

# Mercy Medical Center

## ABOUT

Mercy Medical Center has three physicians and eight full-time APPs and is located in Springfield, Massachusetts.

## CHALLENGE

Deborah Bohan, PA-C, MSEd, is an Adfinitas Health clinician serving as assistant director of critical care operations and lead critical care APP at Mercy Medical Center. Upon joining Mercy Medical, Bohan recognized the need to establish a critical care service line. She spoke with the leadership team at Mercy Medical about her concerns and recommendations.

It can be challenging for hospitals to find a lead person who understands the issues inherent in setting up and running a critical care service, as well as someone who can create and manage an effective onboarding program. Finding the right person can be challenging because the pool of APPs with critical care experience is limited.

"You can't create a critical care service line like you would a hospitalist service line," Bohan says. "Critical care management is a completely different business model." For one thing, critical care patients require more complex, round-the clock monitoring, which can be emotionally draining for a less experienced clinician. "If the patient is unstable, it doesn't matter how busy the unit is," Bohan says. "You can't leave the patient's side."

Critical care also requires meeting with the patient's family as well as multiple consults with hospitalists and ED providers. The right person needs to be adept in handling high-stress environments while also being able to clearly and calmly communicate with the patient, the patient's family, and other clinicians.

"Critical care clinicians lean on one another for support, even across health systems," says Bohan. "Communication is very important, and has to be done well." For clinicians working the night shift, communication is often conducted via text or phone call. "In a critical care environment, effective communication is essential for ensuring high quality care and positive outcomes."

## SOLUTION

The leadership team at Mercy Medical Center was delighted that Adfinitas Health assigned Bohan to the role. Bohan starts each 12-hour night shift by meeting with the hospital's attending physician and nurse managers to discuss new and existing patients. She then walks around the unit to check on each patient and the bedside nurses. Once she has an idea of the bed situation, she walks to the emergency room to see if there are any pending admissions. While there, she touches base with hospitalists.

"I have a great relationship with the hospital's staff," says Bohan. "We all work really well together because we are all dedicated to same thing: providing exceptional patient care."

Adfinitas Health also has a physician and APP who work the day shift at Mercy Medical. "We make use of our IDT multi-disciplinary rounding program, working closely with nurses, staff and the CNO." Bohan also emphasizes that each Adfinitas Health employee seeks ongoing, open feedback. "We regularly ask if there are things we could be doing better or if there are other tasks we can help with, like patient education."

**"My goal is to create a sense of team within the hospital. We want people to say 'Oh, you're not a hospital employee?' That's what I want—that seamless integration."**

## RESULTS

As part of the implementation of critical care services at Mercy Medical Center, Bohan is working to incorporate renewed and improved focus on quality measures, including:

### Safety

- Unplanned extubation
- Readmission to the ICU
- Ventilator-associated pneumonia
- Central line-related bloodstream infections
- ICU-acquired MRSA

### Efficiency

- Avoidable ICU delays
- Patient flow
- Ventilated patient flow
- Ventilator utilization ratio
- Interfacility patient transfers

### Effectiveness

- ICU length of stay
- Extubation failure rate
- ICU mortality
- Hospital Mortality

### Patient/Family Satisfaction

### Staff Turnover



Bohan is also working with the leadership team at Mercy Medical Center to develop, implement and monitor Critical Care Management (CCM) policies, and has implemented a comprehensive educational program to assess and develop CCM multidisciplinary team members. This includes providers, nursing, pharmacy, and respiratory therapy.