

Figure 4: Relationship between Discharge Order and Time of Actual Discharge

- **Nurses and social workers were often unaware of each patient’s anticipated discharge date prior to the day of discharge.** Hospitalists didn’t consistently communicate the anticipated discharge date, which meant nurses and social workers had insufficient time to prepare for the patient’s discharge. Delays in ordering medical equipment for the patient’s home, finding a patient bed at a skilled nursing facility (SNF), or confirming a ride for the patient resulted in delayed discharges and avoidable time in the hospital.

Practice Pattern Variation

Performance reports confirmed significant practice pattern variation of the hospitalists with LOS differences across all clinical conditions. The ability to view specific performance data down to the individual provider level motivated providers and their peers to achieve higher performance, thus enabling Allina to identify achievable opportunities for improvement with strong provider buy-in.

Delayed Discharges

Performance reports revealed that LOS varied by day of the week. Data suggested inconsistent resources and more avoidable hospital days on the weekends. Through detailed analysis, Allina identified limited availability of diagnostic procedures and difficulty in discharging patients to SNFs on the weekends as two key reasons for delayed discharges.

constituents that was scalable and did not require adding additional resources. Given these constraints, Allina created the inpatient dashboard, a business intelligence solution that provided the following:

- An intuitive computer system that did not require significant technical skills to use
- The ability for end users to directly access data and create detailed reports in near real-time
- The ability to segment the population by numerous variables, including method of arrival, discharge destination, clinical service line, discharge unit, ICU utilization, etc.
- Tables and graphs that could be exported for distribution to other team members

Critical Success Factors

Allina had two critical success factors in optimizing its LOS. First, providers across the organization supported the data and believed in its accuracy due to the specificity, acuity adjustment, and benchmarking available. Providers had strong buy-in to the data and analytic capabilities and championed efforts with multidisciplinary team members to dramatically improve performance. Second, the inpatient dashboard eliminated bottlenecks in getting clinically relevant and actionable data into the hands of providers in a financially viable way. Allina's scalable capabilities provided the organization with transparent data that did not require hiring additional resources.

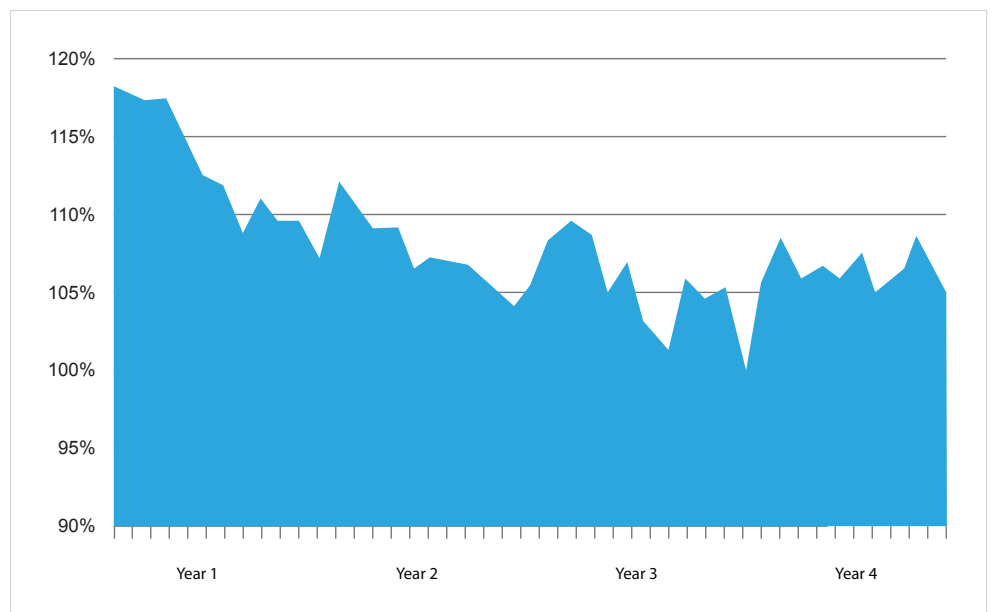


Figure 5: Allina Health Trending Performance to National Average LOS (GMLOS)

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