

Annual Report
2020



A Note from Chris Watts



It's been eight years since the BJC Collaborative (BJCC) was established with the goal of enhancing health care quality while reducing the total cost of care across the communities we serve. Comprising seven leading, non-profit health systems — BJC HealthCare, CoxHealth, Memorial Health System, Saint Luke's Health System, Blessing Health System, Sarah Bush Lincoln Health System and Southern Illinois Healthcare — we continue to advance these shared goals today.

While 2020 has been a year unlike any other due to the COVID-19 pandemic, the BJCC has continued to grow the relationships built since our formation in 2012, and our collaboration has provided meaningful strides in patient care and our regional COVID-19 response efforts. Looking back, 2020 was much different than we would have predicted in January; however, it was still a year of many great accomplishments.

Highlights from 2020 include:

- **Sharing best practices in response to COVID-19.** The many councils and specialized roundtables within BJCC were invaluable in sharing lessons learned as we each navigated the uncharted waters of COVID-19.
- **Coordinating efforts to share best practices in cybersecurity at each member organization.** In 2020 the Cybersecurity Council solicited input from BJCC's Clinical Engineering Operating Committee and the two groups have worked towards identifying options for each member to independently evaluate solutions to improve the cybersecurity of medical devices across the member health systems.
- **Continued recognition of bundled purchasing opportunities.** BJCC achieved \$57 million in savings through bundled clinical equipment procurement, with a total of \$499 million in savings since inception.
- **Expanding our system-to-system clinical initiatives.** Siteman Cancer Center and Southern Illinois Healthcare (SIH) jointly announced that the SIH Cancer Institute would become the fourth affiliate of the Siteman Cancer Network, with a focus to expand access to cancer prevention and control strategies, clinical studies, and genomic and genetic testing, all aimed at reducing the burden of cancer.
- **Performing over 8,000 low-dose CT lung screenings.** Since launching in January 2019, Increasing Screening Through Primary Care Providers (I-STEP) has helped primary care providers secure non-invasive lung cancer screening referrals to help identify lung cancers in earlier stages, when they are more treatable.
- **Further evolution of population health management.** Collaborative Care Management Resources (CCMR) served as a wonderful testing ground for shared population health efforts for over four years. As we move forward from CCMR, our lessons learned will help allow us to further advance the coordinated management of care across our communities.

It is an honor to have become part of the BJCC leadership team this year. I admire the work that has been accomplished since BJCC's inception and sincerely believe that it has a meaningful impact on each of our institutions and communities. Each member's dedication to the region will continue to transform health care for years to come.

Chris Watts, BJC Collaborative Executive Sponsor and BJC Chief Strategy Officer

BJCC System Leadership



Richard Liekweg
BJC HealthCare
President and CEO



Steven Edwards
CoxHealth
President and CEO



Edgar Curtis
Memorial Health System
President and CEO



Melinda Estes, MD
Saint Luke's Health System
President and CEO



Maureen Kahn
Blessing Health System
President and CEO

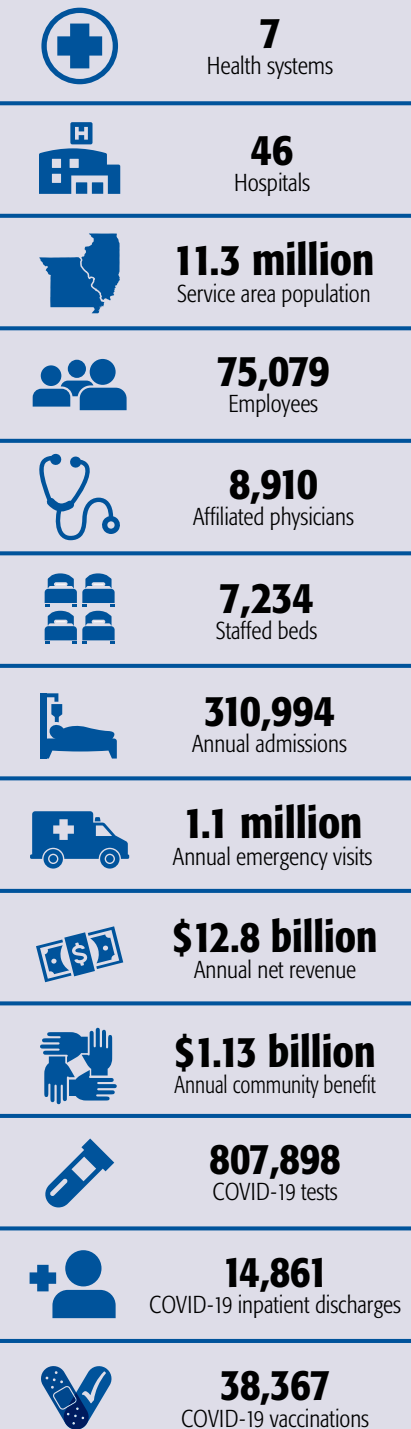


Jerry Esker, RPh
Sarah Bush Lincoln Health System
President and CEO



Rex Budde
Southern Illinois Healthcare
President and CEO

2020 AT A GLANCE



COVID-19 Collaborations

The COVID-19 pandemic changed the way all health care systems operated in 2020, leaving no one unaffected by its widespread reach and stretching health care providers to new limits. Members of the BJC Collaborative built on existing relationships by sharing data, best practices and resources as each member independently addressed the pandemic in the communities they serve.

Meeting virtually, groups across BJCC held topic-specific calls throughout the year to provide updates to one another. The Human Resources Roundtable met frequently to discuss how each system was addressing new challenges such as furloughs, transitioning workers from the office to alternative work sites, and COVID-19 fatigue amongst front-line workers. Early in the spring, the Emergency Preparedness Roundtable met to share ideas regarding emergency department triage and testing sites. In addition, a surgical services group was formed to share weekly updates on elective procedures and safe practices for operating in the new COVID-19 landscape. The BJCC Board, comprising the President and CEO of each system, met quarterly to discuss how each member system was faring from the continued impact of the virus on patients, caregivers and their communities. CCMR's Metrics, Measures, and Key Performance Indicator (MMK) Committee members, who focus on data, shared with each other how they were aggregating and analyzing COVID-19 data.

Early in the pandemic, when sourcing personal protective equipment (PPE) and other essential supplies became difficult, BJCC partners were able to help each other. For instance, BJC supply chain shared surgical gowns with Sarah Bush Lincoln when PPE was difficult to procure and referred Southern Illinois Healthcare to new suppliers.

Additionally, a notable uptick of virtual care visits arose as a result of the pandemic. The BJC Collaborative used many of its established groups to help members adapt to this change. The Virtual Care Council met frequently in 2020 to discuss

processes, policies and best practices as their virtual platforms rapidly expanded. The Cybersecurity Council members shared information with one another about how to keep virtual care visits secure and HIPAA-compliant. Meanwhile, CoxHealth, which has been awarded multiple federal grants for virtual care, provided BJC HealthCare with direction on the application process to assist with funding for its virtual care expansion.

In 2020, BJC Collaborative members provided 807,898 COVID-19 tests, administered 38,367 COVID-19 vaccinations, and discharged 14,861 COVID-19 hospital patients.

Collaborative leaders recognized the relationships built over the group's history have resulted in a stronger regional response to COVID-19, helping ensure quality care for patients and better support to their caregivers during a difficult year.



Oncology Collaborations

I-STEP Clinical Trial & Next Steps for Lung Cancer Screening Research Collaboration

In partnership with Washington University School of Medicine (WUSM), six lung cancer screening sites within BJCC are engaging in their first clinical trial collaboration called Increasing Screening Through Primary Care Providers (I-STEP). The purpose of this clinical trial is to support primary care providers in increasing referrals for lung cancer screening by integrating the referral process into daily practice and providing a toolkit of materials to assist them in doing so efficiently.

Since the launch of the trial in January 2019, more than 8,000 low-dose CT lung screenings have been performed. Sites have successfully identified lung cancers in earlier stages and among patients at younger ages, which are key to improving survival rates.

I-STEP will conclude in the spring of 2021, and a template I-STEP toolkit and related resources will be made available to all BJCC members for their local adaptation and use.

Following the conclusion of the I-STEP trial, BJC Collaborative and WUSM will launch a follow-up study that will focus on examining barriers to and facilitators of lung screening, as well as the clinical management of lung nodules identified through screening. All seven BJCC members will participate in this study, including 16 individual lung screening sites across Missouri, Illinois and Kansas. This will be the first clinical research endeavor offered on a BJC Collaborative-wide basis and will further position its members to make a meaningful impact on lung screening across the region. This will be the first BJC Collaborative-wide clinical research endeavor and will further position its members to make a meaningful impact on lung screening across the region.

Southern Illinois Healthcare Joins Siteman Cancer Network

In December 2020, Siteman Cancer Center and Southern Illinois Healthcare (SIH) jointly announced that SIH's Cancer Institute in Carterville, Illinois, joined the Siteman Cancer Network — an affiliation among Siteman Cancer Center and regional medical centers in Illinois and Missouri.

Led by Siteman Cancer Center at Barnes-Jewish Hospital and Washington University School of Medicine in St. Louis, the Siteman Cancer Network provides cancer prevention and control strategies and genomic and genetic testing for network affiliates and their patients. The network also provides streamlined access to highly specialized treatment and technologies, such as bone marrow transplants, proton

therapy and clinical trials at Siteman Cancer Center in St. Louis.

By joining the Siteman Cancer Network, SIH Cancer Institute expands its ability to reduce the burden of cancer in southern Illinois. The BJC Collaborative welcomes such collaboration between our members and the positive impact on the communities our member institutions serve.



BJC Collaborative Councils

Cybersecurity

The Cybersecurity Council met frequently throughout 2020 to leverage the value of the BJC Collaborative in order to enhance each member's readiness for cybersecurity risks.

Collaborative members again participated in an annual cybersecurity framework assessment. This assessment aims to optimize existing infrastructure, improve visibility, and identify areas of opportunity in both regulatory compliance and security-related risks for each BJC Collaborative members. BJCC members report data from this assessment to their senior leaders and Boards to demonstrate improvements in security and identify areas of future focus.

The Council elected to advance monthly reporting in 2020 for participating members — in the form of an operational scorecard — to measure key security metrics, benchmark cybersecurity best practices, and identify opportunities to reduce risk and vulnerability. Members use this scorecard to internally benchmark important measures, like number of phishing events and time to identify, and contain and resolve security incidents.

In 2020, the Council also initiated an opt-in effort to improve cybersecurity by exploring tools to better monitor network-connected medical devices at each participating member. Each device connected to the network at a BJCC facility offers cybercriminals an opportunity to hack into the network, putting patient and employee data at risk. By proactively monitoring devices and identifying vulnerabilities through vended software contracted to each participating member, BJCC Collaborative members intend to focus on reducing cybersecurity risks at each member organization.

Government Relations

The BJCC Government Relations Council's main goal is to respond to pressing state and federal issues using the collective voice of our members.

In 2020, Council members worked together to inform state legislatures of their joint COVID-19 response efforts, advocate for telehealth waivers during the pandemic, and celebrate the passing of Medicaid Expansion in Missouri, which will bring health care coverage to an additional 270,000 Missourians.

The Council's Illinois members held a joint session with their federal and state lobbyists, and featured an overview by the Illinois Hospital Association to discuss future priorities, including equity and access.



Virtual Care

BJCC Collaborative members recognize the importance of providing comprehensive virtual care options to patients to increase access and reduce total cost of care. To help facilitate the advancement of virtual care, this Council works together to identify best practices, share policies, discuss technologies that make virtual care possible and plan for the evolution of patient care.

In 2020, the demand for virtual treatment increased due to COVID-19, which caused a rapid expansion of virtual care offerings across BJCC members. More specifically, BJCC members provided approximately 18,000 virtual visits in 2019. By the end of 2020, BJCC Collaborative members provided more than 537,000 unique virtual visits across all seven health systems - over 29 times more than in 2019.

To respond to this exponential expansion, the Council's activities shifted from planned protects to assess tele-pysch activities and tele-specialty consults to sharing best practices and information related to facing challenges presented by the pandemic.

Achieving Savings Through Group Purchasing

Clinical Engineering Operations Committee (CEOC)

Reducing the cost of care has been a driving force of BJCC since it was established in 2012. Through bundled purchasing of clinical equipment, best-value sourcing of parts and services, shared training and asset recovery/redeployment, Collaborative members saved \$57 million in 2020. Since 2013, CEOC has saved Collaborative members more than \$499 million dollars through its unique and disciplined approach.

Collaborative Care Management Resources (CCMR)

Over the past year, CCMR members (BJC HealthCare, Blessing Health System, Southern Illinois Healthcare, and Sarah Bush Lincoln) set out to jointly pursue a population health endeavor.

Within just a few months, the path was quickly altered. New challenges and demands on the health systems in response to the COVID-19 pandemic prompted the CCMR member CEOs to evaluate how to best focus their efforts. After careful consideration, the CCMR member CEOs made the difficult decision to sunset the CCMR initiative.

Although the work did not go forward as planned, CCMR members shared several opportunities to learn and develop best practices together. The most invaluable aspects of the initiative were the professional connections and friendships made along the way.

Long-term Vision of the BJC Collaborative

Ultimately, BJC Collaborative members believe that working together, learning from one another and problem-solving together will become even more important in the future, as health care organizations strive to continue to serve their communities in better and more innovative ways.

While there are many unknowns as to what health care organizations will face in the future, member systems look forward to continuing to work on pioneering ways to address the health needs for the 11.3 million people living in the communities the Collaborative members serve. Each organization is made stronger by working together, and with intentional, collective efforts, can have a powerful impact on the health of the region.

Positioned to take on the opportunities and challenges of the future, BJC Collaborative is focused on leading innovation and transformation to advance health care for the patients and communities we serve.





BJCCollaborative.org