
HMA

HEALTH MANAGEMENT ASSOCIATES

*Tarrant County Long Range Planning Related to
JPS Health Network*

PREPARED FOR
TARRANT COUNTY

BY
HMA

JANUARY 6, 2017

*Research and Consulting in the Fields of Health and Human Services Policy, Health Economics
and Finance, Program Evaluation, Data Analysis, and Health System Restructuring*

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1. Project Progress Summary

The Stakeholder Team prepared an analysis and summary of the focus group meetings as well as analysis and summary of the community forums. The team prepared PowerPoint slides for Community Health Needs Assessment and community themes. It is working on refining the Community Health Needs Assessment (CHNA) chapter of the report. The Delivery System team has completed a rough draft of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for Graduate Medical Education (GME), ambulatory, quality, regulatory and Behavioral Health. It has drafted a narrative for medical education program and population health. An additional visit was made on January 5, 2017 to JPS to re-evaluate and meet with leadership from trauma and ED services. The Finance team continues to examine, compile and summarize selected data from various sources to provide a financial context for our collective long-range strategic planning observations and recommendations. It is beginning to identify specific findings to support the SWOT analysis, as well as financial observations and recommendations, along with preparing exhibits for use in HMA's report.

Future plans call for HMA to conduct a community forum on January 10th and then prepare the final community forum summary/analysis. Additionally, the team will continue to refine the CHNA and other chapters of report.

HMA staff have discussed the JPS CHNA project as contracted with Health Resources in Action and an initial transmittal of HMA work product and data was accomplished. Additional interaction with HRIA is expected as progress continues on that engagement.

At this time, no project risks have been identified.

2. Project Tasks

The milestones achieved to date are shown below.

Table 1: Key Accomplishments

#	Accomplishment	Completion Date
1	Draft SWOT analysis completed for ambulatory. BH, quality/regulatory and GME.	1/05/2017
2	Commenced drafting narrative for an initial version of HMA's report, including the identification, refinement, and labeling of report exhibits.	1/3/17
3	Requested and received the following from JPS: <ul style="list-style-type: none"> • JPS FY2016 audited financial statements • JPS full-year internal statistical and financial data 	1/3/17
4	Prepared summary of key utilization metrics for Tarrant County hospitals.	1/4/17

#	Accomplishment	Completion Date
5	Followed up on data request to the DFW Hospital Council	1/4/17
6	Prepared focus group summary/analysis.	1/6/17
7	Prepared community forum summary/analysis.	1/6/17
8	Prepared PPT slides for Community Health Needs Assessment and community themes.	1/6/17
9	Continued refining CHNA chapter of report.	Ongoing
10	Completed draft Interim Report Slide Deck	1/9/17
11	Initial transmittal of data to Health Resources in Action accomplished	1/6/17


Table 2: Planned Tasks

#	Task	Previous forecasted completion date	Planned completion date
1	Conduct Jan 10 community forum.	1/10/17	
2	Prepare final community forum summary/analysis.	1/11/17	
3	Refine CHNA chapter of report.	1/13/17	
4	Receive additional data from DFW Hospital Council, and prepare analyses and report exhibits as appropriate	N/A	TBD – depending upon when the data is received
5	Finalize components (table of contents) for Delivery System narrative.	1/9/17	
6	Complete Interim Report 2 nd Draft	2/17/17	
7	Prepare update memo to JPS Board of Managers Strategic Planning Committee		1/10/17

3. Deliverables



The following deliverables were submitted during the month:

Table 3: Submitted Deliverables

Deliverable	Planned	Actual	Status
Draft Interim Report Slide Deck	1/9/17	1/9/17	

The following deliverables are planned for the upcoming period:

Table 4: Planned Deliverables

Deliverable	Planned	Status
Interim Report 2 nd Draft		
Final Report		

4. Suggested Agenda Items

- a. Draft Interim Report Review
- b. JPS Board Planning Committee Memo Briefing for January 12
- c. Facilities Planning Consultant
- d. Approach for TCCC briefing on January 24
- e. Blue Ribbon Committee Schedule and Process
- f. JPS CHNA support to Health Resources in Action
- g. Other

5. Risk Register

No project risks have been identified.

Table 5: Project Risks

#	Description	Mitigation plan (what is being done to prevent the risk)	Contingency plan (what will be done if the risk occurs)	Likelihood of occurring	Potential impact (dollar / schedule / quality etc.)
1					

6. Financial Status

Table 6: Finances

INVOICED TO DATE		
Last month	\$	109,255.33
Project to date	\$	218,510.66
Client paid to date	\$	327,765.99 -
OVERDUE INVOICES		
Invoice no.	Amount	Date Sent
TOTAL CONTRACT VALUE		
Planned total	\$	655,532.00
Agreed changes	\$	-
Forecasted total	\$	655,532.00

7. Change Request History

No changes to the scope of work or deliverables have been requested by TCC.

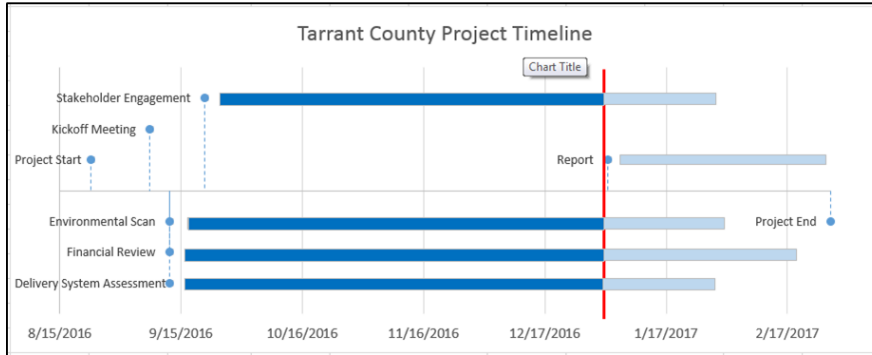
Table 7: Change Requests

#	Title	\$ amount	Schedule change (if any)	Status (in review, agreed, withdrawn)	Comments

8. Dashboard

Tarrant County Long Range Planning Related to JPS Health Network Project Progress Dashboard – January 6, 2016

Project Status ●

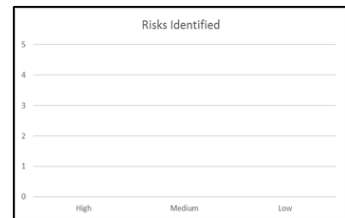


Accomplished This Month: Dec-16

Progress on CHNA
 Conducted interviews, focus groups, and Community Forum meetings (Dec 7)
 Delivery System Graduate Medical Education Programs on-site meetings
 Delivery System Service Lines/Operations/Quality on-site meetings
 Conducted financial analysis
 Prepared high-level profiles of various service line capabilities for the Tarrant County hospitals
 Held meeting at JPS with follow-up info regarding DSRIP projects
 Developed report outline

Upcoming Tasks in: Jan-17

Wrap up CHNA
 Prepare for last community forum
 Hold last Community Forum (Jan 10)
 Submit RFP Draft Deliverable 2.2 Medical Education Assessment (PPT).
 Complete financial analysis of data
 Draft report



Issue	Action	Assigned To
Stakeholder Meetings	Conduct meetings	L Weiselberg
Community Forums	Conduct meetings	L Weiselberg
Public Website	Develop content	HMA
Draft Report	Analysis	HMA