

DHMH - Services and Institutional Operations - Springfield Hospital Center

MISSION

Springfield Hospital Center's mission is to provide highly specialized, interdisciplinary services tailored to meet the complex needs of patients through safe, effective care; by fostering recovery and community reintegration; by offering mental health training and teaching programs committed to professional development, continuous learning and improvement; and by being a progressive force in the mental health community. Our values: integrity, compassion, competency, and teamwork support our mission in moving us forward with our patient-centered, performance-driven environment.

VISION

Excellence in recovery-oriented mental health treatment. As a progressive force in the mental health community, Springfield is measurably dedicated to providing safe, high quality patient care through its passion for continuous learning and improvement.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. To improve the quality of psychiatric outcomes for all patients/clients under care.

- Obj. 1.1** At least 75 percent of patients completing the Springfield Hospital Center perception of care survey will report an improvement in overall functioning as a result of their care.
- Obj. 1.2** To maintain a rate of inpatient 30-day readmissions of no more than 7.33 percent.

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Number of patients	204	218	237	231	228	230	230
Number of patients completing satisfaction survey	137	132	131	134	135	135	135
Percent of patients reporting improvement in overall functioning	77%	75%	74%	77%	76%	75%	75%
Number of inpatient discharges	318	319	316	299	267	268	270
Number of inpatient re-admissions	15	14	13	7	7	7	7
30 day readmission rate	4.7%	4.4%	4.1%	2.3%	2.6%	2.6%	2.6%

Goal 2. To maintain or improve a comfortable, pleasing and safe environment for patients and staff.

- Obj. 2.1** The amount of lost staff time due to injury will be no more than 3.20 hours per 1,000 hours worked.
- Obj. 2.2** To maintain a patient satisfaction rate in the hospital environment of at least 65 percent.

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Number of hours worked by Springfield employees	1,817,874	1,842,902	1,687,117	1,531,262	1,513,012	1,457,157	1,458,907
Number of lost hours due to injury	5,263	9,681	9,845	4,958	4,881	4,500	4,500
Rate of lost hours per 1,000 hours worked	2.90	5.25	5.84	3.24	3.23	3.09	3.08
Number of patients	204	218	237	231	228	230	230
Percent of patients completing survey	67%	61%	55%	58%	59%	59%	59%
Percent of patients reporting satisfaction in hospital environment	69%	71%	67%	73%	72%	70%	70%

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Goal 3. Treatment will be provided for patients in the least restrictive and least intensive setting consistent with safety needs.

Obj. 3.1 To maintain a number of elopements per hospital inpatient day that meets or falls below 0.13 elopements per 1,000 patient days.

Obj. 3.2 To maintain the rate of seclusion hours below 0.44 per 1,000 patient hours.

Obj. 3.3 To reduce the rate of restraint hours to 0.73 per 1,000 patient hours.

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Number of patient days	81,078	83,099	84,383	82,269	84,607	84,180	83,950
Number of elopements	10	7	4	2	7	5	5
Number of elopements per 1,000 patient days	0.123	0.084	0.047	0.024	0.083	0.059	0.060
Number of patient hours	1,945,872	1,994,376	2,025,192	1,974,456	2,030,568	2,020,320	2,014,800
Number of seclusion hours	157	343	210	312	256	250	250
Seclusion hours per 1,000 patient hours	0.081	0.172	0.104	0.158	0.126	0.124	0.124
Number of restraint hours	1,940	6,644	3,917	1,800	2,263	2,000	1,800
Restraint hours per 1,000 patient hours	0.997	3.331	1.934	0.912	1.114	0.990	0.893

OTHER PERFORMANCE MEASURES

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Inpatient Census: Admissions	391	380	310	310	276	303	276
Discharges	382	414	316	316	267	300	267
Inpatients Treated	547	533	531	521	521	526	528
Average Daily Inpatients Treated	265	262	231	225	232	228	230
Beds Operated	270	270	232	232	232	232	232
Occupancy Percent	98.1%	97.0%	99.6%	97.0%	100.0%	98.3%	99.1%
Acute Care: Patient Days	23,687	23,327	23,691	22,794	22,794	23,725	22,630
Average Daily Inpatients Treated	65	64	65	62	62	65	62
Per Diem Cost	\$796	\$839	\$847	\$916	\$932	\$902	\$968
Average Length of Stay	56	58	69	69	69	75	75
Cost per Admission	\$44,567	\$48,652	\$58,426	\$63,181	\$64,308	\$67,682	\$72,595
Sub-Acute Care: Patient Days	8,629	8,665	8,560	8,287	8,287	8,395	8,395
Average Daily Inpatients Treated	24	24	23	23	23	23	23
Per Diem Cost	\$424	\$467	\$493	\$507	\$577	\$519	\$568
Average Length of Stay	205	245	214	214	214	210	210
Cost per Admission	\$86,828	\$114,439	\$105,576	\$108,470	\$123,395	\$108,956	\$119,239

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Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Continuing Care: Patient Days	36,421	36,812	37,565	37,067	38,690	36,500	37,960
Average Daily Inpatients Treated	99	100	103	102	106	100	104
Per Diem Cost	\$601	\$601	\$632	\$646	\$680	\$728	\$704
Average Length of Stay	365	366	365	365	365	366	365
Cost per Admission	\$219,382	\$219,981	\$230,674	\$235,751	\$248,097	\$266,405	\$256,935
Deaf Unit: Patient Days	4,367	6,095	6,588	6,738	6,935	6,570	6,935
Average Daily Inpatients Treated	12	17	18	18	19	18	19
Per Diem Cost	\$634	\$466	\$446	\$456	\$414	\$488	\$404
Average Length of Stay	365	366	365	365	365	366	365
Cost per Admission	\$231,453	\$170,378	\$162,836	\$166,398	\$151,272	\$178,660	\$147,306
Geriatric: Patient Days	7,974	8,152	7,979	7,383	8,030	8,030	8,030
Average Daily Inpatients Treated	22	22	22	20	22	22	22
Per Diem Cost	\$477	\$456	\$529	\$594	\$581	\$588	\$559
Average Length of Stay	365	366	365	365	365	366	365
Cost per Admission	\$174,138	\$166,827	\$193,114	\$216,643	\$212,168	\$215,367	\$204,114
Ancillary Services: Patient Days	96,596	96,007	84,383	82,269	84,736	83,220	83,950
Per Diem Cost	\$132	\$130	\$150	\$151	\$147	\$154	\$145
Hospital Patient Recoveries: Medicaid, Medicare, Insurance and Sponsors	\$3,156,391	\$2,271,613	\$3,460,363	\$2,575,524	\$1,938,787	\$2,536,985	\$2,723,177
Disproportionate Share Payments	\$11,236,037	\$8,370,129	\$13,855,544	\$14,432,629	\$14,722,789	\$13,638,899	\$13,638,899
Project Summary: General Administration	\$7,019,311	\$5,689,776	\$6,155,894	\$7,396,933	\$7,154,743	\$6,997,382	\$6,835,363
Dietary Services	\$3,373,243	\$3,725,723	\$3,851,765	\$3,539,241	\$3,807,200	\$3,876,492	\$2,682,332
Household and Property Services	\$11,559,987	\$11,465,021	\$11,392,884	\$10,460,957	\$10,599,953	\$11,403,199	\$10,139,988
Hospital Support Services	\$4,697,776	\$4,964,053	\$5,175,540	\$5,043,309	\$5,256,764	\$5,407,875	\$5,436,339
Patient Care Services	\$35,140,328	\$37,236,064	\$34,493,220	\$36,103,719	\$39,339,762	\$39,097,743	\$41,567,122
Ancillary Services	\$7,678,294	\$7,644,355	\$7,407,062	\$7,452,374	\$7,435,726	\$7,473,845	\$7,448,065
Non-Reimbursable Services	\$598,275	\$529,203	\$747,768	\$1,253,173	\$1,212,401	\$990,563	\$651,147
Total	\$70,067,214	\$71,254,195	\$69,224,133	\$71,249,706	\$74,806,549	\$75,247,099	\$74,760,356

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