

ABSTRACT: 2015 ELAM Institutional Action Project Poster Symposium

Project Title: Improving Network Relationships Across Neonatal Providers in Massachusetts

Name and Institution: Terrie Inder, Brigham and Womens Hospital, Boston MA

Collaborators: Massachusetts General Hospital, Boston Childrens Hospital

Background, Challenge or Opportunity:

Network relationships are a key factor in the success of health care delivery and academic medical center enterprise. This Institutional Action Project is aimed to establish a new relationship between key providers in Massachusetts for neonatal care. The Brigham and Womens Hospital provides care to 7,000 live births each year, but has expanded to cover an additional 5,000 live births at a new network hospital. In 1994, Brigham and Womens Hospital joined with the Massachusetts General Hospital for healthcare within the greater region known as Partners Healthcare. In addition, Brigham and Womens Hospital is serviced by Boston Childrens Hospital for subspecialty services including surgery, neurology and genetics.

Purpose/Objectives:

The aim of this project is to engage both Massachusetts General Hospital Children's and Boston Children's Hospital to provide better care for the infants at Brigham and Women's Hospital.

Methods/Approach:

We have undertaken two key initiatives - a task force with Massachusetts General Hospital and a Joint Chiefs Symposium with Boston Children's Hospital. These combined efforts will provide improved care for infants with greater focus on quality of care. This has included a new feedback form for all providers from both centers. It has also included open discussion about best clinical and drug practice guidelines at each center.

Outcomes and Evaluation Strategy The metrics of success are volume, neonatal outcomes (Vermont Oxford Metrics) and Press Ganey parent satisfaction report.

Improving Network Relationships Across Neonatal Providers in Massachusetts

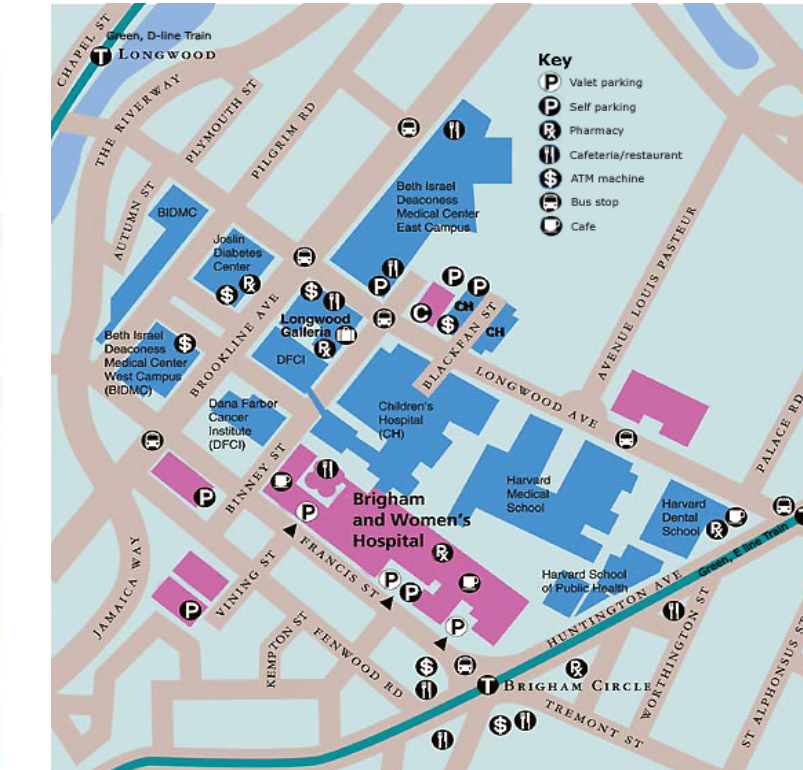
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 Sandi Fenwick, Gary Fleischer, Boston Childrens Hospital
 Ronald Kleinman, David Torchiana, Massachusetts General Hospital



Background Challenge and Opportunity

Network relationships are a key factor in the success of health care delivery and academic medical center enterprise. This Institutional Action Project is aimed to establish a new relationship between key providers in Massachusetts for neonatal care. The Brigham and Womens Hospital provides care to 7,000 live births each year, but has expanded to cover an additional 10,000 live births at a new network hospitals. In 1994, Brigham and Women's Hospital joined with the Massachusetts General Hospital for healthcare within the greater region known as Partners Healthcare. In addition, Brigham and Women's Hospital is serviced by Boston Children's Hospital for subspecialty services including surgery, neurology and genetics and has a long associated relationship for training and research. Many families will seek the partnership of Brigham and Children's for excellence in care of their infant/child and yet the network relationship through Partners is between Brigham and the Massachusetts General Hospital.



Outcomes and Evaluation:

These efforts will provide improved care for infants with greater focus on quality of care. Outcomes are evaluated by a) # infants in both systems; b) success in integration of care of infants (patient/family and physician satisfaction)

Boston Childrens Hospital:

Identified opportunities for collaboration

- Improved fetal counseling and care
- Improved coordination for complex infants – cardiac and surgical

MGH for Childrens Hospital:

Identified opportunities for collaboration

- Improved subspecialty referral for non-urgent cases
- Improved integration across the network – right baby, right place

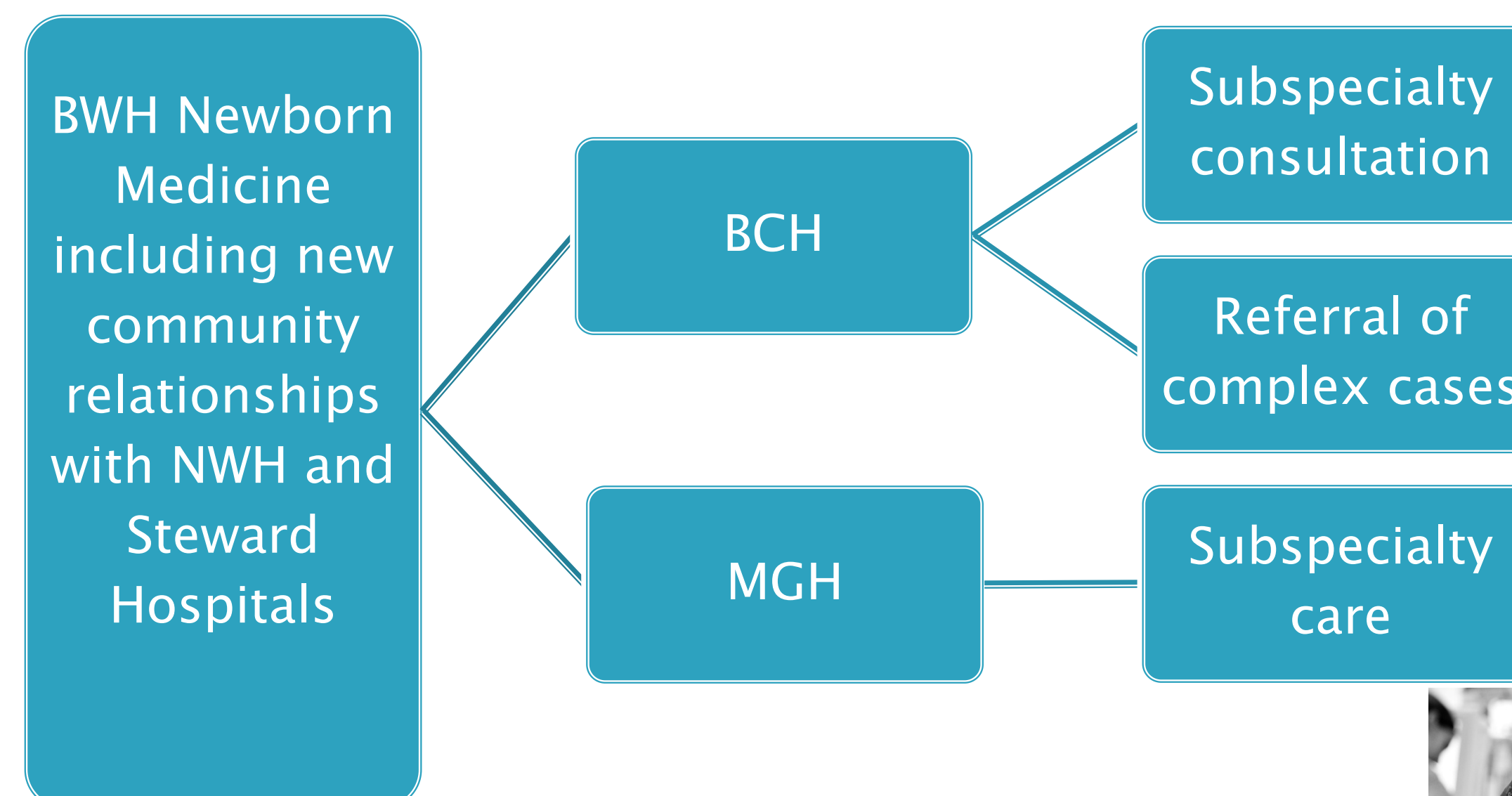
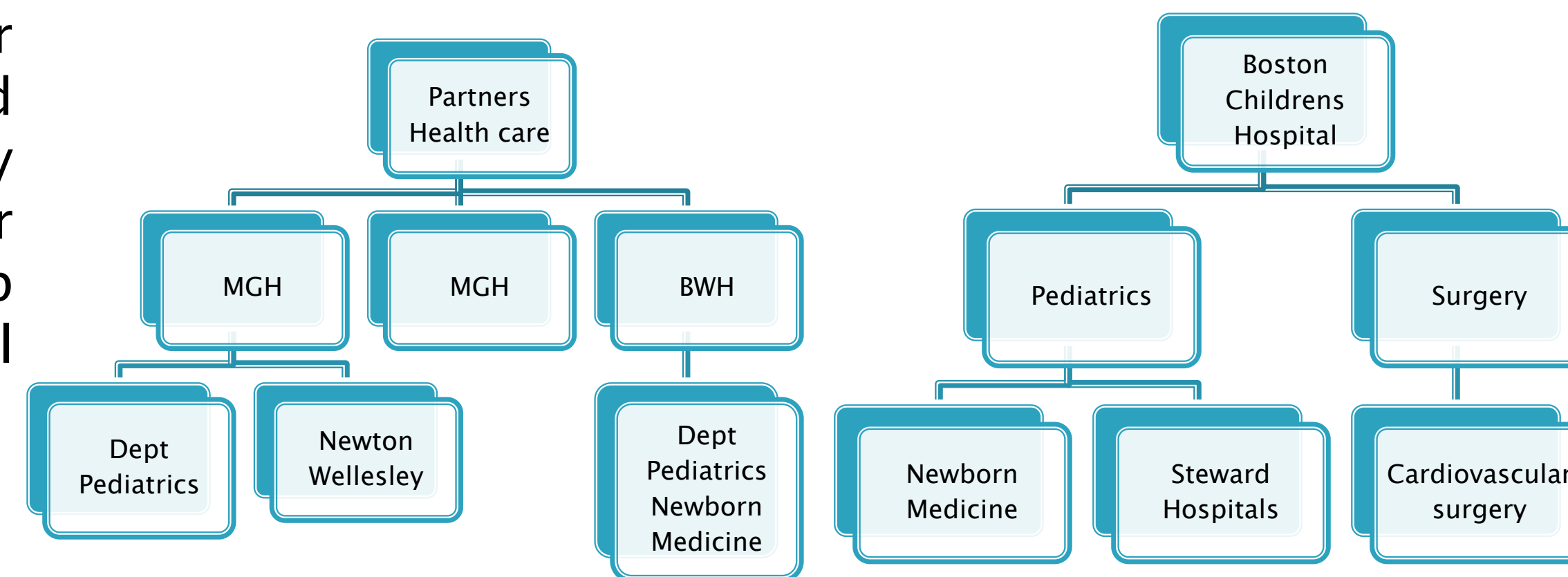
Purpose and Objective

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Methods/Approach

We have undertaken two key initiatives:

- Task forces with Massachusetts General Hospital – 1. Transportation of infants into the system; and 2. Subspecialty referral
- Joint Chiefs Symposium with Boston Children's Hospital which has initially identified all 62 key programs that are shared including resident and fellowship training programs; collaborative funded research and shared clinical programs. This committee meets every month to review focus task forces to improve relationships.



Challenges and Next Steps

- Integration between two networks that are competing for infants that are born in the BWH system.
- Strategic Alignment – Partners vs Boston Childrens Hospital
- Optimization of the Relationships outside of the New England View

Next Steps: Continue dialogue to overcome issues related to trust to optimize leadership opportunities for national and international referrals.



Presented at ELAM 2015