Better Than Expected: City of Hope Case Study

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Objectives
1. City of Hope Background
2. Hematopoietic Stem Cell Transplant Program Overview
3. Contributing Factors to Our Success
   – Mission and philosophy
   – Facilities and programs supporting HCT program
   – Physicians
   – Care Teams
   – Nurses and Pharmacists
   – Research
   – Quality
4. Approach to Value
City of Hope Background

City of Hope is a biomedical research and treatment center founded in 1913, dedicated to the prevention, treatment and cure of cancer and other life-threatening diseases.

1913  Today

City of Hope Background

National Cancer Institute-designated Comprehensive Cancer Center

Founding member of the National Comprehensive Cancer Network, an alliance of top cancer centers that sets national standards for cancer care

Ranked one of the nation’s top cancer hospitals by U.S. News & World Report for 10 years

City of Hope in the 99th percentile for inpatient satisfaction (Press Ganey Inpatient Survey)
HCT Program Overview

• Pioneer in HCT, performed first transplant in 1976

• FY13: 600 transplants completed
  – 26 pediatric transplants
  – All inpatient transplants
  – Evenly split between autologous and allogeneic transplants

• 72 inpatient beds dedicated to service with an average daily census of over 100 patients/day on Hematology/HCT service

Better Than Expected

The Center for International Blood & Marrow Transplant Research recently released data showing hematopoietic stem cell transplant survival outcomes (results published January 2014)

• The complexity scores of City of Hope patients were the highest in the nation; our rates for one-year survival were among the best, despite the high level of patient acuity.

• In the US, only City of Hope has performed above expectation for nine consecutive reporting years.

• City of Hope also received a score of exceptional performance for unrelated donor transplant survival. One of only three centers to receive this score
Our Mission

City of Hope is transforming the future of health. Every day we turn science into practical benefit. We turn hope into reality. We accomplish this through exquisite care, innovative research, and vital education focused on eliminating cancer and diabetes.

Philosophy

Holistic philosophy for patients and their families

Golter Gate: “There is no profit in curing the body if in the process we destroy the soul.”
Facilities and Programs Supporting HEM/HCT

- Evaluation and Treatment Center (ETC) – no ER but a resource for patients, encourage our patients to use ETC
- NDMP donor collection facility
- Apheresis Center/Cellular Processing Center
  - Self sufficient in red blood cell acquisition, and almost self sufficient in platelet acquisition.
- Cryopreservation
- Pathology Department with Hematopathology expertise
- Department of Supportive Care Medicine
- HLA
- MUD Office with coordinator and nurses
- Rehabilitation gym on Hem/HCT unit
- Satellite pharmacy on Hem/HCT unit
- Patient rooms have positive air pressure with anti-microbial steel in the venting
- Long term follow-up program
  - Smrita Bhatia, MD

Facilities and Programs Supporting HEM/HCT

- **Department of Supportive Care Medicine**
  - Unifies patient support services
  - Psychiatry
  - Psychology
  - Social work
  - Pastoral care
  - Pain management
  - Palliative care
  - Patient navigation
  - Art and music therapy
Facilities

City of Hope Helford Clinical Research Hospital
- 347,000 square feet, seven floors
- 144 large, private patient rooms

Facilities

Geri & Richard Brawerman Ambulatory Care Center
- Over 93,000 square feet
- 89 patient exam rooms
Facilities

Michael Amini Transfusion Medicine Center
- State-of-the-art blood and platelet collection technologies
- Cellular Processing Center accelerates the testing and production of blood products
- Stem Cell Processing Center expands the production of stem cells

Outpatient Surgical Facility
- Four outpatient surgery and procedure rooms
- Can accommodate 50 endoscopies and 25 minor surgical procedures per day
- Accommodates vascular access procedures

HEM/HCT Day Hospital
Facilities

Healing Gardens

116-acre campus is filled with healing gardens and open spaces

Facilities

Hope and Parsons Villages

- 36 cottages accommodate patients and family members
- Four cottages accommodate a home hospice on our campus
Physicians

• 200 active members of the medical staff
• More than 30% of our physicians listed in *Pasadena* magazine’s “Top Doctors” issue published in 2012
• 32 of our physicians listed in “America’s Top Doctors for Cancer, 9th edition” published in 2013
• Leaders in the field having an average length of service of 11.5 years, with 50% of our MDs having greater than 10 years of experience
• Broad knowledge with areas of interest (both clinical and research)
• Aligned and integrated in health system
• No residents

Care Teams

• Five teams of MD/Nurse Practitioner/Physician Assistants who rotate to the in-patient setting. Sixth team will form in the near future. Kaiser has a team.
• Significant seniority among physician and nursing staff devoted to a career in transplantation.
• Active attending MD engagement in all facets of inpatient and outpatient care delivery, managing all components of treatment plan
• Comprehensive disease team focus which embodies basic science and translational research focus in addition to ongoing review of standard of care treatment plans and variation in treatment planning
Nurses and Pharmacists

- Nurses
  - Experience with 12 years average length of service
  - Outstanding specialized nursing care
  - Exceptional nurse-to-patient ratio (1:3 to 1:4 in non-ICU areas, 1:2 in ICU units)
  - Training/Orientation program
  - Movement to bachelor’s prepared model

- Pharmacists
  - Exceptional pharmacist-to-patient ratio
    - One clinical pharmacist for every 10 inpatients
Research

- Physicians have protected time for research
- Clinical trials
  - Advancing treatments and protocols
  - High percentage of HCT patients on trials
- Significant focus on clinical trial accrual of investigator initiated studies.

Quality

- Quality programs pervasive throughout HCT
- Quality counsel
- Robust system of feedback with changes in standard of care through HSCT Quality Assurance and Improvement oversight
Approach to Value

- All new patients reviewed at New Patient Review Conference for treatment planning
- Development of second allogeneic transplant committee
- Creation of Day Hospital
- ACE/HEM Value Stream
- Cost efficiency strategies
  - Total Parenteral Nutrition,
  - Standard Order Review
  - Low Bacteria Diet
- Protocol Review Session
- Focused use of ambulatory services
- Implemented family conferences in the ICU
  - Intensivist, HCT physician and family discuss goals of care
Bone Marrow Transplant Reunion

In 2014, we held our 38th Annual Celebration of Life

Bringing together donors and recipients for the first time