

Torrance Memorial Medical Center



A Brief Overview



TORRANCE MEMORIAL
MEDICAL CENTER



Location

Torrance, California (with primary service area of Orange County, California)



Annual Admissions

27,976*



Beds

446



Case Mix Index

1.49*



Challenges

- Inefficient discharge management processes marked by manual processing of paperwork and phone calls of individual facilities in hopes of securing a discharge placement.
- Non-existent reporting data and measurement around key metrics, including response time, referral acceptance rate, case closeout rate and more.
- Lack of visibility into broader post-acute network and post-acute options outside of Los Angeles County area.
- Inability to easily provide potential post-acute facilities with customized and necessary patient medical record information, while staying compliant with HIPAA regulations.



Goals

- Reduce length of stay, specifically avoidable delays.
- Reduce response time of post-acute provider facilities.
- Increase staff satisfaction by lessening the administrative burden they carried.
- Enable reporting and measurement of key metrics impacting length of stay.



Solution

Ensocare's automated discharge solution module, Transition, replaced manual discharge processes being used at Torrance Memorial Medical Center.



Results

Partner participation:

73.45% Before  85.65% After

Provider response time:

1 HR Before  30 MIN After

*Admissions and case mix index as reported from 2015.

Challenges

Despite being ranked several times as one of California's best hospitals by U.S. News and World Report, Torrance Memorial Medical Center found its discharge management processes to be outdated and behind the times. "We did everything the old-fashioned way," recalled Janette Dawson, Director of Care Management at Torrance Memorial Medical Center. Staff printed out hard-copy pages of a patient's records and then transferred the information through fax or mail. To find out if a facility could accept a patient who was being discharged, staff picked up the phone and called the facility, and then often waited to receive a call back. Finally, various staff working throughout the 446-bed acute care hospital handled the process slightly differently, which complicated the discharge process further.

The reliance on human effort to discharge the 27,000-plus patients admitted to Torrance Memorial each year didn't allow staff time to interact fully with patients and family caregivers, or to collect and track essential data points around post-acute provider performance and patient outcomes. Instead, referral decisions were often made based on anecdotal evidence or on well-worn referral patterns.

Goals

When the Torrance Memorial discharge team first began using Ensocare's Transition automated discharge solution in 2013, they set their sights on reducing the internal turnaround time involved in the discharge process by exploiting efficiencies, and decreasing the hospital's length of stay. "We knew that the process was dependent on timeliness on our end," said Dawson, "and that if we could send referrals out several days ahead of time, it would be better than sending them out the day of discharge."

Dawson added that she and the management team also wanted to empower Torrance Memorial's team of approximately 30 case managers to more effectively manage length of stay. She knew they needed regular reporting and visibility into the status of discharges in progress on a daily basis to be able to prioritize the hospital's annual discharges accordingly.

A secondary goal involved enabling staff who worked for two distinct care management entities to effectively, and quickly, identify remote post-acute provider facilities that extended beyond the South Bay, Peninsula and Harbor communities.

Solution

The Ensocare solution was first implemented at Torrance Memorial as a stand-alone, web-based software solution in 2013. At that time, staff visited the Ensocare website, matched their patients' clinical and psychosocial needs with facility capabilities, and made electronic referral inquiries to Ensocare's no-cost national network of thousands of post-acute provider partners. Once referrals were sent out, providers who did not respond quickly were prompted to do so by Ensocare's customer support team.

Today, Torrance Memorial uses a Cerner EMR-embedded version of Ensocare, which has further increased efficiencies. "They click a few buttons, literally," said Dawson. "It's so easy for them (staff) to use." Within minutes, Torrance discharge planners are able to transmit standardized "packets" of clinical information to post-acute facilities, giving those providers the information they need to determine acceptance and prepare for the patient.

Results

Just three short years after Torrance Memorial began using Ensocare, the medical center has seen a dramatic improvement in the efficiency of its discharge management operations. Staff no longer print out pages of medical records and stand by fax machines feeding pages through. Instead, Care Management staff have been able to maintain patient choice in the discharge process, while streamlining the overall process in a way that benefits staff and patients alike.

"We're not on the phone and we're not delaying discharges trying to figure things out," Dawson said, describing the impact of Ensocare on her team and Torrance Memorial patients and family caregivers. She added that Ensocare has also allowed discharge planning staff to broaden their reach. When patients and families ask for specific skilled nursing facilities or home healthcare services that are distant from the Torrance Memorial service area, "we are able to maneuver around that," said Dawson. "Ensocare really helps us with that, so we can help our patients."

About Ensocare

Ensocare offers a complete portfolio of care coordination software including: Transition (designed to enable care transition efficiency); Sync (care path tracking and care team communication); Connect (patient/family engagement and education); and Insight (reporting, data analytics and predictive modeling). **For more information about Ensocare's end-to-end care coordination software solutions, contact us at 877-852-8006 or visit www.ensocare.com.**

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