



Bed Utilisation Review (BUR) Project



South Tees NHS Foundation Trust

High Level Results



Project Objectives - How

10-23 October 2011: All patients in acute and community hospitals were reviewed against Medworxx Utilisation Management Clinical admission/continued stay/discharge criteria and BADS Day Case recommendations

Focus: Could an **alternative level of care (ALC)** setting have met the patients' needs

Focus: Which ALC care setting might have prevented the admission or reduced the patient's length of stay?? **Are such ALC beds or home care capabilities in existence, available?**

Focus: **Assess the efficacy and efficiency of current programmes** for admission avoidance, care coordination and discharge planning processes

Focus: Apply results to strategic change required to **develop a "vertically integrated" care network** across the South Tees NHS Foundation Trust region



Levels of Care: The Redistribution of Resources Vision

<u>Level of Care</u>	Care Capabilities	Staff	Diagnostics	LOS Range Target LOS
1. Acute care	<ul style="list-style-type: none"> •Clinical observation /intervention •Medication management •Oxygen, IVs, monitors • ICU/CCU/HDU •Theatre 	<ul style="list-style-type: none"> •Consultants, SHOs, etc 24/7 •Nurses providing skilled care every 4 hours •Therapists and other AHP 	<ul style="list-style-type: none"> •Yes, on-site •24/7 access 	<ul style="list-style-type: none"> •Range: 1-7 days •Target: 5 days
2. Complex Continuing Care (aka Virtual Ward) Can be provided in 24 hr facility or by Hospital @ Home/ART	<ul style="list-style-type: none"> •Clinical observation •Medication management •Oxygen, IVs 	<ul style="list-style-type: none"> •GP or Consultant, daily rounds •Nurses provide skilled care every 6 hours •Patient too ill for PT/OT 	<ul style="list-style-type: none"> •Yes, either on-site or accessible on demand 24/7 	<ul style="list-style-type: none"> •Range: 5-15 days •Target: 10 days
3. Rehabilitative Care (high intensity) Can be provided in 24 hr facility or Hospital @ Home/ART/MAST	<ul style="list-style-type: none"> •Clinical observation •Medication monitoring •Pt motivated to participate in aggressive therapy 	<ul style="list-style-type: none"> •GP or Consultant, rounds every 48 hours •Nurse provide skilled care every 8 hr •P/O/S TH up to 3hr per day/6d/wk 	<ul style="list-style-type: none"> •Not available on site •Pt or specimen transported to site for diagnostics 	<ul style="list-style-type: none"> •Range: 5-30 days •Target: 15 days
4. Therapist led rehabilitation care (slow stream) Can be provided in 24 hr facility or home based care	<ul style="list-style-type: none"> •Patient must be motivated and able to participate in slow stream therapy programme 	<ul style="list-style-type: none"> •Physio/occupational/ speech therapy 1 hr per day, up to 4 days per week •Low nurse cover 	<ul style="list-style-type: none"> •Not available on site •Pt or specimen transported to site for diagnostics 	<ul style="list-style-type: none"> •Range: 4-45 days •Target: 20 days



Scope of the BUR



2 Acute Care Hospitals

- Friarage Hospital Northallerton
- James Cook University Hospital

Assess Community Response Services (process analysis)

- Triage to primary care, community
- Admission Avoidance
- Care Co-ordination
- Discharge Planning



Lambert MH

Middlesbrough ICC

Rutson RU

Redcar PCH

Friary CH



Carter Bequest H

E Cleveland H

Guisborough H

8 Community Hospitals

Postcode detail

- Geo-mapping of required community services

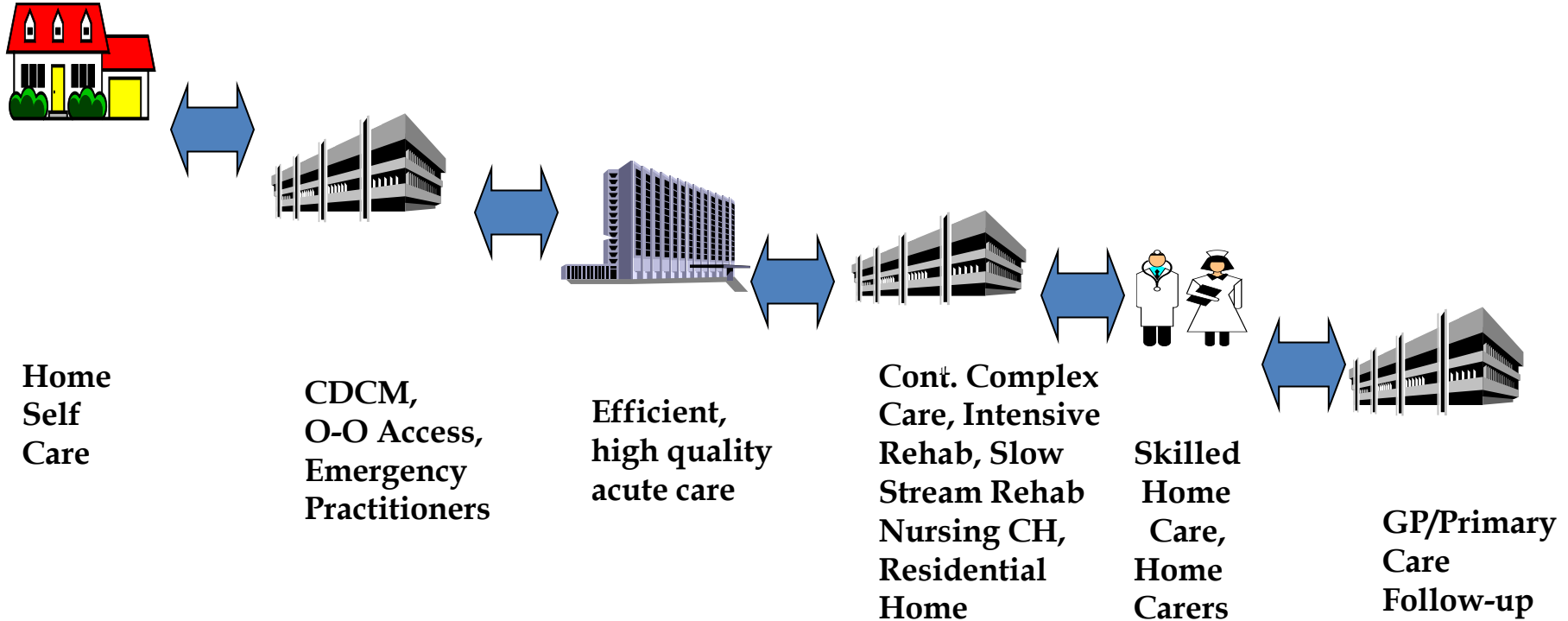


The Outcome of this Work

- Redesigned services e.g., where the patient care package received could have been effectively provided without reliance on the acute setting
- Highlight gaps in access to, or services needed, in
 - Primary care
 - Community Care
 - Social Care
- Highlight delays that add no value
- Identify patients who would benefit from management away from secondary care
- Enable the re-allocation of beds or community services to maximize geographic dispersion, workforce allocation, care delivery and quality outcomes



The Goal: A Vertically Integrated Health System



Manage Patient Hand-offs across the Continuum of Care, resulting in:

- Predictable throughput
- Predictable outcomes
- Care of solid quality
- Manageable cost



Bed Utilisation Review Results

All Hospitals



1. Criteria not met – Ready For Discharge (RFD) Patients

Acute Hospitals – 32% RFD Patients (321/1004 patients)

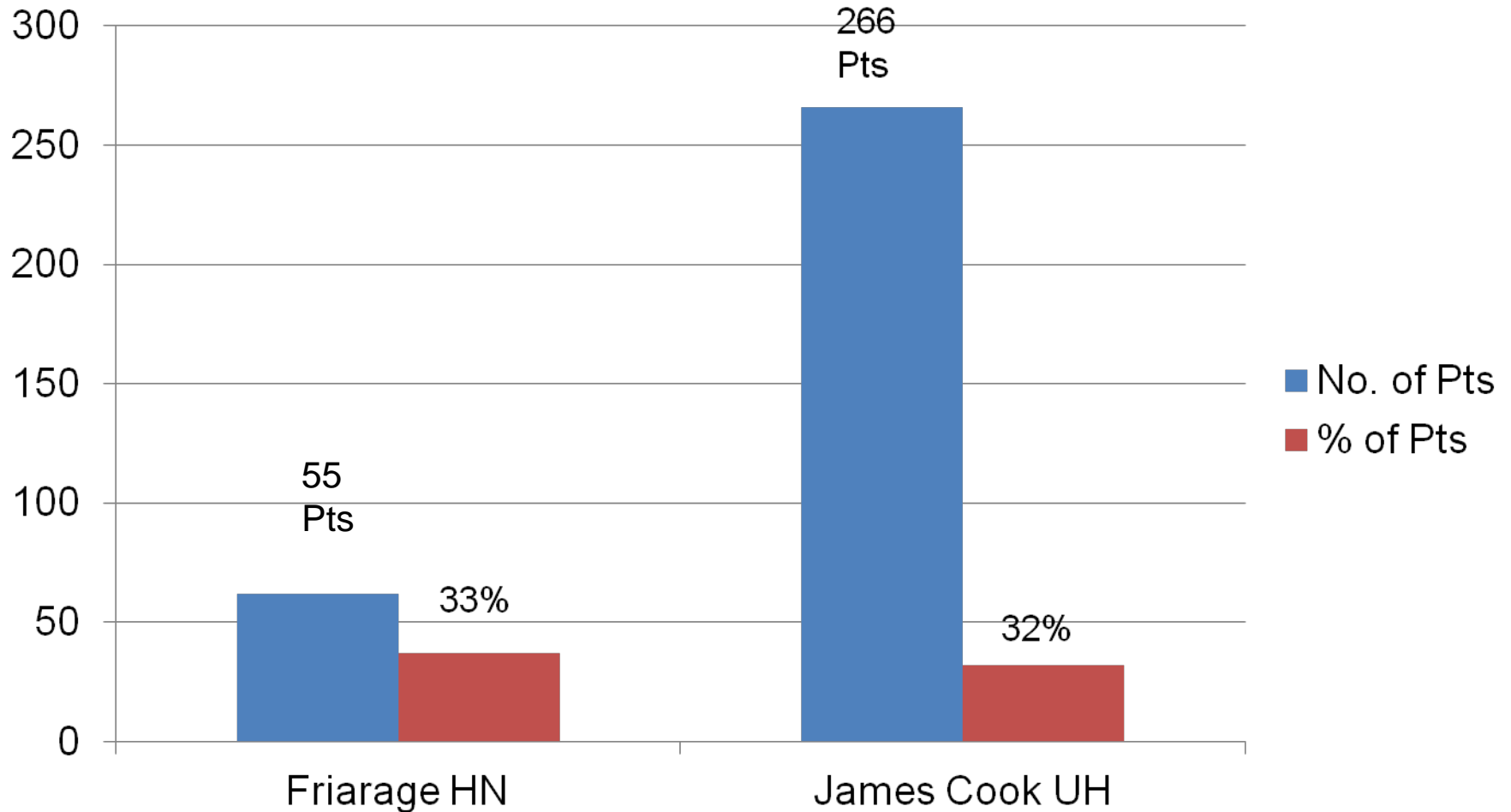
- Friarage Hospital Northallerton -- 33% (55/169 patients)
- James Cook University Hospital -- 32% (266/835 patients)

Community Hospitals – 49% RFD Patients (80/164 patients)

- Carter Bequest Hospital = 54% (20/37 patients)
- East Cleveland Hospital = 54% (14/26 patients)
- Friary Community Hospital = 47% (7/15 patients)
- Guisborough Hospital = 43% (12/28 patients)
- Lambert Memorial Hospital = 90% (9/10 patients)
- Middlesbrough Intermediate Care Centre = 18% (3/17 patients)
- Rutson Rehabilitation Unit = 38% (5/13 patients)
- Redcar Primary Care Hospital = 55% (10/18 patients)



1. Criteria Not Met, No. and % Ready for Discharge (RFD)





1. Criteria not met – Ready For Discharge Patients

Acute Hospitals – Non-elective Adult Patients

- Friarage Hospital Northallerton -- 36% (40/110 patients)
- James Cook University Hospital -- 34% (198/578 patients)

Acute Hospitals – Elective Adult Patients

- Friarage Hospital Northallerton = 29% (15/52 patients)
- James Cook University Hospital = 37% (59/161 patients)



1. Criteria not met – Ready For Discharge Patients

Acute Hospitals – Intensive Care Patients (includes ICU, CCU, ITU, HDU, Trauma) = 17%

- Friarage Hospital Northallerton -- 0% (0/7 patients)
- James Cook University Hospital -- 17% (19/112 patients)

Acute Hospitals – Paediatric Patients = 12%

- Friarage Hospital Northallerton = n/a
- James Cook University Hospital = 12% (7/58 patients)



1B. Criteria not met – % of RFD Patients by Length of Stay

Acute Hospitals – Length of Stay < 5 days

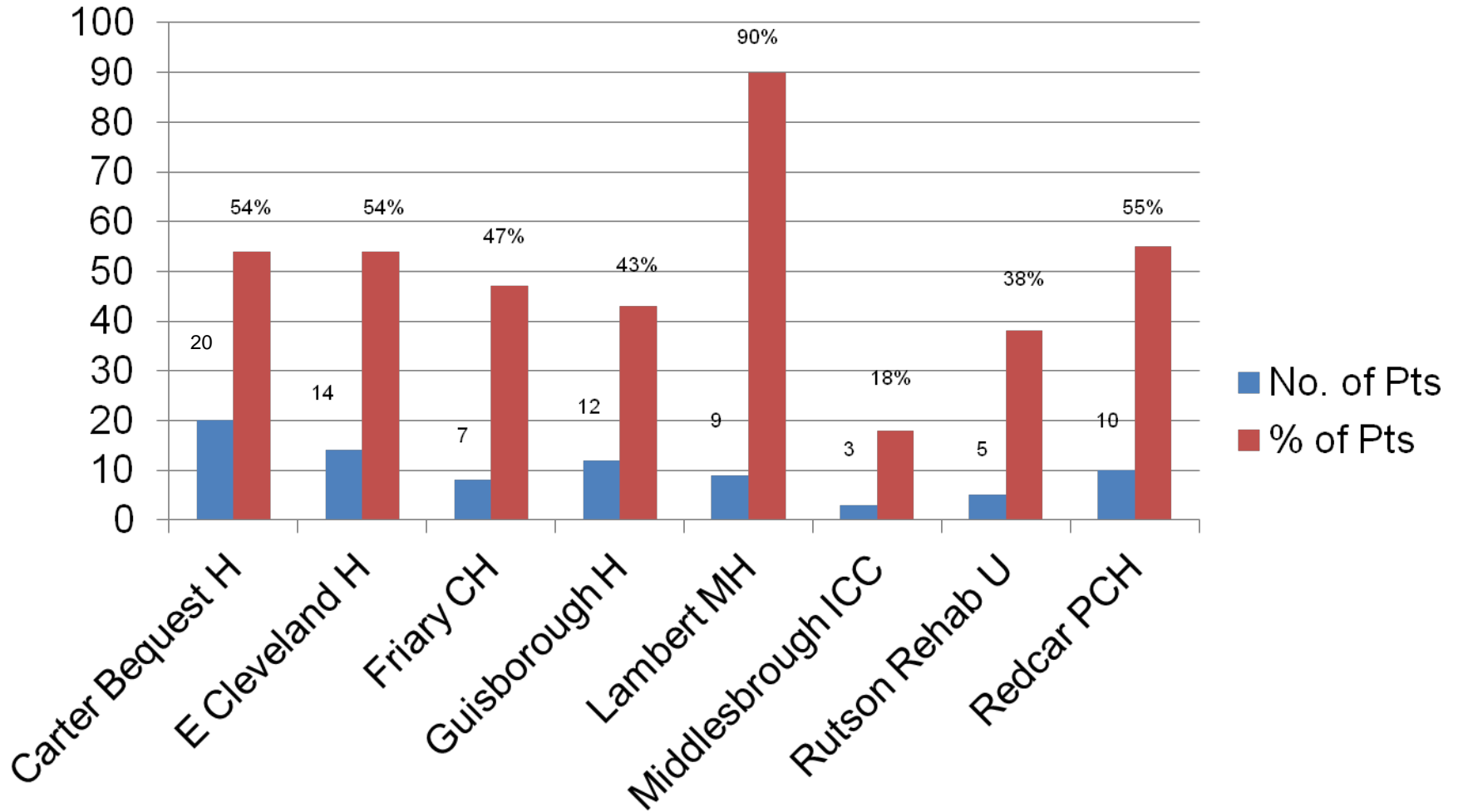
- Friarage Hospital Northallerton – 45%
- James Cook University Hospital – 23%

Acute Hospitals – Length of Stay => 5 days

- Friarage Hospital Northallerton -- 53%
- James Cook University Hospital -- 78%



1. Criteria Not Met, No. and % of Ready for Discharge (RFD) Patients





Thank You!

The support and engagement in this important project is much appreciated by the Review Team. Special appreciation is given to the staff and Managers at South Tees NHS Foundation Trust, Acute Care Hospitals and Community Hospitals



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Questions?