

MHA MBQIP Spotlight Hospital Presentation

Mercy Hospital Aurora and Mercy Hospital Cassville Improvement Processes

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Organizational Structure

- Part of Mercy Health System – Founded by the Sisters of Mercy. Includes over 40 hospitals in a 4 state region (MO, AR, KS and OK)
- Mercy Hospital Aurora and Mercy Hospital Cassville are both critical access Hospitals
- Both facilities are considered regional hospitals of Mercy Springfield
- Governing board consists of community members, physicians and Mercy Hospital Aurora and Mercy Hospital Cassville Administrator
- Shared Administrative Team and multiple shared department Managers between Aurora and Cassville

Mercy Hospital Aurora

- 25 Beds
- Located 45 minutes from Mercy Springfield and 50 minutes from Mercy Hospital Joplin which are the nearest acute care hospitals
- Serves multiple communities in Barry, Lawrence, Christian and Stone county in Missouri

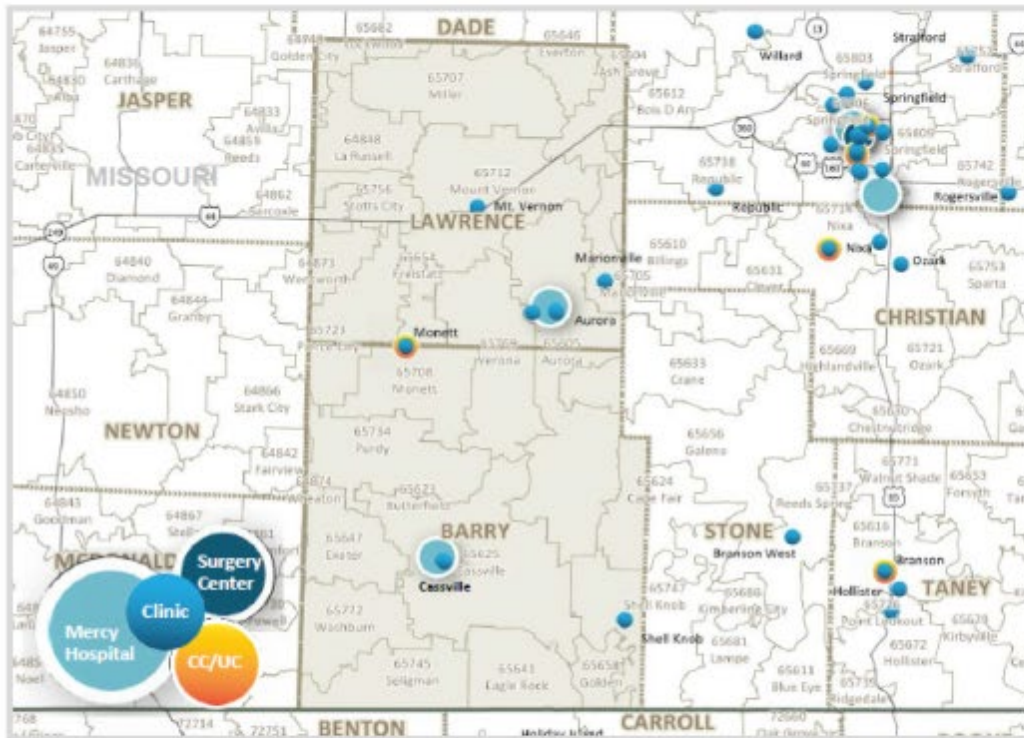
Mercy Hospital Cassville

- 19 Beds
- Located 1 hour and 15 minutes from Mercy Springfield and 50 minutes from Mercy Hospital Northwest Arkansas in Rogers, AR which are the nearest acute care hospitals
- Serves multiple communities in Barry, Lawrence, Stone and McDonald county in Missouri as well as surrounding counties in Arkansas

Community Snapshot: Aurora, MO

Primary Service Area Map & Locations

The majority (82%) of Mercy Hospital Aurora's acute care patients reside in Barry and Lawrence Counties, Missouri.



Inpatient Volumes

8,593 total inpatient discharges from the Aurora PSA

% Market Share	FY17 Discharges
27% CoxHealth	2,305
26% Mercy Hospital Springfield	2,226
11% Cox Monett Hospital	958
7% Mercy Hospital Joplin	577
6% Mercy Hospital Aurora	524
6% MO Residents/AR Hospitals	483
6% Freeman Health System	477
3% Mercy Hospital Cassville	257
9% Other hospitals (including Mercy)	786

Outpatient Volumes (Hospital-based)

140,263 total outpatient volumes from the Aurora PSA

% Market Share	FY17 Volume
25% Cox Monett Hospital	35,720
18% CoxHealth	25,943
16% Mercy Hospital Cassville	23,026
15% Mercy Hospital Aurora	21,527
15% Mercy Hospital Springfield	20,529
3% Freeman Health System	3,719
2% Mercy Hospital Joplin	3,055
1% Mercy Hospital Carthage	1,950
3% Other hospitals (including Mercy)	4,794

Population Demographics

	Primary Service Area		5-Year	Springfield PSA		
	2017	2022	Growth	2017		
Total Population	78,909	79,302	1%	733,906		
Age Groups	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>	<i>Percent</i>	
0-17	18,436	23%	18,056	23%	-2%	23%
18-44	23,621	30%	24,083	30%	2%	34%
45-64	21,016	27%	19,696	25%	-6%	25%
65+	15,836	20%	17,467	22%	10%	18%
Race & Ethnicity						
Asian & Pacific Is.	678	1%	714	1%	5%	1%
Black	395	1%	567	1%	44%	2%
Hispanic	6,425	8%	7,343	9%	14%	4%
White	69,368	88%	68,402	86%	-1%	90%
All Others	2,043	3%	2,276	3%	11%	3%

	Primary Service Area		Springfield PSA
	2017	2022	2017
Language*	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>
Only English at Home	93%	93%	95%
Spanish at Home	5%	5%	2%
All Others	2%	2%	3%
Workforce**			
Armed Forces	<1%	<1%	<1%
Civilian, Employed	51%	51%	55%
Civilian, Unemployed	6%	6%	5%
Not in Labor Force	43%	43%	40%
Household Income			
<\$15K	14%	12%	14%
\$15-25K	14%	13%	13%
\$25-50K	32%	30%	30%
\$50-75K	19%	20%	19%
\$75-100K	10%	11%	10%
\$100K-200K	10%	12%	11%
>\$200K	1%	2%	2%
Families below poverty level	14%	14%	14%
Education Level***			
Less than High School	6%	6%	4%
Some High School	11%	11%	9%
High School Degree	41%	41%	35%
Some College/Assoc. Degree	27%	27%	32%
Bachelor's Degree or Greater	15%	14%	21%

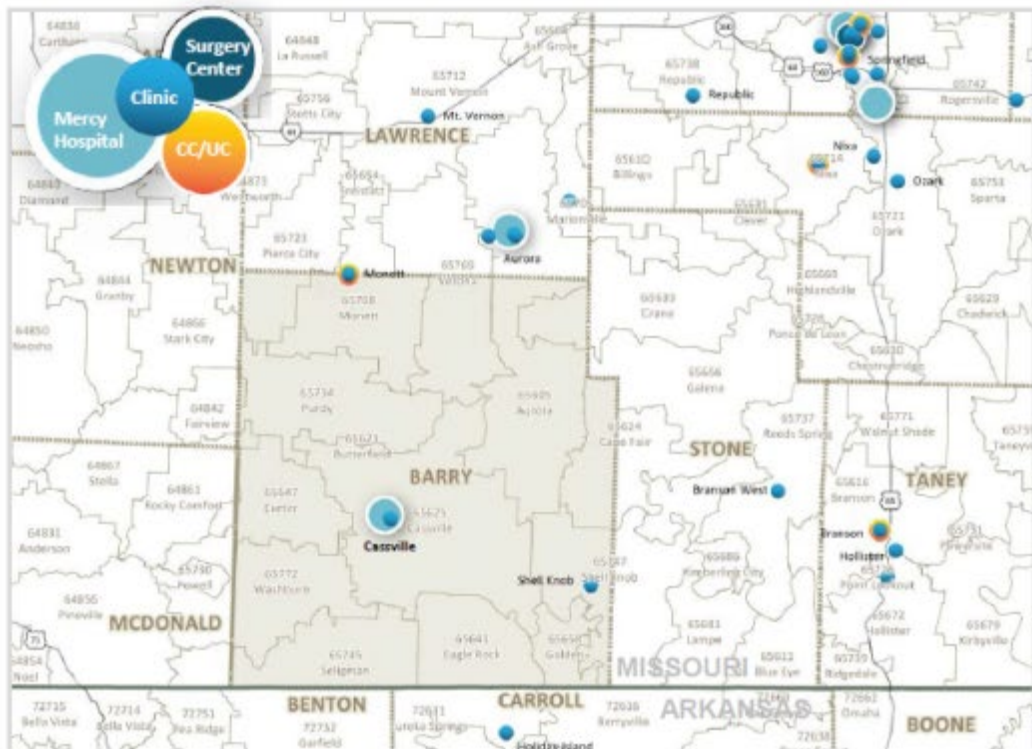
■ = largest cohort in demographic category

*Excludes population age <5 **Excludes population age <16 ***Excludes population age <25 and based on highest level achieved
Sources: Map - Mercy Locations Directory, Dec. 2017; patient origin, inpatient and hospital-based outpatient volumes & market share - HIDI Analytics, FY17; demographics - Sp2, Nielsen zip code data, 2017

Community Snapshot: Cassville, MO

Primary Service Area Map & Locations

The majority (91%) of Mercy Hospital Cassville's acute care patients reside in Barry County, Missouri.



Inpatient Volumes

4,288 total inpatient discharges from the Cassville PSA

% Market Share	FY17 Discharges
22%	Mercy Hospital Springfield 924
22%	CoxHealth 922
14%	Cox Monett Hospital 620
11%	MO Residents/AR Hospitals 473
7%	Mercy Hospital Joplin 313
6%	Freeman Health System 264
6%	Mercy Hospital Cassville 255
3%	Mercy Hospital Aurora 132
9%	Other hospitals (including Mercy) 385

Outpatient Volumes (Hospital-based)

70,682 total outpatient volumes from the Cassville PSA

% Market Share	FY17 Volume
32%	Cox Monett Hospital 22,788
29%	Mercy Hospital Cassville 20,780
13%	Mercy Hospital Springfield 9,300
13%	CoxHealth Springfield 9,215
4%	Mercy Hospital Aurora 2,549
2%	Freeman Health System 1,666
2%	Mercy Hospital Joplin 1,294
1%	Cox Medical Center Branson 591
4%	Other hospitals (including Mercy) 2,499

Population Demographics

	Primary Service Area		5-Year Growth	Springfield PSA 2017
	2017	2022		
Total Population	57,983	58,394	1%	733,906
Age Groups	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>
0-17	13,614	23%	13,453	23%
18-44	17,274	30%	17,655	30%
45-64	15,443	27%	14,449	25%
65+	11,652	20%	12,837	22%
Race & Ethnicity				
Asian & Pacific Is.	535	1%	545	1%
Black	304	1%	442	1%
Hispanic	5,661	10%	6,466	11%
White	49,980	86%	49,251	84%
All Others	1,503	3%	1,690	3%

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Only English at Home	93%	93%	95%
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All Others	1%	1%	3%
Workforce**			
Armed Forces	<1%	<1%	<1%
Civilian, Employed	51%	51%	55%
Civilian, Unemployed	6%	7%	5%
Not in Labor Force	42%	42%	40%
Household Income			
<\$15K	14%	13%	14%
\$15-25K	14%	13%	13%
\$25-50K	32%	31%	30%
\$50-75K	19%	19%	19%
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Families below poverty level	14%	14%	14%
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Services Provided

- Emergency Department – 7 beds, staffed 24/7 with nurses, Mid-levels & Physicians
- Medical-Surgical –Telemetry beds and Specialty Care unit and swing beds.
- Laboratory – Microbiology, Diagnostic Immunology, Chemistry, Hematology, Immunohematology
- Radiology – CT Scan, Mobile MRI, Bone Density, Echos, Ultrasound, Nuclear Medicine
- Outpatients – Diabetes Education, Infusions, Injections
- Surgery – C-sections, Out-Patient Surgeries, endoscopy

Services Provided

- Cardio-Pulmonary Rehab – Phase 2, Phase 3, Phase 4, Stress Tests
- Pharmacy – Pharmacist available for consult 24/7, standardized concentrations
- Rehab Services – PT, OT, Speech
- Respiratory Therapy – PFTs, EKGs, Holter monitors
- Obstetrics – (Aurora Only) 3 Birthing rooms, 3 Patient rooms, Central Monitoring
- Sleep Lab (Aurora Only)

Process Improvements

- Hand Hygiene
- Elimination of Elective Deliveries Prior to 39 weeks
- Shared Governance
- MDI boards – daily Huddles
- Performance Improvement projects online access and quarterly PI meetings involving department Managers and Administration
- EVS continuous monitoring of cleaning process with ATP monitoring
- Fall reduction with post fall huddles, SAFE event reporting, FMEA

MBQIP Improvement project – Aurora

Emergency Department – Quarterly Measures								
OP-18b	Median Time from ED Arrival to ED Departure for Discharged ED Patients	146 Min. based on 90 patients	112 Min. based on 92 patients	103 Min. based on 93 patients	94 Min. based on 92 patients	104 Min.	26	84 Min.

- **ED Throughput**

- Improvement over 4 Quarters, Began at 146 Minutes
- Gradual improvement
- Cut ED arrival to ED departure time down to 94 minutes.
- Overall decrease in time by nearly an hour (52 minutes)

Improvement Strategies/Plan

- Looked at all areas that impact ED length of Stay
 - Lab
 - Radiology
 - Nursing
 - Physicians
 - Registration
- Key Areas of Focus
 - Triage to Room time
 - Protocol Usage
 - Room time to seen by provider time
 - Needs of Patient

Improvement Strategies/Plan

- Triage to Room time
 - Implemented new process to bring back patients immediately and triage in room if room was available.
- Protocol Usage
 - Encouraged nursing to utilize protocol based care if provider was busy and patients meet criteria for protocol usage
- Room time to seen by provider time
 - Required physician buy in
 - Gradual Improvement – Still an area of opportunity
- Needs of Patient
 - Increased frequency of rounding by Techs and nurses to anticipate needs of patient in advance (i.e. work notes, rides home, additional questions for provider, etc)

MBQIP Improvement project – Cassville

Hospital Environment Items	Star Rating (0 out of 5)	% Sometimes to Never	% Usually	% Always	% Sometimes to Never	% Usually	% Always
Q8 Cleanliness of Hospital Environment	N/A	0	9	91	8	17	75

- **Cleanliness of Hospital Environment**
- Looked at ways to monitor cleaning/patient perception of cleanliness
 - Supervisor rounding
 - ATP monitoring
 - Scripting with patients – Are there any other areas of your room that you would like cleaned or any areas you would like us to concentrate on while we are cleaning.
- Successes/Challenges
 - Improved Scored
 - EVS buy in/ Leader buy in
 - Visibly cleaner
 - Maintaining Scores/Cleanliness

Celebrations

- Cassville named top 20 Critical Access Hospital in the Nation for patient satisfaction by the National Rural Health Association
- Aurora received 5 Star PRC ratings for OB department as well as 5 star overall for inpatient

The simplest and most practical lesson I know....is to resolve to be good today, but better tomorrow

-Catherine McAuley

