

Oncology Care Unit:

Extending oncology care 24/7 at an Urban Academic Medical Center

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Agenda

- ▶ Mount Sinai Health System & Cancer Program Overview
- ▶ Purpose of Extended Oncology Care
- ▶ Oncology Care Unit (OCU) Objectives
- ▶ Phases of Implementation to a 24 Hour Model

Mount Sinai Health System

300+ community locations

8 hospitals spanning Manhattan, Brooklyn, Queens and Long Island

Geographic access and coverage across the five boroughs, Long Island, and beyond

6,500+ physicians



**Mount
Sinai**

12 ambulatory surgical centers

Our integrated health care system provides exceptional care throughout the five boroughs of New York City, the metropolitan area, and beyond.

Mount Sinai Cancer

One of the top cancer programs in the United States, according to the *U.S. News & World Report* Best Hospitals survey.
We are a National Cancer Institute (NCI)-Designated Cancer Center.



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The Tisch Cancer Institute



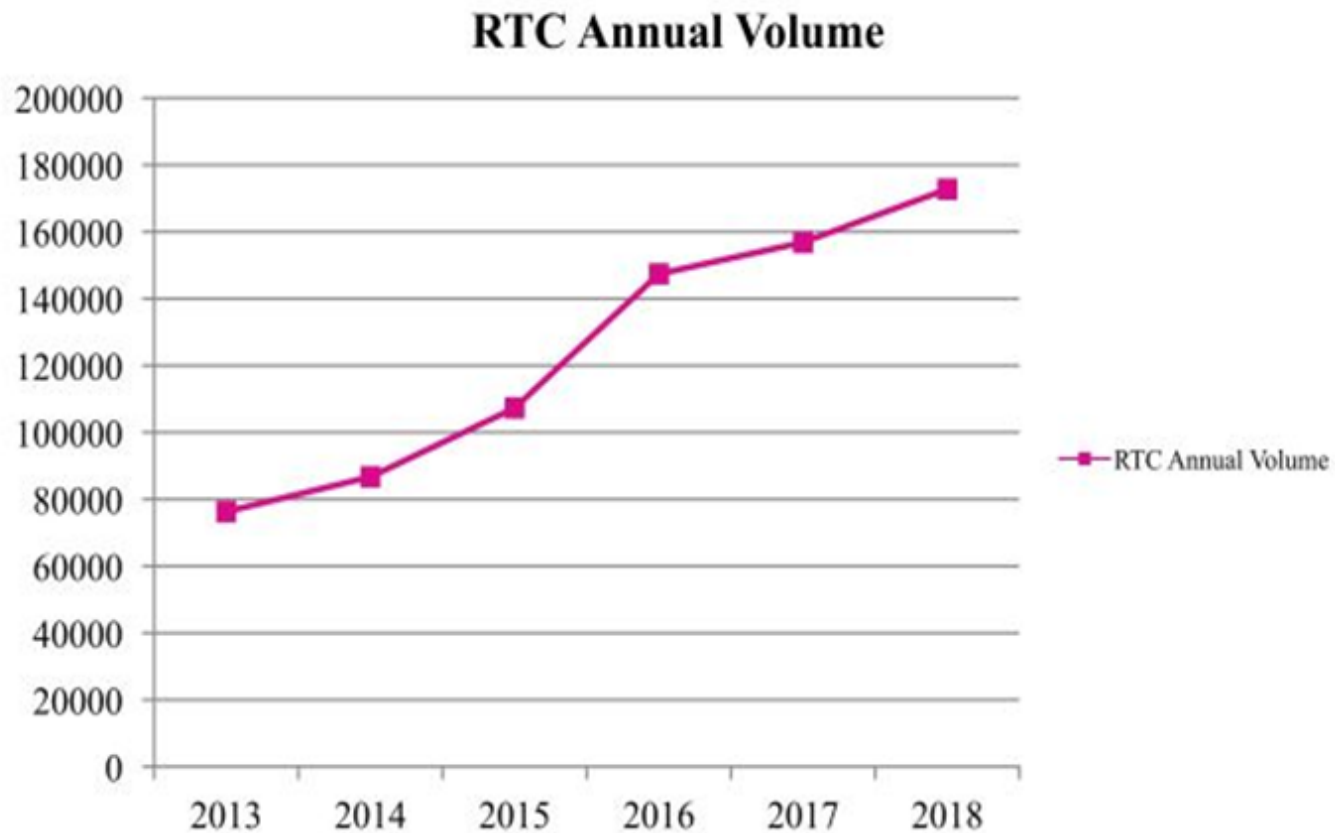
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Mount Sinai Hospital: Ruttenberg Treatment Center (RTC) & Dubin Breast Center



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RTC Volume Growth: 2013 - 2018



Purpose of Extended Oncology Care

- ▶ Provides patients with timely and convenient access to outpatient services beyond the traditional hours and days of an outpatient academic setting.
- ▶ Provides a specialized resource for the oncology program that evaluates outpatients with urgent medical needs and supports interventions that decrease Emergency Department (ED) visits and inpatient admissions.

Oncology Care Unit Objectives

- Provide specialized, compassionate care to the oncology patient regardless of the time or day of week.
- Delivering a higher quality of care by providing proactive symptom management with timely, convenient access to services.
- Lower re-admissions, a dedicated Oncology service line day hospital/urgent care facility.
- Decrease the risk of exposing immunocompromised patients to an infection

Oncology Care Unit – Phase I

- Determine Location
- Evaluate current design
- Identify immediate changes to the space
- Purchase necessary equipment
- Determine staffing model
- Identify Medical Director oversight
- Discuss Admission Criteria with inclusion and exclusion parameters
- Review monthly statistics

Oncology Care Unit



OCU

- ▶ NP-run 6-bed/chair unit for "urgent" visits
- ▶ Current Hours of Operation
 - 9am – 12am, 7 days w eek
 - Plan to extend to 23 hours Q2 2019

Oncology Care Unit



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Oncology Care Unit Volume – May 2017 – Dec 2017

| | 2017 | | | | | | | |
|-----------------------------|-----------|------------|------------|------------|------------|------------|------------|------------|
| Reason for Visit | May | June | July | August | September | October | November | December |
| Same day add on/RTC full | 22 | 40 | 23 | 46 | 31 | 17 | 13 | 11 |
| MD practice /sick visit | 7 | 4 | 21 | 10 | 5 | 6 | 7 | 13 |
| Required longer chair time | 3 | 8 | 1 | 4 | 1 | 3 | 7 | 3 |
| RTC full at time of request | 46 | 91 | 80 | 80 | 107 | 128 | 137 | 117 |
| Sunday request | 13 | 15 | 29 | 41 | 40 | 37 | 39 | 48 |
| Grand Total | 91 | 158 | 154 | 181 | 184 | 191 | 203 | 192 |
| | | | | | | | | |
| Count of Patients | 2017 | | | | | | | |
| Admitted (Y/N) | May | June | July | August | September | October | November | December |
| No | 89 | 148 | 146 | 171 | 176 | 185 | 196 | 178 |
| Yes | 2 | 10 | 8 | 10 | 8 | 6 | 7 | 14 |
| Grand Total | 91 | 158 | 154 | 181 | 184 | 191 | 203 | 192 |

Oncology Care Unit Volume – 5/11/17 – 12/30/18

| Count of Patients | | | | | | | | | | | | | | |
|-----------------------------|-------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|
| | 2017 | 2018 | | | | | | | | | | | | Grand Total |
| Reason for Visit | January | February | March | April | May | June | July | August | September | October | November | December | | |
| Same day add on/RTC full | 203 | 19 | 17 | 14 | 19 | 18 | 25 | 14 | 11 | 12 | 22 | 19 | 18 | 411 |
| MD practice /sick visit | 73 | 13 | 6 | 6 | 9 | 6 | 5 | 3 | 3 | 3 | | | | 130 |
| Required longer chair time | 30 | 1 | 3 | 2 | 6 | 3 | 8 | 53 | 17 | 20 | 36 | 31 | 13 | 223 |
| RTC full at time of request | 786 | 142 | 89 | 90 | 112 | 122 | 141 | 88 | 151 | 139 | 164 | 181 | 159 | 2364 |
| Sunday request | 262 | 43 | 42 | 32 | 58 | 41 | 26 | 62 | 39 | 78 | 51 | 52 | 78 | 864 |
| Grand Total | 1354 | 218 | 157 | 144 | 204 | 190 | 205 | 220 | 221 | 252 | 276 | 283 | 268 | 3992 |

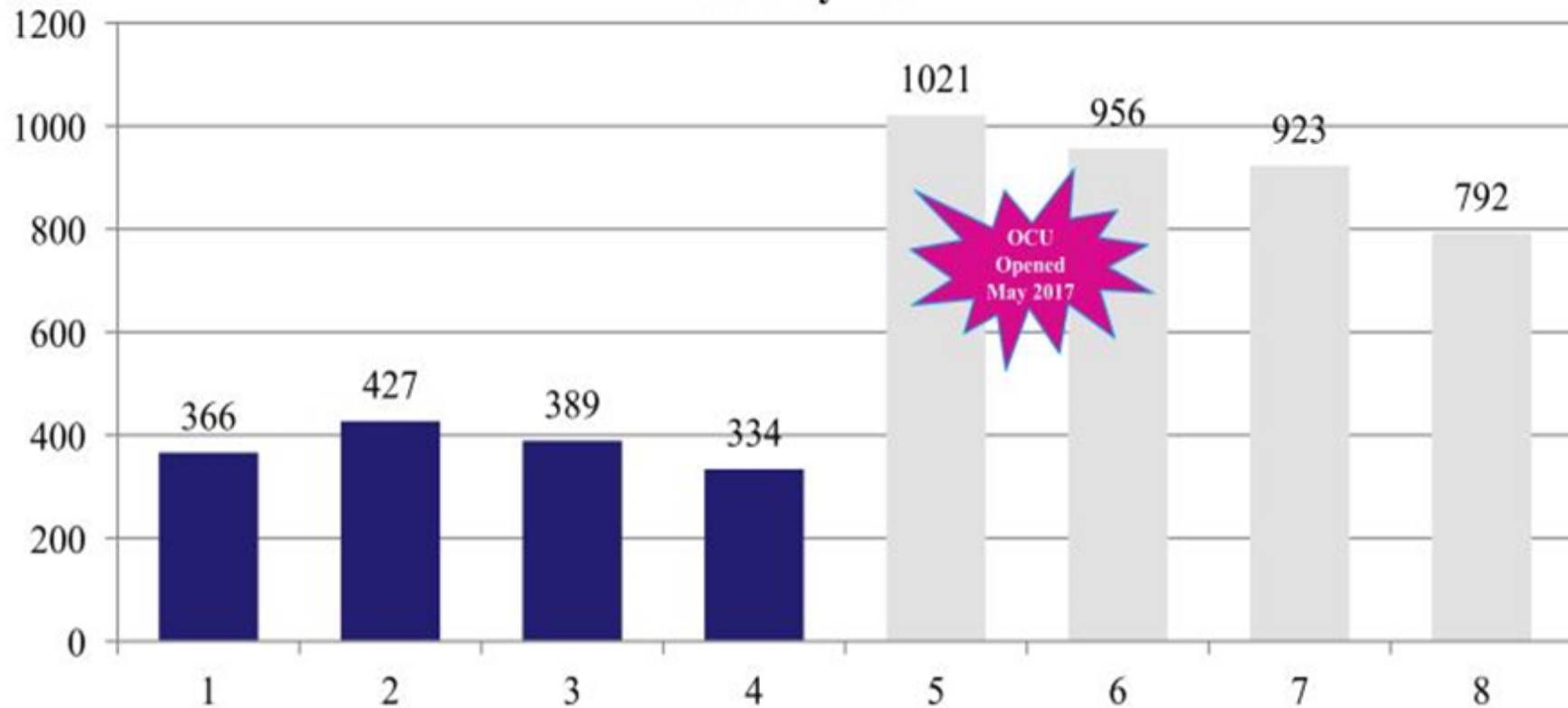
| Count of Patients | | | | | | | | | | | | | | |
|--------------------|-------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|
| | 2017 | 2018 | | | | | | | | | | | | Grand Total |
| Admitted (Y/N) | January | February | March | April | May | June | July | August | September | October | November | December | | |
| No | 1289 | 217 | 152 | 142 | 196 | 186 | 201 | 219 | 218 | 248 | 269 | 282 | 267 | 3886 |
| Yes | 65 | 1 | 5 | 2 | 8 | 4 | 4 | 1 | 3 | 4 | 7 | 1 | 1 | 106 |
| Grand Total | 1354 | 218 | 157 | 144 | 204 | 190 | 205 | 220 | 221 | 252 | 276 | 283 | 268 | 3992 |



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Priority Metrics: Care Coordination

ED Visits by Hour



22% reduction in ED utilization during current operating hours and
9% reduction in ED utilization outside of operating hours of OCU
Jan-Apr 2017 vs. Jan-Apr 2018

Oncology Care Unit – Phase II

- Expand the hours of operations to 24 hours
- Revise the triage plan, inclusion and exclusion criteria to include patients directly from home
- Utilize the space for Phase 1 research protocols
- Track ED to Oncology Care Unit utilization when inpatient oncology units are at capacity

Oncology Care Unit – Phase II Detail

- ▶ **November 2018** - Hours extended to Midnight
 - Formal announcement to practices of that hours are being extended
 - Work with pharmacy as chemo pharmacy stops mixing at 7pm sharp
 - Formalize check-in/check-out process
 - Change staff schedules accordingly

- ▶ **January 2019** – Implementation of a 24 hour operational model
 - Finalize SOP for extended hours of operation
 - Staff schedule changes
 - Mock Codes
 - Create an SOP for inpatient admission if more than 23 hour stay
 - Development and implementation of Clinical Criteria for Triage
 - Consider priority of patients
 - Can patients directly call the practice?
 - Attending must triage with NP?
 - Latest slot available to schedule patients
 - Depends on:
 - Type of treatment
 - Care plan
 - Type of patient

April 2, 2019 – Go Live!