

# 2011 Military Health System Conference

## Implementation of a Centralized Patient Transfer Center:

Improving the Care Experience of Patients and their Families

*The Quadruple Aim: Working Together, Achieving Success*

CDR Sarah Mitemeyer Shea, NC, USN

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Naval Medical Center San Diego

# Report Documentation Page

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# Objectives

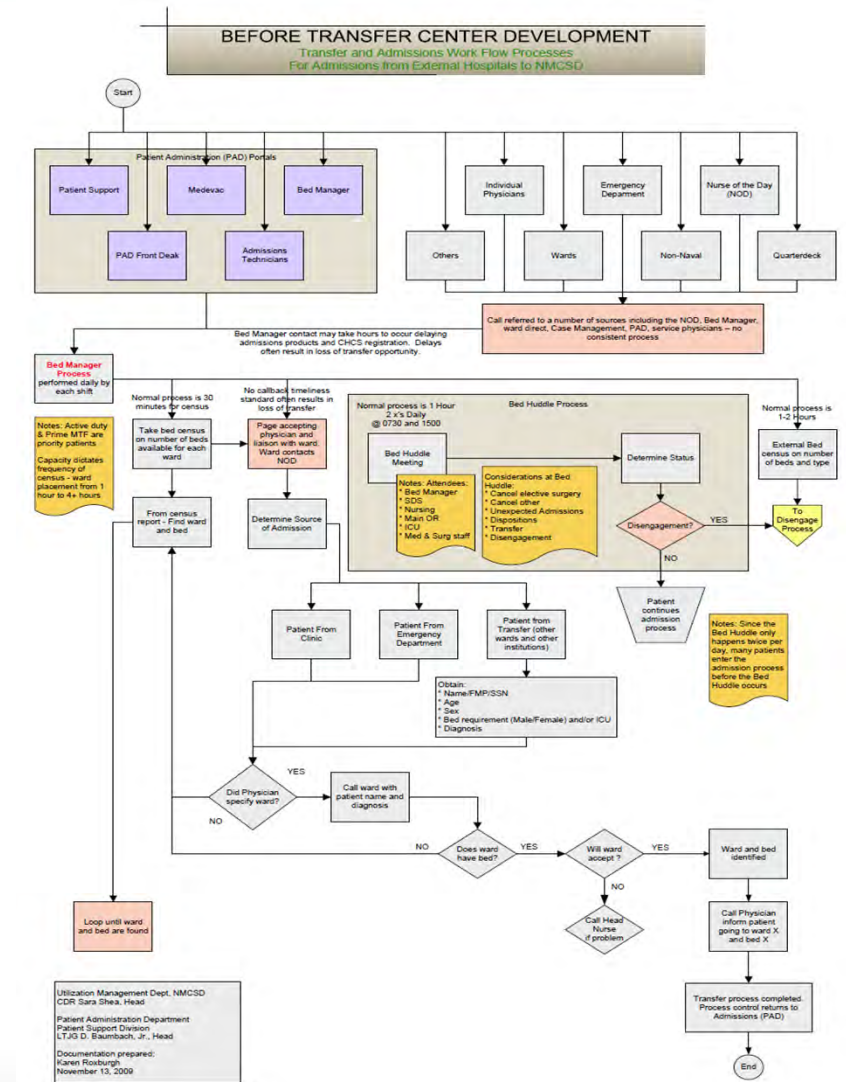


- Identify 2 goals that NMCS D has accomplished with the institution of the Transfer Center
- Identify 2 parallels between our experience and yours that open the potential for change
- Identify 3 areas of the Quadruple Aim that the Transfer Center has addressed

# Everyone Has A Past



- The Ugly Truth:
  - Patients receive care in Civilian EDs and are often admitted w/o our visibility
  - Civilian EDs are motivated to clear their beds ASAP
  - Numerous portals of entry
  - Decentralized access
  - Cumbersome process
  - Did nothing to promote collegial relationship with community facilities



# Where We Were



- 210 minute average time to transfer decision
- At least 11 different entry points
- Transfers were mostly dependent upon “who you know” hook-ups
- No official Command policy existed
- Transfer process was chaotic and variable.
- Inability for Admissions to track incoming patients and coordinate bed availability
- Lack of coordination resulted in unexpected arrivals who often ended up in MTF ED

# Where Did We Want To Be



## •Centralized and Streamlined

- Positive patient experience
- Take care of our patients
- Develop collegial relationships
- Increase case mix/complexity for GME

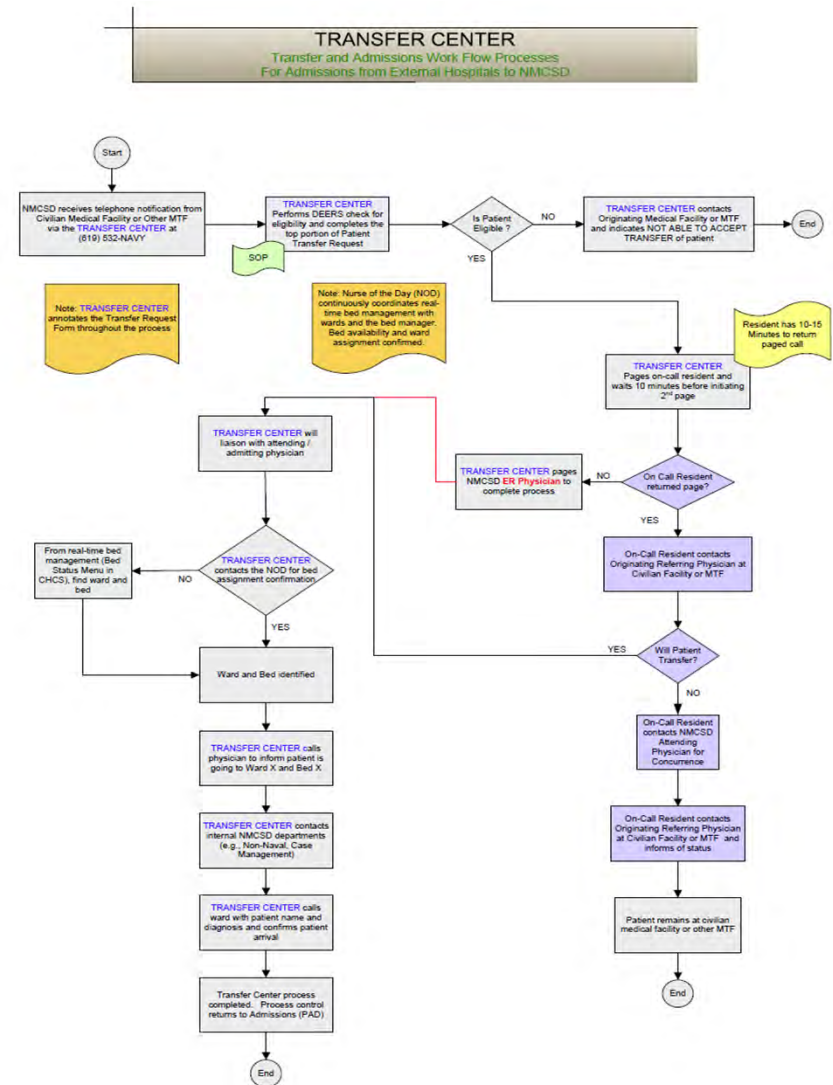


- Continuity of Care
- Rapid decisions and transfers
- Maximize inpatient capacity

# Leaving the Past Behind



- Establishing an Exciting Future:
  - (619) 532-NAVY
  - 24 Hour access to the Transfer Center agent
  - Directed a 10 Minute response time for on-call physician to respond
  - Facilitation of direct Dr to Dr contact for acceptance
  - Transfers tracked and reported to leadership



# Components of Change



- Key NMCS D players included in planning
  - CDR Love (ED Chair), CAPT Finch (MSMO)  
CAPT Stang (DNS), CDR Shea (UM), LTjg  
Baumbach (PAD), RN Julie Bishop (DHB), RN  
Kathy Yetz (UM/UR), Carmen Hoisseny (PAD)
- Attended a Transfer Center Conference
- Visited Naval Medical Center Portsmouth
- Consulted with our community partners in the private sector
- Aggressive internal education and marketing



# Forging Forward



- Standard Operating Procedures (SOP) and training established
  - Customer service experience for Transfer Center
  - Efficient confirmation of eligibility of care
  - Efficient evaluation by an on-call resident physician for transfer
  - Required 10 minute response time to the Transfer Center by resident-on-call, and facilitation of Dr to Dr contact between NMCSD and referring ED within 20 minutes
  - Nurse of the Day consulted throughout process

# Transfer Center Education



## Outside



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Now one simple phone call to (619)532-NAVY is all it takes to facilitate a transfer to NMCSO.

Let us take it from here.



### Patient Administration Department

Patient Support Division  
Bldg 1, 1st Floor  
34800 Bob Wilson Drive  
San Diego, CA 92134

Comments or Questions?  
Patient Support Division Officer  
(619) 532-8383  
Patient Relations Department  
(619) 532-6418

Naval  
Medical  
Center  
San  
Diego

Transfer  
Center



(619) 532-NAVY

(619) 532-6289

A Single Portal for  
Navigating Transfers

## Inside

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### Purpose

- Facilitate a centralized, convenient transfer process for referring providers
- One-stop access number always available 24 hours a day, 7 days a week
- Reconnect beneficiaries to their military healthcare and benefits
- Increase NMCSO Graduate Medical Education opportunities
- Customer service is paramount
- Our success will be judged by you!

### Process

Beginning January 4, 2010, all transfers into NMCSO will be coordinated through our new Transfer Center, located in Patient Administration Building 1, 1st floor.

**Simply Call (619) 532-NAVY**

- A trained Transfer Center technician within minutes will call in order to:

- Determine patient eligibility
- Collect patient information
- Identify bed availability
- Facilitate contact between transferring and accepting providers
- Coordinate the transfer with the Nurse of the Day

- Following the decision to transfer, the Transfer Center technician will:

- Monitor all the necessary processes for the transfer to take place
- Answer any questions regarding the transfer
- Confirm patient arrival and location with the referring provider



### Benefits

The NMCSO Transfer Center will offer your team the following benefits:

- Ease
  - One phone number available at all times to facilitate transfer
  - Easily navigate NMCSO services
- Time
  - Quick answers and decisions regarding transfers
- Consistency
  - Consistent outcomes
  - Standardized processes
- Peace of Mind
  - Connects TRICARE beneficiaries back into the military support network



# Tracking Success



- Directorate of Healthcare Business developed key metrics compiled weekly and reported to NMCS D Executive Steering Council
  - Total calls in-bound
  - # patients accepted for transfer
  - # patients declined transfer by NMCS D and why
    - Directors are required to be able to address reason for declination
  - # of Active Duty or non-Active Duty
  - Average time from initial contact to transfer decision

# Outcomes of Change

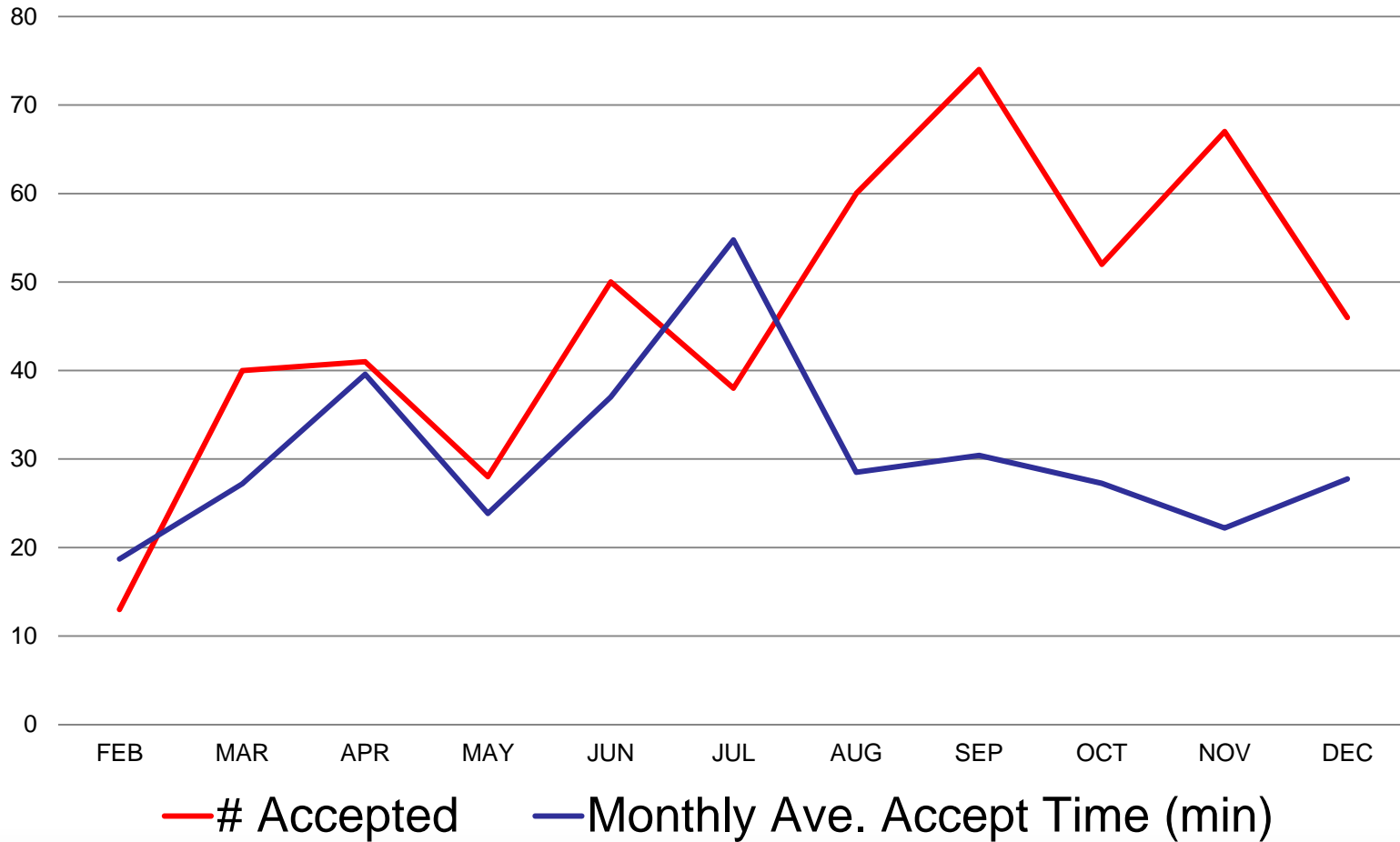


- TRICARE beneficiaries/month from civilian EDs
  - Baseline:
    - Patient Admin tracks approximately 8/month
  - 3 week mark:
    - 35 transfers recorded
  - Current:
    - Average # of transfers = 52/month
- Transfer decision time decreased 86%
  - From approximately 4 hours (210 min) to 30 min

# Over Time



## NMCCSD Transfer Center



# Summary



- Recapture of TRICARE beneficiaries promoting maximal MTF utilization and financial responsibility for the DOD Healthcare system
- Fast and efficient process for civilian EDs to transfer patients to NMCS D were met
- Cumbersome process streamlined to a single portal and standardized process
- Better experience for our beneficiaries seen in civilian EDs
  - Bringing our beneficiaries back to a hospital system they know and that knows them

# Challenges!



- Our Challenge to you!
  - **Look inward!** With an objective and discerning approach, find the inefficiencies (big and small) in processes at your Command that need improvement
  - **Look outward!** Many enterprises are doing what we do (DoD, VA, Civilian); reach out and learn what methods they use to accomplish similar goals
  - **Think outside the box!** Consider, innovate and ACT on areas in need of help with new ideas that make the outcome better than expected