



Medical-Dental Staff Orientation

Medical-Dental Staff Services Department (MDSS)

302-623-2597

MDSS@christianacare.org



Welcome

ChristianaCare's Medical-Dental staff includes nearly 2000 physicians, surgeons, podiatrists, dentists, and other healthcare providers representing every medical practice and specialty. We celebrate and recognize the contributions of each of our members.

We are excited to have you as part of our team and hope you find the information contained in this brochure helpful.

Please feel free to contact Physician Relations for additional information at 302-623-0595.

Mike Cinkala
Director, Provider Relations
Christiana Care Health Services

Orientation Guide

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ChristianaCare Way and Core Values

"We serve our neighbors as respectful, expert, caring partners in their health. We do this by creating innovative, effective, affordable systems of care that our neighbors' value."

Our Core Values are Caring, Excellence, Integrity, Leadership, Service and Teamwork. To understand more about the ChristianaCare Way and our Core Values. Please visit our site.

ChristianaCare.org

Admission and Consult Preferences

ChristianaCare provides Primary Care Physicians with the option of having specialist consult preferences on file. Contact Physician Relations at (302)623-0595 or

PhysicianRelations@ChristianaCare.org for more information.

Anticoagulation and Antithrombotic Therapy

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In 2008, the Joint Commission (JC) initiated a National Patient Safety Goal to reduce patient harm related to the use of anticoagulant medications.

- To help our Clinicians provide safer, expert, and evidence-based anticoagulation management, ChristianaCare developed The Anticoagulant and Antithrombotic Formulary Guide.
- The Guide is a succinct yet comprehensive reference that is indispensable to providers. (Table of Contents to the left).
- It's readily available on the ChristianaCare portal via the on-line formulary, Lexicomp, as well as in ChristianaCare's cloud based central resource for accessing the latest evidence-based guidelines and pathway of care for clinicians providing direct care to patients, the CareRef app.
- CareRef can be accessed both onsite and remotely by logging in with either your institutional ID (801#) or CCHS email and password.
- A direct link to the desktop version of CareRef can be found on the main portal page under "applications" and under Education/Learning Institute or through ChristianaCare.org.
- For mobile access, CareRef can be found in both the iTunes App Store (iPhone) and Google Play (Android) under "CareRef".

We encourage you to reference the educational material provided.

CareRef App

[CareRef](#) is the first cloud-based application created by ChristianaCare to serve as a central resource for accessing the latest evidence-based guidelines and pathway of care for clinicians providing direct care to patients. The application is available on both your desktop computer and IOS device.

For mobile access, CareRef can be found in the [iTunes App Store](#) under "CareRef". At this time, the application is ONLY available to iPhone users (iOS 7.2 or above).

Center for Well-Being

As a dedicated, compassionate health care provider, you may find that being on the frontline of health care can be challenging, stressful, and even traumatic at times. Caring for the sick and suffering, victims of illness, and violence can test your resiliency and even lead to burnout.

At ChristianaCare's Center for Provider Wellbeing, we partner with you, our caregivers, to give you the support you need to be healthy in mind and body to care for others, to stay energized, and to feel good about the exceptional work you do every day.

[Learn more about our commitment to clinician wellbeing and resilience.](#)

Clinical Documentation/Coding

Clinical documentation and coding accuracy is vital to the quality and safety of patient care. There are several teams available to assist you with your documentation. Any member of these teams can work with you directly or put you in contact with the appropriate resource to assist you:

Acute Care: Clinical Documentation Improvement (CDI) Team: (302)733-2362 or Health Information Management Services (HIMS) Coding Team: (302)733-1113

Ambulatory: Clinical Documentation Improvement (CDI) Team: (302)623-7084 or Patient Financial Services (PFS) Team: (302)623-7017

[Clinical Documentation FAQs.](#)

Clinical Guidelines and Protocols:

Our guidelines are based on systematic review of clinical evidence and are designed to assist practitioners in the care of their patients. Many of our guidelines are embedded in our electronic record.

Please note: the following link is located on our Inet and will not be accessible until after you are credentialed and receive access.

<http://intranet/sites/QualityAndSafety/clinicalresources/SitePages/ClinicalResources.aspx>

Clinical Trials and Research

ChristianaCare participates in clinical research programs of high quality and may invite patients or members of our community to join with us.

For more information please visit: [Research at ChristianaCare](#)

Code of Conduct

Expectations for members are outlined in the ChristianaCare Medical-Dental Staff Bylaws. Please take the time to review – [Bylaws](#).

Communication

It is a requirement of the Medical-Dental Staff Members, as well as APNs and PAs to supply the Medical-Dental Staff Services Office with a text capable cell phone number and email address that is routinely monitored. This information is placed on the Physician Portal to help facilitate communication among providers.

Keeping Current:

Email is utilized to communicate important announcements and to gather your feedback. It is extremely important that you provide us with an email address that is checked daily. For the latest news and information relevant to you and your practice, please visit [ChristianaCare for Physicians](#).

SBAR Paging Form:

Our non-physician staff will use this standardized online paging system to notify you of many clinical conditions, to include but not limited to: uncontrolled pain, GI bleed, medication order clarification as well as other conditions and requests.

Updating Your Information

Please contact either Medical-Dental Staff Services or Physician Relations when your contact information changes.

Medical-Dental Staff Services: (302)623-2597 or MDSS@christianacare.org

Physician Relations: (302)623-0595 or PhysicianRelations@christianacare.org

Vocera:

A [HIPAA](#)-compliant communications platform that's widely used at ChristianaCare, enables clinicians to snap a photo of a questionable wound and text it to a surgeon, who can respond in real-time while the provider is still with the patient.

Compliance

ChristianaCare is dedicated to maintaining excellence and integrity in all aspects of its operations and professional business conduct. As healthcare providers, we have a responsibility to make sure that we are doing things the right way when it comes to billing, accounting, purchasing, and making business transactions and vendor selections.

Our Compliance Program supports our mission of adhering to federal, state, and other regulatory agencies' laws, rules and requirements. It does this by maintaining a culture that promotes the prevention, detection, and resolution of conduct that does not conform to laws, regulations, ChristianaCare policy, or the ChristianaCare Code of Organizational Ethics. As part of our commitment, you will be required to complete an initial compliance training and again annually thereafter. In addition, you can use the resources below to gather more information or to report a suspected violation:

Call to speak or meet with the Compliance Officer: (302)623-4652

Call the toll-free Compliance Hotline: 1-877- REPORT-0 (877)737-6780

Reports are anonymous and confidential.

Computer Assistance

For questions or assistance regarding your computer access and training needs, please use the following resources:

Powerchart/Dragon: PowerUpTeam: (302)733-1777

General computer issues & questions: IT Customer Service Center: (302)327-3637

Continuing Medical Education (CME)

There are many opportunities for CME at ChristianaCare. For more information please contact the Office of Continuing Physician Professional Development: (302)623-3882.

Credentialing/Privileging

ChristianaCare requires all providers to be credentialed through the Medical-Dental Staff Services Department prior to the delivery of any care or treatment. Credentialing appointments last for a period of two years, at which time you will need to apply for renewal.

For questions regarding this process, contact Medical-Dental Staff Services at (302)623-2597 or MDSS@christianacare.org.

Culture of Responsibility

The concept of Just Culture is a critical component of ChristianaCare's approach to patient safety. The four (4) areas of focus within the Culture of Responsibility are:

1. Creating a learning culture
2. Maintaining an open and fair culture
3. Designing safe systems
4. Managing behavioral choices.

Please see Appendix B for more information.

Employee Assistance Program

All members of ChristianaCare's Medical-Dental Staff, both employed by ChristianaCare as well as those not employed by ChristianaCare, and members of their household are eligible to use this voluntary assistance program at no cost. The program (EAP – 1-877-595-5284) provides confidential support, resources, and information to get through life's challenges.

Please call the HR Service Center: (302)327-5555 for more information.

Fire Safety and Emergencies

As a Safety First organization, ChristianaCare endeavors to provide a safe environment for our patients, visitors, and staff. We look to partner with our Licensed Independent Practitioners (LIP) colleagues in this effort. Knowing what to do in an emergency or when you see a safety hazard can help make ChristianaCare a safer place.

Fitness Centers

Along with 24-hour access on both Christiana and Wilmington campuses, the fitness centers offer group exercise classes. To schedule an appointment or request more information, please stop by the fitness center in the basement of the E Tower at Christiana Hospital or call (302)733-3925.

Focused Professional Practice Evaluation (FPPE)

Focused Professional Practice Evaluation is required by the Joint Commission. This assessment of competence is applicable to all new members as well as current members requesting additional privileges. FPPE is expected to be completed within 6 months.

For more information please contact the Medical-Dental Staff Services Department at (302)623-2597 or MDSS@christianacare.org.

Food Offerings

Click [here](#) for information on hours and locations.

Hospitalist Partners

ChristianaCare Hospitalist Partners specializes in the care of adult hospitalized patients. These physicians serve patients at Christiana Hospital 24 hours a day.

They can be reached: (302)623-0188.

ChristianaCare Pediatric Hospitalists are board-certified pediatricians who work only in the hospital and can be reached 24 hours a day. They can be reached: (302)733-4200.

ID Replacement and Badge Access

For any ID replacement needs or badge access issues, please contact Security.

Christiana: (302)733-1247

Wilmington: (302)320-4941

The Security offices are located in the basement level at Christiana Hospital and on the right hand side of the emergency entrance at Wilmington Hospital.

Infection Prevention

ChristianaCare has two priorities when patients come into the hospital: to address whatever it is that's bringing them in and to keep them safe while we're doing it.

We have a robust Infection Prevention program and patients and family members are encouraged to speak up when they notice someone has not washed their hands. Additionally, we have a hand hygiene observation program in clinical areas. We also have numerous initiatives targeting CLABSI and C. Difficile.

The Infection Prevention Department is available 24/7/365. Please visit our Infection Prevention program for specific information about precautions and hand hygiene, as well as other critical patient care information. Call (302)733-3506 for more information.

Lounges

The Physician Staff Lounges are accessible 24/7.

Christiana Hospital – E Tower lower level, room LE51

Wilmington Hospital - First floor, room 1E91.

Computer workstations, printers, phones, faxes, lockers, coffee, couches, and cable television are provided for your convenience.

Medical Executive Committee (MEC)

The MEC is the primary governance committee for the medical staff and is the only committee that the Joint Commission requires. With your input, this committee carries out important staff functions, such as credentialing and privileging, quality improvement initiatives and adopting and implementing policies. This committee manages the process for approving and amending the medical staff bylaws and rules and regulations.

ChristianaCare [Committees](#)
ChristianaCare [Executive Leadership](#)

Medical Libraries

ChristianaCare operates four medical libraries for you and your patients' convenience. In addition to a wide variety of journals and medical texts, library staff is available to conduct literature searches at your request.

Ongoing Professional Practice Evaluation (OPPE)

Ongoing Professional Practice Evaluation (OPPE) is designed to continuously evaluate a practitioner's performance. Additionally OPPE identifies practice trends that can impact the quality of care and patient safety, as well as provide the Department Chair information about a practitioner's completing to maintain existing privileges. You may be asked to undergo a period of focused review for those privileges that are infrequently exercised.

Parking

Christiana Hospital: Physician parking is located in lots "C" (near the Delaware Academy of Medicine Entrance in the E Tower) and the "E" lot directly across the street, in front of the Emergency Department. OB/GYN and Oncology physicians should check with their sections for specific parking instructions.

Wilmington Hospital: There are reserved parking spots for physicians on the first floor of the Patient/Visitor Parking Garage on Jefferson Street. Please call the Public Safety Office at 302-733-3742 if you have any questions.

Patient Identification

A National Patient Safety Goal (NPSG) since 2003, requires that all providers use at least two identifiers when providing care, treatment and services.

Please Introduce yourself to the patient. Ask the patient to state his/her full name and date of birth. Always check the patient ID band to verify that the identifiers are correct. This process should be used for all encounters.

Patient Relations

ChristianaCare has a Patient Relations team to assist patients and families with questions related to their care. Members of this department may occasionally reach out to you for supporting information related to the investigation of a case.

Please Visit the ChristianaCare [Patient Relations Portal](#) for more information.

Policies and Guidelines

Click on the links below to access important Guidelines and Policies:

1. [Chain of Command](#)
2. [Code of Organizational Ethics](#)
3. [Disclosure – Communication of Unanticipated Patient Event/Outcome](#)
4. [Electronic Health Record: Appropriate Use of HER Functionality Tools](#)
5. [Information Security – A Master Policy on Information Security](#)
6. [Informed Consent](#)
7. [Focused Professional Practice Evaluation \(FPPE\), Proctoring](#)
8. [Medication Management -Medication History and Reconciliation](#)
9. [Ongoing Professional Practice Evaluation \(OPPE\)](#)
10. [Pain Management](#)
11. [Peer Review & Proctoring](#)
12. [Provider Fitness to Practice](#)
13. [Privacy – A Master Policy on Privacy](#)
14. [Restraints, Guidelines for Use, Non-Violent or Non-Self-Destructive Behavior](#)
15. [Restraints and Seclusion, Guidelines for Us, Violent or Self-Destructive Behavior](#)

PowerChart

PowerChart is the system ChristianaCare uses for Computerized Provider Order Entry. Completion of training is required prior to use of the system.

While some training is available on our [external site](#), you may complete additional training with an instructor or via PowerPoint. **Contact the PowerUp Team at (302)733-1777.**

Privacy

ChristianaCare is committed to protecting individual's right to privacy of their health information. Providers with any questions regarding the policies or procedures related to privacy should contact the Privacy Office at (302)623-4468 or PrivacyOffice@christianacare.org. Please visit the [ChristianaCare Privacy Page](#) on the Portal for additional information.

Public Website Profile and Referrals

As a member of our Medical-Dental Staff, ChristianaCare offers you the opportunity to include a brief biography and photograph in our public medical directory for viewing by your patients and families.

Furthermore, you may receive referrals based on your specialty which include any other privileged skills you have. This website and our telephone referral service will direct patients to your office.

For more information, please contact External Affairs at (302)327-3300.

Quality and Safety

ChristianaCare has a robust quality and safety program. You may report any safety concerns by dialing SAFE (7233) from either Wilmington or Christiana Hospitals.

You can also report any concern about safety or the quality of care to The Joint Commission without retaliatory action from the hospital.

For reports and clinical resources, please visit [Quality and Patient Safety](#) on the ChristianaCare Portal.

Rapid Response Team (RRT)

The Rapid Response Team (RRT) is composed of a critical care RN, respiratory therapist, and physician at Wilmington and Christiana Hospitals. This team assists the patient caregiver in assessing and stabilizing the patient's condition and organizing information to be communicated to the patient's physician.

The nurse may activate this team or, in some cases, the patient or family member may request activation of the team. The attending physician is notified when a RRT has been activated.

Sentinel Events

The Joint Commission defines a sentinel event as a patient safety event that reaches a patient and results in any of the following: Death, Permanent Harm or Severe Temporary harm an intervention required to sustain life

An Event is considered a Sentinel if it is one of the following:

- A. Suicide of any patient receiving care, treatment, and services in a staffed around-the-clock care setting or within 72 hours of discharge, including from the hospital's emergency department (ED)
- B. Unanticipated death of a full-term infant
- C. Discharge of an infant to the wrong family
- D. Abduction of any patient receiving care, treatment, and services

- E. Any elopement (that is, unauthorized departure) of a patient from a staffed around-the-clock care setting (including the ED), leading to death, permanent harm, or severe temporary harm to the patient
- F. Hemolytic transfusion reaction involving administration of blood or blood products having major blood group incompatibilities (ABO, Rh, other blood groups)
- G. Rape, assault (leading to death, permanent harm, or severe temporary harm, or homicide of any patient receiving care, treatment, and services while on site at the hospital.
- H. Rape, assault (leading to death or permanent harm, or severe temporary harm, or homicide of a staff member, licensed independent practitioner, visitor, or vendor while on site at the hospital.
- I. Invasive procedure, including surgery on the wrong patient, at the wrong site or that is the wrong (unintended) procedure.
- J. Unintended retention of a foreign object in a patient after an invasive procedure, including surgery
- K. **Note:* if a foreign object is intentionally left in the patient because of a clinical determination that the relative risk to the patient of searching for and removing the object exceeds the benefit of removal, this would not be considered a sentinel event to be reviewed.
- L. However, in such cases, the organization shall 1) disclose to the patient the unintended retention, and 2) keep a record of the retentions to identify trends and patterns (for example, by type of procedure, by type of retained item, by manufacturer, by practitioner) that may identify opportunities for improvement. (The Office of Patient Safety will maintain a record of intentionally retained foreign objects)
- M. Severe neonatal hyperbilirubinemia (bilirubin > 30 milligrams/deciliter)
- N. Prolonged fluoroscopy with cumulative dose > 1500 rads to a single field, or any delivery of radiotherapy to the wrong body region or > 25% above the planned radiotherapy dose
- O. Fire, flame, or unanticipated smoke, heat, or flashes occurring during an episode of patient care



One of the ways we demonstrate our commitment to patient safety is through our Sentinel Event Policy. In addition to performing a root cause analysis (RCA) on the events above, we routinely look at other events that result in harm or could result in harm to your patients.

Our RCA process has adopted techniques from such High Reliability Organizations such as Aviation and Nuclear Power Industry. Our physician led teams are multidisciplinary and the recommendations are evidence-based. Leadership commitment to explore and integrate system level strategies has resulted in the implementation of technology such as the Smart Pump. We have consulted with external experts such as Human Factor Consultants to assess and modify such processes as the “sponge count”. We collaborate with vendors to change packaging design.

Moreover, the support of our staff and members is a significant part of the process. Our Post Event Debrief Process is a forum for staff to express themselves in a safe, supporting, learning environment. Initial discussions help members understand what happened, why it happened, what would normally occur and what we might do differently in the future. This interdisciplinary roundtable enhances open discussion and assists in supporting the disclosure process.

Appendix A: Important Phone Numbers

	Christiana	Wilmington
Admitting	302-733-1259	302-733-1259
Bed Control	302-733-1275	302-320-2241
Case Management/Social Work	302-733-2222	302-320-4941
Compliance Hotline	877-737-6780	
CME: Continuing Physician Professional Development	302-623-3882	
ED Triage	302-733-1620	302-320-4880
HIMS (Medical Records)	302-733-1111	302-320-2212
Human Resources Service Center	302-327-5555	
IT Help Desk	302-327-3637	
IT Physician Liaison (for help with PowerChart)	302-733-1777	
Laboratory/Pathology Results	302-733-3615	302-320-6801
Medical- Dental Staff Services (credentialing)	302-623-2597	
Operator Services (General Information)	302-733-1000	
Patient Relations	302-733-1340	302-320-4608
Physician Relations	302-623-0595	
Pharmacy	302-733-2188	302-320-6843
Radiology Services		
	Films	302-320-2144
	Reports	302-320-2251
Rehabilitation, Center for		302-320-6920
Security	302-733-1247	302-320-2937
Visiting Nurse Association (VNA)	302-327-5200	
Wound Care Center	302-320-4050	

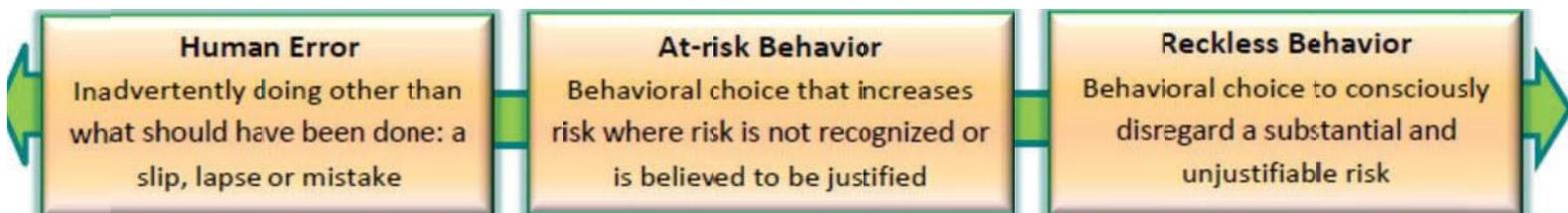
Appendix B: ChristianaCare Culture of Responsibility and Physicians

The concept of Just culture has garnered wide attention in the healthcare industry and is becoming a critical component of ChristianaCare’s approach to patient safety. Medical Staff Leadership, System Learning and the Office of Quality and Patient Safety are working in collaboration to facilitate implementation of just culture principles; this framework chosen is the Culture of Responsibility.

Four areas of focus, or cornerstones, within the Culture of Responsibility are to create a learning culture; an open and fair culture, design safe systems; and manage behavioral choices. To create a learning environment, we must move away from an overly punitive reaction to events or errors and look for opportunities to produce the best possible outcomes. In a Culture of Responsibility, we strike a middle ground, balancing system and individual responsibility in a manner best supporting system safety and other organizational values.

In order to implement a Culture of Responsibility within ChristianaCare, it is important that everyone who works within the organization share a specific set of core beliefs: to err is human; to drift is human; risk is everywhere; we must manage in support of our values; and we are responsible for our behavioral choices. *We look at behavioral choices of individuals and not the outcome of events.*

The goal within the Culture of Responsibility framework is to create an environment of shared responsibility among individuals, the organization and its leaders. As an individual, you can make behavioral choices that prevent a patient event or near miss from occurring, while the organization designs safe systems for you to work in. On one end of the continuum is human error, and on the other end is reckless behavior.



The first manageable behavior is *human error*. A physician prescribes the wrong medication from a list in CPOE; it was not the intended drug, but a mistake that occurred while entering into the system. In a Culture of Responsibility, human error is consoled and not disciplined. An analysis of the event may be needed to reduce the likelihood of it occurring again. Humans cannot control when they will make mistakes, they can, however, control their behavioral choices. In many cases, the organization can redesign systems to lessen the opportunities for mistakes.

The second manageable behavior is *at-risk behavior*. In at-risk behavior, humans will “drift” away from rules or policies as they get comfortable with the tasks they perform. When a physician drifts away from guidelines for hand hygiene, choosing not to wash before and after entering a patient’s room is considered at-risk behavior. We manage at-risk behavior through a supportive discussion, or coaching, to produce safe behavioral choices and assist in recognizing when “drift” occurs.

The last manageable behavior is *reckless behavior*. An individual engages in reckless behavior when he/she recognizes that the behavior chosen consciously disregards a substantial and unjustifiable risk. It is a behavior we should avoid. In this behavior, we identify intent and determine the level of action needed to align the individual with organizational values.

The Culture of Responsibility model is being integrated into the Physician Peer Review Process for event analysis during the case/peer review process. As leaders, you will be both challenged and excited by this new way of thinking and the possibilities of transforming our culture to create the safest environment for our patients and staff.