Baptist Health System
Jacksonville, FL
Baptist Health System
Community Leader in Healthcare

Five (5) Hospital System
- Serving greater Jacksonville area and SE Georgia
- Children’s Hospital

- Primary Care Facilities throughout the community
- Outpatient Centers
  - Jacksonville Orthopedic Institute
  - Baptist Eye Institute
  - Baptist Cancer Institute
Baptist Health System
Baptist Medical Center - Downtown

439 Bed Facility – 462 Acute
Baptist Health System
Baptist Medical Center - Beaches
146 Bed Facility
Baptist Health System
Baptist Medical Center - Nassau

54 Bed Facility
Baptist Health System
Baptist Medical Center - South

196 Bed Facility – 182 Acute
Baptist Health System
Wolfson Children’s Hospital

180 Bed Facility – 121 Acute
"50-Day Readmission" is when patients who have had a recent hospital stay need to go back into a hospital again within 30 days of their discharge. Below, the rates of readmission for each hospital are compared to the U.S. National Rate. The rates take into account how sick patients were before they were admitted to the hospital. Click here to learn more.

**Notice:** Important Information about Maryland Hospitals

<table>
<thead>
<tr>
<th>Hospital Name</th>
<th>Acute Care</th>
<th>Acute Care</th>
<th>Acute Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAPTIST MEDICAL CENTER</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JACKSONVILLE, FL</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BAPTIST MEDICAL CENTER</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BEACHES, FL</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BAPTIST MEDICAL CENTER</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NASSAU, FL</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Check the boxes next to the topics for which you would like to view correlating tables or the Readmission Graphs.

- [ ] Select All
- [ ] Reset Checkboxes
- [ ] View Graphs
- [ ] View Tables

**New!** Rate of Readmission for Heart Attack Patients

- No Different than the U.S. National Rate

**New!** Rate of Readmission for Heart Failure Patients

- No Different than the U.S. National Rate

**New!** Rate of Readmission for Pneumonia Patients

- No Different than the U.S. National Rate

See footnote i below.
## Top 5 Readmission APR-DRGs within the Baptist Health System

<table>
<thead>
<tr>
<th>APR-DRG</th>
<th>Beaches</th>
<th>Downtown</th>
<th>South</th>
</tr>
</thead>
<tbody>
<tr>
<td>HEART FAILURE (194)</td>
<td>HEART FAILURE (194)</td>
<td>SCHIZOPHRENIA (750)</td>
<td>CHRONIC OBSTRUCTIVE PULM DIS (140)</td>
</tr>
<tr>
<td>CARD ARRHYTHMIA &amp; CONDUCTN DIS (201)</td>
<td>SCHIZOPHRENIA (750)</td>
<td>CHRONIC OBSTRUCTIVE PULM DIS (140)</td>
<td>MAJOR DEPRESSIVE DISORDER (751)</td>
</tr>
<tr>
<td>OTHER PNEUMONIA (139)</td>
<td>CHRONIC OBSTRUCTIVE PULM DIS (140)</td>
<td>MAJOR DEPRESSIVE DISORDER (751)</td>
<td></td>
</tr>
<tr>
<td>CHRONIC OBSTRUCTIVE PULM DIS (140)</td>
<td>CHEMOTHERAPY (693)</td>
<td>NEO BW &gt;2499G NORM NB/OTH PROB (640)</td>
<td></td>
</tr>
<tr>
<td>KIDNEY/URIN TRACT INFECT (463)</td>
<td>OTHER PNEUMONIA (139)</td>
<td>SICKLE CELL ANEMIA CRISIS (662)</td>
<td></td>
</tr>
<tr>
<td>CHRONIC OBSTRUCTIVE PULM DIS (140)</td>
<td>CHEMOTHERAPY (693)</td>
<td>MAJ HEMATOLOGIC/IMMUNOL DX (660)</td>
<td></td>
</tr>
<tr>
<td>HEART FAILURE (194)</td>
<td>MAJ HEMATOLOGIC/IMMUNOL DX (660)</td>
<td>NEO BW &gt;2499G NORM NB/OTH PROB (640)</td>
<td></td>
</tr>
<tr>
<td>OTHER PNEUMONIA (139)</td>
<td>NEO BW &gt;2499G NORM NB/OTH PROB (640)</td>
<td>SICKLE CELL ANEMIA CRISIS (662)</td>
<td></td>
</tr>
<tr>
<td>KIDNEY/URIN TRACT INFECT (463)</td>
<td>NEO BW &gt;2499G NORM NB/OTH PROB (640)</td>
<td>MAJOR DEPRESSIVE DISORDER (751)</td>
<td></td>
</tr>
<tr>
<td>RENAL FAILURE (460)</td>
<td>MAJOR DEPRESSIVE DISORDER (751)</td>
<td>MAJOR DEPRESSIVE DISORDER (751)</td>
<td></td>
</tr>
<tr>
<td>RENAL FAILURE (460)</td>
<td>MAJOR DEPRESSIVE DISORDER (751)</td>
<td>MAJOR DEPRESSIVE DISORDER (751)</td>
<td></td>
</tr>
</tbody>
</table>
Baptist Health System

Necessities:

• **Administrative and Board Support**
  – Commitment to Quality
  – Readmission Focus 2010

• **Structure for Quality**
  – Advanced Practice Partners
  – Educators at Bedside
  – Clinical Effectiveness / Performance Improvement Nurses
  – Concurrent Clinical Data Abstractors (nurses)
  – Collaboration with home health agencies, community organizations, internal support (social services, information services, etc.)

• **Operational Performance Improvement**
### FHA Readmit Survey 2009
At Time of Admission &
Improving Patient/Caregiver Understanding

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Reliably Effective</th>
<th>Implemented</th>
<th>Underway</th>
<th>Under Construction</th>
<th>Not a Focus Area</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>At Time of Admission</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reconciling medications at time of admission</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assessing risk for readmission</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Evaluating end-of-life issues for discharge planning</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Determining the primary caregiver and discharge needs</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Improving Patient/Caregiver Understanding</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enhancing patient/caregiver education (such as “teach back”) on the patient’s condition and how to manage</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Developing patient education tools such as calendars, reminders, disease specific information</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Providing emergency contact number to call with questions</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Beaches  Downtown  Nassau  South  Wolfson
### Improving the Discharge Process

<table>
<thead>
<tr>
<th>Improving the Discharge Process</th>
<th>Reliably Effective</th>
<th>Implemented</th>
<th>Underway</th>
<th>Under Construction</th>
<th>Not a Focus Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standardizing the discharge process to ensure consistency 24/7</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Using a discharge coach</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x x x x x</td>
</tr>
<tr>
<td>Revising/standardizing discharge materials and instructions</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x x x x x</td>
</tr>
<tr>
<td>Improving transfer processes and communications between care settings and providers</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Assessing readmission risk and/or the need for home care referral</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td>x x x</td>
</tr>
<tr>
<td>Reconciling medications at discharge</td>
<td></td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Arranging for timely follow-up by a physician or nurse based on readmission risk</td>
<td></td>
<td></td>
<td>x</td>
<td>x</td>
<td>x x x</td>
</tr>
<tr>
<td>Providing equipment to help manage condition (i.e. scale to weigh)</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td>x x x</td>
</tr>
</tbody>
</table>

**Locations:**
- Beaches
- Downtown
- Nassau
- South
- Wolfson
### FHA Readmit Survey 2009

#### Improving the Discharge Process

<table>
<thead>
<tr>
<th>Post-Discharge Follow-up</th>
<th>Reliably Effective</th>
<th>Implemented</th>
<th>Underway</th>
<th>Under Construction</th>
<th>Not a Focus Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conducting post-discharge phone calls by RN to patient</td>
<td>x</td>
<td></td>
<td>x</td>
<td></td>
<td>x x x</td>
</tr>
<tr>
<td>Providing specific information when and where to call for help</td>
<td>x</td>
<td>x</td>
<td>x x</td>
<td>x</td>
<td>x x x x</td>
</tr>
<tr>
<td>Determining patient follow-up rates with PCP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>x x x x</td>
</tr>
<tr>
<td>Providing home medication reconciliation, either remotely or in person</td>
<td></td>
<td>x</td>
<td>x x</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Determining discharge summary/abstract availability for physician or nurse follow-up</td>
<td>x</td>
<td>x</td>
<td></td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Monitoring patients remotely through telemedicine, monitors or other means</td>
<td></td>
<td></td>
<td>x</td>
<td>x x x x</td>
<td>x</td>
</tr>
<tr>
<td>Improving coordination and communication with post-acute providers/care settings</td>
<td>x</td>
<td></td>
<td></td>
<td>x x x x</td>
<td></td>
</tr>
<tr>
<td>Standardizing bi-directional transfer information among long-term care providers</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x x x x</td>
</tr>
<tr>
<td>Implementing collaborative relationships with PCPs</td>
<td>x</td>
<td></td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>

---

**Beaches** | **Downtown** | **Nassau** | **South** | **Wolfson**
## Differences Matter

<table>
<thead>
<tr>
<th>Beaches</th>
<th>Downtown</th>
<th>Nassau</th>
<th>South</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicare (45.3)</td>
<td>Commercial (42)</td>
<td>Medicare (45.5)</td>
<td>Commercial (48.1)</td>
</tr>
<tr>
<td>Commercial (34.6)</td>
<td>Medicare (36.6)</td>
<td>Commercial (24.3)</td>
<td>Medicare (36.5)</td>
</tr>
<tr>
<td>Self Pay/Uninsured (8.8)</td>
<td>Self Pay/Uninsured (9.3)</td>
<td>Medicaid (16.5)</td>
<td>Medicaid (6.9)</td>
</tr>
<tr>
<td>Medicaid (7.9)</td>
<td>Medicaid (9)</td>
<td>Self Pay/Uninsured (10.3)</td>
<td>Self Pay/Uninsured (6.3)</td>
</tr>
<tr>
<td>Other (3.3)</td>
<td>Other (3.3)</td>
<td>Other (3.5)</td>
<td>Other (2.2)</td>
</tr>
</tbody>
</table>

- Located in Jacksonville Beach
- Wide range in population – homeless to upper class
- Centrally located in metropolitan area – full service hospital
- Only private children’s hospital in NE Florida and Southern Georgia
- Wide variety of populations
- Receives patients from Southern Georgia hospitals
- “Indigent hospital” across the river
- Only hospital in Nassau County – rural areas, lower and middle class populations, small segment of upper class on “the Island”
- Skilled Nursing Facility across the street
- Hospital located in predominantly middle, upper middle class area
- Hospital located in predominantly middle, upper middle class area
- Younger patient population and older patient population
- Several Skilled Nursing Facilities in close proximity
One Size Doesn’t Fit All

One-size-fits-all health plan makes little sense

June O'Neill, Commentary

July 31, 2009 - 3:03PM

“At President Obama's request, Congress is rushing to produce a plan that promises both medical coverage and high-quality health care for all Americans. But nationalization of the way 250 million non-elderly Americans receive medical care should not be taken lightly. Such efforts could create relentless cost pressures, and in turn, a decline in the quality of medical care that most Americans take for granted.”
Tools

- Admission History and Assessment
  - Paper and electronic
  - Electronic advantages
- Medication Reconciliation
  - Multiple revisions in paper
  - Started on admission
    - Electronic fires tasks to nursing until it is completed
Electronic vs. Paper

• Baptist Downtown and Wolfson Children’s Hospital – Paper – tentative go live date in 24 months.

• Baptist Beaches, Nassau and South – Electronic Medical Record
Electronic Discharge Process
Part 1

Patient Discharge Instructions
Baptist Medical Center - South
14550 Old St. Augustine Road
Jacksonville, Florida 32259
(904) 271-6000

Baptist Health would like to thank you for allowing us to assist you with your healthcare needs. The following includes patient education materials and information regarding your inpatient stays. A copy of the record is available in the pharmacy or medical records providing follow-up care, treatment, and services. For a copy of your record to be faxed to your physician, contact Health Information at (904) 271-6640.

Patient: ZTESTS, EMR Date of Birth: 05/14/62
Date of Admission: 09/24/09 Account Number: 4472847 Medical Record Number: 2755032

Home Medications
This is a listing of medications your physician has instructed you to take upon discharge from the hospital. If you have any questions please contact your physician for further clarification. If a medication is not listed below that you were taking before you came to the hospital, contact your physician to ask if you should or should not continue taking that medication.

<table>
<thead>
<tr>
<th>MEDICATION</th>
<th>DOSE</th>
<th>ROUTE</th>
<th>FREQUENCY</th>
<th>REASON FOR USE</th>
<th>ADDITIONAL COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atenolol (Methyldopa)</td>
<td>100mg</td>
<td>Oral</td>
<td>1x/Day</td>
<td>Prevent</td>
<td>None</td>
</tr>
<tr>
<td>Acetaminophen (Ibuprofen)</td>
<td>650mg</td>
<td>Oral</td>
<td>1x/4HR</td>
<td>Prevent</td>
<td>None</td>
</tr>
<tr>
<td>Acetaminophen (Ibuprofen)</td>
<td>325mg</td>
<td>Oral</td>
<td>1x/4HR</td>
<td>Prevent</td>
<td>None</td>
</tr>
<tr>
<td>Atenolol (Methyldopa)</td>
<td>25mg</td>
<td>Oral</td>
<td>1x/2HR</td>
<td>Prevent</td>
<td>None</td>
</tr>
</tbody>
</table>

Referrals and Arrangements
Follow Up With Below Providers or Facilities:

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adolfson Diet</td>
<td>11111 fake st.</td>
<td>904-202-2020</td>
</tr>
</tbody>
</table>

Comments:

Start: 05/14/62
End: 09/24/09
Date Written: 09/24/09
Electronic Discharge Process
Part 2

Diet
Activity

Special Instructions

Discharge Education

Notify your Primary Care Physician for Any of the Following:

Baptist Health would like to thank you for allowing us to assist you with your healthcare needs. For educational purposes, additional healthcare information is provided below.

AMI (Acute Myocardial Infarction)

Signs and Symptoms of a Heart Attack:
- Chest discomfort
- Discomfort in other areas of the upper body
- Shortness of breath, cold sweat, or nausea

Actions to take:
- If I continue to experience any of these symptoms above after resting and/or taking my nitroglycerin, I will call 911

Heart Failure Instructions

- Follow a Low Salt Diet
- Fluid Restriction as stated in diet section of this form
- Take medications exactly as prescribed
- Daily morning weight after urinating and before breakfast
- Activity as tolerated. Rest when you are tired
- Make an appointment with your healthcare provider after being discharged for follow up care

When to notify the doctor:
- Weight gain: 2 pounds in a day or 5 pounds in a week
- Wheezing, increased swelling in my ankles, feet, hands, face, neck or abdomen
- Coughing up yellow, green or pink sputum
- Light headed/dizziness
- Fevers or recurrent fevers without cold or flu symptoms
Electronic Discharge Process

Part 3

Actions to take:
- If I continue to experience any of these symptoms above after resting and/or taking my
  medications, I will call 911

Heart Failure Instructions
- Follow a Low Salt Diet.
- Fluid Restriction as stated in diet section of this form.
- Take medications exactly as prescribed.
- Daily morning weight after urinating and before breakfast.
- Activity as tolerated. Rest when you are tired.
- Make an appointment with your healthcare provider after being discharged for follow up care.

When to notify the doctor:
- Weight gain: 2 pounds in a day or 5 pounds in a week.
- Wheezing, increased swelling in my ankles, feet, hands, face, neck or abdomen.
- Coughing up yellow, green or pink sputum.
- Light headedness/dizziness.
- Sweaty or nauseated after taking my medicine.
- New onset of sleeping on 2 pillows or in a chair.
- Dry cough that does not go away.
- Increased shortness of breath.
- Inability to complete my normal daily routine.

Signs & Symptoms of a Stroke
- Sudden numbness or weakness of the face, arm, or leg, especially on one side of the body.
- Sudden confusion or trouble speaking or understanding.
- Sudden difficulty walking, dizziness or loss of balance or coordination.
- Sudden severe headache with no known cause.
- Sudden trouble seeing in one or both eyes.

Action to take:
- If I experience any of the above I WILL CALL 911.

Smoking Cessation

I understand that my lifestyle, including habits such as smoking, can have a significant impact on my health. I have received a copy of smoking cessation education and have received smoking cessation counseling. Also available is Baptist Medical Center Regional Cancer Institute’s Quit Smart Program, which is an individualized, multi-method program. For more information on Quit Smart, call 205-7699. If you have medical questions or concerns, please call your primary care physician.
Paper Discharge Instructions

• Four (5) Discharge Instruction Forms
  – Adult
    • Medical/Surgical Discharge Instructions
    • Cardiac Discharge Instructions
    • Cardiac Surgery Discharge Instructions
    • Behavioral Health Discharge Instructions
  – Children
    • Discharge Instructions
    • Multidisciplinary Discharge Instructions
Reaching Out…

• Continuum of Care
  – Primary Care Physicians
  – Home Health
  – Skilled Nursing and Assisted Living Facilities
  – Community Agencies
Sharing Results With Staff

System-wide Incidents of (Pressure Ulcers, Falls or CR-BSI)
Date Range of Data

Target = FY2009 Catheter-related Blood Stream Infections Annual Target divided by 12 months
## Sharing Results With The Board

Baptist Medical Center Downtown Clinical Overview Dashboard  
As of Q3 FY2009

<table>
<thead>
<tr>
<th>Measure</th>
<th>Comparator</th>
<th>Fiscal Year 2009</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key Performance Indicator</strong></td>
<td>B-Pr</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Effectiveness</strong></td>
<td>B-Pr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coronary artery bypass graft patients - mortality rate (w/ and w/o cardiac catheterization).</td>
<td>B-Pr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Congestive heart failure (CHF) - readmission rate.</td>
<td>B-Pr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community acquired pneumonia - readmission rate.</td>
<td>B-Pr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acute myocardial infarction (AMI) - readmission rate.</td>
<td>B-Pr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knee replacement - readmission rate.</td>
<td>B-Pr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neurosurgical invertebral disc excision complication rate.</td>
<td>B-Pr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unplanned returns to the OR per 1,000 OR patients (inpatients and outpatients).</td>
<td>B-Pr</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Patient Safety</strong></td>
<td>B-Pr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Code 15s.</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Medication variances</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Post operative surgical infection rate per 100 inpatients having surgical procedures .</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Patient falls per 1,000 adjusted patient days.</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Catheter-acquired bloodstream infection rate per 1,000 patient bed days.</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Post operative PE (Pulmonary Embolism) or DVT (Deep Vein Thrombosis) rate per 1,000 pts at risk.</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
</tbody>
</table>

**Footnotes and Legend**  
- At or exceeding target or benchmark.  
- Below target or benchmark; limited or no progress.  
- Near target or benchmark; active progress.  
- Static or no discernable trend.  
- Desirable upward trend.  
- Undesirable upward trend.  
- Desirable downward trend.  
- Undesirable downward trend.

---  
B - Benchmark  
IB - Internal benchmark  
FY07 - Fiscal Year 2007  
FY08 - Fiscal Year 2008  
FY09 - Fiscal Year 2009  
FY09 Y-T-D - Fiscal Year 2009 Year to Date  
1st Quarter - Oct'08 - Dec'08  
2nd Quarter - Jan'09 - Mar'09  
3rd Quarter - Apr'09 - June'09  
4th Quarter - July'09 - Sept'09  
Current Quarter Comparison to Target / Benchmark  
T - Target  
B-Pr - Premier Clinical Advisor database  
is not subject to discovery pursuant to Florida statutes.  
Patient Bed Days – The count of unique patient bed-contact days.  
Case volume < 5 (too low for meaningful reporting).  
x=numerator, y=denominator.

---
Questions?

Carolyn Mueller, RN, BSN
Sr. Clinical Data Abstractor