

# Occupancy Management Program - Predictability Tool

Prepared by Klaus Engelhardt  
Occupancy Management Program  
SSWAHS

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# Aim

- To proactively manage hospital occupancy by:
  - Utilising estimated date of discharge (EDD) as an indicator of upcoming capacity availability
  - Predicting hospital inflows and outflows
  - Identifying periods of high capacity and responding appropriately with a predetermined escalation plan

# Nature and Extent of the Problem

- Historically during winter and periods of high activity, there is a mismatch between admissions and discharges
  - Resulting in high hospital occupancy levels
  - Leading to system wide congestion
  - No reserve capacity for unplanned emergency inflows
  - Patient throughput is hampered by congestion

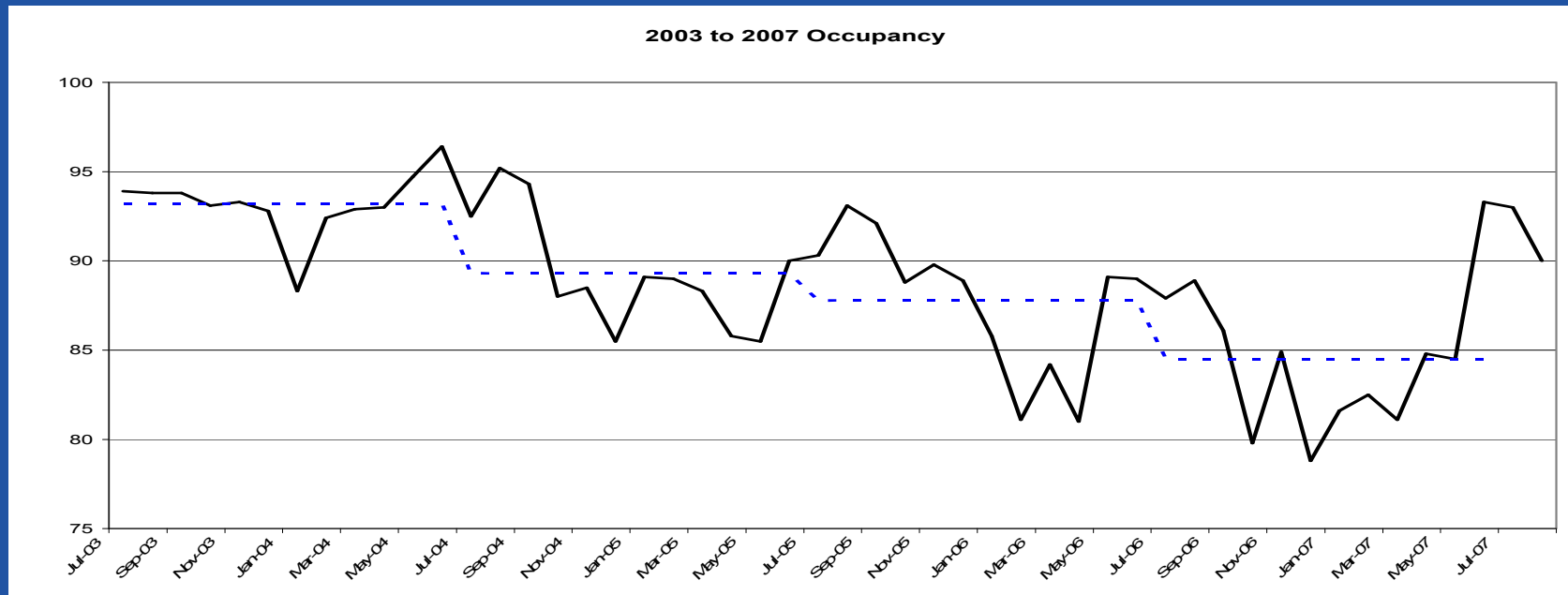
# Strategic importance

- Improves patient safety and access
  - To maintain an optimal occupancy level
- The W.H.O. states that 85% occupancy reduces:
  - Access block
  - Overcrowding
  - Delays patient access to hospital services
  - Patient and carer experiences

# Planning & Implementing solutions

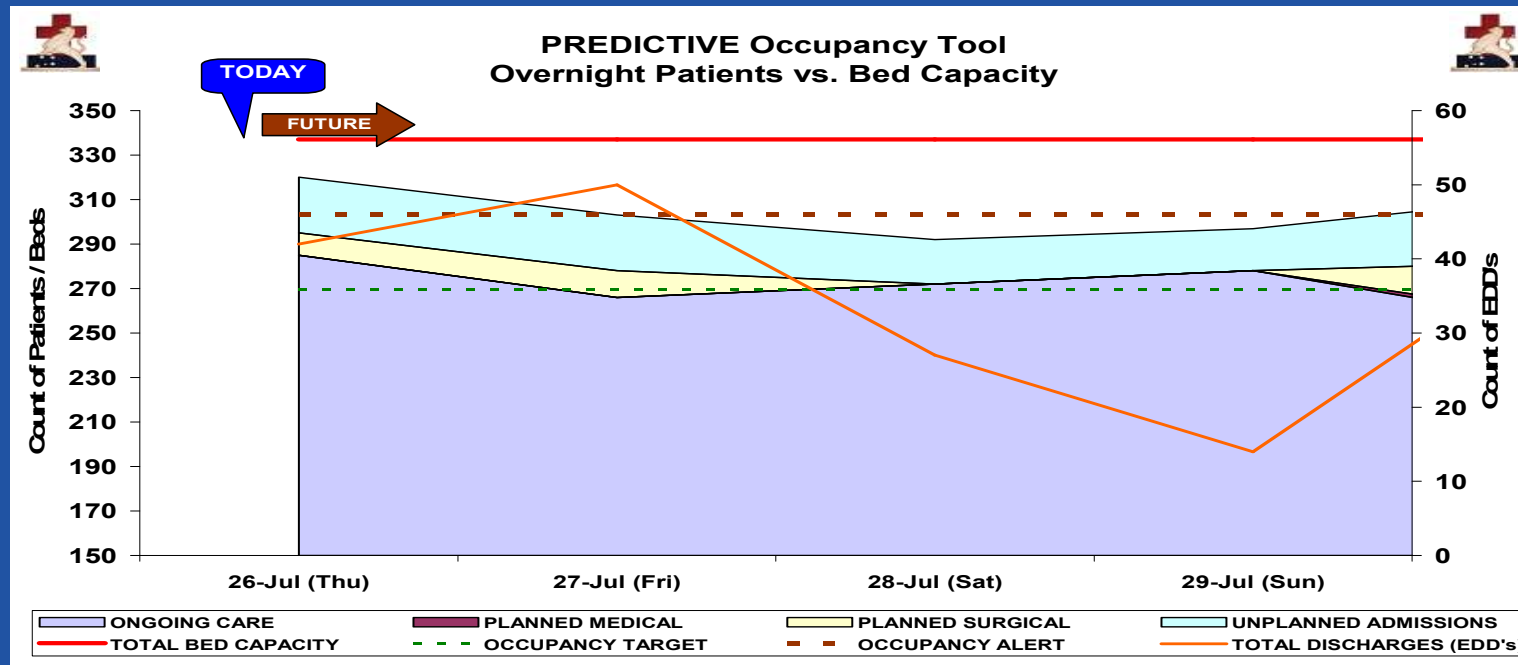
- 2004 Estimated date of discharge (EDD) identified as a potential indicator of discharge activity.
  - 3 day to discharge tool
  - EDD variation identified
  - Compliance and tracking of EDD
  - Identified EDD as a discharge coordination tool
  - EDD electronic integration and collection for inpatients and planned admissions

# Outcomes & Evaluation



- Average occupancy below 85% achieved
  - Capacity available to meet unexpected emergency inflows

# Sustaining Change



- Using Data tools to drive continuous change
  - Predictive tool used to measure compliance and accuracy
  - Weekly Demand Management Meetings
  - Feedback on performance to ward areas

# Lessons Learned

- Resistance to EDD collection
  - Medical buy in to EDD allocation
  - Use of EDD as a care coordination tool for Allied Health engagement
  - EDD variance collection clinical information system limitations.

# Future Scope

- Ability to align hospital capacity to patient flow activity
  - Flexible bed bases adjusting to seasonal variation
  - Reduced wasted capacity
  - Planning elective workloads increasing available capacity
  - Area wide implementation controlling workload to available capacity