

James Lawrence Kernan Hospital

Community Benefits Narrative FY 2009

General Statement

The James Lawrence Kernan Hospital is the largest inpatient rehabilitation hospital in the state of Maryland. Known also as Kernan Orthopaedics and Rehabilitation, the hospital is a committed provider of a full array of rehabilitation programs and specialty surgery- primarily orthopaedics- for over 110 years.

Located on 85 acres on the border of southwest Baltimore City and Baltimore County, Kernan Hospital is dedicated to reaching out to the community and providing personalized care to patients. Kernan continues to be committed to excellence in the areas of patient care and medical education through training programs provided for orthopaedic, dental, anesthesia and rehabilitation physician residents, nursing and physical and occupational therapy students. Kernan has kept pace with the changing environment in healthcare by blending a multidisciplinary staff of specialists to meet a variety of patient needs.

Approximately 15 percent of Kernan's patients are admitted to the hospital for elective procedures. Patients requiring rehabilitative care comprise the other 85 percent of admissions and are patients who are transferred to Kernan from other hospitals throughout the state of Maryland.

The following statistics apply to Kernan Hospital for FY 2009:

Number of licensed beds: 138

In-patient Admissions: 3,316

Surgeries: 5,454

Outpatient Visits: 79,359

As part of the continuum of care for patients whose acute care treatment may begin at The University of Maryland Medical Center, R. Adams Cowley Shock Trauma Center, or other acute care hospitals throughout Maryland, Kernan's outreach, community and professional education initiatives, as well as other community involvements are driven by the diagnostic categories that Kernan serves, and the need to invest in the development of future professionals to care for individuals who require the unique blend of services available at Kernan.

Kernan provides specialized rehabilitation services within its four 32-bed units, dedicated to spinal cord injured, traumatic brain injured, stroke and comprehensive medical rehabilitation. Each unit is staffed by a multi disciplinary team lead by a rehabilitation physician collaborating in quality care delivery with the disciplines of nursing, physical therapy, occupational therapy, speech therapy, therapeutic recreational, case management and dietary, as well as consulting physician services such as ENT and urology. In addition, orthopaedic services such as total joint replacement-including reverse shoulder replacement and sports medicine procedures-are provided. Over the past 10 years, Kernan has provided inpatient services to over 20,000 patients.

The hospital also provides a complete dental practice, including nine treatment areas for general and pediatric dentistry. In addition to the reception and business areas, the suite also includes areas for disinfection, sterilization, X-ray and laboratory, and facilities for comprehensive dental treatment under general anesthesia.

A special mission of the Kernan Dental Service is to serve children and adults who have limited access to oral health care in the community. This population includes mentally and/or physically disabled individuals, as well as many children in the Maryland Medicaid Program.

Mentally disabled adults experience a range of oral health problems greater than that seen in the general population. Their disabilities can make even routine care difficult, sometimes requiring the use of general anesthesia. The general dentists at Kernan have taken up the challenge of treating this special group of people. Staff visits area schools to instruct students on oral care, as well as participate in community health fairs.

The University of Maryland Medical System Community Health Outreach and Advocacy Strategic Plan developed in FY 2006 is one determinant of Kernan's community outreach initiatives. Other factors that determine these initiatives include an integration of evidence-based research and data obtained through relationships with:

- Brain Injury Association of Maryland
- Maryland Stroke Alliance
- The National Center for Injury Prevention & Control
- USAMS
- Maryland Hospital Association
- National Caregivers Association
- Arthritis Foundation

and other disability specific organizations that advocate, support and empower our patients and families as they adjust to their disabilities.

Community Benefits Evaluation

The community outreach initiatives involve partnerships with both local education and community groups as well as organizations with specific ties to disabilities treated at Kernan. These groups include

Community Groups

Franklintown Community Association
Greater Catonsville Chamber of Commerce
Security-Woodlawn Business Association
Baltimore County Chamber of Commerce
Rotary Club of Woodlawn-Westview
Gwynns Falls Trail Council

Schools

Baltimore City Schools

 Dickey Hill Elementary and Middle schools

Baltimore County Schools

 Randallstown High School

 Milford Mill High School

 Hereford High School

Howard County Schools

 Howard High School

 Mt. Hebron High School

Corporate/Non-Profit

Baltimore Municipal Golf Corporation

Baltimore City Department of Parks & Recreation – Therapeutic Division

Howard County Youth Programs

The Brain Injury Association of Maryland

Arthritis Foundation of Maryland

Towson YMCA

Baltimore Adaptive Recreation and Sports

Multiple Sclerosis Society of Maryland

Boy Scouts of America-Maryland

Kernan's leadership consults with community leaders on an ongoing basis to determine how best to meet the needs of their constituents through attendance at monthly meetings and actively participating on board and commissions within these organizations, plus sponsoring of community events.

Community Benefits Implementation

The community outreach initiatives have designated staff members assigned to assist and monitor the community benefits activities. A staff member is assigned to work within the Community Outreach Advocacy team, a part of the University of Maryland Medical System. The community groups and hospital leadership are kept abreast of the initiatives and their progress towards goal achievement.

James Lawrence Kernan Hospital

Kernan provides education, serves as an advocate and supports the disability populations within its continuum of care. During FY 2009, Kernan provided and facilitated monthly support groups for brain injury, stroke, spinal cord injury, amputee, and caregivers' programs.

In addition to support groups, physical space was provided within the hospital for:

- the Brain Injury Association of Maryland
- the MS Day Program funded by US Against MS
- Women Embracing Abilities Now, a mentoring program for women with disabilities
- monthly meeting space for the Franklinton Community Association

Responding to the need to healthcare education and career awareness, opportunities were brought to students within the Kernan community as well. Dental education was provided to Dickey Hill Elementary School students as well as students attending the St. Michael's School health fair. High school students in Howard County at Hammond High School, Mt. Hebron High School, and Folly Quarter Middle School and Baltimore County students from Randallstown, Milford Mill and Hereford high schools, as well as Baltimore City partner school Dickey Hill Elementary/Middle School learned about health care careers through activities of Kernan staff at those schools. Additionally, health care dental screenings and backpack safety lesson are two events held annually at Dickey Hill Elementary and Middle School.

Clinical education and mentoring of future health care professionals was provided to numerous college and university students in the fields of occupational therapy, physical therapy, speech language pathology, dental, nursing and medicine. Athletic trainers and medical residents were also provided to area high schools, and provided pre-season sports physicals.

Community integration and adaptive leisure opportunities were provided through collaborative initiatives with Baltimore Municipal Golf Corporation and Baltimore City Parks and Recreation-Therapeutic Recreation Division.

Community Benefits Evaluations FY 2009

Many of the individual initiatives have tracked outcomes(s) through satisfaction and participation questionnaires. College students who were provided clinical experience for workforce development completed structured evaluations of their experiences. The community fairs and health screenings yielded spontaneous input and suggestions from those in attendance. Due to constant feedback from support group attendees Kernan staff are able to develop and implement program content that is the most beneficial to the end-user--the patient.

Two initiatives were identified because of community input – Backpack Awareness, and Total Joint Education.

Because of the relationship with Dickey Hill Elementary and Middle, Kernan utilized its physical therapy experts to create a fun, interactive method of teaching children the best way to carry books, school supplies, etc. –without overloading and causing bodily injury.

The Total Joint Education seminars and classes were created with input from people who visited Kernan physical therapists and orthopaedic nurses during community events. Individuals expressed their ideas about activities and information that would make their stay and recovery more meaningful. That information was packaged as part of the Total Joint classes held at Kernan, and used as speakers visit area senior centers to talk about arthritis and joint replacement options.

Gap Coverage

The James Lawrence Kernan Hospital does not have an emergency department. It is classified as a Level IV emergency service facility, therefore, the hospital offers reasonable care in determining if an emergency exists, renders life saving first aid and makes appropriate referral to an acute care facility capable of providing continued emergency services.

Visitors and outpatients who suffer cardiopulmonary arrest will have emergent care initiated by the code blue team and then will be transported to an emergency room via 911.

All inpatients requiring treatment by the code blue team will be transported, with monitoring, to the Intensive Care Unit at Kernan at the discretion of the team leader. In consultation, the intensivist and service attending will make the determination regarding patient transport to a tertiary care facility.

Kernan has a rapid response team that will respond to calls regarding visitors/patients who need emergent care or rapid management outside of the critical care setting. The rapid response team consists of a respiratory therapist, registered nurse, intensivist (day shift only) and hospitalist. Patient family members are educated about the services that the rapid response team offers, and how to contact them if family members feel that the patient requires that service.

Appendix 1

Charity Care policy of The James Lawrence Kernan Hospital.

Kernan Orthopaedics and Rehabilitation Hospital, as a part of the University of Maryland Medical System, provides healthcare services to those in need regardless of an individual's ability to pay. Care may be provided without charge, or at a reduced charge, to those who do not have insurance, Medicaid/Medical Assistance coverage, and are without the means to pay. An individual's eligibility to receive care without charge, at a reduced charge, or to pay for their care over time is determined on a case by case basis.

Within two days following a patient's request for charity care services, application for medical assistance, or both, the hospital makes a determination of probable eligibility.

A large percentage of Kernan's patients are transferred from the Shock Trauma Center or the University of Maryland Hospital. Those who do not have the ability to pay are never turned away and are helped to find resources to cover the costs of their hospital stay and medications with the assistance of Kernan's case managers. For patients who require financial assistance, Kernan Hospital has endowment funds available to assist people without resources who may need medical supplies or medications. This assistance is available upon request and is reviewed on a case-by-case basis.

Information regarding the charity care policy at Kernan is posted within the hospital in clinic areas and business areas where eligible patients are likely to be present. Patients also receive individualized help in obtaining services and care should they not have the ability to pay. Information regarding Kernan's charity care policy is provided at the time of preadmission or admission to each person who seeks services at the hospital. Kernan Hospital makes every effort that information is provided in languages that is understood by the target population of patients utilizing hospital services.

Appendix 2

**UNIVERSITY OF MARYLAND MEDICAL CENTER
JAMES LAWRENCE KERNAN HOSPITAL
UNIVERSITY SPECIALTY HOSPITAL**

FINANCE POLICY AND PROCEDURE MANUAL

Effective Date: September 2008

Revision: December 2008

**SUBJECT:
FINANCIAL CLEARANCE PROGRAM**

APPROVALS:

- **SVP & Chief Financial Officer**
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POLICY STATEMENT

This policy outlines the principles of the Financial Clearance Program, also formerly known as the Financial Assistance Program. The Financial Clearance Program is available to all legal residents of the State of Maryland who demonstrate an inability to pay for all or a portion of their prospective or outstanding hospital bill.

SCOPE

The Financial Clearance Program may cover all medically necessary and appropriate hospital-based services provided by the Hospital (which for this policy includes the University of Maryland Medical Center, University Specialty Hospital, and Kernan Hospital) when ordered by a physician on the Hospital's medical staff.

The Financial Clearance Program does not cover the following:

- Services provided by healthcare providers not affiliated with the Hospital (e.g., durable medical equipment, home health services).
- Insurance co-payments for need-based programs such as Medicaid.
- Unpaid balances resulting from cosmetic or other non-medically necessary services.
- Patient convenience items.
- Patient meals and lodging.

The Patient Financial Services (PFS) staff administers the Financial Clearance Program and evaluates each application in a fair and equitable manner. If PFS staff is unable to review and financially clear a non-emergent/urgent service *before* it has been scheduled to be provided, such service may be subject to rescheduling, after consultation with Hospital Management and the patient's physician. The Hospital retains the right in its sole discretion to determine a patient's ability to pay.

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All patients presenting for emergency services will be treated regardless of their ability to pay.

PROCEDURE

1.1 The Financial Clearance Program is available to all legal residents of the State of Maryland who demonstrate an inability to pay for all or a portion of their outstanding hospital bill. In order to be eligible, patients must complete an application and provide all required documentation.

1.2 Individuals are ineligible for the Financial Clearance Program if they:

- 1.2.1 Refuse to provide requested documentation or provide incomplete information.
- 1.2.2 Have insurance coverage through an HMO, PPO, Workers Compensation, Medicaid, or other insurance programs that deny access to the Hospital due to insurance plan restrictions/limits.
- 1.2.3 Fail to pay co-payments as required by the Financial Clearance Program.
- 1.2.4 Fail to keep current on existing payment arrangements with the Hospital or one of its affiliate Hospitals.
- 1.2.5 Fail to make appropriate arrangements on past payment obligations owed to the Hospital or one of its affiliate Hospitals (including those patients who were referred to an outside collection agency for a previous debt).
- 1.2.6 Refuse to be screened for other assistance programs prior to submitting an application to the Financial Clearance Program.

1.3 Before scheduling hospital based, non-emergent/urgent services for individuals indicating an inability to pay, staff from the faculty practice plans will contact the Hospital's Financial Counseling team to inform them that a patient is being referred for Financial Clearance.

- 1.3.1 Patients must have a referring/attending physician on staff at the Hospital before they may be evaluated for Financial Clearance eligibility.
- 1.3.2 Patients can call Financial Counseling staff directly at (410) 821-4140. Hours of operation are Monday – Friday from 8:00 a.m. to 9:00 p.m.

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- 1.3.4 The Financial Counselor will work with the patient to determine if he/she qualifies for Financial Clearance. A determination of probable eligibility will be made within two business days following a patient's initial completed request for Financial Clearance services, application for Medical Assistance, or both.
- 1.3.5 Notice of the availability of Financial Clearance/Financial Assistance shall be posted in the Admissions Office, Business Office, and Emergency Areas of the Hospital. Such notice will be posted in English, Spanish, and/or any other language that will be understandable to target populations of patients utilizing Hospital services.

Individual notice of the availability of Financial Clearance/Financial Assistance, the potential for Medicaid eligibility, and the availability of assistance from other government funded programs shall be provided to each person who seeks services in the Hospital at the time of community outreach efforts, prenatal services, preadmission, or admission. Such notice will be printed in English, Spanish, and/or any other language that will be understandable to target populations of patients utilizing Hospital services.

- 1.3.6 The Hospital will publish notice of the availability of Financial Clearance/Financial Assistance annually in the Baltimore Sun Paper.
- 1.3.7 If the patient does qualify for Financial Clearance, the Financial Counselor will notify the physician and/or physician office staff who may then schedule the patient for the appropriate Hospital-based service.
- 1.3.8 If the patient does not qualify for Financial Clearance, the Financial Counselor will notify the physician and/or physician office staff of the determination and the non-emergent/urgent Hospital-based services will not be scheduled.
- 1.3.9 A decision that the patient may not be scheduled for Hospital-based, non-emergent/urgent services may be reconsidered by the Financial Clearance Executive Committee, upon the request of a Physician Leader/Clinical Chair. The Financial Clearance Executive Committee is comprised of the Medical Center Chief Financial Officer and Chief Medical Officer or their designees.

- 1.4 If there is a change in the patient's financial circumstances, an updated or new application must be completed.

2.0 GUIDELINES

2.1 For emergent/urgent services, applications to the Financial Clearance Program will be completed, received, and evaluated retrospectively and will not delay patients from receiving these types of services.

2.2 For scheduled/elective appointments or admissions, all applications to the Financial Clearance Program must be evaluated and approved prior to the patient's date of service.

2.3 The Hospital reserves the right to request and review all pertinent information, including a review of an applicant's credit report history, for purposes of processing the application.

2.4 All applicants will be screened for other programs before screening for the Financial Clearance Program can begin. The other programs are as follows (in order of screening):

2.4.1 Maryland Medicaid—A denial letter may be required, if appropriate.

2.4.2 Other needs based assistance programs.

2.5 Applicants or family members are not eligible for the Financial Clearance Program if they qualify for Medicaid.

2.6 Unemployed applicants who have been unemployed for more than six (6) months and who have no custodial dependents under the age of 12 must provide proof of disability, as evidenced by a physician's certification, prior to qualifying for the Plan. Exceptions to this rule may be considered in accordance with Section 2.19 below.

2.7 Patients who falsify the Financial Clearance Program application or related documentation will be excluded from the Program and will be held responsible for all charges incurred while enrolled in the Program retroactively to the first day that charges were incurred under the Program.

2.8 One hundred percent Financial Clearance may be granted to uninsured patients whose sources of income is less than two times the federal poverty income level and who have less than \$10,000 in total assets. Financial Clearance will be granted on a sliding scale to uninsured patients with incomes more than two times the federal poverty income level.

2.9 Cost of care will be included in the determination of patient's eligibility for Financial Clearance.

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2.10 The amount of uninsured medical costs will be considered in determining a patient's eligibility for the Financial Clearance Program, (**e.g.**, a patient whose income is \$40,000 a year but whose child recently incurred \$200,000 in uninsured medical costs).

2.11 The Financial Clearance Program decisions are valid for a six-month period. In order to continue in the Program, each patient must reapply before the end of each six month period. In addition, patients who have been approved for the Program must inform the Hospital of any changes in income, assets, expenses, or family status within 30 days of such change(s).

2.12 The patient must fulfill all co-payment obligations. Co-payments are due at the time of service. If a patient fails to pay the required co-payment at the time of service, he/she will no longer qualify for the Financial Clearance Program.

2.13 The Financial Clearance Program will not cover co-insurance or deductibles for patients who have insurance, including Medicare.

2.14 Patients who have access to other medical care (**e.g.**, primary and secondary insurance coverage or a required service provider, also known as a carve-out), must utilize and exhaust their network benefits before applying for the Financial Clearance Program.

2.15 Patients whose insurance program or policy denies coverage for services at the Hospital by their insurance company (**e.g.**, HMO, PPO, Workers Compensation, or Medicaid), are not eligible for the Financial Clearance Program.

2.16 Generally, the Financial Clearance Program is not available to cover services that are denied by a patient's insurance company; however, exceptions may be made on a case-by-case basis considering medical and programmatic implications.

2.17 The Financial Clearance Program does not cover Supervised Living Accommodations and meals while a patient is in the Day Program.

2.18 Where there is a compelling educational and/or humanitarian benefit, School of Medicine faculty or Hospital faculty may request the Financial Clearance Executive Committee to consider exceptions to the Financial Clearance Program guidelines.

2.18.1 Faculty/Physicians requesting Financial Clearance on an exception basis must submit appropriate justification to the Financial Clearance Executive Committee in advance of the patient receiving services.

2.18.2 The Chief Medical Officer will notify the attending physician and the Financial Counseling staff of the Financial Clearance Executive Committee determination.

Appendix 3

Mission, Vision and Value Statement for the James Lawrence Kernan Hospital

The staff at Kernan Orthopaedics and Rehabilitation is committed to working with patients and family members to meet their health care needs. Our dedicated staff serves the community with the goal to provide the same care and attention we would want for our families and ourselves.

The hospital's mission is to deliver innovative, high-quality, cost-effective rehabilitation and surgical services to the community and region.

The vision of the hospital is to be widely recognized as an integral component of the University of Maryland Medical System in its role as a regional hospital specializing in rehabilitation and orthopaedic services.

Core values include providing quality and compassionate care, excellent service, and respect for patients, families and employees. Additionally, providing patient safety, quality research and education, as well as cost effective health care are also part of the core values of Kernan Hospital.

Appendix 4

Copy of the Mission and Vision Statement of Kernan Hospital

Following is a copy of Kernan Hospital's mission and vision statement.



MISSION

Kernan Orthopaedics and Rehabilitation delivers innovative high quality, cost effective rehabilitation and surgical services to the community and region. We provide:

- An interdisciplinary continuum of care including inpatient and outpatient surgery, rehabilitation and additional services as required.
- A proactive environment for patient safety, implementing improvements as patient safety risks are identified
- A site for public and professional health care education and research.

VISION

Kernan Orthopaedics and Rehabilitation's vision is to be widely recognized as an integral component of the University of Maryland Medical System in its role as:

- A regional hospital specializing in the provision of acute, chronic and outpatient rehabilitation services.
- A regional hospital specializing in the provision of a full array of orthopaedic services for adults and children.
- A high quality provider of specialized medical/surgical programs.

VALUES

Quality and Compassionate Care • Excellence in Service
• Respect for the Individual • Patient Safety
Quality in Research and Education • Cost Effectiveness