



Multi-Hospital System Improving Access to Care by Reducing Length of Stay



Issue:

Increased average length of stay (ALOS) impacts patient care.

- Increased emergency department boarding
- Higher risk of infection
- Hindered access for surgical patients and community members with medical care needs



Approach:

A physician-led multi-disciplinary team of front-line caregivers and leaders guided:

- Creating, training and improving standard work supporting patient communication
- Daily reviews of care progression toward medical readiness
- Removed barriers discovered during discharge planning
- Created conditions for team members to resolve issues that hinder patient care progression



Results:

Improved ALOS for surgical patients 46% and medical patients 27% (initial pilot hospital). As innovations spread across each hospital in the system, preliminary 6-month data points to:

- 13% reduction in inpatient LOS, coupled with equal or better readmission rates
- Allowed for an additional \$6M in surgical revenue
- Staggering surge in margin for medical and surgical patients estimated to realize up to \$48M upon completion in the next nine months
- Enhanced patient safety, unburdening of dedicated staff, and an escalation in patient and staff satisfaction levels



Staff Feedback:

- "Love the MDRs [multi-disciplinary rounds]. Everyone is on the same page, it is quick, useful and effective. The care team actually feels like a *team*."
- "Teaming of Nurse, Care Manager, Social Worker and physician is a huge win. MDR huddle is efficient and productive, and an excellent return on investment of time spent."