#### **Load libraries**

```
library(ggplot2)
library(plyr)
library (reshape2)
library(knitr)
library (binom)
library (purrr)
##
## Attaching package: "purrr"
## The following object is masked from "package:plyr":
##
##
       compact
library (forcats)
library (dplyr)
##
## Attaching package: "dplyr"
## The following objects are masked from "package:plyr":
##
##
       arrange, count, desc, failwith, id, mutate, rename, summarise,
##
       summarize
## The following objects are masked from "package:stats":
##
##
       filter, lag
## The following objects are masked from "package:base":
##
##
       intersect, setdiff, setequal, union
```

#### Load data

```
omega = read.csv("omega.csv")
omega_cardio = read.csv("omega_cardio.csv")
omega_ortho = read.csv("omega_ortho.csv")
omega_other = read.csv("omega_other.csv")
omega_serv = read.csv("omega_serv.csv")
crit = read.csv("crit_cleaned.csv")
ome_dx = read.csv("ome_dx_cleaned.csv")
ome_px = read.csv("ome_px_cleaned.csv")
```

#### I. Assessment of the overall patient population and current facility services

# Top (10) disease entities treated by each group and number of patients in each of these disease entities

## Selecting by prop

kable(cardiac\_top\_disease, digits = 2, col.names = c("Cardiac condition", "Number of patients", "Percen

Cardiac condition	Number of patients	Percentage of patients
INTERMED CORONARY SYND	452	15.41
CONGESTIVE HEART FAILURE	268	9.14
CORONARY ATHEROSCLEROSIS	243	8.29
CHEST PAIN NOS	232	7.91
CEREBR ART OCC NO INFARC	119	4.06
CHEST PAIN NEC	110	3.75
SUBENDO INFRC-INIT EPISD	107	3.65
ATRIAL FIBRILLATION	102	3.48
INFER AMI NEC-INIT EPISD	81	2.76
SYNCOPE AND COLLAPSE	80	2.73

## Selecting by prop

kable(ortho\_top\_disease, digits = 2, col.names = c("Orthopedic condition", "Number of patients", "Perce

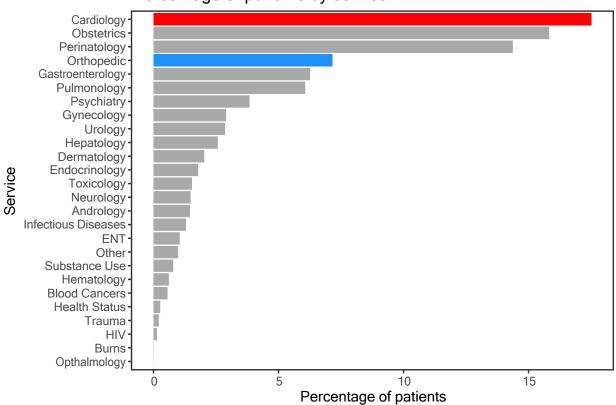
Orthopedic condition	Number of patients	Percentage of patients
LUMBAR DISC DISPLACEMENT	134	11.19
INTERTROCHANTERIC FX-CL	42	3.51
SECONDARY MALIG NEO BONE	40	3.34
LUMBOSACRAL SPONDYLOSIS	37	3.09
OLD DISRUPT ANT CRUCIATE	37	3.09
CERVICAL DISC DISPLACMNT	28	2.34
DIFFICULT WALK-PELVIS	26	2.17
SPINAL STENOSIS-LUMBAR	26	2.17
SPRAIN ROTATOR CUFF	26	2.17
OSTEOARTHROS NOS-L/LEG	22	1.84

#### Number of patients admitted for cardiac and orthopedic services

Service	Number of patients	Percentage of patients
Cardiology	2933	17.52
Orthopedic	1198	7.15

## Warning: The `<scale>` argument of `guides()` cannot be `FALSE`. Use "none" instead as ## of ggplot2 3.3.4.

## Percentage of patients by service



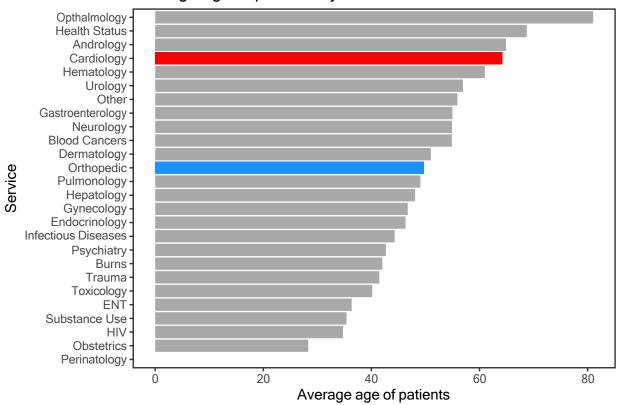
#### **Demographics of patient groups Age**

```
avg_age = omega_serv %>%
  group_by(SERVICE) %>%
  dplyr::summarise(avg_age = mean(AGE, na.rm = TRUE))

avg_age_co = avg_age %>%
  filter(SERVICE %in% c("Cardiology", "Orthopedic"))
kable(avg_age_co, digits = 2, col.names = c("Service", "Average age of patients"))
```

Service	Average age of patients
Cardiology	64.24
Orthopedic	49.72

## Average age of patients by service



#### Race

```
# cardio
cardio_race = omega_cardio %>%
    group_by(RACE) %>%
    dplyr::summarise(count = n())
cardio_race$perc = cardio_race$count/nrow(omega_cardio) * 100
kable(cardio_race, digits = 2, col.names = c("Race", "Number of patients", "Percentage of patients"))
```

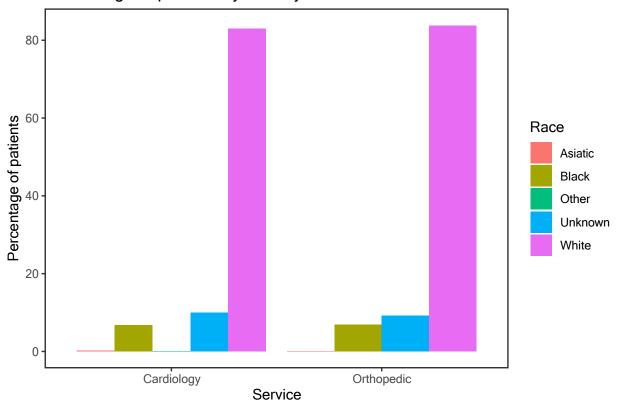
Race	Number of patients	Percentage of patients
ASIATIC	5	0.17
BLACK	199	6.78
OTHER	2	0.07
UNKNOWN	294	10.02
WHITE	2433	82.95

```
# ortho
ortho_race = omega_ortho %>%
    group_by(RACE) %>%
    dplyr::summarise(count = n())
ortho_race$perc = ortho_race$count/nrow(omega_ortho) * 100
kable(ortho_race, digits = 2, col.names = c("Race", "Number of patients", "Percentage of patients"))
```

Race	Number of patients	Percentage of patients
ASIATIC	1	0.08
BLACK	83	6.93
UNKNOWN	110	9.18
WHITE	1004	83.81

```
race = omega serv %>%
  filter(SERVICE %in% c("Cardiology", "Orthopedic")) %>%
  group_by(SERVICE, RACE) %>%
  dplyr::summarise(count = n())
## `summarise()` has grouped output by "SERVICE". You can override using the
## `.groups` argument.
race$perc = ifelse(race$SERVICE == "Cardiology", race$count/nrow(omega cardio) * 100, race$count/nrow
ggplot(data = race,
       mapping = aes(x = SERVICE, y = perc, fill = as. factor(RACE))) +
  geom_bar(stat = "identity", position = "dodge") +
  ggtitle("Percentage of patients by race by service") +
  xlab("Service") +
  ylab("Percentage of patients") +
  scale_fill_discrete(name = "Race", lab = c("Asiatic", "Black", "Other", "Unknown", "White")) +
  theme bw() +
  theme (panel. grid. major = element_blank(), panel. grid. minor = element_blank())
```

## Percentage of patients by race by service



## Gender

```
# cardio
cardio
cardio_gender = omega_cardio %>%
    group_by(SEX) %>%
    dplyr::summarise(count = n())
cardio_gender$perc = cardio_gender$count/nrow(omega_cardio) * 100
kable(cardio_gender, digits = 2, col.names = c("Gender", "Number of patients", "Percentage of patients")
```

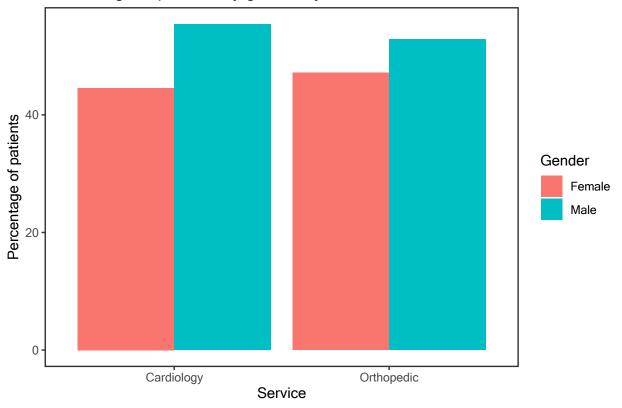
Gender	Number of patients	Percentage of patients
FEMALE	1307	44.56
MALE	1626	55.44

```
# ortho
ortho_gender = omega_ortho %>%
    group_by(SEX) %>%
    dplyr::summarise(count = n())
ortho_gender$perc = ortho_gender$count/nrow(omega_ortho) * 100
kable(ortho_gender, digits = 2, col.names = c("Gender", "Number of patients", "Percentage of patients")
```

Gender	Number of patients	Percentage of patients
FEMALE	565	47.16
MALE	633	52.84

```
gender = omega serv %>%
  filter(SERVICE %in% c("Cardiology", "Orthopedic")) %>%
  group by (SERVICE, SEX) %>%
  dplyr::summarise(count = n())
## `summarise()` has grouped output by "SERVICE". You can override using the
## `.groups` argument.
gender$perc = ifelse(gender$SERVICE == "Cardiology", gender$count/nrow(omega_cardio) * 100, gender$coun
ggplot(data = gender,
       mapping = aes(x = SERVICE, y = perc, fill = as. factor(SEX))) +
  geom_bar(stat = "identity", position = "dodge") +
  ggtitle("Percentage of patients by gender by service") +
  xlab("Service") +
  ylab("Percentage of patients") +
  scale_fill_discrete(name = "Gender", lab = c("Female", "Male")) +
  theme bw() +
  theme (panel. grid. major = element_blank(), panel. grid. minor = element_blank())
```

## Percentage of patients by gender by service



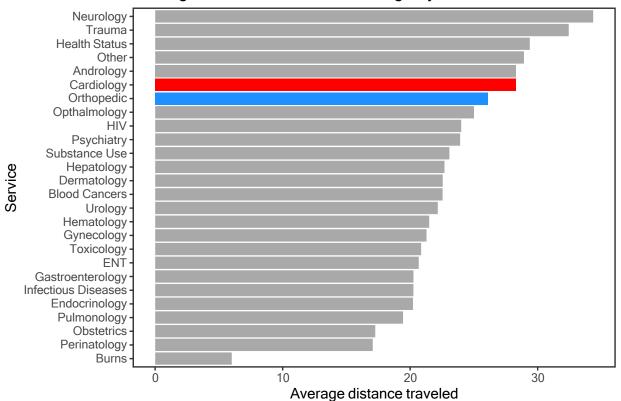
#### **Distance**

```
dist_filt = omega_serv %>% filter(DISTANCE < 65535)
avg_dist = omega_serv %>%
  filter(DISTANCE < 65535) %>%
  group_by(SERVICE) %>%
  dplyr::summarise(avg_dist = mean(DISTANCE, na.rm = TRUE))
```

```
avg_dist_co = avg_dist %>%
  filter(SERVICE %in% c("Cardiology", "Orthopedic"))
kable(avg_dist_co, digits = 2, col.names = c("Service", "Average distance traveled to Omega"))
```

Service	Average distance traveled to Omega
Cardiology	28.30
Orthopedic	26.11

## Average distance traveled to Omega by service



#### Relevant admission/discharge data Admission

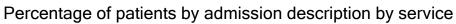
```
# cardio
cardio_adm = omega_cardio %>%
    group_by(ADM_SVC_DESCRIPT) %>%
    dplyr::summarise(count = n())
cardio_adm$perc = cardio_adm$count/nrow(omega_cardio) * 100
kable(cardio_adm, digits = 2, col.names = c("Admission description", "Number of patients", "Percentage")
```

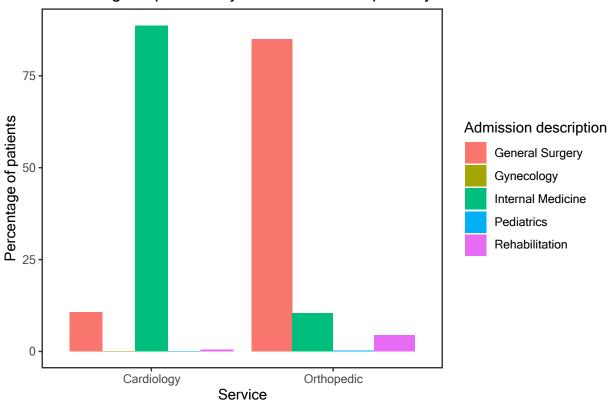
Number of patients	Percentage of patients
314	10.71
1	0.03
2602	88.71
1	0.03
15	0.51
	314 1 2602 1

```
# ortho
ortho_adm = omega_ortho %>%
    group_by(ADM_SVC_DESCRIPT) %>%
    dplyr::summarise(count = n())
ortho_adm$perc = ortho_adm$count/nrow(omega_ortho) * 100
kable(ortho_adm, digits = 2, col.names = c("Admission description", "Number of patients", "Percentage o
```

Admission description	Number of patients	Percentage of patients
GENERAL SURGERY	1018	84.97
INTERNAL MEDICINE	125	10.43
PEDIATRICS	2	0.17
REHABILITATION	53	4.42

```
adm = omega serv %>%
  filter(SERVICE %in% c("Cardiology", "Orthopedic")) %>%
  group by (SERVICE, ADM SVC DESCRIPT) %>%
  dplyr::summarise(count = n())
## `summarise()` has grouped output by "SERVICE". You can override using the
## `.groups` argument.
adm$perc = ifelse(adm$SERVICE == "Cardiology", adm$count/nrow(omega cardio) * 100, adm$count/nrow(omega
ggplot (data = adm,
       mapping = aes(x = SERVICE, y = perc, fill = as.factor(ADM_SVC_DESCRIPT))) +
  geom_bar(stat = "identity", position = "dodge") +
  ggtitle ("Percentage of patients by admission description by service") +
  xlab("Service") +
  ylab("Percentage of patients") +
  scale fill discrete(name = "Admission description", lab = c("General Surgery", "Gynecology", "Interna
  theme bw() +
  theme (panel. grid. major = element_blank(), panel. grid. minor = element_blank())
```





#### **Discharge**

```
# cardio
cardio_disch = omega_cardio %>%
    group_by(DIS_SVC_DESCRIPT) %>%
    dplyr::summarise(count = n())
cardio_disch$perc = cardio_disch$count/nrow(omega_cardio) * 100
kable(cardio_disch, digits = 2, col.names = c("Discharge description", "Number of patients", "Percentag")
```

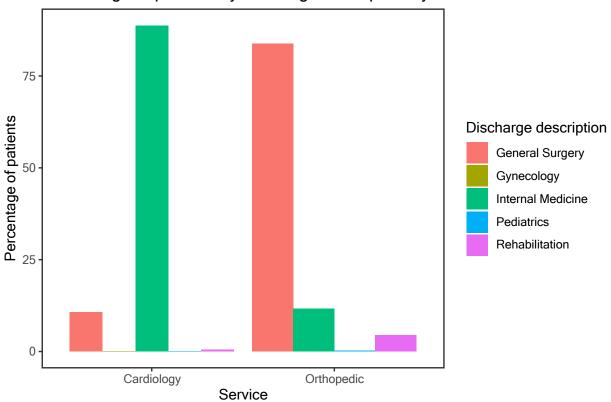
Discharge description	Number of patients	Percentage of patients
GENERAL SURGERY	313	10.67
GYNECOLOGY	1	0.03
INTERNAL MEDICINE	2603	88.75
PEDIATRICS	1	0.03
REHABILITATION	15	0.51

```
# ortho
ortho_disch = omega_ortho %>%
    group_by(DIS_SVC_DESCRIPT) %>%
    dplyr::summarise(count = n())
ortho_disch$perc = ortho_disch$count/nrow(omega_ortho) * 100
kable(ortho_disch, digits = 2, col.names = c("Discharge description", "Number of patients", "Percentage")
```

Discharge description	Number of patients	Percentage of patients
GENERAL SURGERY	1003	83.72
INTERNAL MEDICINE	140	11.69
PEDIATRICS	2	0.17
REHABILITATION	53	4.42

```
disch = omega serv %>%
  filter(SERVICE %in% c("Cardiology", "Orthopedic")) %>%
  group by (SERVICE, DIS SVC DESCRIPT) %>%
  dplyr::summarise(count = n())
## `summarise()` has grouped output by "SERVICE". You can override using the
## `.groups` argument.
disch$perc = ifelse(disch$SERVICE == "Cardiology", disch$count/nrow(omega_cardio) * 100, disch$count/nr
ggplot (data = disch,
       mapping = aes(x = SERVICE, y = perc, fill = as.factor(DIS_SVC_DESCRIPT))) +
  geom_bar(stat = "identity", position = "dodge") +
  ggtitle ("Percentage of patients by discharge description by service") +
  xlab("Service") +
  ylab("Percentage of patients") +
  scale fill discrete(name = "Discharge description", lab = c("General Surgery", "Gynecology", "Interna
  theme bw() +
  theme (panel. grid. major = element_blank(), panel. grid. minor = element_blank())
```





#### Disposition

```
# cardio
cardio_disp = omega_cardio %>%
    group_by(DISPOSTN_DESCRIPT) %>%
    dplyr::summarise(count = n())
cardio_disp$perc = cardio_disp$count/nrow(omega_cardio) * 100
kable(cardio_disp, digits = 2, col.names = c("Disposition description", "Number of patients", "Percenta")
```

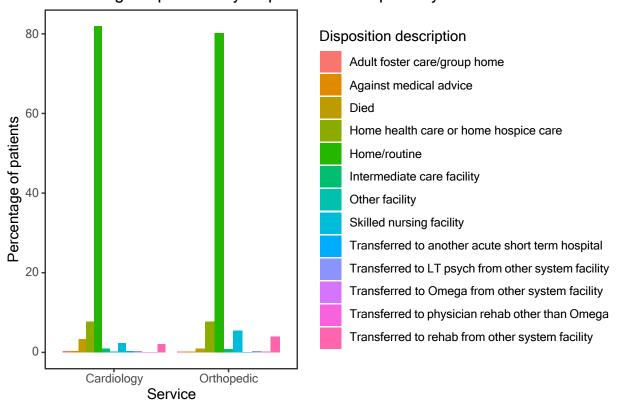
Disposition description	Number of patients	Percentage of patients
ADULT FOSTER CARE/GROUP HOME	9	0.31
AGAINST MEDICAL ADVICE	10	0.34
DIED	99	3.38
HOME HEALTH CARE OR HOME HOSPICE CARE	228	7.77
HOME/ROUTINE	2401	81.86
INTERMEDIATE CARE FACILITY	29	0.99
OTHER FACILITY (EG PRISON)	7	0.24
SKILLED NURSING FACILITY	67	2.28
TRANSFERRED TO ANOTHER ACUTE SHORT	9	0.31
TERM HOSPITAL		
TRANSFERRED TO LT PSYCH FROM OTHER	10	0.34
SYSTEM FACILITY		
TRANSFERRED TO OMEGA FROM OTHER	1	0.03
SYSTEM FACILITY		
TRANSFERRED TO PHYSICIAN REHAB OTHER	3	0.10
THAN OMEGA		
TRANSFERRED TO REHAB FROM OTHER	60	2.05
SYSTEM FACILITY		

```
# ortho
ortho_disp = omega_ortho %>%
    group_by(DISPOSTN_DESCRIPT) %>%
    dplyr::summarise(count = n())
ortho_disp$perc = ortho_disp$count/nrow(omega_ortho) * 100
kable(ortho_disp, digits = 2, col.names = c("Disposition description", "Number of patients", "Percentag")
```

Disposition description	Number of patients	Percentage of patients
ADULT FOSTER CARE/GROUP HOME	2	0.17
AGAINST MEDICAL ADVICE	2	0.17
DIED	12	1.00
HOME HEALTH CARE OR HOME HOSPICE CARE	92	7.68
HOME/ROUTINE	960	80.13
INTERMEDIATE CARE FACILITY	10	0.83
SKILLED NURSING FACILITY	65	5.43
TRANSFERRED TO ANOTHER ACUTE SHORT	1	0.08
TERM HOSPITAL		
TRANSFERRED TO LT PSYCH FROM OTHER	4	0.33
SYSTEM FACILITY		
TRANSFERRED TO PHYSICIAN REHAB OTHER	3	0.25
THAN OMEGA		
TRANSFERRED TO REHAB FROM OTHER	47	3.92
SYSTEM FACILITY		

```
disp = omega serv %>%
  filter(SERVICE %in% c("Cardiology", "Orthopedic")) %>%
  group by (SERVICE, DISPOSTN DESCRIPT) %>%
  dplyr::summarise(count = n())
## `summarise()` has grouped output by "SERVICE". You can override using the
## `.groups` argument.
disp$perc = ifelse(disp$SERVICE == "Cardiology", disp$count/nrow(omega_cardio) * 100, disp$count/nrow
ggplot(data = disp,
       mapping = aes(x = SERVICE, y = perc, fill = as.factor(DISPOSTN DESCRIPT))) +
  geom_bar(stat = "identity", position = "dodge") +
  ggtitle ("Percentage of patients by disposition description by service") +xlab ("Service")
  ylab("Percentage of patients") +
  scale_fill_discrete(name = "Disposition description",
                      lab = c("Adult foster care/group home",
                               "Against medical advice",
                               "Died",
                              "Home health care or home hospice care",
                              "Home/routine",
                              "Intermediate care facility",
                              "Other facility",
                              "Skilled nursing facility",
                              "Transferred to another acute short term hospital",
                              "Transferred to LT psych from other system facility",
                              "Transferred to Omega from other system facility",
                              "Transferred to physician rehab other than Omega",
                              "Transferred to rehab from other system facility")) +
  theme bw() +
  theme (panel. grid. major = element blank(), panel. grid. minor = element blank())
```

## Percentage of patients by disposition description by service



```
avg_los = omega_serv %>%
  group_by(SERVICE) %>%
  dplyr::summarise(avg_los = mean(LOS, na.rm = TRUE))

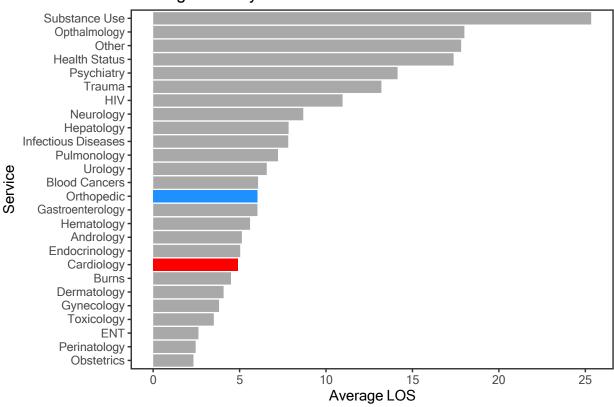
avg_los_co = avg_los %>%
  filter(SERVICE %in% c("Cardiology", "Orthopedic"))
kable(avg_los_co, digits = 2, col.names = c("Service", "Average LOS"))
```

#### LOS information

Service	Average LOS
Cardiology	4.90
Orthopedic	6.04

```
geom_hline(yintercept = mean(omega_serv$LOS), 1ty = 2)
```

## Average LOS by service



#### II. Intensity/utilization indicators

```
dist_filt = omega_serv %>% filter(DISTANCE < 65535)
avg_dist = omega_serv %>%
    group_by(SERVICE) %>%
    filter(DISTANCE < 65535) %>%
    dplyr::summarise(avg_dist = mean(DISTANCE, na.rm = TRUE))

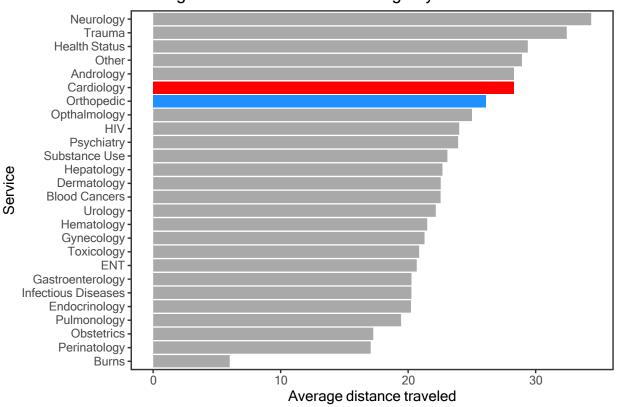
avg_dist_co = avg_dist %>%
    filter(SERVICE %in% c("Cardiology", "Orthopedic"))
kable(avg_dist_co, digits = 2, col.names = c("Service", "Average distance traveled to Omega"))
```

# Reputation: how far do these patients travel to receive cardiac and orthopedic services compared to other services?

Service	Average distance traveled to Omega
Cardiology Orthopedic	28.30 26.11

```
ggtitle("Average distance traveled to Omega by service") +
xlab("Service") +
ylab("Average distance traveled") +
scale_fill_manual(values = c(rep("darkgrey", 3), "red", rep("darkgrey", 13), "dodgerblue", rep("darkg
guides(fill = FALSE) +
coord_flip() +
theme_bw() +
theme(panel.grid.major = element_blank(), panel.grid.minor = element_blank()) +
geom_hline(yintercept = mean(dist_filt$DISTANCE), lty = 2)
```

## Average distance traveled to Omega by service



#### **Death rate Within 48 hours**

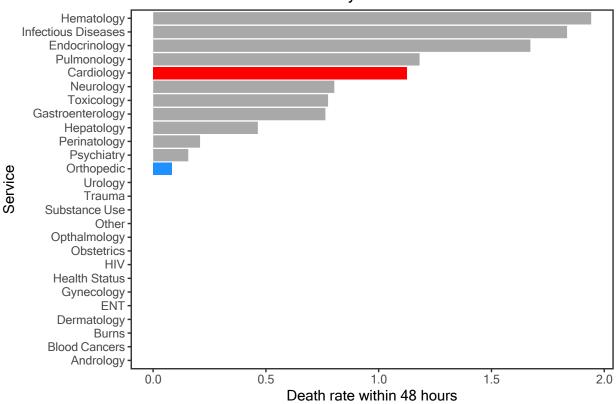
```
omega_serv$DIED_WI_48 = ifelse(omega_serv$DIED_WI_48 == 1, 1, 0)

dw48 = omega_serv %>%
    group_by(SERVICE) %>%
    dplyr::summarise(dw48 = mean(DIED_WI_48, na.rm = TRUE)*100)

dw48_co = dw48 %>%
    filter(SERVICE %in% c("Cardiology", "Orthopedic"))
kable(dw48_co, digits = 2, col.names = c("Service", "Death rate within 48 hours"))
```

Service	Death rate within 48 hours
Cardiology	1.13
Orthopedic	0.08

## Death rate within 48 hours by service



#### In OR

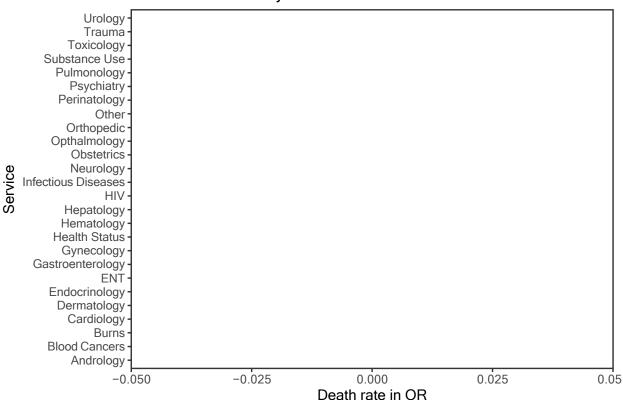
```
omega_serv$DIED_IN_OR = ifelse(omega_serv$DIED_IN_OR == 1, 1, 0)

dor = omega_serv %>%
    group_by(SERVICE) %>%
    dplyr::summarise(dor = mean(DIED_IN_OR, na.rm = TRUE)*100)

dor_co = dor %>%
    filter(SERVICE %in% c("Cardiology", "Orthopedic"))
kable(dor_co, digits = 2, col.names = c("Service", "Death rate in OR"))
```

Service	Death rate in OR
Cardiology	0
Orthopedic	0

## Death rate in OR by service



#### Post-operative

```
omega_serv$DIED_PSTOP = ifelse(omega_serv$DIED_PSTOP == 1, 1, 0)

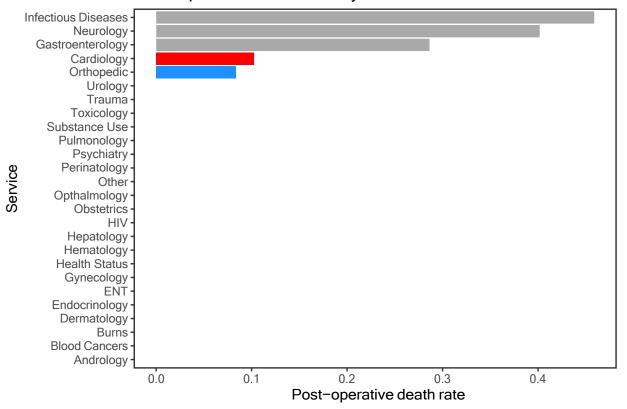
pstop = omega_serv %>%
   group_by(SERVICE) %>%
   dplyr::summarise(pstop = mean(DIED_PSTOP, na.rm = TRUE)*100)

pstop_co = pstop %>%
   filter(SERVICE %in% c("Cardiology", "Orthopedic"))
```

```
kable(pstop_co, digits = 2, col.names = c("Service", "Post-operative death rate"))
```

Service	Post-operative death rate
Cardiology	0.10
Orthopedic	0.08

## Post-operative death rate by service



#### On arrival

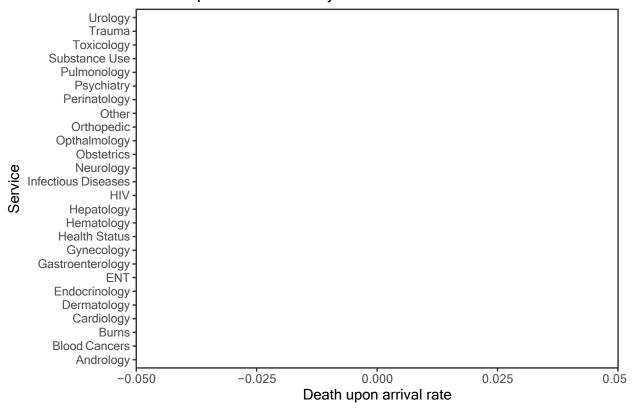
```
omega_serv$DOA = ifelse(omega_serv$DOA == 1, 1, 0)

doa = omega_serv %>%
   group_by(SERVICE) %>%
   dplyr::summarise(doa = mean(DOA, na.rm = TRUE)*100)
```

```
doa_co = doa %>%
  filter(SERVICE %in% c("Cardiology", "Orthopedic"))
kable(doa_co, digits = 2, col.names = c("Service", "Death rate on arrival"))
```

Service	Death rate on arrival
Cardiology	0
Orthopedic	0

## Death upon arrival rate by service



#### in ER

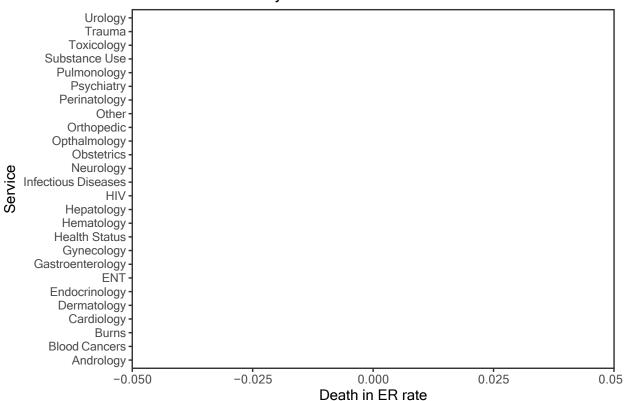
```
omega_serv$ER_DEATH = ifelse(omega_serv$ER_DEATH == 1, 1, 0)
er = omega_serv %>%
```

```
group_by(SERVICE) %>%
  dplyr::summarise(er = mean(ER_DEATH, na.rm = TRUE)*100)

er_co = er %>%
  filter(SERVICE %in% c("Cardiology", "Orthopedic"))
kable(er_co, digits = 2, col.names = c("Service", "Death in ER rate"))
```

Service	Death in ER rate
Cardiology	0
Orthopedic	0

## Death in ER rate by service



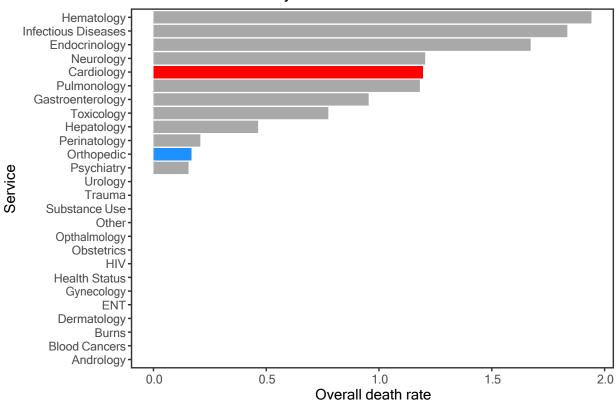
#### **Overall**

```
omega_serv$DEATH = ifelse(omega_serv$DIED_IN_OR == 1 | omega_serv$DIED_PSTOP == 1 | omega_serv$DIED_WI_
death = omega_serv %>%
    group_by(SERVICE) %>%
    dplyr::summarise(death = mean(DEATH, na.rm = TRUE)*100)

death_co = death %>%
    filter(SERVICE %in% c("Cardiology", "Orthopedic"))
kable(death_co, digits = 2, col.names = c("Service", "Overall death rate"))
```

Service	Overall death rate
Cardiology	1.19
Orthopedic	0.17

## Overall death rate by service



```
omega_serv$TEACH_SVC = ifelse(omega_serv$TEACH_SVC == "TEACHING", 1, 0)

teach = omega_serv %>%
    group_by(SERVICE) %>%
    dplyr::summarise(teach = mean(TEACH_SVC)*100)

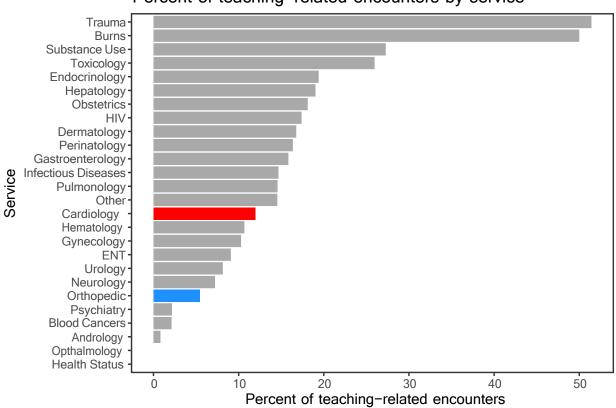
teach_co = teach %>%
    filter(SERVICE %in% c("Cardiology", "Orthopedic"))
kable(teach_co, digits = 2, col.names = c("Service", "Percent of teaching-related encounters"))
```

## Percent of encounters where service provided was teaching-related

Service	Percent of teaching-related encounters
Cardiology	11.97
Orthopedic	5.43

```
coord_flip() +
theme_bw() +
theme(panel.grid.major = element_blank(), panel.grid.minor = element_blank()) +
geom_hline(yintercept = mean(omega_serv$TEACH_SVC, na.rm = TRUE)*100, lty = 2)
```

## Percent of teaching-related encounters by service



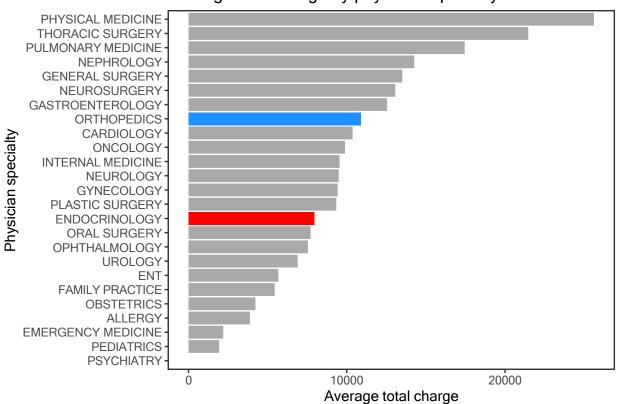
```
physician = omega_serv %>%
   group_by(PHYS_A_SPC_DESCRIPT) %>%
   dplyr::summarise(avg.charge = mean(TOT_CHARGE, na.rm = TRUE))
phys_co = physician %>%
   filter(PHYS_A_SPC_DESCRIPT %in% c("CARDIOLOGY", "ORTHOPEDICS"))
kable(phys_co, digits = 2, col.names = c("Physician specialty", "Average total charge"))
```

#### Physician/surgeon information (e.g., admitting physician, specialty type, operating surgeon)

Physician specialty	Average total charge
CARDIOLOGY	10367.52
ORTHOPEDICS	10884.38

```
scale_fill_manual(values = c(rep("darkgrey", 3), "red", rep("darkgrey", 13), "dodgerblue", rep("darkg
guides(fill = FALSE) +
coord_flip() +
theme_bw() +
theme(panel.grid.major = element_blank(), panel.grid.minor = element_blank()) +
geom_hline(yintercept = mean(omega_serv$TOT_CHARGE, na.rm = TRUE), lty = 2)
```

## Average total charge by physician specialty



```
omega_serv$REQ_EXT_REV = ifelse(omega_serv$EXT_REV > 0, 1, 0)

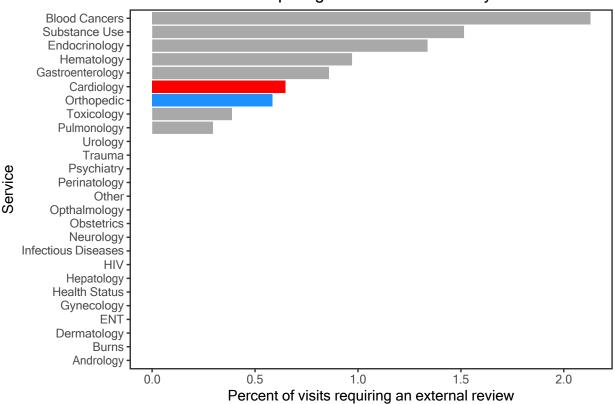
ext_rev = omega_serv %>%
   group_by(SERVICE) %>%
   dplyr::summarise(ext_rev = mean(EXT_REV)*100)

ext_rev_co = ext_rev %>%
   filter(SERVICE %in% c("Cardiology", "Orthopedic"))
kable(ext_rev_co, digits = 2, col.names = c("Service", "Percent of visits requiring external review"))
```

#### Percent of visits requiring an external review

Service	Percent of visits requiring external review
Cardiology	0.65
Orthopedic	0.58

## Percent of visits requiring an external review by service



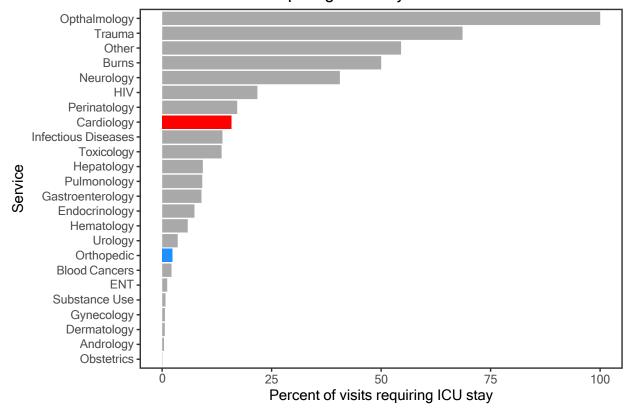
```
omega_crit = omega[,c("PAT_NO", "ADM_DATE", "DIS_DATE", "SERVICE")]
crit = merge(crit, omega_crit, by = c("PAT_NO", "ADM_DATE", "DIS_DATE"), all.x = TRUE)
crit_num = crit %>%
    group_by(SERVICE) %>%
    dplyr::summarise(num = n())
omega_num = omega %>% group_by(SERVICE) %>% dplyr::summarise(count = n())
crit_count = merge(crit_num, omega_num, by = "SERVICE")
crit_count$prop = crit_count$num/crit_count$count * 100
crit_count = na. omit(crit_count)
```

```
filter(SERVICE %in% c("Cardiology", "Orthopedic")) %>%
  select("SERVICE", "prop")
kable(crit_count_co, digits = 2, col.names = c("Service", "Percent of visits with ICU stay"))
```

#### ICU/CCU information

Service	Percent of visits with ICU stay
Cardiology	15.79
Orthopedic	2.34

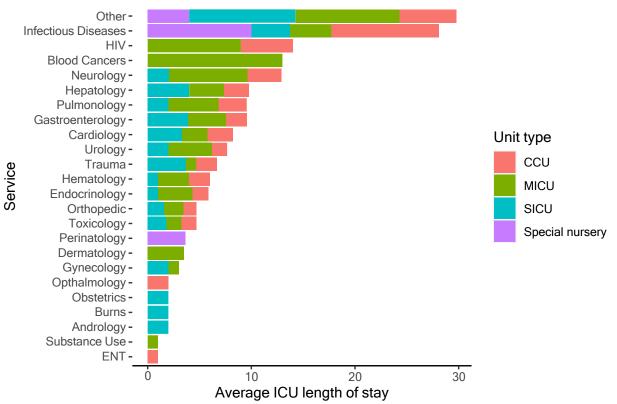
## Percent of visits requiring ICU stay



```
new_omega = crit %>% inner_join(omega_serv)
## Joining, by = c("PAT NO", "ADM DATE", "DIS DATE", "SERVICE")
```

```
CCU COUNTS = table (new omega$ICU) / nrow (new omega) *100
plot = new omega %>%
  group by (SERVICE, ICU) %>%
  dplyr::summarise(avg ICU LOS = mean(ICU LOS)) %>%
  arrange (desc (avg ICU LOS))
## `summarise()` has grouped output by "SERVICE". You can override using the
## `.groups` argument.
total_length = plot %>% group_by(SERVICE) %>% dplyr::summarise(tot = sum(avg_ICU_LOS))
plot = merge(plot, total length, by = "SERVICE")
plot %>%
  ggplot(aes(x = reorder(SERVICE, tot), y = avg_ICU_LOS, fill = ICU)) +
  coord flip() +
  geom_bar(stat = "identity")+
   labs(x = "Service", y = "Average ICU length of stay", title = "Average length of stay by service in
    theme (panel. background = element blank(),
        panel. grid. major = element_blank(),
        panel. grid. minor = element_blank(),
        axis.line = element line(colour = "black"),
        legend. background = element rect(fill = "white"),
        legend.position = "right") +
  scale_fill_discrete(name = "Unit type", lab = c("CCU", "MICU", "SICU", "Special nursery"))
```

## Average length of stay by service in the ICU



Principal operations performed on each group Top 10 operations for each service

## Selecting by prop

kable(cardiac\_top\_op, digits = 2, col.names = c("Cardiac operation", "Number of patients", "Percentage

Cardiac operation	Number of patients	Percentage of patients
PTCA-1 VESSEL NO LYSIS	455	15.51
LEFT HEART CARDIAC CATH	309	10.54
DX ULTRASOUND-HEART	246	8.39
C.A.T. SCAN OF HEAD	190	6.48
PTCA-MULTIPLE VESSELS	81	2.76
CARDIAC ELECTRPHYS STUDY	74	2.52
INSERT IV LEAD-ATR&VENT	55	1.88
DX ULTRASOUND-VASCULAR	54	1.84
RT/LEFT HEART CARD CATH	52	1.77
CONTR CEREBR ARTERIOGRAM	51	1.74

## Selecting by prop

kable (ortho\_top\_op, digits = 2, col.names = c ("Orthopedic operation", "Number of patients", "Percentage

Orthopedic operation	Number of patients	Percentage of patients
IV DISC EXCISION	192	16.03
SPINAL CANAL EXPLOR NEC	76	6.34
OPEN REDUC-INT FIX FEMUR	70	5.84
OP RED-INT FIX TIB/FIBUL	61	5.09
CRUCIATE LIG REPAIR NEC	58	4.84
EXCIS DEBRIDEMENT WOUND	32	2.67
SHOULDER ARTHROPLAST NEC	27	2.25
BONE SCAN	19	1.59
OP RED-INT FIX RAD/ULNA	17	1.42
C.A.T. SCAN OF HEAD	16	1.34

#### Number of patients with operations

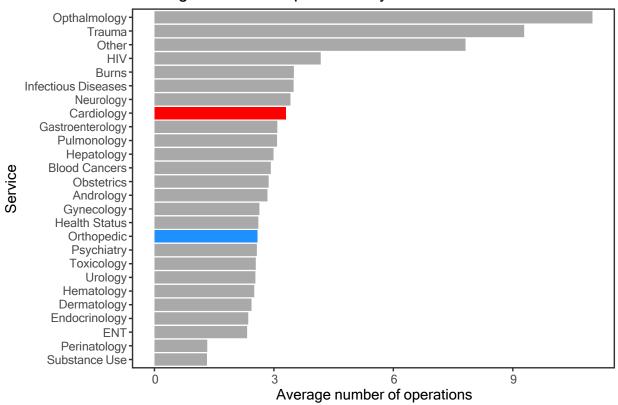
```
num_op = omega %>%
    filter(SERVICE %in% c("Cardiology", "Orthopedic")) %>%
    group_by(SERVICE) %>%
    dplyr::summarise(num_op = sum(!is.na(OP_DESC)))
num_op$prop = ifelse(num_op$SERVICE == "Cardiology", num_op$num_op/nrow(omega_cardio)*100, num_op$num_op kable(num_op, digits = 2, col.names = c("Service", "Number of patients having operations", "Percentage")
```

Service	Number of patients having operations	Percentage of patients having operations
Cardiology	2315	78.93
Orthopedic	1092	91.15

#### Average number of operations performed

```
ome_px_service = merge(ome_px, omega, by = c("PAT_NO", "ADM_DATE", "DIS_DATE"), all.x = TRUE)
ome px first = ome px service[ome px service$OCCURRENCE == 1,]
avg op = ome px first %>%
  filter(!is.na(SERVICE)) %>%
  group_by(SERVICE) %>%
  dplyr::summarise(total = sum(TOT NO OPS),
                   count = n()) \% \%
  mutate (avg op = total/count) %>%
  select (SERVICE, avg op)
ggplot(data = avg_op,
       mapping = aes(x = reorder(SERVICE, avg op), y = avg op, fill = SERVICE)) +
  geom bar(stat = "identity") +
  ggtitle("Average number of operations by service") +
  xlab("Service") +
  ylab("Average number of operations") +
  scale fill manual (values = c (rep ("darkgrey", 3), "red", rep ("darkgrey", 13), "dodgerblue", rep ("darkgrey", 13)
  guides (fill = FALSE) +
  coord flip() +
  theme bw() +
  theme(panel.grid.major = element_blank(), panel.grid.minor = element_blank())
```

## Average number of operations by service



## III. Finanical viability

```
omega_serv$PROFIT = omega_serv$TOT_PAY - omega_serv$TOT_COST

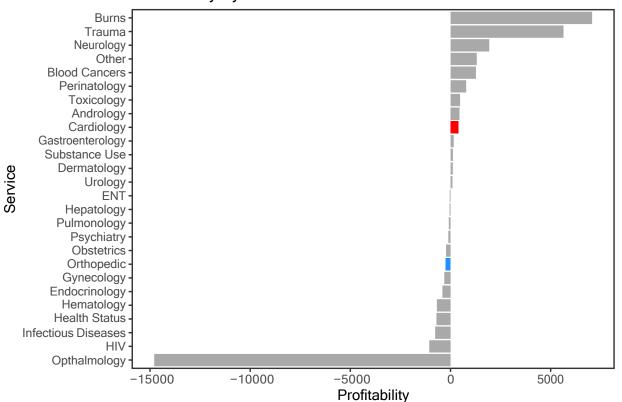
profit = omega_serv %>%
    group_by(SERVICE) %>%
    dplyr::summarise(avg_prof = mean(PROFIT, na.rm = TRUE))

profit_co = profit %>%
    filter(SERVICE %in% c("Cardiology", "Orthopedic"))
kable(profit_co, digits = 2, col.names = c("Service", "Profitability"))
```

#### Profitability of patients from cardiac and orthopedic services

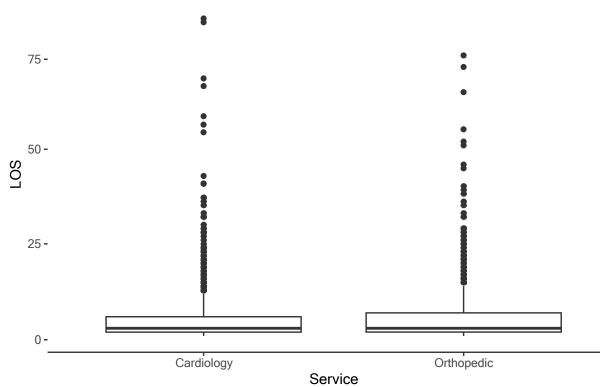
```
scale_fill_manual(values = c(rep("darkgrey", 3), "red", rep("darkgrey", 13), "dodgerblue", rep("darkg
guides(fill = FALSE) +
coord_flip() +
theme_bw() +
theme(panel.grid.major = element_blank(), panel.grid.minor = element_blank()) +
geom_hline(yintercept = mean(omega_serv$PROFIT, na.rm = TRUE), lty = 2)
```

## Profitability by service



```
omega_co = subset(omega, SERVICE %in% c("Cardiology", "Orthopedic"))
ggplot(omega_co, aes(x = SERVICE, y = LOS)) +
   geom_boxplot() +
   theme_bw() +
   ggtitle("LOS by service: Cardiology and Orthopedic") +
   xlab("Service") +
   theme(panel.grid.major = element_blank(), panel.grid.minor = element_blank())
```

## LOS by service: Cardiology and Orthopedic



#### LOS outlier rates

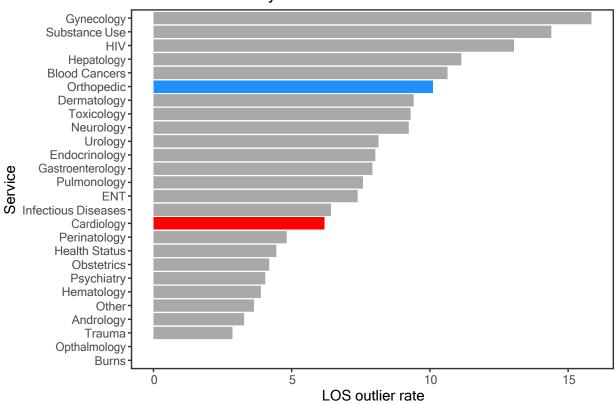
```
los_outlier_i = omega_serv %>%
  group_by(SERVICE) %>%
  mutate(OUTLIER = ifelse(LOS > quantile(LOS, 0.75) + 1.5*IQR(LOS) | LOS < quantile(LOS, 0.25) - 1.5*IQ
los_outlier = los_outlier_i %>%
  group_by(SERVICE) %>%
  dplyr::summarise(lor = mean(OUTLIER)*100)

los_outlier_co = los_outlier %>%
  filter(SERVICE %in% c("Cardiology", "Orthopedic"))
kable(los_outlier_co, digits = 2, col.names = c("Service", "LOS outlier rate"))
```

Service	LOS outlier rate
Cardiology	6.17
Orthopedic	10.10

```
theme(panel.grid.major = element_blank(), panel.grid.minor = element_blank()) + geom_hline(yintercept = mean(los_outlier_i$OUTLIER, na.rm = TRUE)*100, lty = 2)
```

## LOS outlier rate by service



#### payer mix MAJOR PAYOR

```
cardio_major = omega_cardio %>%
   group_by(MAJOR_PAY) %>%
   dplyr::summarise(count = n())
cardio_major$perc = cardio_major$count/nrow(omega_cardio) * 100
kable(cardio_major, digits = 2, col.names = c("Major payor", "Number of patients", "Percentage of patients")
```

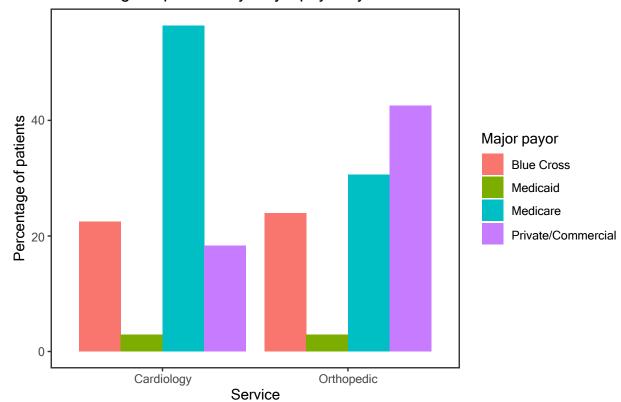
Major payor	Number of patients	Percentage of patients
BLUE_CROSS	658	22.43
MEDICAID	84	2.86
MEDICARE	1655	56.43
PRIV/COMM	536	18.27

```
ortho_major = omega_ortho %>%
  group_by(MAJOR_PAY) %>%
  dplyr::summarise(count = n())
ortho_major$perc = ortho_major$count/nrow(omega_ortho) * 100
kable(ortho_major, digits = 2, col.names = c("Major payor", "Number of patients", "Percentage of patients")
```

Major payor	Number of patients	Percentage of patients
BLUE_CROSS	287	23.96
MEDICAID	35	2.92
MEDICARE	366	30.55
PRIV/COMM	510	42.57

```
major = omega serv %>%
  filter(SERVICE %in% c("Cardiology", "Orthopedic")) %>%
  group by (SERVICE, MAJOR PAY) %>%
  dplyr::summarise(count = n())
## `summarise()` has grouped output by "SERVICE". You can override using the
## `.groups` argument.
major$perc = ifelse(major$SERVICE == "Cardiology", major$count/nrow(omega cardio) * 100, major$count/nr
ggplot (data = major,
       mapping = aes (x = SERVICE, y = perc, fill = as. factor(MAJOR PAY))) +
  geom_bar(stat = "identity", position = "dodge") +
  ggtitle ("Percentage of patients by major payor by service") +
  xlab("Service") +
  ylab("Percentage of patients") +
  scale_fill_discrete(name = "Major payor", lab = c("Blue Cross", "Medicaid", "Medicare", "Private/Comm
  theme bw() +
  theme (panel. grid. major = element_blank(), panel. grid. minor = element_blank())
```

## Percentage of patients by major payor by service



#### **PRIMARY PAYOR**

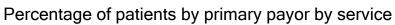
```
cardio_primary = omega_cardio %>%
   group_by(PRIM_PAY) %>%
   dplyr::summarise(count = n())
cardio_primary$perc = cardio_primary$count/nrow(omega_cardio) * 100
kable(cardio_primary, digits = 2, col.names = c("Primary payor", "Number of patients", "Percentage of p
```

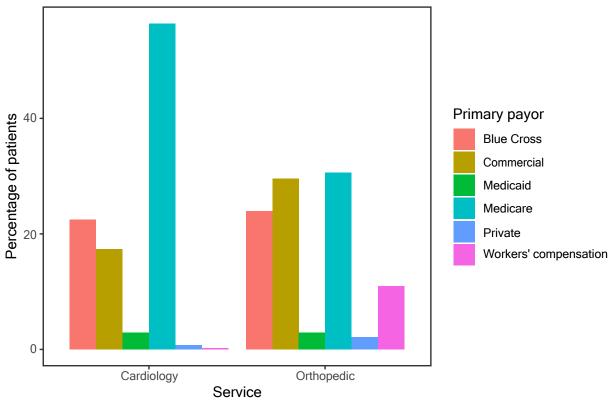
Primary payor	Number of patients	Percentage of patients
BLUE_CROSS	658	22.43
COMMERCIAL	508	17.32
MEDICAID	84	2.86
MEDICARE	1655	56.43
PRIVATE	22	0.75
WORK_COMP	6	0.20

```
ortho_primary = omega_ortho %>%
   group_by(PRIM_PAY) %>%
   dplyr::summarise(count = n())
ortho_primary$perc = ortho_primary$count/nrow(omega_ortho) * 100
kable(ortho_primary, digits = 2, col.names = c("Primary payor", "Number of patients", "Percentage of pa
```

Primary payor	Number of patients	Percentage of patients
BLUE_CROSS	287	23.96
COMMERCIAL	354	29.55
MEDICAID	35	2.92
MEDICARE	366	30.55
PRIVATE	25	2.09
WORK_COMP	131	10.93

```
primary = omega_serv %>%
  filter(SERVICE %in% c("Cardiology", "Orthopedic")) %>%
  group_by(SERVICE, PRIM_PAY) %>%
  dplyr::summarise(count = n())
## `summarise()` has grouped output by "SERVICE". You can override using the
## `.groups` argument.
primary$perc = ifelse(primary$SERVICE == "Cardiology", primary$count/nrow(omega_cardio) * 100, primary$
ggplot(data = primary,
       mapping = aes(x = SERVICE, y = perc, fill = as. factor(PRIM_PAY))) +
  geom_bar(stat = "identity", position = "dodge") +
  ggtitle("Percentage of patients by primary payor by service") +
  xlab("Service") +
  ylab("Percentage of patients") +
  scale_fill_discrete(name = "Primary payor", lab = c("Blue Cross", "Commercial", "Medicaid", "Medicare
  theme bw() +
  theme (panel. grid. major = element blank(), panel. grid. minor = element blank())
```





#### **SECONDARY PAYOR**

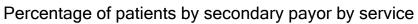
```
cardio_secondary = omega_cardio %>%
  group_by(SEC_PAY) %>%
  dplyr::summarise(count = n())
cardio_secondary$perc = cardio_secondary$count/nrow(omega_cardio) * 100
kable(cardio_secondary, digits = 2, col.names = c("Secondary payor", "Number of patients", "Percentage")
```

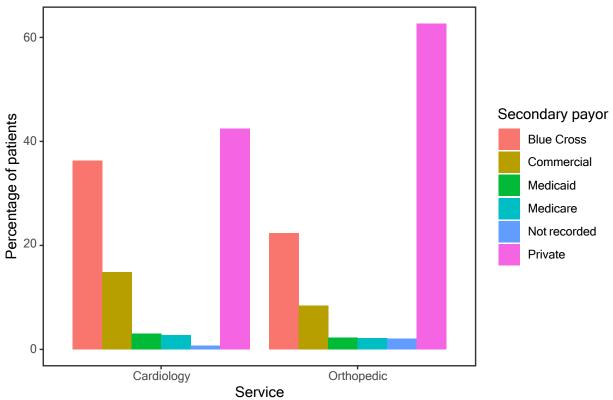
Secondary payor	Number of patients	Percentage of patients
BLUE_CROSS	1063	36.24
COMMERCIAL	435	14.83
MEDICAID	88	3.00
MEDICARE	81	2.76
NOT_RECORD	21	0.72
PRIVATE	1245	42.45

```
ortho_secondary = omega_ortho %>%
   group_by(SEC_PAY) %>%
   dplyr::summarise(count = n())
ortho_secondary$perc = ortho_secondary$count/nrow(omega_ortho) * 100
kable(ortho secondary, digits = 2, col.names = c("Secondary payor", "Number of patients", "Percentage ortho")
```

Secondary payor	Number of patients	Percentage of patients
BLUE_CROSS	268	22.37
COMMERCIAL	101	8.43
MEDICAID	27	2.25
MEDICARE	26	2.17
NOT_RECORD	25	2.09
PRIVATE	751	62.69

```
secondary = omega_serv %>%
  filter(SERVICE %in% c("Cardiology", "Orthopedic")) %>%
  group_by(SERVICE, SEC_PAY) %>%
  dplyr::summarise(count = n())
## `summarise()` has grouped output by "SERVICE". You can override using the
## `.groups` argument.
secondary$perc = ifelse(secondary$SERVICE == "Cardiology", secondary$count/nrow(omega_cardio) * 100, se
ggplot(data = secondary,
       mapping = aes(x = SERVICE, y = perc, fill = as. factor(SEC_PAY))) +
  geom bar(stat = "identity", position = "dodge") +
  ggtitle("Percentage of patients by secondary payor by service") +
  xlab("Service") +
  ylab("Percentage of patients") +
  scale_fill_discrete(name = "Secondary payor", lab = c("Blue Cross", "Commercial", "Medicaid", "Medica
  theme bw() +
  theme (panel. grid. major = element blank(), panel. grid. minor = element blank())
```





```
cardio_admtype = omega_cardio %>%
  group_by(ADM_TYPE) %>%
  filter(ADM_TYPE != 0) %>%
  dplyr::summarise(count = n())
cardio_admtype$perc = cardio_admtype$count/nrow(omega_cardio) * 100
kable(cardio_admtype, digits = 2, col.names = c("Admission type", "Number of patients", "Percentage of
```

#### Rates of emergent vs. elective care

Admission type	Number of patients	Percentage of patients
ELECTIVE	288	9.82
EMERGENT	2644	90.15

```
ortho_admtype = omega_ortho %>%
   group_by(ADM_TYPE) %>%
   filter(ADM_TYPE != 0) %>%
   dplyr::summarise(count = n())
ortho_admtype$perc = ortho_admtype$count/nrow(omega_ortho) * 100
kable(ortho_admtype, digits = 2, col.names = c("Admission type", "Number of patients", "Percentage of p
```

Admission type	Number of patients	Percentage of patients
ELECTIVE	661	55.18
EMERGENT	537	44.82

```
admtype = omega serv %>%
  filter(SERVICE %in% c("Cardiology", "Orthopedic")) %>%
  filter (ADM TYPE != 0) %>%
  group by (SERVICE, ADM TYPE) %>%
  dplyr::summarise(count = n())
## `summarise()` has grouped output by "SERVICE". You can override using the
## `.groups` argument.
admtype$perc = ifelse(admtype$SERVICE == "Cardiology", admtype$count/nrow(omega_cardio) * 100, admtype$
ggplot(data = admtype,
       mapping = aes (x = SERVICE, y = perc, fill = as. factor(ADM TYPE))) +
  geom_bar(stat = "identity", position = "dodge") +
  ggtitle("Percentage of patients by admission type by service") +
  xlab("Service") +
  ylab("Percentage of patients") +
  scale_fill_discrete(name = "Admission type", lab = c("Elective", "Emergent")) +
  theme bw() +
  theme (panel. grid. major = element_blank(), panel. grid. minor = element_blank())
```

## Percentage of patients by admission type by service

