

Description of Organization

- South Central Rehabilitation Center,
(a satellite of an inner city community health center—Hill Health Center)
- New Haven, Connecticut
- Funding sources:
 - 76% SAGA;
 - 10% Medicaid T19;
 - 12% Commercial;
 - 2% Self pay/uninsured
- Adults: 18 years and older
- Self-referral 90%; also referred by health providers, family, friends, legal system, shelters
- Services: Residential Detox, Level III.7D
 - Opiate, ETOH, Benzo detoxification
 - 3 to 5 day inpatient care
 - Mid-Level Practitioner monitored
 - Physician supervised



Hill Health Center Team

*L to R, 1st row: Nancy Navarretta, Elda Gonzalez, Lynne Boomer,
2nd row: Dan Iead, Kathy Gauthier*



Hill Health Center inpatient detox facility

Aim Addressed

- Decrease the wait time from patient presentation to 1st medication
- Why this problem?
- Multiple patient complaints about waiting “too long” for care
- Patients presenting 1/24/05 to 2/4/05 waited for 1st medication as follows
 - the range was 2 to 20.5 hours
 - average wait was 9.8 hours
 - mode for wait was 7, 8.5 and 11 hours
 - 45% waited 10 to 25 hours

Changes Made

- Freeing nursing time from insurance tasks would help shorten patient wait time.
 - Receptionist to do insurance eligibility verification **at** patient presentation.
*(Previously, the Triage RN accomplished insurance verification **after** assessment)*
 - Assistant Nurse Manager to do morning insurance call-backs.
(Previously, the Triage RN accomplished call-backs which stalled patient assessments)

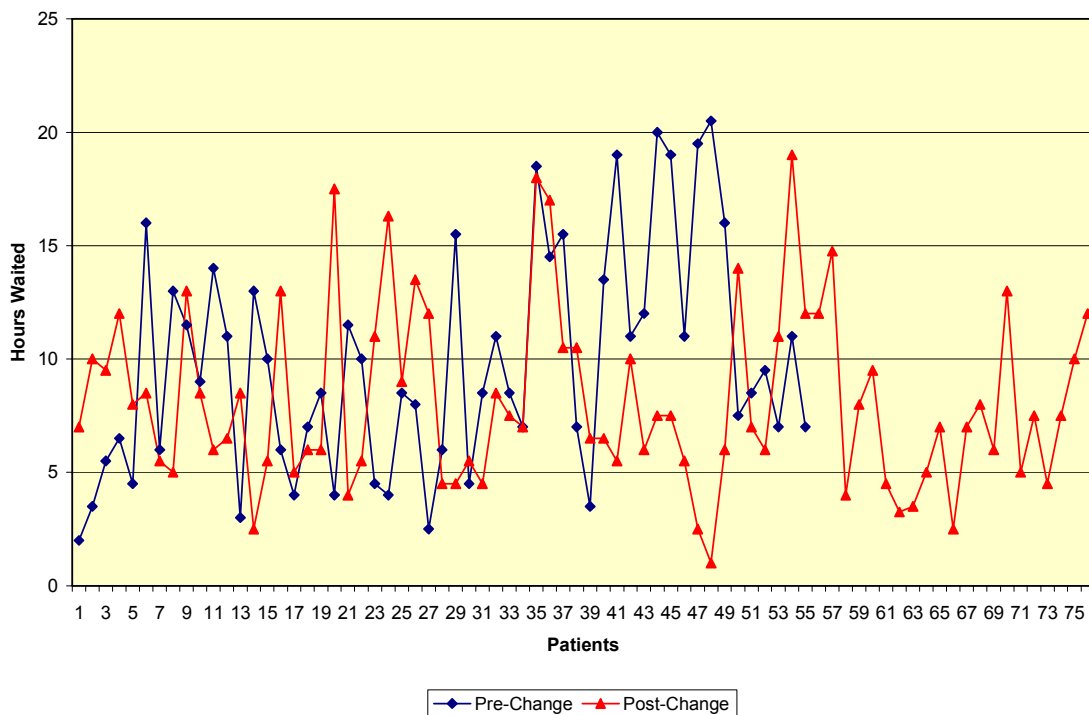
***List 1 Key Event That
Was Particularly
Instrumental in Making
This Project A Success***

- Executive sponsor, change leader with team, and PI coaches met with receptionist requesting assistance to decrease patient wait time. Rationale for change and trial effort was discussed. This allowed staff to collaborate with management and team about change.

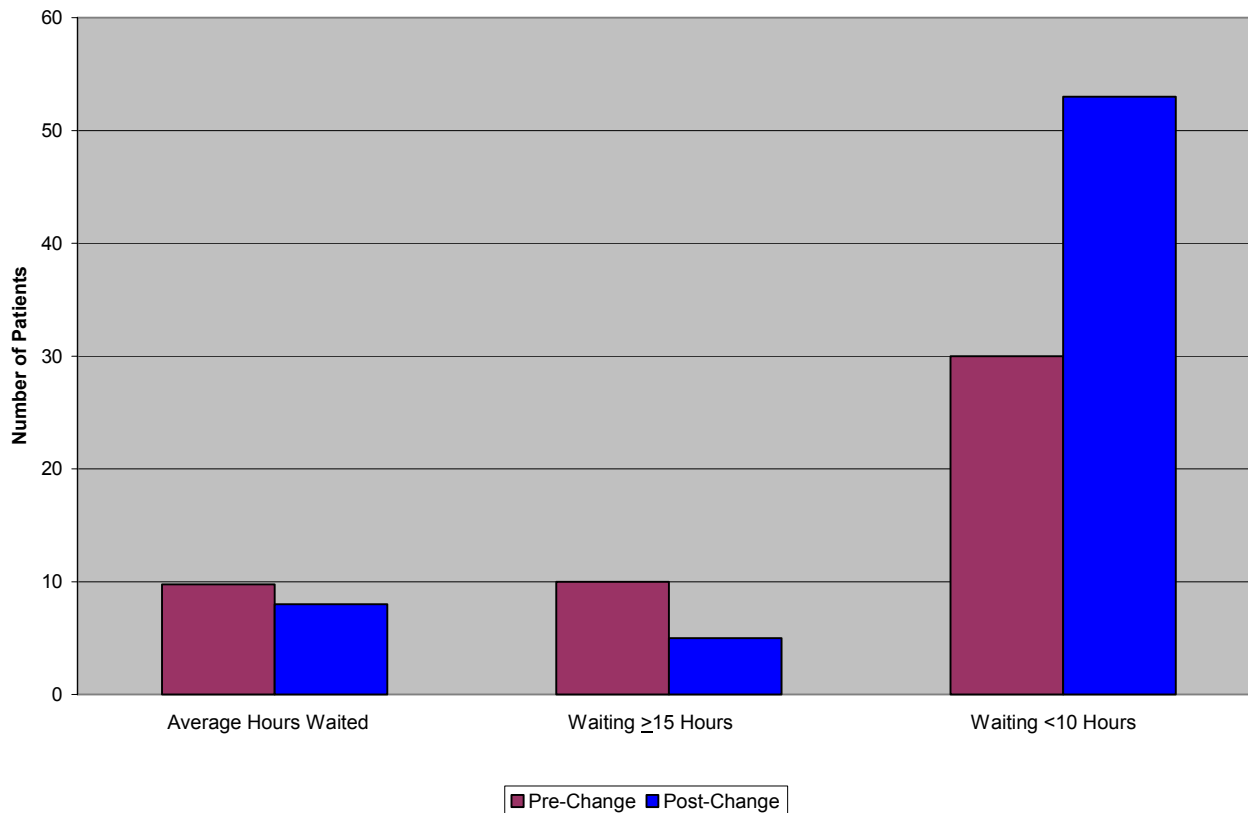
Pre- and Post-Change Comparison

	<i>Pre-Change</i>	<i>Post-Change</i>
Patients presenting at triage	74	99
Patients admitted/rec'd med	55	76
Average hours waited	9.75	8
Mode for hours waited	7, 8.5, and 11 hours	5.5
Range of hours waited	2 - 20.5 hours	1 - 19 hours
Patients waiting ≥15 hours	10	5
Opiate	9	2
ETOH	1	3
Patients waiting ≥10 hours	25	23
Opiate	18	12
ETOH	6	11
Patients waiting <10 hours	30	53
Patients waiting <2 hours	0	1
AWOLS at registration	2	6

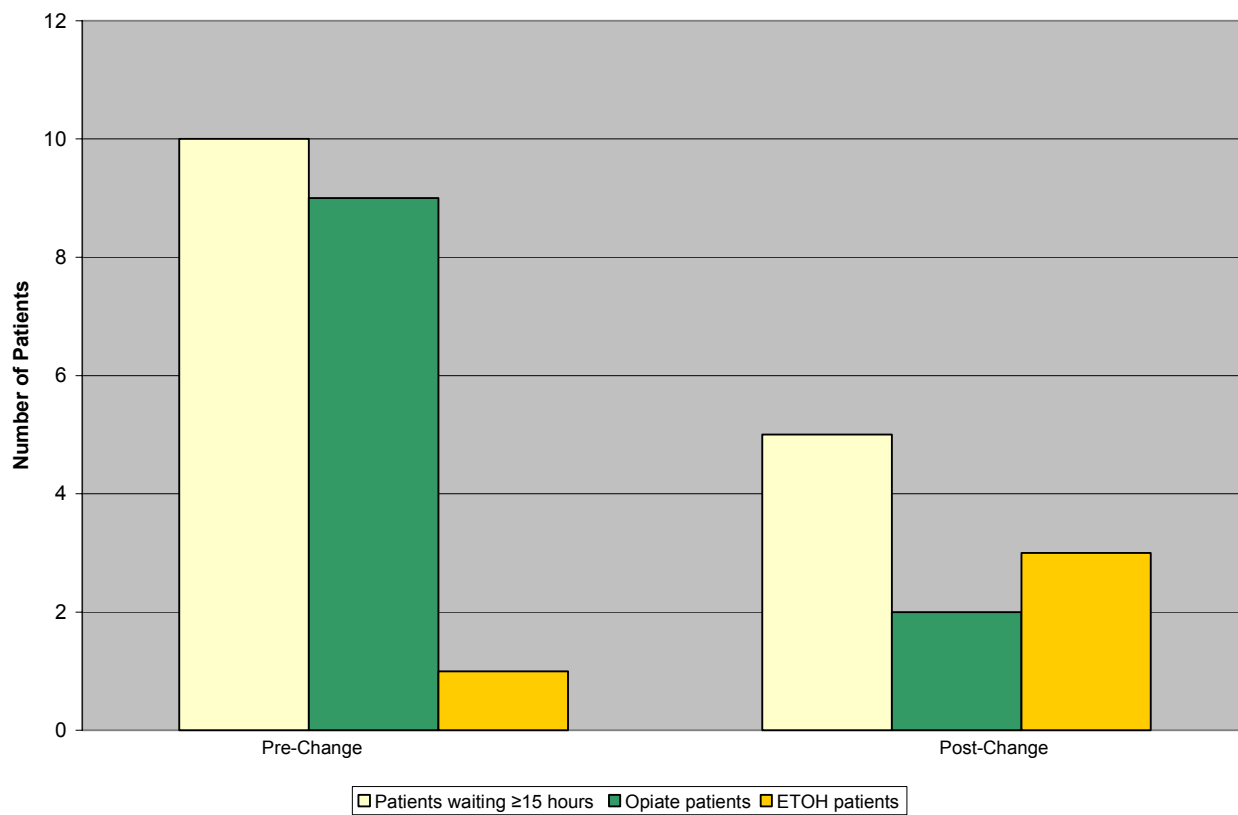
Pre- and Post-Change Comparison of Hours Waited



Pre-and Post-Change Comparison



Patients Waiting ≥15 Hours



Future Plans

- Aim #1 (Reduce Waiting Times):
Reduce time from patient presentation in triage to presentation in acute care
- Aim #3 (Increase Admissions):
Strive for 100% of walk-ins to be admitted or referred with 0% patients “AWOL” from triage waiting area.
- Aim #4 (Increase Continuation Rates):
Address 2nd level referral completion rates.