

Summary Data

From January 1st until the end of June 2018, hospital palliative care programs entered their 2017 data into the National Palliative Care Registry™. The data collected are aggregated and annualized by programs prior to submission. Survey data is cleaned and corrections are made by the Registry team to ensure accurate data. Survey questions that met at least a 60% response rate are included in the Summary Data.

The Summary Data presented here are stratified by hospital size (based on total hospital beds). Additional comparisons (by staffing size and penetration) are available on your program's Registry dashboard. Participating programs receive longitudinal and comparative reports that show where their program stands compared to similar programs and how they have progressed over time. We post this data publicly as a service to the field, non-participating programs, and other stakeholders who are interested in the data we collect.

The Registry is free and open to all palliative care programs. Approximately 20% of hospitals with palliative care participate each year. The Registry data represents a sample of hospital palliative care programs and should be interpreted appropriately. The Summary Data is limited to adult and mixed adult-children programs. Pediatric palliative care program will be presented separately.

How to Interpret: The Summary Data show both participation rates for questions and responses, as well as averages and other descriptives based on participating programs' answers. Additional cross-variable analyses are presented in the case of metrics like penetration and workload.

The top bolded row for each question is the response rate.

- “312 programs representing 86% of participating programs responded to questions on patient age distribution”

If a question is multiple choice, the percent that selected each answer is displayed.

- “263 programs representing 77% of respondents reported documenting non-billable subsequent visits”

If a question requires a response of a number or a count, averages are displayed.

- Mean: “On average, programs reported seeing 830 initial consults annually in 2017”

For staffing Head Count (# of people) and FTE (full-time equivalent), a mean and a mean without 0 are presented.

- Mean: “On average, programs report 2 physicians on their teams”
- Mean without 0: “For the 273 programs that reported having a physician on their team, they reported an average of 2.4 physicians”

Please contact registryhelpdesk@capc.org with any questions about the Summary Data.

National Palliative Care Registry™ - 2017 Data Summary (non-Pediatric Palliative Care Programs)

Variable	Bed Sizes								Total Responses	
	< 150		150-299		300-499		500 +			
	n	%	n	%	n	%	n	%	n	%
HOSPITAL METRICS										
Hospital Ownership	76	100.0	96	100.0	107	100.0	86	100.0	365	100.0
Public (government: federal, state, county city)	0	0.0	6	6.3	8	7.5	17	19.8	31	8.5
Not-for-profit	75	98.7	87	90.6	94	87.9	66	76.7	322	88.2
For-profit	1	1.3	3	3.1	5	4.7	3	3.5	12	3.3
Location	76	100.0	95	99.0	106	99.1	86	100.0	363	99.5
Urban	29	38.2	54	56.8	76	71.7	69	80.2	228	62.8
Suburban	18	23.7	30	31.6	27	25.5	15	17.4	90	24.8
Rural	30	39.5	14	14.7	3	2.8	3	3.5	50	13.8
Teaching Hospital	76	100.0	95	99.0	107	100.0	86	100.0	364	99.7
Yes	15	19.7	34	35.8	72	67.3	75	87.2	196	53.8
No	61	80.3	61	64.2	35	32.7	11	12.8	168	46.2
Hospital Metrics										
Hospital Admissions	76	100.0	96	100.0	107	100.0	85	98.8	364	99.7
Mean # of hospital admissions	--	5683.4	--	11258.7	--	19082.8	--	33852.8	--	17670.6
Hospital ADC	62	81.6	77	80.2	82	76.6	69	80.2	290	79.5
Mean average daily census	--	62.0	--	143.8	--	248.8	--	510.6	--	243.3
Hospital Deaths	63	82.9	75	78.1	75	70.1	72	83.7	285	78.1
Mean hospital deaths	--	114.3	--	266.7	--	468.1	--	917.9	--	450.5
Hospital Discharges	58	76.3	72	75.0	77	72.0	74	102.8	281	77.0
Mean # of discharges	--	5345.7	--	11471.2	--	19166.5	--	32618.8	--	17748.2
PALLIATIVE CARE PATIENT POPULATION										
Patient Population	76	100.0	96	100.0	107	100.0	86	100.0	365	100.0
Adults Only	63	82.9	78	81.3	87	81.3	50	58.1	278	76.2
Adults and Children	0	0.0	6	6.3	5	4.7	23	26.7	34	9.3
Patient Age Distribution	63	82.9	84	87.5	92	86.0	73	84.9	312	85.5
0 to 1	--	0.0	--	0.0	--	0.0	--	0.2	--	0.1
2 to 17	--	0.0	--	0.0	--	0.0	--	0.3	--	0.1
18 to 44	--	2.7	--	3.3	--	4.4	--	7.2	--	4.4
45 to 64	--	16.4	--	20.8	--	21.8	--	27.8	--	21.9
65 to 85	--	50.5	--	50.5	--	49.5	--	47.3	--	49.5
86 or older	--	29.7	--	25.1	--	23.8	--	16.9	--	23.7
Patient Gender Distribution	63	82.9	83	86.5	94	87.9	43	50.0	313	85.8
Female	--	53.2	--	52.1	--	51.6	--	49.4	--	51.5
Male	--	47.5	--	47.9	--	48.4	--	50.6	--	48.6
Patient Ethnicity Distribution	56	73.7	61	63.5	76	71.0	65	75.6	258	70.7
Black/African America non-Hispanic	--	6.3	--	11.6	--	14.5	--	19.8	--	13.4
White/Caucasian non-Hispanic	--	85.6	--	76.9	--	73.6	--	64.9	--	74.8
Asian non-Hispanic	--	1.2	--	2.1	--	3.1	--	3.9	--	2.6
American Indian/Alaska Native non-Hispanic	--	1.2	--	0.9	--	0.4	--	0.5	--	0.7
Hawaiian Native/Pacific Islander non-Hispanic	--	0.1	--	0.4	--	0.2	--	0.3	--	0.3
Hispanic / Latino	--	4.4	--	6.0	--	5.6	--	7.3	--	5.9
PATIENT VISITS										
Initial Consults	76	100.0	96	100.0	107	100.0	86	100.0	365	100.0
Mean # of initial consults	--	375.6	--	608.5	--	923.9	--	1363.2	--	830.3
Median # of initial consults	--	325.0	--	560.0	--	847.0	--	1240.5	--	719.0

Minimum	--	4	--	17	--	144	--	144	--	4
Maximum	--	1208	--	2240	--	3544	--	3511	--	3544
Unique Patients	56	73.7	69	71.9	81	75.7	67	77.9	273	74.8
Mean # of unique patients	--	316.3	--	498.9	--	767.6	--	1209.3	--	715.5
Median # of unique patients	--	298.0	--	484.0	--	711.0	--	1119.0	--	644.0
Minimum	--	10	--	17	--	6	--	15	--	6
Maximum	--	943	--	1214	--	3544	--	3496	--	3544
Penetration	76	100.0	96	100.0	107	100.0	85	98.8	364	99.7
Mean Penetration	--	6.7	--	5.6	--	5.0	--	4.3	--	5.3
Median Penetration	--	5.5	--	5.0	--	4.6	--	4.1	--	4.7
Minimum	--	0.2	--	0.3	--	1.3	--	1.5	--	0.2
Maximum	--	19.8	--	16.0	--	23.8	--	15.8	--	23.8
Track Non-Billable Follow-up Visits	72	94.7	89	92.7	101	94.4	80	93.0	342	93.7
No	60	83.3	69	77.5	72	71.3	62	77.5	263	76.9
Yes	12	16.7	20	22.5	29	28.7	18	22.5	79	23.1
Palliative Care Team Role	67	88.2	85	88.5	92	86.0	75	87.2	319	87.4
Consult	54	80.6	63	74.1	75	81.5	58	77.3	250	78.4
100% Consult	47	70.1	54	63.5	60	65.2	48	64.0	209	65.5
Primary	3	4.5	1	1.2	3	3.3	1	1.3	8	2.5
100% Primary	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Co-manage	17	25.4	25	29.4	29	31.5	23	30.7	94	29.5
100% Co-manage	11	16.4	16	18.8	13	14.1	13	17.3	53	16.6
Depends on Circumstances	2	3.0	6	7.1	3	3.3	6	8.0	17	5.3
100% Depends	1	1.5	6	7.1	1	1.1	4	5.3	12	3.8
Sees Patients in Observation Beds	68	89.5	91	94.8	105	98.1	82	95.3	346	94.8
No	18	26.5	15	16.5	15	14.3	11	13.4	55	15.9
Yes	47	69.1	72	79.1	80	76.2	68	82.9	289	83.5
Not Applicable	3	4.4	4	4.4	10	9.5	3	3.7	6	1.7
Sees Patients in Emergency Department	70	92.1	92	95.8	105	98.1	83	96.5	350	95.9
No	21	30.0	16	17.4	14	13.3	4	4.8	55	15.7
Yes	48	68.6	73	79.3	90	85.7	78	94.0	289	82.6
Not Applicable	1	1.4	3	3.3	1	1.0	1	1.2	6	1.7
SCREENING AND REFERRALS										
Standardized Trigger Tool	73	96.1	93	96.9	105	98.1	85	98.8	356	97.5
No standardized trigger tool	48	65.8	62	66.7	73	69.5	50	58.8	233	65.4
Yes, has standardized trigger tool	25	34.2	31	33.3	32	30.5	35	41.2	123	34.6
Referral Source Location	54	71.1	79	82.3	81	75.7	67	77.9	281	77.0
Medical/Surgical	53	98.1	77	97.5	78	96.3	65	97.0	273	97.2
Mean Percentage	--	60.4	--	45.7	--	38.8	--	38.1	--	44.7
At least 25% of all referrals	50	92.6	63	79.7	61	75.3	52	77.6	226	80.4
At least 50% of all referrals	35	64.8	33	41.8	24	29.6	19	28.4	111	39.5
At least 75% of all referrals	20	37.0	10	12.7	4	4.9	4	6.0	38	13.5
Intensive Care Unit (ICU)	49	64.5	77	80.2	78	72.9	63	73.3	267	73.2
Mean Percentage	--	21.1	--	23.6	--	26.6	--	25.7	--	24.5
At least 25% of all referrals	18	36.7	33	42.9	43	55.1	41	65.1	135	50.6
Oncology	8	10.5	31	32.3	45	42.1	51	59.3	135	37.0
Mean Percentage	--	3.7	--	6.9	--	8.9	--	10.1	--	7.6
At least 25% of all referrals	2	25.0	8	25.8	7	15.6	4	7.8	21	15.6
Emergency Department	32	42.1	59	61.5	63	58.9	57	66.3	211	57.8
Mean Percentage	--	2.2	--	3.5	--	3.6	--	5.5	--	3.8
Telemetry / Step-down	24	31.6	48	50.0	54	50.5	41	47.7	167	45.8
Mean Percentage	--	10.2	--	14.5	--	14.1	--	10.5	--	12.6
At least 25% of all referrals	12	50.0	20	41.7	19	35.2	12	29.3	63	37.7

Gastroenterology/Hepatology	0	0.0	4	4.2	2	1.9	14	16.3	20	5.5
Mean Percentage	--	0.0	--	0.3	--	0.1	--	0.7	--	0.3
General Pediatrics	0	0.0	2	2.1	0	0.0	12	14.0	14	3.8
Mean Percentage	--	0.0	--	0.0	--	0.0	--	0.2	--	0.1
Geriatrics ACE Unit	0	0.0	4	4.2	4	3.7	7	8.1	15	4.1
Mean Percentage	--	0.0	--	0.4	--	0.6	--	0.4	--	0.4
MD Office / Home (direct admit)	0	0.0	3	3.1	0	0.0	7	8.1	10	2.7
Mean Percentage	--	0.0	--	0.1	--	0.0	--	0.4	--	0.1
Hospice	1	1.3	2	2.1	2	1.9	2	2.3	7	1.9
Mean Percentage	--	0.0	--	0.3	--	0.0	--	0.1	--	0.1
Referring Specialist	51	67.1	70	72.9	69	64.5	58	67.4	248	67.9
Hospitalist	47	92.2	65	92.9	64	92.8	51	87.9	227	91.5
Mean Percentage	--	74.0	--	55.1	--	50.0	--	35.5	--	53.0
At least 25% of all referrals	47	100.0	60	92.3	59	92.2	37	72.5	203	89.4
At least 50% of all referrals	44	93.6	46	70.8	40	62.5	18	35.3	148	65.2
At least 75% of all referrals	32	68.1	19	29.2	9	14.1	3	5.9	63	27.8
Oncologist	32	62.7	60	85.7	60	87.0	55	94.8	207	83.5
Mean Percentage	--	2.8	--	6.7	--	7.3	--	10.6	--	7.0
At least 25% of all referrals	0	0.0	5	8.3	4	6.7	7	8.1	16	7.7
Cardiologist	27	52.9	52	74.3	57	82.6	52	89.7	188	75.8
Mean Percentage	--	0.9	--	1.9	--	3.4	--	6.3	--	3.1
Nephrologist	19	37.3	29	41.4	38	55.1	36	62.1	122	49.2
Mean Percentage	--	0.5	--	0.7	--	0.7	--	1.6	--	0.9
Pulmonary/Critical Care	39	76.5	65	92.9	63	91.3	56	96.6	223	89.9
Mean Percentage	--	6.1	--	11.8	--	13.3	--	14.0	--	11.6
Surgery	27	52.9	53	75.7	52	75.4	53	91.4	185	74.6
Mean Percentage	--	1.3	--	1.5	--	3.1	--	4.6	--	2.6
Neurologist	9	17.6	27	38.6	36	52.2	37	63.8	109	44.0
Mean Percentage	--	0.2	--	0.6	--	1.3	--	1.8	--	1.0
Gastroenterologist/Hepatologist	4	7.8	17	24.3	17	24.6	25	43.1	63	25.4
Mean Percentage	--	0.0	--	0.4	--	0.4	--	1.0	--	0.4
Internal Medicine	16	31.4	32	45.7	35	50.7	37	63.8	120	48.4
Mean Percentage	--	7.9	--	11.7	--	8.7	--	11.5	--	10.0
Family Medicine	21	41.2	32	45.7	34	49.3	34	58.6	121	48.8
Mean Percentage	--	3.0	--	4.0	--	4.5	--	2.7	--	3.7
Other referring clinical specialist	28	54.9	48	68.6	51	73.9	43	74.1	170	68.5
Mean Percentage	--	1.7	--	4.4	--	5.1	--	7.8	--	4.9
TJC CERTIFICATION, SERVICES INTEGRATION										
Joint Commission Advanced Certification for Palliative Care	74	97.4	92	95.8	106	99.1	83	96.5	355	97.3
Yes	2	2.7	1	1.1	3	2.8	1	1.2	7	2.0
Yes, and have been re-certified	1	1.4	6	6.5	11	10.4	13	15.7	31	8.7
Preparing to apply	5	6.8	5	5.4	5	4.7	7	8.4	22	6.2
Not eligible	10	13.5	15	16.3	7	6.6	7	8.4	39	11.0
Program does not have requirements	35	47.3	40	43.5	43	40.6	22	26.5	140	39.4
Not Planning on applying	21	28.4	25	27.2	37	34.9	33	39.8	116	32.7
Relationship: Hospice	75	98.7	93	96.9	106	99.1	86	100.0	360	98.6
No relationship exists	3	4.0	3	3.2	2	1.9	1	1.2	9	2.5
One administrative entity	6	8.0	13	14.0	11	10.4	8	9.3	38	10.6
Administratively separate	41	54.7	38	40.9	46	43.4	29	33.7	154	42.8
Contracts in place	21	28.0	25	26.9	27	25.5	33	38.4	106	29.4
Informally collaborate	28	37.3	39	41.9	37	34.9	39	45.3	143	39.7
Other	1	1.3	4	4.3	4	3.8	0	0.0	9	2.5
Relationship: ICU	73	96.1	93	96.9	105	98.1	86	100.0	357	97.8

Rarely see ICU patients	2	2.7	0	0.0	0	0.0	0	0.0	0	0.0
No formal coordination	40	54.8	41	44.1	43	41.0	24	27.9	148	41.5
Work collaboratively to develop system	29	39.7	43	46.2	49	46.7	45	52.3	166	46.5
ICU has plans for palliative care	7	9.6	17	18.3	22	21.0	23	26.7	69	19.3
Relationship: Emergency Medicine	72	94.7	92	95.8	105	98.1	85	98.8	354	97.0
Rarely see EM patients	25	34.7	32	34.8	39	37.1	11	12.9	107	30.2
No formal coordination	41	56.9	47	51.1	52	49.5	45	52.9	185	52.3
Work collaboratively to develop system	7	9.7	17	18.5	14	13.3	22	25.9	60	16.9
EM has plans for pal care	0	0.0	2	2.2	4	3.8	11	12.9	17	4.8
Electronic Health Record										
Hospital EHR	75	98.7	94	97.9	107	100.0	86	100.0	362	99.2
Has a Hospital EHR	74	98.7	92	97.9	105	98.1	84	97.7	355	98.1
Cerner	18	24.0	21	22.3	29	27.1	17	19.8	85	23.5
Epic	35	46.7	45	47.9	50	46.7	55	64.0	185	51.1
Meditech	11	14.7	18	19.1	12	11.2	4	4.7	45	12.4
Palliative Care Program EHR	75	98.7	94	97.9	107	100.0	86	100.0	362	99.2
Has a Palliative Care Program EHR	74	98.7	92	97.9	105	98.1	84	97.7	355	98.1
Cerner	18	24.0	21	22.3	28	26.2	16	18.6	83	22.9
Epic	34	45.3	45	47.9	50	46.7	52	60.5	181	50.0
Meditech	10	13.3	17	18.1	12	11.2	4	4.7	43	11.9
Custom Palliative Care Reports	71	93.4	91	94.8	102	95.3	82	95.3	346	94.8
Yes, gets custom palliative care reports from EHR	38	53.5	52	57.1	48	47.1	50	61.0	188	54.3
No	33	46.5	39	42.9	54	52.9	32	39.0	158	45.7
DIAGNOSIS AND CODE STATUS										
Diagnosis	51	67.1	73	76.0	76	71.0	67	77.9	267	73.2
Cancer	48	94.1	73	100.0	75	98.7	65	97.0	261	97.8
Mean Percentage	--	22.5	--	25.5	--	25.5	--	30.0	--	26.1
At least 25% of all referrals	20	39.2	38	52.1	35	46.1	41	61.2	134	50.2
Cardiac	46	90.2	67	91.8	72	94.7	62	92.5	247	92.5
Mean Percentage	--	16.3	--	12.3	--	13.7	--	14.3	--	14.0
Pulmonary	47	92.2	70	95.9	71	93.4	59	88.1	247	92.5
Mean Percentage	--	17.4	--	13.8	--	12.3	--	10.1	--	13.2
Complex chronic/failure to thrive	33	64.7	48	65.8	52	68.4	44	65.7	177	66.3
Mean Percentage	--	4.5	--	5.9	--	5.6	--	4.8	--	5.3
Renal	45	88.2	65	89.0	67	88.2	53	79.1	230	86.1
Mean Percentage	--	3.8	--	4.0	--	4.1	--	2.9	--	3.7
Vascular	19		29		51		31		130	
Mean Percentage	--	0.6	--	0.6	--	1.2	--	0.9	--	0.8
Congenital / Chromosomal	2	3.9	6	8.2	5	6.6	12	17.9	25	9.4
Mean Percentage	--	0.0	--	0.0	--	0.1	--	0.0	--	0.0
Infectious/Immunological	29	56.9	50	68.5	64	84.2	51	76.1	194	72.7
Mean Percentage	--	4.2	--	6.0	--	5.8	--	5.9	--	5.6
Gastrointestinal	29	56.9	46	63.0	61	80.3	42	62.7	178	66.7
Mean Percentage	--	2.4	--	2.3	--	3.3	--	2.4	--	2.6
Hepatic	38	74.5	53	72.6	50	65.8	48	71.6	189	70.8
Mean Percentage	--	2.2	--	2.4	--	2.0	--	2.6	--	2.3
Hematology	9	17.6	16	21.9	27	35.5	22	32.8	74	27.7
Mean Percentage	--	0.2	--	0.3	--	0.4	--	0.4	--	0.3
Endocrine/Metabolic	13	25.5	16	21.9	24	31.6	23	34.3	76	28.5
Mean Percentage	--	0.3	--	0.5	--	0.4	--	0.5	--	0.4
In-utero complication / condition	0	0.0	2	2.7	0	0.0	6	9.0	8	3.0
Mean Percentage	--	0.0	--	0.1	--	0.0	--	0.0	--	0.0
Neurologic/stroke/neurodegenerative	42	82.4	62	84.9	68	89.5	60	89.6	232	86.9

Mean Percentage	--	5.7	--	8.0	--	8.9	--	7.6	--	7.7
Dementia	37	72.5	54	74.0	53	69.7	46	68.7	190	71.2
Mean Percentage	--	4.9	--	4.8	--	3.9	--	4.3	--	4.5
Trauma	19	37.3	33	45.2	48	63.2	41	61.2	141	52.8
Mean Percentage	--	1.3	--	1.2	--	1.7	--	2.7	--	1.7
Code Status	45	59.2	69	71.9	70	65.4	50	58.1	234	64.1
Full Code	38	84.4	54	78.3	51	72.9	37	74.0	180	76.9
Mean Percentage	--	41.8	--	41.8	--	39.2	--	41.3	--	40.9
Limited Code	28	62.2	36	52.2	31	44.3	28	56.0	123	52.6
Mean Percentage	--	6.0	--	4.6	--	4.4	--	5.5	--	5.0
DNR/DNI	36	80.0	53	76.8	52	74.3	36	72.0	177	75.6
Mean Percentage	--	32.5	--	30.1	--	28.2	--	24.1	--	28.7
Unknown	19	42.2	33	47.8	39	55.7	27	54.0	118	50.4
Mean Percentage	--	18.3	--	23.5	--	27.3	--	29.2	--	24.9
DISCHARGES										
Discharges Alive and Died	57	75.0	74	77.1	85	79.4	67	77.9	283	77.5
Discharged Alive	--	83.4	--	81.4	--	80.0	--	75.6	--	80.4
Died during Hospital Stay	--	14.6	--	18.6	--	20.0	--	24.4	--	19.6
Discharge Location	53	69.7	70	72.9	79	73.8	58	67.4	260	71.2
Home (includes Assisted Living and Home Hospice)	53	100.0	70	100.0	79	100.0	58	100.0	260	100.0
Mean Percentage	--	46.9	--	49.5	--	45.2	--	45.6	--	46.8
Skilled Nursing Facility (SNF)	52	98.1	66	94.3	75	94.9	57	98.3	250	96.2
Mean Percentage	--	27.8	--	24.6	--	24.2	--	22.7	--	24.7
Inpatient or Residential Hospice	48	90.6	64	91.4	76	96.2	57	98.3	245	94.2
Mean Percentage	--	11.4	--	14.5	--	15.6	--	15.8	--	14.5
Acute Inpatient Rehabilitation Facility	21	39.6	34	48.6	58	73.4	43	74.1	156	60.0
Mean Percentage	--	1.5	--	2.2	--	1.9	--	2.2	--	2.0
Long-term Acute Care Hospital (LTAC)	27	50.9	44	62.9	64	81.0	48	55.8	183	50.1
Mean Percentage	--	1.8	--	2.0	--	2.9	--	2.8	--	2.4
General Hospital	38	71.7	41	58.6	56	70.9	43	50.0	178	68.5
Mean Percentage	--	2.3	--	2.5	--	2.8	--	2.4	--	2.5
Other	33	62.3	38	39.6	54	50.5	44	51.2	169	46.3
Mean Percentage	--	8.2	--	4.8	--	7.5	--	8.4	--	7.1
LENGTH OF STAY										
Discharged Alive	42	55.3	65	67.7	75	70.1	55	64.0	237	64.9
Admission to Consult: Mean	--	3.2	--	4.7	--	7.3	--	5.9	--	5.5
Admission to Consult: Median	--	2.6	--	3.6	--	5.7	--	3.8	--	4.1
Consult to Discharge: Mean	--	3.9	--	5.7	--	7.6	--	6.8	--	6.2
Consult to Discharge: Median	--	3.4	--	4.5	--	6.0	--	4.1	--	4.7
Overall: Mean	--	7.2	--	9.9	--	14.5	--	12.3	--	11.4
Overall: Median	--	6.3	--	8.1	--	12.8	--	8.7	--	9.4
Died during Hospital Stay	41	53.9	59	61.5	71	66.4	53	61.6	224	61.4
Admission to Consult: Mean	--	3.9	--	5.3	--	6.4	--	7.9	--	6.0
Admission to Consult: Median	--	3.0	--	4.5	--	4.6	--	4.8	--	4.3
Consult to Discharge: Mean	--	4.6	--	4.8	--	5.2	--	5.7	--	5.1
Consult to Discharge: Median	--	6.0	--	3.7	--	3.4	--	3.4	--	3.9
Overall: Mean	--	8.4	--	9.8	--	11.3	--	13.4	--	10.9
Overall: Median	--	10.4	--	8.5	--	8.8	--	10.0	--	9.3
STANDARDIZED PROCESSES										
Plans in Place	61	80.3	78	81.3	88	82.2	77	89.5	304	83.3
All 4 Plans in Place	8	13.1	28	35.9	21	23.9	17	22.1	74	24.3
Marketing Plan	23	37.7	42	53.8	43	48.9	29	37.7	137	45.1

Bereavement	16	26.2	41	52.6	48	54.5	43	55.8	148	48.7
Education	41	67.2	60	76.9	68	77.3	56	72.7	225	74.0
Quality Improvement	36	59.0	60	76.9	63	71.6	58	75.3	217	71.4
Patient and Family Satisfaction Survey	72	94.7	91	94.8	106	99.1	84	97.7	353	96.7
Yes	27	37.5	36	39.6	30	28.3	33	39.3	126	35.7
No	45	62.5	55	60.4	76	71.7	51	60.7	227	64.3
Telemedicine	72	94.7	90	93.8	104	97.2	84	97.7	350	95.9
Audio and Video	1	1.4	3	3.3	3	2.9	6	7.1	13	3.7
Audio Only (phone only)	5	6.9	6	6.7	4	3.8	12	14.3	27	7.7
Neither Audio nor Video	66	91.7	81	90.0	97	93.3	66	78.6	310	88.6
Team Wellness	71	93.4	91	94.8	105	98.1	82	95.3	349	95.6
Yes, program has policies promoting team wellness	29	40.8	36	39.6	54	51.4	44	53.7	163	46.7
No team wellness policies	42	59.2	55	60.4	51	48.6	38	46.3	186	53.3
STAFFING										
Staffing model	71	93.4	89	92.7	102	95.3	81	94.2	343	94.0
Embedded, program is internal to hospital	63	88.7	68	76.4	74	72.5	69	85.2	274	79.9
Program is partially internal with some contracted services	5	7.0	18	20.2	22	21.6	11	13.6	56	16.3
Program is administered by an outside contracted agency	3	4.2	3	3.4	6	5.9	1	1.2	13	3.8
Total Staff Head Count (funded, in-kind and volunteer)	65	85.5	86	89.6	103	96.3	81	94.2	335	91.8
Mean	--	5.2	--	6.5	--	7.9	--	13.3	--	8.3
Median	--	5.0	--	5.0	--	6.0	--	12.0	--	6.0
Minimum	--	1.0	--	1.0	--	1.0	--	1.0	--	1.0
Maximum	--	18.0	--	24.0	--	36.0	--	42.0	--	42.0
Physician (DO/MD) Head Count	43	66.2	60	69.8	91	88.3	79	97.5	273	81.5
Mean	--	0.8	--	1.3	--	2.0	--	3.6	--	2.0
Mean (without 0)	--	1.2	--	1.9	--	2.2	--	3.7	--	2.4
Advanced Practice Nurse (APRN) Head Count	44	67.7	61	70.9	86	83.5	74	91.4	265	79.1
Mean	--	0.9	--	1.3	--	1.9	--	2.6	--	1.7
Mean (without 0)	--	1.3	--	1.8	--	2.2	--	2.8	--	2.1
Physicians Assistant	1	1.5	5	5.8	3	2.9	11	13.6	20	6.0
Mean	--	0.0	--	0.1	--	0.0	--	0.2	--	0.1
Mean (without 0)	--	2.0	--	1.6	--	1.0	--	1.3	--	1.4
Registered Nurse (RN) Head Count	25	38.5	45	52.3	47	45.6	44	54.3	161	48.1
Mean	--	0.7	--	0.8	--	0.8	--	1.2	--	0.9
Mean (without 0)	--	1.8	--	1.6	--	1.8	--	2.2	--	1.9
Medical Residents Head Count	1	1.5	0	0.0	1	1.0	2	2.5	4	1.2
Mean	--	0.0	--	0.0	--	0.0	--	0.0	--	0.0
Mean (without 0)	--	1.0	--	0.0	--	3.0	--	1.0	--	1.5
Physician Fellows Head Count	0	0.0	0	0.0	6	5.8	20	24.7	26	7.8
Mean	--	0.0	--	0.0	--	0.2	--	0.5	--	0.2
Mean (without 0)	--	0.0	--	0.0	--	3.2	--	2.2	--	2.4
Licensed Practical Nurse (LPN) Head Count	0	0.0	1	1.2	0	0.0	3	3.7	4	1.2
Mean	--	0.0	--	0.0	--	0.0	--	0.0	--	0.0
Mean (without 0)	--	0.0	--	1.0	--	0.0	--	1.3	--	1.3
Psychologist Head Count	0	0.0	0	0.0	1	1.0	3	3.7	4	1.2
Mean	--	0.0	--	0.0	--	0.0	--	0.1	--	0.0
Mean (without 0)	--	0.0	--	0.0	--	1.0	--	2.3	--	2.0
Psychiatrist Head Count	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Mean	--	0.0	--	0.0	--	0.0	--	0.0	--	0.0
Mean (without 0)	--	0.0	--	0.0	--	0.0	--	0.0	--	0.0
Social Worker Head Count	36	55.4	54	62.8	71	68.9	62	76.5	223	66.6
Mean	--	0.7	--	0.8	--	0.9	--	1.3	--	0.9
Mean (without 0)	--	1.2	--	1.3	--	1.3	--	1.7	--	1.4

Chaplain/Spiritual Care Head Count	33	50.8	49	57.0	51	49.5	52	64.2	185	55.2
Mean	--	0.6	--	1.0	--	0.7	--	1.0	--	0.8
Mean (without 0)	--	1.2	--	1.7	--	1.3	--	1.5	--	1.5
Physical/Occupational Therapist Head Count	5	7.7	1	1.2	1	1.0	2	2.5	9	2.7
Mean	--	0.1	--	0.0	--	0.0	--	0.1	--	0.1
Mean (without 0)	--	1.4	--	1.0	--	2.0	--	3.5	--	1.9
Massage Therapist Head Count	1	1.5	2	2.3	5	4.9	2	2.5	10	3.0
Mean	--	0.0	--	0.0	--	0.1	--	0.0	--	0.0
Mean (without 0)	--	3.0	--	2.0	--	1.2	--	1.5	--	1.6
Music/Art Therapist Count	3	4.6	3	3.5	2	1.9	6	7.4	14	4.2
Mean	--	0.1	--	0.1	--	0.0	--	0.1	--	0.1
Mean (without 0)	--	1.3	--	1.7	--	1.5	--	1.7	--	1.6
Doula Head Count	1	1.5	0	0.0	0	0.0	2	2.5	3	0.9
Mean	--	0.0	--	0.0	--	0.0	--	0.4	--	0.1
Mean (without 0)	--	3.0	--	0.0	--	0.0	--	14.5	--	10.7
Child Life Specialist Head Count	5	7.7	1	1.2	2	1.9	6	7.4	14	4.2
Mean	--	0.1	--	0.0	--	0.0	--	0.1	--	0.0
Mean (without 0)	--	1.0	--	1.0	--	1.0	--	1.3	--	1.1
Dietician/Nutritionist Head Count	5	7.7	3	3.5	2	1.9	4	4.9	14	4.2
Mean	--	0.1	--	0.0	--	0.0	--	0.1	--	0.1
Mean (without 0)	--	1.0	--	1.3	--	1.0	--	1.5	--	1.2
Pharmacist Head Count	3	4.6	6	7.0	6	5.8	13	16.0	28	8.4
Mean	--	0.0	--	0.1	--	0.1	--	0.2	--	0.1
Mean (without 0)	--	1.0	--	1.5	--	1.2	--	1.3	--	1.3
Ethicist Head Count	5	7.7	3	3.5	4	3.9	2	2.5	14	4.2
Mean	--	0.1	--	0.0	--	0.0	--	0.0	--	0.0
Mean (without 0)	--	1.0	--	1.0	--	1.0	--	1.0	--	1.0
Hospice Liaison Head Count	0	0.0	9	10.5	4	3.9	3	3.7	16	4.8
Mean	--	0.0	--	0.1	--	0.1	--	0.1	--	0.1
Mean (without 0)	--	0.0	--	1.1	--	1.5	--	2.7	--	1.5
Medical Director (non-clinical time) Head Count	14	21.5	18	20.9	23	22.3	38	46.9	93	27.8
Mean	--	0.2	--	0.2	--	0.3	--	0.5	--	0.3
Mean (without 0)	--	1.0	--	1.1	--	1.2	--	1.1	--	1.1
Administrative Support Head Count	13	20.0	20	23.3	31	30.1	49	60.5	119	35.5
Mean	--	0.5	--	0.3	--	0.5	--	0.7	--	0.5
Mean (without 0)	--	1.6	--	1.1	--	1.8	--	1.2	--	1.4
Total Staff FTE (funded, in-kind and volunteer)	58	76.3	83	86.5	94	87.9	74	86.0	309	84.7
Mean	--	2.2	--	3.7	--	4.7	--	9.2	--	5.0
Median	--	1.8	--	3.0	--	4.4	--	8.1	--	5.0
Minimum	--	0.2	--	0.8	--	0.7	--	1.5	--	0.2
Maximum	--	11.0	--	12.0	--	15.0	--	32.9	--	32.9
Physician (DO/MD) FTE	37	63.8	56	67.5	79	84.0	71	95.9	243	78.6
Mean	--	0.4	--	0.6	--	1.0	--	2.3	--	1.1
Mean (without 0)	--	0.6	--	0.9	--	1.2	--	2.3	--	1.4
Advanced Practice Nurse (APRN) FTE	42	72.4	60	72.3	77	81.9	69	93.2	248	80.3
Mean	--	0.7	--	1.1	--	1.5	--	2.2	--	1.4
Mean (without 0)	--	0.9	--	1.5	--	1.8	--	2.4	--	1.7
Physicians Assistant	1	1.7	5	6.0	3	3.2	11	14.9	20	6.5
Mean	--	0.0	--	0.1	--	0.0	--	0.2	--	0.1
Mean (without 0)	--	0.9	--	1.3	--	0.8	--	1.3	--	1.2
Registered Nurse (RN) FTE	18	31.0	45	54.2	38	40.4	40	54.1	141	45.6
Mean	--	0.4	--	0.7	--	0.6	--	1.0	--	0.7
Mean (without 0)	--	1.3	--	1.2	--	1.4	--	1.8	--	1.5
Medical Residents FTE	1	1.7	0	0.0	1	1.1	0	0.0	2	0.6
Mean	--	0.0	--	0.0	--	0.0	--	0.0	--	0.0

Mean (without 0)	--	0.4	--	0.0	--	0.3	--	0.0	--	0.4
Physician Fellows FTE	0	0.0	0	0.0	4	4.3	15	20.3	19	6.1
Mean	--	0.0	--	0.0	--	0.0	--	0.3	--	0.1
Mean (without 0)	--	0.0	--	0.0	--	0.9	--	1.6	--	1.5
Licensed Practical Nurse (LPN) FTE	0	0.0	1	1.2	0	0.0	2	2.7	3	1.0
Mean	--	0.0	--	0.0	--	0.0	--	0.0	--	0.0
Mean (without 0)	--	0.0	--	1.0	--	0.0	--	1.0	--	1.0
Psychologist FTE	0	0.0	0	0.0	1	1.1	3	4.1	4	1.3
Mean	--	0.0	--	0.0	--	0.0	--	0.0	--	0.0
Mean (without 0)	--	0.0	--	0.0	--	0.2	--	0.8	--	0.6
Psychiatrist FTE	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Mean	--	0.0	--	0.0	--	0.0	--	0.0	--	0.0
Mean (without 0)	--	0.0	--	0.0	--	0.0	--	0.0	--	0.0
Social Worker FTE	31	53.4	50	60.2	61	64.9	55	74.3	197	63.8
Mean	--	0.3	--	0.5	--	0.7	--	1.1	--	0.7
Mean (without 0)	--	0.5	--	0.8	--	1.1	--	1.5	--	1.0
Chaplain/Spiritual Care FTE	28	48.3	43	51.8	44	46.8	47	63.5	162	52.4
Mean	--	0.2	--	0.3	--	0.3	--	0.6	--	0.4
Mean (without 0)	--	0.4	--	0.6	--	0.6	--	1.0	--	0.7
Physical/Occupational Therapist FTE	4	6.9	1	1.2	1	1.1	2	2.7	8	2.6
Mean	--	0.0	--	0.0	--	0.0	--	0.0	--	0.0
Mean (without 0)	--	0.1	--	1.0	--	0.2	--	1.6	--	0.6
Massage Therapist FTE	0	0.0	1	1.2	4	4.3	2	2.7	7	2.3
Mean	--	0.0	--	0.0	--	0.0	--	0.0	--	0.0
Mean (without 0)	--	0.0	--	0.3	--	0.4	--	0.6	--	0.4
Music/Art Therapist Count	0	0.0	2	2.4	2	2.1	6	8.1	10	3.2
Mean	--	0.0	--	0.0	--	0.0	--	0.1	--	0.0
Mean (without 0)	--	0.0	--	0.5	--	0.5	--	0.6	--	0.6
Doula FTE	1	1.7	0	0.0	0	0.0	1	1.4	2	0.6
Mean	--	0.0	--	0.0	--	0.0	--	0.0	--	0.0
Mean (without 0)	--	0.5	--	0.0	--	0.0	--	0.8	--	0.7
Child Life Specialist FTE	5	8.6	1	1.2	2	2.1	4	5.4	12	3.9
Mean	--	0.0	--	0.0	--	0.0	--	0.1	--	0.0
Mean (without 0)	--	0.4	--	0.1	--	1.0	--	0.9	--	0.6
Dietician/Nutritionist FTE	5	8.6	1	1.2	2	2.1	2	2.7	10	3.2
Mean	--	0.0	--	0.0	--	0.0	--	0.0	--	0.0
Mean (without 0)	--	0.1	--	0.1	--	0.3	--	1.6	--	0.4
Pharmacist FTE	3	5.2	4	4.8	4	4.3	10	13.5	21	6.8
Mean	--	0.0	--	0.0	--	0.0	--	0.1	--	0.0
Mean (without 0)	--	0.2	--	0.5	--	0.3	--	0.6	--	0.5
Ethicist FTE	4	6.9	3	3.6	3	3.2	2	2.7	12	3.9
Mean	--	0.0	--	0.0	--	0.0	--	0.0	--	0.0
Mean (without 0)	--	0.1	--	0.1	--	0.2	--	0.6	--	0.2
Hospice Liaison FTE	0	0.0	5	6.0	3	3.2	3	4.1	11	3.6
Mean	--	0.0	--	0.0	--	0.0	--	0.1	--	0.0
Mean (without 0)	--	0.0	--	0.8	--	0.6	--	2.7	--	1.3
Medical Director (non-clinical time) FTE	12	20.7	17	20.5	20	21.3	33	44.6	82	26.5
Mean	--	0.1	--	0.1	--	0.1	--	0.2	--	0.1
Mean (without 0)	--	0.3	--	0.3	--	0.4	--	0.4	--	0.4
Administrative Support FTE	15	25.9	21	25.3	24	25.5	42	56.8	102	33.0
Mean	--	0.1	--	0.2	--	0.2	--	0.5	--	0.2
Mean (without 0)	--	0.5	--	0.7	--	0.6	--	0.9	--	0.7
Complete Interdisciplinary Team	70	92.1	89	92.7	105	98.1	83	96.5	347	95.1
Physician, Nurse (APRN or RN), Social Worker, and Chaplain	17	24.3	35	39.3	43	41.0	50	60.2	145	41.8
Program Lead	58	76.3	83	86.5	94	87.9	74	86.0	309	84.7

Physician-led (1 FTE or more physician)	6	10.3	26	31.3	53	56.4	63	85.1	148	47.9
Physician-led (Less than 1 FTE physician)	31	53.4	30	36.1	26	27.7	8	10.8	95	30.7
APRN-led (No physician, at least 1 FTE APRN)	10	17.2	17	20.5	10	10.6	2	2.7	39	12.6
APRN-led (No physician, less than 1 FTE APRN)	4	6.9	4	4.8	1	1.1	0	0.0	9	2.9
RN-led (No physician, no APRN, at least 1 FTE RN)	3	5.2	5	6.0	3	3.2	1	1.4	12	3.9
Workload	58	76.3	83	86.5	94	87.9	74	86.0	309	84.7
Initial Consults per 1 FTE APRN, Physician, or PA	--	396.3	--	694.0	--	402.5	--	407.7	--	479.8
Initial Consults per 1 FTE of Interdisciplinary Team	--	283.7	--	366.9	--	325.0	--	317.4	--	326.9
Initial Consults per 1 FTE of all palliative care staff	--	207.3	--	211.4	--	234.3	--	181.9	--	210.5
Palliative Care Certification	58	76.3	70	72.9	97	90.7	80	93.0	305	83.6
Physician	37	63.8	55	78.6	87	89.7	75	93.8	254	83.3
Advanced Practice Nurse	36	62.1	45	64.3	68	70.1	64	80.0	213	69.8
Registered Nurse	18	31.0	32	45.7	34	35.1	36	45.0	120	39.3
Social Worker	12	20.7	19	27.1	29	29.9	35	43.8	95	31.1
Chaplain	5	8.6	9	12.9	15	15.5	24	30.0	53	17.4
Palliative Care Team Meetings	71	93.4	86	89.6	103	96.3	80	93.0	340	93.2
Weekly, everyone attends	34	47.9	58	67.4	67	65.0	60	75.0	219	64.4
Bi-weekly, everyone attends	3	4.2	2	2.3	3	2.9	5	6.3	13	3.8
Weekly, not everyone attends	4	5.6	13	15.1	12	11.7	11	13.8	40	11.8
Bi-weekly, not everyone attends	0	0.0	1	1.2	3	2.9	1	1.3	5	1.5
Meetings scheduled as needed on a case-by-case basis	22	31.0	7	8.1	9	8.7	3	3.8	41	12.1
No formal meeting schedule	8	11.3	5	5.8	9	8.7	0	0.0	22	6.5
Palliative Care Program Coverage	72	94.7	90	93.8	105	98.1	82	95.3	349	95.6
Provides 24/7 coverage	19	26.4	31	34.4	37	35.2	48	58.5	135	38.7
Not available 24/7	53	73.6	59	65.6	68	64.8	34	41.5	214	61.3
STAFF RECRUITMENT										
Staffing Stability	71	93.4	88	91.7	103	96.3	84	97.7	346	94.8
Stable - not recruiting or hiring	37	52.1	41	46.6	29	28.2	21	25.0	128	37.0
Reduced staff in past two years - not currently recruiting	7	9.9	5	5.7	10	9.7	2	2.4	24	6.9
Requesting/Recruiting additional staff	27	38.0	42	47.7	64	62.1	61	72.6	194	56.1
FUNDING										
Program Funding (Mean %)	63	82.9	65	67.7	88	82.2	66	76.7	282	77.3
Ongoing Hospital Support	55	87.3	53	81.5	81	92.0	62	93.9	251	89.0
Mean Percentage	--	68.1	--	61.4	--	71.2	--	73.0	--	68.7
100% Hospital Support	31	49.2	21	32.3	33	37.5	28	42.4	113	40.1
Billing	29	46.0	33	50.8	47	53.4	36	54.5	145	51.4
Mean Percentage	--	22.5	--	21.7	--	19.5	--	23.8	--	21.7
Philanthropy/Foundations/Grants	9	14.3	14	21.5	11	12.5	5	7.6	39	13.8
Mean Percentage	--	3.4	--	6.1	--	2.1	--	0.6	--	3.0
Hospice Contracts	0	0.0	1	1.5	4	4.5	3	4.5	8	2.8
Mean Percentage	--	0.0	--	0.1	--	0.9	--	1.1	--	0.6
Stipends	0	0.0	6	9.2	2	2.3	5	7.6	13	4.6
Mean Percentage	--	0.0	--	1.6	--	0.2	--	0.5	--	0.5
Home Care Agency	0	0.0	1	1.5	0	0.0	0	0.0	1	0.4
Mean Percentage	--	0.0	--	20.0	--	0.0	--	0.0	--	20.0
Not Funded	3	4.8	4	6.2	6	6.8	0	0.0	13	4.6
Mean Percentage	--	4.1	--	6.2	--	3.4	--	0.0	--	3.4
Other	5	7.9	3	4.6	3	3.4	2	3.0	13	4.6
Mean Percentage	--	2.0	--	2.7	--	2.6	--	1.1	--	2.1