

# **HOWARD A. STEIN, D.O.**

## **PHYSICIAN ADVISOR CENTRASTATE MEDICAL CENTER, FREEHOLD, NJ**

- ◆ **Board Certified Family Practice**
  - ◆ **Full time practitioner until 2003**
  - ◆ **Peer Review Organization of NJ 1992-1998**
  - ◆ **Physician Advisor (PA) since 1992, full time since 2003 Assoc. Director Medical Affairs**
  - ◆ **Board Certified American Board of Quality Assurance & Utilization Review Physicians (Fellow)-PHYSADV specialty**
  - ◆ **MHA -University of Maryland**
  - ◆ **Consultant Jim Hull Resource Management Group**
  - ◆ **Executive Board ACPA**
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# LENGTH OF STAY

- ◆ **Definition: number of midnights**
- ◆ **Economic Considerations of LOS**
- ◆ **Quality Consideration of LOS**
- ◆ **Medicare LOS vs. Commercial LOS**
- ◆ **Throughput Considerations**



*C. Diff Barbie*

# **MULTIDISCIPLINARY ROUNDS: “How”**

## **Members:**

**Floor Nurse, Nurse Manager, Physician Advisor, Social Worker, Case Manager, Physical Therapy, Respiratory Therapy, Visiting Nurse, Palliative Care Nurse, Nutrition, Pastoral Care, Pharmacy, PA**

## **Time:**

**1 minute or less per patient, per day, 5 days per week**



## INTERDISCIPLINARY DISCHARGE ROUNDS SIGN-IN SHEET

DATE: \_\_\_\_\_

**NURSING UNIT: 5 NORTH**

[illegible]

## INTERDISCIPLINARY DISCHARGE ROUNDS DISCUSSION

- Patient's Name
- Patient's Age
- Admission Date
- Diagnosis
- LOS
- Where was the patient admitted from
- Current medical treatment/needs
- Special needs of the patient
- Daily Goals
- Discharge Plan

# RESPONSIBILITIES AT ROUNDS

- ◆ **Nurse Manager:**
  - ◆ Keeps flow of nurses going
- ◆ **Floor Nurse:**
  - ◆ Gives brief clinical picture focusing on IS/SI
- ◆ **PA:**
  - ◆ Coordinates, listens for physician issues
- ◆ **Social Work:**
  - ◆ Discharge planning, e.g. living situation, rehabs, long term care, social issues
- ◆ **Case Manager:**
  - ◆ Utilization review, progression of care





# RESPONSIBILITIES AT ROUNDS (CONTINUED)

- ◆ **Physical Therapy:**

- ◆ Rehab evaluation, moving patients after surgery

- ◆ **Nutrition:**

- ◆ Prolonged NPO, swallowing issues, decubitus ulcers

- ◆ **Respiratory Therapy:**

- ◆ O<sub>2</sub> dosage, nebulizer treatments, incentive spirometry

- ◆ **Visiting Nurse:**

- ◆ Home care needs, O<sub>2</sub>, antibiotics

- ◆ **Palliative/Pastoral Care:**

- ◆ End of life issues, support for grim diagnosis

- ◆ **Clinical Pharmacist:**

- ◆ Duplicate coverage, renal dosing, medication errors



**I pooped today!**

# C SUITE BUY IN

- ◆ **MUST** be made an administrative priority by CEO down
- ◆ **CNO directs nurses to participate**
- ◆ **COO directs departments to participate and provides the tools to do their jobs (laptops, portable phones, etc.)**
- ◆ **CMO informs medical staff that this is a matter of good quality**

# PA: DAILY REVIEW

- ◆ **Consider admission vs. observation**
- ◆ **Possible code 44 cases**
- ◆ **Keep readmissions in your thoughts**
- ◆ **Organizational goals: CAUTIs, Core Measures, etc.**
- ◆ **Which docs do I need to communicate with?**



# INITIAL FINDINGS

- ◆ **50% avoidable days are due to hospital inefficiency:**
  - ◆ **Radiology delays,**
  - ◆ **Test result delays,**
  - ◆ **stress/echo delays,**
  - ◆ **Weekend delays,**
  - ◆ **PICC line delays,**
  - ◆ **OR delays**
- ◆ **PA must go meet with departments to improve patient flow**

# SECONDARY FINDINGS

- ◆ **50 % of avoidable days are due to physician delays including:**
  - ◆ Afternoon or evening rounders,
  - ◆ Uses Dr. Slow as consultant,
  - ◆ Coverage groups,
  - ◆ Still practicing in the 80's





# MEASURABLE METRICS

## ◆ Physicians:

- ◆ LOS (Risk Adjusted)
- ◆ ALOS commercial & Medicare

## ◆ Avoidable Days:

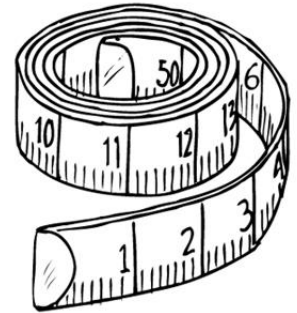
- ◆ Hospital?
- ◆ Physician?
- ◆ Await SNF?
- ◆ Procedure?
- ◆ Weekend delay?

## ◆ Cost Data:

- ◆ How much are delays worth?
- ◆ Physician report cards

## ◆ Commercial Appeals:

- ◆ Win?
- ◆ Lose?
- ◆ Which Insurer?



CENTRASTATE MEDICAL CENTER  
LOS COST COMPARISON BY PHYSICIAN VARIANCES  
EXCLUDING LOS > 30  
AUG 2010 - JAN 2011  
FAMILY PRACTICE/ INTERNAL MEDICINE/ GERIATRICS

	TOTAL DAYS	TOTAL CASES	ALOS MEDICARE	ALOS VARIANCE MEDICARE	TOTAL COST MEDICARE	TOTAL DAYS NON-CARE	TOTAL CASES NON-CARE	ALOS NON-CARE	ALOS VARIANCE NON-CARE	TOTAL COST NON-CARE	TOTAL COST	MEDICARE CMI
FAM PRAC RESIDENCY	536	130	4.1	-1.1	-43,556	646	187	3.5	-0.9	-56,046	-99,601	1.1551
HOWELL PRIMARY CARE	317	58	5.5	-0.9	-16,262	190	69	2.8	-1.6	-36,011	-52,273	1.2044
FREEHOLD HOSPLST LLC	1,724	327	5.3	-0.3	-34,933	1,272	299	4.3	-0.1	-13,821	-48,755	1.2787
SHARMA,NIVEDITA	706	147	4.8	-0.2	-10,461	359	101	3.6	-0.8	-27,072	-37,533	1.1111
HAYNE/PETERS/PECK	375	81	4.6	-1.4	-35,567	52	13	4	-0.4	-1,648	-37,216	1.464
TAYLORS MILLS FA MED	219	52	4.2	-1.6	-25,740	119	31	3.8	-0.6	-5,516	-31,256	1.3208
KATZ,HOWARD	221	48	4.6	-0.9	-13,694	119	39	3.1	-1.3	-16,674	-30,369	1.1709
HUSSAIN,ZAHID	90	17	5.3	0	0	94	37	2.5	-1.9	-21,810	-21,810	1.0159
PATEL,KALPESHKUM	134	22	6.1	0.4	2,694	60	30	2	-2.4	-22,824	-20,130	1.1945
PATEL,JATINCHAND *	586	106	5.5	-0.5	-16326	95	21	4.5	0.1	824	-15501	1.4574
MAJUMDAR,SHIKHA	182	38	4.8	-0.5	-5,960	129	36	3.6	-0.8	-9,320	-15,279	1.1662
MILLS,ORLANDO	113	24	4.7	-0.9	-6,942	29	11	2.6	-1.8	-6,150	-13,092	1.1488
YOUSSEF,MAHER A	106	23	4.6	-0.8	-5,706	40	14	2.9	-1.5	-6,847	-12,553	1.1511
RIJH-SINGHANI,SONIA	119	24	5	-0.3	-2,378	50	18	2.8	-1.6	-9,256	-11,634	1.0772
BALAR,DHIMANT	41	12	3.4	-1.2	-4,628	89	25	3.6	-0.8	-6,657	-11,285	0.9655
MANKARIOS,FARAG	241	40	6	-0.8	-10,746	233	53	4.4	0	-63	-10,810	1.4482
KRISHNA,SUNANDA	93	15	6.2	-0.2	-1,046	62	20	3.1	-1.3	-8,242	-9,288	1.3395
LOMBARDI & SHETTY	444	88	5	0.2	5,991	73	27	2.7	-1.7	-14,519	-8,527	1.0845
ELITE MEDICAL GROUP	446	75	5.9	-0.3	-8,115	121	27	4.5	0.1	697	-7,418	1.5925
GHANEM,OSAMA	81	15	5.4	-0.2	-919	21	8	2.6	-1.8	-4,501	-5,421	1.1502
SHENKER,BENNETT	2	1	2	-2.2	-697	12	6	2	-2.4	-4,565	-5,262	0.9485
ALDAY,GERONIMA	4	1	4	-4.9	-1,553	24	8	3	-1.4	-3,550	-5,104	0.8681
SALCEDO,ELIZABETH	18	5	3.6	-2.1	-3,392	6	2	3	-1.4	-888	-4,280	1.2853
WEISSMAN/KROLL	24	7	3.4	-1.4	-3,138	19	5	3.8	-0.6	-951	-4,089	1.5715
ENG,KENNETH	157	33	4.8	-0.2	-2,124	56	14	4	-0.4	-1,775	-3,899	1.1546
CHATTERJEE,ABHIJIT	271	55	4.9	-0.3	-4,565	206	46	4.5	0.1	1,141	-3,424	1.2141
STERN,JULIE	2	1	2	-3.5	-1,110	11	4	2.8	-1.7	-2,092	-3,202	0.9288
FEINGOLD,MARC	136	24	5.7	0.6	4,406	104	29	3.6	-0.8	-7,481	-3,075	1.1836
RALPH MESSO DO	2	1	2	-3.1	-983	11	4	2.8	-1.7	-2,092	-3,075	0.8029
LIQUORI,FRANCES	56	7	8	0.8	1,775	26	9	2.9	-1.5	-4,311	-2,536	1.5596
SOJKA,LESLIE W	1	1	1	-4.1	-1,300	1	1	1	-3.4	-1,078	-2,378	0.7553
CHERCIU,MUGUREL	97	19	5.1	0.5	2,916	76	21	3.6	-0.8	-5,199	-2,282	0.9505
RAYMOND,JOSHUA	8	2	4	0.3	190	1	1	1	-3.4	-1,078	-888	0.7539
KELTER,RICHARD	139	28	5	0	-380	23	5	4.6	0.2	317	-63	1.1385
COHEN,HOWARD	22	4	5.5	-1.4	-1,712	45	9	5	0.6	1,712	0	1.4192
CHEN,ROBERT	25	6	4.2	0.4	666	9	2	5	0.1	63	729	0.922
ZUCKERBROD/AXELRAD	149	27	5.5	-0.4	-3,202	127	26	4.9	0.5	3,994	793	1.331
FAM PRAC CEN JERS	950	168	5.7	0	-1,490	604	135	4.5	0.1	3,170	1,680	1.2851
KIM,MIAH	29	9	3.2	-2	-5,579	103	18	5.7	1.3	7,545	1,965	1.2141

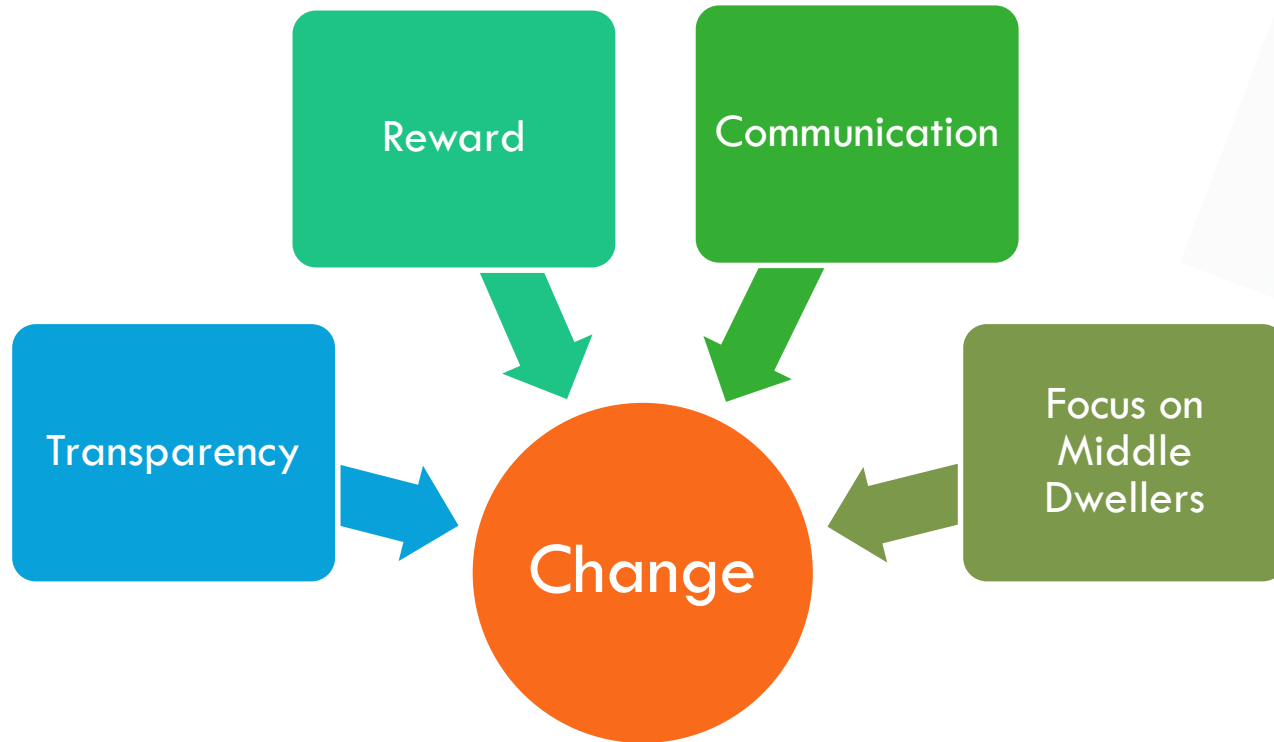


# CHANGE PHYSICIAN BEHAVIOR

- ◆ **Transparent data monthly**
- ◆ **Reward good guys**
- ◆ **Improvement comes from middle of the pack**
- ◆ **Stop calling offices for discharges**
  - ◆ Talk with docs as they round or speak through case manager.
  - ◆ Use encrypted HIPPA compliant texting.
- ◆ **Post best performers in physician lounge**
- ◆ **PA must “live” on floors talking to docs to be credible- know the cases!**



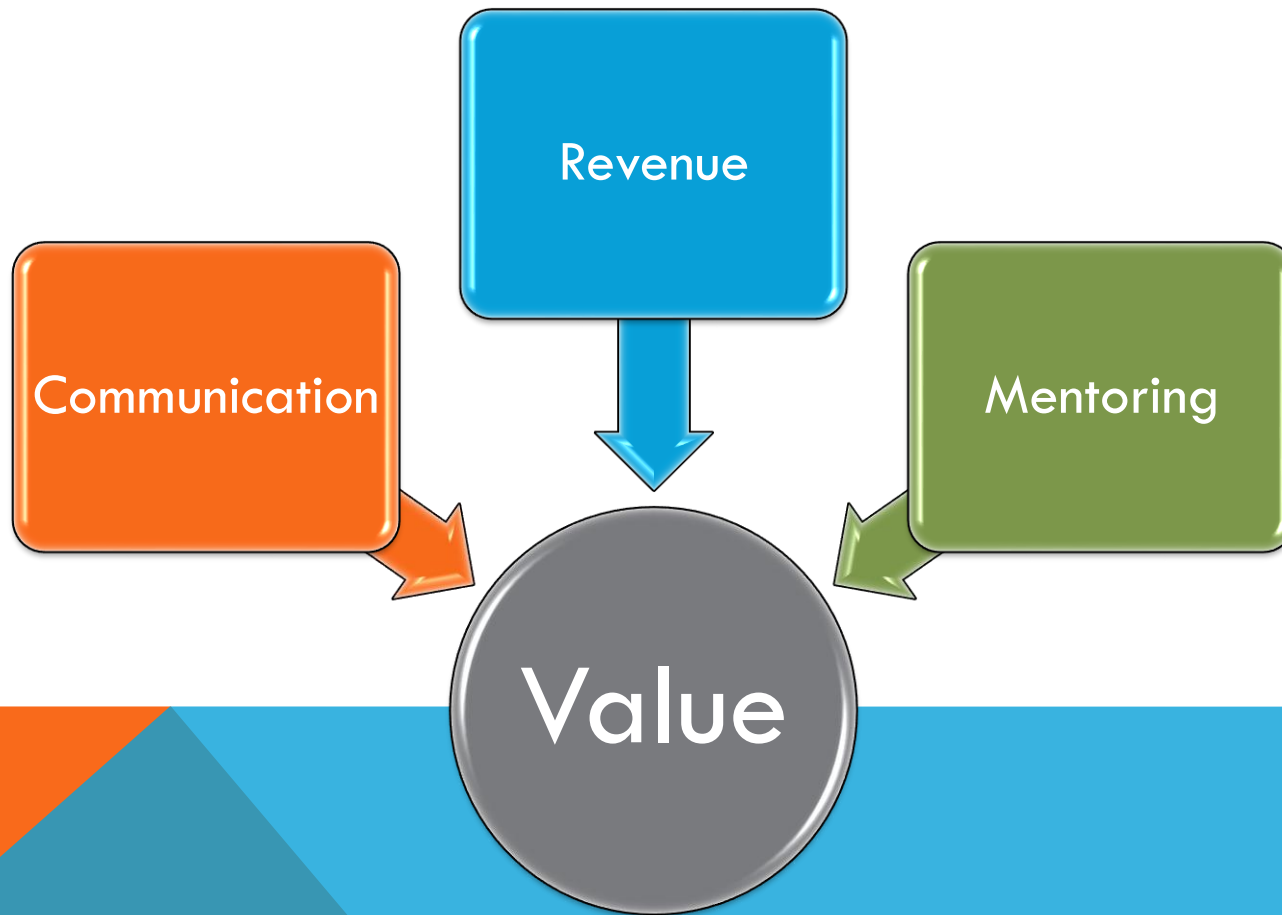
# INFLUENCING PHYSICIAN BEHAVIOR



# PA NEEDS TO PROVIDE VALUE

- ◆ Text them when a result comes back
- ◆ Mentor young physicians
- ◆ Leave notes in charts (pink cards)
- ◆ Insurance denials
- ◆ Gainshairing
- ◆ Link to Administration
- ◆ Have the “back” of the nurses, case managers when conflict arises
- ◆ Administration needs to know how much cash you saved them

# PA NEEDS TO PROVIDE VALUE



# SUMMARY

- ◆ **MDR's are a short and long term solution to LOS & reducing denials**
- ◆ **Better Economic outcomes**
- ◆ **Better Quality outcomes**
- ◆ **Empowers the nurse**
- ◆ **Becomes a signature of the organization**

**EMERGENCY**



**TRIAGE NURSE**

**NOTICE TO POTENTIAL PATIENTS**

**We are out of:**

**Dilaudid, Sandwiches, Taxi vouchers**

**THE  
SARCASM  
SHOP**