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

Fellow: Sheraz Siddiqui MD, Department of Family Medicine and Community Health, Assistant Professor, Chief of Hospital Medicine

Mentor: Martha Lansing MD, Department of Family Medicine and Community Health, Associate Professor, Vice Chair of Family Medicine and Community Health



- 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



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



Data

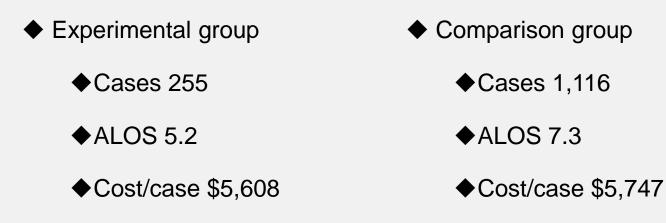
- Overall LOS 1.17
 - Breakdown
 - ♦ Patients discharged home 1.01
 - ◆Patients discharge home with assistance 1.29
 - ♦ Patients discharged to skilled nursing facility 1.51
 - Patients discharged to rehab 1.83
 - ♦LOS with outliers removed (408 patients)1.08



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







Project 2

Comprehensive chart audit of outlier patients

Review

Diagnosis and comorbid conditions

Socioeconomic background

- h/o mental illness
- Hospital complications
- Family involvement
- Hospice

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Homelessness

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

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♦ 8% had documented heroin/opiate dependence

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

