

Evaluating the RWJUH Length of Stay for patients and possible solutions to lowering the LOS index

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Capstone Project

- ◆ Problem: The length of stay for patients at RWJUH has been found to be higher than comparable Academic Medical Centers
- ◆ The tool the Hospitalist uses to measure this phenomenon is the Length of stay index
 - ◆ Actual numbers of days a patient is in the hospital/Expected
- ◆ Goal: To understand the data behind this phenomenon and attempt to put into place plans that could improve the LOS index

Capstone Project

◆ Key Players

- ◆ Rajiv Arya – Chief Quality Officer RWJUH
- ◆ Vicki Craig – Chief Quality Officer Rutgers Robert Wood Johnson Medical School
- ◆ Fred Wondisford – Chair, Department of Medicine
- ◆ Lois Dornan – Chief Analyst RWJUH
- ◆ Steffern Allison – Head of Case Management and Social Work RWJUH

Capstone Project

◆ Data

◆ Overall LOS 1.17

◆ Breakdown

◆ Patients discharged home 1.01

◆ Patients discharge home with assistance 1.29

◆ Patients discharged to skilled nursing facility 1.51

◆ Patients discharged to rehab 1.83

◆ LOS with outliers removed (408 patients) 1.08

Capstone Project

◆ Project 1

- ◆ Create a multidisciplinary group in order to bring together key players in patient care with the goal of improving communication
 - ◆ Attending physician, residents, medical students, social worker, case Manager, nurse
 - ◆ Multidisciplinary rounds at 9 am and 3 pm daily to discuss patient needs and possible barriers to discharge
 - ◆ Review data against a control group that will continue to work in their regular routine

Capstone Project

◆ Experimental group

◆ Cases 255

◆ ALOS 5.2

◆ Cost/case \$5,608

◆ Comparison group

◆ Cases 1,116

◆ ALOS 7.3

◆ Cost/case \$5,747

Capstone Project

- ◆ Project 2
 - ◆ Comprehensive chart audit of outlier patients
 - ◆ Review
 - ◆ Diagnosis and comorbid conditions
 - ◆ Socioeconomic background
 - ◆ h/o mental illness
 - ◆ Hospital complications
 - ◆ Family involvement
 - ◆ Hospice
 - ◆ Homelessness

Capstone Project

- ◆ Preliminary data
 - ◆ Age group: Mean 63, Median 66
 - ◆ Gender: 48.5% male 51.5% Female
 - ◆ Length of stay: Mean 36 days, Maximum 211 days, Minimum 13 days
 - ◆ Insurance status: 60% Medicare, 21% Medicaid, 17% private insurance
 - ◆ No charity care or self pay
 - ◆ Total cost: \$10.86 million
 - ◆ 40.8% went to SNF
 - ◆ 38% had mental illness
 - ◆ 8% had documented heroin/opiate dependence

Capstone Project

- ◆ Conclusions
 - ◆ How will this project advance Rutgers University?
 - ◆ Improve patient care
 - ◆ Improve student education
 - ◆ Improve relationship between hospital system and medical school
 - ◆ How has this project advanced your personal leadership competencies?
 - ◆ Understanding processes
 - ◆ Finding and aligning stakeholders
 - ◆ Building collaborations
 - ◆ Trust in delegating