



Atlantic  
Health System

# Working with Patients on Achieving the Triple Aim

## 2013 Vital Stats Morristown, Newton, Overlook & Chilton Medical Centers\* and Goryeb Children's Hospital

### Morristown Medical

5,940 employees  
 1,415 physicians  
 192 medical residents  
 687 licensed beds<sup>2</sup>  
 39,886 admissions<sup>3</sup>  
 4,254 births  
 11,986 inpatient surgeries  
 16,657 same day surgeries  
 83,440 emergency visits  
 362,910 outpatient visits

### Chilton Medical \*

1,344 employees  
 552 physicians  
 0 medical residents  
 260 licensed beds<sup>2</sup>  
 10,567 admissions  
 861 births  
 1,917 inpatient surgeries  
 2,510 same day surgeries  
 47,597 emergency visits  
 115,520 outpatient visits

### Overlook Medical

3,723 employees  
 1,418 physicians  
 88 medical residents  
 504 licensed beds<sup>2</sup>  
 24,764 admissions  
 2,471 births  
 5,794 inpatient surgeries  
 9,763 same day surgeries  
 94,239 emergency visits<sup>4</sup>  
 237,683 outpatient visits  
 43,833 hospice days

### Newton Medical

1,196 employees  
 335 physicians  
 0 medical residents  
 148 licensed beds<sup>2</sup>  
 8,242 admissions  
 466 births  
 1,253 inpatient surgeries  
 2,238 same day surgeries  
 28,219 emergency visits  
 96,823 outpatient visits

### Goryeb Children<sup>1</sup>

580 employees  
 312 physicians  
 38 medical residents  
 113 licensed beds<sup>2</sup>  
 3,153 admissions  
 723 NICU admissions  
 36,235 emergency visits  
 164,900 outpatient visits

### Atlantic Health System\*

**12,114 employees<sup>5</sup>**

**3,168 physicians**

**280 medical residents**

**1,339 licensed beds**

**72,892 admissions**

**7,191 births**

**19,033 inpatient surgeries**

**28,658 same day surgeries**

**205,898 emergency visits**

**697,416 outpatient visits<sup>6</sup>**

**43,833 hospice days**

\* - Chilton joined AHS in 2014. Their Vital Stats are included but not in the Atlantic Health System totals.

1 - All Vital Stats for Goryeb Children's Hospital are included in Morristown Medical Center and Overlook Medical Center.

2 - Normal newborn bassinets are not licensed by the NJ Department of Health and are not included; intermediate and intensive bassinets are licensed and included

3 - Includes rehabilitation and skilled nursing facility admissions at Atlantic Rehabilitation

4 - Includes Overlook Medical Center Emergency Services, Union Campus

5 - Includes an additional 1,255 Atlantic Health System employees from Livingston and the three sites on South Street.

6 - Includes an additional 126,630 home care-certified visits





**VISION** – Empowering our communities to be the *healthiest in the nation*.

**MISSION** -

- Deliver high quality\*, safe, affordable patient care within a healing culture
- Educate and engage all our human resources
- Innovate through leadership

**SHARED VALUES** - Professionalism, Respect, Involvement, Dignity, Excellence

\*Institute of Medicine: Safe, Timely, Effective, Efficient, Equitable, Patient Centered

# Morristown Medical Center



# Goryeb Children's Hospital



# The Triple Aim

- Improving the health of populations
- Reducing the per capita costs of care for populations
- Improving the individual experience of care
  - Including quality and satisfaction



# Priorities for Achieving Triple Aim

- Redesign of primary care services and structures
- Population health management
- Cost control platform
- System integration and execution
- **Focus on individuals and families**



# Atlantic Health System Initiatives

- **Open Visitation**
- **Patient Itinerary**





# Open Visitation

- Voice of the customer
- Staff feedback
- Healing culture



# Program

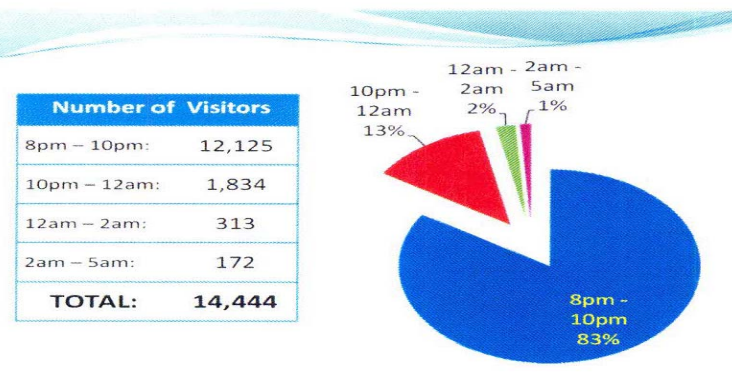
- Pilot program for 6 months
  - Both hospital campuses: Rehab Institute, Acute Care Hospital
- Partnership between Security and Nursing
- Discreet entrance staffed after 8 pm by Security
  - Signage
- Revised policies
- Staff education
- Physician engagement
- Close monitoring



# Eliminating Visiting Hour Restrictions in Hospitals

David Shulkin, Trish O’Keefe, Deborah Visconi, Alan Robinson, Anne S. Rooke, William Neigher

-Figure 1. Open Visitation Timing



-Table 1. Distribution of Off-Hours Visitors

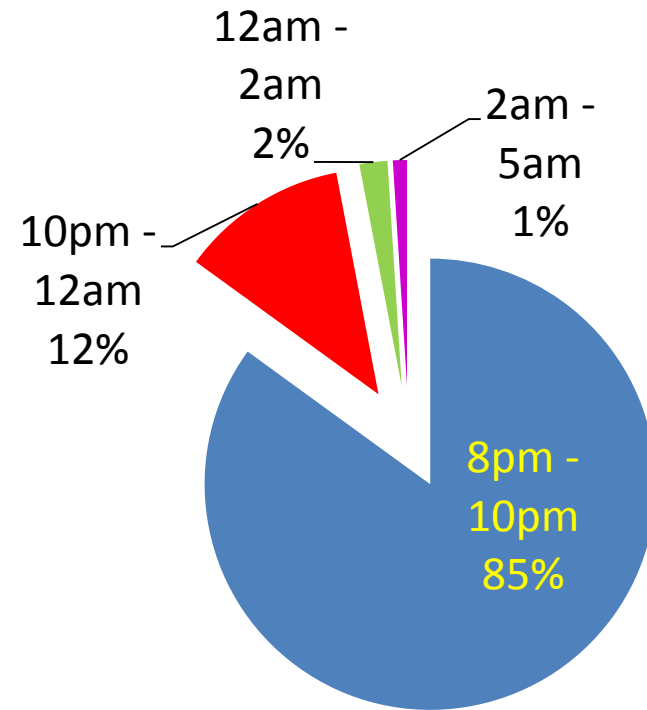
Medical/surgical floors	53%
Intensive care units	17%
Short-stay admission unit	6%
Rehabilitation unit	5%
Oncology unit	5%
Maternity	4%
Pediatrics	4%
Other specialty care units	6%



# Open Visitation Registration Totals

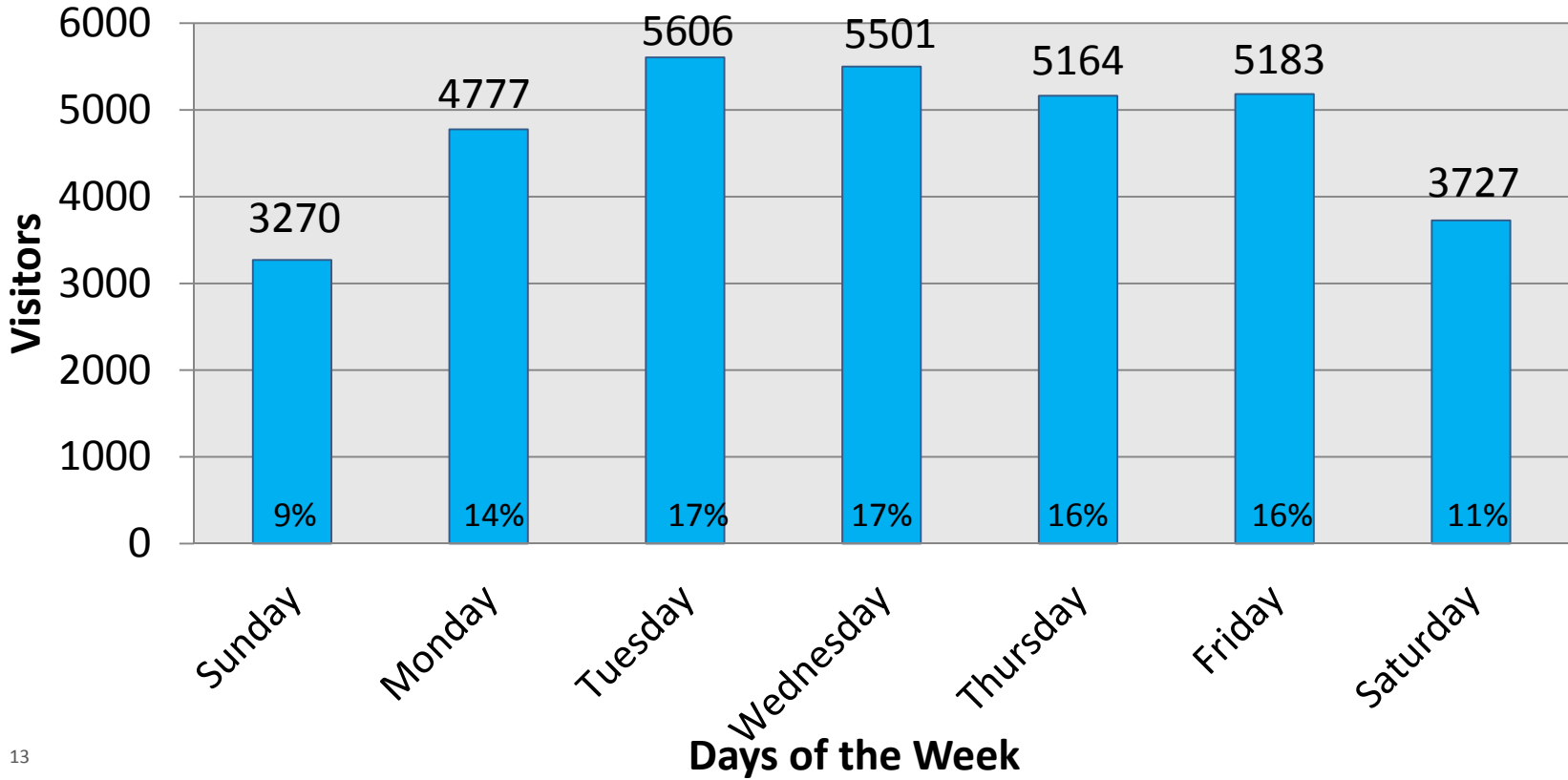
## MMC – March 2012 Through March 31, 2014

Nightly Hour Totals: March 2012 - March 31, 2014	
8pm – 10pm:	28,089
10pm – 12am:	4,114
12am – 2am:	670
2am – 5am:	355
<b>TOTAL:</b>	<b>33,228</b>

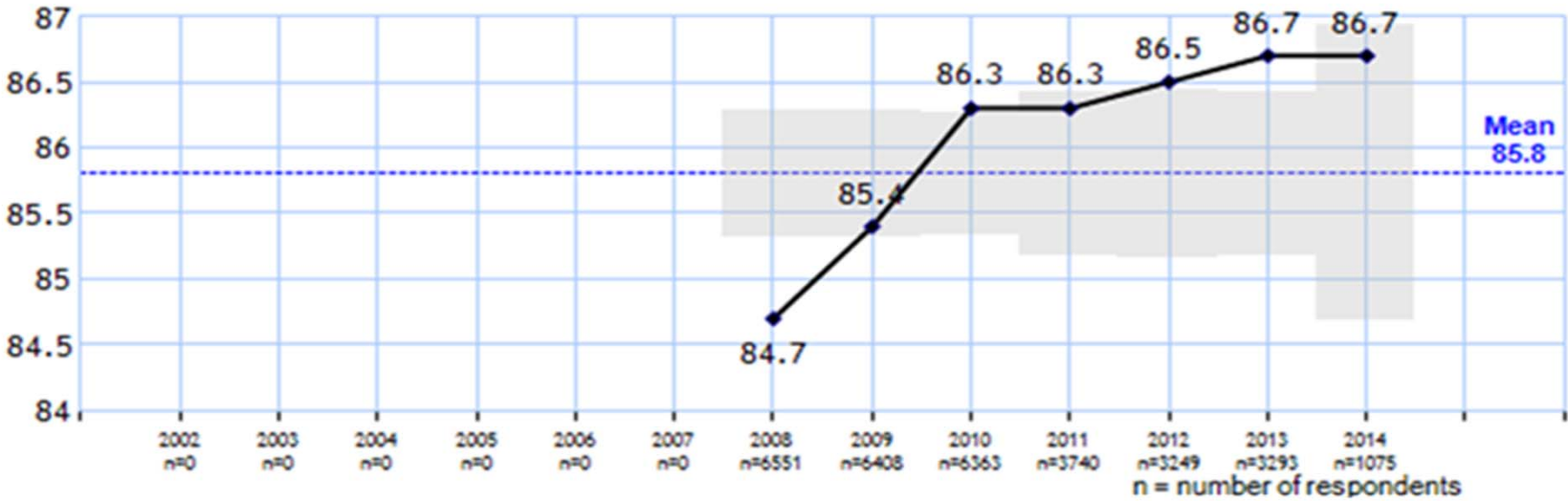


# Open Visitation

MMC – March 2012 through March 31, 2014



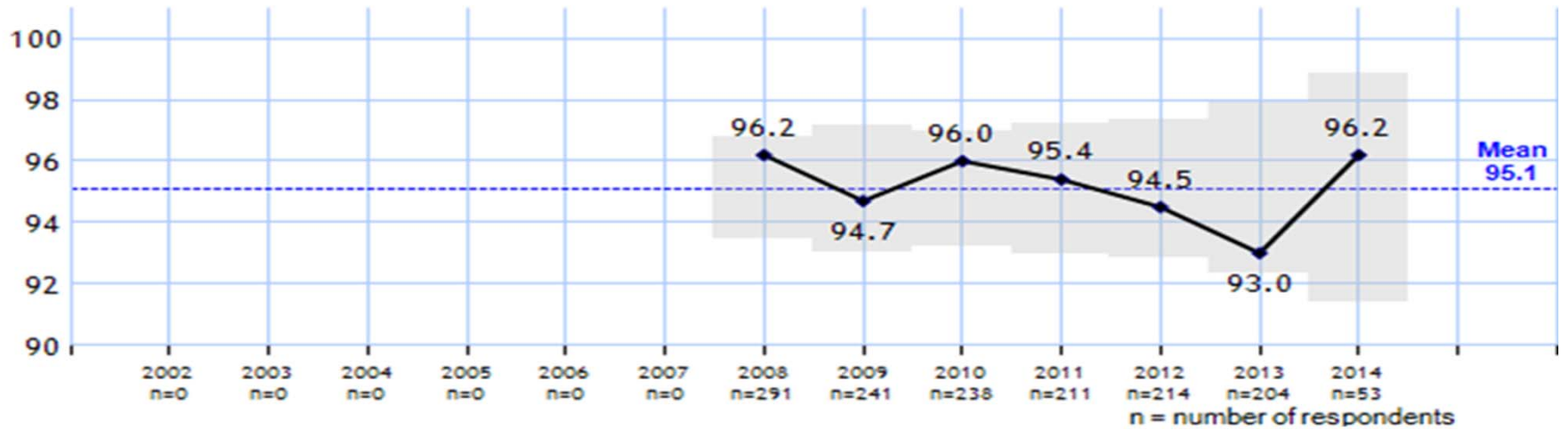
# Morristown Inpatient – Overall Rating



Press Ganey YTD 2014 (based on d/c date)  
 Prior to CMS adjustment



# Morristown Medical Center: Rehab Institute Question - Adequacy of visiting hours



*Press Ganey YTD 2014 (based on d/c date)  
Prior to CMS adjustment*



## Patient Testimonials

*The open hours were great — I'd go after work at 8 or 9 p.m. and it was nice to know that I didn't have to be there or leave at a specific time. It allowed our whole family to be in on her treatment and support and made a difficult experience that much better.*

- Steve

*It was great to see her and tell her what was going on. Visitors are important to a person's recovery when they're in the hospital and the open hours make it convenient for people who might otherwise have had to miss them.*

- Mr. M





# Barriers

- Nursing
  - Concerns for patients needing rest
  - Disruption of other patients
  - Semi private rooms
  - Concerns over security
  - Traditionally used time after visitors leave to catch up
- Medical Staff
- Security
  - Safety of patients
  - Safety of staff



# Implementation Solutions

- Communicate strategy
- Engage all groups
  - Focus groups
- Survey staff
  - Capitalize on ideas
- Transparency
- Pilot



## Open Visitation—Technology Solution

In an effort to ensure the safety of patients, staff and visitors, Morristown Medical Center Protection and Security Services partnered with local law enforcement to utilize the latest technology in identifying those persons who may be a potential threat to patients, staff and visitors.

- The *Info-Corp system* permits Morristown Medical Center security officers to screen those who seek to enter the facility after hours against criminal justice databases including NCIC and CJIS.
- The collaboration between hospital security and local law enforcement resulted in 11 arrests over a 24 month period.



# Patient Itinerary

- We understand that patients and their caregivers are anxious about what will happen to them in the hospital.
  - Who is my doctor?
    - When does s/he come to see me?
  - What type of tests am I scheduled for?
    - What do the tests tell me about my condition?
  - What type of food can I eat?
  - When will bloods be drawn?
    - Every day?
  - Spirituality and religion
  - Financial status



# Patient Itinerary Work Group

- Multidisciplinary group from all sites consists of:
  - RN leaders
  - Senior leadership
  - Ancillary departments
  - IT
  - Compliance
- Goals:
  - Prioritize elements to include on itinerary
  - Establish schedule for itinerary elements
  - Understand what we can accomplish with tools/systems we have available
  - Design itinerary



# Program

- Elements included in patient friendly language:
  - Basic demographics of patients
  - Language preference
  - Diagnosis
  - Physician name
  - Allergies
  - Medications
  - Diet/Nutrition
  - Laboratory tests
  - Imaging & Cardiovascular tests
  - Procedures
  - Therapy
- Daily printing of itinerary
- Distributed by Nursing staff



**Newton Medical Center**

May 18, 2012 09:57am

Page 1 for Acct#: 121xxxxxx1

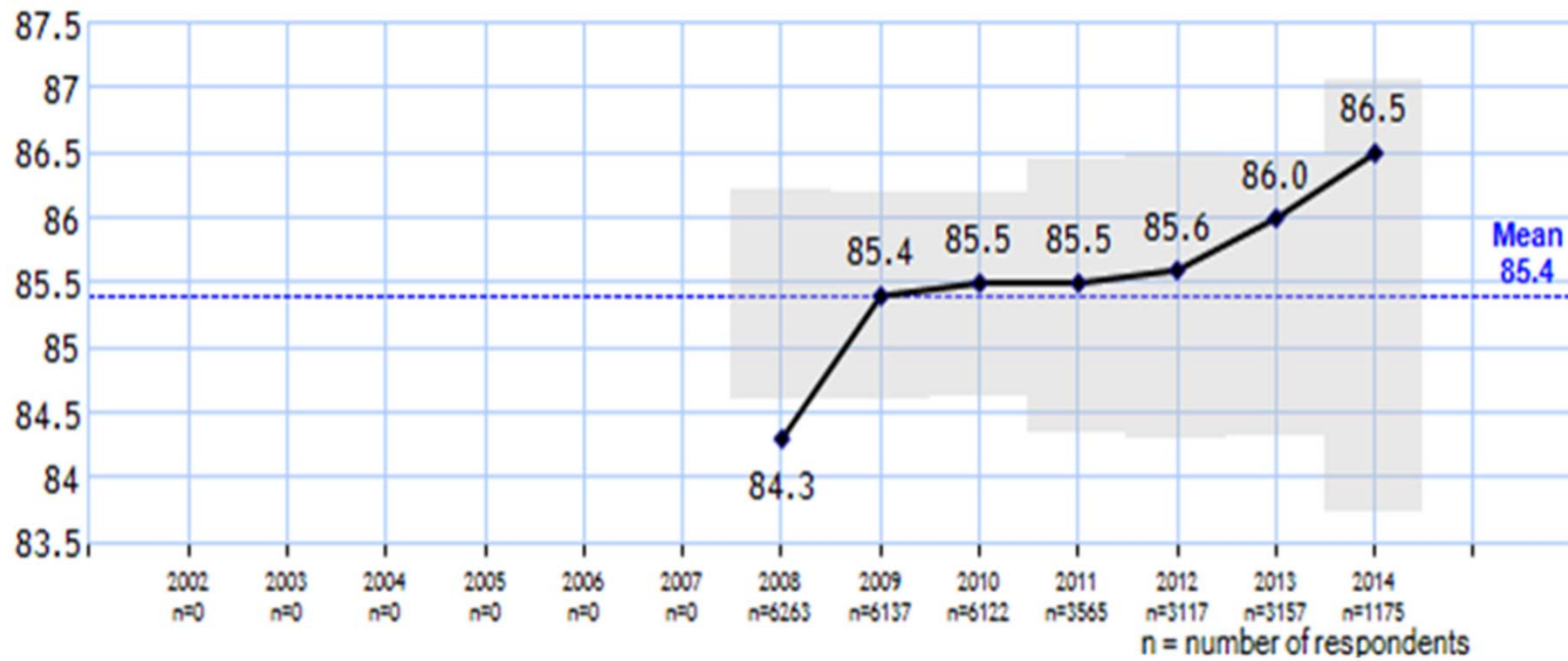
**ROADMAP**

Review Of All My Daily Medical Actions and Plans  
May 18, 2012 09:57am

<b>Last1, First1</b>	
Admit date: May 07, 2012	Newton Medical Center
Room: XXX Unit: XXX	
MRN: xxxxxxxx Acct#: 121xxxxxx1	
<b>I prefer to speak:</b>	
Reason I'm here: shortness of breath (05-07 23:13)	
<b>My care team</b>	
Attending:	Mahgoub, Hatem A., MD
Doctors in charge of my care:	Admitting: Mahgoub, Hatem A., MD Attending: Mahgoub
Other care team members:	Reganess, Jennie RN Stone, Debra RN
<b>Allergies and Diet</b>	
My allergies:	Ceftriaxone, Rocephin
My diet:	LOW SODIUM Food low in salt. Excl processed meat and canned soup *** disclaimer - for more detailed information regarding your diet, please ask to speak with a Dietitian.
<b>What I'm allowed to do</b>	
(20)-Activity: - Contin:out of bed with assistance	
<b>What I need to do and learn about today</b>	
<b>Tests and procedures planned for today</b>	
<b>Lab:</b>	
Basic Metabolic Profile (05/18 AM)	
Bnp (05/18 AM)	
Thyroid Stimulating Hormone (05/18 AM)	
Hepatic Function Panel (05/18 AM)	
Hemogram (Cbc) (05/18 AM)	
Magnesium (05/18 AM)	
Phosphorus (05/18 AM)	
Glomerular Filtration Rate Estimate (05/18 AM)	
<b>Other tests:</b>	
Portable Chest 1view (05/18 AM)(Method of Transportation: PORTABLE)	
<b>Procedures:</b>	
Ekg. (05/18 AM)	
<b>My discharge plan</b>	
We start discharge planning on admission. Ask your physician or case manager for further assistance. Plans I know about or have questions about:	



## Question - Physician kept you informed

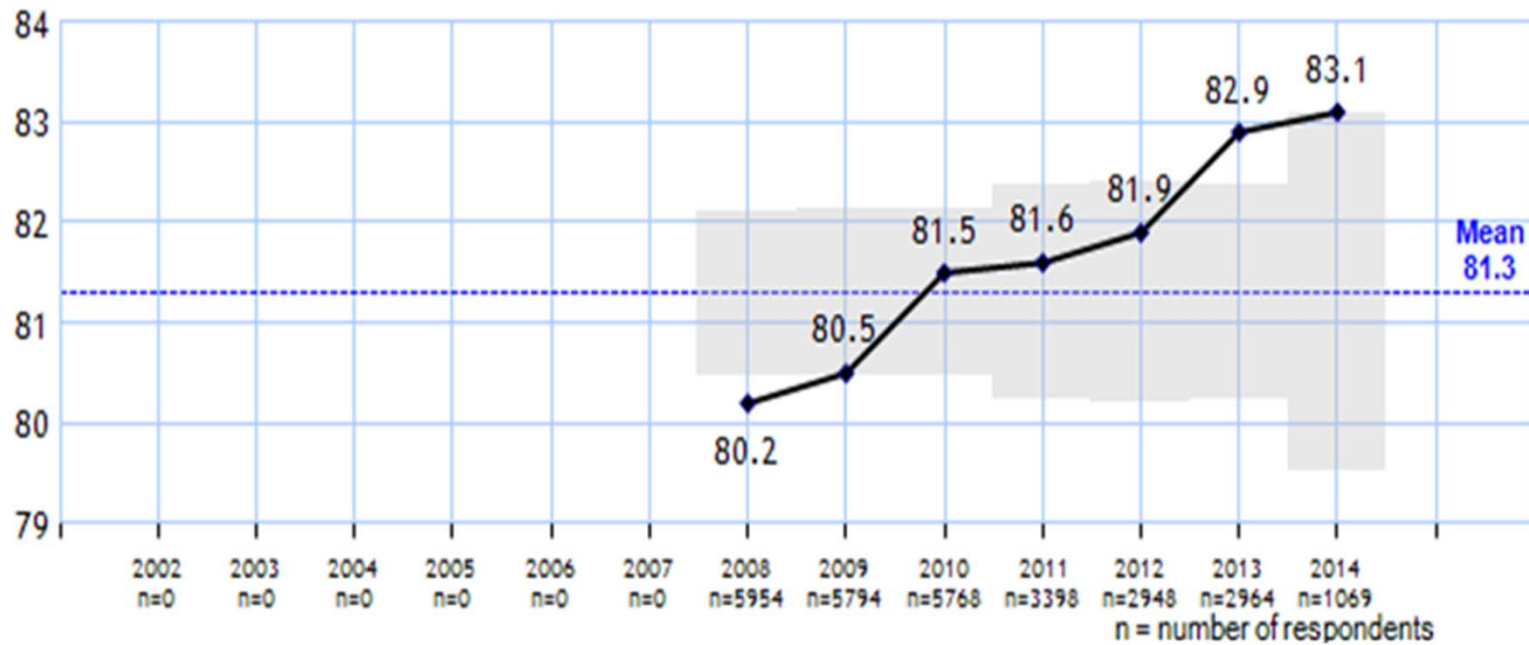


Press Ganey YTD 2014 (based on d/c date)  
Prior to CMS adjustment





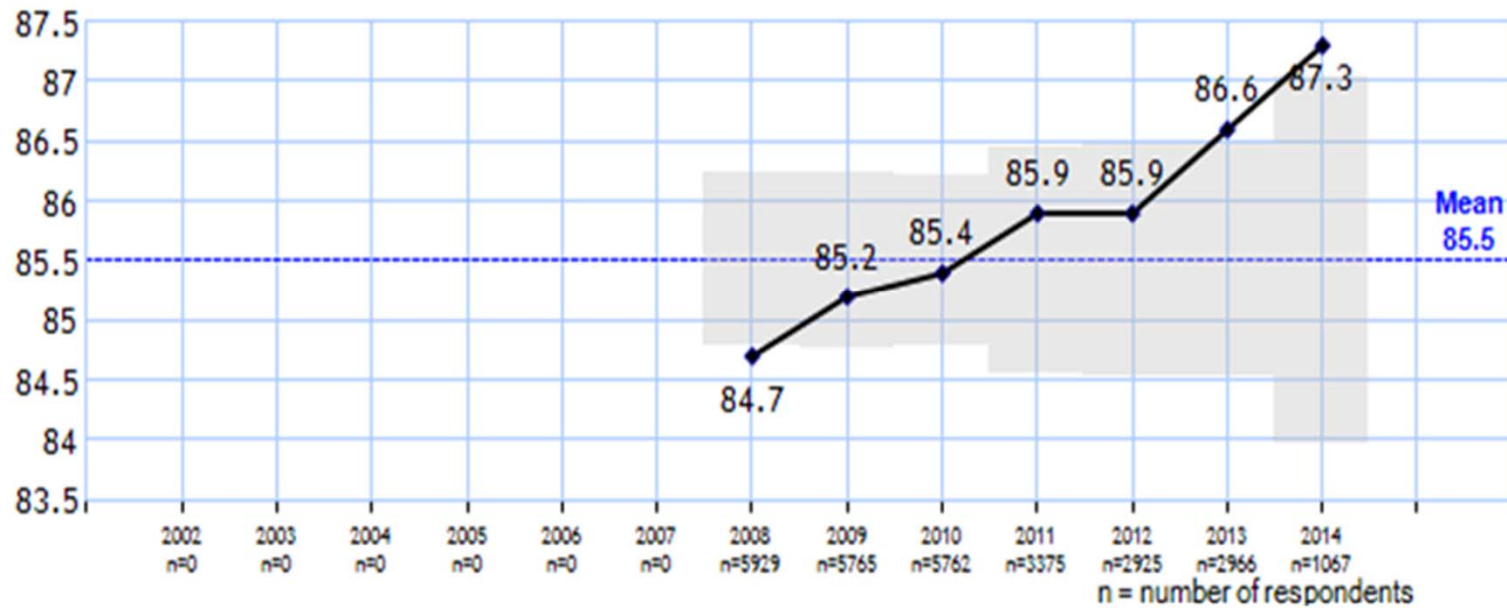
## Question - Wait time for test or treatments



Press Ganey YTD 2014 (based on d/c date)  
 Prior to CMS adjustment



## Question - Explanations: happen during T&T



Press Ganey YTD 2014 (based on d/c date)  
Prior to CMS adjustment

