

Diggory : MK : Reducing the length of stay within Windsor Intermediate Care Unit (WICU) – incorporating the Red2Green approach

Aim: By 31st December 2018 reduce the average length of stay for patients in WICU from an average of 28.6 (01/04-26/09/18) to 25 days or less

Project background/Introduction

- The average LOS in WICU was above the national average of 26.8 days.
- The rationale behind this project was that sometimes patients spend days in hospital that does not directly contribute towards their discharge. We believe that by working better together, we can reduce the number of these wasted/'red' days, in favour of value-adding 'green' days.
- The team involved are a cross-section from WICU, a 19 bedded general rehabilitation unit in Bletchley, Milton Keynes.
- The team provides multi-disciplinary rehabilitation to maximise patients' independence and confidence to return home.

Measures

Outcome measure:

- Average LOS of discharged patients
- Average LOS of all inpatients
- Number of new admissions per month

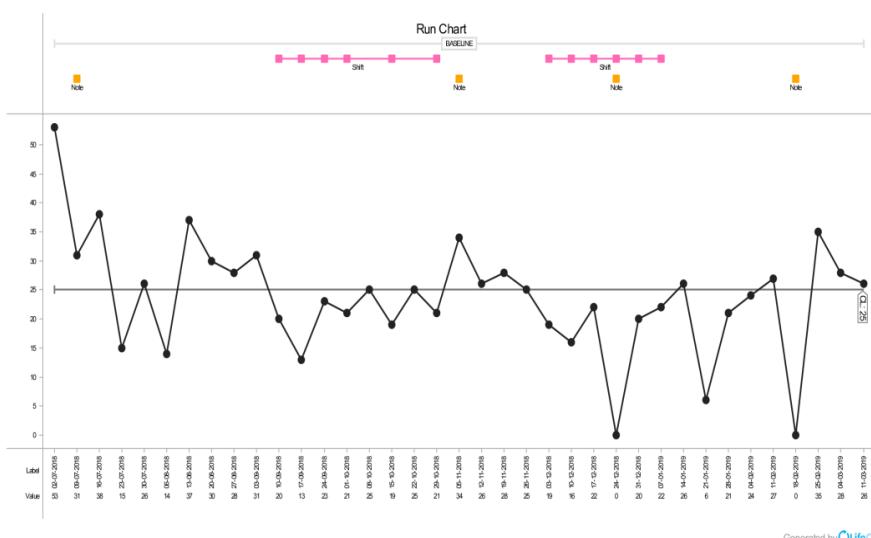
Process measure:

- PDD within 48 hours of admission
- Percentage of patients who have 'green' days Monday - Friday

Balancing measure: Considered FFT, but this will now form a separate QI project.

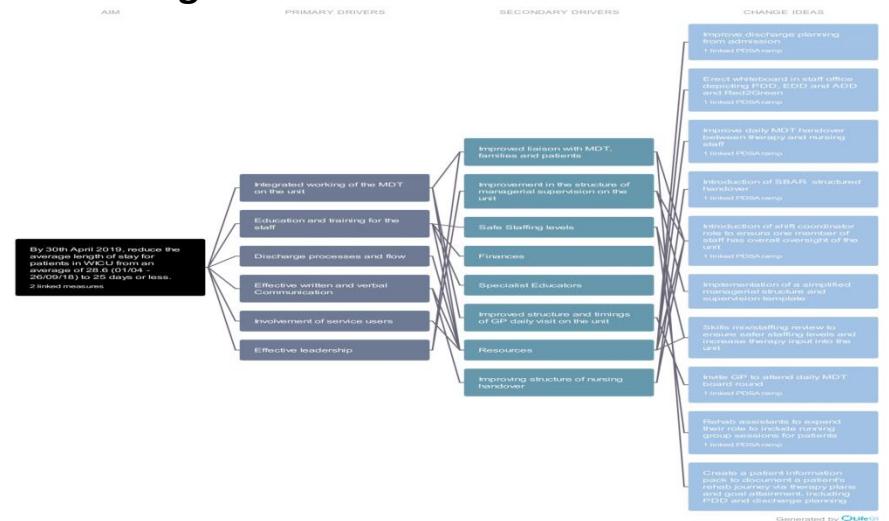
Outcome

Weekly data on average length of stay of discharged patients



Date created: Monday 18th March 2019

Driver Diagram



PDSA cycle of change

Implementation of whiteboard to monitor patients' red and green days daily

- This has resulted in an improved flow of information between the MDT as it has now become the focus
- More visual aid to see where a patient is in their journey on the unit
- Live information updated throughout the day following completion of an intervention
- Problems overcome:
 - Last GP date for a patient's assessment wasn't clearly identified on the whiteboard; we therefore simplified the content of the GPs' column which has resolved the issue
 - Identifying the urgent daily interventions required to turn a patient's day 'green'. We therefore added a daily tick box to the whiteboard.

Conclusion and Next Steps

This project is ongoing at present, but we have seen a sustained reduction in length of stay, albeit there were two separate weeks in January and March 2019, respectively, when our LOS increased above our target of 25 days. However, this can be directly attributable to a reduction in therapy input and needing to accept patients that don't meet our inclusion criteria.

The next steps are very much about embedding the QI culture in the unit and encouraging more staff to undertake QI projects.