

# California Health Improvement Project (CHIP)

## Reducing ICU Length of Stay with Proactive Care Conferences

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### Problem Statement and Underlying Causes

Patients with terminal diagnoses and anticipated hospital-based deaths, who are unlikely to ever leave a critical care setting, are placed in the ICU and receive aggressive interventions for lengthy periods of time until their expected passing. The patients and their loved ones often face obstacles in communication, continuity of care, and compassionate end-of-life support.

Delayed & Reactive Care Conferences for Patients Unlikely to Survive Hospitalization



Proactive and Future-focused Care Conferences at ICU Admission

### Project Description

Held proactive care conferences for patients in the Fontana Medical Center ICU who had an expected hospital-based death. The intent was to provide an environment of shared decision-making that takes into account the values of the patient, the concerns of the family, and medical recommendations of the care team, and allows for transitions to appropriate lower-levels of acuity without entrenched conflict.

### Goal and Objectives

**Goal:** Patients who are expected to die in the ICU will have an improved end-of-life experience through systematic, multi-disciplinary support, and transition from aggressive ICU care to high-quality comfort measures in the appropriate setting.

#### Output-oriented Objective:

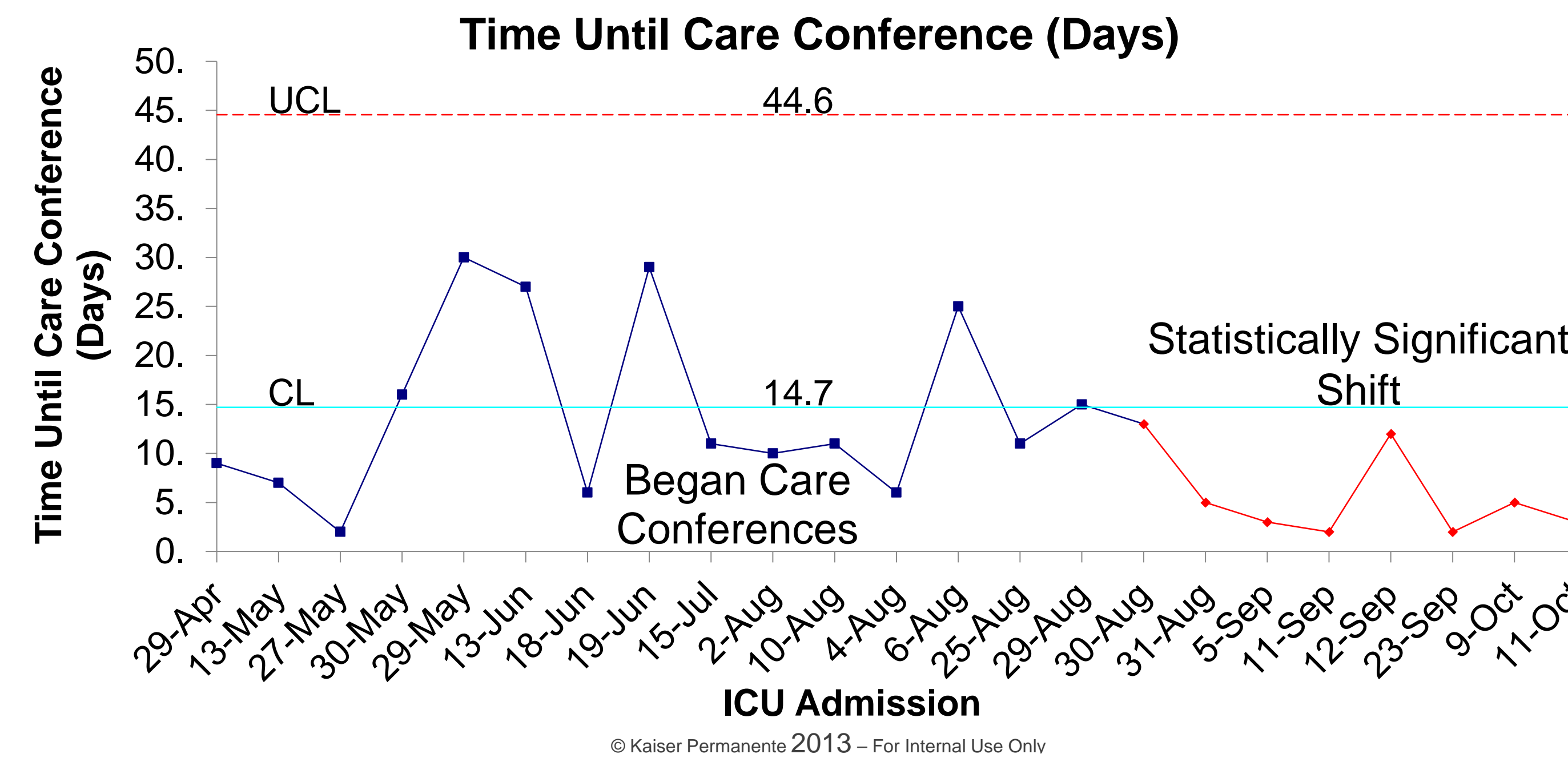
To create consistency in timely Care Conferences in the ICU by reducing "time until care conference" from 15 days to 10 days by November 2013.

**L:** Length of Stay  
**A:** Acuity of Patient  
**C:** Co-morbidities  
**E:** Emergency Visits within 6 months  
**Creates a score between 3 – 19 where the higher the score, the more likely the patient will be readmitted**

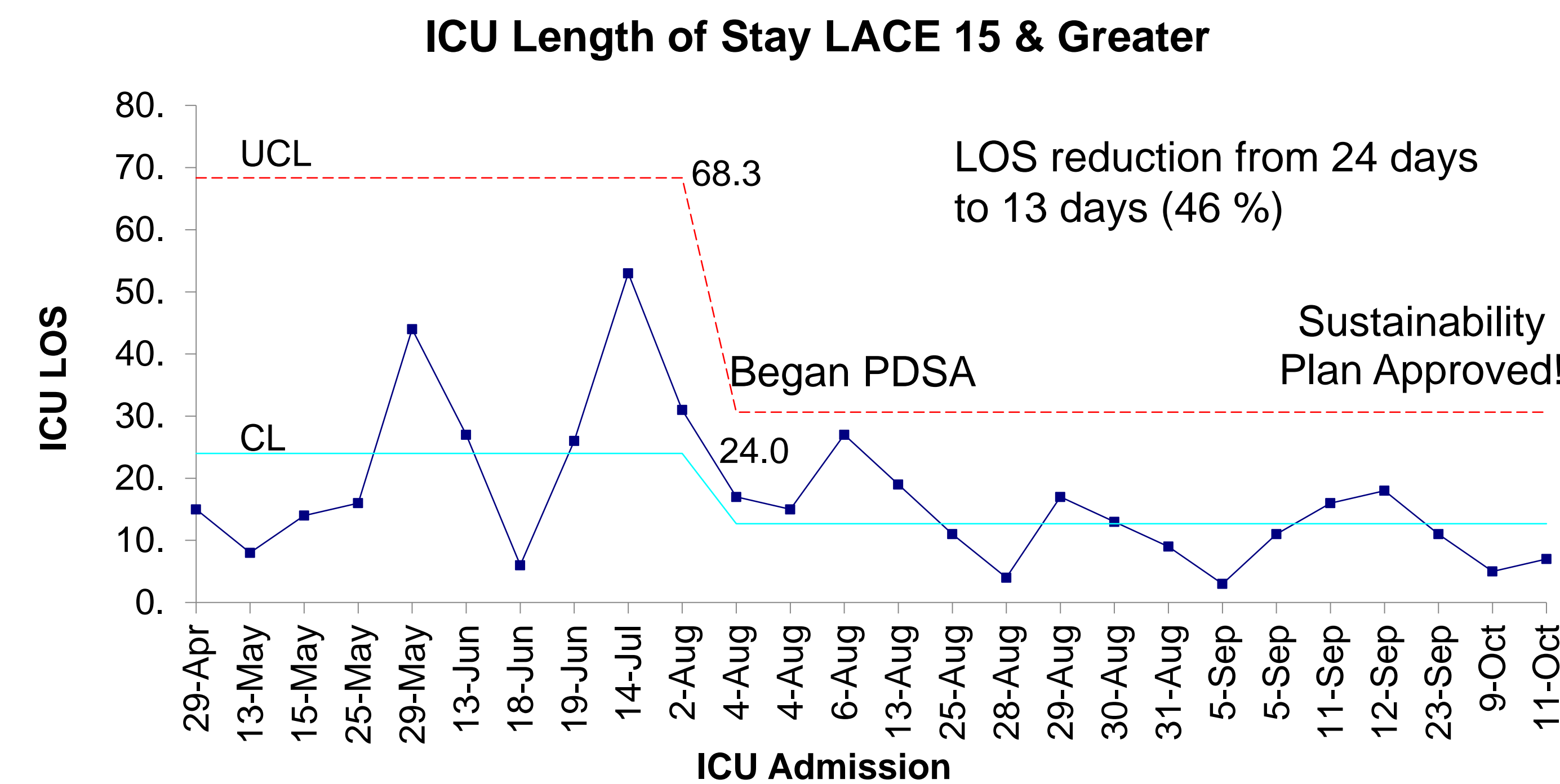
**Outcome-oriented Objective:** To reduce average ICU length of stay (LOS) of patients with LACE  $\geq$  15 from 24 days per patient to 15 days by November 30<sup>th</sup>, 2013.

### Outputs & Outcomes

#### Outputs Achieved



#### Outcomes Achieved



### Lessons Learned

The biggest challenge has been a lack of passionate physician support. I would have spent more time garnering intensivist buy-in.

Proactive interventions focusing on values positively impacts Length of Stay across the board leading to lower Patient Day Rates and Lower Re-admissions.

LACE, though a readmission tool, correlates well as an indicator of patients needing Care Conferences in the ICU.

Non-beneficial Treatment (NBT) conflicts are avoidable through Proactive Conversations as well.



(O) Length of Stay for LACE $\geq$ 15	Reduce from 24 to 13 days (46%).
(P) Time Until Care Conference	Reduce from 15 to 9 days (40%).
(B) Did Patient Return to ICU (re-escalation)?	No patients discharged from ICU returned to ICU
Financial Impact (soft dollars)	\$726,625 annually

### About My Organization

Kaiser Permanente Fontana & Ontario Medical Centers serve a membership of 465,808 individuals, along with the communities in which they reside. 2013 marked Fontana Medical Center's 70<sup>th</sup> year as a primary care center in San Bernardino County, in the northern Inland Empire, Ontario Medical Center opened in November 2011 under the same license and now there are "2 Hospitals [with] 1 Promise."



### Contact Me

For more information, contact me:  
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**CHCF HEALTH CARE LEADERSHIP PROGRAM**

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