

JULY 16, 2019

Length of Stay



at University of Louisville Hospital

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How do we increase physician engagement around throughput at University of Louisville Hospital?



Communication

- Recruitment of Physician Discharge Advisor
- Comprehensive education and awareness campaign
- MugBook / messaging



Analysis

- Identifying pilot service lines
- Utilization of teletracking, EMR assists, care coordinator service line cohorting, LOS report card



Reinvestment

- System-wide LOS report cards
- Discharge Advisor assists with determining savings
- Med Exec directs savings to proposed projects

Our Need

ULH LENGTH OF STAY

Define and implement an innovative solution to address the physician-specific factors that drive a longer length-of-stay

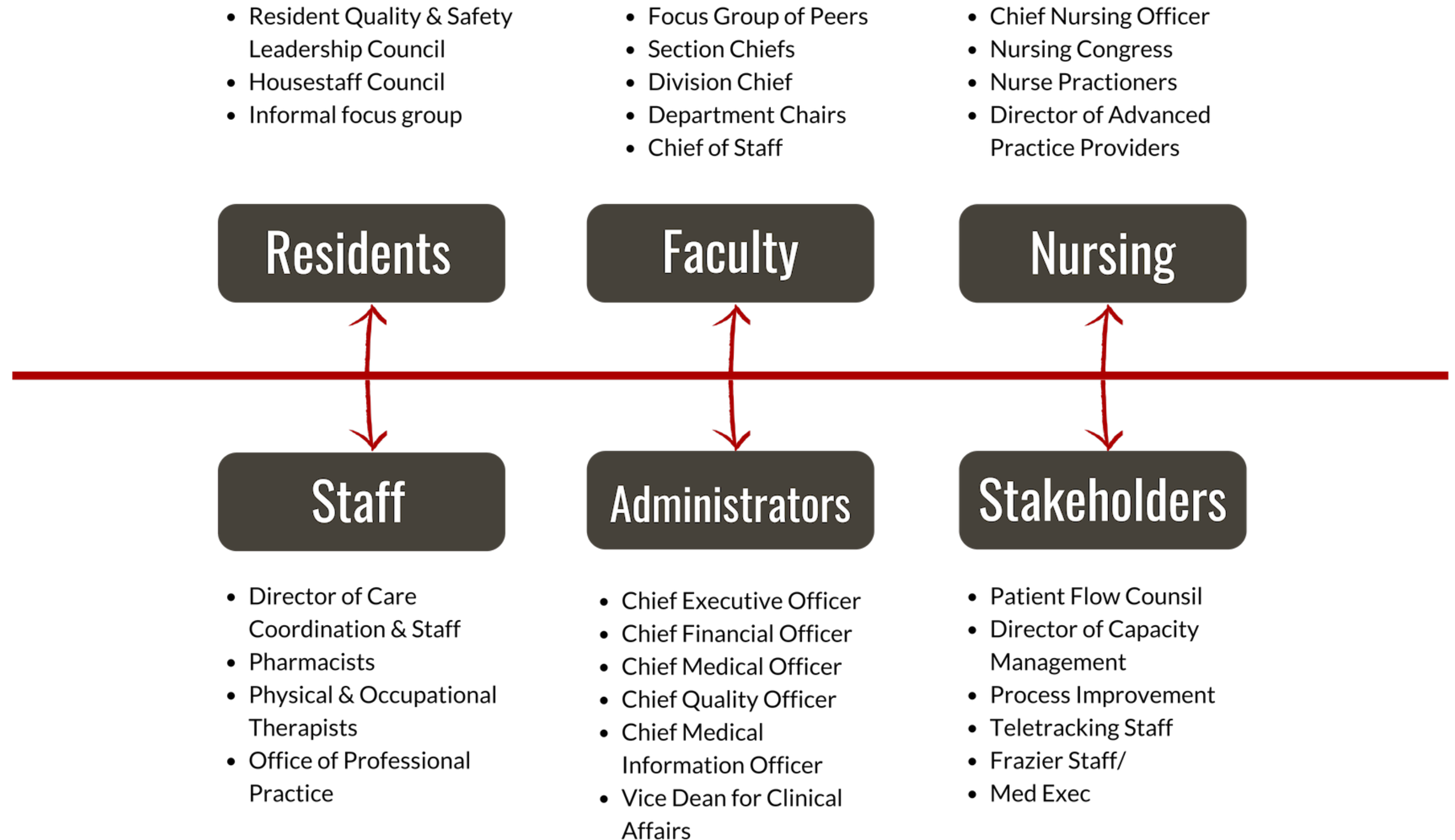
Increased
bed
occupancy
on units

ED holds, on
diversion,
transfers
denied

ICU's are
unable to
transfer
patients

OR, ED,
PACU, CATH,
IR patients
are held





**IF I HAD ONLY ONE HOUR TO SAVE THE WORLD, I WOULD SPEND FIFTY-FIVE MINUTES
DEFINING THE PROBLEM, AND ONLY FIVE MINUTES FINDING THE SOLUTION.**

ALBERT EINSTEIN



Our Need

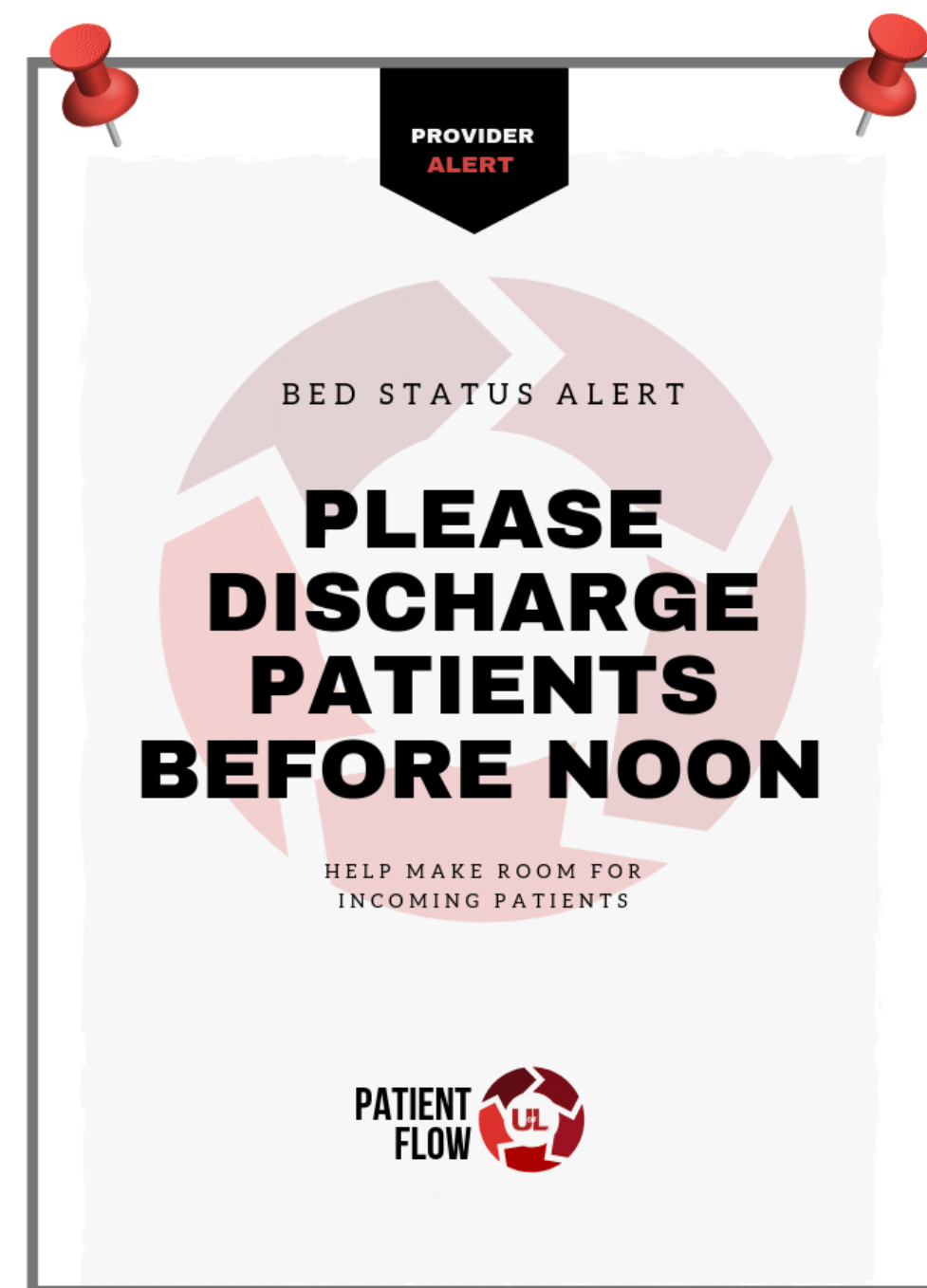
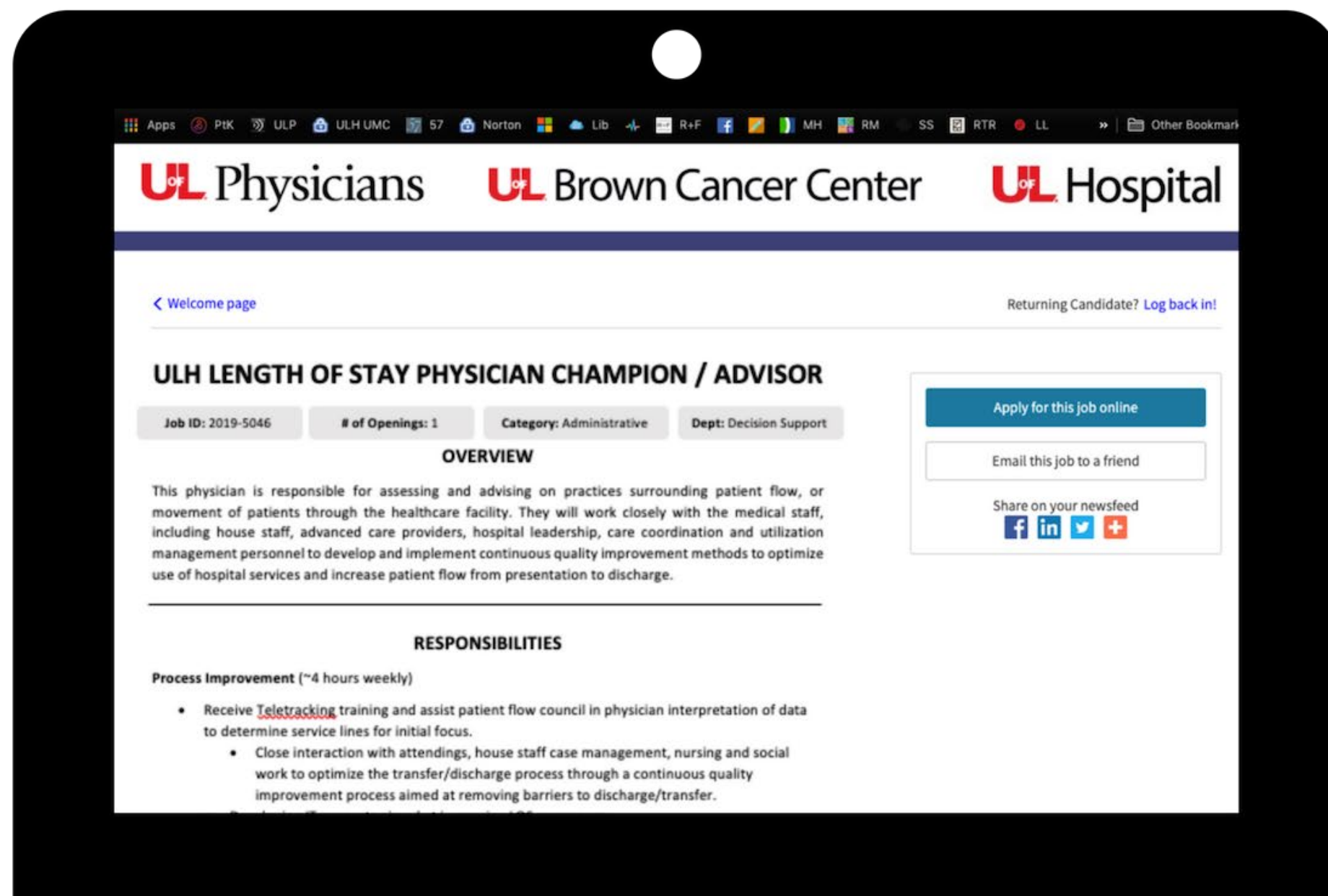
REDEFINED

Enhance physician engagement during the length of stay / patient flow process at ULH through culture change



Approach: Phase One

Communication





Analysis

Approach: Phase Two

Quality Dashboard

Year to Date FY2019 (July '18 - May '19)

	# of Cases	Mean LOS Observed	Mean LOS Expected	LOS Index
	26	3.04	3.87	0.78
	432	3.60	4.34	0.83
	90	2.63	3.06	0.86

Home Message Center Organizer Physician Handoff Patient List My Experience Real Time Dashboard Case Selection Periop Tracking Clinical Leader Organizer eC

UTD PtKeep MyULH Up to Date ITW Application Lexicomp Pharmacology Lippincott Nursing Advisor Jewish Cerner KASPER ULP Allscripts Submit PSN CI

Orders: 11 Crit: 0

Tear Off Charges Charge Entry Calculator AdHoc Specimen Collection Communicate Patient Pharmacy Cerner Reporting Exit Label Reprint

XXXULHTEST, DOCCROW

XXXULHTEST, DOCCROW Age: 32 years MRN: T000000019 Fin Nbr: TT20190506A At
DOB: 2/6/1987 Inpatients T [5/6/2019 11:35:00 EDT - <No - Discharge date>] All
Gender: Male Loc: ULH TEST; T10: 01 Weight/BMI: 70 kg / In Progress
Code Status: Full Code

Care Team: Medicine - Purple Team LVL: Progressive Care (PCU)

Menu

- Provider View
- Results Review
- Orders + Add
- Quick Orders
- Documentation + Add
- Documents/Reports
- MAR Summary
- MAR
- Medication List + Add
- IView/I&O
- Diagnoses and Problems
- Histories
- Allergies + Add
- Patient Information
- Form Browser
- Discharge Summary
- Facesheet
- Calculators

Provider View

Discharge Planning

Barriers to Discharge Identified Follow-Up appointments needed, Home environment barriers, No assisted living residence bed available	Home Caregiver Phone Number +919988006677	Anticipated Discharge DEC 18, 2018 00:00
Living Situation Home with palliative care, Law enforcement detention	Home Barriers No phone	Patient's Response Financial management





Approach: Phase Three

Reinvestment



UL Hospital Quality Dashboard

Year to Date FY2019 (July '18 - May '19)

Service Line	# of Cases	Mean LOS Observed	Mean LOS Expected	LOS Index
Hand	26	3.04	3.87	0.78
Cardiology	432	3.60	4.34	0.83
Dentistry / Oral Surgery	90	2.63	3.06	0.86
General Internal Medicine	2,842	5.07	5.72	0.89
Medical Oncology	774	7.11	7.72	0.92
Psychiatry (3 North)	432	8.72	8.90	0.98
Trauma	1,571	7.34	7.48	0.98
Orthopedic Surgery	744	4.15	4.21	0.99
Vascular Surgery	86	5.70	5.78	0.99
Neurology (excluding Stroke)	624	4.25	4.82	1.00
OB/GYN	2,804	4.94	7.34	1.02
Pulmonary	671	7.51	6.46	1.07
General Surgery (excluding Trauma)	750	6.90	6.60	1.11
Neurosurgery	936	7.33	4.73	1.11
Urology	226	5.23	6.38	1.14
Stroke	833	7.25	6.10	
Otolaryngology	186	7.05	7.27	



BENEFITS



PATIENTS

- increased patient satisfaction
- decreased mortality



MD

- improved engagement
- enhanced wellness



DEPT

- faster escalations and de-escalations of care to/from ICU
- less ED holds



STAFF

- more interprofessional teamwork
- employee retention



COMMUNITY

- increased capacity
- increased access for transferred patients

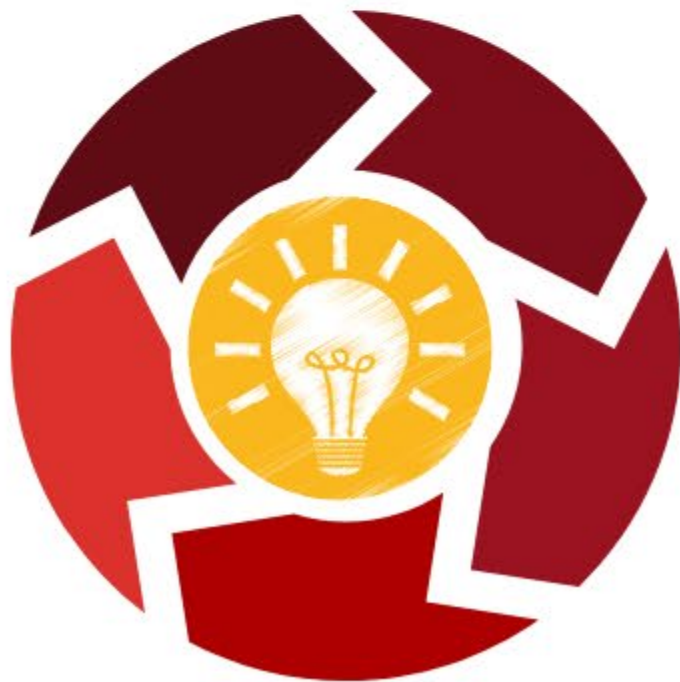


ADMIN

- increased reimbursement
- an average decrease by 0.5 days = \$3 million

COMPETITION

INNOVATION



LEADERSHIP



**CULTURE
CHANGE**



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