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