



Management.

The monthly update on Emergency Department Management

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June 2001

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Are you putting patients in danger? Heed warning on infusion pumps

Surveyors want to see evidence of safety measures and education

An adult patient comes to the ED with dangerously low potassium levels, requiring potassium via IV pump. The total volume of potassium is reversed with the rate of infusion, due to a user error. Instead of receiving 20 milliequivalents/hour (mEq/hour), the patient received 60 mEq/hour in 20 minutes. After receiving three times the intended amount of potassium in a shorter length of time, the patient dies.

In response to tragic situations like this one, surveyors will be asking questions about the use of infusion pumps, says **Kathleen Catalano**, RN, JD, director of administrative projects at Children's Medical Center of Dallas and a former consultant specializing in regulatory compliance. Last year the Joint Commission on Accreditation of Healthcare Organizations in Oakbrook Terrace, IL, issued a *Sentinel Event Alert* warning about the dangers of infusion pumps. **(See resource box to learn how to obtain the *Sentinel Event Alert*, p. 63.)**

Infusion pumps are potentially dangerous because the wrong drug concentration can be given, the wrong rate can be set, and there is a possibility of decreased respiratory rate with continuous narcotic infusion, warns **Cindy Bruns**, RN, BSN, CEN, quality management coordinator for the Emergency Center at Tallahassee (FL) Memorial Hospital.

Red flags for surveyors include the use of pumps without free-flow protection, multiple types of pumps in use, and lack of coordinated education including a multidisciplinary team to evaluate infusion pumps, says Catalano. If an

Executive Summary

During on-site surveys in 2001, surveyors will be asking about your use of infusion pumps.

- The ED is at higher risk for errors and adverse outcomes than other departments because of the types of drugs given and time constraints.
- Do not use pumps without protection from the free-flow of intravenous fluid/medication into the patient.
- If your hospital is considering a change in infusion pumps, make sure someone from the ED is involved in the product evaluation.

5 actions you must take now

You should do the following five things regarding the use of free-flow infusion pumps:

1. Identify all pumps with potential for free-flow errors, including those with confusing labeling.
2. Sequester/quarantine/phase out the use of unprotected devices.
3. Petition the Food and Drug Administration to withhold/withdraw approval of IV pumps that permit free-flow.
4. Petition manufacturers to stop production and sale of free-flow pumps.
5. Continue to report errors associated with the use of IV pumps that do not protect against free-flow so that accurate frequency and severity of these errors can be assessed. ■

Source: Reprinted with permission from the U.S. Pharmacopeia, *Practitioners' Reporting News*, "Free-Flow IV Pumps," 7/99, www.usp.org/reporting. Copyright 2001. All rights reserved.

incident does occur, the ED is at higher risk for an adverse outcome than other departments because critical care drugs are given more frequently, she adds. (See **box with suggested actions from U.S. Pharmacopeia, above.**)

"Also, ED staff are under pressure of time constraints, so there is a higher risk of error," says Catalano.

Actions you can take now to avoid problems include:

- **Do not use pumps without protection.**

The *Sentinel Event Alert* warns against using pumps that don't provide protection from the free-flow of intravenous fluid/medication into the patient, says **Ann Kobs**, president and CEO of Type 1 Solutions, a Fort Meyers, FL-based compliance consulting firm specializing in preparation for Joint Commission surveys.

"Check what kind of pumps your organization uses," she advises. "If they do not have a lock-up mechanism, do not use them."

Free-flow pumps have no safety valve for the amount of fluid that will flow into a patient, Catalano says. "It's like a run-away IV left at wide-open," she explains.

Pumps not always user-friendly

Many infusion pumps on the market are not user-friendly, says Catalano. "Some are so 'busy' with instrumentation you can't tell what buttons to push to set the pump," she explains.

- **Make sure staff read the *Sentinel Event Alert*.**

Kobs suggests placing the *Sentinel Event Alert* into paycheck envelopes. "You should definitely post it in the break room. One surefire way to get staff to read it is to post it on the door inside the toilet stalls."

- **Have staff train others to ensure competence.**

Kobs points to "peer pressure" as an effective tool to ensure competence. "As a manager, I would observe and critique two of my 'weak links' until they had it perfect," she says. "Then I would charge them each with observing and critiquing two folks apiece. Then those four can each do two more until all staff are 'signed off' by their preceptor."

- **Educate staff.**

Even if appropriate pumps are used, infusion pumps can be dangerous, warns Kobs. "Problems can occur when the wrong drug concentration is given or the wrong rate is set," she says.

Kobs stresses that training and education are not foolproof. Even if inservicing is done appropriately, a patient, family member, or visitor might still handle a pump incorrectly, she notes.

Inservice all appropriate staff

Most EDs provide inservice education on the pumps for nurses, but not for other staff who might handle the pumps, she says. These individuals include orderlies, radiology technicians, and nurse assistants who transport patients. "At a minimum, they should know when to call for the professional person managing the pump," says Kobs.

If an individual has not been trained thoroughly on the use of the particular infusion pump used, do not have that person use the pump, urges Catalano.

COMING IN FUTURE MONTHS

■ How to comply with new guidelines for pediatric care

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■ Update on new staffing indicators from the Joint Commission

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Every individual must have a competency for the particular infusion pump being used, she says. "Ensure that each person has been instructed on the differences in the amount of fluid and medication doses for various-age patients, including infant, child, adolescent, adult, and geriatric patients," she adds.

There should be competency-based, age-specific, and unit-specific education, says Catalano. "Education should be dependent on the most frequent fluids and

medications given in your ED via an infusion pump," she adds.

At Tallahassee Memorial, mandatory staff inservices for use of infusion pumps are held, including hands-on instruction. "Each nurse has to demonstrate her ability to set up a PCA pump," says Bruns.

- **Use the buddy system.**

Catalano suggests having infusion pumps set on a buddy system. "Two individuals check the pump to be

Resources

The Joint Commission's *Sentinel Event Alert*, "Infusion Pumps: Preventing Future Adverse Events," identifies the most common human and mechanical errors associated with infusion pumps and provides recommended steps to avoid such errors. It can be found on-line at www.jcaho.org. (Click on "Patient Safety/Sentinel Events," "Sentinel Event Alert," and then "Sentinel Event Alert" again. Scroll down to the Nov. 30, 2000, issue.) You can sign up to receive *Sentinel Event Alert* via e-mail by going to the *Sentinel Event Alert* home page. To get the latest copy of *Sentinel Event Alert* by fax, call the Joint Commission's fax-on-demand line at (630) 792-3885, and press 4.

The U.S. Pharmacopeia has published an alert on free-flow IV pumps that can be accessed free of charge on the organization's web site (www.usp.org). Click on "Practitioner Reporting," "Practitioners' Reporting News," and then "Med Error Reports." Scroll down and click on "Alert! Free-Flow IV Pumps." MedMARx is an Internet-accessible national database for hospitals to report medication errors, available through the U.S. Pharmacopeia. For more information, contact:

- U.S. Pharmacopeia, 12601 Twinbrook Parkway, Rockville, MD 20852. Telephone: (800) 227-8772 ext. 8546 or (301) 881-0666. Fax: (301) 816-8532. E-mail: smw@usp.org. Web: www.usp.org.

The Institute for Healthcare Improvement (IHI) has published a guide titled *Breakthrough Series: Reducing Adverse Drug Events*. The guide includes strategies for improving ordering systems, the dispensing process, administration of medications, and basic prevention strategies. The guide costs \$49.95, plus \$7 shipping and handling. To order, contact:

- Institute for Healthcare Improvement, 375 Longwood Ave., Fourth Floor, Boston, MA 02215. Telephone: (617)

754-4800. Fax: (617) 754-4848. E-mail: info@ihi.org. Web: www.ihi.org.

The Institute for Safe Medication Practices (ISMP) provides education about adverse drug events and their prevention through the *ISMP Medication Safety Alert*, a biweekly resource sent by fax or e-mail for a \$135 annual subscription fee. A previous issue focusing on infusion pumps is available free of charge on the web site, www.ismp.org. (Click on "ISMP Medication Safety Alert!"; the April 22, 1998, issue; and then on "IV pump set free-flow: When is enough enough?") To order a subscription, contact:

- ISMP, 1800 Byberry Road, Suite 810, Huntingdon Valley, PA 19006. Telephone: (215) 947-7797. Fax: (215) 914-1492. E-mail: ismpinfo@ismp.org. Web: www.ismp.org.

ECRI, a nonprofit health services research agency, publishes *Health Devices*, which gives evaluations and brand name ratings. The May 2001 issue contains evaluations of patient-controlled analgesic (PCA) infusion pumps. A single issue costs \$75 for member of ECRI's Health Devices System and \$275 for nonmembers. The April-May 1998 issue of *Health Devices* contains evaluations of infusion pump analyzers and general-purpose infusion pumps. The cost of this double issue is \$95 for members and \$335 for nonmembers. There is no shipping charge for single-issue orders. *Healthcare Product Comparison System* is a purchasing guide without ratings. The December 2000 issue includes reports on ambulatory and general-purpose infusion pumps, and the January 2001 issue covers PCA infusion pumps. Each report costs \$175, with no shipping charge. To order any of these products, contact:

- Brian Duffin, Membership Services, ECRI, 5200 Butler Pike, Plymouth Meeting, PA 19462. Telephone: (610) 825-6000, ext. 5414. Fax: (610) 834-1275. E-mail: bduffin@ecri.org. Web: www.ecri.org.

Sources

For more information on infusion pumps, contact:

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sure the right amount of fluid and medication will be infused," she explains.

At Tallahassee Memorial, the ED's policies require all PCA pump medication set-ups to be verified and co-signed on the Emergency Center chart by a second RN, says Bruns. **(See policies for the Use of the PCA Plus II for Analgesia and Medication Administration, enclosed in this issue.)**

"Two nurses verify the medication vial and the pump settings with the physician's order," she says. "This verification/co-signature requirement is also true for heparin drips and insulin drips."

Consult with risk management

- **Learn from previous incidents.**

Check with your hospital's risk management department to find out if there have been any reports of infusion pump-related errors, Catalano advises. "If so, find out if a root-cause analysis was done and what was learned," she suggests.

- **Implement policies to increase safety.**

New policies involving medication administration have been instituted at Tallahassee Memorial Hospital within the past year, says Bruns. The policies include standardized order forms or order sets, a two-nurse verification system, and a lower "lock-out" setting to possibly prevent respiratory depression.

"These policies have had a direct bearing on the care and safety of patients," she says.

- **Be involved in product evaluation.**

When your facility is examining a change in infusion pumps, make sure the ED is represented on the new product evaluation team, advises Catalano. "Everyone should be comfortable with the choice made. Learn all you can about the infusion pump your facility uses." ■

Experts: Cut costs of ED observation

(Editor's note: This is the second of a two-part series on ED observation services. Last month, we covered ways to increase reimbursement. This month, we cover ways to make your observation unit cost-effective.)

If you want to keep your observation unit open, you'll need to look at new strategies, says **Patricia Hall**, RN, MSN, CEN, service leader for emergency services at Howard Young Health Care in Woodruff, WI.

"The advent of APCs has made it difficult for observation units to be financially sound," she adds. Although there is not currently a separate APC for observation, the Baltimore, MD-based Health Care Financing Administration is expected to add a separate APC this year (For more details, go to the Society of Chest Pain Centers and Providers web site: www.sccp.org, and click on "HCFA discussion on observation services.")

Taking these steps can help cut your unit's costs:

- **Create a "hybrid" unit.**

The observation unit at William Beaumont Hospital in Royal Oak, MI, began as a hybrid "observation/scheduled-procedure" unit, says **Michael A. Ross**, MD, FACEP, director of the emergency observation unit and chest pain center.

There was a problem with low census in the afternoon, he explains. "We would drop down to one or two patients, which is prohibitive from a nursing staffing standpoint."

The eight-bed unit was separate from the ED, so it wasn't possible to decrease the nursing staff to a single nurse, adds Ross. The solution was to allocate a set number of beds for observation patients and for scheduled-procedure patients.

Executive Summary

Keeping an observation unit operating with current reimbursement might depend on successful implementation of cost-reduction strategies.

- A "hybrid" model with scheduled-procedure patients in addition to observation patients allows you to staff with fewer nurses per patient.
- Observe patients with only one specific acute problem who are likely to be discharged within 18 hours.
- By offering stress testing in close proximity to the observation unit, length of stay is reduced, and the hospital can provide stress testing to inpatients on weekends.

Guide for Which Patients to Observe (Excerpt)

Indications for observation

1. Focused goal of patient care. The physician's notes should document what the reason for observation is. Generally, there should be only one specific problem that requires acute management. When multiple problems require management, the likelihood of admission is much higher. The three broad categories of observation are:

- a. diagnostic evaluation of a critical syndrome, such as chest pain, abdominal pain, etc.;
- b. short-term treatment of an emergency condition, such as dehydration, asthma, renal colic, etc.;
- c. management of psychosocial needs, such as psychiatric, social worker, or continuing-care evaluation and management of selected problems.

2. Limited intensity of service. This is judged clinically by the Emergency Center (EC) physician. Patients not meeting this criterion should be managed in the EC or admitted to the hospital (i.e., patients who require one-on-one nursing care).

3. Limited severity of illness. This also is judged clinically by the EC physician (i.e., patients who are in extremis or clinically unstable). Following low severity of illness/intensity of service (SI/IS) criteria enables the Observation Unit to be run effectively.

4. Clinical condition appropriate for observation. In general, the observed condition should have a high (70-80%) probability of discharge within 18 hours.

It should also be a condition for which initial discharge from the EC is not likely (i.e., an otherwise admitted condition).

In addition to the list of "Observation Unit Clinical Conditions" included in this packet, the physician covering the unit may elect to observe other conditions if they meet the above criteria. This group will be monitored.

Contraindications to observation

1. High severity of illness. Patients requiring more nursing care than can be offered in the unit. For example, patients with unstable vital signs, or unstable cardiac, pulmonary, or neurological condition. These patients should be managed in the initial EC treatment area until deemed to be stable for at least one hour.

2. High intensity of service. Patients who are too unstable or ill to be observed. For example, difficult intoxicated or suicidal psychiatric patients, patients requiring frequent vital signs or treatments.

3. Patients requiring admission. If inpatient admission is apparent in the initial treatment area, the patient should not enter for "observation." This type of patient is defined as a "hold" if they are simply waiting for a bed.

4. Age less than 13 years old. These patients will be managed on the inpatient pediatric floor. Pediatric patients over the age of 13 who are transferred to the observation unit should not have significant underlying illness or co-morbidities, which may require increased nursing care (high SI criteria).

5. Obstetric patients over 20 weeks pregnant. These patients should be managed on the Labor and Delivery (L&D) unit according to EC policy. If they have already been evaluated on L&D and sent back to EC, or cleared by their private obstetrician for management of a non-obstetrical condition (i.e., asthma), they may be managed in the Observation Unit.

6. Anticipated observation length of stay less than three hours or over 18 hours. The work of transferring, admitting, and discharging the patient is not efficiently spent if the patient stays for less than three hours. A regular audit of such admissions will be performed. Since most observed cases are discharged in 10-15 hours, cases that will clearly require more than 18 hours of care are unlikely to benefit from the unit.

7. Nursing home placement. Patients must first have the feasibility of their observation placement plan approved by the continuing care or admissions transfer office nurse. This group often fails placement in a timely manner.

Source: Excerpt from Emergency Center Observation Unit Guidelines, William Beaumont Hospital, Royal Oak, MI.

"Combining these two services enabled us to always have enough patients and maximize the use of that space," says Ross.

As the observation service grew to 21 beds, the ED was able to maintain an adequate census of observation patients. "We found we no longer needed to be a hybrid unit," says Ross. "Over time, we weaned out the scheduled-procedure patients. We identified an inpatient location that could accommodate those patients and displaced them to that setting."

• Address staffing issues.

Initially, the observation unit at William Beaumont had an all-nursing staff doing primary care with a case ratio of one nurse per four patients, says **Pat Zientek**, RN, the emergency center's administrative nurse manager. But the current ratio is one nurse per five patients.

"Increasing the ratio was important to decrease cost," she notes. "Two less-costly technicians were introduced per shift who were cross-trained for the unit secretary duties."

Sources

For more information about reducing the costs of observation units, contact:

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The “hybrid” model allows you to staff with an average hourly patient/nurse ratio of 3.7 compared with the ratio of 2.5 for a regular observation unit, says Ross. “This reduces the cost by 0.13 nurse FTE per patient.”¹

- **Avoid prolonged observation.**

Patients who “succeed” in observation will be discharged long before 24 hours, says Ross. “The concept of a 24-hour observation unit is antiquated,” he argues. “Most patients define themselves by 18 hours. If they cannot go home by then, they have a very high probability of needing hospitalization.”

The ED observation unit requires that a disposition be made in 18 hours, unless the physician documents a clear and compelling reason to continue observing the patient, says Ross. **(See Patient Observation Record, Physicians Order Sheet for EC Observation Unit, Observation Unit Chest Pain Tracking Sheet, and Observation Unit Nursing and Physician Assessment Sheet, inserted in this issue.)**

- **Only observe appropriate patients.**

At Howard Young Health Care, the ED has become more selective with the patients placed on observation status, notes Hall. “If their condition appears to be more complicated with potential co-morbidities, we are opting for admission. This seems to be exactly contrary to how we used to think. But honestly, they traditionally have ended up staying more than 23 hours anyway.”

At William Beaumont’s ED, only specific conditions can be sent to the unit, based on specific inclusion/exclusion criteria. “The physician or nurse covering the unit is empowered to refuse a patient based on failure to meet these criteria,” says Ross. **(See Indications and Contraindications for Admission to the EC Observation Unit, p. 65.)**

The ED uses written guidelines for 32 conditions, along with general principles on which patients are appropriate for observation, says Ross.

“You must be managing only one specific acute problem, and it must be a problem of limited severity of illness that has a 70-80% probability of being discharged within 18 hours,” he explains.

The guidelines are converted into orders specific for 80% of the conditions sent to the unit, says Ross.

“This helps to maintain consistency,” he says.

- **Offer stress testing in close proximity.**

Previously, 25% of the patient volume was transported to the eighth floor for stress testing, which necessitated a 15-minute trip each way of ‘nonproductive time,’ says Zientek. “To decrease the time off the unit, we have installed a stress lab directly adjacent to the unit, with a one- or two-minute trip each way.”

The satellite stress-testing lab reduced the length of stay of chest pain patients by a couple of hours, says Ross.

“This allows the hospital to do stress testing on weekends for chest pain patients and get inpatients out sooner,” he explains.

Reference

1. Ross MA, Naylor S, Compton S, et al. Maximizing use of the emergency department observation unit: A novel hybrid design. *Ann Emerg Med* 2001; 37:267-274. ■

Here’s how to prevent assaults on staff

If a staff member is assaulted in your ED, it can have far-reaching effects long after the incident is over, warns **Tracy G. Sanson**, MD, FACEP, assistant medical director for the department of emergency medicine at Brandon (FL) Regional Medical Center.

“A violent incident can change the way your ED operates for a long time,” she says. “The memories of an event may last for months or years, affecting staff morale and retention rates. The stress of the threat of violence can affect productivity and employee health, including substance abuse and suicide.”

Occupational health and safety laws say employees must be provided with a safe working environment and safe systems of work, Sanson notes.

“Employers should prepare a plan to identify, assess, and control potentially threatening or violent situations and incidents at work,” she adds. **(See**

Executive Summary

ED personnel experience the majority of all hospital assaults, and these attacks can have long-term effects on morale and productivity.

- OSHA regulations require you to provide staff with a safe working environment.
- You should have a plan to address security personnel issues, responses to specific scenarios, restraint techniques, and violence prevention.
- Strategies include flagging violence-prone individuals, using patient liaisons in the waiting areas, and ensuring that ED security officers have been trained to work in hospitals.

checklist for specific steps to take before and after assaults, p. 68.)

ED personnel experience the majority of all hospital assaults, warns **Tom Scaletta**, MD, FAAEM, chairperson of the department of emergency medicine at West Suburban Hospital Medical Center in Oak Park, IL.¹ In a national survey, 62% of residents admitted fearing assault in the ED, and 43% of university-based EDs report at least one physical assault of a staff member monthly, he adds.^{2,3}

Here are effective strategies to prevent assaults on ED staff:

• Develop an ED security plan.

Scaletta suggests developing an ED security plan that addresses the following issues:

- security personnel hiring, training/certification, weapons-carrying policy, and responsibilities;
- alerting/response protocols (i.e., hostage situation, overt violence, pre-violence);
- restraint techniques/participants;
- arrest vs. eviction rules for disruptive patients/visitors;
- violence prevention means (i.e., zero tolerance for violence, checking IDs, metal detectors); and
- reporting requirements (form completion, committee review).

• Educate staff in violence-prevention techniques.

Staff should be trained to identify predictors of violence in individuals, develop de-escalation skills, and “get out of the way of unstoppable trouble,” says Scaletta. (See resource box for courses to take, p. 69.)

“Flagging violence-prone individuals on subsequent ED visits helps alert staff to be ready for anything,” he says. “Of course, this information should not be used to mistreat the person in a retributive way.”

• Avoid lack of communication and unprofessional behavior.

Use patient liaisons in the waiting areas to explain how the system works, why waiting might be necessary, and what is happening in the clinical area, says Scaletta.

He offers the following anecdote to illustrate the importance of avoiding behavior that can escalate violence: After a surgical resident was overtly rude to a patient in police custody, he repaired a laceration and did not immediately dispose of the suture kit. “The arrestee was able to use a free hand to grab a scalpel and threaten the resident during morning rounds,” he says.

Luckily, no one was hurt, and the staff learned an important lesson from the frightening incident, says Scaletta. “Treat patients and visitors with respect, and remain professional at all times,” he underscores.

• Implement additional security measures.

Safety measures to consider include portable panic buttons, visitor control policies, locked-entry and total lock-down capability, video cameras, and metal detectors, says **Diane Presley**, RN, MSN, director of nursing for emergency services/critical care at Seton Medical Center in Austin, TX.

Seton’s ED recently installed doors with a lock-down capability, and most of the ED hallways are videotaped, Presley reports. “There is locked entry only, so there is ease of access for patients and visitors to come out of the department,” she says. “The trauma center is always locked, and the ED locks down from 10 p.m. until 6 a.m. or if there is a incident such as a disaster of internal or external nature.”

• Ensure adequate training of ED security.

Your ED’s security guards might not be as effective as they could be if they haven’t been trained to work in hospitals, Presley cautions. “Training should include violence management, plus investigation and detection

Sources

For more information on preventing assaults, contact:

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of uncommon weapons,” she says. The Lombard, IL-based International Association of Hospital Security and Safety has a certification course for hospital security officers, she notes.

• **Encourage staff to report all incidents.**

All involved staff should complete a report after an assault occurs, says Scaletta. **(See sample reporting form, inserted in this issue.)**

Use This ‘Before and After’ Checklist

Before an incident occurs:

- Develop a plan or written policy to address violence in the workplace.
- Clearly state that staff and patient safety are a priority.
- Communicate this policy and appropriate behavior for all employees toward coworkers and hospital customers.
- Make it clear violence, incivility, direct or veiled threats of harm, and intimidating, belligerent, harassing, bullying, or other inappropriate and aggressive behavior will not be tolerated.
- Screen all employees, and check their references.
- Conduct exit interviews when employees retire, quit, or are transferred or terminated, to identify potential violence-related security or management problems.
- Invite local police into your firm to review the written violence prevention plan.
- Encourage the police to become more familiar with your facility. Learn what actions they take during incidents involving threats and violence.
- Have a security expert evaluate your written plan, and educate employees on violence prevention.
- Educate managers on the signs of a troubled employee. Watch for the following: a change in the employee’s behavior or work pattern, tardiness, failure to complete projects, irritability, and hypersensitivity to criticism or negative information.
Signs of a troubled home situation include frequent or threatening phone calls, the employee becoming upset after calls or visits from family members, a change in schedule requests, an increase in sick days, and any injury.
- Have a policy to address restraining orders initiated by staff. A major proportion of homicides in the workplace involve the extension of domestic violence into the workplace. You should know if an employee has a restraining order against anyone. The management, staff, and security ideally should have a photo of the person to prevent the person gaining access to the work site or the employee. The staff should know whom to call and actions to take if the person presents to the workplace. The goal is to let authorities remove the person without endangering the employee, other staff, and innocent bystanders.
- Have an internal emergency code to be used in crisis, and conduct mock crisis drills.
- Encourage staff to seek help when a situation seems to be escalating. Ask your employees to help identify potentially violent situations.

After an incident has occurred:

- Make an immediate investigation.
- Secure the work area where the incident occurred.
- Account for all staff and others.
- Ensure the physical safety of those remaining in the area.
- Ensure that no work area is left short-staffed while others assist the victim or secure the area.
- Focus on fact-finding to prevent recurrence, and not on fault-finding.
- Determine what action needs to be taken.
- When a threat has been made or an incident has occurred, evaluate the situation and, if warranted, notify the potential victims and/or police.
- Conduct immediate debriefings. Include all affected employees in a debriefing to discuss the cause of the violence, explore explanations, develop a plan of action, and identify those needing further counseling.
- Support the prosecution of the offenders. File charges in every case of assault.
- Provide information and counseling services to those involved and their families.
- Provide accurate communication to outside agencies, media, and law enforcement.
- Determine what could be done differently in the future.

Source: Tracy G. Sanson, MD, FACEP, Assistant Medical Director, Department of Emergency Medicine, Brandon (FL) Regional Medical Center.

He recommends reviewing security calls for violent or disruptive patients and visitors. "When there was a verbal threat of harm and certainly when there was an assault reported by security, the involved staff member should be asked to fill out a data collection form, even in retrospect," he says.

Tracking assaults helps because the process allows the reviewer (or review committee) to look for commonalities, says Scaletta. "Maybe a certain staff is always 'getting into it' with difficult patients/visitors and this person needs some interpersonal skill building."

You might discover there are opportunities to call security or the local police earlier, or learn about a security staffing problem that needs objective evidence to be overcome, says Scaletta.

References

1. Pane G, Winiarski A, Salness K. Aggression directed toward emergency department staff at a university teaching hospital. *Ann Emerg Med* 1991; 20:283-286.

2. Anglin D, Kyriacou D, Hutson HR. Residents' perspectives on violence and personal safety in the emergency department. *Ann Emerg Med* 1994; 23:1,082-1,084.

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Question: Does the recent court ruling that says patients in nonhospital ambulances are covered by the Emergency Medical Treatment and Active Labor Act (EMTALA) conflict with the regulations as defined by the Health Care Financing Administration?

Answer: Under EMTALA, a patient is considered to have "come to the ED" if that patient is in a hospital-owned ambulance or on hospital property, says **Janet Richmond**, an attorney for the Sacramento-based California Healthcare Association. However, a recent court ruling from the Ninth U.S. Circuit Court of Appeals, based in San Francisco, has expanded this definition to include communication by a nonhospital-owned ambulance with a hospital.

"The court case says that the issue is not whether the ambulance is owned by the hospital, but whether the ambulance called the hospital and the hospital was in communication with that ambulance," she explains. "So this ruling conflicts with the definition under EMTALA."

At this time, HCFA is unlikely to enforce the EMTALA statute consistent with this court ruling, Richmond says. "That having been said, in the real world, hospitals don't turn away ambulances whether they are owned by the hospital or not, whether they communicate with the hospital or not, unless they are on diversion," she adds.

However, a hospital might find itself in litigation that could include a cause of action stemming from an EMTALA violation if it turns away a nonhospital-owned ambulance after it communicates with the hospital, if the hospital is not on diversion, says Richmond.

The ambulance also would have to be located in a state that is covered by the Ninth Circuit Court of Appeals, says Richmond. These states are Hawaii, Alaska, Arizona, Washington, Idaho, Nevada, California, Montana, Wyoming, and Oregon.

After the case was heard in the Ninth Circuit, the hospital involved, Queens Medical Center in Honolulu, asked for a rehearing, and it was denied,

Resources

Crisis Prevention Institute (CPI) offers three levels of intervention training. For more information, contact:

- CPI, 3315-K N. 124th St., Brookfield, WI 53005. Telephone: (800) 558-8976 or (262) 783-5787. Fax: (262) 783-5906. E-mail: info@crisisprevention.com. Web: www.crisisprevention.com.

REB Training International offers Management of Aggressive Behavior (MOAB) courses that provide skills training for management of violent behavior. For more information, contact:

- REB, P.O. Box 845, Stoddard, NH 03464. Telephone: (603) 446-9393. Fax: (603) 446-9394. E-mail: rebtrng@monad.net. Web: www.rebtraining.com.

The Emergency Nurses Association (ENA) has a position statement titled *Violence in the Emergency Care Setting*. All ENA position statements can be accessed from the web site: www.ena.org. (Click on "Programs and Meetings" and then "Position Statements"; then scroll down to "Violence in the Emergency Care Setting.") Single copies of position statements are available at no charge. To obtain copies, contact:

- ENA, 915 Lee St., Des Plaines, IL 60016. Telephone: (800) 243-8362 or (847) 460-4000. Fax: (847) 460-4001. Web: www.ena.org.

Sources

For more information about EMTALA, contact:

- **Gloria Frank**, JD, EMTALA Solutions, P.O. Box 1340, Ellicott City, MD 21041. Telephone: (800) 972-7916. Fax: (410) 480-9116. E-mail: emtala@home.com. Web: www.gloriafrank.com.
- **Stephen Frew**, JD, Frew Consulting Group, 6072 Brynwood Drive, Rockford, IL 61114. Telephone: (815) 654-2123. Fax: (815) 654-2162. E-mail: sfrew@medlaw.com.

Richmond adds. "So the only other option they have is to appeal it to the U.S. Supreme Court."

Richmond notes that it is not known whether Queens Medical Center plans to appeal the Ninth Circuit decision to the Supreme Court. She points out, however, that the General Accounting Office (GAO) is examining EMTALA at the request of Congress. The GAO is looking at such issues as whether EMTALA has strayed from the original intent, and what the costs are to the health care system.

Question: What are guidelines for on-call physician response times to the ED for emergent and urgent conditions?

Answer: Always check your state law and insurance carrier contracts, recommends **Gloria Frank**, JD, owner of EMTALA Solutions, an Ellicott City, MD-based consulting firm, and former lead enforcement official on EMTALA for HCFA. She notes that HCFA does not specify a time frame but insists that hospitals establish time frames in written policies.

There should be separate time frames for responding by phone and physically presenting to the ED, says Frank. "Also, policies should delineate consequences for failure to abide by time frames," she says. ED staff should know what to do if the physician doesn't show up. For example, at what time do they call someone else?

Generally HCFA looks for response times for both STAT and routine conditions, says **Stephen Frew**, JD, president of the Rockford, IL-based Frew Consulting Group, which specializes in EMTALA compliance.

"In plans of correction following citations, my experience is that they require a maximum of 30 minutes for STAT calls for private on-call physicians, differentiating from in-house capability, 60 minutes for routine calls in urban areas, and sometimes 90 minutes in rural areas where physicians are widely scattered," he says.

Frew cautions that although most calls for specialists are in the classic definition ranges of emergent and urgent, HCFA will look at a duty to respond for

evaluation or stabilizing care, regardless of the category that the patient is placed in for triage reference. Also, "Response is 'in person,' not by phone," he says.

Question: There is only one hospital in town or within 30 miles. Must offsite facilities do more than dial 911 for transfer of patients to hospital?

Answer: Yes, according to Frank. She notes that HCFA addressed this issue in a *Federal Register* document by saying: "We agree that EMS personnel can play a valuable role in transporting patients to appropriate sources of emergency care. A hospital may not, however, meet its EMTALA obligations merely by summoning EMS personnel. EMS may be used appropriately in conjunction with an appropriate hospital response to treat and move an individual who is already on hospital property." [65 *Fed Reg* 18434, 18523 (2000).]

At the least, you should document communications with the main hospital and document the screening performed by the qualified medical person designated in accordance with the new regulations to handle emergencies, says Frank.

"A department must designate a qualified medical person only if it regularly is staffed by doctors, nurses, or licensed practical nurses," she adds.

If the offsite facility is hospital-owned and operating as a designated provider-based remote department of the hospital, it must have designated personnel and policies for medical screening, policies on patient stabilization, and policies on transfer to the main hospital ED, says Frew.

"The regulations require that these must contain requirements for direct contact from the remote site to the main ED for direction of care," Frew adds. ■

CE objectives

After reading this issue of *ED Management*, the continuing education participant should be able to:

1. Discuss and apply new information about various approaches to ED management. (See *Experts: Cut costs of ED observation, Here's a guide for which patients to observe* and *Here's how to prevent assaults on staff* in this issue.)
2. Explain developments in the regulatory arena and how they apply to the ED setting. (See *Are you putting patients in danger? Heed warning on infusion pumps* and *EMTALA Q&A* in this issue.)
3. Share acquired knowledge of these developments and advances with employees.
4. Implement managerial procedures suggested by your peers in the publication. ■

THE NEW JCAHO PROCESS: Is Your Emergency Department Ready? Tuesday, June 26, 2001 at 2:30 p.m. EST

Presented by JCAHO experts:
Kathryn Wharton Ross, RN, MS, CNAA, BC
and **Patrice Spath, RHIT**

Learn about practical strategies that address the special challenges of a Joint Commission survey of your emergency department. Speakers Kathryn Wharton Ross, RN, MS, CNAA, BC, and Patrice Spath, RHIT, will provide clear and specific advice on such diverse topics as pain management and patient restraints, and provide up-to-the-minute insights on what Joint Commission surveys are looking for now and what you can expect when surveys come knocking on your door.

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Kathryn Wharton Ross, RN, MS, CNAA, BC, is president of KWR Consulting in Durango, CO. She consults with hospitals and corporate hospital systems regarding compliance with standards from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) and other topics. She has conducted JCAHO mock surveys and served as clinical faculty for JCAHO national seminars.

Patrice Spath, RHIT, is a health information management professional with over 20 years of extensive experience in performance improvement activities. During the past 20 years, she has presented more than 350 educational programs and has authored more than 150 books. She is the consulting editor of *Hospital Peer Review* newsletter.

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CE questions

13. Which types of infusion pumps should not be used, says the Joint Commission on Accreditation of Healthcare Organizations' *Sentinel Event Alert*?

- A. all infusion pumps
- B. pumps that do not provide protection from the free-flow of intravenous fluid/medication into the patient
- C. pumps with a lockup mechanism
- D. PCA infusion pumps

14. Which of the following is true regarding infusion pumps, according to Cindy Bruns, RN, BSN, CEN, quality management coordinator for the Emergency Center at Tallahassee Memorial Hospital?

- A. Adverse outcomes occur mainly because of tampering by patient and visitors.
- B. Dosages can be set incorrectly.
- C. Pumps are only dangerous if they do not have protection against free-flow.
- D. All types of infusion pumps are equally hazardous.

15. Which of the following patients is an appropriate candidate for observation, according to Michael A. Ross, MD, FACEP, director of the emergency observation unit and chest pain center at William Beaumont Hospital?

- A. a patient with only one specific acute problem who is likely to be discharged within 18 hours
- B. a patient with several acute problems
- C. an obstetric patient more than 20 weeks pregnant
- D. a patient who is definitely going to be admitted

16. Which of the following is an effective way to reduce costs of operating an ED observation unit, according to Ross?

- A. providing 24-hour observation
- B. observing patients with potential co-morbidities
- C. creating a hybrid unit with scheduled-procedure patients
- D. having observation patients go to other departments for stress testing

17. Which of the following is true regarding ED personnel and hospital assaults, says Tom Scaletta, MD, FAAEM, chairperson of the department of emergency medicine at West Suburban Hospital Medical Center?

- A. Only a small percentage of residents reported fearing assaults.
- B. Tracking actual assaults is rarely helpful in preventing future assaults.
- C. Assaults on ED personnel are declining.
- D. ED personnel experience the majority of all hospital assaults.

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18. Which of the following is true regarding on-call physician response times and EMTALA requirements?

- A. HCFA requires a maximum of 30 minutes for routine calls in urban areas.
- B. EMTALA does not address on-call physician response times.
- C. HCFA does not specify a time frame, but it insists that hospitals establish time frames in written policies.
- D. Time frames for responding by phone and physically presenting to the ED should be the same. ■



Management.

The monthly update on Emergency Department Management

Confidential Salary Survey

This confidential salary survey is being conducted to gather information for a special report later in the year. Watch in coming months for your issue detailing the results of this salary survey and the overall state of employment in your field.

Instructions: Circle the appropriate answer directly on this form. Please answer each question as accurately as possible. If you are unsure of how to answer any question, use your best judgment. Your responses will be held strictly confidential. Do not put your name or any other identifying information on this survey form.

1. What is your current title?

- A. Chair
- B. Director of emergency services
- C. Director of nursing services
- D. Medical director
- E. Nurse manager

2. Please indicate your highest degree.

- A. BA
- B. BS
- C. BSN
- D. MA
- E. MBA
- F. MD
- G. MS
- H. MSN
- I. PhD
- J. RN

3. Including your past and present employers, how long have you worked in positions with the same or similar responsibilities as your current position(s)?

- A. less than 1 year
- B. 1 to 3 years
- C. 4 to 6 years
- D. 7 to 9 years
- E. 10 to 12 years
- F. 13 to 15 years
- G. 16 to 18 years
- H. 19 to 21 years
- I. 22 to 24 years
- J. 25 or more years

4. Including your present and past employers, how long have you worked in the health care field?

- A. less than 1 year
- B. 1 to 3 years
- C. 4 to 6 years
- D. 7 to 9 years
- E. 10 to 12 years
- F. 13 to 15 years
- G. 16 to 18 years
- H. 19 to 21 years
- I. 22 to 24 years
- J. 25 or more years

5. What is your age?

- A. 20 to 25 years
- B. 26 to 30 years
- C. 31 to 35 years
- D. 36 to 40 years
- E. 41 to 45 years
- F. 46 to 50 years
- G. 51 to 55 years
- H. 56 to 60 years
- I. 61 to 65 years
- J. 66 years or older

6. What is your sex?

- A. male
- B. female

7. What is your annual gross income from your primary health care position. Please exclude additional income from teaching, consulting, bonuses, etc. To answer this question, circle the correct salary.

- A. less than \$35,000
- B. \$35,000 to \$39,999
- C. \$40,000 to \$44,999
- D. \$45,000 to \$49,999
- E. \$50,000 to \$54,999
- F. \$55,000 to \$59,999
- G. \$60,000 to \$64,999
- H. \$65,000 to \$69,999
- I. \$70,000 to \$74,999
- J. \$75,000 to \$79,999
- K. \$80,000 to \$84,999
- L. \$85,000 to \$89,999
- M. \$90,000 to \$94,999
- N. \$95,000 to \$99,999
- O. \$100,000 to \$104,999
- P. \$105,000 to \$109,999
- Q. \$110,000 to \$114,999
- R. \$115,000 to \$119,999
- S. \$120,000 to \$124,999
- T. \$125,000 to \$129,999
- U. \$130,000 to \$134,999
- V. \$135,000 to \$139,999
- W. \$140,000 to \$144,999
- X. \$145,000 to \$149,999
- Y. \$150,000 to \$154,999
- Z. \$155,000 to \$159,999
- AA. \$160,000 or more

8. On average, how many hours a week do you actually work? (Regular hours plus overtime, regardless of whether you're paid extra for it.)
- | | | |
|----------------------------|-----------------------|----------------------------|
| A. less than 20 hours/week | D. 41 - 45 hours/week | G. 56 - 60 hours/week |
| B. 20 - 30 hours/week | E. 46 - 50 hours/week | H. 61 - 65 hours/week |
| C. 31 - 40 hours/week | F. 51 - 55 hours/week | I. more than 65 hours/week |
9. In the past 12 months, how has your salary or income increased or decreased?
- | | | |
|-----------------------------------|----------------------|-------------------------|
| A. salary or income has decreased | C. 1% - 3% increase | F. 11% - 15% increase |
| B. no change | D. 4% - 6% increase | G. 16% - 20% increase |
| | E. 7% - 10% increase | H. 21% or more increase |
10. In the past 12 months, how has the number of employees in your company or department changed?
- | | | |
|--------------|--------------|--------------|
| A. increased | B. decreased | C. no change |
|--------------|--------------|--------------|

Please rate the following benefits according to how important they are in determining your job satisfaction. Use the following scale, and be sure to mark the benefit's importance only if your employer currently provides that benefit to you. If your employer does not currently provide that benefit, or if your company has no benefits, skip these questions.

	Extremely important	Not important		Extremely important	Not important
11. medical coverage	1	5	18. pension plan	1	5
12. dental coverage	1	5	19. profit-sharing plan	1	5
13. eyecare coverage	1	5	20. annual or semi-annual bonus	1	5
14. life insurance	1	5	21. elder care	1	5
15. 401k or other plan	1	5	22. maternal/paternal leave	1	5
16. child care	1	5	23. some freedom to choose work schedule	1	5
17. tuition reimbursement (including CE credits)	1	5	24. exercise facilities or health club membership	1	5

25. Using the map provided here, please indicate where your employer is located.

- | | |
|-------------|-------------|
| A. region 1 | E. region 5 |
| B. region 2 | F. Canada |
| C. region 3 | G. other |
| D. region 4 | |



26. Which of the following best describes the location of your work?

- A. urban (within a large city)
- B. suburban (in a community within a metropolitan area dominated by a large city)
- C. medium-sized community
- D. rural

27. Which of the following best describes the ownership or control of your employer?

- | | |
|--|---|
| A. college or university | D. nonprofit (church-operated, volunteer, etc.) |
| B. federal government (VA, military, and federal agencies) | E. for profit (individual, private practice, corporation, etc.) |
| C. state, county, or city government | |

28. Which of the following best categorizes the work environment of your employer? Choose only one answer.

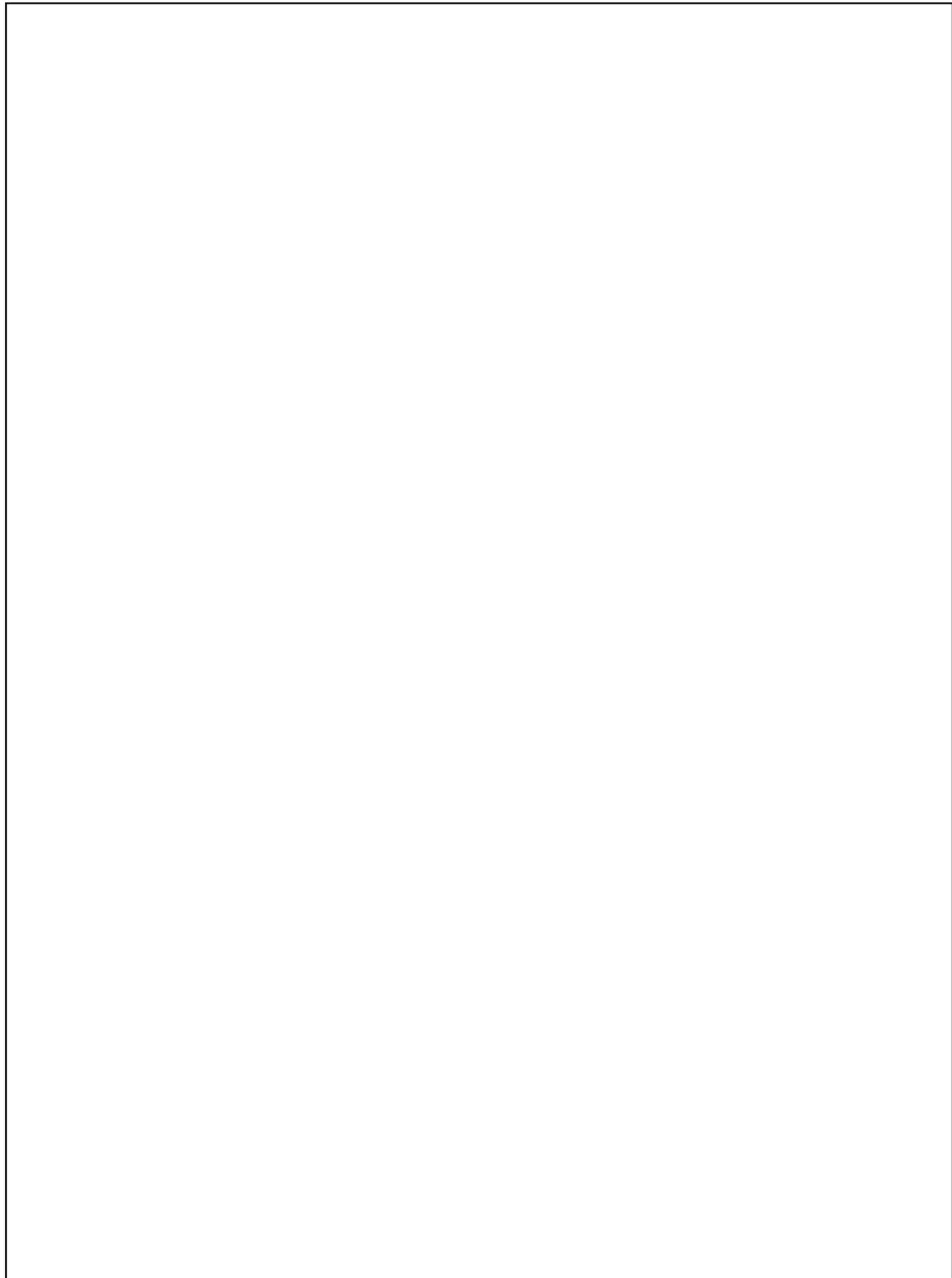
- | | | | |
|-----------------------------|-------------------|---------------------------|---------------------|
| A. academic | C. city or county | E. college health service | G. hospital |
| B. agency health department | D. clinic | F. consulting | H. private practice |

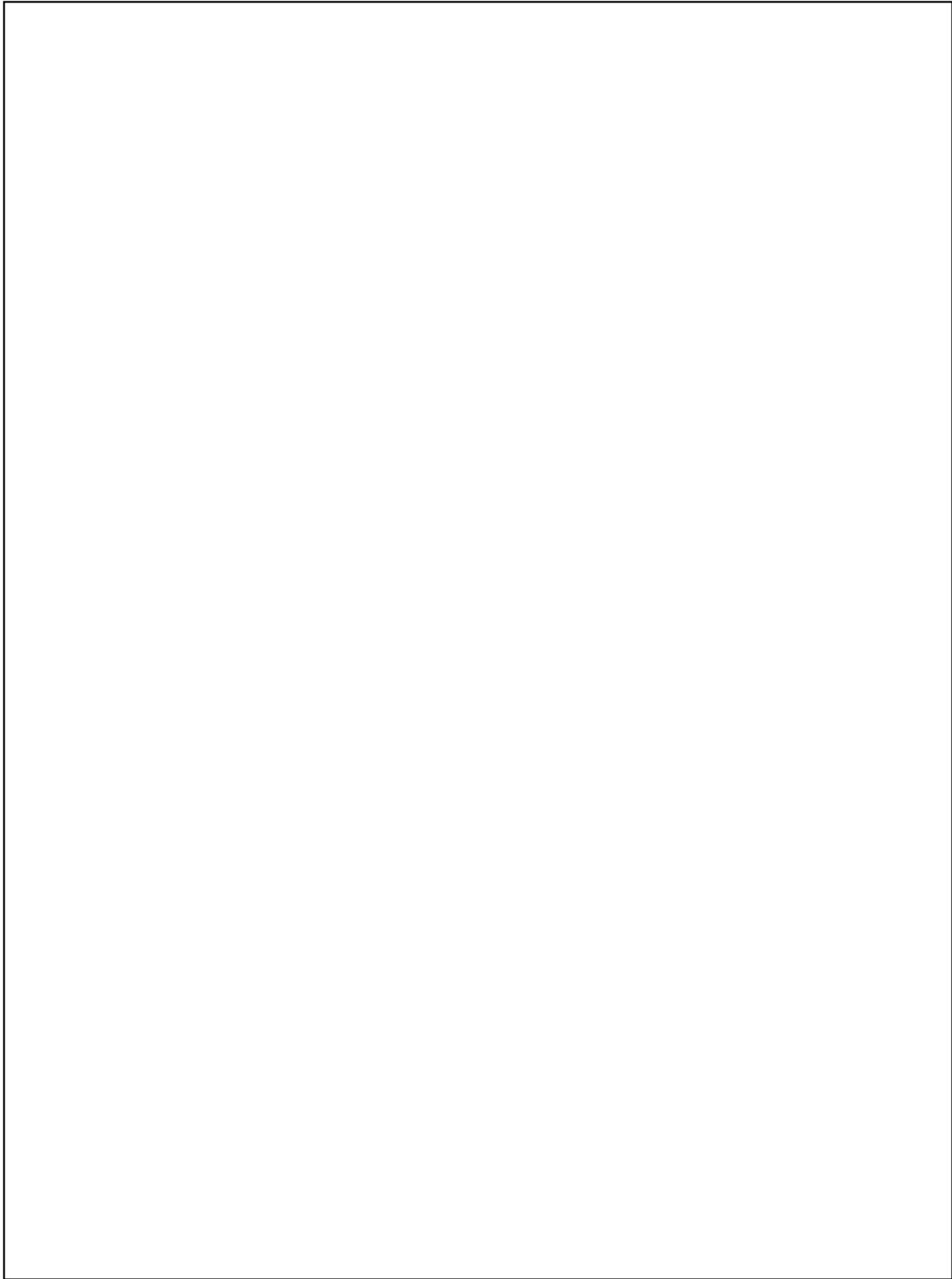
29. If you work in a hospital, what is its size? (If you don't work in a hospital, please circle J.)

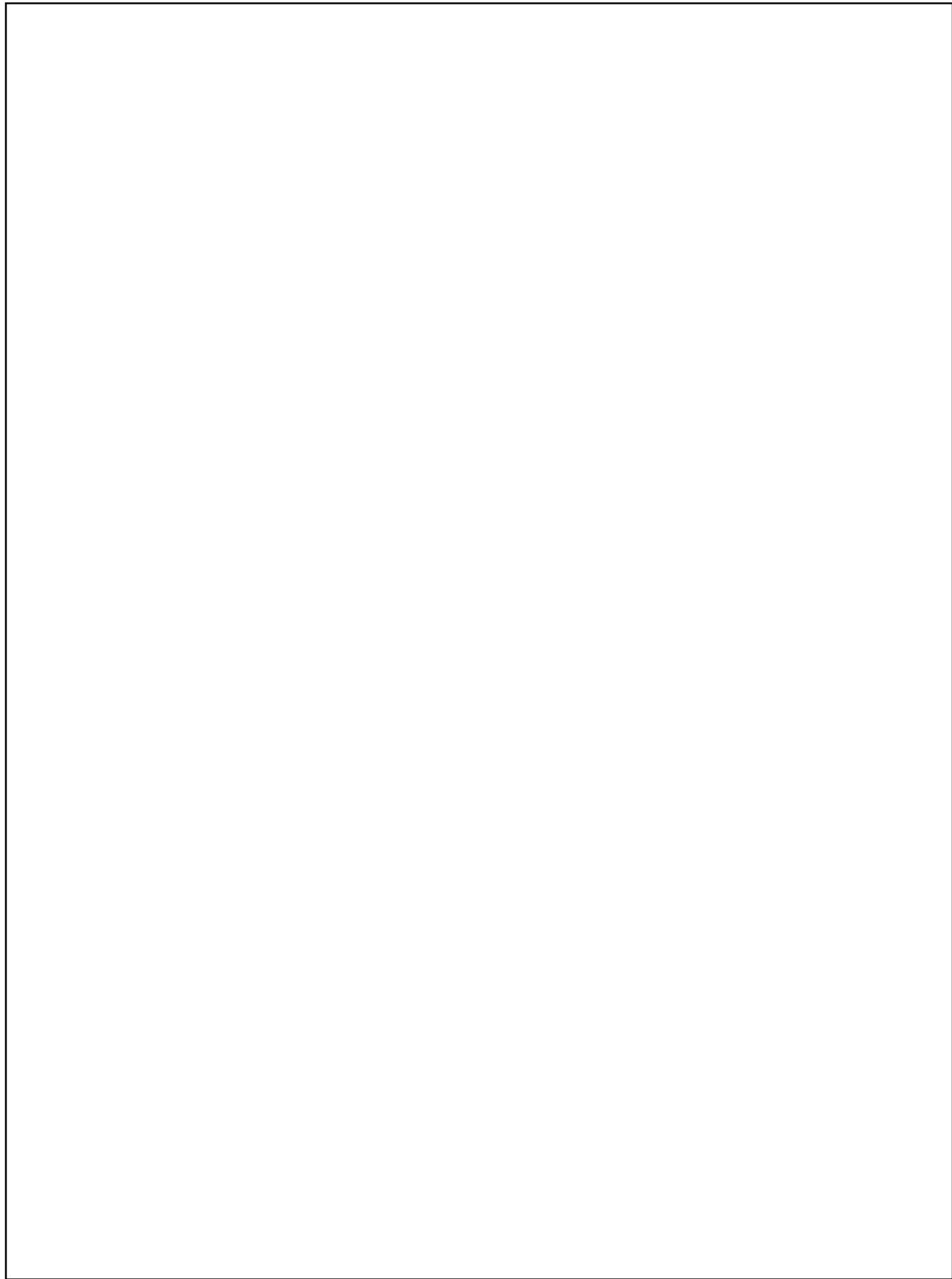
- | | | | |
|-------------------|-------------------|---------------------|-------------------------------|
| A. < 100 beds | D. 301 - 400 beds | G. 601 - 800 beds | J. I don't work in a hospital |
| B. 101 - 200 beds | E. 401 - 500 beds | H. 801 - 1,000 beds | |
| C. 201 - 300 beds | F. 501 - 600 beds | I. > 1,000 beds | |

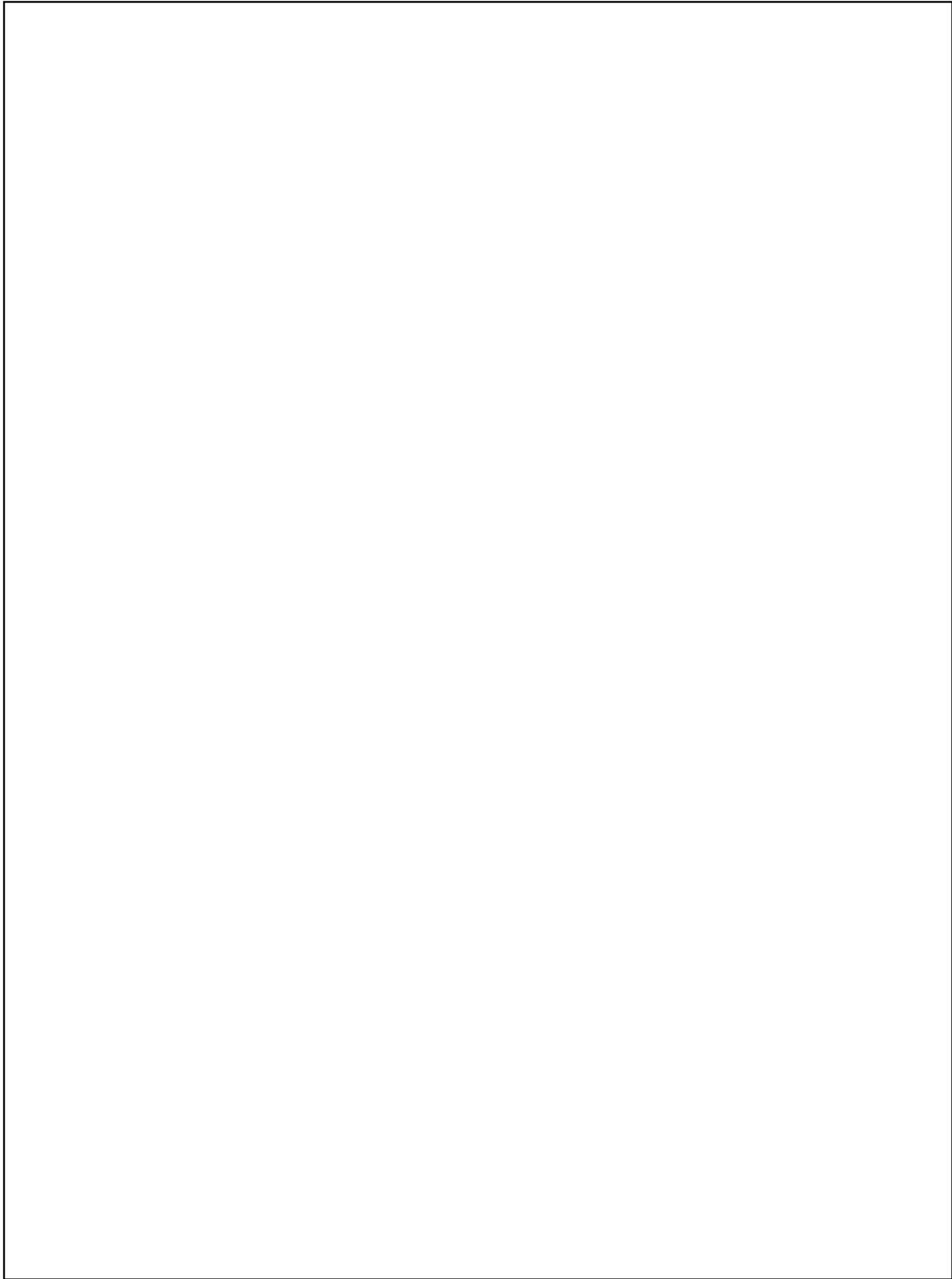
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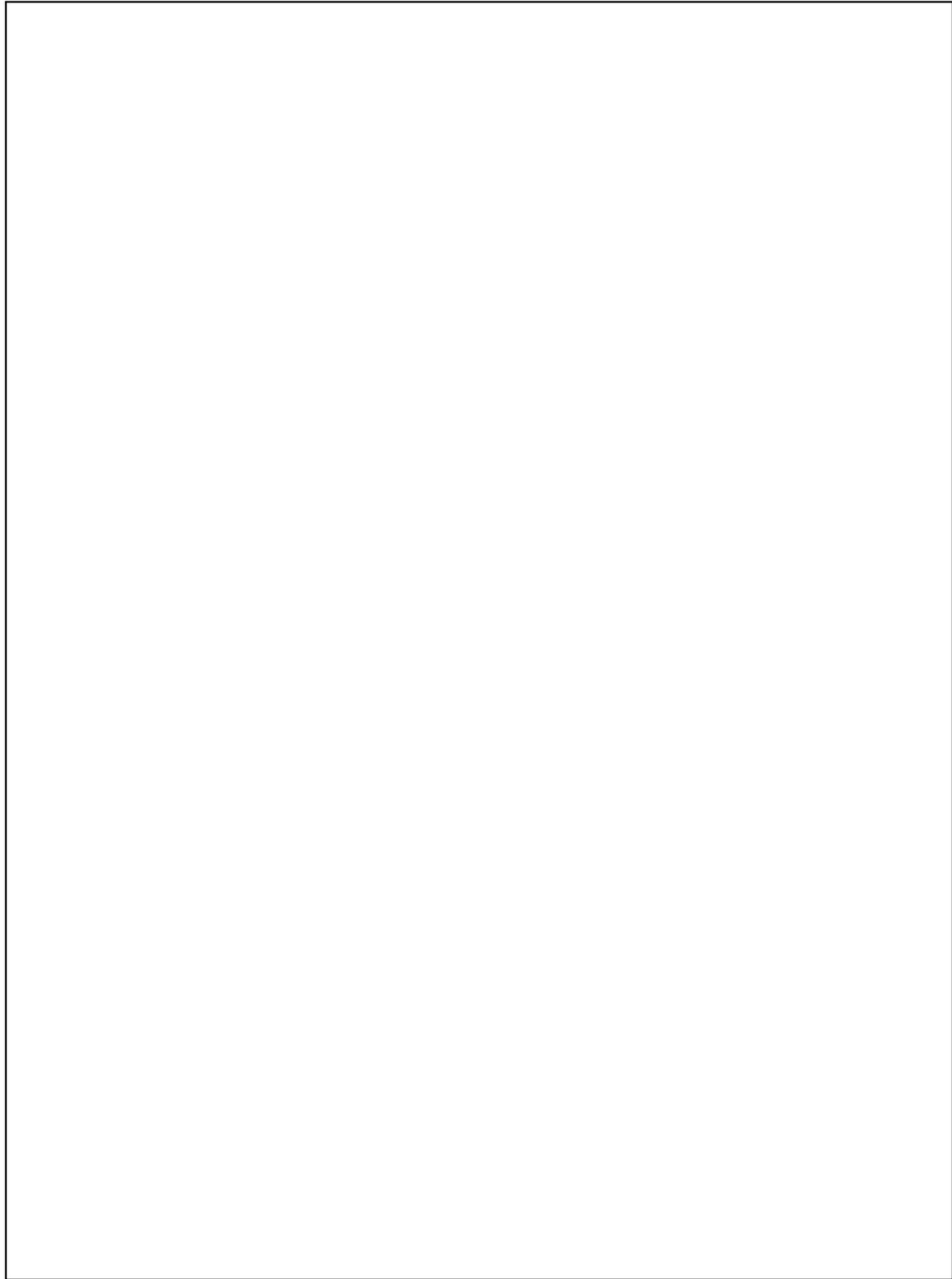
Thank you very much for your time. The results of the survey will be reported in an upcoming issue of the newsletter, along with an analysis of the economic state of your field. Please return this form in the enclosed, postage-paid envelope as soon as possible. If the envelope is not available, mail the form to: Salary Survey, American Health Consultants, P.O. Box 740058, Atlanta, GA 30374.



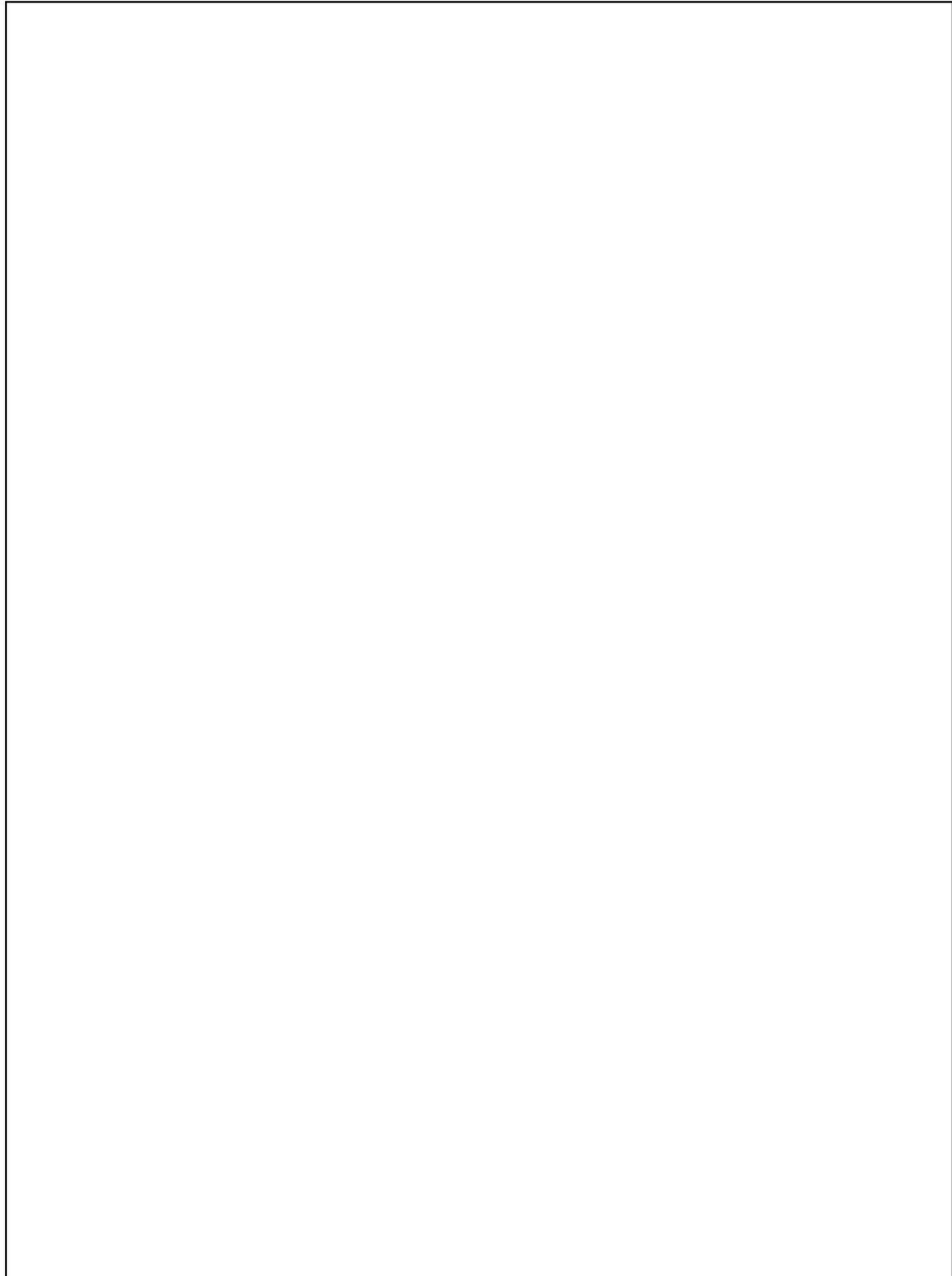


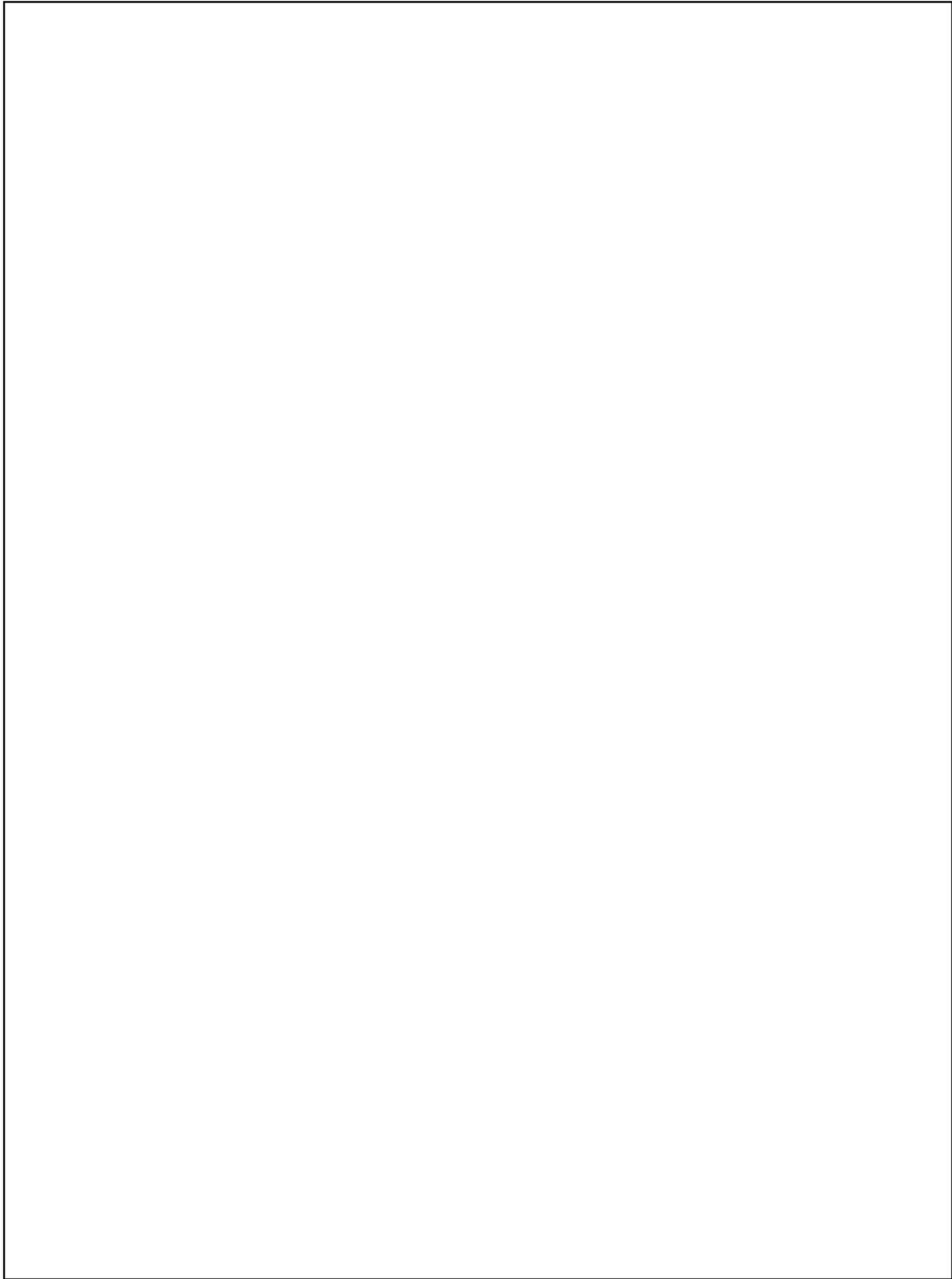


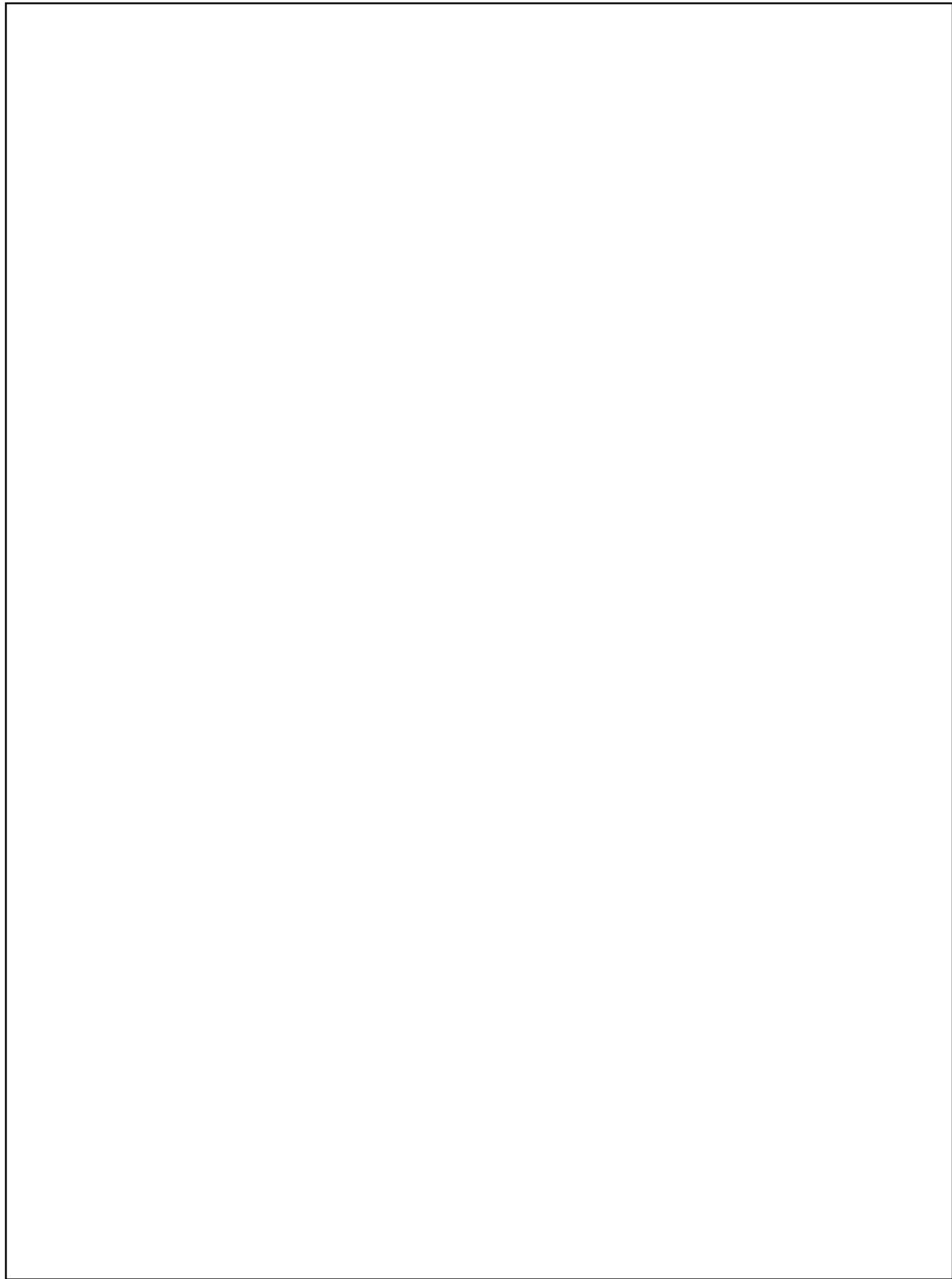


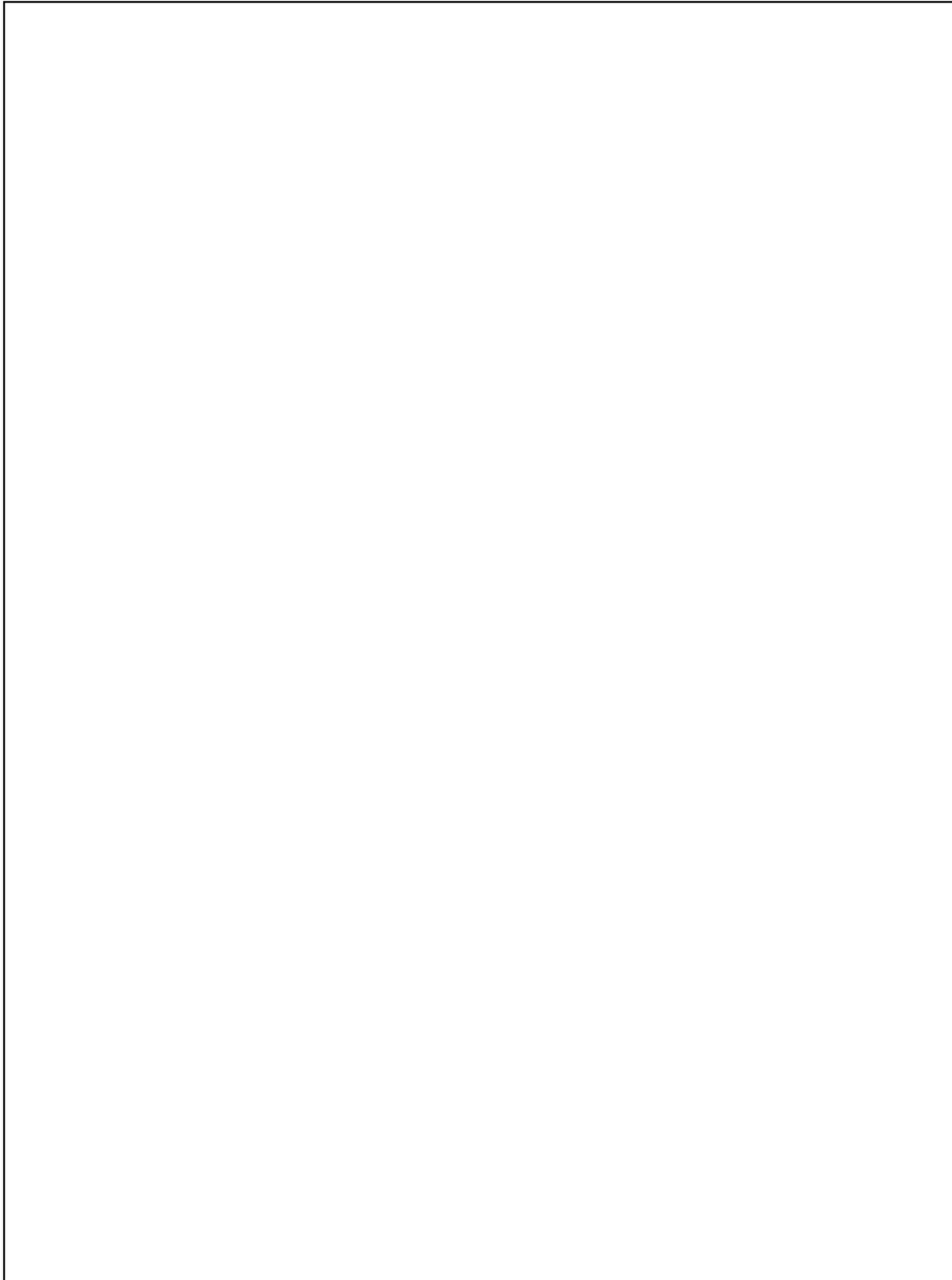


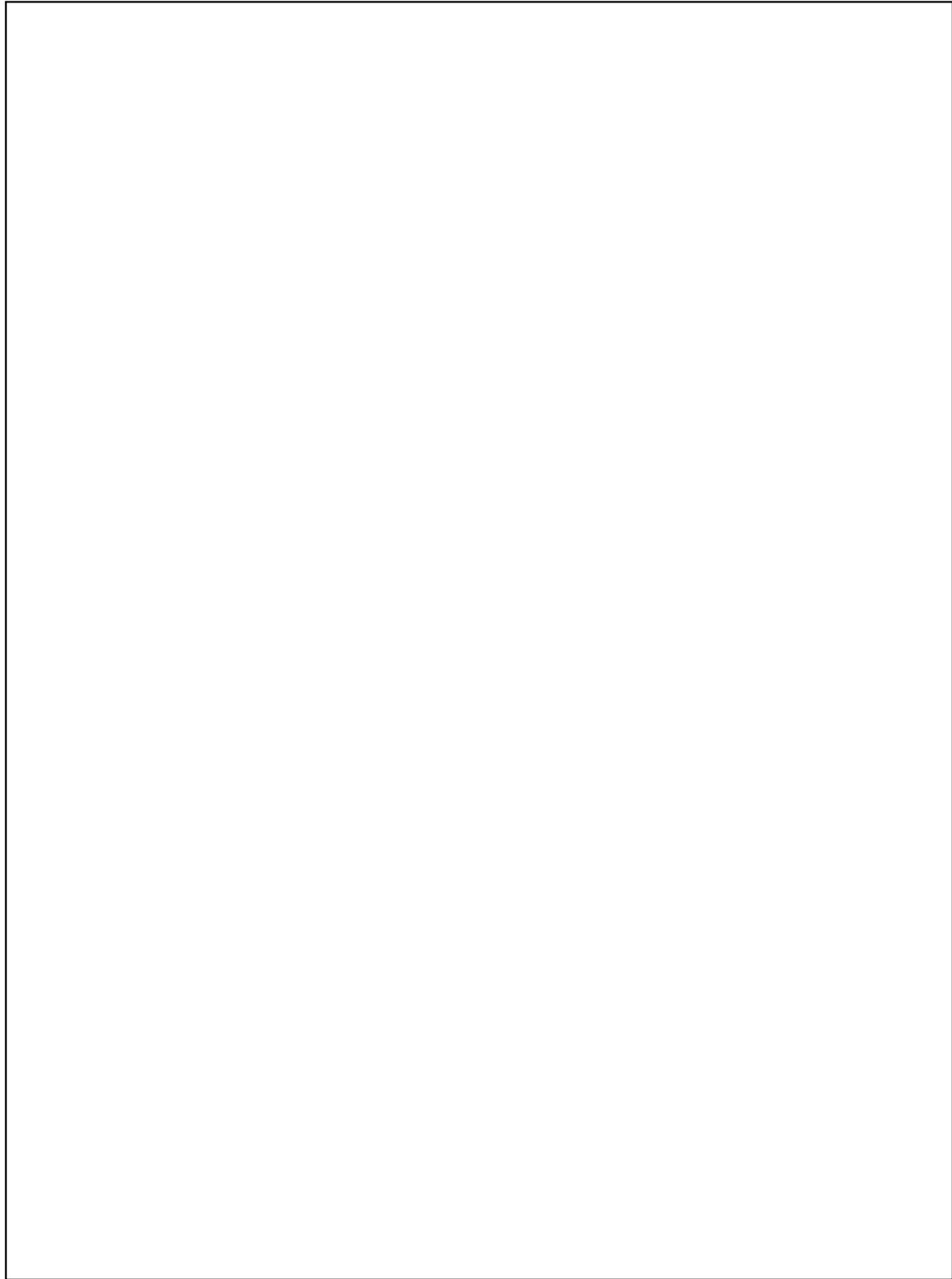
Source: Tallahassee (FL) Memorial Hospital.









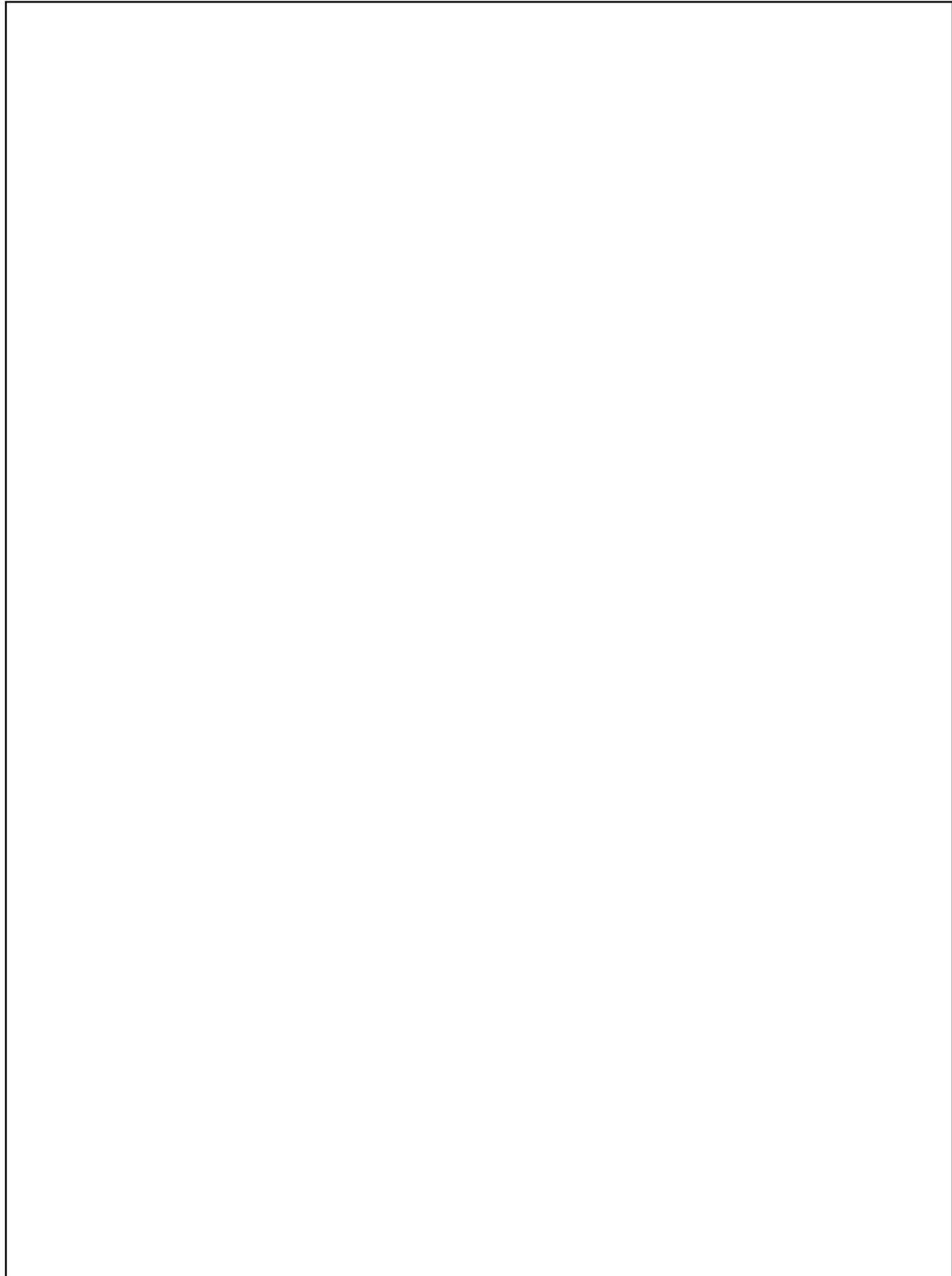


Source: Tallahassee (FL) Memorial Hospital.

Source: William Beaumont Hospital, Royal Oak, MI.

Source: William Beaumont Hospital, Royal Oak, MI.

Source: William Beaumont Hospital, Royal Oak, MI.



Source: William Beaumont Hospital, Royal Oak, MI.

Sample Incident Report

Incident: Date _____ Time _____ Place _____

Person completing report _____

Victim description

Name: _____

____ Age ____ Gender

____ Stranger

____ Visitor

____ Personal relation

____ Employee

____ Co-worker

____ Supervisor

____ Patient

____ Medical record number _____

____ Other

If other, describe: _____

Supervisor: Has supervisor been notified? Yes ____ No ____

Describe the incident. _____

____ Verbal threat, intimidation

____ Physical threat/gesture

____ Physical assault

Did the assault involve a firearm? If so, describe. _____

Did the assault involve another weapon (not a firearm)? If so, describe. _____

Was the victim injured? If yes, please describe _____

What happened prior to the event? _____

What events triggered the incident? _____

(Continued)

Assailant description

Name: _____

___ Age ___ Gender

___ Stranger

___ Visitor

___ Personal relation

___ Employee

___ Co-worker

___ Supervisor

___ Patient

 Medical record number _____

___ Other

If other, describe: _____

Please identify any risk factors applicable to this incident.

___ Alcohol

___ Illicit drugs

___ Mental illness

___ Grief reaction

___ Violent history

___ Organic illness

___ Delays

___ Trauma related

___ Other

If other, describe: _____

Other risk factor: _____

Other risk factor: _____

What steps could be taken to avoid a similar incident in the future? _____

Interventions

___ De-escalation

___ Physical restraint

___ Chemical restraint

___ Arrested

___ Evicted

Security: Not involved ___ Present ___ Notified _____

Response time _____

Police: Not involved ___ Present ___ Notified _____

Response time _____

Source: Tracy G. Sanson, MD, FACEP, Brandon (FL) Regional Medical Center.