

HMA Interview Findings: Themes from Hospital CEOs

Hospital CEOs (5)

- **Focus on Ambulatory:** [JPS needs a] “comprehensive plan” that “emphasizes ambulatory care.” “Need for additional satellite/community clinics to improve access.” “JPS needs to be largely in the community where patients are located.” “I question the ‘downtown only strategy’ when Arlington and the Northeast sectors face transportation barriers to accessing care. “Distributed care sites should be pursued rather than JPS add beds.” While JPS needs to “upgrade its medical facility,” “more hospitals are being developed by current and new entrant health systems.”
- **Behavioral Health:** “Massive need” for behavioral health services – inpatient and outpatient -- and “JPS provides incredibly good service.” Full support for “BH expansion” plans particularly in light of “increasing difficulty placing BH patients without insurance.”
- **Public/Private Partnerships:** Overall need for improved communication between JPS and private hospitals; suggestions of exploration of public-private partnerships.
- **JPS Outreach/Communication with Communities:**
Believes that the “communication needs apply to JPS relationship with the general public.” Potential JPS patients “do not appear to be informed as to how to access the JPS Network/JPS Connection.” “Need more JPS outreach into communities.”

Psychiatric Hospital CEOs (3)

- **Psychiatric Hospital Beds:** All three hospital CEOs interviewed contract with JPS for psych beds for uninsured when there is “overflow” from Trinity Springs. All indicated that they valued JPS’s role and competence -- particularly with most acute patients -- in the behavioral health community. Indicated positive and “respectful” experiences and generally “smooth referral processes.”

Acknowledgement that given population growth, JPS is “definitely behind in number of [needed] beds.” Right now “JPS can’t do it without us and we can’t do it without them.” “Private hospitals see JPS contracts as a security blanket.” CEO’s expressed that “JPS is a critical safety net for the county and they are also a competitor especially if JPS doubles the beds they have.” “If they have enough beds and have a nice facility, it could have a significant impact on private psychiatric facilities.” One CEO commented: “But it’s not their (JPS’) job to keep us afloat; we are positioning ourselves, from a business perspective, to go forward without JPS referrals.”
- **Continuum of Care:** Need to focus on outpatient services across the county. “Providers need to come together to manage the continuum better.”
- **Other Challenges/Needs:** Challenged by caring for medically complex. The county needs more chemical dependency beds. All indicated need for adolescent psych beds. Two of three CEO’s indicated bed need for <12 year olds, while one thought Cook had that covered.