



Hospital Capacity, Throughput, & Length of Stay

September 22, 2022

Raymond Moreno, MD FACEP
Chief Medical Officer | Providence St. Vincent Medical Center

Providence - Oregon



8
HOSPITALS
(incl. 2 critical
access hospitals)



90+
CLINICS



1
HEALTH PLAN
(625K+ members)



1.5K
ACUTE CARE
BEDS



2.2M
PRIMARY CARE
VISITS



3
SUPPORTIVE
HOUSING
FACILITIES



56K
ADMISSIONS



23K
CAREGIVERS



\$315M
COMMUNITY
BENEFIT



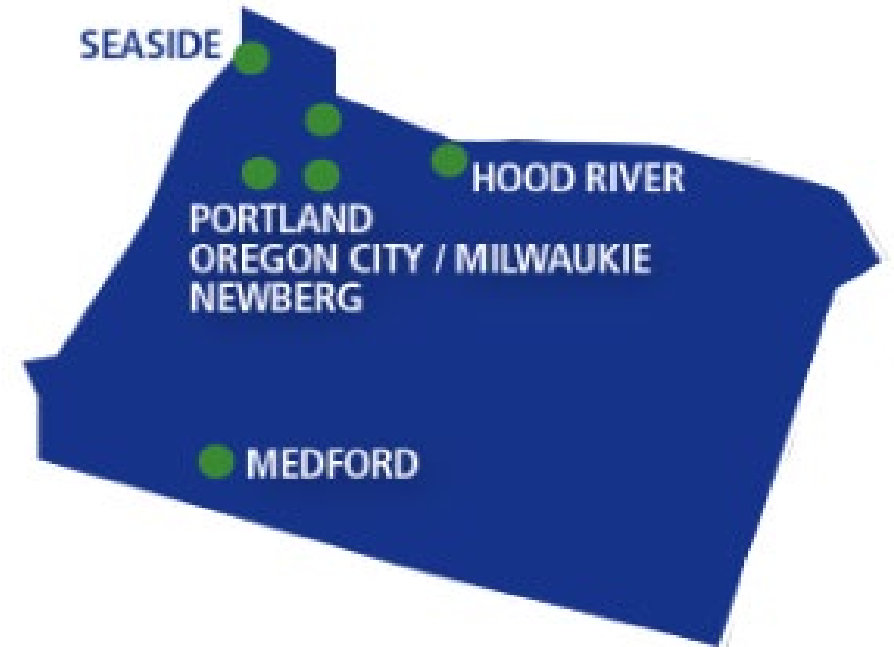
25K
SURGERIES
AND PROCEDURES



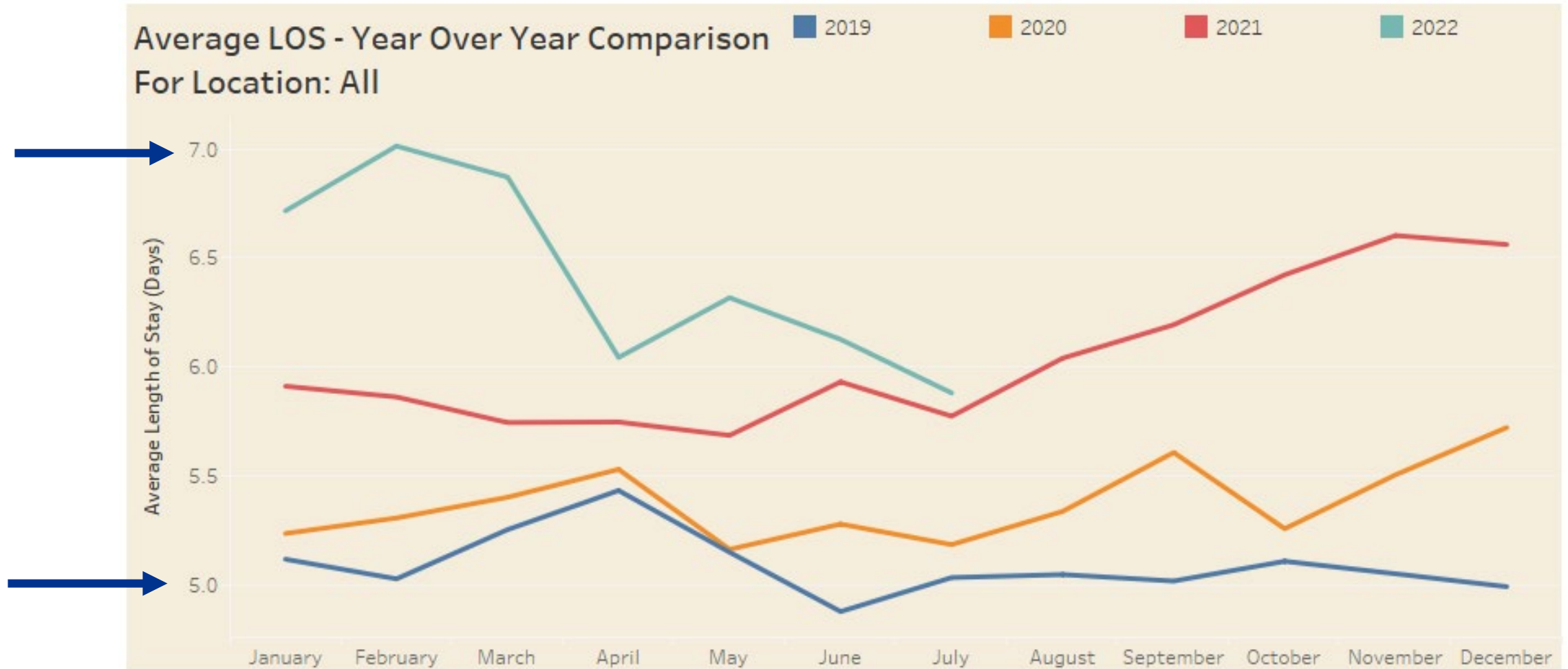
1.3K
EMPLOYED
PROVIDERS



\$50M
FOUNDATION
CONTRIBUTIONS

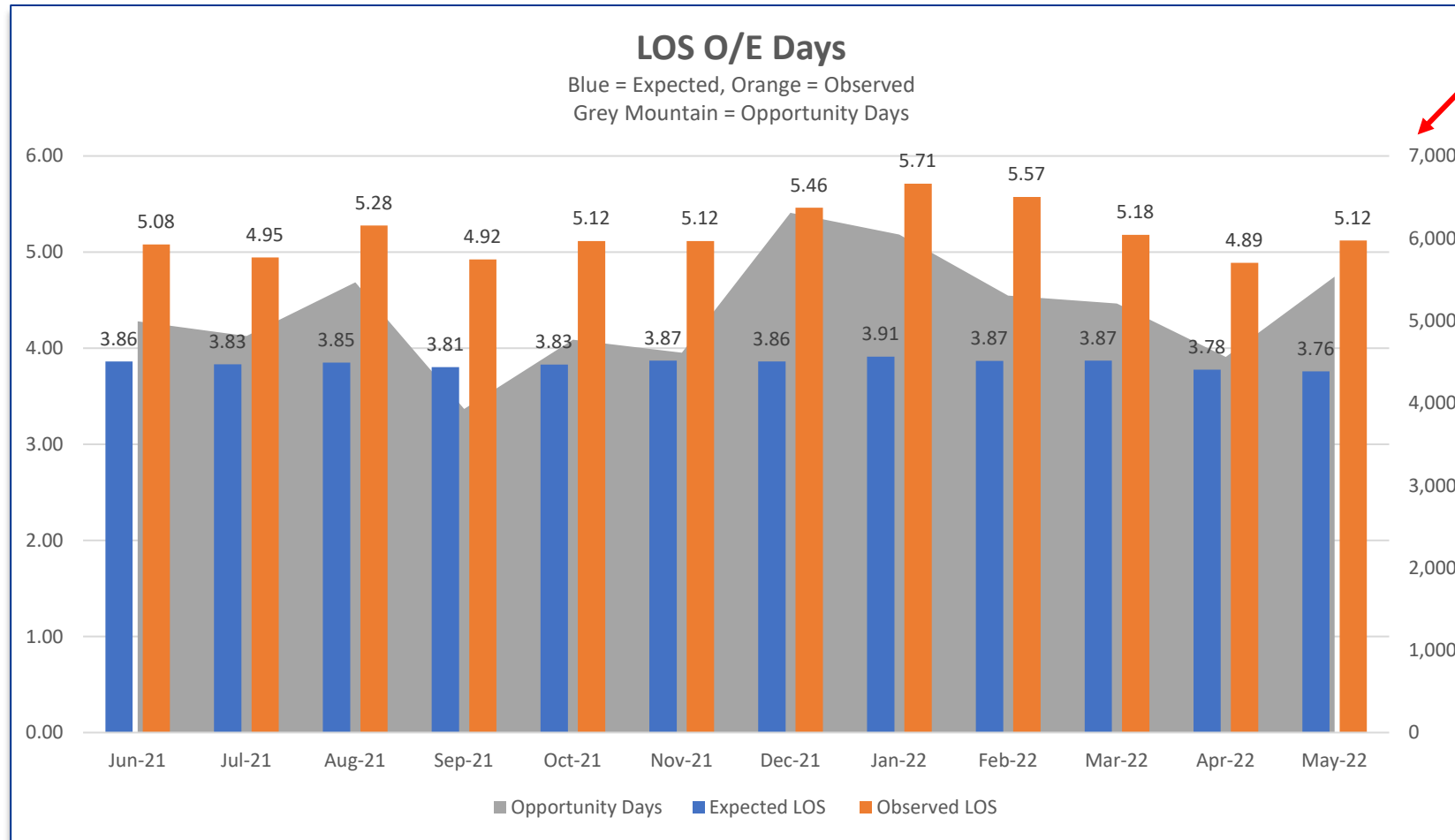


Average Length of Stay - All Discharges Providence Oregon (2019-2022)



Oregon Opportunity Days – “Grey Mountain”

Providence, Oregon – June 2021 – May 2022



Opportunity Days:
≈5k/Month

Why are patients “stuck”

- No accepting facility
- Waiting for placement by state
- Eligibility assessment and approval
- Complex medical, dialysis
- Lack of decisionmaker or guardianship

*Providence Portland (6/8/2022),
**60 patients with LOS > 15 and
“not appropriate for hospital
services”:***

➤ **48 % ICF**

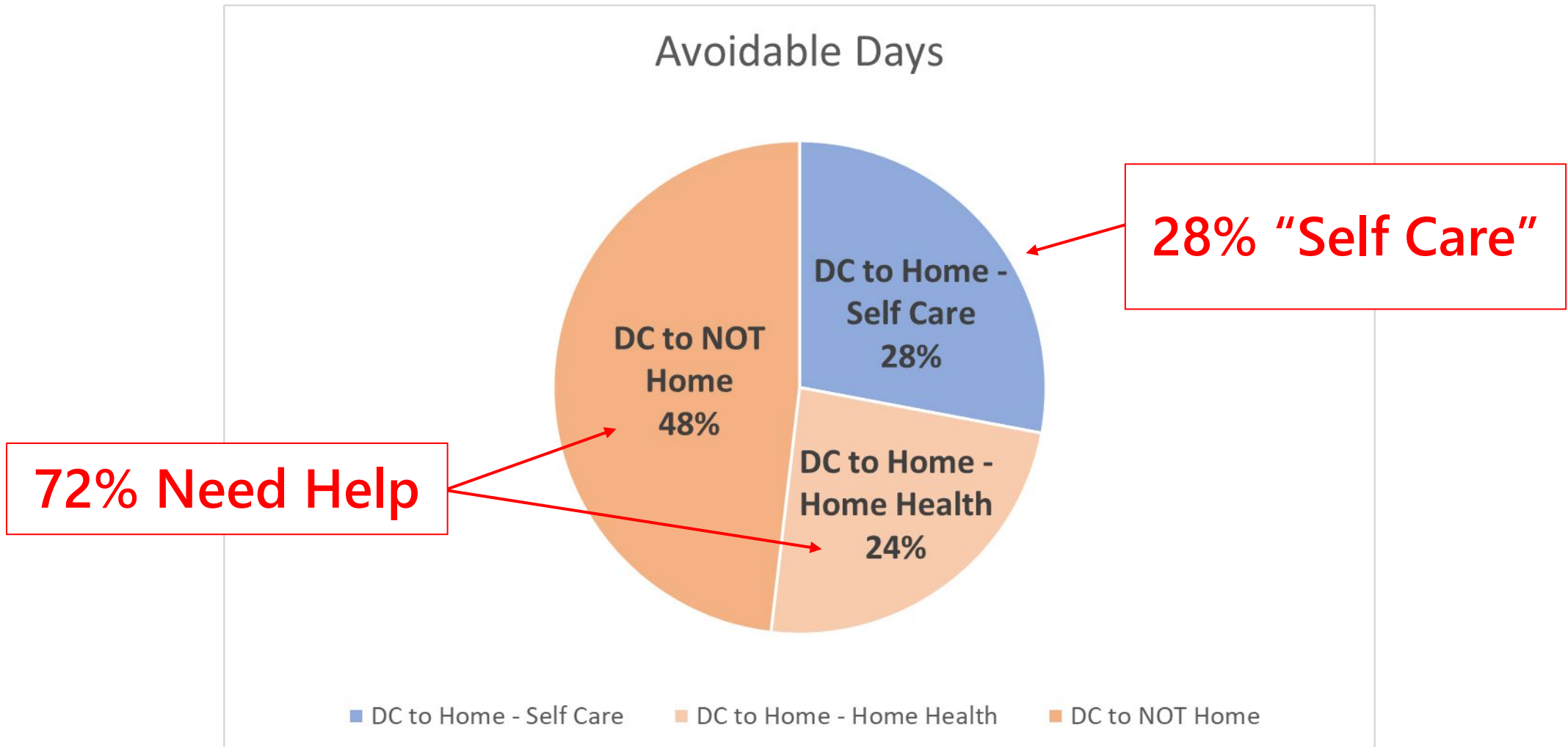
➤ **29 % SNF**

➤ **10 % memory care**

➤ **6 % LTAC**

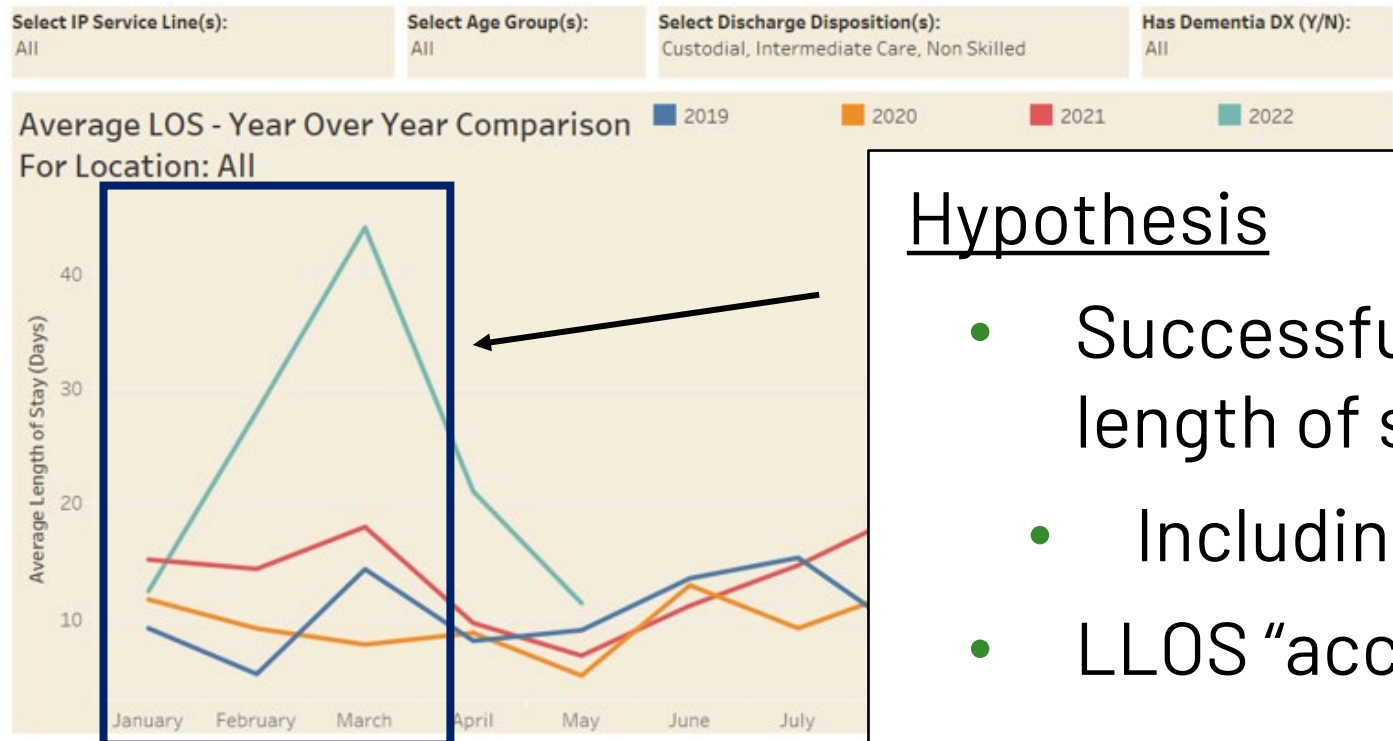
8 patients awaiting
outpatient hemodialysis chairs

Even patients "going home" need more help



Adult Foster Home Hospital Decompression Initiative (1/22-3/22)

- Very impactful – Lots of positive feedback
- Interestingly, not the graph we expected



Hypothesis

- Successful at discharging very long length of stay patients
- Including 298, 173, and 139 days
- LLOS "accrued" in these months

Adult Foster Home Hospital Decompression

- ≈ 70 Providence patients placed during this program
 - Some of our tougher patients to help
 - Average LOS of 41 days (Longest = 298 Days)
- Deep Dive analysis of subset of these patients
 - Matched them to patients with similar diagnoses
 - Decompression Initiative ≈ 48 days sooner than “longest” cases
 - $48 \times 70 = 3,360$ days
 - Even 25% of that = 840 days
- Impact: Placing 70 AFH Patients creates room for 168 new patients*

Capacity & Throughput Affects Everything

Funding requests, support the entire system:

- Ambulance and OB Divert
- Emergency Dept. Boarding
- Patients Leaving Without Being Seen
- Ability to Transfer Patients Between Hospitals
- Backlog of Operations/Procedures
- Satisfaction - Patient, Provider & Staff

Ability to Meet Community Need