LAGUNA
HONDA

VSM 1, Kaizen 1 Pre Admission
Laguna Honda Hospital and Rehabilitation Center
San Francisco, California
April 25, 2018

Problem: There are many wastes which could be resulting to a lengthy LHH admission review and decision process and referral sources have expressed their concerns to us.

Aim: To reduce the number of days from receipt of a complete admission application packets to decision from medical screeners
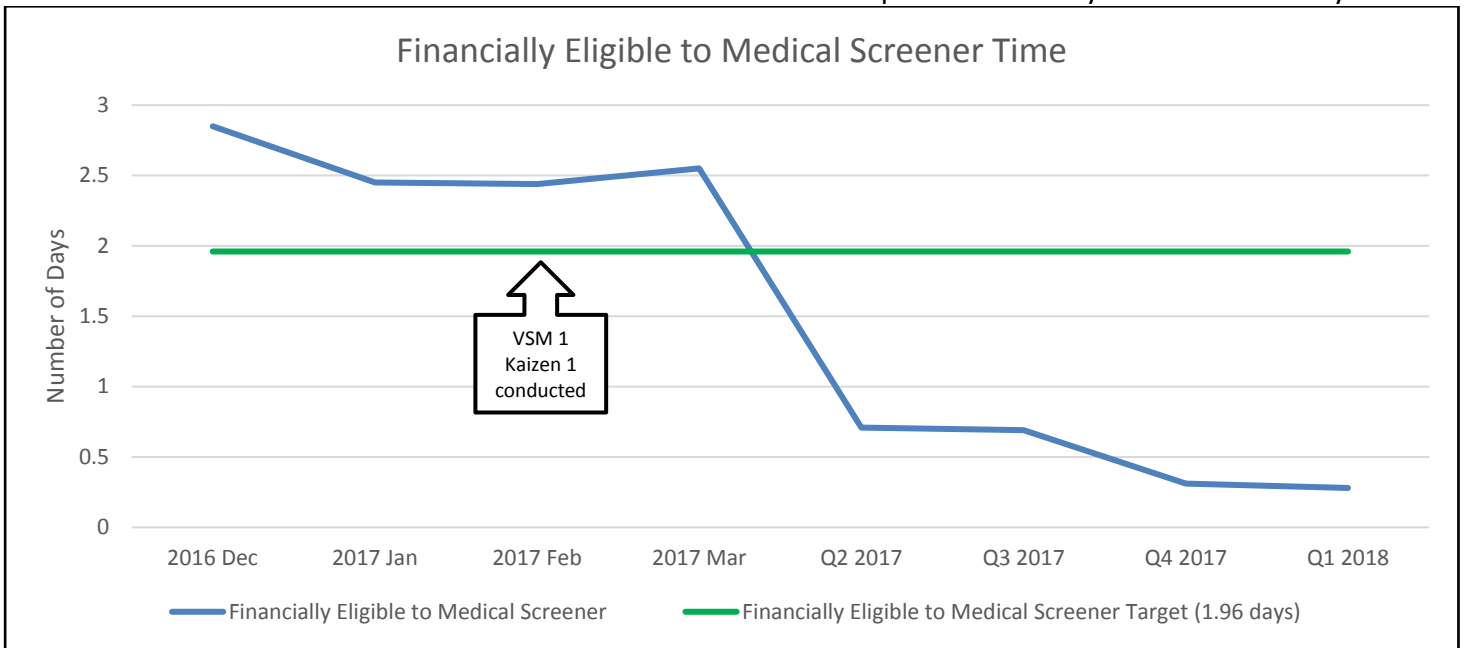
Interventions:
- Admission application packet was modified from 9 pages to 7 pages and creation of fillable PDF copy
- Admission application packet includes Gen SNF, SNF Rehab, and Acute Rehab admission criteria guidelines
- Admission application packet includes additional clinical information/documents required for clinical review for decision
- PPD/TB screen test results are waived for Palliative Care and Acute Rehab admission applications
- Electronic submission of admission application (via LHH referral email)
- Admission application packets are sent to medical screeners via email after financial clearance
- Creation of a folder in a shared drive for all admission application packets for convenient secured access by medical screeners
- Text page is sent by A&E to alert medical screeners of a packet ready for review
- Provide daily status report to some referring facilities (UCSF and Sutter Health)
- Daily review of all specialty care admission applications and simple Gen SNF admission applications
- Applications with behavioral concerns are sent to psychiatry/mental health services team for packet review prior to in-person screening
- Secured dementia unit Nurse Manager/designee joins the pre-admission screening of applicants requesting for admission to the secured dementia unit.
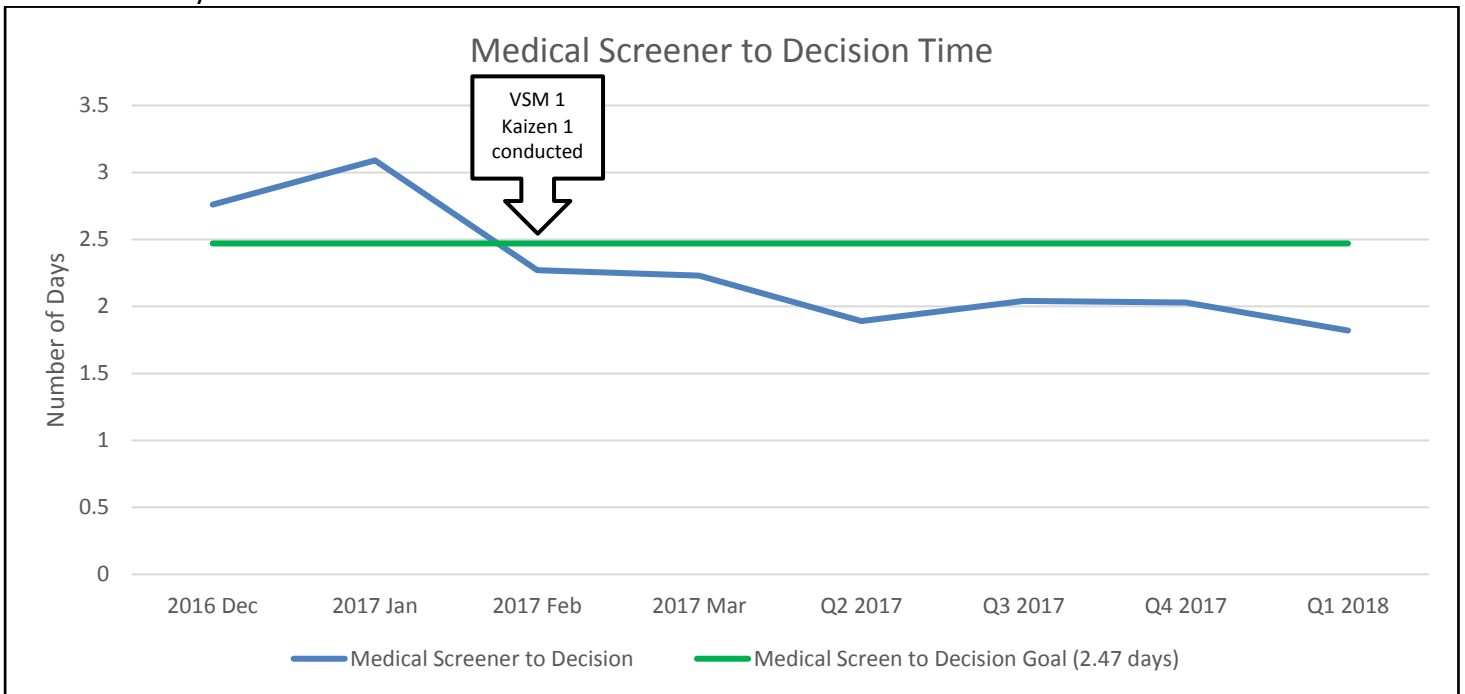
Measures/Indicators:
- Average days from when the admission application is determined financially eligible to the when admission application packet is emailed to medical screener
- Average days from when the application is emailed to medical screener to when the clinical decision is made
- Percentage of packets reviewed in the screening committee meetings every Tuesday and Thursday

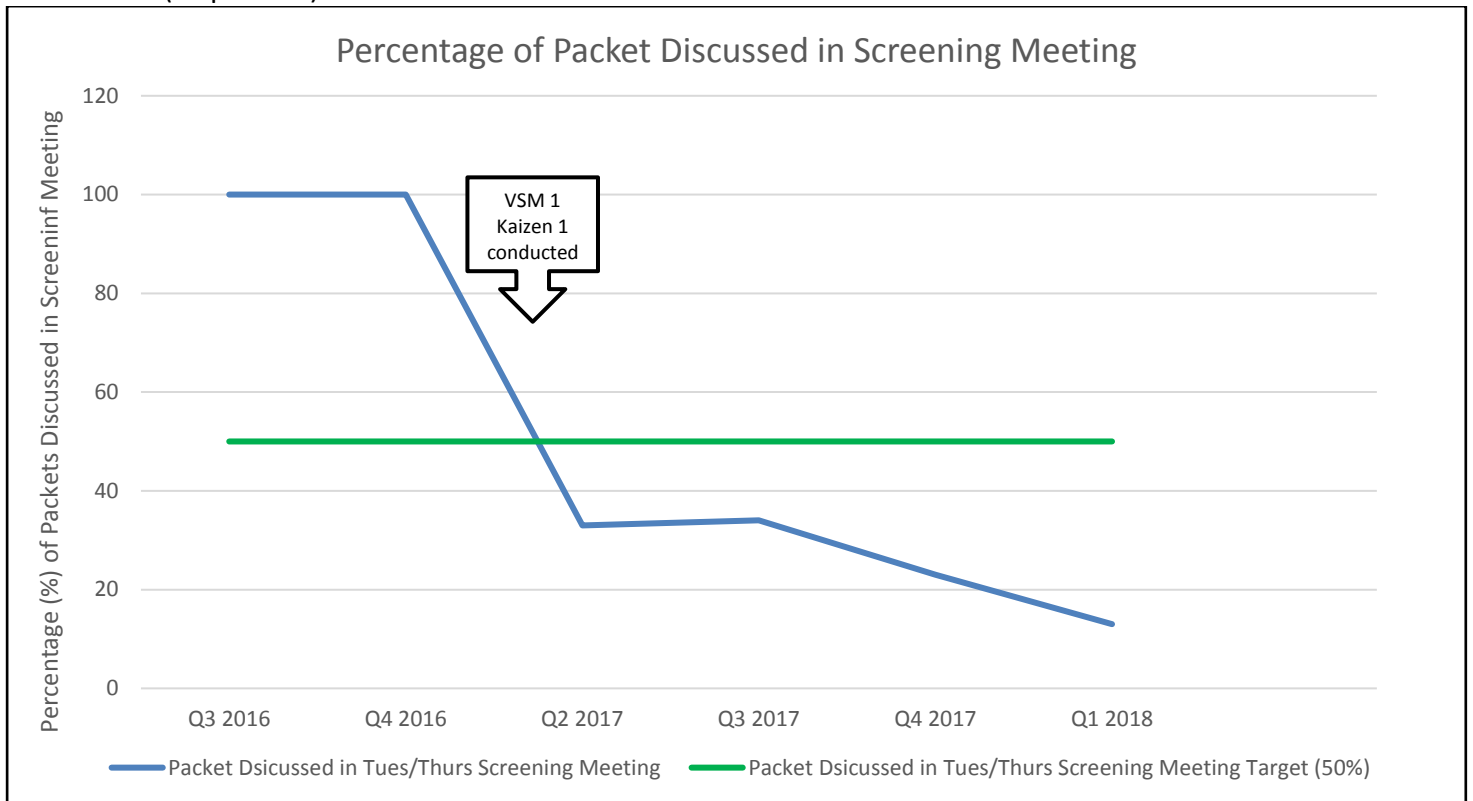**Results:** Since VSM 1 Kaizen 1 Pre Admission in February 2017

1. The average days from when application packet is financially eligible to the time it is emailed to the medical screeners has decreased from up to over 2.5 days to less than 1 day

Financially Eligible to Medical Screener Time

Legend: Financially Eligible to Medical Screener — Financially Eligible to Medical Screener Target (1.96 days)

2. The average days from when the application is emailed to medical screener to when the clinical decision is made has been decreased from over up to over 3 days to less than 2.5 days.

Medical Screener to Decision Time

Legend: Medical Screener to Decision — Medical Screen to Decision Goal (2.47 days)

3. Percentage of packets discussed in twice a week screening meetings are down from 100% (all packets) to < 50%

Percentage of Packet Discussed in Screening Meeting

Lessons Learned:
- Effective and consistent communication and coordination with our community providers, applicants, legal decision makers, as well as organizational colleagues in a timely manner are important in facilitating and preventing delay in the determination of skilled care and acute rehabilitation care needs of admission applicants. It is also key to developing trusting relationship among all stakeholders.

Next Steps:
- Continue to monitor performance by regular review of our target sheet to ensure that we consistently remain within our targeted goal
- Continuous evaluation of the process internally and through feedbacks to determine other areas needing improvement

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