**Background**
- Actual LOS over Budgeted LOS at UPMC Presbyterian/ Shadyside (PUH/SHY)

- Consulting firm tracked performance of Care Management Data at UPMC facilities
- Barriers identified to throughput related to timely completion of diagnostic procedures, ancillary services and surgery/ide in service
- Problem: Service Line manager made aware of delay after occurrence and cannot fix the problem before it occurs
- Action Plan: Avoidable Text paging process developed to intervene proactively/concurrently to resolve barriers /fix the problem before it occurs
- Pilot Study initiated at PUH utilizing Avoidable Text Pager 2006/implemented at UPMC PUH/SHY 2006-2007
- Barriers identified to Throughput Responsible Party: Radiology/Cardiology/Operating Room/IV/PT/OT/Pulmonary/Ol Lab/PV Lab

**Goals**
- Intervene proactively/concurrently to resolve barriers and improve throughput
- Track performance to improve outcomes/change
- Promote collaboration between departments to improve timeliness of testing and patient care/satisfaction/safety
- Decrease the number of Avoidable Days/LOS
- Expedite timely appropriate discharge to maximize capacity

**UPMC Presbyterian/Shadyside Avoidable Day Paging Process PUH/SHY**

**PUH/SHY Patient Delays with 1 day Resolution**

- 1,871 Total Days Saved 2008/84% with 1 day Resolution
- 1,866 Total Days Saved 2009/92% with 1 day Resolution
- 2,382 Total Days Saved 2010/92% with 1 day Resolution

**Process**
- Care Manager identifies delay in testing or procedure which is impacting patient length of stay/throughput
- Care Manager sends out a group *Avoidable Day Page via e-mail* to both: Department Supervisor and Director of Care Management
- Page includes:
  - Patient name and unit
  - Procedure/Testing being delayed
  - Name and pager of Care Manager
- Responsible service line manager receives page and investigates situation. Expectation is that manager will intervene with testing department and unit to provide service that day
- Care manager to receive return page within 30 minutes releasing outcome of intervention
- Data collected detailing successful versus unsuccessful interventions
- Avoidable day/day entered into Canopy if intervention unsuccessful

**Objectives**
- Understand a process to manage delays in service, improve collaboration and throughput
- Envision the ability to drive change with use of evidence based data
- Identify the benefits of the Avoidable Day Pager to improve patient care/satisfaction/safety by improving throughput
- Recognize the importance of Care Management Tracking Avoidable Days and the use of reports for process improvement
- Identify the opportunity to decrease time spent by Care Management on coordination of testing

**Conclusion**
- PUH/SHY improves Actual/Budgeted LOS with implementation of an Avoidable Day Pager
- The avoidable text pager contributes to improved collaboration and efficiency by removing barriers to care
- UPMC developed a collaborative process that improved efficiency with assumed savings of 1 day per patient with same day resolution

**Summary**
- Process improvement initiative instituted to address increased Actual LOS from Target LOS at PUH/SHY FY06-FY07
- Utilize care management tracking data for process improvement
- Developed a process that examines each avoidable day issue as it occurs and intervenes proactively/concurrently to resolve
- UPMC Health System expanded the Text Paging Process from Presbyterian/Monterdier/Shadyside campus to Magee, McKeesport, Northshore, St. Margaret and Mercy
- Monitor trends in avoidable days to drive change
- Positive outcomes: Assumed improved patient care/satisfaction/safety, improved throughput, assumed decrease in length of stay, decreased time spent by care management on coordination of testing and improved collaboration