

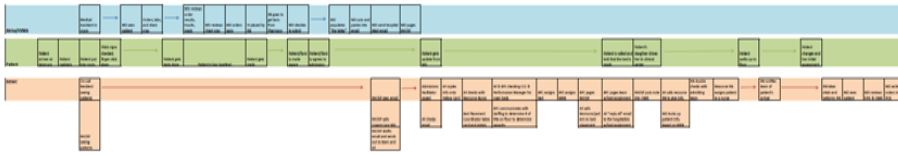
Improving the Direct Admission Process at BIDMC

Reason for Action

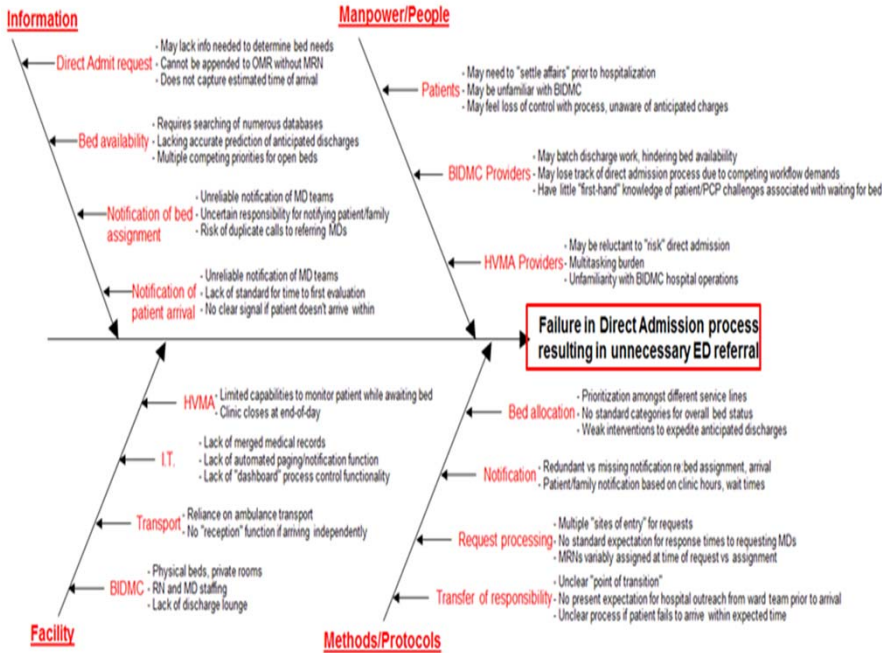
The direct admission process represents an important opportunity for BIDMC and Atrius to jointly achieve the best clinical outcomes, at lower cost, with an outstanding patient experience - and can serve as a model for improving the direct admission process between all of our affiliated hospitals and outpatient practices.

Problem Statement: Our current direct admission process from HVMA Kenmore to BIDMC is inefficient, error-prone, and difficult for both providers and patients, at times threatening the safety and comfort of our patients while challenging the workflow of both HVMA and BIDMC providers. As a result, relatively stable patients are sometimes directed to the Emergency Department simply to “wait” for an inpatient bed, resulting in avoidable costs to the healthcare system, inconvenience for the patient, and contributing to ED over-crowding.

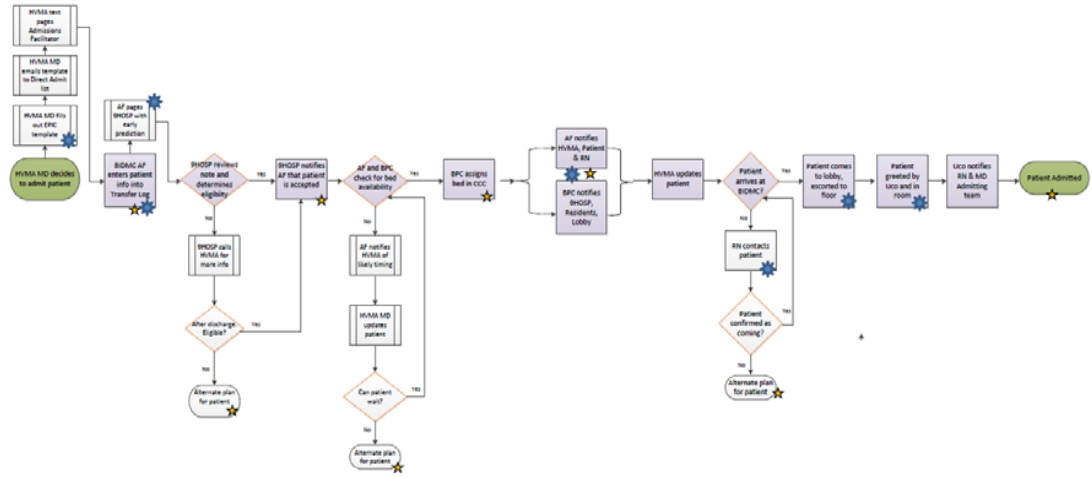
Current Condition



Cause Analysis



Target Condition



★ Process tracking ✳ Countermeasures

Countermeasure Implementation Plan

Immediate

- Assign MRN at time of Direct Admit request Immediate
- Bed Placement Coordinator/RN to notify ward teams upon bed assignment Immediate

Within weeks

- Timely response (30min) to referring MD regarding bed availability 2 weeks
- RN to notify ward teams upon patient arrival 2 weeks
- Create “Direct Admit” Template, including ETA 3 weeks

Short-term (months)

- Utilize Transfer Log to record requests, embed “checklist” of critical steps 1 month
- AF determines bed availability prior to HMed discussion with referring MD 1 month
- RN/MD ward team outreach if not arrived 1-2 months
- Direct Admit “reception” by service ambassadors 3 months

Monitor both Results & Processes

- Use of performance manager will allow tracking:
- Direct admission request volume
 - Admissions provided
 - Time stamps of critical steps

- Further analysis could include review of:
- ICU admissions within 24 hours admission
 - Codes or other adverse events
 - Patient satisfaction by survey data

- With increased tracking, our goals will be to:
- Identify rate limiting steps
 - Continue to measure as steps are implemented

Standardize and Spread Processes

We will pilot our model via the HVMA Kenmore clinic with the intent to standardize our approach to all direct admissions in order to improve the transparency and reliability of this transition of care for both patients and providers.