



Commonwealth of Massachusetts
Department of Public Health

Helping People Lead Healthy Lives In Healthy Communities

Steward Health Care Monitoring

Public Health Council

Madeleine Biondolillo, MD

Associate Commissioner, MA Dept of Public Health

January 2014

Agenda

- Review of monitoring program
- Analysis of data
 - Emergency Department
 - Licensed Bed Capacity
 - Deficiencies
 - Serious Reportable Events
 - Infection Control
- Future monitoring
- Discussion

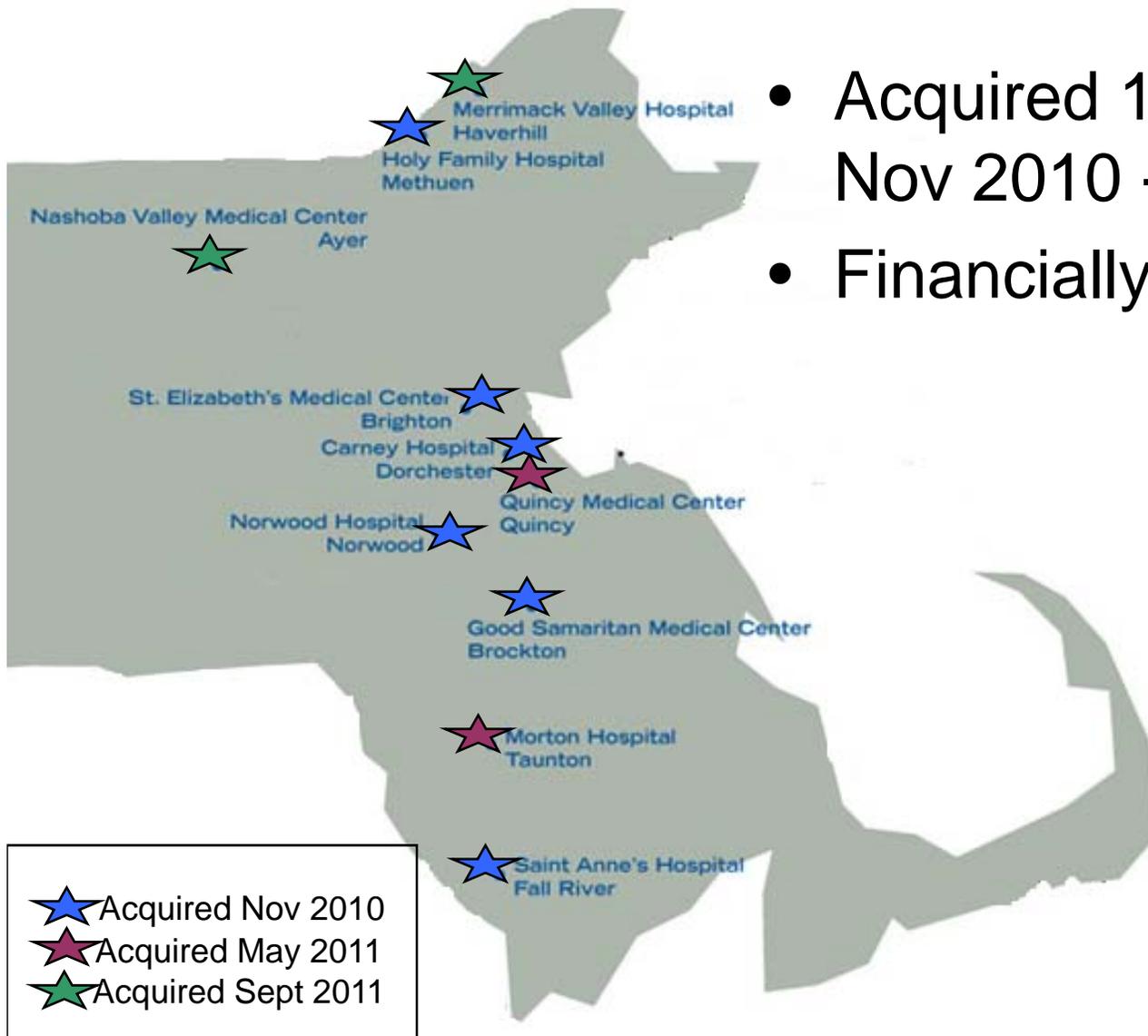
Departmental Mandate

“...conduct an evaluation, assessment, and monitoring of the impact of the Transaction on the availability of, and access to, health care services within the communities”

– G.L. c. 180, § 8A(d)(5)

Steward Hospitals (non-acute)

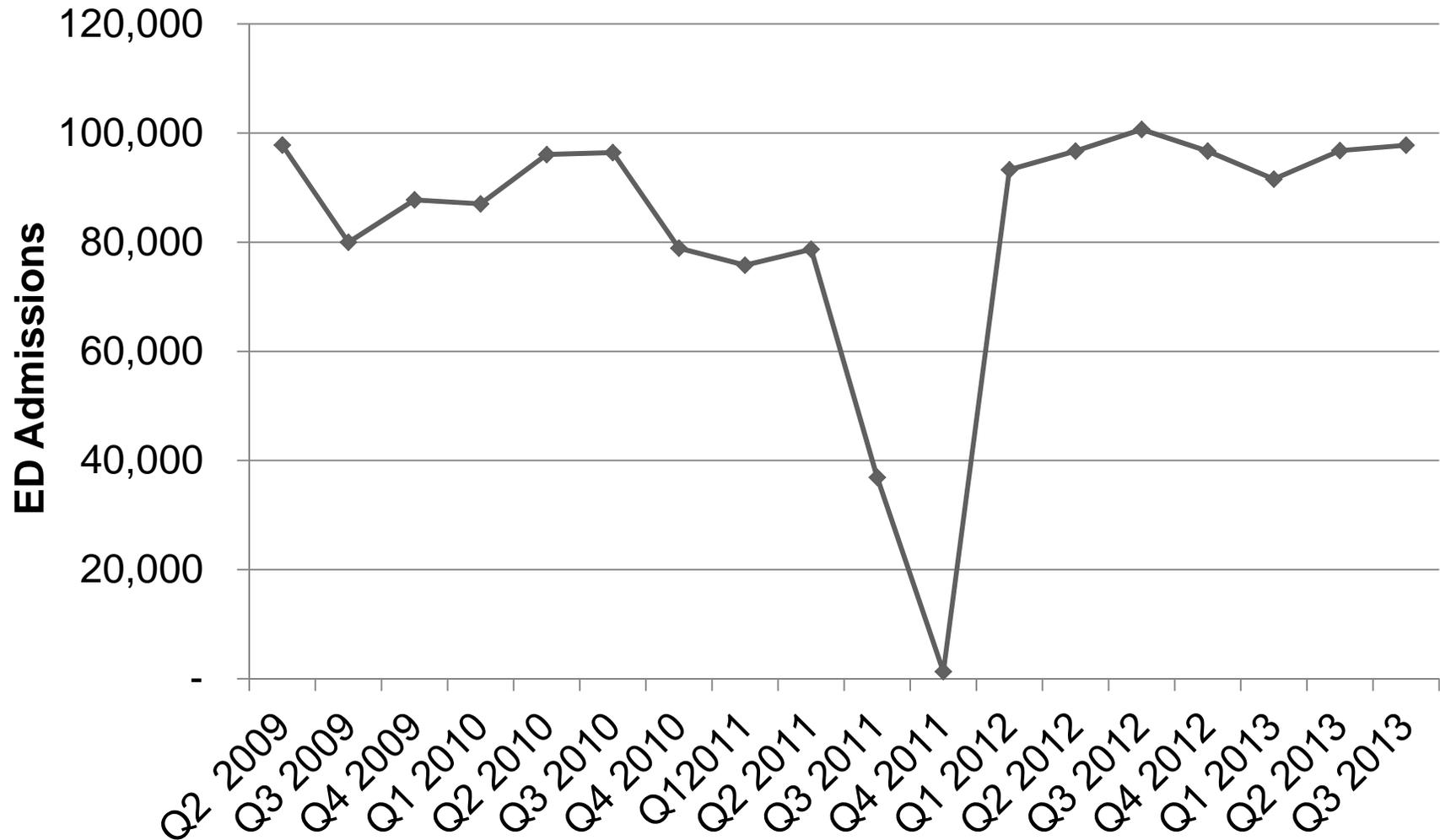
- Acquired 10 hospitals from Nov 2010 - Sept 2011
- Financially unstable facilities



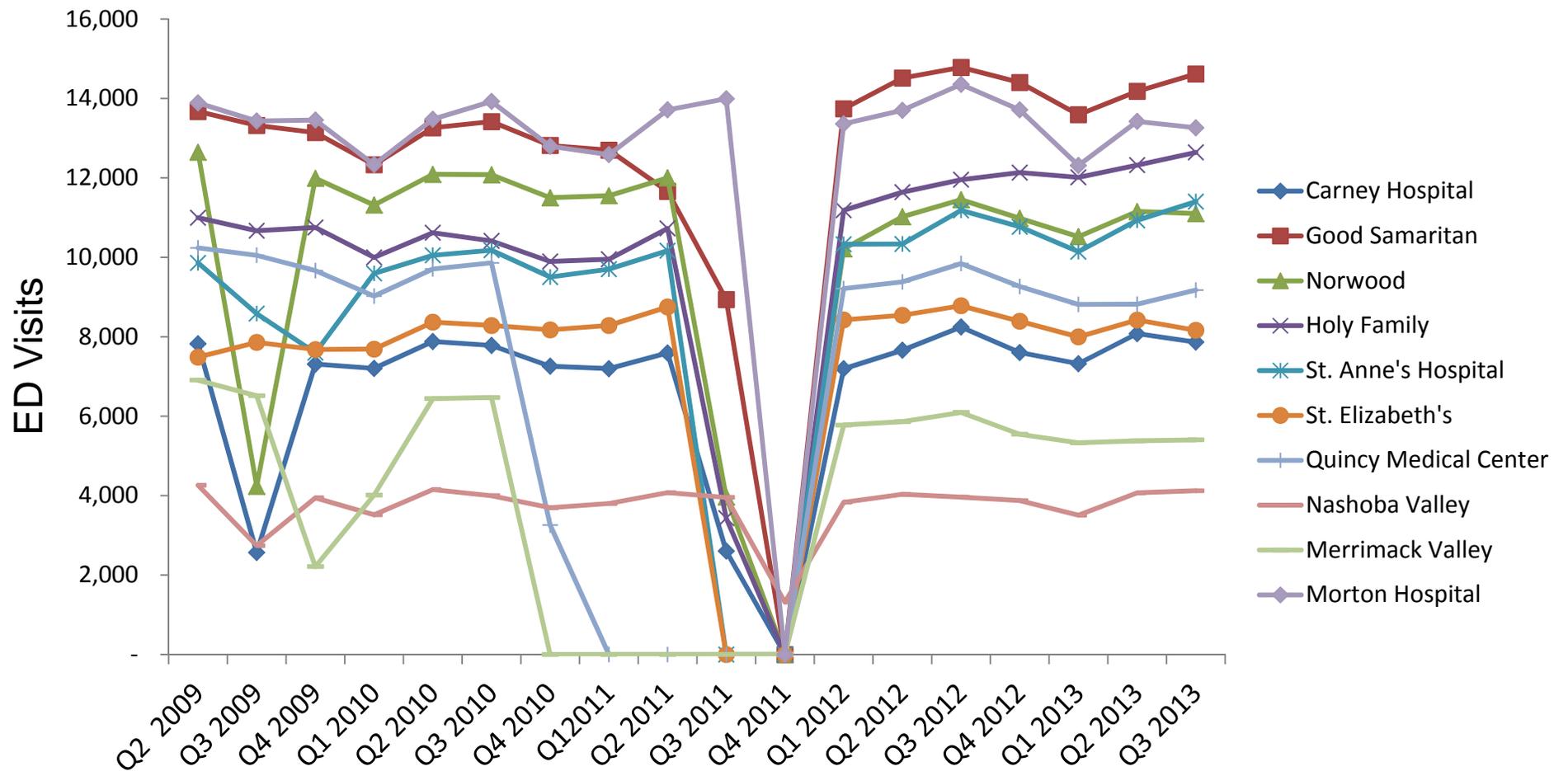
Monitoring Techniques

- Collect, organize and review data reported to and/or generated by Dept of Public Health.
- Identify gaps beyond available DPH data. Conduct interviews with topic experts and identify measurement tools.
- Meet with Steward Healthcare team to understand corporate protocols, local adaptation of protocols and organization culture.
- Develop framework to address gaps.

Steward ED Admissions 2009-2013



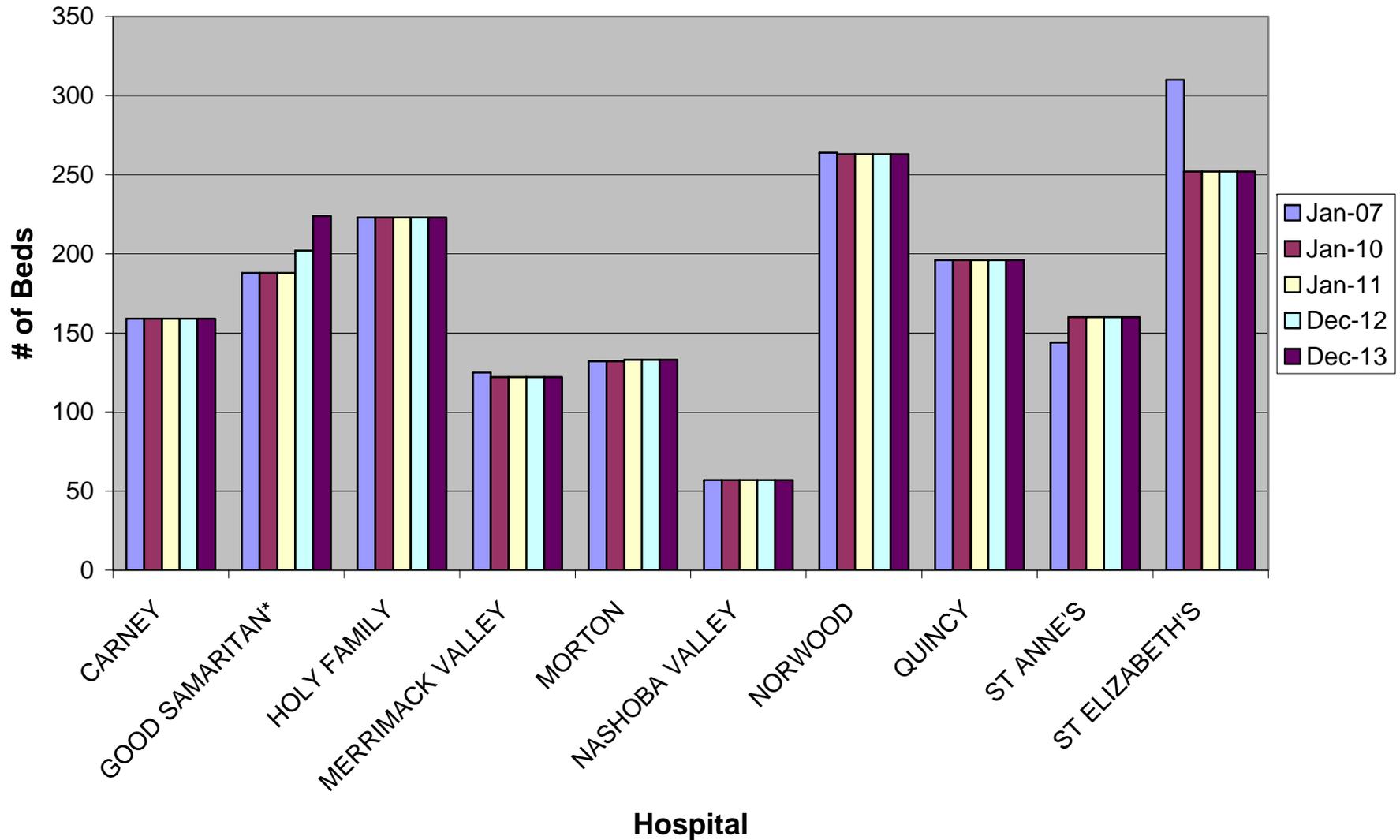
Steward ED Admissions 2009-2013



Steward ED Boarding: Behavioral Health Boards

	12-Oct	12-Nov	12-Dec	13-Jan	13-Feb	13-Mar	13-Apr	13-May	13-Jun	13-Jul	13-Aug	13-Sep
Carney Hospital	57	12	42	57	67	69	59	47	41	61	40	55
Good Samaritan Medical Center	130	20	51	58	118	122	150	123	145	168	155	147
Norwood Hospital	115	22	51	64	81	119	107	70	80	97	88	104
Holy Family Hospital	88	24	78	116	65	94	74	66	73	77	93	85
St. Anne's Hospital	60	36	127	153	48	60	66	65	76	80	54	71
St. Elizabeth's	44	78	151	174	37	48	42	55	34	46	62	40
Quincy Medical Center	112	95	84	97	80					107	116	34
Nashoba Valley	10	8	14	12	14	12	9	12		16	12	5
Merrimack Valley Hospital	44	22	35	50	40	46	44			65	30	16
Morton Hospital	97	88	103	131	94	109	97	97	88	60	48	1

Licensed Bed Totals (2007-2013)



Hospital Bed Changes Sept-Dec 2013

Hospital	Service/Bed Type	Nature of Notice to DPH	Triggers Essential Services Process	Effective Date	Licensed Beds for Impacted Service	Beds in Service Before Change	Change Proposed to Beds in Service	Beds in Service After Change	Average Daily Census Data	Current Status
Quincy	Outpatient psych "Partial Hospitalization Program"	Closure of Service	Yes	12/15/13	N/A (outpatient)	N/A	N/A	N/A	150 a year in 2010, 2011, and 2012; 32 in 2013 through July; none at present.	Hearing held 10/16/13. No evidence closure will impact access.
Morton	Pediatric	Closure of Service	Yes	7/20/13	13		-13	0	Hospital reports 1; MNA indicates 4+. MGH Pedi Dept (who consulted for Morton) indicates 1-3	To close 7/20; hospital will operate observation beds on unit while 4 observation beds are built near ED
Holy Family	Med/Surg	Temporarily out of service		Apr. 2013	105	75	-18	87	Feb: 61.1; March: 54.6	Not implemented by hospital
Norwood	Med/Surg	Temporarily out of service		3/29/13	151	95	-24	127	Feb: 81.5; March: 89.7	Planned to continue until 10/1/13
Quincy	Med/Surg	Temporarily out of service	No	Feb. 2013	156	94	-40	54		Completed

Beds/Service Changes (2007 - 2013)

Hospital	License or Change Date	Change(s)
Carney	2007	Medical Control Service added
	2/12/2010	50 Psych Unlocked to 50 Psych Locked
Good Samaritan	2007	Medical Control Service added
	12/22/2011	10 M/S beds added 16 Psych Unlocked to 16 Psych Locked
	9/28/2012	4 M/S beds added
	10/31/2013	22 M/S beds added
Holy Family	6/29/2009	Medical Control Service added
Merrimack Valley	4/25/2007	3 M/S beds removed Primary Stroke Service added
Morton	9/28/2010	13 Psych Unlocked to 14 Psych Locked
Nashoba Valley	2007	Medical Control Service added
Norwood	2007	Medical Control Service added
	9/28/2012	1 Maternal bed removed 61 Psych Unlocked to 61 Psych Locked
Quincy	2007	Medical Control Service added
	5/8/2008	22 Psych Unlocked to 22 Psych Locked
St. Anne's	2007	Medical Control Service added
	5/8/2008	16 Psych Locked added
St. Elizabeth's	8/17/2007	32 M/S beds removed
	11/1/2008	12 NICU beds removed
	11/20/2008	10 M/S beds removed 4 Maternal beds removed
	5/8/2008	49 Psych Unlocked to 49 Psych Locked

Deficiencies 2007-2012

	2007	2008	2009	2010	2011	2012	
Carney	8	18	6	8	7	0	
Good Samaritan	0	0	5	8	0	10	23%
Holy Family	9	2	5	10	3	1	
Merrimack Valley	0	0	2	1	7	1	
Morton	3	30	0	12	39	0	
Nashoba Valley	3	0	9	6	4	0	
Norwood	14	6	15	5	5	11	26%
Quincy	6	0	13	12	8	0	
St. Anne's	3	0	4	26	6	0	
St. Elizabeth's	5	10	10	5	3	20	47%
Total	51	66	69	93	82	43	

	Year	Survey	Complaint	Total
Carney	2008	11	7	18
Good Samaritan	2012	0	9	9
Morton	2008	25	5	30
Morton	2011	28	11	39
Norwood	2012	5	6	11
St. Anne's	2010	18	8	26
St. Elizabeth's	2012	15	5	20

Survey Results 2007-2012

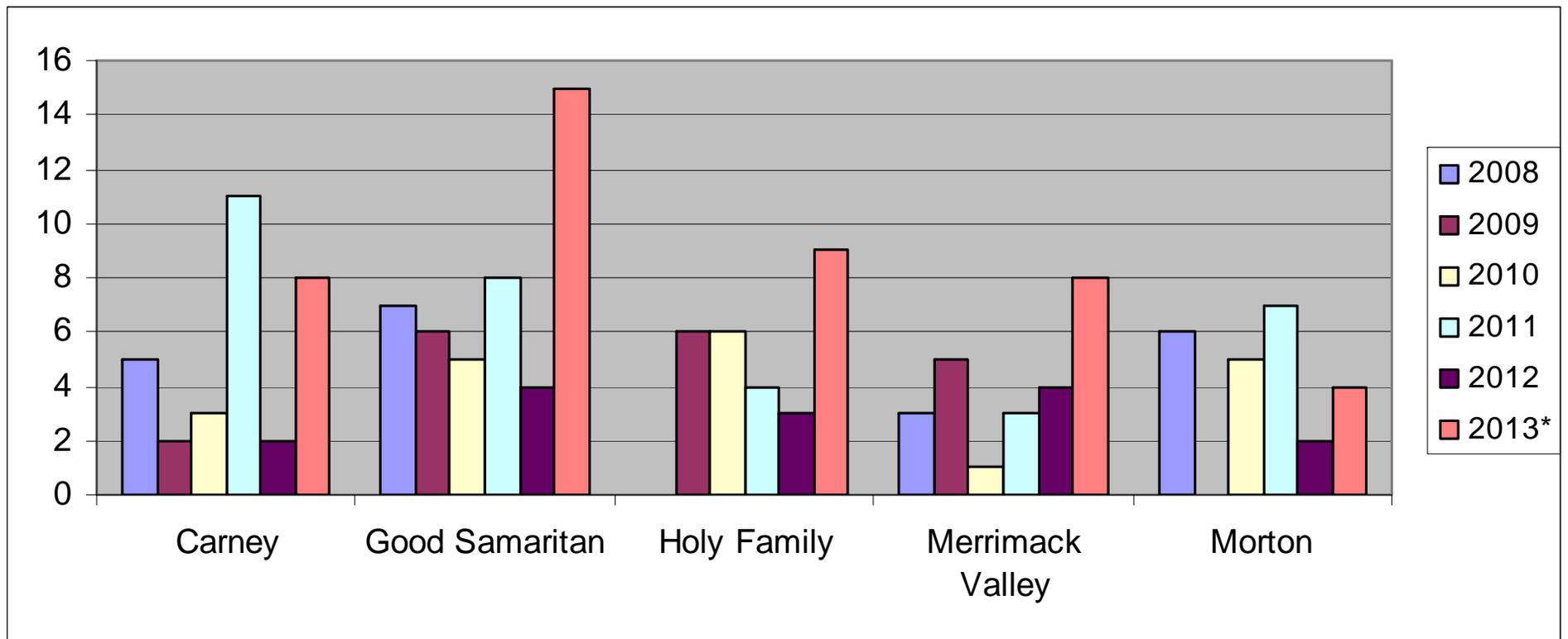
Conditions of Participation Out of Compliance (2007-2012)

Hospital	Date Cited	Regulation Deficiency
Morton Hospital	10/31/2011	Patient Rights
		Nursing Services
		Pharmaceutical Services
Norwood Hospital	7/18/2012	Patient Rights
St. Elizabeth's Hospital	3/8/2012	Patient Rights

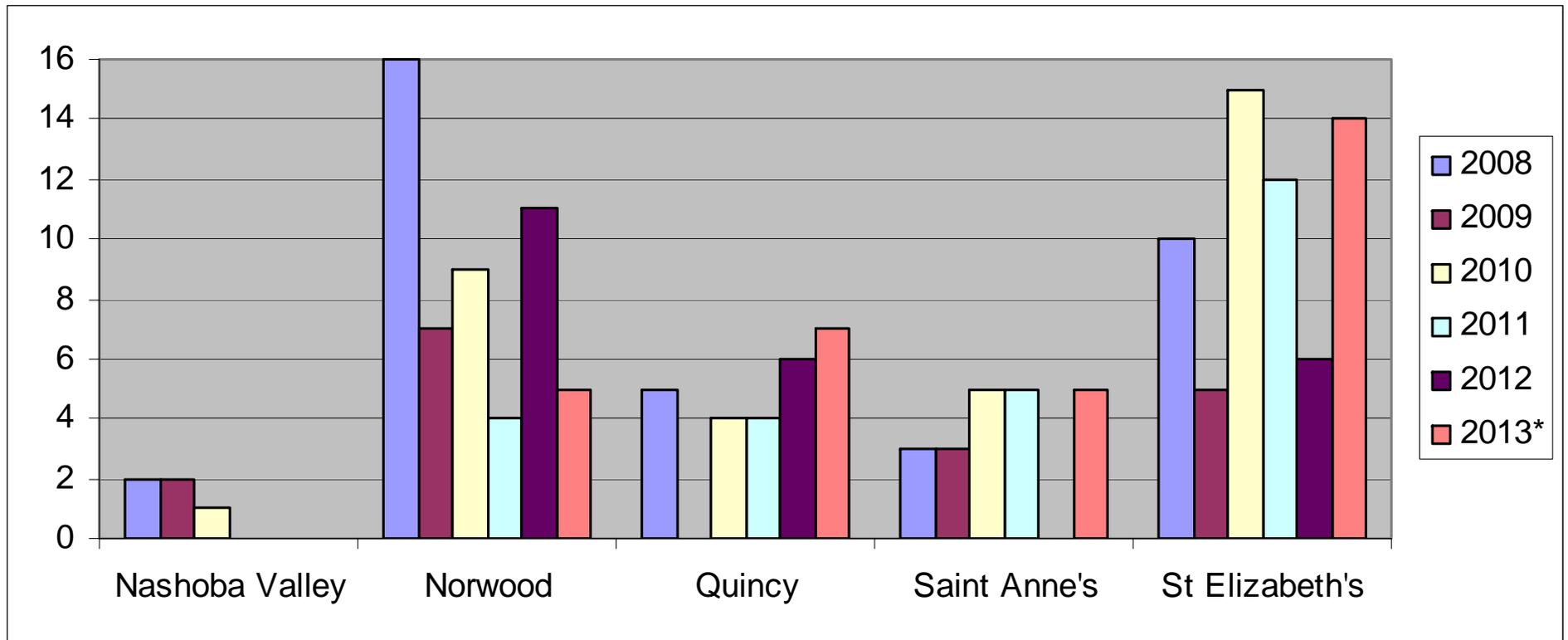
EMTALA Violations (2007 - 2013)

Hospital	Date Received	Date Investigated	Requirement Violated
Merrimack Valley	10/26/2012	10/31/2012	Delay in Examination or Treatment Transfer/Discharge
St. Anne's	2/22/2011	2/23/2011	Screening Policies/Procedures Treatment Reporting Requirement Delay in Exam or Treatment
	8/7/2013	8/14/2013	Violation Screening

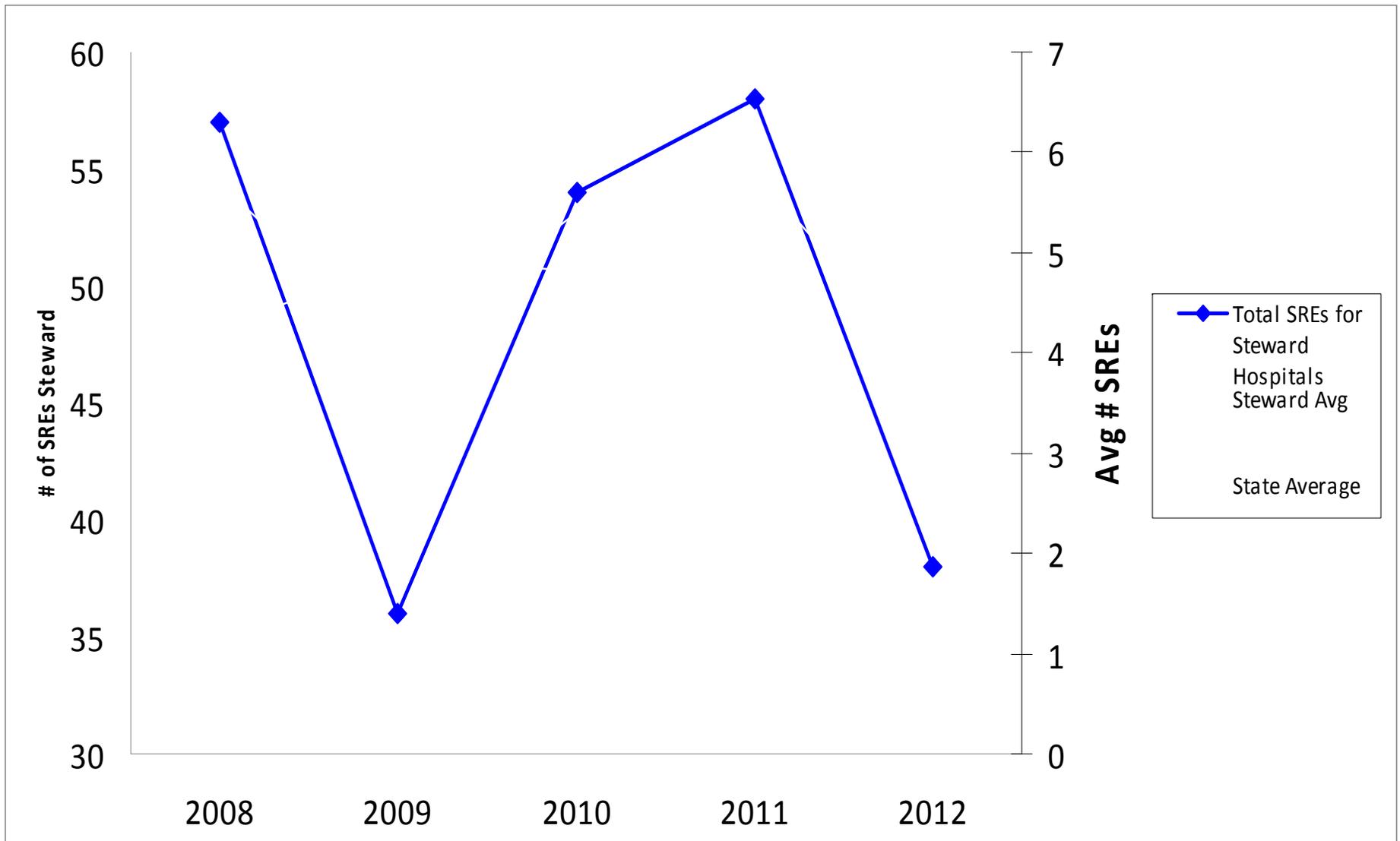
Serious Reportable Events by Hospital and Year (1 of 2)



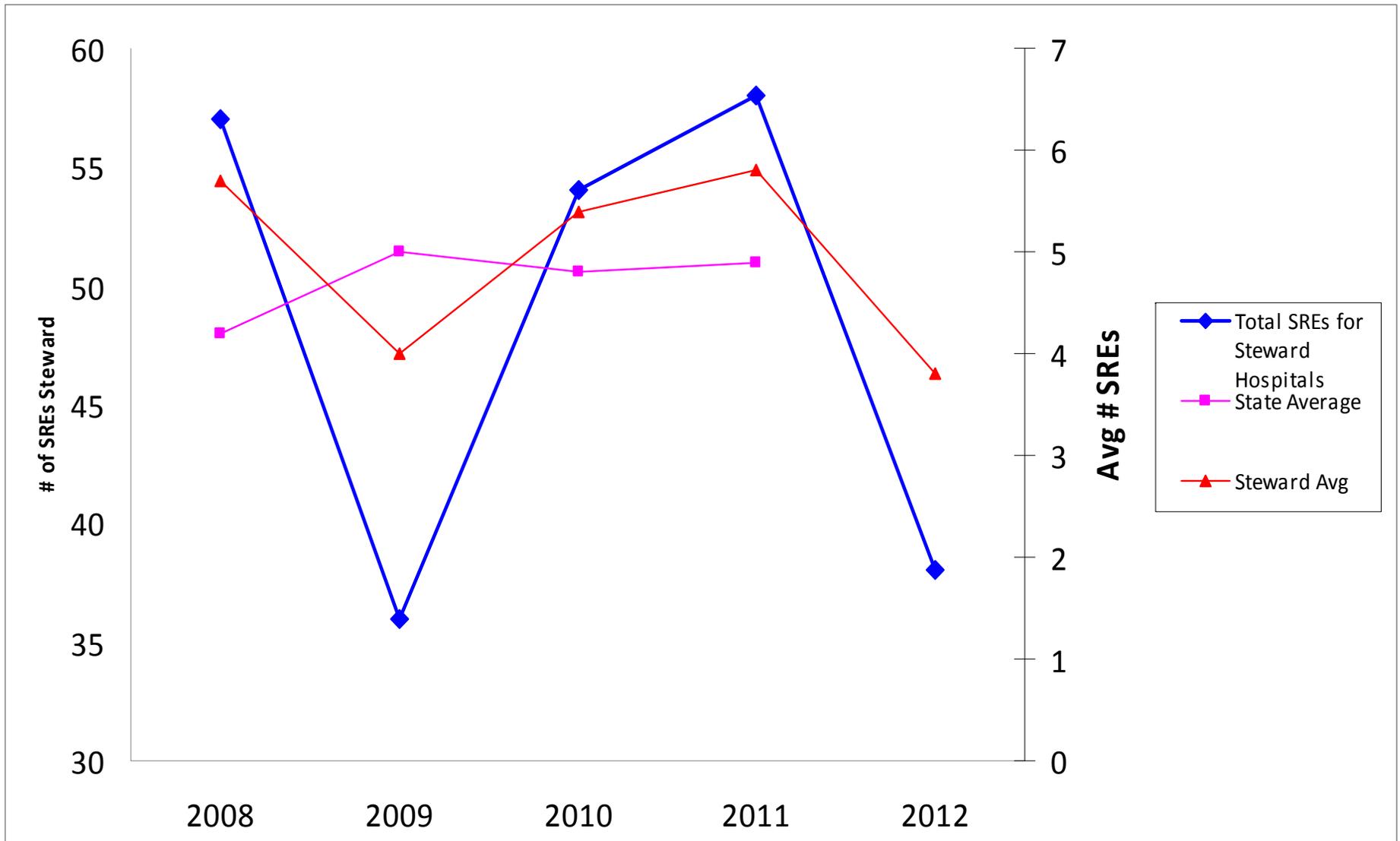
Serious Reportable Events by Hospital and Year (2 of 2)



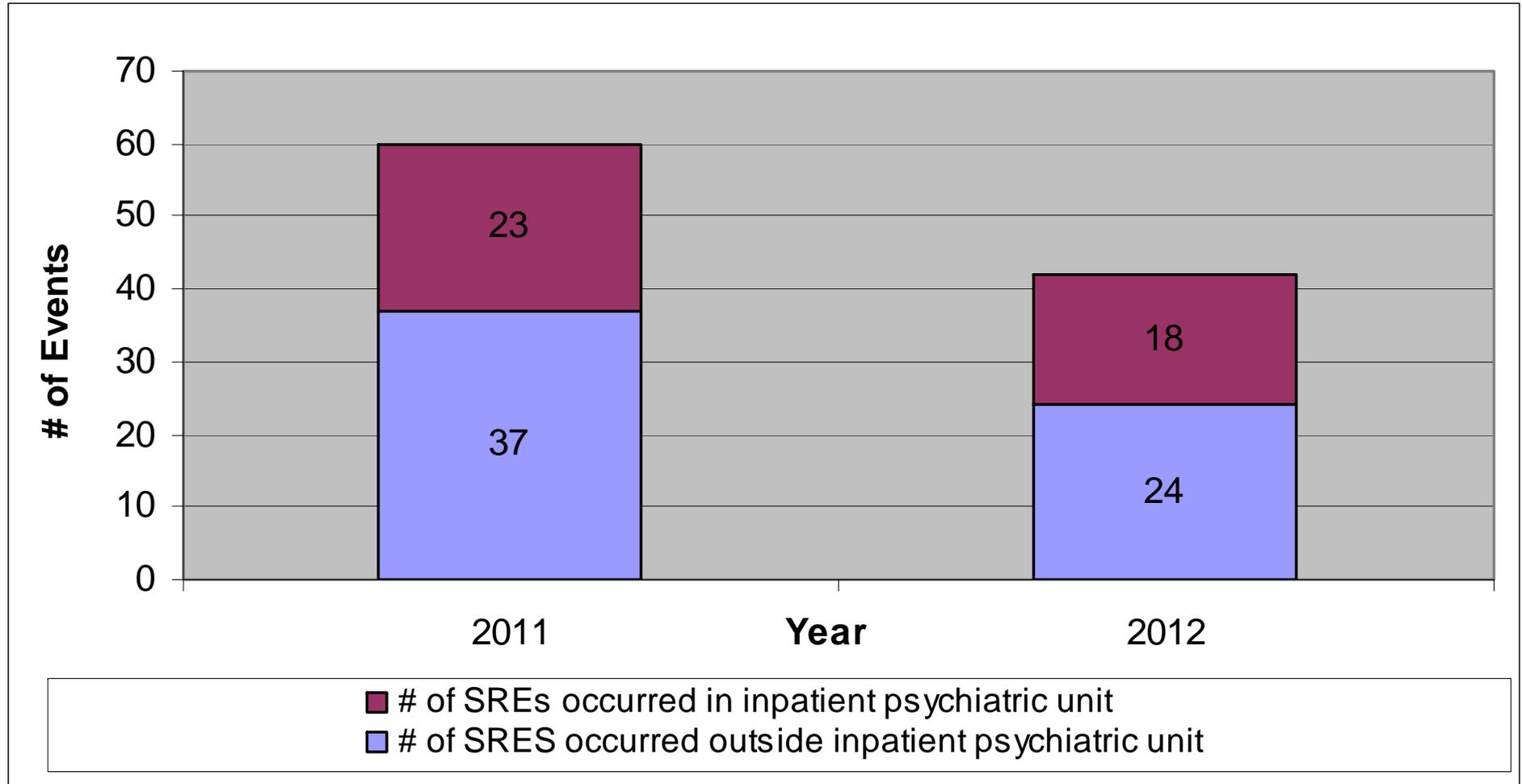
Steward SREs 2008-2012



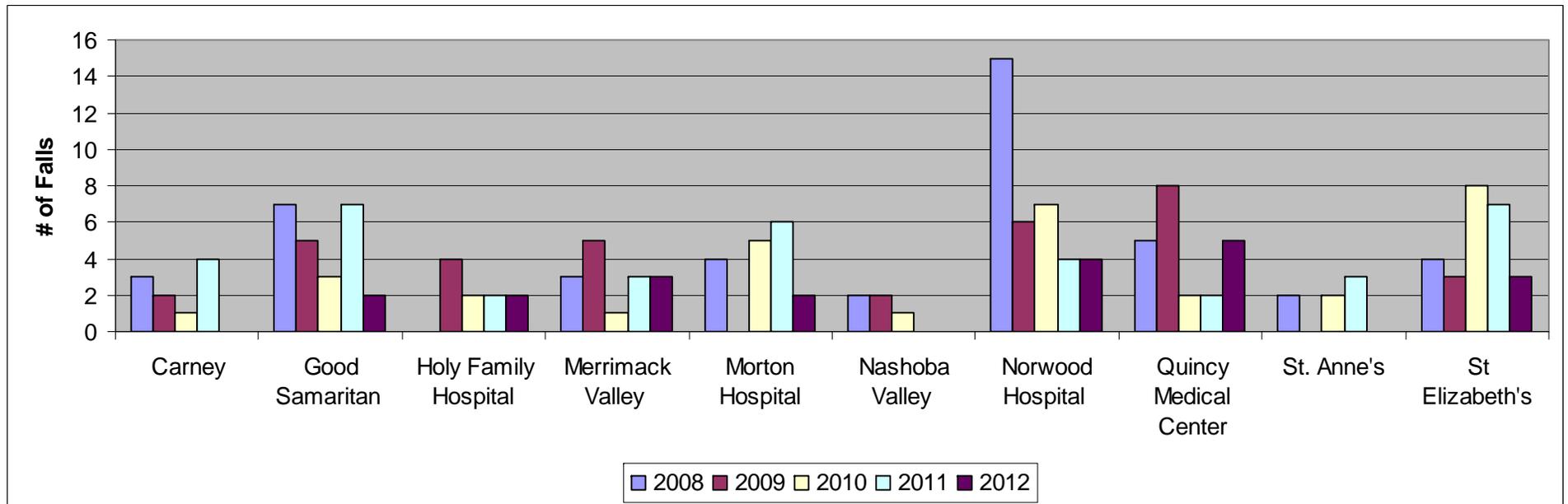
Steward SREs 2008-2012



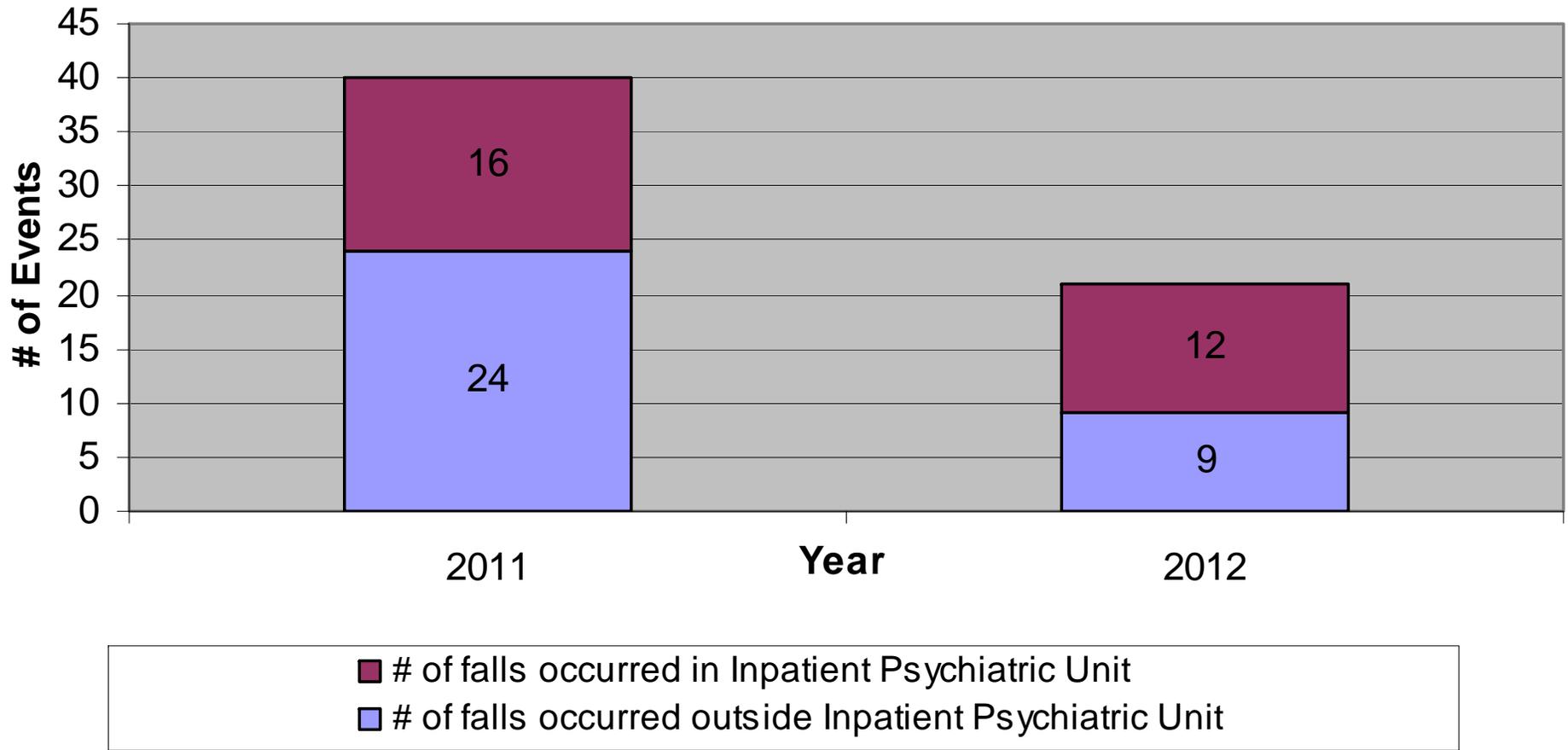
Steward Hospitals SREs by Unit Type



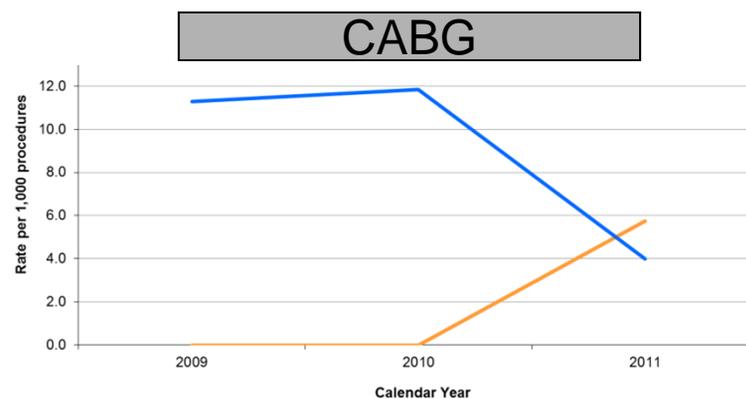
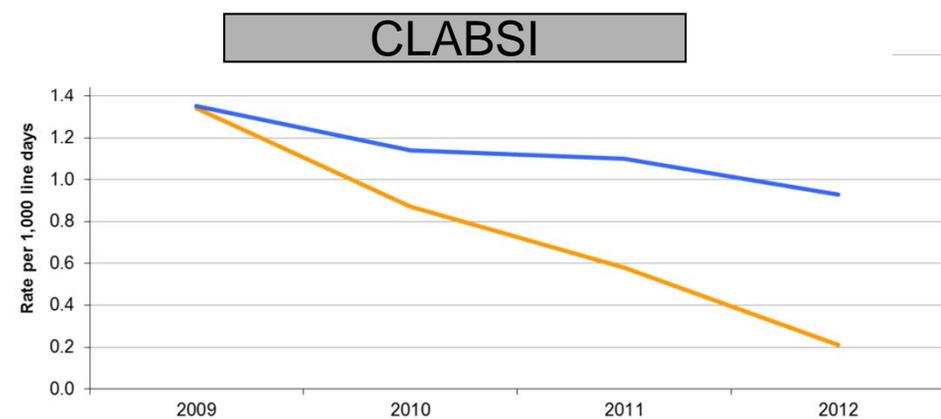
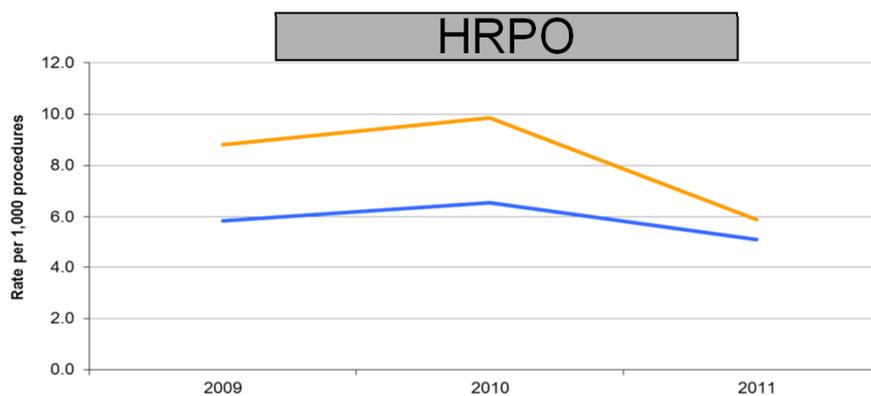
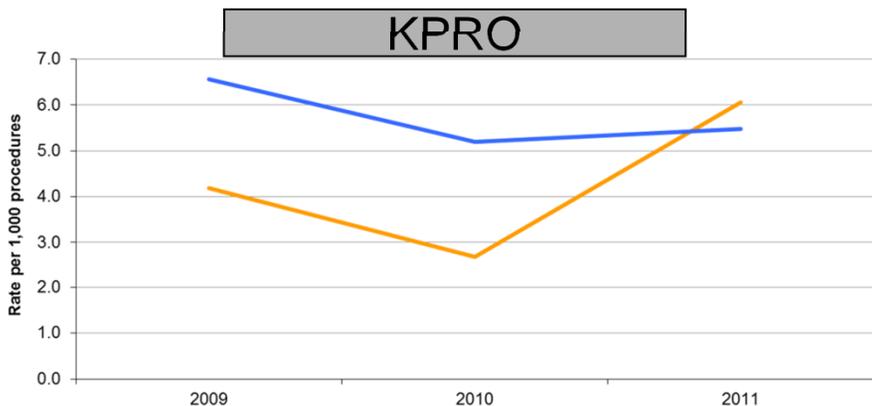
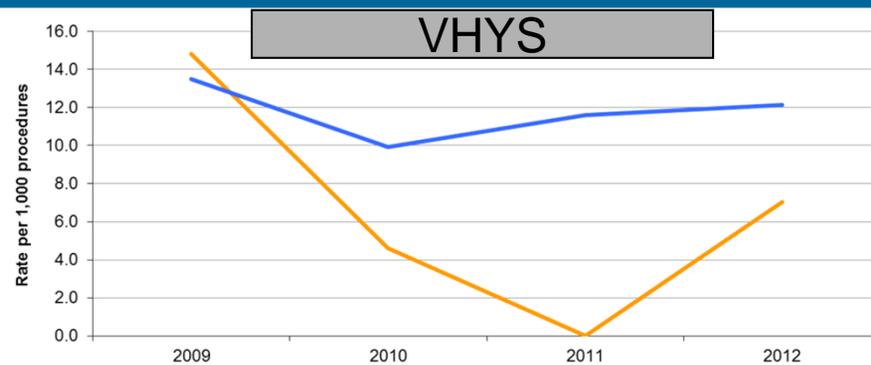
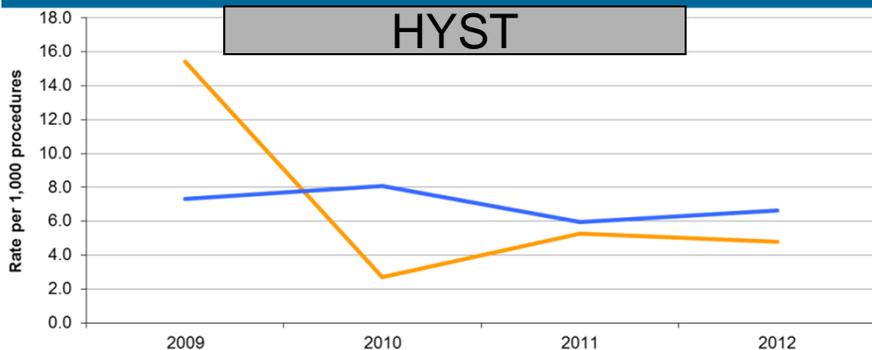
Falls with Death or Serious Disability/Injury



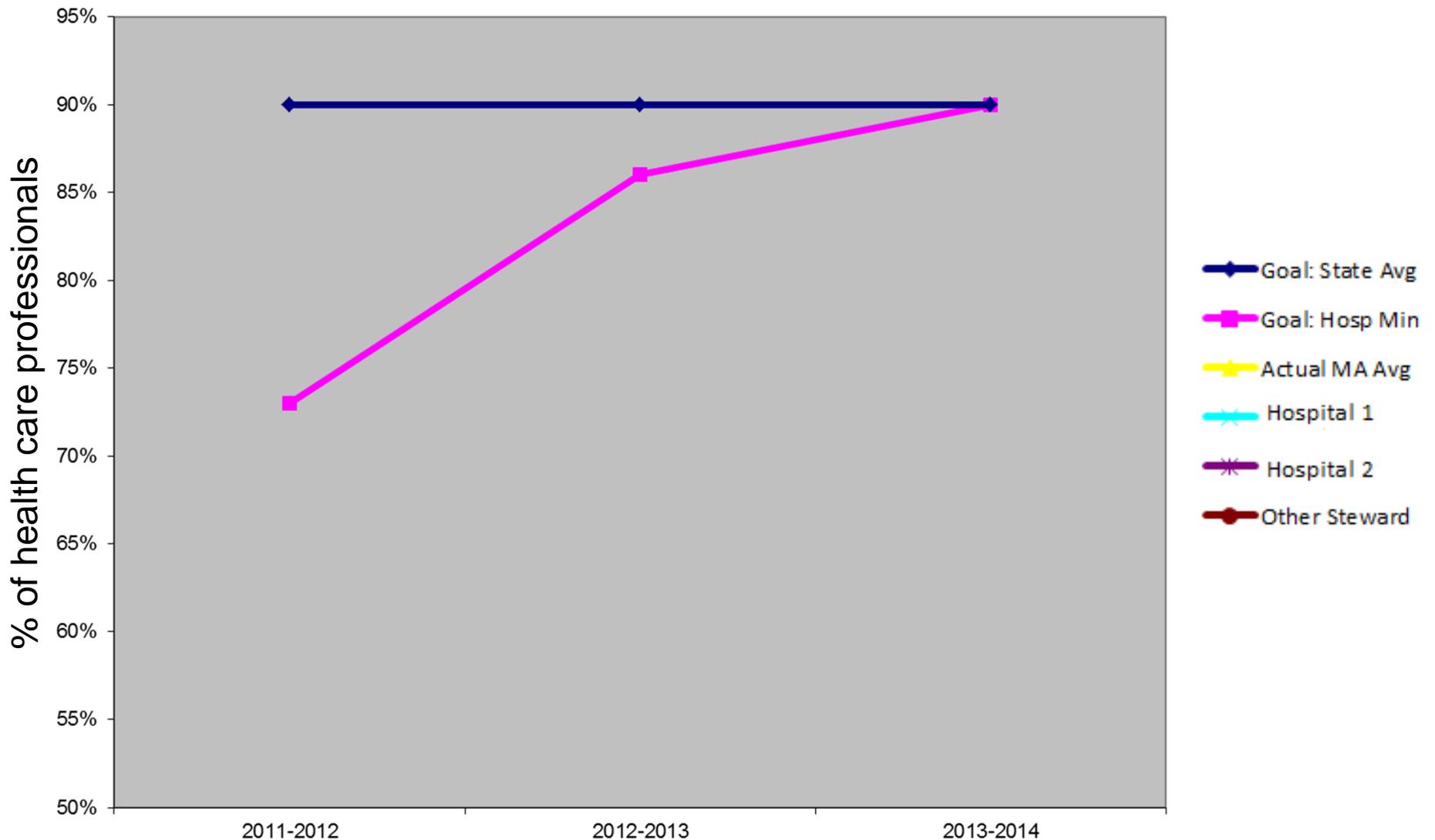
Steward Hospital Falls with Death or Serious Disability/Injury by Unit Type



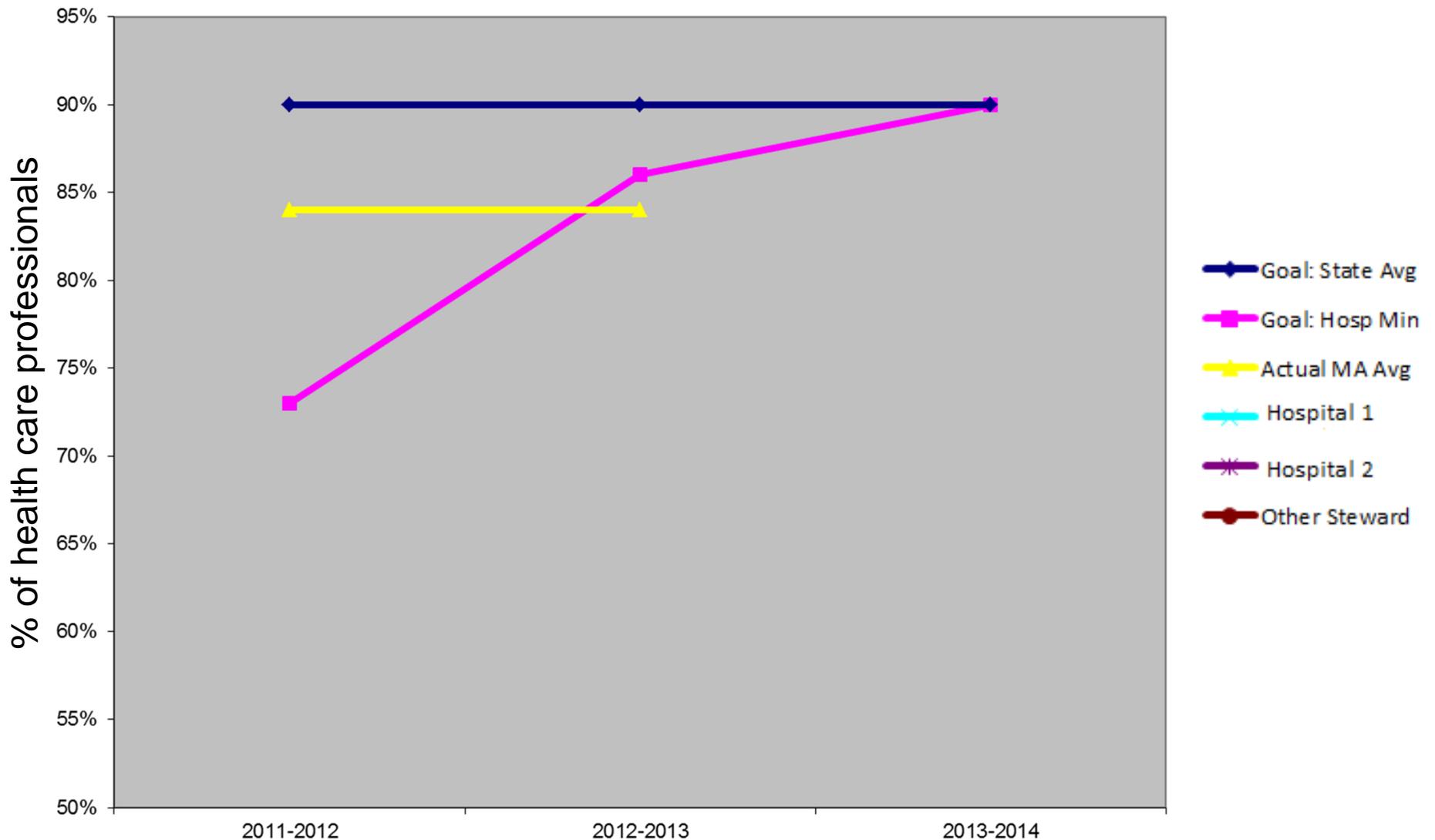
Infection Data: Steward (orange) and MA (blue)



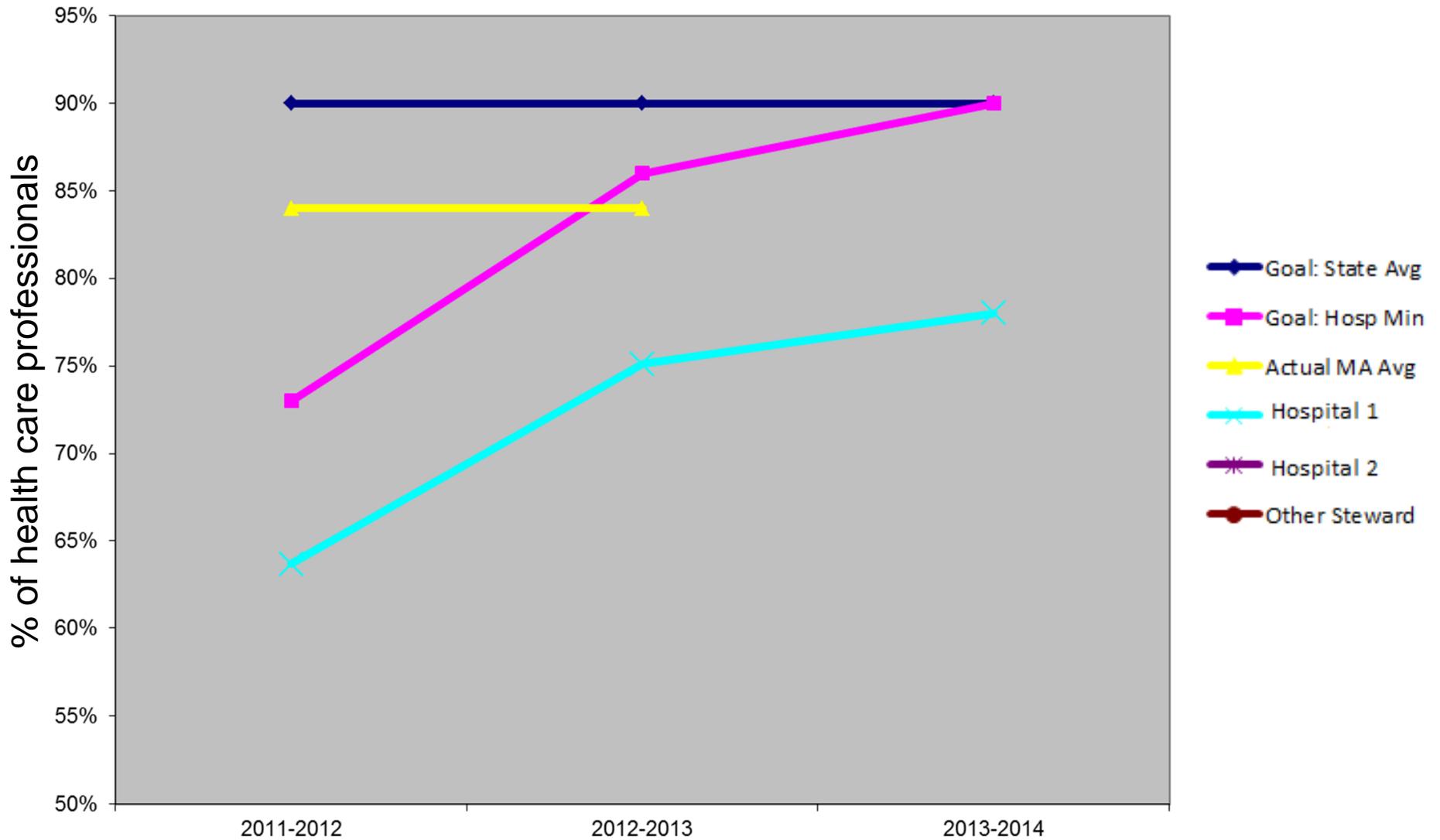
Influenza Vaccine Coverage for Health Care Providers



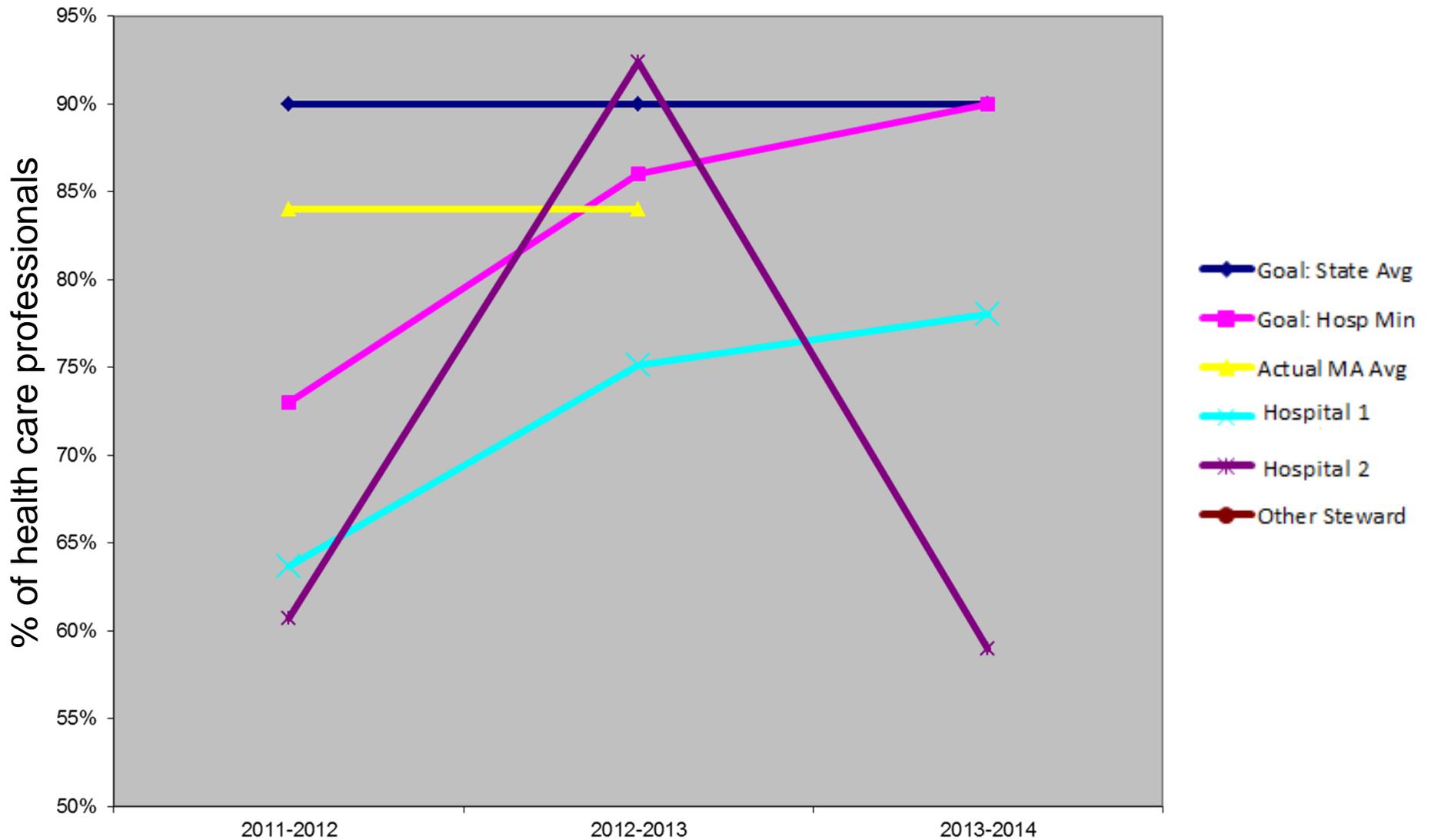
Influenza Vaccine Coverage for Health Care Providers



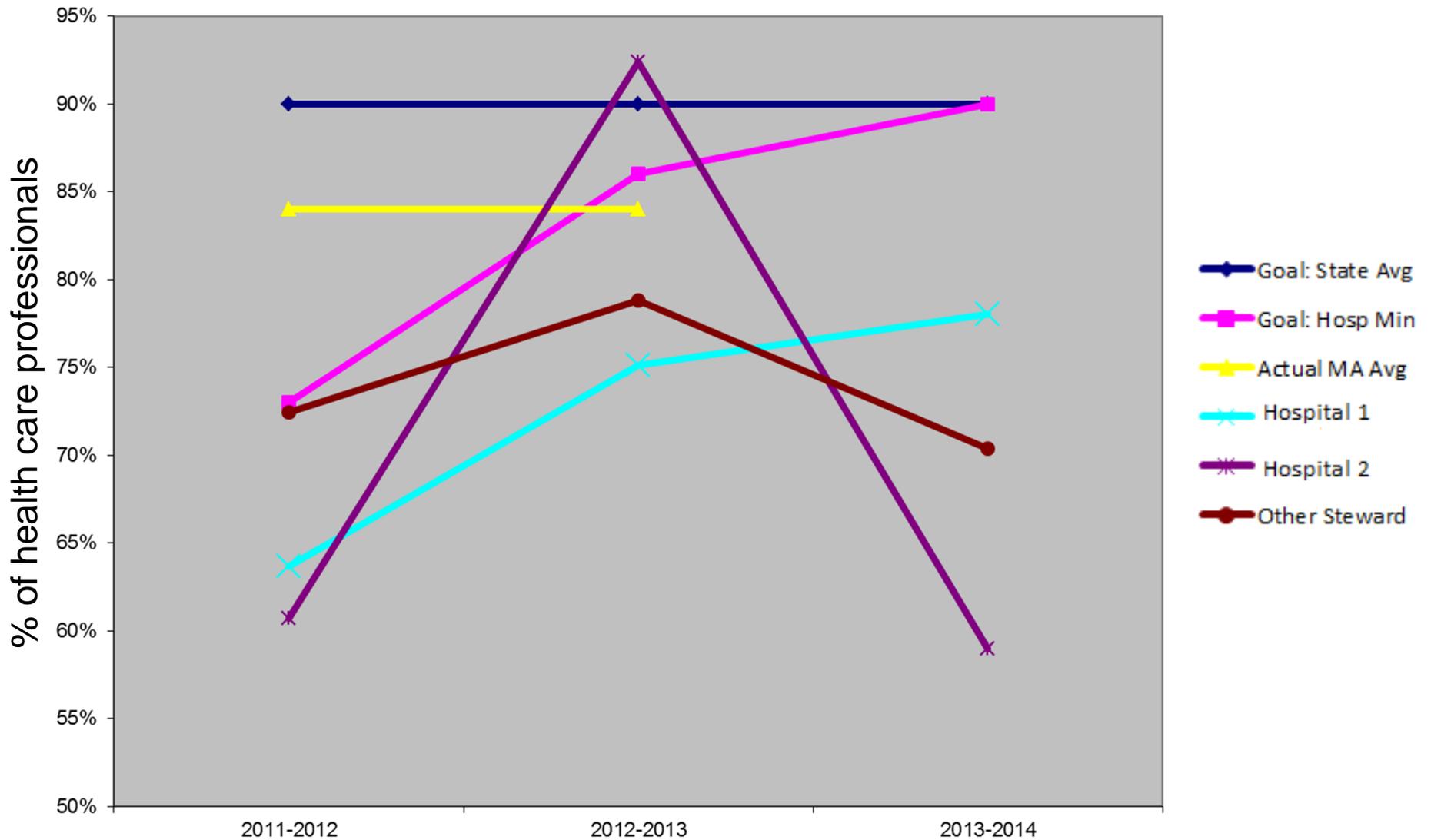
Influenza Vaccine Coverage for Health Care Providers



Influenza Vaccine Coverage for Health Care Providers



Influenza Vaccine Coverage for Health Care Providers



Future Monitoring: Three Approaches

1. Continue to monitor available DPH data
2. Interviews/meetings with Steward team to investigate how failures are addressed and lead to improved quality for patients
3. Identify gaps in available data at individual hospitals and investigate, including examples:
 - Patient Family Advisory Councils
 - Interpreter Services
 - Discharge coordination

Our Guiding Question and Drivers

1. **When I need care am I able to get it?**

- ED services/EMTALA*, interpreters, follow up care

**Emergency Medical Treatment and Labor Act*

2. **Does my care team share a plan with me?**

- EHR usage, discharge planning, end of life care

3. **When I'm in care, is it safe?**

- Adverse events, infection control, sanitation

4. **Am I an active partner in Steward's care delivery?**

- PFACs, patient satisfaction, community benefits

5. **Am I confident that failures are fixed?**

- Plans of correction, teach back, demonstrate learning, apology & disclosure, disseminate learning

#1 When I need care, am I able to get it?

