Working with Patients on Achieving the Triple Aim
# 2013 Vital Stats Morristown, Newton, Overlook & Chilton Medical Centers* and Goryeb Children’s Hospital

<table>
<thead>
<tr>
<th>Location</th>
<th>Employees</th>
<th>Physicians</th>
<th>Medical Residents</th>
<th>Licensed Beds</th>
<th>Admissions</th>
<th>Births</th>
<th>Same Day Surgeries</th>
<th>Inpatient Surgeries</th>
<th>Emergency Visits</th>
<th>Outpatient Visits</th>
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<tbody>
<tr>
<td>Morristown Medical</td>
<td>5,940</td>
<td>1,415</td>
<td>192</td>
<td>687</td>
<td>39,886</td>
<td>1,415</td>
<td>24,764</td>
<td>5,794</td>
<td>237,683</td>
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<td>148</td>
<td>8,242</td>
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<td>113</td>
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</tbody>
</table>

* - 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>
<thead>
<tr>
<th>Number of Visitors</th>
<th>8pm - 10pm: 12,125</th>
<th>10pm - 12am: 1,834</th>
<th>12am - 2am: 313</th>
<th>2am - 5am: 172</th>
<th>TOTAL: 14,444</th>
</tr>
</thead>
</table>

Table 1. Distribution of Off-Hours Visitors

<table>
<thead>
<tr>
<th>Unit</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical/surgical floors</td>
<td>53%</td>
</tr>
<tr>
<td>Intensive care units</td>
<td>17%</td>
</tr>
<tr>
<td>Short-stay admission unit</td>
<td>6%</td>
</tr>
<tr>
<td>Rehabilitation unit</td>
<td>5%</td>
</tr>
<tr>
<td>Oncology unit</td>
<td>5%</td>
</tr>
<tr>
<td>Maternity</td>
<td>4%</td>
</tr>
<tr>
<td>Pediatrics</td>
<td>4%</td>
</tr>
<tr>
<td>Other specialty care units</td>
<td>6%</td>
</tr>
</tbody>
</table>
Open Visitation Registration Totals
MMC – March 2012 Through March 31, 2014

<table>
<thead>
<tr>
<th>Nightly Hour Totals:</th>
<th>8pm – 10pm: 28,089</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 2012 - March 31, 2014</td>
<td></td>
</tr>
<tr>
<td>10pm – 12am: 4,114</td>
<td></td>
</tr>
<tr>
<td>12am – 2am: 670</td>
<td></td>
</tr>
<tr>
<td>2am – 5am: 355</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL:</strong> 33,228</td>
<td></td>
</tr>
</tbody>
</table>

- 8pm – 10pm: 85%
- 10pm – 12am: 12%
- 12am – 2am: 2%
- 2am – 5am: 1%
Open Visitation
MMC – March 2012 through March 31, 2014

<table>
<thead>
<tr>
<th>Days of the Week</th>
<th>Visitors</th>
<th>Open Visitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sunday</td>
<td>3270</td>
<td>9%</td>
</tr>
<tr>
<td>Monday</td>
<td>4777</td>
<td>14%</td>
</tr>
<tr>
<td>Tuesday</td>
<td>5606</td>
<td>17%</td>
</tr>
<tr>
<td>Wednesday</td>
<td>5501</td>
<td>17%</td>
</tr>
<tr>
<td>Thursday</td>
<td>5164</td>
<td>16%</td>
</tr>
<tr>
<td>Friday</td>
<td>5183</td>
<td>16%</td>
</tr>
<tr>
<td>Saturday</td>
<td>3727</td>
<td>11%</td>
</tr>
</tbody>
</table>
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
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

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
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.
  o Who is my doctor?
    – When does s/he come to see me?
  o What type of tests am I scheduled for?
    – What do the tests tell me about my condition?
  o What type of food can I eat?
  o When will bloods be drawn?
    – Every day?
  o Spirituality and religion
  o 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 16, 2012 09:57am
Page 1 for Act# 121xxxxx1

ROADMAP
Review Of All My Daily Medical Actions and Plans
May 16, 2012 09:57am

Last1, First1
Admit date: May 07, 2012
Room: XXX
Phone: XXX
MRN: xxxxxxxxxxx Acct#: 121xxxxx

I prefer to speak: ___________ Reason I'm here: shortness of breath (05-07-23:13)

My care team
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

Allergies and Diet
My allergies: Ceftriaxone, Rocip PH
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.

What I'm allowed to do
(20)-Activity: - Contin out of bed with assistance

What I need to do and learn about today

Tests and procedures planned for today
Lab:
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)
Gmuler Filtration Rate Estimate (05/18 AM)
Other tests:
Portable Chest 1view (05/18 AM)(Method of Transportation: PORTABLE)

Procedures:
Ekg. (05/18 AM)

My discharge plan
We start discharge planning on admission. Ask your physician or case manager for further assistance. Plans I know about or have questions about:


ATLANTIC HEALTH SYSTEM

23
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