



*Better Together*

*Growth \*Opportunity \* Evolution*

AHI Leadership Summit

October 2024

# *Session Objectives:*

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- Understand the benefit of collaborative efforts among like-minded providers (shared services, contract improvements, elevated recognition of local hospice services to clients, families and healthcare partners)
- Demonstrate cost benefit and enhanced quality and compliance
- Strategies for addressing staffing challenges
- Sharing of best practice among peer leaders across the organizations

# *Disclosures:*

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GOE IPA, Inc. represents the following Hospices and their interests:

- Hospice of Chenango County
- Mountain Valley Hospice & Palliative Care
- High Peaks Hospice
- Hospice & Palliative Care Inc.
- Hospicare
- Hospice of St. Lawrence Valley
- Hospice of the North Country
- Hospice of Jefferson County

# *Hospice Care Model*

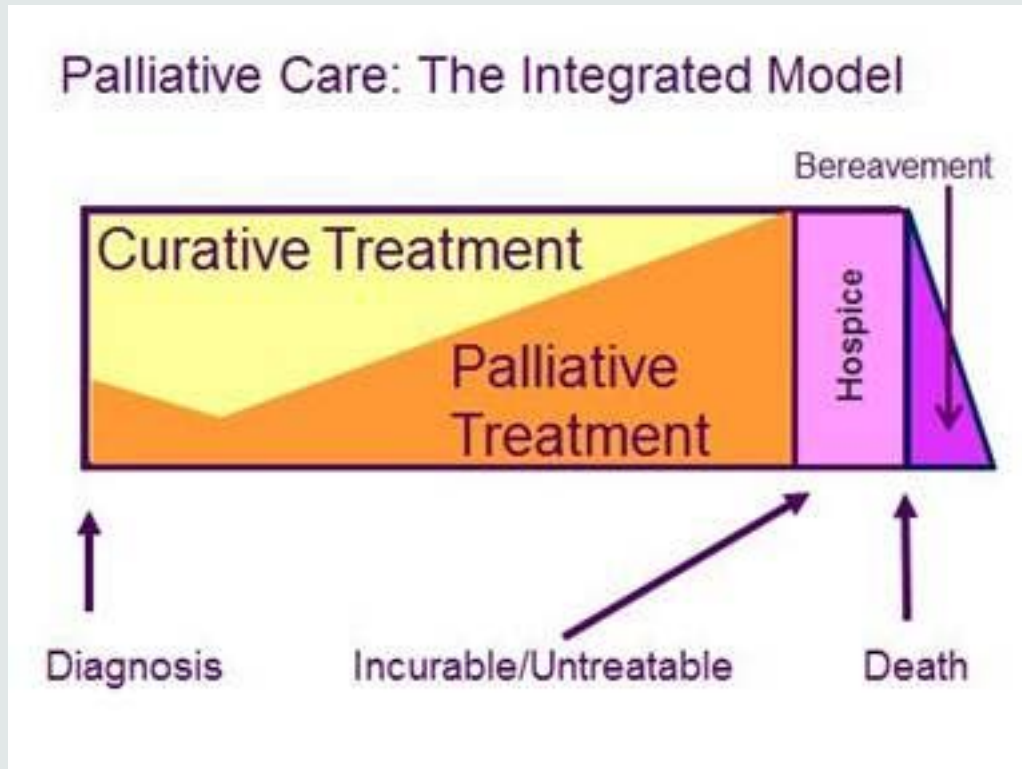
- Hospice patients have a terminal prognosis of 6 months or less



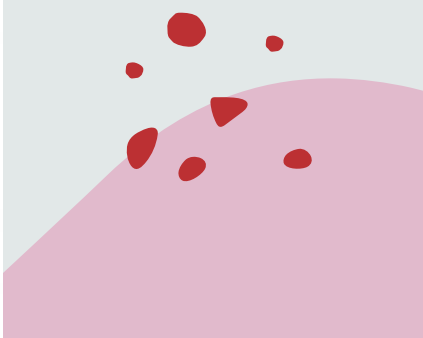
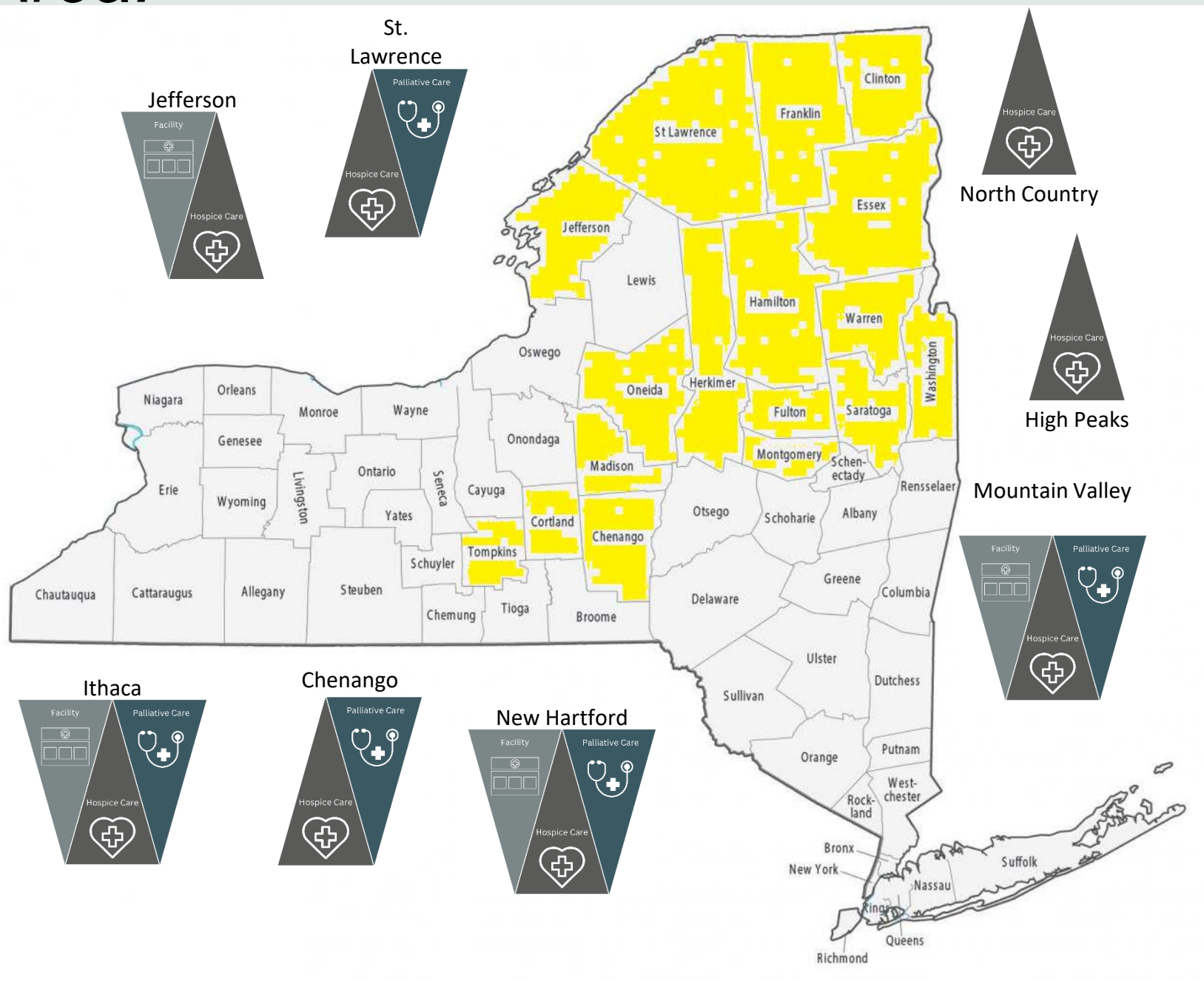
# *A note on Palliative Care*

Palliative Care is holistic healthcare aimed at relieving the burden of the disease, it is not curative

All Hospice care is Palliative Care but not all Palliative Care is Hospice Care



# Coverage Area:



# *Impact of Our Hospices across the North Country*

- An area that includes more than 1.4 million people and covers 42% of the state's land mass
- Compared to New York State as a whole, our territory has a higher percentage:
  - Adults over 65 (20.06% vs 18.10%),
  - Individuals classified as disabled (16% vs 12.9%)
  - Veterans (7.69% vs 3.7%).
  - These populations have unique needs and generally experience higher utilization rates within the healthcare system.
- In 2023, our hospices combined served:
  - more than 3,100 hospice patients and their families in private homes and skilled nursing facilities,
  - 194 patients in hospice residences
  - more than 400 home-based palliative care patients.
- The quality of our services is evidenced by our average Patient Satisfaction Scores across the eight reported measures:
  - GOE IPA Members - (87%)
  - New York State average (83%)
  - United States average (81.5%)

# *Why We Started:*

- Challenges:
  - Regulatory Concerns
  - Insurance Reimbursement
  - Staffing
  - Financial Challenges
  - Sustainability
- Deep Commitment to Local Communities
  - Preservation of Community Hospice Services
- Like-minded Mission-driven Partners



# *How We Started:*

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- Informal activities & interactions:
  - Conversations at state organization and other meetings
  - Collaboration of some partners with work/staff (billing, QA, on-call triage)
  - Complaining in the bar
  - Made a conscious decision to consider what could be different/better
- Started formally meeting as a group electronically in 2021

# *What We Learned:*

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We walked through our organizations' staffing to identify strengths, struggles, and everything in between.

Identified opportunities:

- Shared Services
- Group Contracting
- Collaborative Support
- Shared best practices

# *Building a Foundation for Collaboration:*

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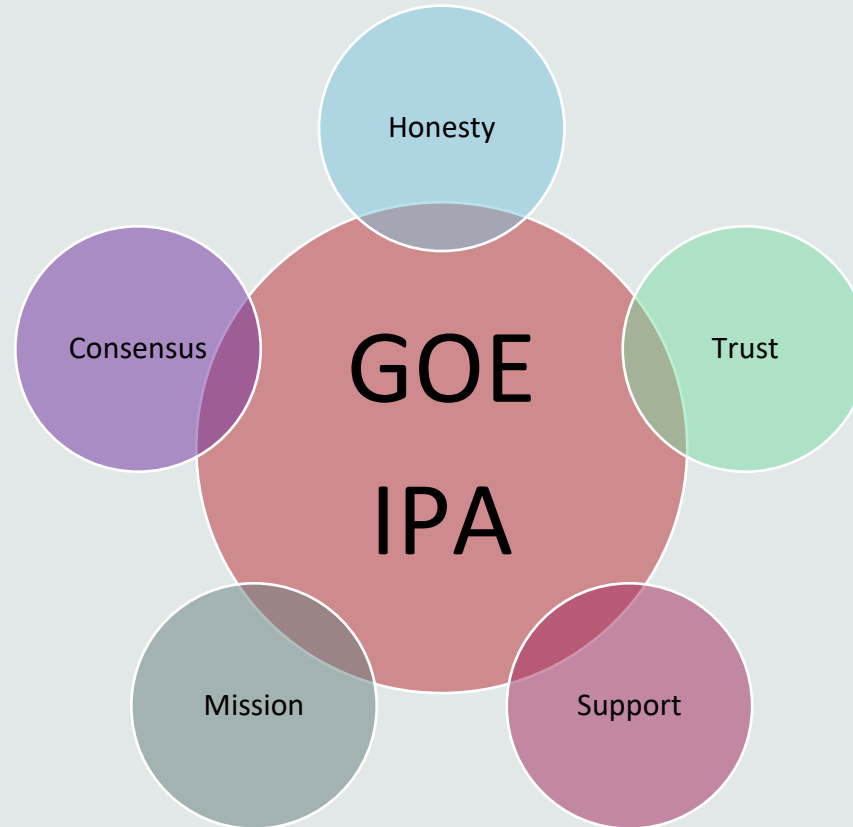
Honesty

Trust

Support

Mission

Consensus



# *Goals of GOE IPA, Inc:*

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All work is on behalf of the members, who individually, are too small to maintain or grow market share while competing with environmental forces beyond our control.

- Negotiate Managed Payor/Medicare Contracts
- Increase Quality & Reduce Costs Via Administrative Efficiencies.
  - Policies & Procedures
  - Human Resources
  - Information Technology Services
  - PBM
  - On-call
  - Marketing
- Ultimately ensure the survival of smaller, community-based hospices!

# *Critical Steps:*

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- Obtain buy-in of each participating hospice's Board of Directors
  - Initial
  - Ongoing
- Hire an Attorney!
- Proactive, Open Communication with DOH

# *What we've done so far:*

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- Formed an IPA
- Hired Project Manager
- Strategic Planning
- Analyzed Services
- Negotiating with Payers
- Negotiating with Vendors (IT, Relias, Weatherbee, EMR)
- Established website
- Sharing Service
  - billing
  - on-call
  - quality
- Aligning practices

# *Creation of the GOE IPA – Steps Completed:*

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- Determined IPA Governance Structure
  - Board of Directors/Officers
  - Bylaws
  - Certificate of Incorporation
- Obtained approvals from DOH, SED & DFS
- Adopted Capital Certificates
- Adopted Membership Certificates
- Held Initial Meeting of the Board of Directors

## *Ongoing Work:*

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- Contracting with Payers and Vendors
- Identifying/Creating Metrics to Measure ROI
- Strategic Business Plan
- Potential Expansion of Membership





Questions?



**GOE IPA, Inc.**

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