



IMPROVING QUALITY AND REDUCING COST WITH BUNDLED PAYMENTS

HEALTHCARE

“At Baptist Health System, we knew that to be successful in the Bundled Payment for Care Improvement Initiative it would take a partner who would provide sound economic reasoning, diligent leadership, and transparent communication. Navigant has been our guide the entire way through BPCI and we’re made tremendous advancements together. With Navigant’s assistance, Baptist Health System is prepared for the new payment landscape.

GARY WHITTINGTON
CHIEF FINANCIAL OFFICER

THE CHALLENGE

As the Affordable Care Act’s provisions roll out, there are risks and opportunities for all providers. The Baptist Health System has been in front of innovative delivery models, participating in the Medicare Acute Care Episode demonstration and the Bundled Payment for Care Improvement Initiative (BPCI). Baptist redesigned and redefined care delivery in order to be successful in delivering the quality improvements and cost reductions necessary in these programs.

THE SOLUTION

In 2012, Baptist partnered with Navigant to develop and implement its Medicare BPCI implementation strategy. Baptist Health System focused on:

1. Physician engagement;
2. Transitions in care / care model;
3. Post-acute network partnerships;
4. Gainsharing and funds flow model; and
5. Supporting analytics.

With CMS’s approval, Baptist went live with joint replacement in October 2013. A comprehensive gap analysis and corrective action plan yielded strategies to achieve savings and performance targets, while advising care redesign teams and improving clinical information sharing. Physicians were engaged through educational sessions to recognize the rationale, steps, and end goals.

THE RESULTS

\$2.3
MILLION
(15%) SAVED
IN THE
FIRST YEAR

10%
REDUCTION
IN
READMISSIONS

20%
REDUCTION
IN SKILLED
NURSING
UTILIZATION

22%
REDUCTION
IN INPATIENT
REHAB
UTILIZATION

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About Baptist Health System

The **Baptist Health System** consists of 5 acute-care hospitals in San Antonio, Texas owned by Tenet Healthcare and affiliated with the Baptist General Convention of Texas. It is the second largest health system by inpatient market share (29%) in San Antonio and is widely recognized for three specialties: gastroenterology, pulmonology, and nephrology.

About Navigant

Navigant Consulting, Inc. (NYSE: NCI) is a specialized, global professional services firm that helps clients take control of their future. Navigant's professionals apply deep industry knowledge, substantive technical expertise, and an enterprising approach to help clients build, manage and/or protect their business interests. With a focus on markets and clients facing transformational change and significant regulatory or legal pressures, the Firm primarily serves clients in the healthcare, energy and financial services industries. Across a range of advisory, consulting, outsourcing, and technology/analytics services, Navigant's practitioners bring sharp insight that pinpoints opportunities and delivers powerful results. More information about Navigant can be found at navigant.com.

