



Utilizing Multidisciplinary Rounds to Reduce Length of Stay

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- ▶ Board Certified Family Practice
- ▶ Full time practitioner until 2003
- ▶ Peer Review Organization of NJ 1991-1998
- ▶ Physician Advisor (PA) since 1992, full time since 2003 Assoc. Director Medical Affairs
- ▶ Board Certified American Board of Quality Assurance & Utilization Review Physicians (Fellow)
- ▶ MHA student-University of Maryland (2014)
- ▶ Consultant Jim Hull Resource Management Group



Length of Stay

- ▶ Definition: number of midnights
- ▶ Economic Considerations of LOS
- ▶ Quality Consideration of LOS
- ▶ Medicare LOS vs. Commercial LOS
- ▶ Throughput Considerations
- ▶ Readmission Considerations
- ▶ 2 Midnight Rule-now LOS more important!



Multidisciplinary Rounds

- ▶ Members: Floor Nurse, Nurse Manager, Physician Advisor, Social Worker, Case Manager, Physical Therapy, Respiratory Therapy, Visiting Nurse, Palliative Care Nurse, Nutrition, Pastoral Care
- ▶ Spend 1 minute or less per patient, per day, 5 days per week
- ▶ PA attendance



Responsibilities at Rounds

- ▶ Nurse Manager keeps flow of nurses going
- ▶ Floor nurse gives brief clinical picture focusing on IS/SI
- ▶ PA coordinates, listens for physician issues
- ▶ Social Work-Discharge planning, e.g. living situation, rehabs, long term care, social issues
- ▶ Case Manager-Utilization review, progression of care



Responsibilities at Rounds (continued)

- ▶ Physical Therapy-rehab evaluation, moving patients after surgery
- ▶ Nutrition-prolonged NPO, swallowing issues, decubitus ulcers
- ▶ Respiratory Therapy: O₂ dosage, nebulizer treatments, incentive spirometry
- ▶ Visiting Nurse-home care needs, O₂, antibiotics
- ▶ Palliative/Pastoral Care: end of life issues, support for grim diagnosis



C Suite Buy-In

- ▶ Must be made an administrative priority by CEO down
- ▶ CNO directs nurses to participate
- ▶ COO directs departments to participate and provides the tools to do their jobs (laptops, portable phones, etc.)
- ▶ CMO informs medical staff that this is a matter of good quality



Initial Results

- ▶ 50% avoidable days are due to hospital inefficiency
- ▶ Radiology delays, stress/echo delays, picc line delays, test result delays, weekend delays, OR delays
- ▶ PA must go meet with departments to improve patient flow



Secondary Results

- ▶ Physician Delays: afternoon or evening rounder, uses Dr. Slow as consultant, coverage groups, still practicing in the 80's
- ▶ 50 % of avoidable days

CENTRASTATE MEDICAL CENTER
LOS COST COMPARISON BY PHYSICIAN VARIANCES
EXCLUDING LOS > 30
AUG 2010 - JAN 2011
FAMILY PRACTICE/ INTERNAL MEDICINE/ GERIATRICS

	TOTAL DAYS	TOTAL CASES	ALOS MEDICARE	ALOS VARIANCE MEDICARE	TOTAL COST MEDICARE	TOTAL DAYS NON-CARE	TOTAL CASES NON-CARE	ALOS NON-CARE	ALOS VARIANCE NON-CARE	TOTAL COST NON-CARE	TOTAL COST	MEDICARE CMI
FAM PRAC RESIDENCY	536	130	4.1	-1.1	-43,556	646	187	3.5	-0.9	-56,046	-99,601	1.1551
HOWELL PRIMARY CARE	317	58	5.5	-0.9	-16,262	190	69	2.8	-1.6	-36,011	-52,273	1.2044
FREEHOLD HOSPLST LLC	1,724	327	5.3	-0.3	-34,933	1,272	299	4.3	-0.1	-13,821	-48,755	1.2787
SHARMA,NIVEDITA	706	147	4.8	-0.2	-10,461	359	101	3.6	-0.8	-27,072	-37,533	1.1111
HAYNE/PETERS/PECK	375	81	4.6	-1.4	-35,567	52	13	4	-0.4	-1,648	-37,216	1.464
TAYLORS MILLS FA MED	219	52	4.2	-1.6	-25,740	119	31	3.8	-0.6	-5,516	-31,256	1.3208
KATZ,HOWARD	221	48	4.6	-0.9	-13,694	119	39	3.1	-1.3	-16,674	-30,369	1.1709
HUSSAIN,ZAHID	90	17	5.3	0	0	94	37	2.5	-1.9	-21,810	-21,810	1.0159
PATEL,KALPESHKUM	134	22	6.1	0.4	2,694	60	30	2	-2.4	-22,824	-20,130	1.1945
PATEL,JATINCHAND *	586	106	5.5	-0.5	-16326	95	21	4.5	0.1	824	-15501	1.4574
MAJUMDAR,SHIKHA	182	38	4.8	-0.5	-5,960	129	36	3.6	-0.8	-9,320	-15,279	1.1662
MILLS,ORLANDO	113	24	4.7	-0.9	-6,942	29	11	2.6	-1.8	-6,150	-13,092	1.1488
YOUSSEF,MAHER A	106	23	4.6	-0.8	-5,706	40	14	2.9	-1.5	-6,847	-12,553	1.1511
RIJH-SINGHANI,SONIA	119	24	5	-0.3	-2,378	50	18	2.8	-1.6	-9,256	-11,634	1.0772
BALAR,DHIMANT	41	12	3.4	-1.2	-4,628	89	25	3.6	-0.8	-6,657	-11,285	0.9655
MANKARIOS,FARAG	241	40	6	-0.8	-10,746	233	53	4.4	0	-63	-10,810	1.4482
KRISHNA,SUNANDA	93	15	6.2	-0.2	-1,046	62	20	3.1	-1.3	-8,242	-9,288	1.3395
LOMBARDI & SHETTY	444	88	5	0.2	5,991	73	27	2.7	-1.7	-14,519	-8,527	1.0845
ELITE MEDICAL GROUP	446	75	5.9	-0.3	-8,115	121	27	4.5	0.1	697	-7,418	1.5925
GHANEM,OSAMA	81	15	5.4	-0.2	-919	21	8	2.6	-1.8	-4,501	-5,421	1.1502
SHENKER,BENNETT	2	1	2	-2.2	-697	12	6	2	-2.4	-4,565	-5,262	0.9485
ALDAY,GERONIMA	4	1	4	-4.9	-1,553	24	8	3	-1.4	-3,550	-5,104	0.8681
SALCEDO,ELIZABETH	18	5	3.6	-2.1	-3,392	6	2	3	-1.4	-888	-4,280	1.2853
WEISSMAN/KROLL	24	7	3.4	-1.4	-3,138	19	5	3.8	-0.6	-951	-4,089	1.5715
ENG,KENNETH	157	33	4.8	-0.2	-2,124	56	14	4	-0.4	-1,775	-3,899	1.1546
CHATTERJEE,ABHIJIT	271	55	4.9	-0.3	-4,565	206	46	4.5	0.1	1,141	-3,424	1.2141
STERN,JULIE	2	1	2	-3.5	-1,110	11	4	2.8	-1.7	-2,092	-3,202	0.9288
FEINGOLD,MARC	136	24	5.7	0.6	4,406	104	29	3.6	-0.8	-7,481	-3,075	1.1836
RALPH MESSO DO	2	1	2	-3.1	-983	11	4	2.8	-1.7	-2,092	-3,075	0.8029
LIQUORI,FRANCES	56	7	8	0.8	1,775	26	9	2.9	-1.5	-4,311	-2,536	1.5596
SOJKA,LESLIE W	1	1	1	-4.1	-1,300	1	1	1	-3.4	-1,078	-2,378	0.7553
CHERCIU,MUGUREL	97	19	5.1	0.5	2,916	76	21	3.6	-0.8	-5,199	-2,282	0.9505
RAYMOND,JOSHUA	8	2	4	0.3	190	1	1	1	-3.4	-1,078	-888	0.7539
KELTER,RICHARD	139	28	5	0	-380	23	5	4.6	0.2	317	-63	1.1385
COHEN,HOWARD	22	4	5.5	-1.4	-1,712	45	9	5	0.6	1,712	0	1.4192
CHEN,ROBERT	25	6	4.2	0.4	666	9	2	5	0.1	63	729	0.922
ZUCKERBROD/AXELRAD	147	27	5.5	-0.4	-3,202	127	26	4.9	0.5	3,994	793	1.331
FAM PRACT CEN JERS	950	179	5.7	0	-1,490	604	135	4.5	0.1	3,170	1,680	1.2851
KIM,MAIAH	29	9	3.2	-2	-5,579	103	18	5.7	1.3	7,545	1,965	1.2141



Change Physician Behavior


- ▶ Transparent data monthly
- ▶ Reward good guys
- ▶ Improvement comes from middle of the pack
- ▶ Stop calling offices for discharges-talk with docs as they round or speak through case manager. Use texting.
- ▶ Post best performers in physician lounge
- ▶ PA must “live” on floors talking to docs to be credible- know the cases!



PA Needs to Provide Value

- ▶ Text them when a result comes back(HIPPA compliant)
- ▶ Mentor young physicians
- ▶ Leave notes in charts (pink cards)
- ▶ Insurance denials
- ▶ Gainsharing
- ▶ Link to Administration
- ▶ Have the “back” of the nurses, case managers when conflict arises
- ▶ Administration needs to know how much cash you saved them (ROI)

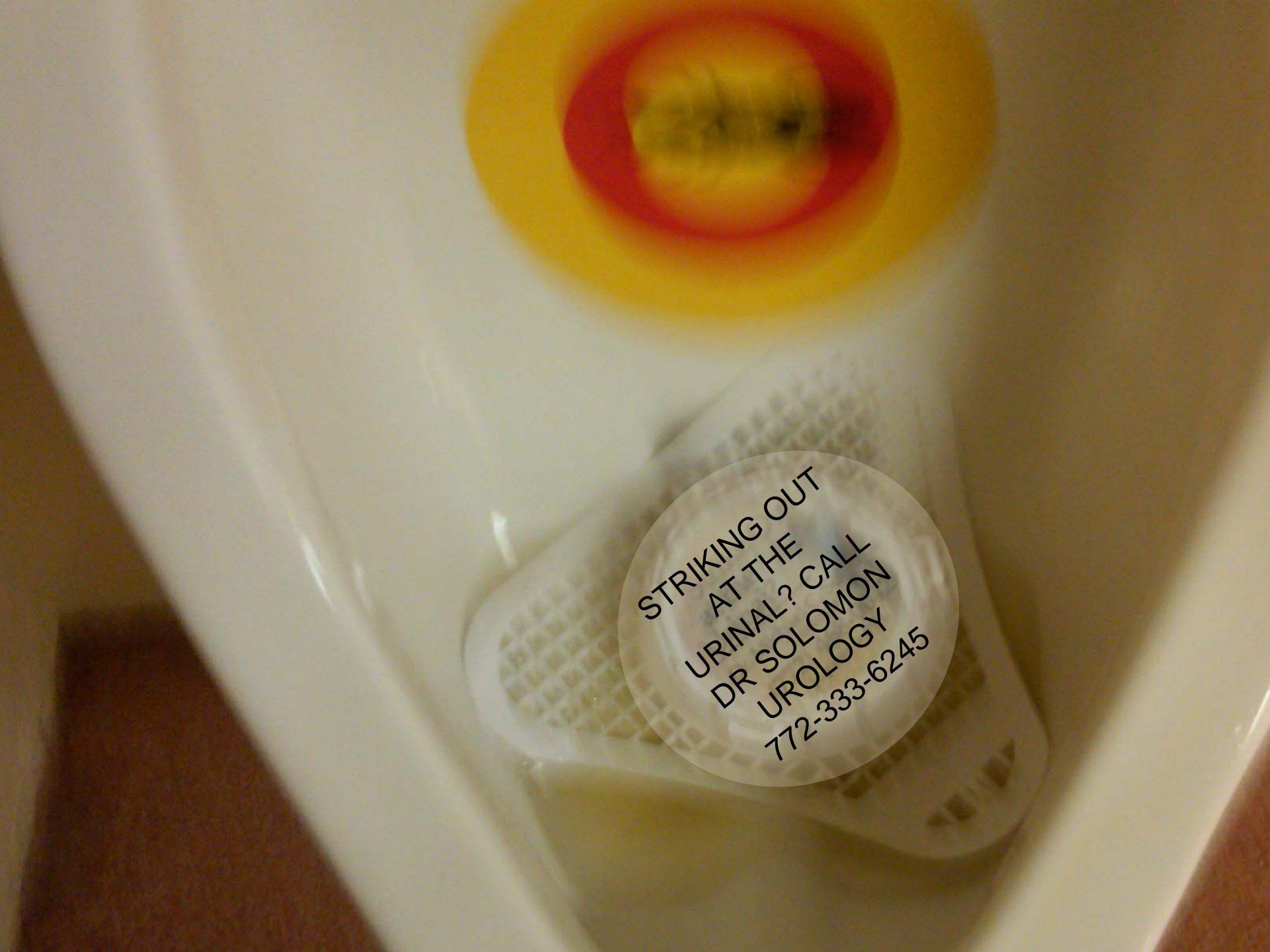
2 Midnight Rule & Rounds

- ▶ Admissions can be screened/reviewed in rounds
 - ▶ Can look for “admits” that do not look like they will achieve 2 midnights or have IS to justify admit
 - ▶ Can review observation cases for disposition
 - ▶ Far more effective than remote chart review
- 



Summary

- ▶ MDR's are a short and long term solution to LOS
- ▶ Better economic outcomes
- ▶ Better quality outcomes
- ▶ Empowers the nurse
- ▶ Becomes a signature of the organization
- ▶ Increased importance with 2 midnight rule



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