Denver Health and Hospital Authority (DHHA)

Denver, Colorado MSA

OPERATIONAL

Organizational Structure/Background

- In 1950 Denver General Hospital and health department merged under city and county government (DHHA).
- DHHA began developing a system of community health centers beginning in the 60s.
- In 1989, with DH $34 million in debt, the manager was fired for fiscal improprieties
  - In 1990s, Dr. Patty Gabow became CEO/Medical Director, reports to Board of Directors:
    - Establishes DHHA as an independent health and hospitals authority with approval by city council and public. Mayor appoints governing board (1997).
    - Undertakes numerous services-, quality-, information technology-, and public relations improvement campaigns.

Denver Health is a comprehensive, integrated organization with multiple components including:

- 500-bed main hospital (Denver Health Medical Center).
- Houses the Rocky Mountain Regional Level 1 Trauma Center, the only academic level 1 trauma center in the area.
- 911 medical response system for the City and County of Denver; Responded to more than 84,000 calls in 2008
- Runs Denver Public Health Department.
- Eight-clinic network of Family Health Centers throughout the city.
- 12-clinic network of school-based health centers in Denver public schools.
- Rocky Mountain Poison and Drug Center.
- NurseLine, a telephone advice line that offers assistance to patients 24 hours a day, seven days a week.
- Denver CARES, 100-bed, nonmedical facility community detoxification services for public inebriates.
  - Correctional Care Denver Health provides inpatient and outpatient services to correctional care facilities in Denver, Adams, Arapahoe, Jefferson, Larimer and Douglas counties, and the Colorado Department of Corrections prison intake facility.
    - Denver Health also uses for minor injuries and illnesses
- Denver Health Paramedic School.

- Rocky Mountain Center for Medical Response to Terrorism, Mass Casualties and Epidemics.
- Rita Bass Trauma & EMS Education Institute.
- Colorado Biological, Nuclear, Incendiary, Chemical and Explosive (BNICE) Training Center, a statewide initiative to educate Colorado's health care and public safety work force on the principles of preparing for, and responding to, a weapons of mass destruction event.
- Clinical training programs for medical residents and allied health professionals in many different specialties.
- Denver Health Medical Plan, Inc. (Managed Care Division).
- Denver Health and Hospitals Foundation.

All Denver Health staff physicians are on the faculty of the University of Colorado School of Medicine, and have teaching and research responsibilities.

Denver Health physicians are salaried employees who retain academic appointments on the University of Colorado Denver School of Medicine faculty. Denver Health offers future health care providers training in 28 medical specialties.

2008 Denver Health Patient Volume Data

Highlights:

- Denver Health's Community Health Services (8 Family Health Centers, 12 School Based Health Centers) manages more than 350,000 outpatient visits, and serves one-third of Denver's population annually.
- Twenty-five percent of all Denver residents, or approximately 150,000 individuals receive their health care at Denver Health.
- One of every three children in Denver is cared for by Denver Health physicians.

Denver Health Medical Center	*Admissions*
Behavioral Health Services	1,402
Medical/Surgical ICU	245
Non-ICU	2,358
Obstetrics	4,172
Pediatrics	651
Rehabilitation	220
Nursery	3,544
Nursery ICU	240
CCMF	175

Operating Room Holdings *1,242*

- Total Admissions 25,592
- Babies Delivered..... 3,655
- Total Inpatient Surgeries 4,911
- Total Outpatient Surgeries..... 3,693

Emergency Medical Services — *Patient Visits*

- Responded to 911 medical emergency calls 84,837
- Patients Transported to Area Hospitals (12)..... 50,883
- Emergency Department Encounters..... 51,096
- Pediatric Urgent Care Clinic Visits..... 17,754
- Adult Urgent Care Clinic Visits 29,024

Total Emergency/Urgent Care Visits 97,874

- Admissions from Outpatient Emergency Department 12,163
- Admissions from Inpatient Emergency Department..... 11,343

Rocky Mountain Regional Trauma Center — *Patient Visits*

- Pediatric Trauma..... 211
- Adult Trauma..... 1,775
- ED OBS 105

Total Trauma Admissions 1,986

- Trauma Patients Treated and Released 14,069

Occupational Health and Safety — *Patient Visits*

- Workers' Compensation..... 6,498
- Non-worker's Compensation..... 13,987

Total Patient Visits 20,485

DIA Clinic — *Patient Visits*

- Workers' Compensation 2,157
- Non-job related
  (Placement Physicals, CDL/DOT, Drug Screen)..... 7,520
- Travelers 311
- Flu Shots..... 110

Total Patient Visits 10,098

Rocky Mountain Poison and Drug Center — *Calls*

Total Human Exposures.....123,989

- Workers' Compensation 2,157

- Human Exposures Involving Children Age ≤19..... 75,781
- Human Exposures Involving Children Age ≤5..... 61,092
- Human Exposures Managed Onsite/
  Non-health Care Facility 90,786

Total Calls 239,699

Denver Health Nurseline — *Calls*

Total Calls 94,707

Community Health Services — *Patient Visits*

- Dental 31,794
- Family Practice 78,482
- Denver Health Medical Plan Clinic 9,506
- General Internal Medicine 93,346
- Pediatrics 78,586
- Women's Care 43,363
- School-based Health Centers 17,103
- Total Patient Visits.....352,180

Specialty Care Clinics — *Patient Visits*

- Medical Specialty Division 21,320
- Surgery Clinic..... 7,785
- Orthopedic Clinic..... 18,678
- Eye Clinic 15,590
- Ear, Nose and Throat Clinic 4,268

Total Denver Health Specialty Care Patient Visits..... 67,641

- Physical Therapy Encounters 93,993
- Nutrition and WIC 16,634

Denver Public Health Clinics — *Patient Visits*

- Immunizations 11,056
- Infectious Disease/AIDS Clinic..... 13,946
- Metro Health (STD) Clinic..... 18,126
- Tuberculosis Clinic 14,577
- Total Patient Visits..... 57,705

Denver CARES Community Detoxification

- Detoxification Episodes 24,337
- DUI Episodes..... 1,596

Additional Denver Health Figures

- Birth Certificate Copies Issued 38,842
- Death Certificate Copies Issued..... 30,692
- Clinical Social Work Patient Care and Consult Hours 39,027
- Inpatient Meals Served.....819,058
- Laboratory Tests Performed 1,396,558
- Medical Imaging Diagnostic Exams (X-rays) 173,791
- Outpatient Prescriptions Filled 720,694
- Pounds of Laundry Processed 2,689,377
- Volunteer Hours 12,766

Personnel data not readily available.

FINANCIALS

Financing mechanisms (e.g., health district, managed care provider, etc.)

- Denver Health Medical Plan, Inc. Operates under Denver Health's Managed Care Division. Membership Comprised of employees and retirees of the Denver Health and Hospital Authority and the City and County of Denver (16,000 members in 2007).
- Also offers Medicaid Managed Care (36,000 members in 2007).
- A commercial plan offered to Denver Health and City of Denver employees Child Health Plan Plus (CHP+) (4,000+ members in 2007).
- Medicaid Choice allows members to have prescriptions filled at no cost and provides a group of over-the-counter medications, also at no cost.
- Denver Health Medicaid Choice is a group of doctors, clinics, hospitals, pharmacies, and other providers.
- Individuals who are eligible for Medicaid and live in Adams, Arapahoe, Denver, or Jefferson County can enroll in Medicaid Choice.
- Two Medicare Advantage plans—Choice and Medicare Select—offer care for the senior and disabled populations (2,000 Medicare Choice members in 2007).

Denver Health Net Revenues 2007—Audited

- Unsponsored.....4%
- City Payment 6%
- Disproportionate Share Revenue 10%
- Medicare.....10%
- Medicaid.....27%
- Other Operating & Nonoperating 8%

- Upper Payment Limit 2%
- Private 18%
- Other Safety Net 3%
- Restricted Grants/Contracts 7%
- City Funded Services 3%

2007 Financials (2006)

Operating revenues

- Net patient service revenue ..... $219,350,931 ..... ($228,441,411)
- Premiums earned ..... $124,357,149 ..... ($85,299,471)
- Medicaid disproportionate share and other safety net reimbursement ..... $69,576,019 ..... ($76,861,901)
- Primary care funds ..... $6,744,468 ..... ($7,015,549)
- City of Denver payment for hospital services ..... $27,542,700 ..... ($27,270,000)
- Federal and state grants ..... $31,394,162 ..... ($28,702,884)
- Other grants ..... $16,868,654 ..... ($14,550,503)
- City of Denver purchased services ..... $16,175,257 ..... ($15,423,491)
- Poison and drug center contracts ..... $21,551,811 ..... ($17,603,769)
- Other operating revenue ..... $17,258,931 ..... ($13,383,912)
- Total operating revenues ..... $550,820,082 ..... ($514,552,891)

Operating expenses

- Salaries and benefits ..... $311,009,466 ..... ($282,452,840)
- Contracted services and nonmedical supplies ..... $98,006,225 ..... ($91,705,418)
- Medical supplies and pharmaceuticals ..... $51,582,508 ..... ($48,383,821)
- Managed care administration and claims ..... $55,503,804 ..... ($45,782,128)
- Depreciation and amortization ..... $29,297,932 ..... ($24,433,715)
- Total operating expenses ..... $545,399,935 ..... ($492,757,922)

SIMILARITIES TO NASHVILLE

- Hospital has ties (historical) to city/county government.
- Has employer-sponsored program that provides care to its staff/retirees.
- Provides care to inmates.

DIFFERENCES FROM NASHVILLE

- Is now an entity independent from city/county government.
- Includes FQHCs under its ownership.
- Inmate care is at its own facility or done via telehealth.
- Heavy use of health informatics, including its health centers.
- Has strong links to regional premiere medical training programs. Gets DSH dollars and has a variety of other public sources of funding other than the government—including its own managed care division. Strong, clear, and visionary leadership dedicated solely to the success of DHHA.

OTHER NOTABLE FACTS/ISSUES

- State's largest Medicaid provider.
- Denver Health's charges for medical services are lower than the average for metropolitan Denver peer hospitals in all 35 DRGs (reported by the Colorado Hospital Association).
- Denver Health has been undergoing LEAN initiatives, based on the Toyota model with many examples of success.
- Denver Health is trying to be more green.
- Denver Health Health's charges were the lowest of any peer metro Denver hospital in 25 of the 35 categories.