The Waiting Room: Highland Hospital Then and Now

John Chapman, Chief Administrative Officer
Mini Swift, MD, Associate Chief Medical Officer
Highland Hospital
Friday, June 17, 2016
8-9 am
Headquartered in Oakland, CA
ABOUT ALAMEDA HEALTH SYSTEM

- Leading public health care provider and medical training institution recognized for world class patient and family centered care.
- Regional and national leader in health care excellence and safety.
- Major economic power providing 4,500 jobs and contributing nearly $560 million annually in salaries, wages and benefits.
- Home to more than 1,100 physicians across the nine facilities.

- Licensed Beds: 752
- Admissions: 19,851
- Outpatient Visits: 329,479
- Emergency Visits: 113,897
- IP/OP Surgeries: 9,585
- Deliveries: 1,077
About Highland Hospital
HIGHLAND HOSPITAL, OAKLAND, CA

- Nationally recognized teaching hospital
- New Acute Care Tower (ACT)
- 169 licensed beds, Med/Surg, ICU
- Family Birthing Center and Level II NICU
- Diagnostic Imaging Services Center (DISC), Clinical Laboratory
- PT, OT, Speech Therapies

- Level II Trauma Center
- ED 80,000 visits per year
- EM Residency Program #1 in CA #6 in the Nation
The Waiting Room
Award winning documentary debuted February 2012, casting an intense light on Highland Hospital where “a staff of compassionate professionals provide care to a startlingly diverse population of patients.” Washington Post

The film aptly portrayed our strengths including efforts to get patients the care they need.

The film also exposed the challenges including poor customer service, crowded facilities and long wait times.
PLACING A FACE ON EXECUTIVE DASHBOARDS

The Waiting Room placed a face on the executive dashboard.

The Affordable Care Act placed greater pressure to compete

The ED served as the organizing venue and portal of entry for many needs
This patient was diagnosed with a stroke; kicked out of the hospital and sent here. There are times I have to admit people to the hospital; keep them overnight, just for their social conditions as much as their medical ones…

We’re a public hospital. We’re the safety net in society. We’re an institution of last resort for so many people.”

Dr. Douglas White
PROBLEM: EVALUATING THE PATIENT NEED

“The ED is completely full. The beds in the hospital are completely full… so nobody moves.”
WAIT TIME FROM ED TO INPATIENT BED

Total LOS

Average Time (hours)

Patients per Month

- Jul-13: 448
- Aug-13: 504
- Sep-13: 467
- Oct-13: 463
- Nov-13: 494
- Dec-13: 461
- Jan-14: 454
- Feb-14: 266
- Mar-14: 506
- Apr-14: 492
- May-14: 426
- Jun-14: 372

Values:
- Jul-13: 15.03
- Aug-13: 15.34
- Sep-13: 16.41
- Oct-13: 16.72
- Nov-13: 15.94
- Dec-13: 16.72
- Jan-14: 16.38
- Feb-14: 9.54
- Mar-14: 9.97
- Apr-14: 10.43
- May-14: 10.28
- Jun-14: 10.17

#VITAL2016
SOLUTION: RAPID EVALUATION

- Established a Fast Track
- Same Day Clinic
- Internal Waiting Room
- Improving Throughput Initiatives
- Expand Medication Refill Clinics
“I can see if you were referred to the orthopedic doctor.”

“It’s been a week.”

“Often for our clinic, it’s several months before you can see a physician. It’s not an immediate thing. You were only seen 6 days ago.”
SOLUTION – PRIMARY AND SPECIALTY ACCESS

• Same Day Clinic
• Expanded Specialty Clinic Access
• Standardized Scheduling for Clinics
• Clinic Expansion Initiatives
• Rx Refills in Ambulatory Clinics
SOLUTION: IMPROVING ACCESS

• Adult Medicine
  » Address immediate need
  » Time to Next Available Appointment

• Specialty Care
  » Improving wait time for next available appointment
Primary Care – Proposed Strategies to Address Immediate Need

Strategy to Address Current Need: 1) Hire 2) Increase Clinic hours and 3) Add Weekend Hours

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<th>Current Wellness Center</th>
<th>PROVIDER SHORTFALL</th>
<th>New Hires in Pipeline</th>
<th>Increase clinic hours in evening Visits/yr</th>
<th>Weekend Visits/yr</th>
<th>FTEs added</th>
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The current strategy (with extended hours during the week and adding weekend hours and current hiring plan) anticipated to address 37% of current demand

Assumptions: 3 visits/hour, 200 days/year and 3.1 visits/patient/yr in empanelment
Access and Growth - Third Next Available Appointment

AHS Core Overall Adult Medicine
Return Patient Appointments

Nov & Dec data unavailable due to broken report
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<tr>
<th>Specialty</th>
<th>Wait Time*</th>
<th>Location</th>
<th>Contact Name</th>
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<th>Physicians</th>
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<td>Cardiology</td>
<td>&lt; 30 days</td>
<td>Highland</td>
<td>Amanda Martin</td>
<td>510-437-4498</td>
<td>Sophia Barans, M.D., Robert Gunv, M.D., Tom Frohlich, M.D., Walter Stullman, M.D., Mimi Swift, M.D., Marina Triantakaya, M.D.</td>
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<tr>
<td>Endocrinology</td>
<td>&lt; 30 days</td>
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<td>Charlie Weir</td>
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<td>General Surgery</td>
<td>&lt; 30 days</td>
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<td>Ivonne Soledadizzi</td>
<td>510-437-5119</td>
<td>Miriam Bussard, M.D., James Cushman, M.D., Emily Miralles, M.D., Bernard Palmer, M.D., David Sajadi, M.D., Gregory Victorino, M.D.</td>
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<td>&lt; 30 days</td>
<td>Highland</td>
<td>Alejandro Rodriguez</td>
<td>510-535-7832</td>
<td>David Irwin, M.D., Stephen Yee, M.D.</td>
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<td>GI Clinic</td>
<td>30-60 days</td>
<td>Highland</td>
<td>Mary Gauldin</td>
<td>510-437-8563</td>
<td>Taft Shukat, M.D., Benny Liu, M.D., Robert Wong, M.D.</td>
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<td>GI Procedure Lab</td>
<td>&lt; 30 days</td>
<td>Highland</td>
<td>Teresa Garcia</td>
<td>510-437-4085</td>
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<tr>
<td>Gynecology-Oncology</td>
<td>&lt;30 days</td>
<td>Highland</td>
<td>Regina Tolbert</td>
<td>510-535-7445</td>
<td>Dimitry Lerner, M.D.</td>
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<td>Optometry</td>
<td>&lt;30 days</td>
<td>Highland</td>
<td>Chimwe Adekeye</td>
<td>510-437-8515</td>
<td>Kuniyoshi Kanai, M.D., George Lee, M.D.</td>
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<td>Ortho- Spine</td>
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<td>Rhonda Conley</td>
<td>510-437-4064</td>
<td>Basil Alwatter, M.D., William Billings, M.D., James DiStefano, M.D., Robert Hoffman, M.D., Jorge Kim, M.D., Michael Kosin, M.D., Nicholas Pirn, M.D., Aaron Salsagopie, M.D., Swapnil Shah, M.D., Peter Slabough, M.D.</td>
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<td>Lucy Lerman</td>
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<td>Neurology</td>
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<td>Highland</td>
<td>Kiana Johnson</td>
<td>510-437-4468</td>
<td>Ananth Acharya, M.D., Bindu Desai, M.D., Olga Goldberg, M.D.</td>
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<td>Highland</td>
<td>Kiana Johnson</td>
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<td>Federico Castro-Moure, M.D., Atul Patel, M.D.</td>
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<td>Podiatry</td>
<td>&lt;30 days</td>
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<td>Georgia Robertson</td>
<td>510-437-8578</td>
<td>Denten Eldredge, M.D., Amy Splitter, M.D.</td>
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<tr>
<td>Radiology</td>
<td>&lt; 30 days</td>
<td>Highland</td>
<td>Morgan Brooks</td>
<td>510-437-8331, Fax 510-437-8460</td>
<td>Chung Lee, M.D., Sandra Gunv, M.D., Farhad Sani, M.D., Talitha Travis, M.D., Erick Yasumoto, M.D.</td>
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## Specialty Care Access - Today

### Key Information on Alameda Health System Specialty Clinics

**May 2016**

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<tr>
<th>Specialty</th>
<th>Wait Time*</th>
<th>Location</th>
<th>Contact Name</th>
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<td>Rheumatology</td>
<td>&lt;30 days</td>
<td>Highland</td>
<td>Michelle Evans</td>
<td>510-437-8449</td>
<td>Michael Neuwelt, M.D., Sancia Ferguson, M.D., Suneeet Grewal, M.D.</td>
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<td>Vascular Surgery</td>
<td>&lt;30 days</td>
<td>Highland</td>
<td>Ivonne Spedalieri</td>
<td>510-437-5119</td>
<td>Alden Harken, M.D.</td>
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<td>Ear, Nose, Throat (ENT)</td>
<td>30-60 days</td>
<td>Highland</td>
<td>Sylvia Gutierrez</td>
<td>510-437-6516</td>
<td>Michael MacDonald, M.D.</td>
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<td>Ophthalmology</td>
<td>30-60 days</td>
<td>Highland</td>
<td>Sylvia Gutierrez</td>
<td>510-437-6515</td>
<td>Jennifer DeNiro, M.D., Richard Imes, M.D., Vincent Ray, M.D.</td>
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<td>Plastic surgery</td>
<td>30-60 days</td>
<td>Highland</td>
<td>Georgia Robertson</td>
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<td>Urology</td>
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<td>Highland</td>
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<td>Sarah Blaschko, M.D., Timothy Ito, M.D., Charles Turzan, M.D., Yuka Yamaguchi, M.D.</td>
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<td>Chest/ Pulmonary</td>
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<td>Amy Johnson</td>
<td>510-437-4517</td>
<td>Monica Bhargava, M.D., Herbert Schub, M.D., Indhu Subramanian, M.D.</td>
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<td>Hepatitis C</td>
<td>&gt;60 days</td>
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<td>Tele-Dermatology</td>
<td>&gt;60 days</td>
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<td>Charla Duke</td>
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<td>Allergy</td>
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<td>Amy Johnson</td>
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PROBLEM: SOCIAL CHALLENGES

“I was just laid off my job in March so all I have is my unemployment… other than that I would have went right to Alameda Hospital.”
SOLUTION: LEVERAGING WAIT TIME

• Health Advocates
  » Food assistance, affordable housing, legal aid, immigration rights, employment issues

• Bite to Balance
  » Pediatric Obesity Program
  » Dietary education
  » Food provided during group
  » Children as influencers
“We don’t have any floor tele beds; we have one SDU bed that’s going to go to 10 pending a discharge…. OK, so 3’s going to the hallway, your DKA is going to 7, and we’re putting 7 in 3, and we’re putting 3 in the hallway.”
WAIT TIME FROM ED TO INPATIENT BED

![Graph showing total length of stay (LOS) for patients from July 2013 to June 2014. The average time (in hours) is plotted against the number of patients per month. The graph shows a decrease in LOS from approximately 15.03 hours in July 2013 to 9.17 hours in June 2014.](image-url)
SOLUTION: MANAGE ADMIT / ACCELERATE DISCHARGE

**ADMITS**
- Transfer Center
- Acute Hospitals

**INPATIENT**
- Expand SDU and TELE
- Bed Control Communication

**DISCHARGE**
- Lounge
- Rx
- Respite Care
- Care Transitions
Innovative Team Composition includes Community Health Workers

- Troubleshoot barriers to attending post-discharge appointments
- Education on disease states and medications
- Attend patient appointments

CHW’s are drawn from the communities they serve
Leveraging the bright spots across the system and beyond

**The Alamedan**

**Alameda paramedicine pilot set to launch**

Michele Ellson  
Tuesday, April 7, 2015 - 00:05

*Firefighter-paramedics Stephen Lucero, Michael DeWindt, David Wills, Armando Baldizan and Patrick Corder will be providing some additional services starting in June. Photo courtesy of the Alameda Fire Department.*

Paramedics with the Alameda Fire Department will soon be able to do more than ferry patients to the hospital and provide care on the trip there: They’ll also provide assistance to chronically ill patients after their hospital stay is over to make sure they are getting the care they need to avoid a return trip.
Median Length of Stay (LOS) in Hours Admitted Patients
Highland Hospital Emergency Department

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CHALLENGES AHEAD

• Seismic compliance law driving hospital replacement in CA
• Facility planning logic favored trend toward fewer beds
• New tower has less Medical Surgical capacity
THE ROAD AHEAD

- Hospitalists
- Transfer Center Expansion
- Observation Status
- Access
What are some of the practices you are using to address ED throughput?
QUESTIONS?