

The HCAF two day teaching and consultancy event in bed planning

Introduction

This document describes the outcomes you can expect from the two day event.

About Dr Rod Jones (ACMA)

Rod has a PhD in chemical engineering and is a chartered management accountant. He has 17 years experience outside of healthcare in research, process engineering and as general manager of an international laboratory proficiency testing organisation. He entered healthcare in the early 1990's as Assistant Director of Information at a large acute hospital and has extensive experience across a wide range of operational, commissioning and financial issues.

The teaching and consultancy is the end product of 10 years experience in the area of bed management. The application of process engineering principles into understanding bed occupancy sheds light into many difficult to understand areas. Clinicians are generally unable to articulate these issues and will find that the teaching element will enable them to assist managers in achieving better outcomes in this area.

The Teaching Seminar

The seminar is around three hours in duration. It presents the theoretical basis for why bed occupancy behaves in the way it does and the trends behind inpatient demand. The theory is then taken into the real world and combined with practical experience to discuss the requirements specific to different bed pools, i.e. maternity, paediatric, T&O, surgical, medical, etc. Issues specific to length of stay benchmarking will be discussed – this is a much abused tool with some serious methodological deficiencies especially around the use of HRG's as a method for supposedly comparing like groups.

The work and findings of HCAF is backed by both peer reviewed publications and an extensive library of reports and discussion papers. Details are available on www.hcaf.biz

Suggested Audience

Divisional managers, bed managers, a nurse manager, a senior finance representative, information, at least one clinician (medicine is a priority).

The Consultancy will comprise analysis of a hospital data set. Meetings with divisional managers will then discuss this analysis and how it specifically applies to particular issues such as suggested number of beds, possibilities for economy of scale, benefits from increasing day case and short stay capacity.

A short report will be prepared discussing any key observations.

Healthcare Analysis & Forecasting

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The Data Set

Two basic data sets are required for both the analysis and discussion with Information regarding useful ways to present relevant management information in this area.

Data Set 1

Monthly data at FCE level going back as far as the hospital holds the data

CSV file with the following columns

mmm-yy

Specialty code (including locally defined codes)

Site code

count of emergency (non-elective) FCE

Count of emergency (non elective) FCE with a zero day stay (admit date = discharge date)

Sum of emergency bed days discharged in the month

Count of elective FCE

Count of elective FCE with a zero day stay (this is not the same as day case)

Count of elective FCE which have been classified as 'day case'

Sum of elective bed days discharged in the month

This high level data set will be used in discussion with Information around how to present long term trends, etc for management reporting of performance.

Data Set 2

Admission data at FCE level covering the minimum period 2004 to present.

CSV file with the following columns (let me know if the length exceeds one million rows) – if necessary split elective and non-elective into two files.

FCE admission date

FCE discharge date

Specialty code (including locally defined codes)

Site code

Admission type (elective or non-elective)

Primary diagnosis

Primary procedure

Age (five year age bands)

Sex

This data set will be used for detailed bed modelling including daily occupied beds and analysis of the 2007 increase in admissions and bed demand.

Layout Requirements

As this is only a two day event please adhere to the column layout requested above. Data will be placed into Excel 2007 files which will allow rapid production of pivot tables on data sets up to 1,000,000 rows long.