Johns Hopkins

2 academic hospitals
2 community hospitals
4 outpatient sites

70 academic rads
20 community rads
Healthcare delivery system is consolidating

System-affiliated community hospitals
54% in 2003 → 72% in 2018

>50% US physicians were affiliated with one of 637 health systems in 2018

Furukawa. Health Affairs. Aug 2020
Why consolidate?

Financial pressures on AMCs – decreasing margins and strategy is growth

Payer mix more favorable at community hospitals

Radiology acquisition to meet the needs of parent enterprise
Lessons

Stay true to mission of the organization

Preserve value

Bring leaders together
One Radiology Culture
People and Culture

Model – Sub-specialization, site-based worklist

Goal – Right study to right radiologist, load balance

Cultivate community & inclusion. Be visible & accessible.
   – Leadership meetings every two weeks
Aligning Process and Policy

Approach – JHH lead and Inclusion
  – Policy integration meeting - monthly
  – Q&S meeting - monthly

Lessons – Listen. Understand differences.
  • CT Contrast sign and contrast consent
  • Peer review targets
Synergies

Identify efficiencies and cost savings

Would you like to spend 8.5 times less on contrast?
### Synergies - Contrast

<table>
<thead>
<tr>
<th>Hospital</th>
<th>Omnopaque:Visipaque</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Childrens Hospital</td>
<td>0:100</td>
</tr>
<tr>
<td>Bayview Medical Center</td>
<td>74:26</td>
</tr>
<tr>
<td>Howard County General Hospital</td>
<td>84:16</td>
</tr>
<tr>
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<td>72:28</td>
</tr>
<tr>
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<td>78:22</td>
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<td>93:7</td>
</tr>
<tr>
<td>Sibley Memorial Hospital</td>
<td>90:10</td>
</tr>
</tbody>
</table>

**2019**

1. Different ratios = Different policies
2. Different prices for each hospital

**Omnipaque** 25% differences

**Visipaque** 2.8-fold differences
<table>
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1. More favorable ratios
2. Negotiated same lower price across the system
Integration of AMC with Community Hospitals

One Radiology - enterprise-wide integration plan

High-quality and high-value imaging based on

1. Expertise in imaging acquisition and interpretation
2. Multiple convenient locations integrated with Hopkins Health System