



Kerri Elsabrout, DNP

Vice President, Patient Care Services
White Plains Hospital

Situation Analysis

As a result of strategic growth and the COVID-19 pandemic, White Plains Hospital's patient volume was growing by 5% per year and trending toward a potential access shortage by 2021 without an intervention. Contributing factors included a massive increase in inpatient acuity, persistent staffing shortages and limited resources. Improved efficiency measures have become one of the organization's greatest needs.

Project Goals



Reduce risk-adjusted length of inpatient stays.

- Decrease average opportunity days by case.
- Decrease inpatient case mix index-adjusted length of stay.
- Decrease inpatient overall average length of stay, including for general medicine and cardiovascular medicine patients.

Actions Taken

- Implemented a task force targeting complex and lengthy patient stays.
- Conducted a comprehensive investigation into the deviations' triggers.
- Identified ancillary services inefficiencies.
 - Focused on turnaround times for patient testing, with special emphasis on echocardiogram testing and post-acute facility authorizations.
- Escalated any outliers.
- Applied a clinical pathway for outpatient testing with confirmed appointments within 48 hours of request.

Positive Outcomes

- 52% reduction in hospital wide opportunity days.
- \$1.2 million monthly cost avoidance on average since project implementation.
- 9.4% reduction in case mix index-adjusted length of stay.
- Significant reduction in Medicare readmission rates.
- 65% improvement in turnaround time for insurance authorizations for post-acute facilities.

For detailed information, visit:

www.aha.org/center/next-generation-leaders-fellowship