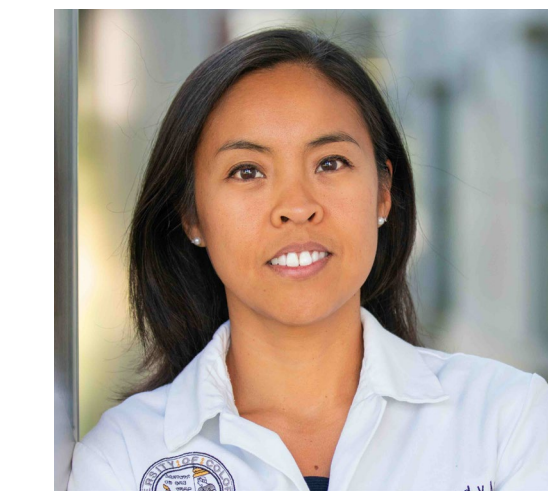


Restoring Patient Flow with a Comprehensive Capacity Management Strategy

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Learning Objectives:

- 1 Identify common patient flow obstacles and barriers.
- 2 Describe successful strategies that use technology and data analytics to improve patient flow.
- 3 Define measures of success for improved patient flow and optimal capacity management

Background

Our organization faced several challenges to efficient patient flow

- Length of stay outliers (“LOSOs”) contributed to daily high-occupancy rates
- Lack of reliable communication pathways and assigned roles for teams led to chaos during high- capacity situations
- Without standard process to increase patient flow, hospital care access jeopardized
- Minimal insight for real-time decisions

What and How

Geographic Cohorting

- Service lines matched with space and staff capabilities
- Partners in care model

Clinical Pathways

- Care Progression model foundational for all patients
- Address delays and barriers ASAP

Focus: Increase access to Right Care, Right Team, Right Time

Post-acute Care Partners Network

- New partner relationships
- Engage to promote communication and accountability
- Improved management of LOSOs

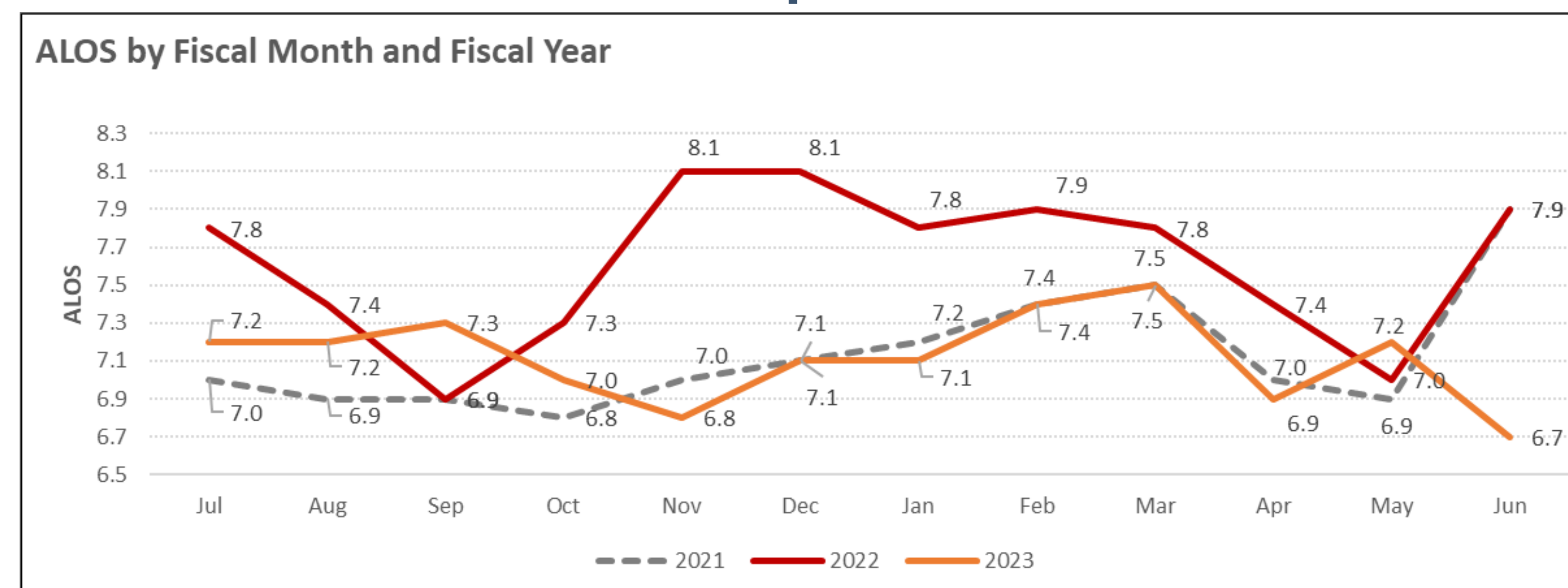
Standardized Daily Work Processes

- High-reliability principles
- Multi-disciplinary rounds
- Clear roles and responsibilities for all teams, including governance

Patient flow dashboards provide real-time data on capacity and patient flow: Better Insight, Better Decisions



Patient Access Impact



➤ **0.5 ALOS** improvement translates into creation of **40 inpatient beds** every day

➤ **6.4% increase in admission volume**, creating access for **1,729** more patients to hospital-based care

Milestones, Delays and Barriers

Barriers

Potentially unavoidable issues that prevent discharge
SDOH (homelessness), Capacity for Medical Decisions

Delays

Documentation daily allows for targeted efforts to address; expectation to raise awareness drives accountability and transparency

Imaging, Consultation, Financial Counseling

Milestones

“Checklist” of clinical and non-clinical needs for every patient before discharge; all milestones must be reliably “met”

Eat, Breathe, Walk, Transport, Destination

Multidisciplinary
Rounding
+
Inpatient Flow
Huddles

Capacity Levels and Actions

Capacity Level	GREEN	YELLOW	ORANGE	RED
Actions Managed: Transfer Protocol Surge Spaces Peri-op services Acute Care Critical care Emergency Dept Care Management	<p>Standard operation procedure (SOP)</p> <p>Surge spaces open unless <30 inpatient beds predicted available</p> <p>Maximize semi-private</p> <p>Cap on ICU and floor bed requests</p> <p>Manage outflow</p>	<p>SOP + Non-emergent Redirect (NERD)</p> <p>Activate surge spaces</p> <p>Anticipate boarding of up to 10 patients</p> <p>Aggressively manage discharges</p>	<p>Non-emergent Redirect</p> <p>Increase surge space census by 10%</p> <p>Activate transition beds</p> <p>Double occupy ICUs</p> <p>Anticipate boarding up to 20 patients</p>	<p>Emergent Redirect</p> <p>Hold inpatients in PACU</p> <p>Transition beds operational 24-hours</p> <p>Anticipate boarding 20+ patients</p> <p>Discharge patients to sister hospitals</p>