

Enhancing Discharge Management of Difficult Cases through Multidisciplinary Collaboration and Commitment from Hospital Management

- * Working Group on Enhancing Discharge Management of Difficult Cases**
- * Patient Relations and Engagement Committee, New Territories East Cluster (NTEC)**
- * NTEC Sub-committee for Medical Social Service**

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HA Convention 2017

- # Objectives
- To facilitate smooth and timely discharge of patients to an appropriate level of care when they are clinically fit for discharge.
 - To relieve access block and optimize utilization of hospital resources.

	Actions Taken	Completion Date
1	Established a Working Group on Enhancing Discharge Management with proposed improvement measures	May 2014
2	Reviewed and enhanced existing cluster guideline and workflow	Aug 2014
3	Enhanced multidisciplinary collaboration by involving Care Team, Medical Social Worker (MSW), Patient Relations Officer (PRO), Media Relations Person (MRP) and Security in the discharge process	Oct 2014
4	Reviewed and enhanced the reporting criteria and mechanism of difficult discharge cases to ensure close monitoring	Sep 2015
5	Organized learning and sharing sessions with staff from multi-discipline to enhance communication and effectiveness	Apr 2016

Organized Sharing Session with Staff from Multi-discipline



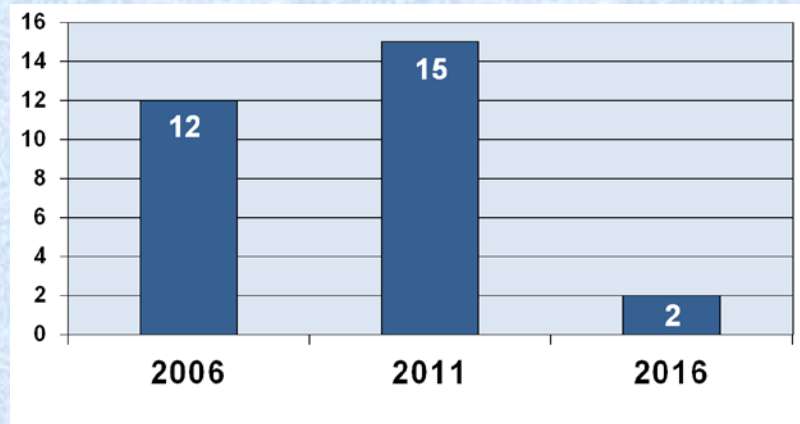
Participants:
14 Doctors (23%)
24 Nurses (39%)
15 MSWs (24%)
9 PROs (14%)



Results

No. of Long Stay Cases in NTEC *

(Patient with hospital based length of stay > 90 days but fit for discharge > 3 months)



Improvement Rate of 56% in Solving Difficult Discharge Cases

	2015	2016
Average no. of days for settlement of each difficult discharge case	293 Days	129 days

* Source: Internal Audit Report – “Patient Discharge Management and Occupancy Rates in Convalescent Hospitals” [Aug 2016, Group Internal Audit (GIA), Hospital Authority]

Learning Points

Management support [CCE, HCEs, GM(N)s & GM(AS)s]

- ◆ To encourage reporting culture of difficult discharge cases and enable continuous monitoring.
- ◆ To make decision, give advice and provide support to staff in challenging situations.

Effective communication at all levels

- ◆ Among respective discipline, e.g. Care Team, MSW, PRO, MRP, Security etc. to minimize obstacles in the discharge process.
- ◆ To clearly convey intended discharge arrangement to patients and families concerned to avoid manipulation of facts.

Right and prompt actions from the start

- ◆ To identify and deal with potential cases ASAP.
- ◆ Do not transfer difficult discharge cases to other hospitals in the cluster if not clinically indicated.