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QUINCY (MASSACHUSETTS) HOSPITAL TO CLOSE

Ten years ago, if you started at Gillette Stadium in Foxboro, MA, and drove 20 miles north on Route 1 (known as the “Automile”) to Dedham, MA, you would drive by one urgent care center. Today that route will take you past five. There are no hospitals on Route 1 and the closest one is 5 miles away. What does that say about the changes in health care? It says a lot when one takes into mind the “right care at the right place at the right time at the right cost” mantra.

There was no better example of these changes in health care than the recently announced closing of **Quincy Medical Center** in Quincy, Massachusetts. Quincy is a city of almost 100,000 approximately 10 miles south of Boston and is known as the birthplace of two US presidents and John Hancock. Because there is plenty of competition in this environment for patients, especially outpatients, over the last decade the former city hospital has always had challenges. Despite new ownership a few years ago and significant capital investments, it was not enough. However, in announcing the closing of Quincy Medical Center, Steward Health Care said they would be opening multiple ambulatory sites in the city to provide differentiated care.

Two other hospitals closed in Massachusetts during 2014: (1) North Adams Regional Hospital (109 beds) in North Adams closed last spring, located on the New York-Vermont border corner of the state, and (2) Two Radius Specialty Hospitals in Boston (84 beds) and Quincy (38 beds), which are rehabilitation facilities, closed earlier in the fall.

AMS HOLIDAY GREETINGS

There is no more fitting time of the year than now to say “thank you”. We wish all of our clients and readers a very safe and happy holiday season, and a new year of health, happiness, and prosperity.

The AMS offices will be closed for four days during the two-week holiday period, but not the four days one would expect. The offices will be closed Wednesday, Thursday and Friday, December 24 to 26, and Thursday, January 1, 2015. Travel safely, and happy holidays to all!



6 INDIVIDUALS – 120 YEARS OF SERVICE

AMS’ annual meeting was held at the Tuscan Kitchen in the New England Executive Park, Burlington, MA. The new restaurant is located in an office building AMS considered moving to last year, near our former location.

At the meeting, longevity was in fashion as the following employees were recognized for their commitment and outstanding service:

- Pat Corvino- vice president, supply chain, 10 years
- Matt Bornstein, manager, IT and data analysis, 15 years
- Coletta Gabele, manager, HR and finance, admin, 15 years
- Denise Johnson, human resources administrator, 15 years
- Jennifer Owen Schuster, principal, 25 years
- Tom Webb, principal, 40 years

After lunch, we tried to hypnotize selected staff, with the team building portion of the meeting hosted by a comedian who was very engaging.

The meeting focus always opens on company updates and setting the tone for the new year. Human Resources took center stage along with financial planning and other employee-focused topics. The guest speaker, Wendy Weitzner, vice president, Innova Group, presented the state of the art on medical office buildings and how they have evolved. The meeting was held the Monday of Thanksgiving week.

RECENT SEMINARS ATTENDED, PRESENTATIONS, & ARTICLES ACCEPTED FOR PUBLICATION

Dot Wagg was an AMS HIM Vice President who died suddenly 12 years ago. She was a nationally recognized expert in health information management and privacy issues, and a force in the field. The **Massachusetts Health Information Management Association (MaHIMA)** has an annual legislative seminar in her memory. This year’s topic “A Breach...And Beyond”, offered topics such as how to avoid being a privacy and security breach statistic. Linnea Fraser, manager, represented AMS at the seminar.

Donna Watson Dillon, principal, has written an article in the field of nursing: *Going from Patient Care to Population Health Management: New Executive Nurse Competencies*; which has been accepted for publication in the Jan/Feb "Nurse Leader".

Linda Young, vice president and general counsel, presented at the **Massachusetts Hospital Association** seminar "HIPAA Update for Hospital Leaders: The Responsibilities of Top Management and Governing Body for Data Security". Young's presentation focused on the key operational privacy issues hospital leaders face in transforming the technology environment such as privacy law. This relates to a focus on patients and visitors and their use of mobile technology in the healthcare setting. Linda's presentation distinguished the difference between employees and non-employees, under theories of liability for private causes of action.



Quickly reveal opportunities to reduce labor expense

The **AMS Key Performance Indicator (KPI) Review**, is a rapid review to identify cost reduction opportunities in labor expense through a high level, off-site data analysis of payroll and workload statistics. AMS analyzes your performance against other hospitals using comparative data in our proprietary database.

Compare labor performance against our proprietary database

Immediate Benefits

■ **Areas of opportunity:** A KPI analysis identifies areas of opportunity that go beyond a typical high level benchmark such as FTEs/AOB. While global labor ratios will be reviewed, AMS will provide indicators of opportunity at the department level.

■ **Annual budget planning:** A KPI analysis identifies opportunities to reduce labor expense in next year's budget.

■ **Target resources:** A KPI analysis allows you to quickly identify where to focus your efforts to achieve maximum savings with minimal effort.

Recent Results

4 hospital, 1,100-bed regional system: AMS identified areas with staffing opportunity equal to 6.9% (601 FTEs) of the system's 8,677 FTEs.

120-bed hospital: AMS identified a labor improvement opportunity of 94 FTEs of the hospital's 1,273 FTEs. Seven outlier departments accounted for 75% of the opportunity.

Critical access hospital: AMS identified a 5% staffing opportunity in a health system consisting of 25-bed acute care, 25-bed nursing home, 10-bed rehab unit, and support staff for physician practices. A detailed review identified an additional 2.5% staffing opportunity for a total of 25 FTEs.

Labor KPIs

Global KPIs

- FTEs/AOB
- FTEs/AOB CMI Adjusted
- Paid Hours/Adjusted Discharge
- Salary, Wages and Benefits as a % of Net Revenue
- Labor Expenses/Adjusted Discharge
- Net Operating Revenue/FTE
- Overtime Usage

Unit of Service KPIs for Major Departments

- Nursing Services
 - Med/Surg/Telemetry
 - Critical Care
 - Rehabilitation
 - Pediatrics
 - Maternal and Child Health
- Surgical Services
 - OR/PACU
 - Endoscopy
 - Sterile Processing
- Emergency Services
- Imaging Services
 - Diagnostic/CAT
 - MRI
 - Nuclear Medicine
 - Ultrasound
- Laboratory Services
- Environmental Services
- Health Information Services
- Patient Financial Services
- Nutrition Services
- Cardiac Cath Lab
- Cardiopulmonary Services
 - EKG
 - Respiratory
- Pharmacy
- Rehabilitation Services

To learn more, please contact:

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