The State of America’s Hospitals—Taking the Pulse

Results of AHA Survey of Hospital Leaders, March/April 2010

May 24, 2010
Methodology

- **AHA Survey, *Telling the Hospital Story***
  - Survey was sent to all community hospital CEOs in March 2010 via fax and e-mail.
  - Data was collected through April 6, 2010.
  - 572 responses were received.
  - Respondents were broadly representative of universe of community hospitals.
Workforce
Relative to past survey results, vacancy rates are down, likely due to the recession.

Vacancy Rates for Selected Hospital Personnel, March 2010

A majority of hospitals are making efforts to increase the number of employed physicians.

Percent of Hospitals Making Efforts to Increase the Number of Employed Physicians by Type of Physician, March 2010

<table>
<thead>
<tr>
<th>Type of Physician</th>
<th>Efforts to Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Care</td>
<td>80%</td>
</tr>
<tr>
<td>Hospitalist</td>
<td>43%</td>
</tr>
<tr>
<td>General Surgery</td>
<td>41%</td>
</tr>
<tr>
<td>OB/GYN</td>
<td>28%</td>
</tr>
<tr>
<td>Emergency Medicine</td>
<td>23%</td>
</tr>
<tr>
<td>Ear, Nose &amp; Throat</td>
<td>19%</td>
</tr>
<tr>
<td>Intensivist</td>
<td>19%</td>
</tr>
<tr>
<td>Psychiatry</td>
<td>18%</td>
</tr>
<tr>
<td>Neurosurgery</td>
<td>13%</td>
</tr>
<tr>
<td>Vascular Surgery</td>
<td>13%</td>
</tr>
</tbody>
</table>

Hospital Capacity, Emergency Department Diversion and Specialty Coverage
Nearly half of all urban and teaching hospitals are “at” or “over” capacity in their EDs…

Percent of Hospitals Reporting ED Capacity Issues by Type of Hospital, March 2010

- **Urban Hospitals**: 23% “At” Capacity, 27% “Over” Capacity
- **Rural Hospitals**: 20% “At” Capacity, 11% “Over” Capacity
- **Teaching Hospitals**: 19% “At” Capacity, 32% “Over” Capacity
- **Non-Teaching Hospitals**: 22% “At” Capacity, 14% “Over” Capacity
- **All Hospitals**: 21% “At” Capacity, 17% “Over” Capacity

…and almost a quarter of all hospitals experience time on ED diversion…

Percent of Hospitals Reporting Time on Diversion in Last 12 Months, March 2010

- Urban Hospitals: 45%
- Rural Hospitals: 9%
- Teaching Hospitals: 38%
- Non-Teaching Hospitals: 19%
- All Hospitals: 22%

...most often caused by a lack of staffed critical care beds.

Percent of Hospitals Citing Factor as Number One Reason for Emergency Department Diversion, March 2010

- Lack of critical care or monitored beds: 42%
- ED overcrowding: 27%
- Staff shortages: 9%
- Lack of general acute care beds: 8%
- Lack of specialty physician coverage: 8%
- Closure of other hospitals: 5%
- Lack of psychiatric or substance abuse beds: 1%
- Other: 1%

Although the frequency of ED diversion has improved over the last 12 months…

Percent of Hospitals Reporting the Frequency of ED Diversion Has Changed Over the Last 12 Months

- **Less frequent**: 49%
- **More frequent**: 11%
- **About the same**: 40%

...many hospitals report increased difficulty maintaining on-call physician coverage in the ED.

Percent of Hospitals Reporting Increased Difficulty in Maintaining Physician ED Call Coverage by Selected Specialty, March 2010

- General Surgery: 18% Somewhat more difficult, 10% Significantly harder, 28% in total
- Orthopedics: 16% Somewhat more difficult, 12% Significantly harder, 28% in total
- Psychiatry: 12% Somewhat more difficult, 10% Significantly harder, 22% in total
- Ear, Nose & Throat: 10% Somewhat more difficult, 11% Significantly harder, 21% in total
- OB/GYN: 12% Somewhat more difficult, 4% Significantly harder, 16% in total
- Plastic Surgery: 9% Somewhat more difficult, 6% Significantly harder, 15% in total
- Gastroenterology: 8% Somewhat more difficult, 6% Significantly harder, 14% in total
- Hand Surgery: 6% Somewhat more difficult, 6% Significantly harder, 12% in total
- Neurosurgery: 9% Somewhat more difficult, 3% Significantly harder, 12% in total
- Vascular Surgery: 6% Somewhat more difficult, 5% Significantly harder, 11% in total
- Other: 17% Somewhat more difficult, 13% Significantly harder, 30% in total

Half of all hospitals now report paying physicians for ED call coverage…

Percent of Hospitals Paying For Any ED Coverage For Any Particular Service, 2006 Versus 2010

Source: AHA Rapid Response Survey, Telling the Hospital Story Survey, March 2010; 2007 AHA Survey of Hospital Leaders
…with a high percentage of hospitals paying for general surgery, orthopedic and OB/GYN on call ED coverage…

Percent of Hospitals Reporting Payment for ED On-call Coverage by Specialty, March 2010

<table>
<thead>
<tr>
<th>Specialty</th>
<th>Some</th>
<th>Most</th>
<th>All</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Surgery</td>
<td>16%</td>
<td>5%</td>
<td>26%</td>
</tr>
<tr>
<td>Orthopedics</td>
<td>9%</td>
<td>3%</td>
<td>28%</td>
</tr>
<tr>
<td>OB/GYN</td>
<td>7%</td>
<td>4%</td>
<td>22%</td>
</tr>
<tr>
<td>Ear, Nose &amp; Throat</td>
<td>7%</td>
<td>2%</td>
<td>11%</td>
</tr>
<tr>
<td>Neurosurgery</td>
<td>3%</td>
<td>2%</td>
<td>14%</td>
</tr>
<tr>
<td>Psychiatry</td>
<td>6%</td>
<td>3%</td>
<td>8%</td>
</tr>
<tr>
<td>Vascular Surgery</td>
<td>5%</td>
<td>1%</td>
<td>8%</td>
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<td>3%</td>
<td>1%</td>
<td>9%</td>
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<td>1%</td>
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<tr>
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<td>3%</td>
<td>2%</td>
<td>6%</td>
</tr>
<tr>
<td>Other</td>
<td>18%</td>
<td>4%</td>
<td>20%</td>
</tr>
</tbody>
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Source: AHA Rapid Response Survey, Telling the Hospital Story Survey, March 2010
Twenty-one percent of hospitals are spending over $1 million to maintain on call coverage in the ED…

Hospitals Total Expenditures for Physician On-Call Coverage Over the Last 12 Months

...and half of all hospitals have increased their expenditures for on-call ED coverage in the last 12 months.

Percent Change in Hospital Expenditures for Physician On-Call Coverage Over the Last 12 Months

Many hospitals are requiring employed physicians and physicians with admitting privileges to provide ED and trauma coverage…

Percent of Hospitals That Require Physicians to Provide On-Call Coverage, March 2010

- Require physicians with admitting privileges to provide ED on-call coverage: 75%
- Require employed physicians to provide ED on-call coverage: 57%
- Require physicians with admitting privileges to provide trauma on-call coverage: 23%
- Require employed physicians to provide trauma on-call coverage: 19%

…as well as employing other strategies to increase ED coverage.

Strategies Employed to Increase ED On-call Coverage, March 2010

- Increased number of employed physicians: 49%
- Began paying for physician ED on-call coverage: 41%
- Increased pay for physician ED on-call coverage: 35%
- Hired physicians on a temporary basis to fill gaps in ED on-call coverage: 34%
- Made managerial and operational changes to improve on-call physician experience: 19%
- Provided payment for services provided to uninsured patients: 16%
- Coordinated coverage with other hospitals in the community: 10%
- Hired obstetric hospitalist/laborists: 9%
- Provided subsidy for medical liability insurance for on-call services: 8%
- Other: 13%

The majority of hospitals reported taking part in a large-scale drill with external response agencies...

Hospitals Participating in Large-scale Community-wide Drills with External Response Agencies Within the Last Year

- Yes, have already taken action: 85%
- No, but plan to take action in 6-12 months: 8%
- No, but plan to take action when resources permit: 4%
- No action planned: 2%

…and 89 percent of hospitals have established back-up systems for communication with police, fire, public health, emergency medical services and/or emergency management.

Percent of Hospitals with Established Back-up Community-wide Communication Ability, March 2010

- Yes, have already taken action: 89%
- No, but plan to take action in 6-12 months: 5%
- No, but plan to take action when resources permit: 4%
- No action planned: 2%

Most hospitals have a formal plan to share resources with other hospitals during a disaster and many receive government funding for disaster preparedness planning.

Percent of Hospitals That Plan to Share Resources in the Event of a Disaster and Percent of Hospitals Receiving Government Assistance for Disaster Preparedness Planning

<table>
<thead>
<tr>
<th>Formal agreement with other hospitals to share resources in the event of a disaster</th>
<th>Received federal or state assistance for disaster preparedness or training</th>
</tr>
</thead>
<tbody>
<tr>
<td>85%</td>
<td>87%</td>
</tr>
</tbody>
</table>

The majority of hospitals have the ability to add more bed capacity in the event of a disaster...

Percent of Hospitals With a Plan to Rapidly Increase the Number of Beds Available in the Event of a Disaster, March 2010

- Yes, have already taken action: 74%
- No, but plan to take action when resources permit: 8%
- No, but plan to take action in 6-12 months: 4%
- No action planned: 9%

...and 79 percent of hospitals are able to add beds within 0-2 hours of a disaster.

Number of Staffed Beds Hospitals Estimate Could be Available in the Following Time Periods in the Event of a Disaster, March 2010