

# LENGTH-OF-STAY MANAGEMENT



## ABOUT BRG

*BRG Healthcare professionals provide extensive industry expertise, combined with data-driven, objective, and innovative advice and implementation support.*

*BRG's Care Transitions team focuses on long-term, sustainable improvement through strong collaboration and inclusiveness across the care continuum. We view patient care transformations as an iterative process in which assessment and implementation activities in one area build momentum for other activities throughout an organization or hospital.*

## Contact Us

**Paul Osborne**  
posborne@thinkbrg.com  
305.984.1029

**Bill Orrell**  
borrell@thinkbrg.com  
205.331.8715

## Organizational Background

BRG professionals collaborated with a 410-bed, not-for-profit hospital in the northeastern US to optimize its case management department and improve length-of-stay (LOS) and status management. At the onset of the engagement, the hospital's Case Management department wasn't being led by a director. There was no role delineation between RN and Social Work case managers. The case managers' primary focus was to oversee discharge planning. At the time, the hospital's average LOS was 1.21 days over the CMS geometric mean LOS (GMLoS) benchmark for the population, resulting in 11,000 annualized excess days, and an estimated financial opportunity of \$6.9 million.

## BRG Approach

BRG professionals provided an interim Case Management director and a Care Transitions team to collaborate with the existing Case Management department, Nursing, Physician, Ancillary department, and Executive Leadership to implement new processes to improve hospital throughput and reduce excess days.

Work included:

1. Optimize Case Management department
2. Improve daily interdisciplinary communication regarding medical plan and discharge planning
3. Redesign bed management processes

## Case Management Optimization

BRG professionals collaborated with the organization's physician advisor and Case Management department supervisor to guide the department through changes to improve staffing and efficiency. A staffing analysis was completed based on leading practice ratios, inpatient volume, and acuity. Permanent and agency staff were hired to ensure appropriate staffing. The Case Management Optimization team worked with staff to redefine responsibilities and daily processes for each role in the department. BRG Case Management professionals provided daily mentoring and coaching of staff through the process changes and to help adopt a more proactive approach to case management and care coordination. BRG professionals also assisted with productivity reports, work lists for daily use, electronic Physician Advisor referrals, and Avoidable Day documentation.

Department meetings occurred twice a week for the discussion of patients with LOS of four days or greater, all observation patients, and patients with complex discharge-planning needs. During these meetings, the case management, social work, and utilization review staff collaborated to problem-solve difficult cases. Case Management department leadership and the physician advisor attended to advise and assist with escalation when needed.



BRG professionals continue to meet with Case Management leadership to review LOS metrics and discuss trends and data-driven recommendations.

## Multidisciplinary Rounds

In collaboration with Nursing leadership, a Multidisciplinary Round committee was organized to include physician, case management, quality, and ancillary department leadership. This committee met on a biweekly basis to design, implement, and monitor structured multidisciplinary rounds on all units of the hospital. Rounds were designed to facilitate daily interdisciplinary communication regarding the medical plan for each patient, the discharge plan, barriers to discharge, and patient or family considerations. The committee collected and reviewed quality review data on a monthly basis to determine action plans to improve rounds as needed. Department leadership used the BRG DRIVETM tool to track overall and unit-specific throughput and status management metrics on a monthly basis.

Due to logistical constraints at the time of implementation, physicians were not able to attend rounds in person, but the hospital planned to make changes that will enable physicians to attend and participate in rounds on a daily basis.

## Physician Advisor

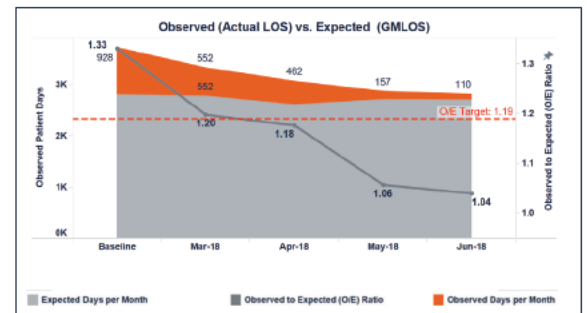
Training webinars were provided for the Physician Advisor that was hired during the implementation period of the engagement. The Physician Advisor attends high-risk LOS rounds and Utilization Management Committee meetings, and reviews Physician-attributed avoidable delays identified by the case management staff. In addition, the Physician Advisor attends the hospitalist staff meetings to provide ongoing regulatory education and performance improvement data.

## Sustainability

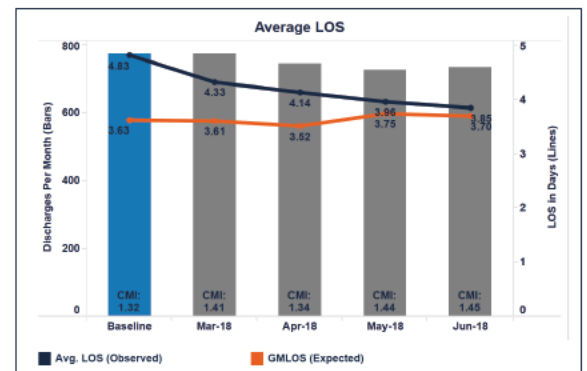
The implemented results have continued to sustain after the BRG engagement ended in May 2018. BRG professionals continue to meet with Case Management leadership to review LOS metrics and discuss trends and data-driven recommendations. In addition to these consultations, the organization regularly discusses current case management and governmental changes and options on how to manage them in order to maintain results.

## Results

As a result of the work that was implemented, the organization experienced a **62 percent reduction** of the annualized excess days that had been assessed at baseline, creating an estimated **\$4.4 million in savings**.



Source: BRG DRIVE



Source: BRG DRIVE

Berkeley Research Group, LLC is a leading global strategic advisory and expert consulting firm that provides strategic advice, independent expert testimony, investigations, litigation and regulatory consulting, authoritative studies, and document and data analytics to major law firms, Fortune 500 corporations, government agencies, and regulatory bodies around the world.

BRG is headquartered in Emeryville, California, with offices across the United States and in Asia, Australia, Canada, Latin America, the Middle East, and the United Kingdom.

This is an illustrative example. Data has been modified for confidentiality purposes. Berkeley Research Group, LLC, including its subsidiaries, is not a CPA firm and does not provide audit, attest, or public accounting services. BRG is not a law firm and does not provide legal advice. BRG is an equal opportunity employer.

