Introduction

Quality Assurance & Analytics Resident

- Care Transition Program
- Risk Management
- Population health

Key People

1. Yianni Sarioglou – Senior Quality Assurance Manager
2. Quality Analysts
3. Angela Cooper – Director of Quality and Population Health
4. Pam Chin – Physician Assistant
5. Tammy Janus – VP of Human Resources
About MMC
About MMC

- Non-Profit founded in 1874
- 20 story - 3 Buildings
- 267 Staffed Beds
- Inner City - Underserved Population
- High CMA Payor mix

- Orthopedics
- Women’s Health and Medicine
- Oncology
- Internal Medicine
Hospital Recognitions

- Mercy Medical Center Recognized by U.S. News and World Report’s “Best Hospital 2022-2023” Edition
- America’s 50 Best Hospitals for Surgical Care Award™ (2022)
- Top 5% in the Nation for consistently delivering clinical quality
- Ranked as a top 500 midsize employers in the US by Forbes magazine
- Mercy Medical Center has received a 5/5-Star Overall Hospital Rating, CMS for the quality of care
- Mercy Medical Center has received an “A” grade in the spring 2022 Leapfrog Hospital Safety Grade
- Hospital Recognitions for consistently delivering clinical quality
- America’s 50 Best Hospitals for Surgical Care Award™ (2022)
- Top 5% in the Nation for consistently delivering clinical quality
- Ranked as a top 500 midsize employers in the US by Forbes magazine
- Mercy Medical Center has received a 5/5-Star Overall Hospital Rating, CMS for the quality of care
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03 Residency Objectives
Objectives

- Gain insights from Mercy Leadership
- Develop proficient user skills with electronic health systems
- Become more confident when interacting with clinicians
- Improve the learning processes for future interns
- Get a deeper understanding of how analysts approach data analytics
04
Major Responsibilities
My Responsibilities

- **Care Transition program**
  - Medication Delivery and Documentation
  - Discharge Calls
  - Medicare Inpatient Discharge Education

- **Risk Management**
  - Hand Hygiene Tracers
  - Physician Practice Tracers
  - Isolation Cart Tracers
  - Fit testing

- **Population Health**
  - Maryland Birth Equity Program
  - Chart Review
  - Literature Reviews
  - Vaccine Clinic
What is Medication Delivery?

“Medication Delivery is meant to reduce readmittance of patients. It is supposed to improve the health of patients who do not have the physical and/or financial abilities for their medications.”

- Kelly Pivonski (Quality Analyst)

“Policymakers describe Mercy as more aggressive than many hospitals in watching costs. 1/3 of patients now leave the hospital with their medications, bypassing the tendency to skip a follow up pharmacy, thus ending up back in emergency room.”

- Dr. Wilma Rowe (Chief Medical Officer)
# June & July Data

## Medications Delivered

<table>
<thead>
<tr>
<th></th>
<th>Jun-22</th>
<th>Jul-22</th>
<th>Total (Jun-Jul)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Patients Receiving Meds</td>
<td>373</td>
<td>324</td>
<td>697</td>
</tr>
<tr>
<td>Average Pts. Receiving Meds/Day</td>
<td>14.3</td>
<td>12.5</td>
<td>13.4</td>
</tr>
</tbody>
</table>

## Payment Method

<table>
<thead>
<tr>
<th></th>
<th>Jun-22</th>
<th>Jul-22</th>
<th>Average (Jun-Jul)</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Credit / Debit</td>
<td>15%</td>
<td>6%</td>
<td>10%</td>
</tr>
<tr>
<td>% Cash</td>
<td>6%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>% Charity (Co-Pay)</td>
<td>46%</td>
<td>61%</td>
<td>54%</td>
</tr>
<tr>
<td>% Charity (Total)</td>
<td>7%</td>
<td>14%</td>
<td>10%</td>
</tr>
<tr>
<td>% No Co-pay</td>
<td>27%</td>
<td>14%</td>
<td>20%</td>
</tr>
<tr>
<td>% Check</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

## Turnaround Times

<table>
<thead>
<tr>
<th></th>
<th>Jun-22</th>
<th>Jul-22</th>
<th>Average (Jun-Jul)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drop Off- Call Rx Ready- Avg</td>
<td>1:14</td>
<td>2:12</td>
<td>1:43</td>
</tr>
<tr>
<td>Drop Off- Delivery- Avg</td>
<td>1:34</td>
<td>2:48</td>
<td>2:11</td>
</tr>
</tbody>
</table>
BPM Original Med Delivery & Documentation Process

Key:
- Facesheet
- Census
- Escribe
- Paper script
- Delivery form
- Epic
- Midas

15 min

Print census

Midas documentation

Send summary to pharmacist and director

10 min/round

Round floors

Collect e-meds to take to floors

Collect paper scripts

Print facesheet on floors

Print facesheet on floors

Ask for permission from RN to deliver meds

Organize documents

Deliver meds to patient

Repeat 10-15 times

3 papers per escribe
5 papers per paper script

10 min/round

45 min

10 min/round

15 min

10 min/round

10 min/round

45 min

Print facesheet on floors

Send summary to pharmacist and director

15 min

Print census
Facesheet Excel

- Each row represents one patient
- One patient accounted for 2 or 4 pieces of paper depending on the type of prescription before introducing this spreadsheet

<table>
<thead>
<tr>
<th>MRN</th>
<th>Name</th>
<th>Room</th>
<th>E/P</th>
<th>$</th>
<th>Copay</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>DF</th>
</tr>
</thead>
<tbody>
<tr>
<td>123</td>
<td>Leah Fogelsanger</td>
<td>1502</td>
<td>P</td>
<td>$100.89</td>
<td>CC</td>
<td>8:00</td>
<td>8:50</td>
<td>10:00</td>
<td>10:10</td>
<td>10:40</td>
<td>yes</td>
</tr>
<tr>
<td>456</td>
<td>Brendan Tribeck</td>
<td>1508</td>
<td>P</td>
<td>$5.91</td>
<td>CC</td>
<td>8:00</td>
<td>8:50</td>
<td>10:15</td>
<td>10:50</td>
<td>11:10</td>
<td>yes</td>
</tr>
<tr>
<td>789</td>
<td>Nicole Sokolowska</td>
<td>1628</td>
<td>E</td>
<td>$0.00</td>
<td>TC</td>
<td>12:00</td>
<td>1:00</td>
<td>12:00</td>
<td>1:00</td>
<td>2:00</td>
<td>yes</td>
</tr>
<tr>
<td>1011</td>
<td>Sumya Vatsa</td>
<td>1624</td>
<td>E</td>
<td>$11.21</td>
<td>CC</td>
<td>12:30</td>
<td>1:25</td>
<td>12:30</td>
<td>1:25</td>
<td>2:30</td>
<td>yes</td>
</tr>
</tbody>
</table>
**BPR Improved Process**

1. **Go to pharmacy**
2. **Round floors**
3. **Collect paper scripts**
4. **Print facesheet on floors**
5. **Organize documents**
6. **Collect e-meds to take to floors**
7. **Document patient data**
8. **Ask for permission from RN to deliver meds**
9. **Deliver meds to patient**

**Key:**
- **FS excel**
- **Facesheet**
- **Census**
- **Escribe**
- **Paper script**
- **Delivery form**
- **Epic**
- **Midas**

**Midas documentation:** 45 min

**Send summary to pharmacist and director:** 1 min

**Print Census & FS Excel:**

**Round floors:**
- 1 paper per escribe
- 3 papers per paper script

**10 min/round**

**5 min/round**

**Repeats 10-15 times**
Hand Hygiene Tracers

- Known/Unknown Observers
- Quality and RN Staff
- Where, Who, In/Out, What?
- Email Senior analyst fallouts and descriptions
- Significant “fallouts,” re-education occurs
- MMC gets audited, but does not report to the state
### NICU & LD Tracers

**Example of tracer:**

<table>
<thead>
<tr>
<th>Unit Observed: L&amp;D</th>
<th>Date: 06/30/2022</th>
<th>Time: 10:00 AM</th>
</tr>
</thead>
</table>

**Tracer Observations:**

<table>
<thead>
<tr>
<th>Unit Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General</strong></td>
</tr>
<tr>
<td>2 wheelchairs in hallway to NICU, also in front of fire extinguisher</td>
</tr>
<tr>
<td>Set of drawer/dresser from 834 in hallway outside 835</td>
</tr>
<tr>
<td>Clutter and open cabinet - alcove across from clean supply 8-B1</td>
</tr>
<tr>
<td>Wheelchair and bed in hallway outside 832</td>
</tr>
<tr>
<td>Could not find O2 tanks - asked several staff and they pointed me to wrong place</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>EVS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Unattended mops/cleaning supplies - outside housekeeping 8-A</td>
</tr>
<tr>
<td>Linen cart not covered - linen across from 835</td>
</tr>
</tbody>
</table>
05
MHA Relevance & Advice
MHA Relevance

HPA 854 Population Health and Quality Management
- Population Health
- Safe and Consistent
- Joint Commission Tools

HPA 897 004 Operations
- Business Process Model
- Business Process Analysis
- BPR Process Remodel
- Improving Fundamental Processes
Advice

01. Seek out multiple view points of the organization

02. Always say “Yes!” to new tasks

03. Build relationships with front line staff

04. Take notes!
“Culture eats strategy for breakfast”
famous quote from legendary management consultant and writer Peter Drucker
Questions?