various types of health systems across the region.
- Identify strategies to communicate success metrics related to behavioral health services.
- Discuss different approaches to providing expanded behavioral health care in various markets.
- Learn effective ways to build consensus related to behavioral health service line growth throughout an organization.



Who We Are



WakeMed

Exceptional People. Exceptional Care.

Strategic Plan



PATIENT & FAMILY

Mission

To improve the health and well-being of our community with outstanding and compassionate care to all

Vision

To be the preferred partner for quality care and health through collaboration and transformation of care delivery

Values

Foster trust and transparency * Quality experiences
Financial stewardship * Leadership in safety, innovation and education
Empower & partner with health care team * Partner with others who value our culture

ASPIRATIONAL GOALS

VALUE LEADER



Quality
Cost

QUALITY



Top 10 in US

CULTURE OF SAFETY



For patients, families, community & health care team

EXTRAORDINARY TEAM



Recruit, retain and develop

HEALTHY COMMUNITY



Healthiest capital county in US

WAKE WAY



Every-time behaviors

INNOVATION



Transformation of care and health improvement

PREFERRED PARTNER



With physicians and others for best value

FINANCIAL HEALTH



HIGHEST ETHICS & STANDARDS



In all we do

THE WAKE WAY TO EXCELLENCE

Who We Are



Hospitals

- 5 hospitals (*soon to be 7*)
- 43% inpatient market share in Wake County
- 970 beds
- >1,200+ physicians

Ambulatory

- 80+ physician offices
- 3 stand-alone Emergency Departments with outpatient Imaging & Lab (*soon to be 4*)
- 9 outpatient rehabilitation facilities
- 2 joint-venture surgery centers (*soon to be 4*)
- Home Health, Hospital @Your Home, Transitional Care

Highest-Level Services

- Children's
- Heart & Vascular
- Emergency & Trauma
- Brain & Spine Health
- Orthopedics
- Surgery
- Rehab
- Women's

Operating Stats FY 2022

Inpatient Discharges	59,929
Rehab Hospital Discharges	1,543
ED Visits	310,697
OB ED Visits	9,910
Births	<i>8,911</i>
Surgeries & Endo	54,852
CV Procedures	18,163

Recent Recognition



#1 - Best Health System Employer (2022)

#7 - Best Employer in North Carolina (2022)

Best Employer for Diversity in US (2022 & 2023)

Best Workplace for Women in US (2023)

Best Employer for New Grads in US (2023)



Top Maternity Care Facility in US (2022 & 2023)

Top Workplace for Diversity in US (2023)



2023 Recipient (out of 4,400 Hospitals)



100 Best Hospitals for Pulmonary Care - 2023
Cary Campus

100 Best Hospitals for Stroke Care - 2023
Cary Campus

Best Outpatient Total Joint Replacement – 2023
Raleigh Campus



"A" grades (Cary, North & Raleigh
Campuses – Fall 2022 & Spring 2023)



Best Hospitals for Maternity Care – 2022 & 2023

Top 50 Rehabilitation Facility – 2022

High Performing in 11 Procedure/Conditions
Raleigh Campus

High Performing in 5 Procedures/Conditions
Cary Campus



"A" grades on the Hospital Index
for Social Responsibility



WakeMed 
Behavioral Health Network



NETWORK FOR ADVANCING
BEHAVIORAL HEALTH



CONNECTED
COMMUNITY



Triangle Behavioral
Health Council





CONNECTED
COMMUNITY

Participating Organizations



Fredrick Edgerton
Foundation



* All members will have signed agreements committing to both quality and operational KPI's.



Triangle Behavioral Health Council



Total Beds: 1095

Soon to be a +150!!

164



104



285



84



99



116

Raleigh Oaks



WakeMed

41



112



13



77



* All members are committed to both quality and operational Key Performance Indicators (KPI)



NETWORK FOR ADVANCING BEHAVIORAL HEALTH



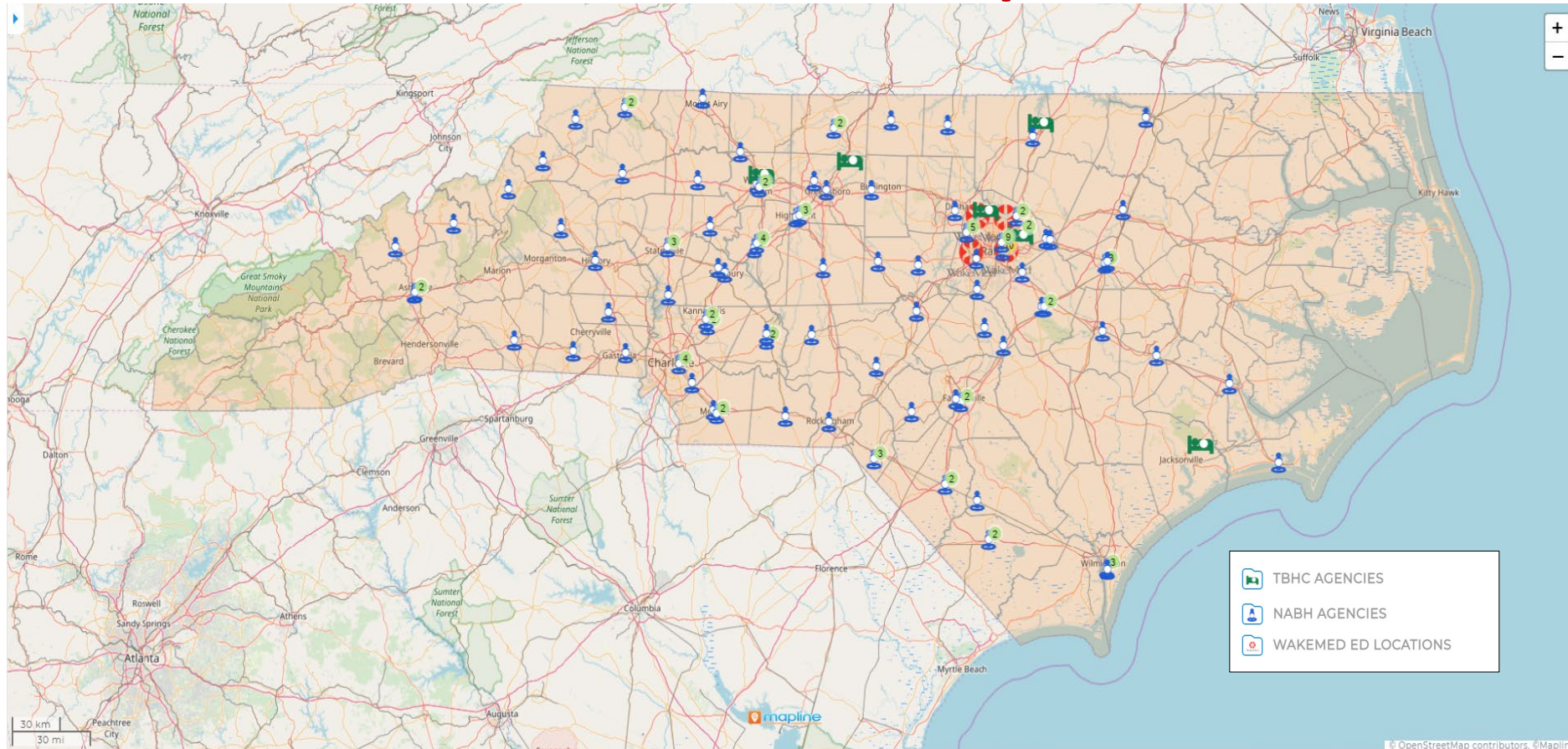
Over 2,500 Clinicians



* All members have signed agreements committing to both quality and operational KPI's



WM Behavioral Health Network (WMBHN) * Statewide Footprint*



***Now with almost forty (40) member organizations!**

A Few Key Drivers of The



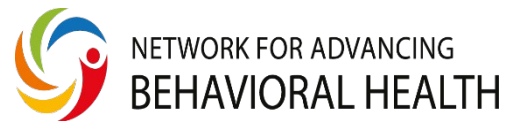
NETWORK FOR ADVANCING
BEHAVIORAL HEALTH 'S

Success!



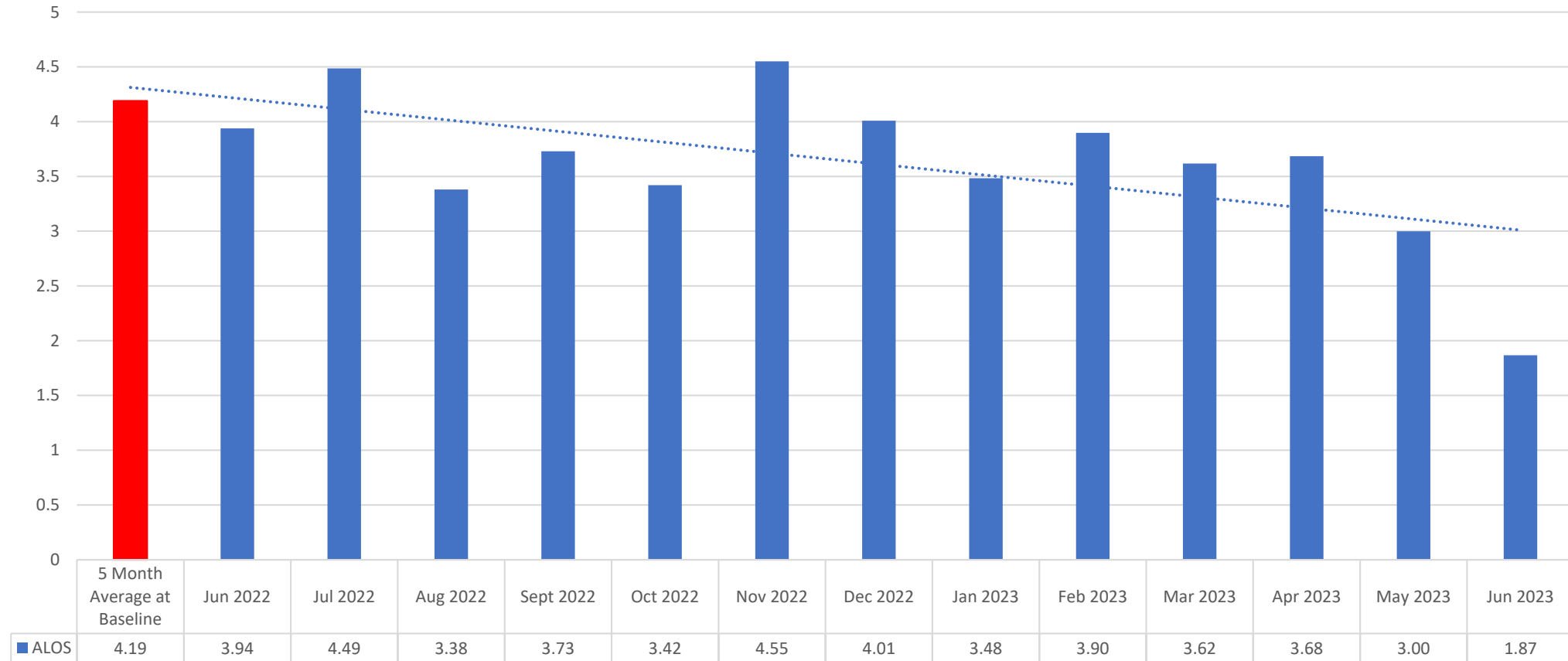
Network for Advancing Behavioral Health (NABH) Metric Goal

- **Priority Access:**
 - Tier 1 Referrals/Routine: Appointments within 7 business days of ED discharge.
 - Tier 2 Referrals/STAT: Appointments within 1 business day of ED/Inpatient discharge.
 - Tier 3 Referrals (Inpatient): Transfer occurs within 3-5 days of referral.
- **Patient placement** - driven algorithmically by considering clinical need, NABH partner clinical offerings, and geographic match.
- January 2023 – We found a new strategy (self-scheduling) and conducted a pilot project that produced 83% in Timely Access!



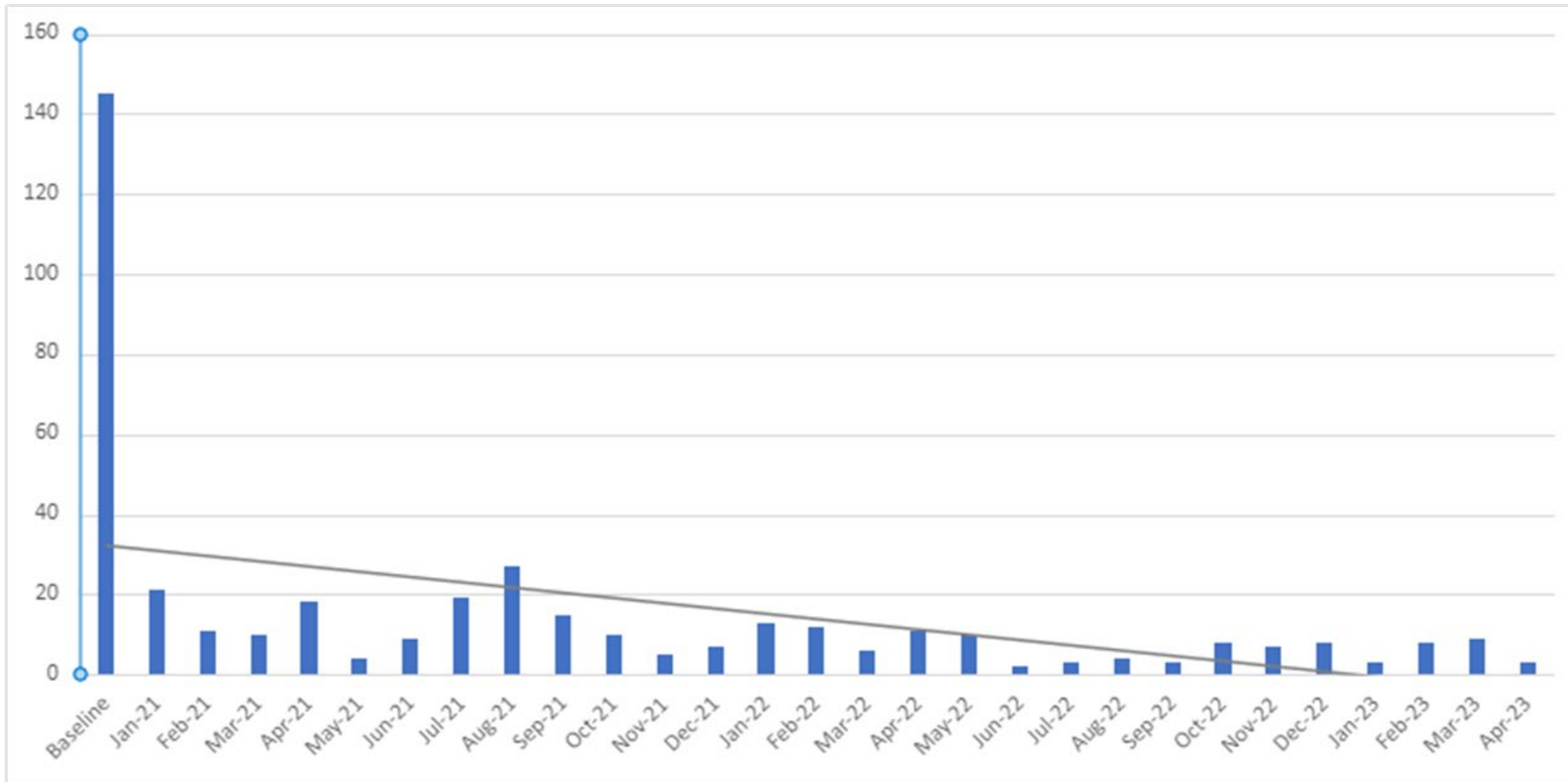
**EXPECT
THE
UNEXPECTED**

Average Length of Stay (ALOS)



55.4% decrease in ALOS

WakeMed Referral to our State Hospital

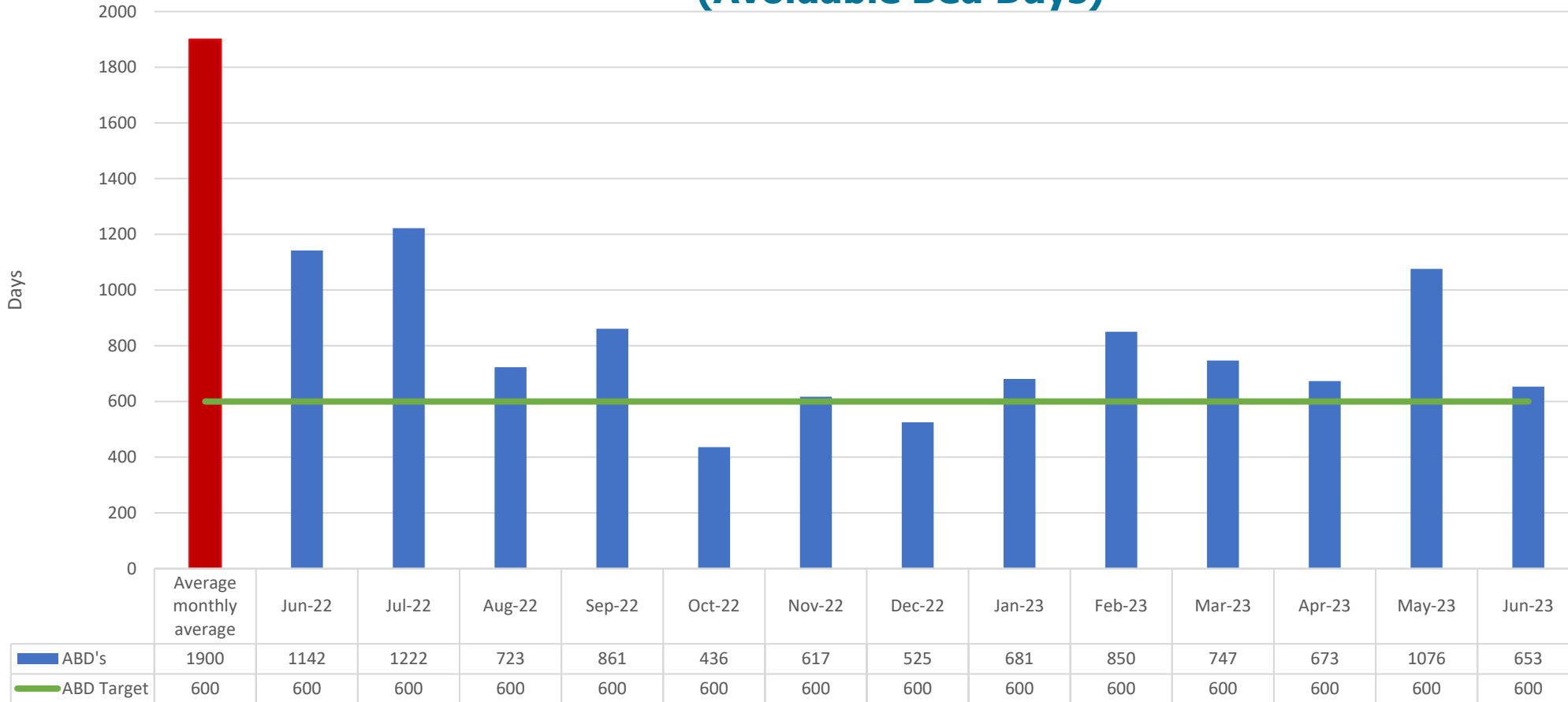


Data Provided by:
Jody Webster, RN, PMH-BC
Associate Chief Nursing Officer
Division Of State Operated
Healthcare Facilities, Central
Regional Hospital
N.C. Department of Health and
Human Services

95.5% decrease in referrals

Getting to the Right Care Quickly

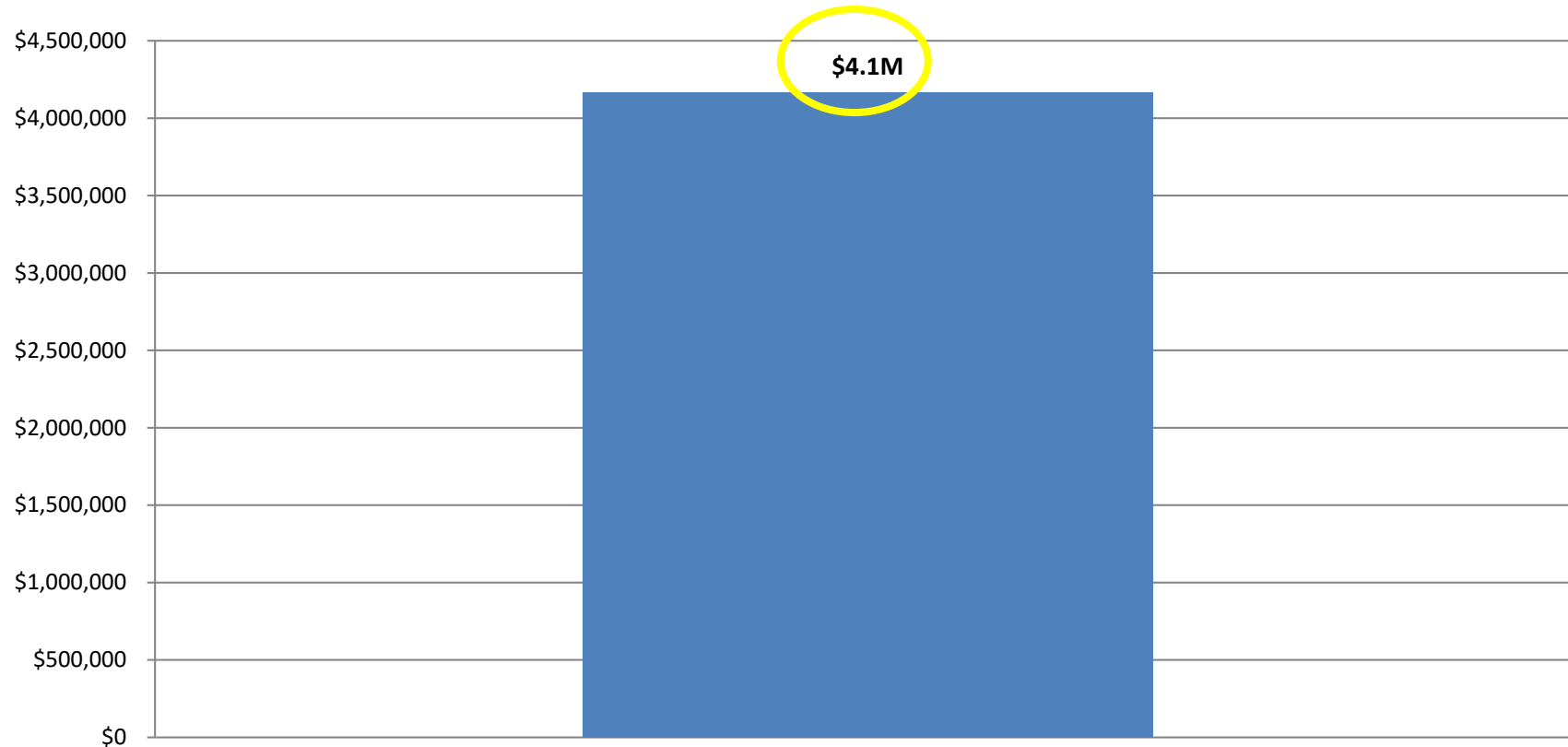
(Avoidable Bed Days)



26.8%
 % Reduction in the 30-day all cause Readmission Rate for WakeMed's Behavioral Health patients

57.9% increase in getting patients to the treatment they need and deserve!

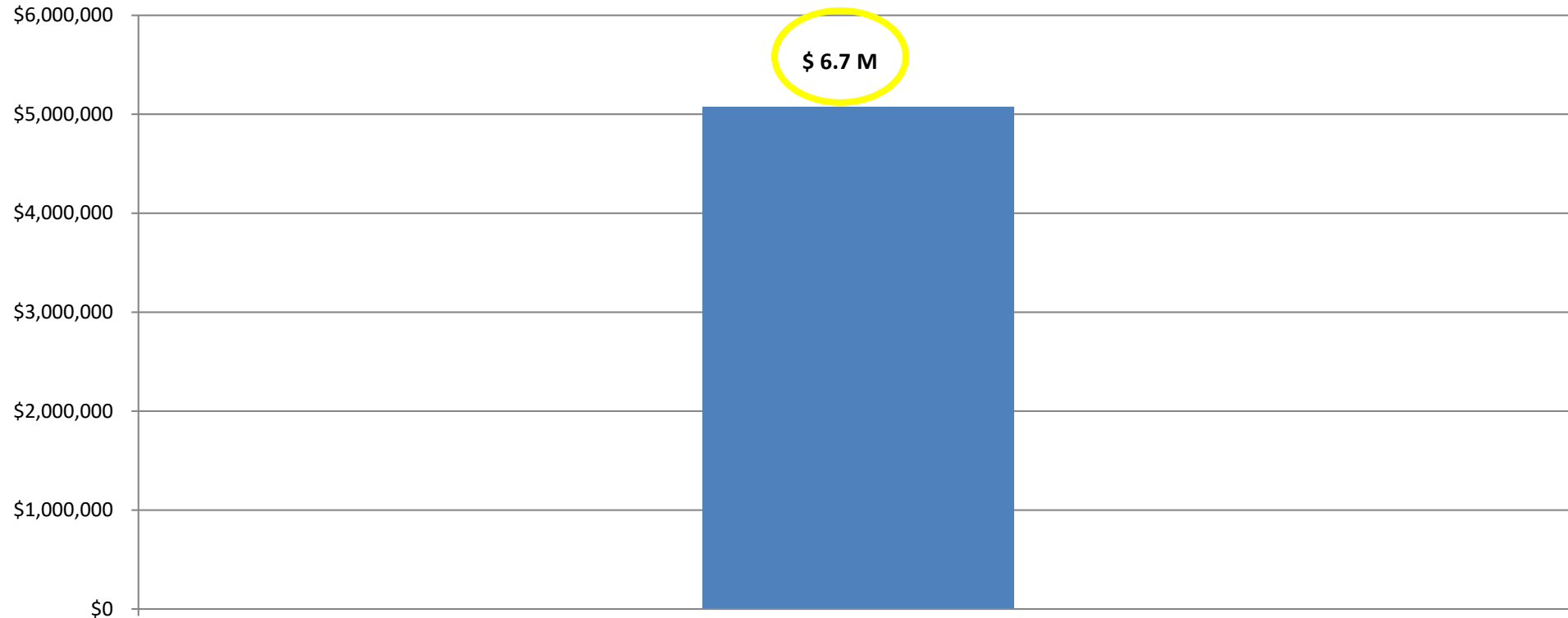
WakeMed System Behavioral Health Savings



Key Facts/Assumptions

- Based off actual avoidable-bed-days, and direct cost.
- Cost Savings determined by WakeMed Finance.

Overall WakeMed System Direct Margin Opportunity



Key Facts/Assumptions

- Based off actual avoidable-bed-days, and direct margin average.
- Adjusted by average overall system occupancy rate.
- Direct Margin Opportunity determined by WakeMed Finance.



Network Accountability Program

1. Transparent KPI sharing of all member results.
2. Quarterly Plan, Do, Study, Act (PDSA) calls.
3. Process Improvement Program (PIP).
4. All directed and supervised by the NABH's Clinical Operations Committee and ultimately its Board of Managers.





TGH

Tampa
General
Hospital®

Other hospitals practice medicine. We define it.

WHO WE ARE

PART OF THE FABRIC OF OUR STATE
FOR NEARLY 100 YEARS



1,040
LICENSED BEDS

10,000+
TOTAL TEAM MEMBERS

\$2.2 BILLION
TOTAL REVENUE
(est. \$2.4B for FY23)



1,400+
MEDICAL STAFF
(WITH PRIVILEGES)

SERVING
6.7 MILLION
PATIENTS
ACROSS 15 COUNTIES

WHO WE ARE

PART OF THE FABRIC OF OUR STATE
FOR NEARLY 100 YEARS

682

TRANSPLANTS
(ADULT AND PEDIATRIC)



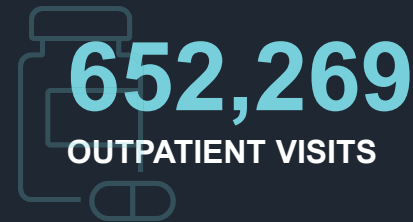
56,404

INPATIENT DISCHARGES
(INCLUDING NEWBORNS)

EMERGENCY & TRAUMA CENTER VISITS



130,203 TOTAL VISITS



652,269
OUTPATIENT VISITS



7,207
DELIVERIES



42,201
SURGERIES

OUR RECOGNITIONS

TOP 50 HOSPITALS IN AMERICA IN SEVEN SPECIALTIES AND #1 HOSPITAL IN TAMPA BAY, AGAIN.



ONLY MAJOR TEACHING HOSPITAL
RECOGNIZED IN FLORIDA



NAMED ONE OF THE WORLD'S
BEST HOSPITALS



MAGNET RECOGNIZED
FOR EXCELLENCE



BEST EMPLOYER FOR
WOMEN IN THE NATION

A night scene at a hospital helipad. A helicopter with "ATL. RONDA" and "TGH Tampa General Hospital" written on it is parked. Two paramedics in dark uniforms are standing near the helicopter. The background shows the hospital building with "TGH Tampa General Hospital" illuminated. The ground is wet and reflects the lights. A large white text overlay reads "Why Partner for Behavioral Health?".

Why Partner for Behavioral Health?

UNMET COMMUNITY NEED

- Behavioral health services demand of 500-606 beds
- Unmet need of 318 beds and 258.6 ADC

TGH Emergency Department Encounters

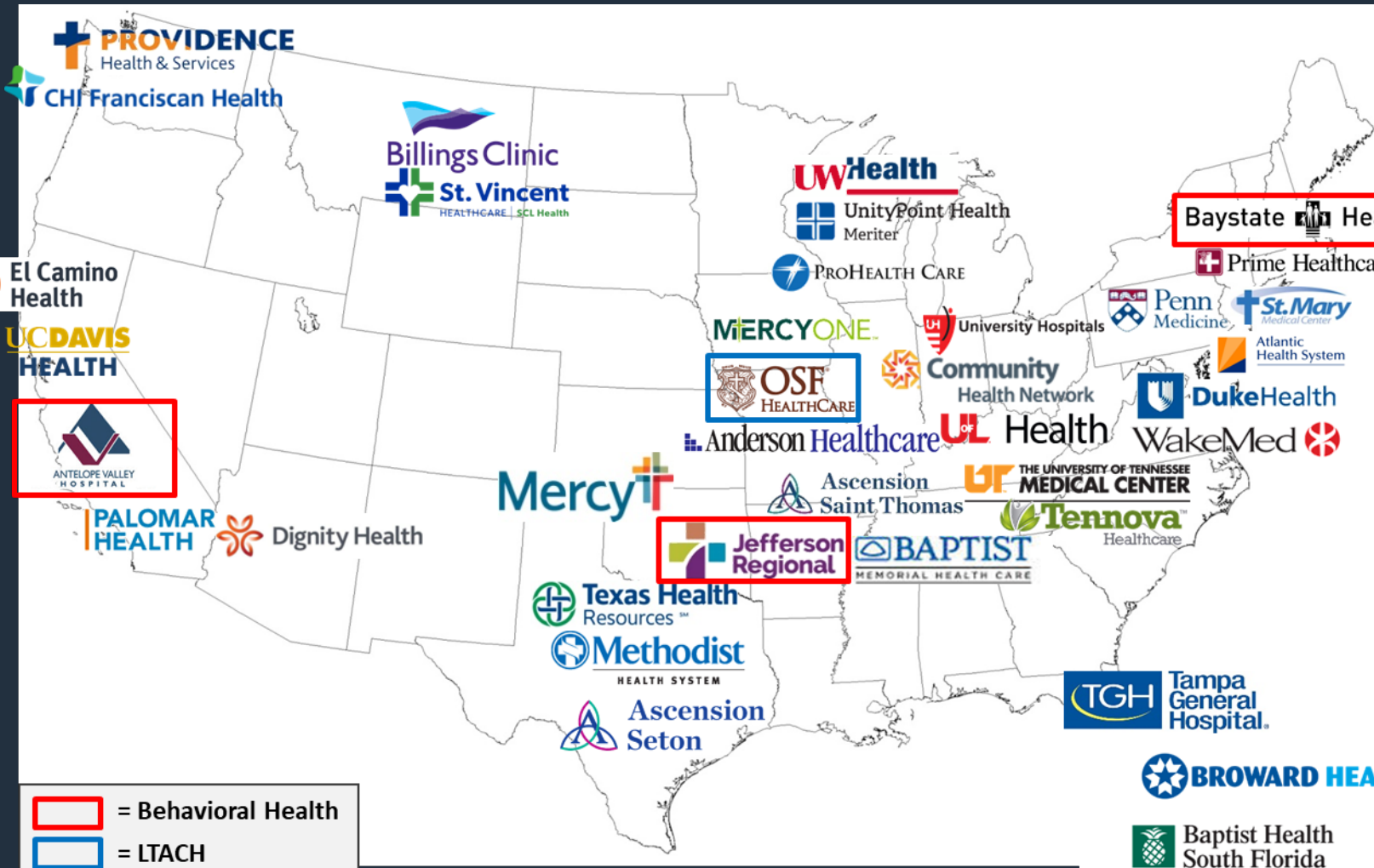
- 6,700 cases with diagnosis in Top 2 Diagnoses
- 17,000 cases diagnosis in Top 5 Diagnoses
- Increased ED wait time for behavioral health

Community Needs Assessment

- Respondents identified Mental Health as the second most important community health need
- 14% of respondents stated that they needed mental health services but did not seek / receive them
- Collective Behavioral Health issues are ranked in the top three health priorities for Hillsborough County

PARTNERSHIP OPPORTUNITY

Lifepoint Health has joint venture experience with health systems across the country with 42 joint venture IRF partnerships including 13 joint ventures in development and two announced behavioral health partnerships in development



Certain partnerships include multiple joint venture facilities:

(5)	(3)
(3)	(2)
(2)	(2)
(2)	

= Behavioral Health
 = LTACH

PARTNERSHIP OPPORTUNITY MODEL

- TGH and Lifepoint affiliate would form a Florida LLC
- Ground lease of site to JV
- TGH would own 60% & Lifepoint would own 40%
- 6-member Board
- USF Health behavioral health Graduate Medical Education program





TGH BEHAVIORAL HEALTH HOSPITAL

TGH BEHAVIORAL HEALTH HOSPITAL

MAIN ENTRANCE

TGH BEHAVIORAL HEALTH HOSPITAL

TGH TRANSPLANT INSTITUTE

Tampa General Medical Group TGMG

TGH BEHAVIORAL HEALTH HOSPITAL

TGH Tampa General Hospital FREESTANDING EMERGENCY DEPARTMENT

Howard W. Blake High School

USF HEALTH SOUTH TAMPA CENTER FOR ADVANCED HEALTHCARE

TGH Tampa General Hospital GLOBAL EMERGING DISEASES INSTITUTE

TGH REHABILITATION HOSPITAL

TGH PROTON THERAPY

TAMPA PREP

TGH Children's Hospital



TGH URGENT CARE powered by FAST TRACK

TGH UNIVERSITY OF SOUTH FLORIDA Maná College of Business PEOPLE DEVELOPMENT INSTITUTE

TGH Tampa General Hospital

TGH Tampa General Hospital ANALYTICS HUB

UT NURSING & ALLIED HEALTH



CAMLS Center for Advanced Medical Learning and Simulation

TGH URGENT CARE powered by FAST TRACK | TGH IMAGING powered by TOWER

innovoventures TAMPA GENERAL HOSPITAL



USF Health Morsani College of Medicine

TGH Tampa General Hospital ANIMAL HEALTH CARE CENTER





OTHER HOSPITALS PRACTICE MEDICINE.

WE DEFINE IT.



HDR

HDR

Behavioral Health

- **7+ Million SF** behavioral health space designed
- **40+** years of experience
- **\$3 Billion** behavioral health space constructed
- **100+** behavioral healthcare projects completed
- **5,000+** behavioral beds placed

No. 1

Healthcare

*Building Design magazine,
World Architecture 100 Survey, 2018*

No. 1

Healthcare Architecture Firms

*Building Design & Construction magazine,
Giants 300, 2017*

No. 1

**Architectural Firm in
Healthcare Design**

*Modern Healthcare magazine,
Construction & Design Survey, 2018*

1917

Year
Established

225

Global Offices

41

AIA Awards
since 2015

58

Years of healthcare
experience

No. 6

Interior Design

*Building Design magazine,
World Architecture 100 Survey, 2020*

HDR

Architecture and Strategy

- Help health systems identify the need
 - Define the need
 - Operational strategies
- Create environments to meet the need

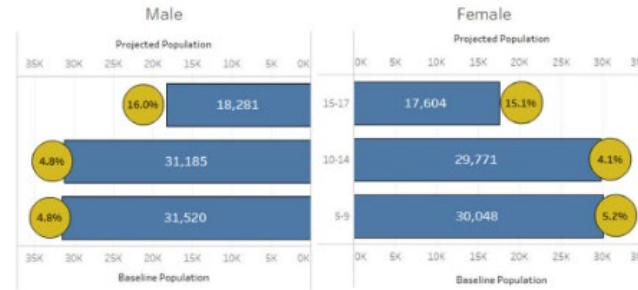
Total Region 6 Population Age 5-18 Current and Projected

Region 6 counties translated to zip codes for analysis:
Dodge, Washington, Douglas, Sarpy, Cass

Total Baseline Population: 158,409
Total Projected Population: 169,807 (7.2% Growth)

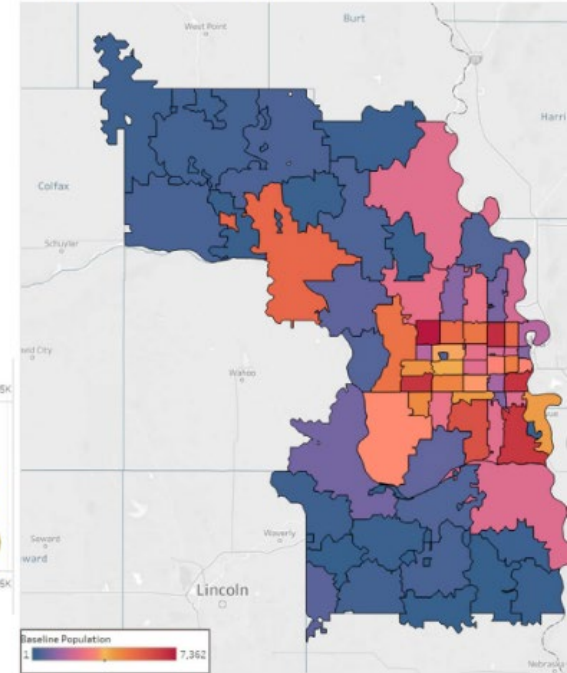
Projection Year 2030
Baseline Year 2021

Measure Names
■ Baseline Population
■ Projected Population



Data Source: Claritas

Region 6 Current Population by Zip Code



Access Strategies

- **Emergency and Urgent Care**
 - Psych ED's, Crisis Centers, EmPATH Units
- **Person-centered Outpatient Care**
 - Location, location, location
 - Enhanced primary care
- **Pediatric Care**
 - Solutions across the continuum of care
 - Co-located programs (one front door)
- **Supporting Law Enforcement**
 - Police/EMS drop-off and amenities
 - Travel distance



Behavioral Health Institute
Seattle, Washington

Built Environment

- **Destigmatize**

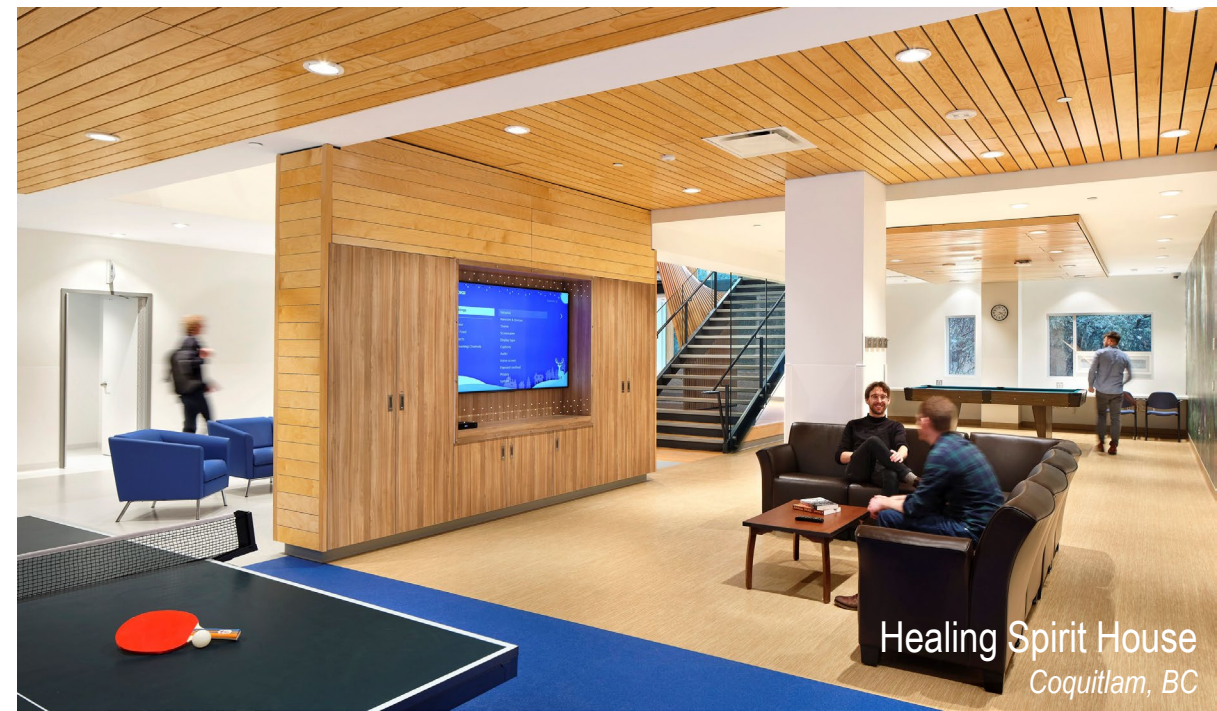
- Positive first impression
- One front door
- Safe
- Empowering
- Normalized

- **Location**

- To align with demand
- Adjacency to other services

- **Considerations for Staff**

- Safety
- Respite
- Outdoors
- Daylight



A Collaborative Approach

- Hospital Executives
- Staff workforce
- Community partners
- Patient and Family Advisory Committees
- Architects, Engineers
- Industry Partners



Three Key Take-Aways

- Strategies to identify the business need for Behavioral Health Initiatives
- Approaches to align Behavioral Health with overall Population Health strategies
- Understanding of typical roadblocks and how to successfully align business and operational strategies



Questions?

Please be sure to complete the session evaluation!

