Standardized Reporting
Metrics: Demonstrating System Changes in Complex Care Beds TP21

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HNHB CCAC
Plan for a Coordinated Strategy

June 2010, the HNHB LHIN Board of Directors approved a series of recommendations that would transform the way Complex Care Beds would be accessed and utilized

- Complex Care Beds are available at 9 hospital corporations
- 628 beds across 13 hospital sites
- Group struck to carry out the recommendations
Steering Committee’s Decisions

• Standardized definition of:
  
  – eligibility criteria
  
  – four patient streams: medically complex, end of life, restorative
Decisions cont’d

• Expanded role of CCAC; completing RAI and confirming eligibility for 4 sites
• Creation of standardized application form for remaining 10 sites
• CHRIS CC referral type and Bed Board Management developed
• Centralized CCAC Wait List Team, processes, forms and wait lists
Implementation

• Implementation at all hospital sites occurred from fall 2011 to April 2013

• 13 Complex Care sites grouped into three “partnering sites” concept for ease of patient flow
Patient Flow

• Considered a regional resource but “care close to home” supported
• Partnering sites: sites close geographically, with successful history of collaborating to enhance patient flow
Referral to CCAC for CC Beds

- # new referrals to CCAC for CC beds across 13 sites with 628 beds total:
  - January 2013: 369
  - February 2013: 255
  - March 2013: 335

- Referrals have exceed original projections
Grandfathered Patients

• Criteria 1: Patient who was moved from another institution, was promised they would never move again

• Criteria 2: Patient who has been on a unit for a significant number of years, care needs cannot be met elsewhere, a move would be considered detrimental to their health
Grandfathered Patients cont’d

• Grandfathered Patient Profile template created
• Patient record note created to standardize charting on the agreement for these patients
# Grandfathered Patients

- Frst cataloging showed 45 patients across 628 beds, 13 hospital sites
- # updated monthly on LHIN metrics template
- Represents # beds not available for CC patients
Performance Metrics Reporting Process

• Set of indicators approved by Complex Care Implementation Steering Committee
• Customized templates circulated to each site
• Reporting began to the LHIN monthly in May 2012
Data Review

- Quarterly: HNHB LHIN Complex Care Post Implementation Steering Committee
- Semi-annually: HNHB LHIN Patient Flow Committee
# Metrics Template

## Performance Measurement

<table>
<thead>
<tr>
<th>Metric</th>
<th>Source</th>
<th>Target</th>
<th>Reported by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average time from referral to CCAC to wait list for CC bed (hours)</td>
<td>Hospital</td>
<td>72 hours</td>
<td>CC Unit</td>
</tr>
<tr>
<td>Average time from waitlist to a CC bed (hours)</td>
<td>CHRIS</td>
<td>TBD</td>
<td>CCAC</td>
</tr>
<tr>
<td>% of referrals accepted by CC site</td>
<td>Hospital</td>
<td>100%</td>
<td>CC Unit</td>
</tr>
<tr>
<td>% of referrals accepted from partnering sites</td>
<td>Hospital</td>
<td>100%</td>
<td>CC Unit</td>
</tr>
<tr>
<td>Number of referrals refused</td>
<td>Hospital</td>
<td></td>
<td>CC Unit</td>
</tr>
<tr>
<td>Reason for refusal - unable to meet the needs due to complexity of pt</td>
<td>Hospital</td>
<td></td>
<td>CC Unit</td>
</tr>
<tr>
<td>Reason for refusal - staffing resources</td>
<td>Hospital</td>
<td></td>
<td>CC Unit</td>
</tr>
<tr>
<td>Reason for refusal - Equipment</td>
<td>Hospital</td>
<td></td>
<td>CC Unit</td>
</tr>
<tr>
<td>Reason for refusal - Cannot meet accommodation for Infection Control</td>
<td>Hospital</td>
<td></td>
<td>CC Unit</td>
</tr>
<tr>
<td>Reason for refusal - Other</td>
<td>Hospitals</td>
<td></td>
<td>CC Unit</td>
</tr>
<tr>
<td># of patients on waitlist for CC bed *Need to clarify with CCAC</td>
<td>CHRIS</td>
<td>N/A</td>
<td>CCAC</td>
</tr>
<tr>
<td>Average LOS in a CC bed (days)</td>
<td>Hospital</td>
<td>45-60 days</td>
<td></td>
</tr>
<tr>
<td>Occupancy Rate Total *Note NHS not included as not reported</td>
<td>Hospital</td>
<td>95%</td>
<td>CC Unit</td>
</tr>
<tr>
<td># of Admissions to CC beds</td>
<td>Hospital</td>
<td>N/A</td>
<td>CC Unit</td>
</tr>
<tr>
<td># of discharges from program</td>
<td>Hospital</td>
<td>TBD</td>
<td>CC Unit</td>
</tr>
<tr>
<td>Discharge Disposition (Home)</td>
<td>Hospital</td>
<td>TBD</td>
<td>CC Unit</td>
</tr>
<tr>
<td>Discharge Disposition (Acute)</td>
<td>Hospital</td>
<td>TBD</td>
<td>CC Unit</td>
</tr>
<tr>
<td>Discharge Disposition (LTCH)</td>
<td>Hospital</td>
<td>TBD</td>
<td>CC Unit</td>
</tr>
<tr>
<td>Discharge Disposition (Other including death)</td>
<td>Hospital</td>
<td>TBD</td>
<td>CC Unit</td>
</tr>
<tr>
<td># of Grandfathered patients</td>
<td>Hospital</td>
<td>TBD</td>
<td>CC Unit</td>
</tr>
<tr>
<td># of off service patients admitted into CC program</td>
<td>Hospital</td>
<td>N/A</td>
<td>CC Unit</td>
</tr>
<tr>
<td>% of off service patients transferred out within 48 hours</td>
<td>Hospital</td>
<td>100%</td>
<td>CC Unit</td>
</tr>
<tr>
<td># of patients refusing a CC bed at partnering site</td>
<td>Hospital</td>
<td>0</td>
<td>CC Unit</td>
</tr>
<tr>
<td>Total number of patients designated ALC-LTC</td>
<td>Hospital</td>
<td>TBD</td>
<td>Hospital</td>
</tr>
</tbody>
</table>
Metrics

• Average time from referral to CCAC waitlist
• Average time from waitlist to CC bed
• % referral accepted by CC site
• # referrals refused, reason
• # patients on wait list
• Average LOS in CC bed
Metrics cont’d

• # admissions and discharges, reason
• # grandfathered patients
• # off service patients admitted to CC bed
• # off service patients transferred out in 48 hours
• # off stream patients
• # patients refusing bed at partnering site
ALC Rate in Complex Care

Materials provided by the HNHB LHIN
ALC Patients by Designation

315 Patients designated ALC in Acute Hospital Beds
as of May 1, 2013 (253 as of March 31, 2013)

- Total TBD, 69, 22%
- Total Transitional Care, 13, 4%
- Total Unknown, 15, 5%
- Home with CCAC, 83, 26%
- Home with other, 4, 1%
- Total Palliative Care, 32, 10%
- Total Mental Health Specialized, 1, 0%
- Total Complex Care, 40, 13%
- Total Rehab, 40, 13%
- Total Convalescent Care, 11, 3%
- Total SAL, 27, 9%
- Total LTC, 69, 22%

253 Patients designated ALC in Acute hospital beds as of March 31, 2013 (263 as of March 1, 2013)

- TBD Unknown, 25, 10%
- Total Transitional Care, 12, 5%
- Total Unknown, 26, 10%
- Home with other, 2, 1%
- Total Palliative Care, 18, 7%
- Home with CCAC, 57, 22%
- Total Complex Care, 30, 12%
- Total Inpatient Psychiatric Service, 2, 1%
- Total Rehab, 21, 8%
- Total SAL, 24, 9%
- Total LTC, 45, 18%
- Total Convalescent Care, 17, 7%

July 2010 CCO ALC Long Wait Cases Report:
- 628 Open ALC Cases
- 48% (301) were Long Wait Cases (> 40 days)
- 90th Percentile Wait - 412 Days

Materials provided by the HNHB LHIN
Definition: Count of patients (ALC-LTC only) on the last day of the month who are currently in a hospital bed (acute and other inpatient beds).
HNHB LHIN Internally Monitored: Acute ALC Rate

**Influences Year to Date:**
- Niagara C-Diff status (May to October 2011)
- Additional AR beds at SJV (September 2011)
- Additional Reactivation beds at Wellington Park (July 2011)
- Crisis placement status for hospital patients with > 100 days ALC (September 2011)
- CCAC personal support maximum service cap of 56 hours per week (December 2011)
- CCAC re-instated service hours >56 hours (January 2012)

Definition: All ALC days (includes Peds & OBS) from current and discharged patients in acute care beds divided by the total number of inpatient bed days for all patients including ALC for the month.

Materials provided by the HNHB LHIN
**ALC-All Bed Types**

- **Cumulative total by bed type**

- Total ALC days dropped from 209,568 in 2010/11 to 155,004 in 2012/13

- 26% decrease in total ALC days compared to 2010/11

- Decrease of 54,564 represents a 149 bed hospital at 100% occupancy
Questions?