



SETTING THE
BAR FOR
SUCCESS
IN ACTION

BAPTIST HEALTH

Jacksonville, FL

Founded in 1955, Baptist Health is the area's only locally governed health system. Their mission is "to continue the healing ministry of Christ by providing accessible, quality healthcare services at a reasonable cost in an atmosphere that fosters respect and compassion."

Comprised of five hospitals, and three free-standing emergency departments, the system has 1,168 beds and more than 10,000 team members. In 2018, Baptist Health handled 72,391 inpatient admissions, 326,298 emergency room visits, and 46,896 total surgeries.

Baptist Health is also recognized as a national leader in the use of clinical information technology to improve the quality and safety of care. All five hospitals and their home health agency have Magnet® designation, in addition to being Jacksonville's "Most Preferred Healthcare Provider" since 1990 based on the National Research Corporation's Healthcare Market Guide.



SHARON SIMMONS

MSN, RN, CPN

Sharon has worked at Baptist Health / Wolfson Children's Hospital for over 35 years. She is currently the Manager of the Patient Care Logistics Center (PCLC). She was chosen from the Baptist Health System as the Nurse of the Year for Professional Collaboration in 2018.



SHANNON BAUM

MSM

Shannon has worked at Baptist Health / Wolfson Children's Hospital for the past 14 years. She is the Director for FLEX staffing team and the Patient Care Logistics Center.



CHALLENGE

- Jacksonville is a growing area, with close to 30% of their population over the age of 55, putting additional stress on Baptist Health to meet the needs of the community.
- Baptist is surrounded by a number of neighboring health systems—all of which are competing for the same market share.
- Baptist's transfer center was outsourced which made it difficult to operate as a centralized system across the five facilities.
- Data was difficult to access, leading to uncertainty around the reasons that patient transfers were being declined.
- Physicians were unhappy when they had difficulty placing patients, and/or their patients had long hold and wait times.



ACTION

- In August 2017, a logistics center was established for staffing and centralized bed placement. That first step was a significant change for Baptist since prior to that, patient logistics was handled by each of its five hospitals.
- Senior leadership was highly engaged and quickly realized the cost and customer service benefits of having the transfer center on-site. It was Dr. Diane Raines, Senior Vice President & Chief Nursing Officer, who then made arrangements for the planning/implementation team to present to every medical board at all five hospitals to help ensure staff at all levels were just as engaged.
- The new, on-site transfer center had access to all Baptist Health systems, and direct physician access was considered an unequivocal success. The medical director for the transfer center is also the executive in charge of all system emergency departments.
- The transfer center opened on January 2, 2018. In the first 28 days alone, patients being accepted and transferred to Baptist Health increased from 900 to 1500. The center, located in an on-campus pavilion, has four lines—a kid's line, a brain line, a STEMI line, and a general transfer line. A nurse and a coordinator are in the center 24/7, and a third coordinator is also on-site from 11AM-11PM.
- A daily email is sent to the president of each Baptist hospital regarding any patient that is declined so they can understand the number of declinations and the reason.
- A monthly dashboard was created and includes patient volume, the number of accepted patients, the percentage of accepted cases versus the total, the percentage of patient denials/cancellations and the percentage of yearly accepted volumes.



RESULTS

Baptist Health underwent an amazing cultural shift with the opening of their Patient Care Logistics Center [PCLC]. The PCLC has led to tremendous results over a short period of time, and Baptist Health has been able to provide more services to more members of its growing community.

SPECIFICALLY, IN 2018:

- Patients accepted through the transfer center increased by more than 2000 as compared to 2017
- Less than 5% of patients being transferred to Baptist were denied or cancelled
- Overtime costs were cut by more than 40% as a result of the new centralized staffing model
- ED boarding hours declined 20%
- Patient's leaving without being seen decreased 16%

In addition, the response from executives has been overwhelmingly positive regarding the results to date. John Wilbanks, Executive Vice President & Chief Operating Officer said, "The PCLC has had sustained growth, and this is not a single, not a double, but a HOME

RUN!" And Dr. Diane Raines, Senior Vice President & Chief Nursing Officer, states, "This demonstrates a lot of hard work, and dedication to success. The year over year transfer volume growth is very good, and along with this growth, the PCLC handled staffing across the system. We should definitely recognize the work that this team has done."