Jackson Health System

Patient Throughput Review

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President
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Observations
Jackson Health System
“An academic health system with a public healthcare mission”

**Mission Statement**
To build the health of the community by providing a single, high standard of quality care for the residents of Miami-Dade County.

**Vision Statement**
Our strategic vision is to be a nationally and internationally recognized, world-class academic medical system and to be the provider of choice for quality care.

**Values**
Service Excellence and Quality, Commitment, Compassion, Teamwork and Communication, Respect, Confidentiality, Integrity and Stewardship, Inclusion
Jackson Health System: Brief Observations – FY 2009

- Large Decrease in Fund Balance of $244.6 MM in FY 2009.
- $232 MM of Improper Revenue ($50 MM in FY2008; $182 MM in FY2009)
- $116 MM Capital Spending in FY2009; $75 MM Needed to Complete Projects under Construction
- Increase in Salaries and Related Costs of 3%.
- Non-operating Revenue Decreased by $79 MM due to Reduction of Miami-Dade County Special Assistance, Reduction in Investment Income, and Decline in Sales Tax.

Fitch Healthcare
Brief Observations

 brewers are used to change the taste of beer, but they do not change the quality.

 Brewers also use hops, which are not the main ingredient in beer.

 Hops are used to add a bitter flavor to the beer.

 Also, hops are used to help the beer to ferment.

 Hops are not used as a substitute for malt.

 Finally, hops are used to help the beer to preserve.

 Hops are not used to increase the alcohol content of the beer.

 Hops are used to help the beer to maintain its freshness.

 Overall, hops are a very important ingredient in beer.

 Brewers are experts at using hops to make delicious beer. They use hops to make everything from pale ales to stouts.

 Hops are a very versatile ingredient that brewers can use to make a wide variety of beers.

 In conclusion, hops are an important ingredient in beer.

 They are used to add flavor, to help the beer to ferment, and to keep the beer fresh.

 Without hops, beer would be a much less enjoyable drink.

 Brewers use hops to make beer that is delicious and enjoyable.

 Hops are a very important part of the beer-making process.

 Without hops, there would be no beer.

 Brewers are experts at using hops to make the best possible beer.

 In the end, hops are a crucial ingredient in beer.

 Without hops, beer would be a much less enjoyable beverage.

 Brewers use hops to make beer that is delicious, flavorful, and enjoyable.

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The Current Situation is not New:

FHC Engagement
Patient Throughput
The FHC Approach

- FHC focuses on Achieving **Sustainable** results.
- All Stakeholder Groups Provide Input in a **Transparent, Inclusive, and Accountable** Process.
- All Recommendations are Evaluated Against their Impact on **Patient Access, Patient Safety, Clinical Quality, Patient/Physician/Employee Satisfaction, Market Share, Accreditation and Regulatory Compliance, Operational Efficiency and Effectiveness, Mission and Strategy.**
The FHC Approach

❖ Key Stakeholders include Governance, Community, Patients, Medical Staff, Government, Employees, Vendors, Financial Payers and Financial Institutions.

❖ Data Driven Approach
Patient Throughput Analysis

☞ Defined Scope Engagement:
  • Phase I – Stakeholder Enrollment
  • Phase II – Balanced Scorecard Evaluation and Preparation.
  • Phase III – Provide Impact Analysis:
    ▪ ED Decompression
    ▪ Reduce Left Without Being Seen Rate
    ▪ Reduce Inpatient Length of Stay

☞ Six Month Engagement – May 1, 2010
Patient Throughput Analysis

 قادر على إنقاذ $106 MM من النقود من خلال مساهمة عمال عاطلون عن العمل على مدار السنة للمساعدة في جهود الاستدامة في JHS.

- مستوى عالٍ من التعاون/التنسيق مع الإدارة، جهود JHS الداخلية، و PwC لتجنب الالتباس/التكرار.

- متكاملًا مع Force ادارية للتمكين من خلال عملية الربل بقيادة ميليدا أكتي ومارثا بэкكر.

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Patient Throughput Analysis
Phase I – June 1, 2010

ConfigurationException

- Conduct Meetings with Various Stakeholders to Gain Insight.
- Organize an Interdisciplinary Team including Representatives from All Stakeholder Groups to Ensure an Inclusive and Transparent Process.
- Identify Challenges, Limitations, Strengths and Opportunities associated with the Patient Throughput.
Patient Throughput Analysis
Phase II – Balanced Scorecard

FHC to Assess Current Performance and Establish Benchmarks for Relevant KPI’s:

- Time to Triage/Initial Assessment
- Timeliness and Accuracy of Patient Registration
- Medical Record Assignment Timing / Avoidance of Duplication
- Compliance with Evidence Based Medicine Guidelines (Interqual)
- Turnaround Times for Ancillary Departments:
  - Laboratory
  - Pharmacy
  - *Diagnostic Imaging
  - *Consultants

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Patient Throughput Analysis
Phase II – Balanced Scorecard

- Observation Stay Policy Compliance
- *Left Without Being Seen Rate*
- Daily Reconciliation of ER Charges to Patient Registration Information
- Service Level Assignment Process and Distribution
- Timeliness of Medical Record Completion and Coding
- *Bed Assignment Time*
- Primary Care Referral Process and Time to Next Appointment
- *Patient/Employee/Physician Satisfaction Scores*
Patient Throughput Analysis
Phase III – Impact

✧ Emergency Department Decompression – Lower Acuity Shift to Primary Care.

- Consistent with Federally Qualified Health Center Initiative
- Significant Progress Through Express Care Capability
- Improve Access to Follow Up Appointments
- Establish *Medical Home* for Chronic Conditions:
  - Diabetes
  - Asthma
  - Arthritis
  - Heart Disease
Patient Throughput Analysis
Phase III – Impact

- Reduce Left Without Being Seen Rate / Against Medical Advice – April, 2010 Data.
  - LWOBS / AMA is a Significant Patient Dissatisfier.
  - Current Rate is 10% (637 visits per month).
  - Target Rate is 5% (318 visits per month).
  - 19% of Emergency Department Visits are Admitted.
  - Each Admission Contributes $3,500 to the Hospital.
  - Total Potential Annual Impact $13.4 MM.

- ED is the Primary Source of Admissions
Patient Throughput Analysis
Phase III – Impact

Evaluate Compliance with Evidence Based Protocols in Medical Management.

- **FHC Clinical Team to Perform this Evaluation**
- Level of Care / Site of Care
- Reduce Variation
- **Does Not Replace Physician Judgment**
- Availability/Use of Evidence Based Clinical Decision Support Tools (McKesson Interqual).

Evaluation of Process to Manage Long Length of Stay Cases.

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Patient Throughput Analysis
Phase III – Impact

☞ Reduce Acute Inpatient Length of Stay:
  • Current LOS is 7.2 Days.
  • Target LOS is 5.4 Days.
  • Actual Target to be Established Based on Review of Acuity and Diagnosis.

☞ Every 1 Day of LOS Reduction Translates in to $ of Cost Avoidance.

☞ Reduced LOS Also Creates Capacity to Provide Access to Additional Patients.
Patient Throughput Analysis
Phase III – Stakeholders

- Attending Physicians
- Consulting Physicians
- Ancillary Department Support (TAT)
- Utilization Review
- Discharge Planning
- Case Management
- Social Workers
- Long Term Care Availability