

7DART Program: The Value of Having 7 Days Per Week Admissions & Rehabilitation Therapy



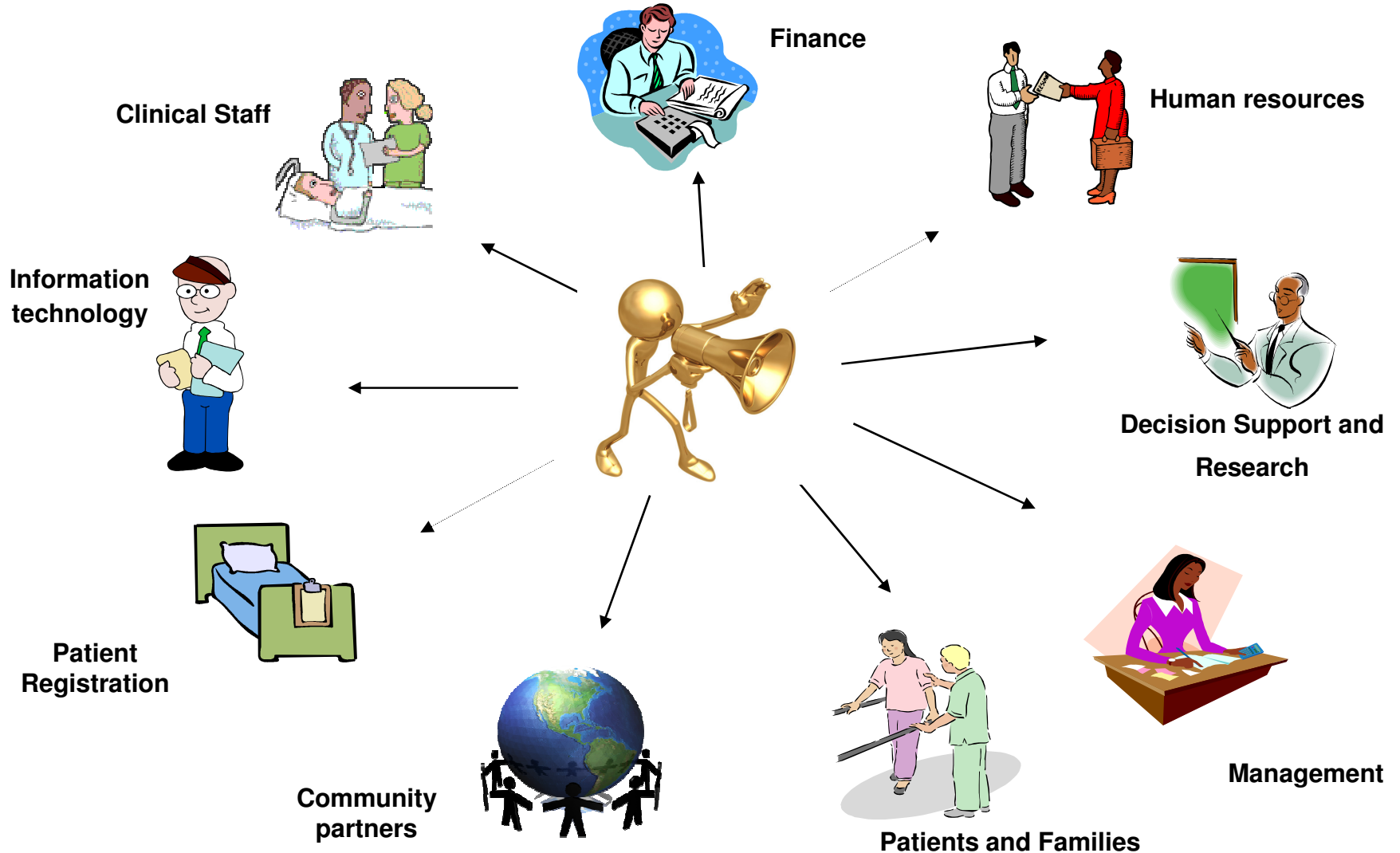
2011 Spring Awakenings: William Osler Health System

Presenters: Marie Disotto-Monastero and Shelby Fisch

April 12, 2011

Our Vision: To be at The Forefront of Specialized Rehabilitation Care

Embarking on the 7-DART Project



Agenda

- Overview of St. John's Rehab
- 7-DART Implementation
- Operational Framework
- Evaluation
 - Quantitative
 - Qualitative
- Words of Wisdom
- Questions



St. John's Rehab



2009 Fiscal Stats

- **In-patients**

- 160 Beds
- 2640 discharges
- Active Rehab LOS 20.02 days

- **Out-patients**

- 40,618 attendances











St. John's Rehab Hospital

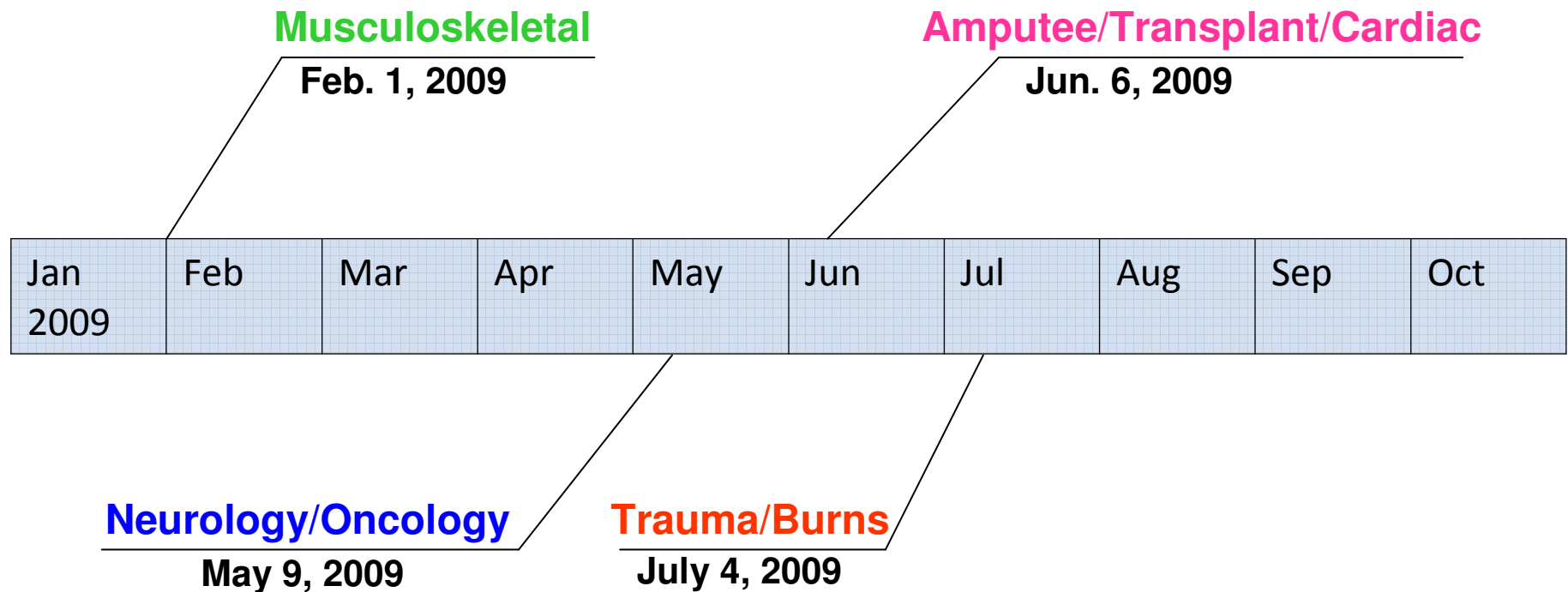
- **Specialty populations**
 - **Burn** (unique in Ontario)
 - **Oncology** (unique in Ontario)
 - **Organ transplant** (unique in Canada)
 - **Amputation**
 - **Cardiac**
 - **Complex Care**
 - **Neurological**
 - **Orthopedic**
 - **Trauma**



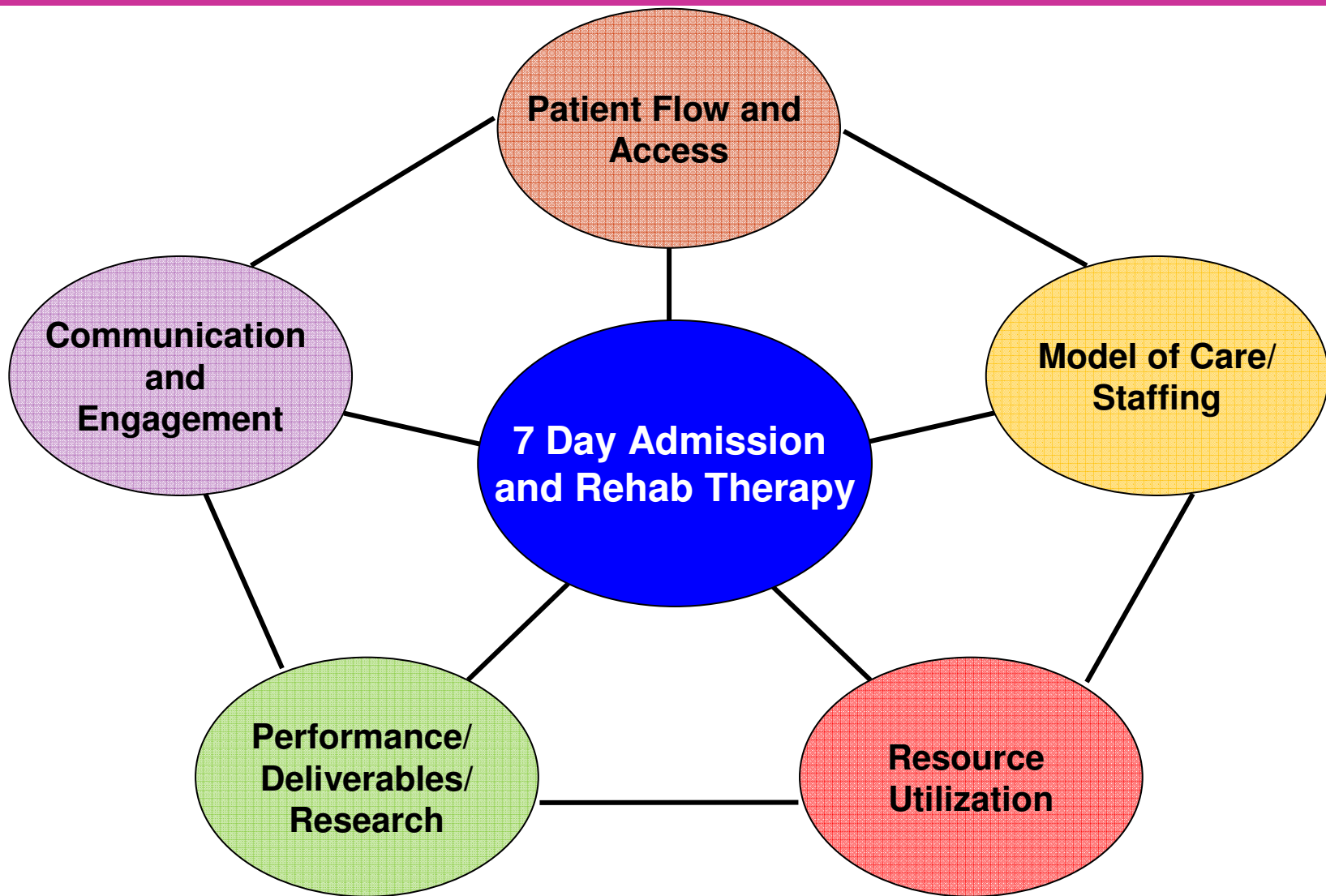
Goals of the Initiative

TRADITIONAL MODEL	Objectives	7 DART MODEL
5 days/week admissions and discharges	INCREASE 	7 days/week admissions and discharges
5 days/week therapy	INCREASE 	7 days/week therapy
1.6 days on average waiting for admission	DECREASE 	Reduction in days waiting for admission
21.3 days Active Rehab LOS	DECREASE 	Decrease by average of 1 day
Optimal functional outcomes	MAINTAIN 	Optimal functional outcomes
Optimal Patient Satisfaction	MAINTAIN 	Optimal Patient Satisfaction

7-DART Implementation



Operational Framework to Support Implementation



Communication and Engagement

Objective: To apply a transparent and collaborative process throughout the implementation and evaluation of the Building Capacity in Rehab initiative

- ❖ Education and Communication forums with staff
- ❖ Continuous opportunities for staff to provide feedback
- ❖ Communication plan that informs both internal and external stakeholders

Model of Care and Staffing

Objective: To optimize appropriate staffing levels to ensure the provision of patient care and therapy occurs at the right time and at the highest quality achieving positive patient outcomes.

- ❖ Full and appropriate staffing compliment to support targets
- ❖ Effective Model of Care to support enhanced therapy and admissions/attendances
- ❖ Comprehensive and organized orientation program for new employees (initial pilot targeted for new clinicians in inpatient programs)

Patient Flow and Access

Objective: To create effective and efficient processes for patient flow and access through the system

- ❖ Standardized patient flow processes (referral, admission and discharge)
- ❖ Communication plan/model for inpatient to outpatient flow and access for patients
- ❖ Using information and decision support to inform processes related to patient flow and access

Resource Utilization

Objective: To optimize the effective and efficient use of resources throughout the implementation and evaluation of this initiative; and to use resource information for purposes of continuous quality improvement

- ❖ Collection and analysis of financial information
- ❖ Collection and analysis of staff workload data
- ❖ Collection and analysis of actual staffing complements
- ❖ Improvement activities based on resource utilization information

Performance/Deliverables/ Research

Objective: To utilize performance information for continuous evaluation and improvement through effective measurement and reporting of process and clinical outcomes

- ❖ Deliverables and milestones met as outlined in project charter
- ❖ Identified performance indicators and methodology for reporting information
- ❖ Continuously report information to internal and external stakeholders as appropriate
- ❖ Performance information driving continuous quality improvement activities
- ❖ Research project

Quantitative Evaluation (Research)

**To determine the impact on outcomes
and resource utilization of a model of**

**7 Days Per Week Admissions and
Inpatient Rehabilitation Therapy
(7-DART)**



Study Methods

Retrospective review of functional outcome and utilization data (3,500 patients)

Patient Group	Control (n = 1,692)	Study (n = 1,808)
Admissions and rehabilitation therapy	5 days per week	7 days per week
Patients admitted and discharged between	Feb 2008 - Jan 2009	Feb 2009 - Jan, 2010

Data Source: NRS

Results - Demographics

Retrospective review of functional outcome and utilization data (3,500 patients)

Patient Group	Control (n = 1,692)	Study (n = 1,808)
Age	71.9 ± 13.0 years	72.2 ± 13.6 years
Males	572 (33.8%)	642 (35.3%)
Females	1120 (66.2%)	1166 (64.5%)
Male:Female Ratio	1:1.96	1:1.82

Data Source: NRS

Results - Outcomes

Indicators	Control	Study	Results
Total Admissions	1692	1808	↑ 6.9% p =0.005
Weekend Admissions	137	255	↑ 86.1% p <0.001
Total Discharges	1540	1668	↑ 8.3% p =0.001
Weekend Discharges	143	303	↑ 111.9% p <0.001
Workload per Patient LOS	36.0 hrs	40.7 hrs	↑ 13.2% p =0.443
Length of Stay	20.6 days	19.5 days	↓ 1 day
FIM™ Rating Change	18.2%	18.7%	Similar p=0.727

Data Source: NRS

Conclusions from Research



The 7DART is more efficient than the 5DART with respect to:

- **Increased number of admissions**
- **Increased number of discharges**
- **Increased rehabilitation workload per patient**
- **Reduced rehab hospital length of stay**

**This successful program demonstrates support
for the 7DART model**

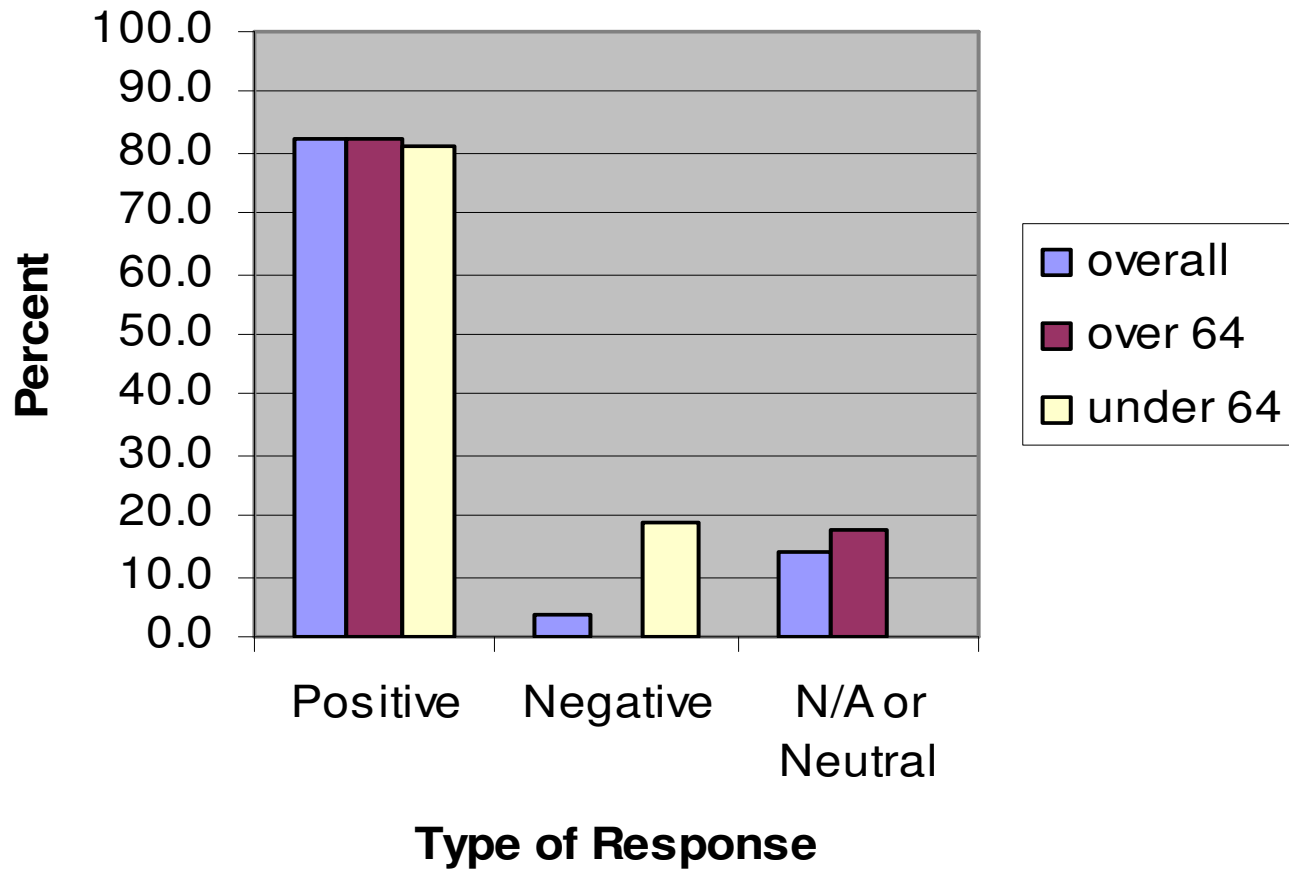


Qualitative Evaluation – Patient Satisfaction

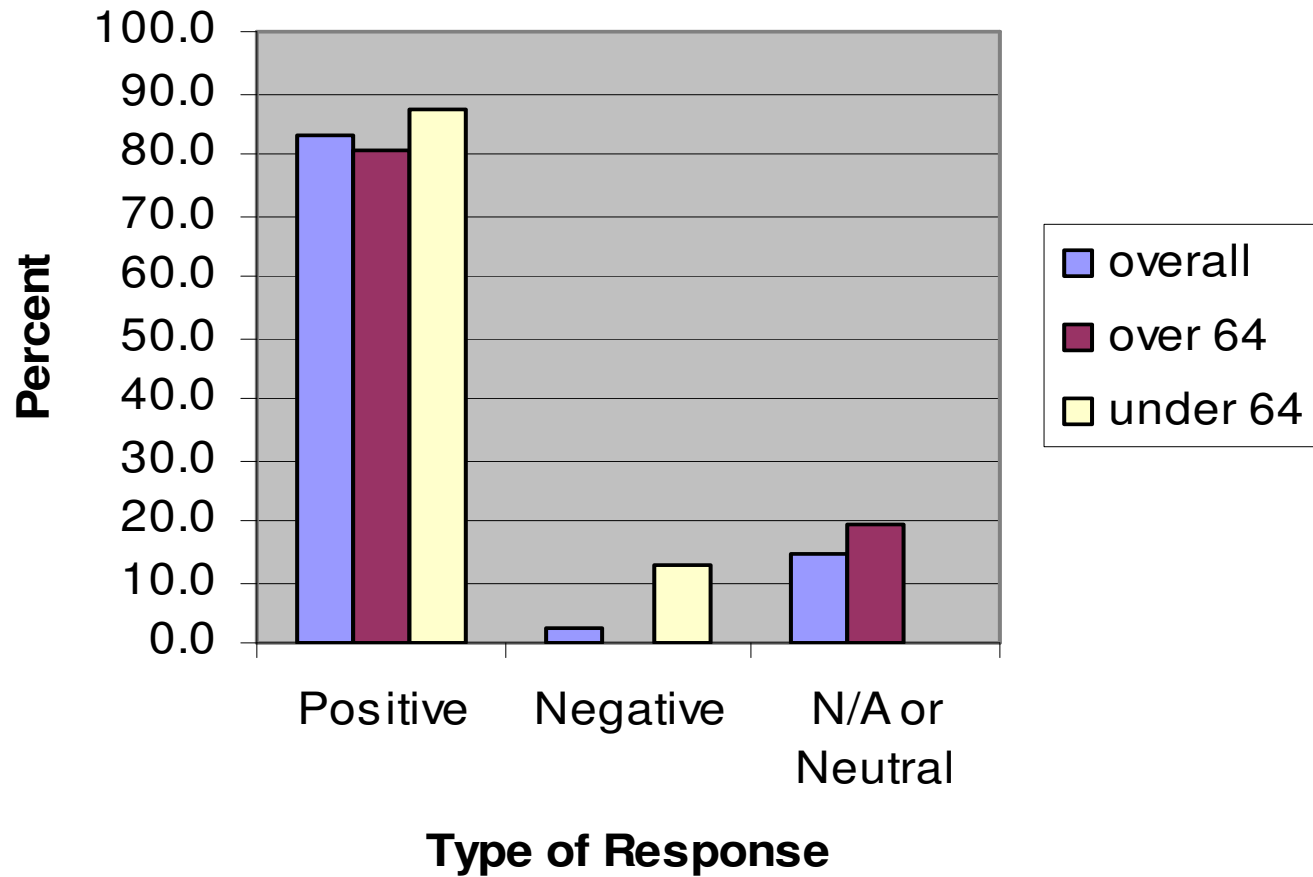
Patient Satisfaction for Weekend Therapy evaluated through a Triple AIM approach

Date Range	April 1 and December 31, 2009
Total Surveys Mailed	251
Response Rate	33.9% (85 responses)
Age (>64)	80%

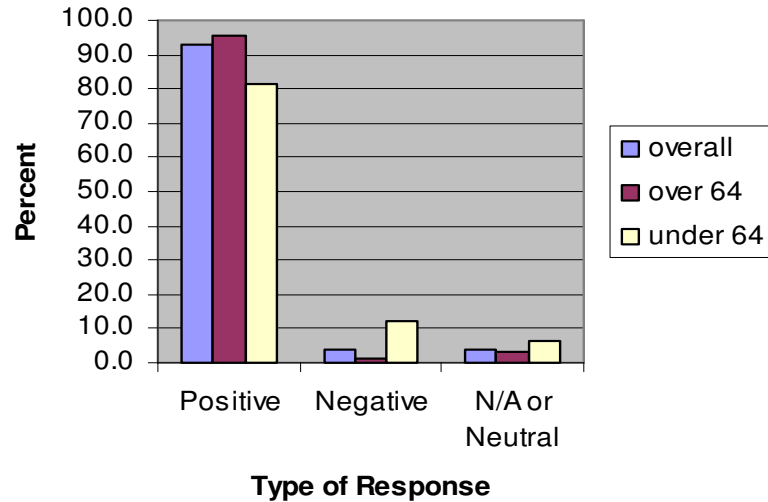
I Was Assessed by a Therapist Within 24 Hours of Admission



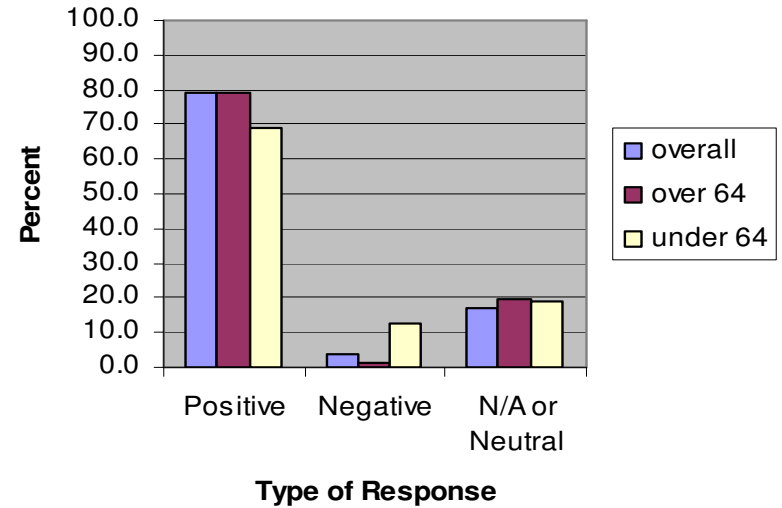
Staff Tried to Accommodate My Needs when Scheduling Wknd Therapy



I had Right Amount of Therapy on Weekdays

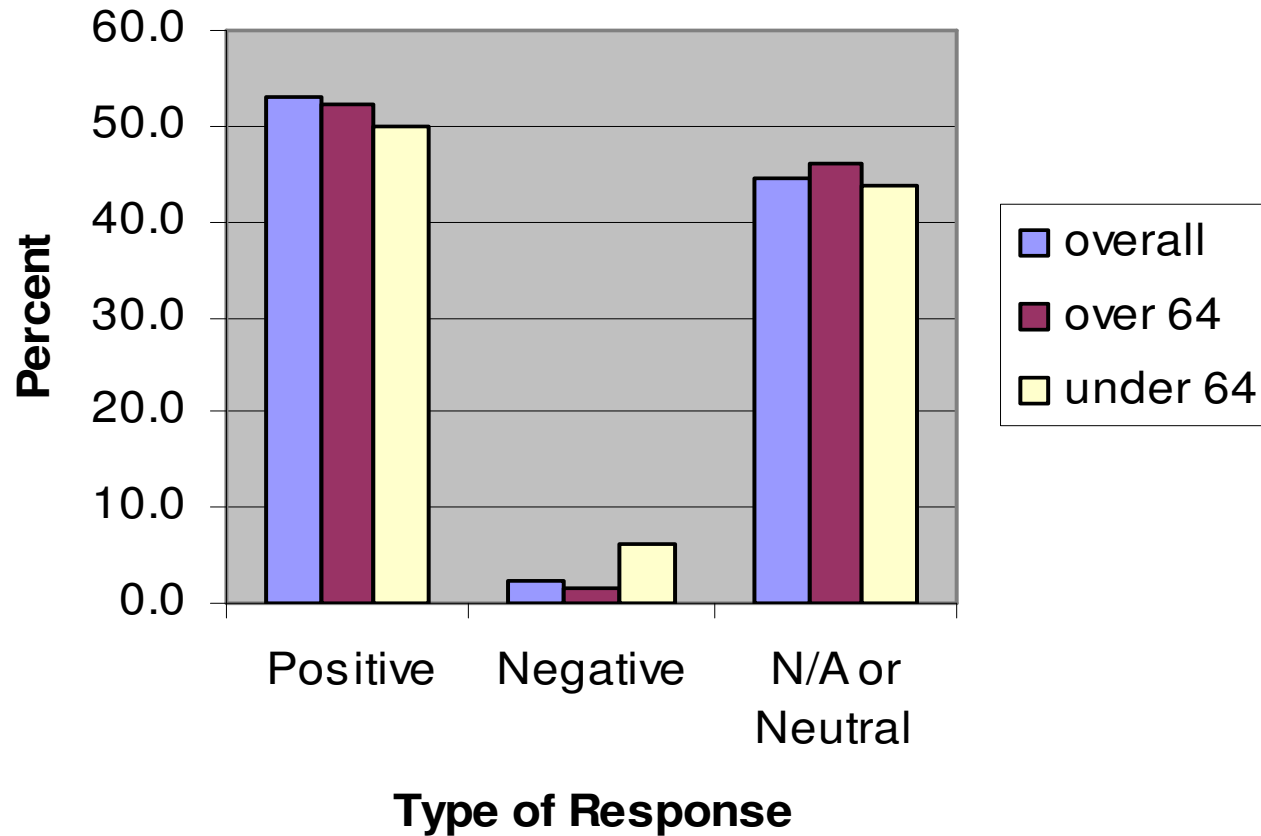


I had the Right Amount of Therapy on Weekends

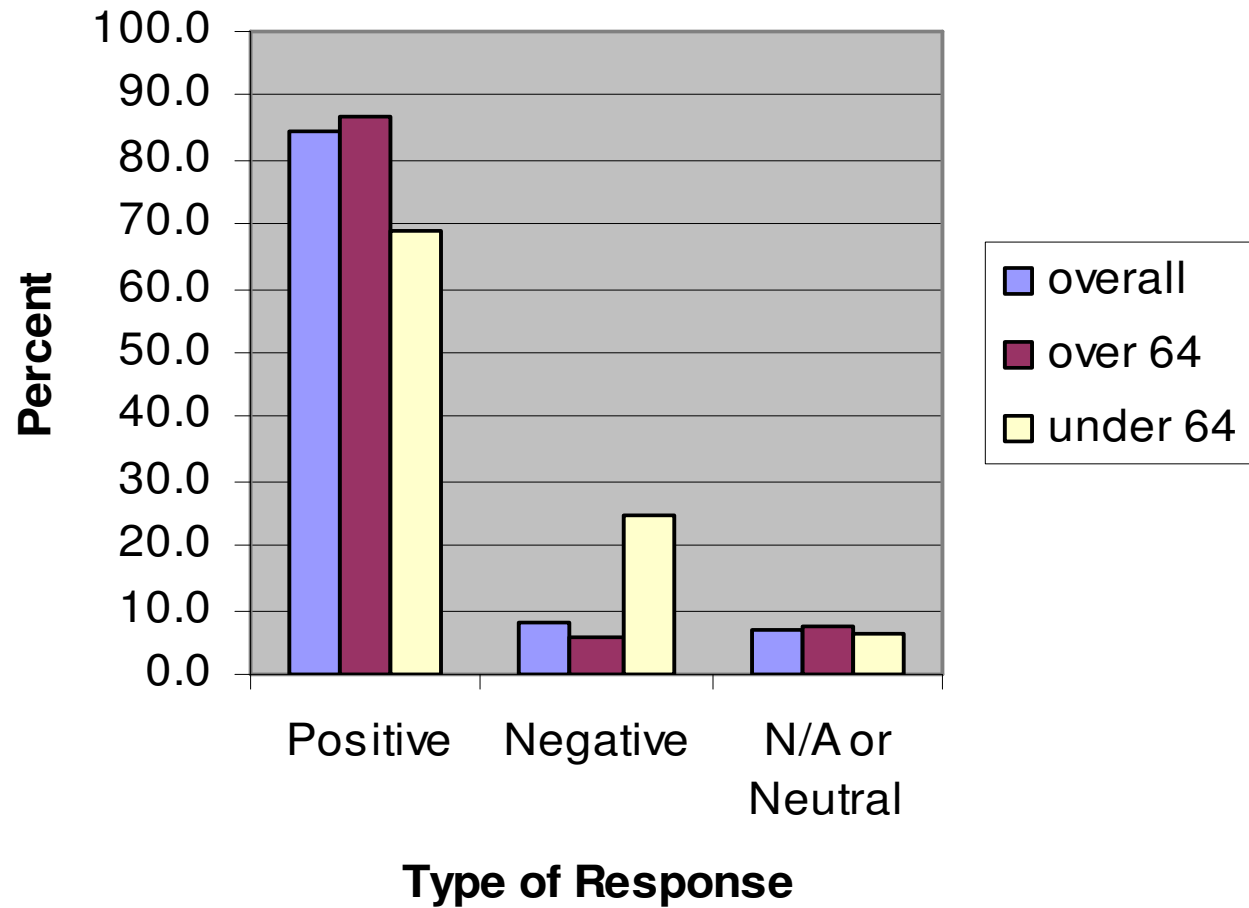


Over 80% of our clients stated that they had the right amount of therapy on weekdays and weekends

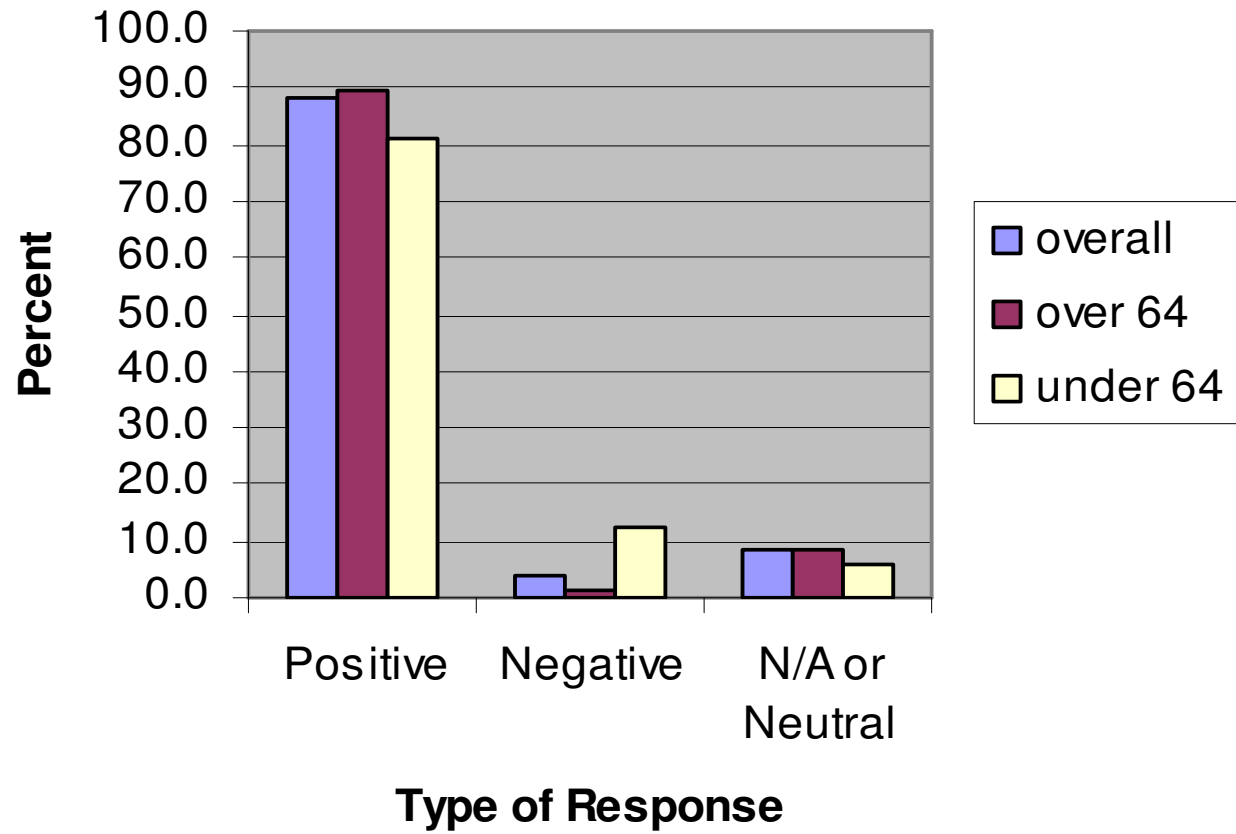
Wknd Therapy Made it Easier for my Family to Get Needed Information



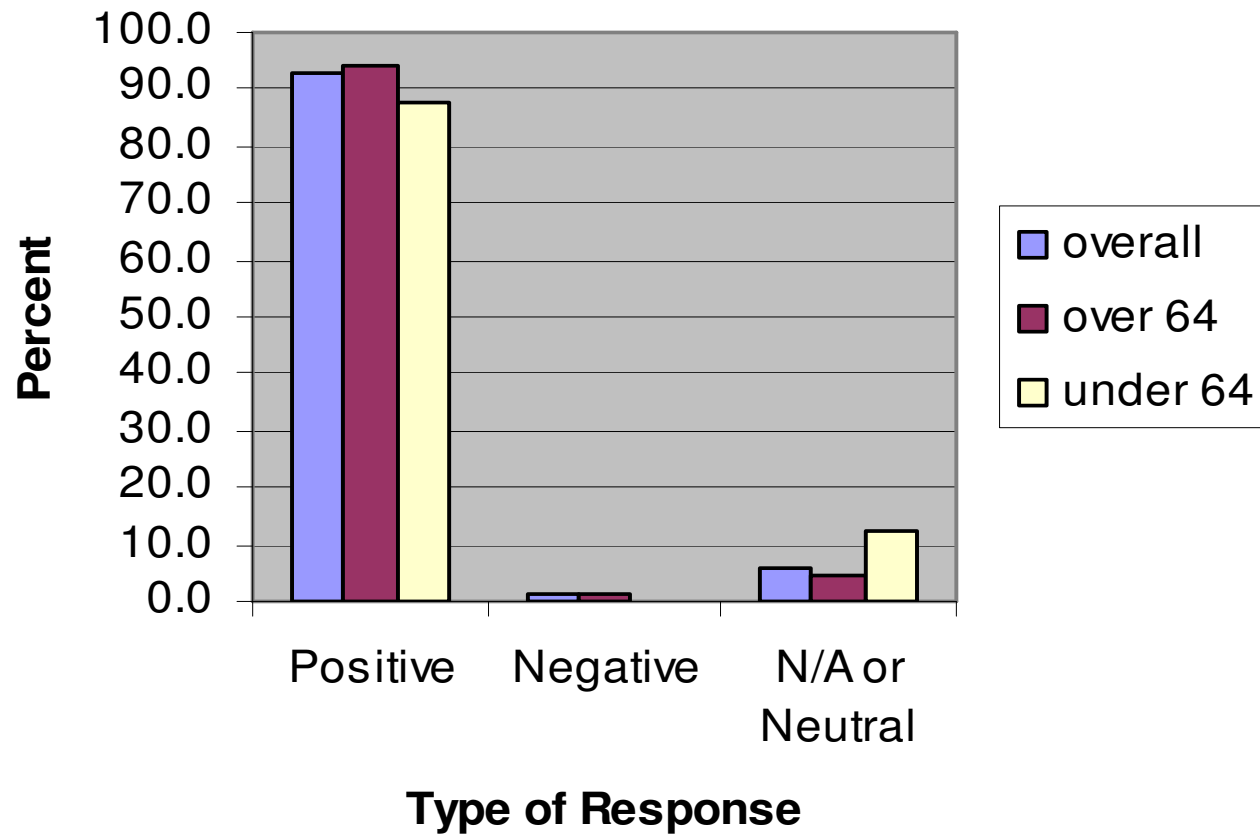
I Was Sent Home Before I Felt Ready



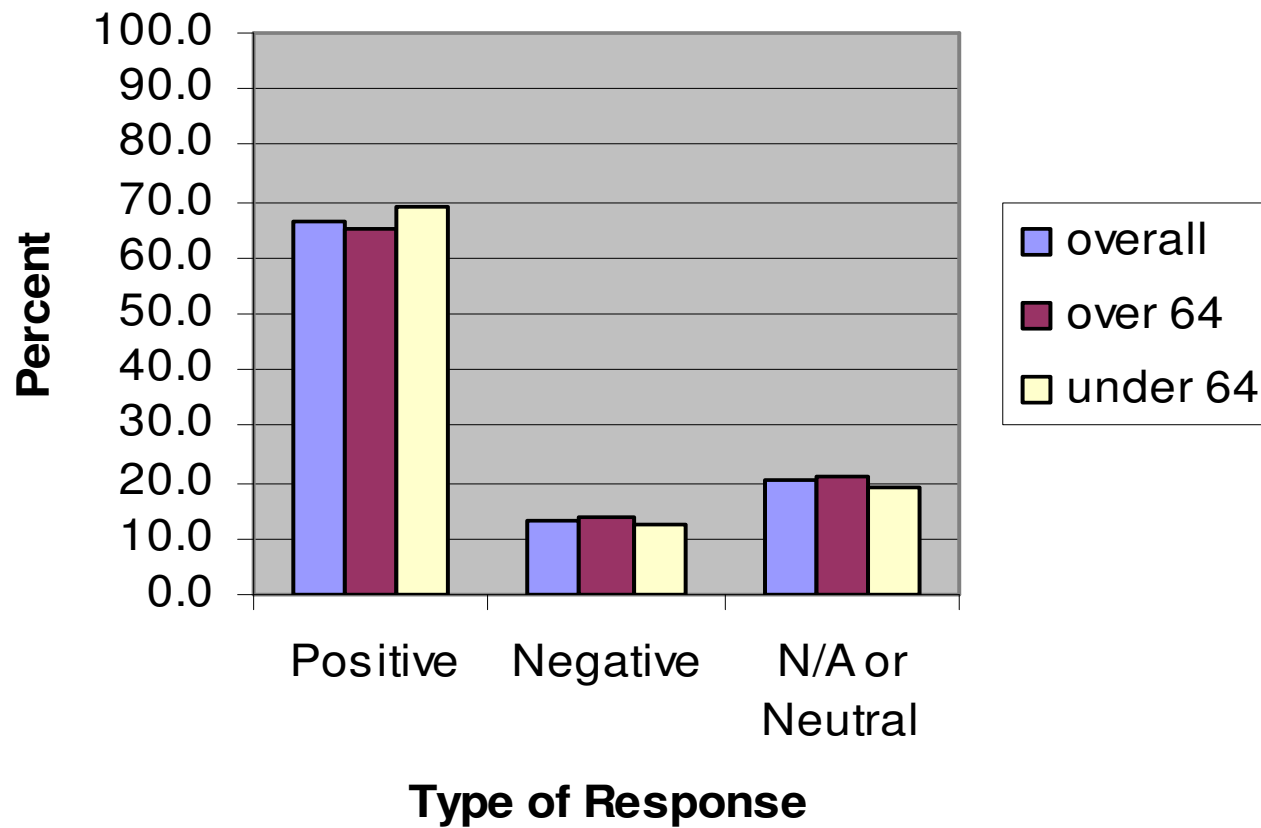
I Had Adequate Time for Rest and Sleep



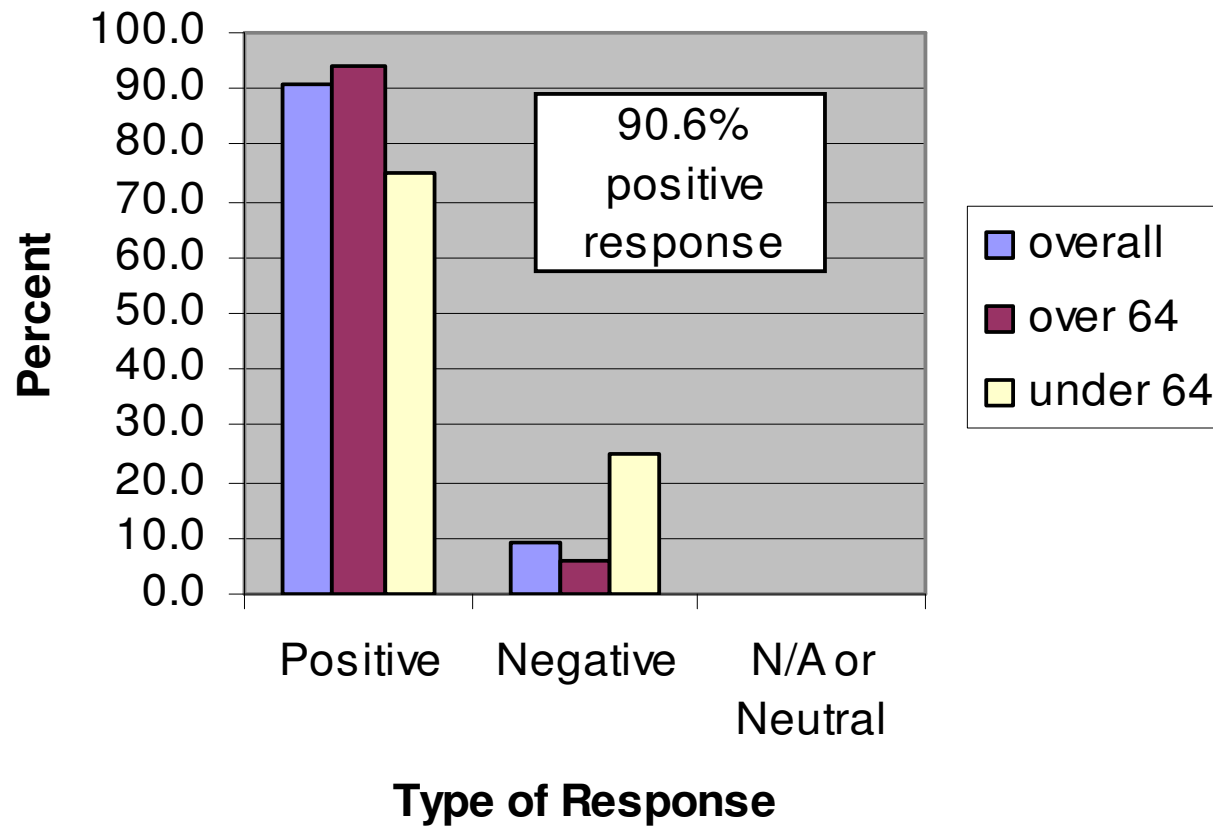
All my Therapists Understood my Condition & Details of my Program



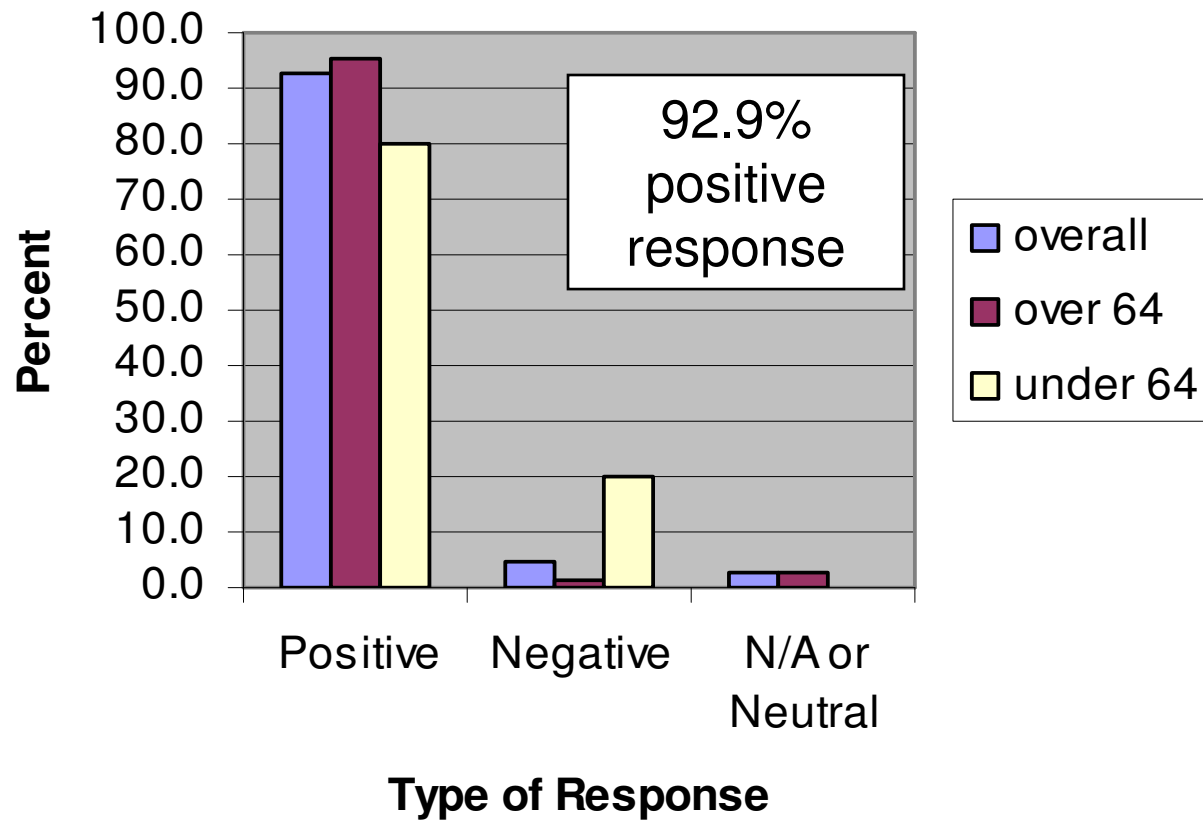
I Had to Repeat the Same Information to Different Therapists



Overall Quality of Care and Services Received



Would You Recommend this Hospital to your Friends/Family?



Words of Wisdom...

- ✓ **Communicate, Communicate, Communicate**
- ✓ **Collaborate with and engage staff across clinical programs and all departments**
- ✓ **Keep a pulse on the vision and objectives of the initiative**
- ✓ **Continually evaluate and improve – don't be afraid to seek feedback and results of the changes**
- ✓ **Persevere through the challenges and be flexible**

Partners in Action

- **Central LHIN**
- **Community Partners**
- **Patient and Their Family**
- **Management and Board of Directors**
- **All Clinical and Support Staff**





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Questions

