

Montefiore Medical Center New York, NY

1 Please describe your organization briefly, including mission statement, activities, size, etc.

Montefiore Medical Center (MMC) is a fully-accredited, not-for-profit integrated health care delivery system in the Bronx, New York. The Bronx is home to a culturally diverse and socioeconomically disadvantaged population of 1.4 million residents, 29% of whom live in poverty. 52% of the residents of the Bronx are of Hispanic ethnicity and 32% are of African American race, with some 32% of its residents being foreign born. Approximately 90% of MMC's patients are from the Bronx.

Established more than 100 years ago as a hospital for patients with chronic, disabling conditions, MMC today is a major academic and clinical center, providing the full spectrum of health care services to residents of the Bronx and surrounding areas. Guided by its mission to provide the highest quality health care, promote medical research, train new generations of medical providers and serve the needs of the Bronx community, MMC has implemented a two-prong strategy, which has enabled the medical center to grow and prosper in a difficult health care environment.

- MMC has built one of the nation's largest, most successful integrated delivery systems. The foundation of that system is MMC's extensive primary and specialty care system.
- At the same time, the medical center has continued to build, enhance and invest in its traditional Centers of Excellence, in cardiac, cancer, and women and children's services.

Currently, MMC's integrated health care system includes:

- 1,122 total acute care beds in three hospitals in the Bronx -- the Henry and Lucy Moses Division Hospital, the Children's Hospital at Montefiore, and the Jack D. Weiler Hospital.
- The Montefiore Medical Group, a network of 21 primary care centers (including four federally qualified health centers), providing over 750,000 visits/year in communities throughout MMC's service area.
- Two specialty ambulatory care centers near MMC's hospitals.
- A home health agency providing over 450,000 short- and long-term care visits to home-bound patients
- All of the above components connected by a unified, enterprise-wide clinical and business information system.

As the University Hospital for the Albert Einstein College of Medicine, MMC has enormous academic depth, and is heavily involved in medical education and research. MMC trains over 800 residents, and employs approximately 1,200 full-time academic faculty in all clinical specialties. MMC's biomedical research accounts for over \$25 million per year in grants.

Over the past decade, MMC has increased its inpatient volume by nearly 25%, while continuing to add new services and capabilities to its portfolio of specialty care expertise. MMC has assumed a position of leadership in managed care, partnering with its medical staff to accept and manage fully-capitated risk contracts covering over 150,000 persons enrolled in its risk-bearing IPA, and cared for in MMC's delivery system. MMC's investments in programs of quality improvement and health information technology have gained it regional and national recognition for its achievements in patient safety and quality, in implementing "best practices," and in improving clinical outcomes.

Additional materials on MMC and its quality program will be sent under separate cover to the Princeton Stockton St. address above.

2 Describe **in detail** the work or project an intern will do, **please be as specific as possible**.

In its 2001 publication, *Crossing the Quality Chasm*, the Institute of Medicine identified global improvement aims for the 21st century healthcare system. Among these were the need to improve patient safety, effectiveness, and patient-centeredness. An intern in the Network Performance Group (NPG) at Montefiore will work on a performance improvement initiative in one of these areas. The following are specific projects in these arenas. Most are likely to be available for completion in the summer of 2008 and together they represent a “menu” of projects from which an intern might choose. Leaders in the Network Performance Group will work with the intern to develop a project that will be engaging and educational for the intern while serving the performance improvement needs of the medical center.

- Patient Safety
 - MMC has an active program to limit the incidence of hospital acquired deep vein thromboses (blood clots), complications which are potentially serious (possibly fatal). MMC’s program focuses on utilization of their clinical information system for computerized identification of patients at-risk and clinical decision support, development of dosing guidelines based on current best practices and complete risk assessment protocols. Quality assurance work related to the computerized decision support algorithm and risk assessment protocols will be required and represent an area in which the intern may work.
 - The Joint Commission on Accreditation of Healthcare Organizations mandates compliance with a set of National Patient Safety Goals, including, but not limited to: medication reconciliation, use of two patient identifiers, elimination of potentially dangerous abbreviations and adherence to consensus standards on hand washing to prevent infections. Monitoring of compliance with these goals is necessary to meet these standards, requiring both direct observations of practice and chart reviews. An intern could participate in the observation, data collection and summarization components of such a project.
- Patient Centeredness
 - Large-scale efforts aimed at improving patient satisfaction with care have been launched locally and nationally. At MMC, a program called Montefiore Excellence (ME) has been developed to transform MMC’s culture of service. Nationally, the Center for Medicare & Medicaid Services is mandating the administration of a standard patient satisfaction survey, called the Hospital Consumer Assessment of Healthcare Providers Survey (H-CAHPS), the results of which will be publicly reported. As the ME initiative moves forward, MMC will need to evaluate the impact of service excellence training by measuring the consistency of staff behavior against standards of service excellence. An intern might be involved in detailed analyses of patient perceptions of care using instruments such as H-CAHPS, which will allow MMC to better focus its efforts at improving customer service.
- Effectiveness
 - Through the initiative of the NPG, MMC has just received a grant for a “pay for performance” demonstration project with New York State Department of Health. The objectives are to improve the quality of care for Bronx adults with cardiovascular disease and its risk factors, pneumonia, and certain surgical procedures. This project will use financial incentives to promote high quality care through interdisciplinary collaboration across care settings. The project will use information technology for cohort identification and care evaluation, and employ patient and provider centered education materials. There will be ongoing efforts by NPG to evaluate the

- implementation and effectiveness of this demonstration. We expect that there will be opportunities for an intern to participate in the evaluation of this project if desired.
- The growing emphasis on public reporting of quality measures and recent policy changes at the state and federal level that will limit payments for complications of hospital care have highlighted the need for improved clinical provider documentation. MMC and other hospitals report certain quality-of-care data to the Joint Commission for accreditation and to the Center for Medicare and Medicaid Services public reporting and full Medicaid compensation. These data are also used in some pay for performance plans. If the delivery of care is inadequately documented (especially exceptions and contraindications), the hospital will not get “credit” for high quality care. MMC has recently reorganized its efforts to improve clinical documentation under a documentation task-force. There will be ongoing performance improvement projects managed by the NPG related to quality and safety documentation, in which an intern might be involved in chart review, data collection and summarization.
 - MMC has institution-wide initiatives focused on the management of chronic diseases, in particular, diabetes mellitus (DM) and congestive heart failure (CHF). For each of these conditions, there are consensus standards as well as MMC “best-practice” guidelines for quality care. There will be ongoing performance projects aimed at evaluating MMC’s compliance with consensus standards and on improving the quality of DM and CHF care.

Roles of the intern in these projects may include background literature review, creation of data collection instruments, direct observation of patient care delivered by staff, data collection, basic data analysis, report creation, participation in interdisciplinary team meetings, and result communication. Every effort will be made to focus the intern on only one project during their internship and to identify specific deliverables for completion by the end of it. However, in addition to work on the specific project, the intern will be exposed to many varied aspects of healthcare management and delivery through meetings and observerships.

3 Describe any particular skills, background, or qualities you are seeking in an intern

We are looking for a motivated individual to participate in a quality improvement and patient safety project.

In general, such projects are dynamic and multidisciplinary collaborations in a busy health care setting. Therefore, the candidate will need to have good organization skills and yet remain flexible. Performance improvement at MMC is a quantitative activity. Some of the work involves collection and analysis of sensitive data, and therefore, attention to detail is important. Though he/she will work under the supervision of Network Performance Group staff, the candidate must be comfortable with data and very basic statistics. As work will involve staff from many disciplines and patients and families from different cultural backgrounds, the candidate will need to have solid communication skills, be interpersonally competent and be receptive to constructive feedback.

The candidate will need to have fundamental computer skills, including familiarity with e-mail and the internet, and experience with the Microsoft Office Suite of programs, especially Word, Excel, and Power Point. Experience with quality improvement, knowledge of the healthcare industry and the climate of healthcare quality and patient safety, are all desirable.

The Network Performance Group at MMC is a diverse and skilled group of people, MMC is a special institution, and New York City is a wonderful place. Therefore, a key expectation is that the intern will have fun and feel a sense of accomplishment by the end of the summer!

There are required dates for this internship. Internship must start on _____ and end on _____ or most include the period _____.

Start and end dates for the internship are flexible.

The expected working schedule for this internship:

Begin _9 a.m. End _5 p.m.

Lunch break: Length: 1 hr specific time: flexible