



Ontario Stroke Network

Regional Economic Overview – Central East LHIN

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# Regional Economic Overview – Central East LHIN

## Background/ Rationale

Stroke is a significant contributor to mortality and morbidity in Ontario and represents an enormous economic burden to the healthcare system annually. Every year approximately 20,000 Ontarians arrive at an emergency department with stroke or transient ischemic attack (TIA) and ~13,000 are admitted to an acute hospital for care<sup>1</sup>. Upon discharge, ~3,200 go to inpatient rehabilitation and ~900 each to Complex Continuing Care (CCC) and Long-Term Care (LTC) to meet their ongoing needs. Under this burden, the Ontario Ministry of Health and Long-Term Care (MoHLTC) is actively seeking opportunities to improve the cost-effectiveness with which these patients receive their care.

In 2011, as part of its involvement with the MoHLTC's Rehabilitation and Complex Continuing Care Expert Panel (RCCCEP) the Ontario Stroke Network (OSN) established the Stroke Reference Group (SRG); a panel of regional experts in stroke care. The SRG was asked to make best-practice recommendations for stroke care that could help facilitate smoother flow of patients through the healthcare system. The SRG recommendations released in November 2011<sup>2</sup> included the following:

- Timely transfer of appropriate patients from acute facilities to rehabilitation
  - Ischemic strokes to rehabilitation by day 5 on average
  - Hemorrhagic strokes to rehabilitation by day 7 on average
- Provision of greater intensity therapy in inpatient rehabilitation
  - 3 hours of therapy per day
  - 7-day a week therapy
- Timely access to outpatient/community-based rehabilitation for appropriate patients
  - Early Supported Discharge with engagement of Community Care Access Centres (CCAC) and allied health professionals (contracted through their rehabilitation and nursing provider agencies)
  - Mechanisms to support and sustain funding for interprofessional outpatient ( e.g. day rehabilitation) and/or community-based rehabilitation
  - 2-3 outpatient or Community-based allied health professional visits/ week (per required discipline) for 8-12 weeks
  - In-home rehabilitation provided as necessary

In 2012, the [OSN released a report](#) that assessed the potential economic impact of achieving full adherence to the best-practice stroke rehabilitation recommendations across Ontario<sup>3</sup>. This report noted that in addition to improving patient care, better application of best-practice principles could allow Ontario's healthcare system to make available up to \$20M annually for re-investment elsewhere in the system. However, this report also included results from focus groups across the province identifying a number of important challenges that must be overcome before adoption of these recommendations will be possible.

In parallel with this work, in 2012/13 the MoHLTC began implementation of the Health System Funding Reform strategy designed to promote more efficient and patient-centered healthcare spending<sup>4</sup>. As part of this initiative, stroke was chosen to undergo funding reform beginning in 2013 through implementation of a Quality-Based Procedures (QBP) funding structure. The QBP payment system is designed to promote efficient, high quality care with smooth transitions between care settings by providing a "bundled payment" for patient care that is tied to quality indicators. Under this reformed system, the LHINs (and facilities within them) will be forced to re-evaluate their stroke care delivery model and those regions with coordinated stroke systems will be in the best position to manage the change.

In advance of the QBP funding reform implementation, Health Quality Ontario and the MoHLTC released the [Quality-Based Procedures Clinical Handbook for Stroke](#) in January 2013<sup>4</sup>. In this document, a summary of recommended practices developed in coordination with the stroke episode of care expert panel are reported. These recommendations, informed largely by the [Canadian Best-Practice Recommendations for Stroke Care](#), will formulate the standards by which healthcare providers will be measured under the QBP system. Notable recommendations include:

#### Acute Care

- access to stroke thrombolysis for eligible patients
- provision of acute stroke care on a specialized, geographically defined stroke unit with a suggested minimum annual volume of 165 ischemic stroke admissions
- 5 day LOS for ischemic stroke patients and 7 day for hemorrhagic

#### Inpatient Rehabilitation

- 7-day a week admissions to inpatient rehabilitation
- 1:6 therapist to bed ratios for PT and OT in inpatient rehabilitation and 1:12 for SLP
- 3-hours of direct task-specific therapy per day for at least six days a week

While the details of the QBP funding reform remain uncertain, the information contained in the clinical handbook provides insight into the direction in which the stroke system is heading and can serve to inform regional dialogue about stroke care.

## Objective

This report is designed to replicate portions of the provincial economic evaluation noted above from the perspective of the Central East Local Health Integration Network (CE LHIN). It is not designed as a comprehensive economic evaluation, but rather to present contextual information in a way that will help guide regional discussion about local stroke care. It is our hope that this will support regional representatives in assessing their stroke system, identifying areas where improvements are possible and informing discussions with local healthcare providers regarding system reform. Data and analyses performed here can (and should) be challenged and updated as appropriate.

## Regional Context

There are 3 Stroke Networks in the Central East LHIN (South East Toronto, North & East GTA, and Central East) that support cross-system collaboration, provide expertise in system planning, and promote adoption of best practices as standard of care for stroke. Within the CE LHIN, healthcare planning is organized by geographical clusters (North East, Durham, and Scarborough). There are 2 District Stroke Centres within the CE LHIN (Lakeridge Health - Oshawa and Peterborough Regional Health Centre).

Stroke patients are currently being seen at 14 different acute and 7 rehabilitation hospital sites across the CE LHIN. There is a high variance of performance across sites. 3 of these acute sites currently have stroke units (one in each cluster) and another 2 sites are in the process of finalizing planning for stroke units. Each of these stroke unit sites is working towards adoption of best practice standards with ongoing work required.

The Stroke Networks have met with CE LHIN Leadership to discuss the results of the 2011/12 stroke report card to establish a collaborative process for associated stroke system planning to improve report card results and support the implementation of Quality Based Procedures. The three areas for improvement include:

- Equity of Care and Access to Services – creating a standard of care and best practices across the continuum to drive access to quality care;
- System Integration and Efficiency – optimal utilization of rehabilitation (inpatient and outpatient) services to facilitate flow, improve patient and system outcomes;
- Effectiveness – a mechanism to evaluate and monitor changes in the system and support ongoing improvement.

## Methods

In the spirit of providing a regional “economic overview”, current data were explored with the goal of identifying opportunities for improved care, potential for cost reductions relative to current expenditure and estimates of the need for re-investment or re-allocation of funding. The following areas were addressed:

### Potential EMS impact

#### **Estimate mean annual stroke/TIA incidence (based on ED arrivals) and the proportion of patients transferred to hospital by ambulance annually**

In order to estimate annual incidence, it was assumed that all patients with stroke or TIA would arrive at an emergency department. We acknowledge that this may not always be true, but felt that the resulting estimate was reasonable. Data were retrieved from the [2012 Stroke Evaluation Report](#) for ED arrivals and averaged over fiscal years 2008-2010<sup>1</sup>.

#### **Estimate mean travel times and distances between regional hospitals**

Distances and travel times between hospitals were retrieved from Google maps. Times account only for estimated driving times and do not account for drop off or pick-up times, traffic, weather, nor any additional time staff require (eg. breaks).

### Potential Acute Care impact

#### **Estimate annual admissions to acute care by hospital and stroke type (TIA, Isch, Hem, Not Specified)<sup>1</sup>**

Data were retrieved from IntelliHealth by a member of the North Simcoe Muskoka Decision support team for all LHINs. The initial data pull included information on all patients with most responsible diagnosis of stroke (ICD-10 codes H34.1, G45 (not G45.4), I60 (not I60.8), I61, I63 (not I63.6), or I64) who were 18 years or older and were either a resident of the CE LHIN or received some acute medical care in the LHIN in fiscal years 2007-2011. Patients were divided by stroke type using the following criteria:

Hemorrhagic (ICD-10 = I60 & I61)

Ischemic (ICD-10 = H341 & I63)

Stroke Not Specified (ICD-10 = I64)

TIA (ICD-10 = G45)

The number of discharges was summed for each hospital to infer the number of stroke admissions annually. For planning purposes, the following steps were used to ensure that patients were not double counted in the estimated number of annual admissions. Among LHIN residents, records of patients transferred from another acute care hospital were eliminated and only the sentinel admission was used. Non-resident patients transferred from an acute site outside of the LHIN remained.

To generate the final table, resident and non-resident data were combined and summed. For calculation of LOS and resource intensity weight (RIW), the sum of all within-LHIN hospital stays was combined regardless of site or number of admissions. Five-year averages were generated by summing all data across all 5 years and then dividing each cell by five. Mean RIW per patient was generated by dividing the total RIW sum for each group by the number of total discharges.

### **Estimate current annual acute stroke budget**

Mean annual acute admissions and resource intensity weight (RIW) averaged over fiscal years 2007-11 were multiplied by the estimated 2013/14 mean cost per weighted case provided by the [MoHLTC \(\\$4380\)](#)<sup>a</sup>. This represents an estimate of the annual direct cost of acute hospital care for stroke patients across the entire LHIN.

### **Project mean LOS under best-practice model and estimate annual need for acute care beds regionally**

The current best-practice recommendation is for ischemic stroke patients to be transferred to the appropriate rehabilitation setting by day 5 on average and hemorrhagic patients by day 7<sup>2</sup>. However, using this information to project the need for acute beds is difficult. In order to achieve these aggressive LOS targets, substantial system change would be required including improved access to outpatient and community-based rehabilitation programs, greater acute care efficiency, and readily available access to long-term care beds when necessary. While we believe this ideal state to be possible, it is likely not imminent. Still, Ontario data suggest tremendous opportunity for improved efficiency even within the current structure of services.

Due to the challenging nature of projecting resource need, data were presented in this section in two ways to help inform planning discussion. First, a mean 10-day acute LOS was assumed for all stroke patients (ischemic, hemorrhagic and stroke type not specified (NS)). This estimate was felt to be a conservative target to allow for the fact that some patients being discharged to settings other than rehabilitation (palliative care or LTC) may require a longer acute stay than the 5 and 7 day targets under the constraints of the current system. These data are presented to represent a reasonable interim target. Second, estimates were generated based on the assumption of full achievement of the best-

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<sup>a</sup>[Interim Quality-Based Procedure list for stakeholder consultation](#), MoHLTC 2012

practice recommendations (mean 5 day and 7 day LOS for ischemic and hemorrhagic stroke patients respectively) in order to infer the impact of achieving an “ideal” scenario. Bed estimates were then derived assuming a 90% occupancy rate to allow for natural variation in stroke incidence.

Mean LOS for patients with TIA is generally shorter than 5 days and consensus opinion is that many of these patients do not require acute admission at all. However, no reliable estimate for the proportion of TIA patients who require admission exists currently. Therefore, in all cases the current mean LOS occupied by TIA patients, or 5 days (whichever is lower) was considered sufficient in system modeling and separate estimates for the potential reduction in TIA admissions were calculated.

### **Estimate the opportunity for annual acute cost reduction**

As in the previous section, there are several ways in which cost reduction estimates could be generated. We chose to present three scenarios. First, *per diem* cost estimates (Appendix B) reported in a previous report<sup>3</sup> were used to generate an estimate of the impact that a single day reduction in mean LOS would have on direct stroke costs in the region. Second, the same *per diem* estimates were used to infer the potential cost savings that would accompany achievement of both the 10-day and the “ideal” LOS targets for ischemic and hemorrhagic patients compared to the current average LOS.

Expert opinion suggests that many of the TIA patients currently admitted to acute care could be better managed in a secondary prevention clinic. However, no reliable estimate of the proportion of TIA patients for whom an acute admission is appropriate exists currently. Regional data were used to estimate the incremental direct acute care cost savings that would accompany each TIA admission avoided. These were generated by multiplying the mean RIW of TIA patients admitted to acute care within the LHIN by the MoHLTC cost per weighted case (\$4,380).

### **Estimate staffing model required for proposed bed number**

Staffing ratios for each discipline included in the recommended interdisciplinary stroke team were drawn from the [CSS “Guide to the Implementation of Stroke Unit Care”](#)<sup>5</sup>. The ratios recommended in the CSS guide were used to estimate the total staffing requirement that would be needed to provide best-practice stroke care to all patients across the region under both the 10-day and “ideal” systems.

## **Potential Inpatient Rehabilitation Impact**

### **Identify LHIN-level annual admissions to rehabilitation by rehabilitation patient group (RPG) and mean LOS**

Data requested from the National Rehabilitation Reporting System (NRS) from fiscal years 2008-2010 were used to estimate the mean number of stroke patients (Rehabilitation Client Group-1) admitted to inpatient rehabilitation by RPG annually.



### **Estimate current annual rehabilitation stroke budget**

The mean number of rehabilitation admissions annually was multiplied by their mean LOS and then by the *per diem* cost estimate of \$603<sup>3</sup> (Appendix B) to generate a regional estimate of the cost of inpatient rehabilitation annually. Similarly, the mean number of CCC admissions for rehabilitation was inferred. Provincially, approximately 30% of patients who enter CCC post stroke are ultimately discharged home<sup>1</sup>. This value was used in combination with the number of annual acute discharges to CCC<sup>1</sup> to infer the number of patients discharged to CCC for rehabilitation purposes. This estimate was multiplied by the *per diem* cost estimate for CCC of \$561 (Appendix B) and the provincial mean LOS in CCC<sup>1</sup> (93.5 days) to estimate current expenditure on rehabilitation in CCC annually. It is recognized that use of CCC beds for rehabilitation varies significantly within and across LHINs due to a lack of standardized policy for rehabilitation in this setting. The inference made regarding rehabilitation in CCC is a methodology limitation that will benefit from local interpretation.

### **Anticipate number of inpatient rehabilitation admissions annually under best-practice model and number of rehabilitation beds needed**

Current data limitations make it difficult to identify the proportion of patients admitted to inpatient rehabilitation who could have been cared for in an outpatient setting or the number of patients currently admitted to complex continuing care beds who would have been more appropriately cared for in inpatient rehabilitation. Therefore, the Ontario benchmark for stroke patients alive at acute discharge who are candidates for inpatient rehabilitation (42.3%)<sup>1</sup> was used to estimate the number of patients who would require inpatient rehabilitation annually. A 30-day mean LOS was used to derive an estimate of the need for rehabilitation beds, assuming 90% occupancy.

### **Estimate rehabilitation staffing model for proposed bed number**

The estimate is based on provision of PT, OT and SLP services as indicated in the clinical handbook for Quality Based Procedures. Other rehabilitation disciplines were not included in the model due to the lack of recommendations around appropriate staffing ratios in rehabilitation.

The rehabilitation staffing model required to care for the expected number of rehabilitation admissions was based on the assumptions that 1) a single therapist was capable of providing 6 hours of direct therapy per day, 5 days a week, for 46 weeks a year (1380 hours total assuming 6 weeks for vacation and illness) and 2) a 2:1 registered therapist to assistant ratio was assumed to be appropriate.

Two estimates of staffing compliments were generated. Best-practice recommendations suggest therapy 7-days a week, while the HQO clinical handbook made a more conservative recommendation of at least 6-days a week. Assuming that each patient would require 1 hour of direct therapy per day from PT and OT, the anticipated number of rehabilitation bed days occupied by stroke patients was assumed to equal the number of rehabilitation sessions required by each of these disciplines under the 7-day model. A 6-day model was then generated by multiplying the estimated number of bed days occupied by stroke patients by 6/7 to infer the total number of PT and OT rehabilitation sessions required

annually. In both models, 1/2 as many sessions were assumed to be necessary for SLP based on the assumption that only 50% of patients require this care.

The total number of sessions in both models was then divided by 1380 (the number of direct therapy hours provided by 1 FTE annually) to infer the total number of FTEs needed to provide the appropriate number of sessions. The estimated FTEs were then adjusted for the therapist to assistant ratio (2:1) and multiplied by the estimated annual salaries used previously (Appendix B) to estimate the annual direct cost of best-practice rehabilitation in the region under both a 7-day and 6-day model of care.

## Potential Outpatient/Community-based Rehabilitation Impact

### Estimate “best-practice” annual need

As done in the [OSN report](#)<sup>3</sup>, it was assumed that 13% of stroke patients discharged alive from acute care, and all patients discharged from inpatient rehabilitation, require additional outpatient or community-based rehabilitation. Between 2008 and 2010, approximately 12% of stroke patients died in hospital<sup>1</sup>. To estimate the number of patients who require additional rehabilitation, 12% of the annual admissions were removed along with all TIAs and all patients discharged to inpatient rehabilitation. Of the remaining patients, 13% were assumed to require additional rehabilitation. This number was then added to the estimated number of admissions to inpatient rehabilitation to derive an estimate of the total number of patients requiring outpatient or community-based rehabilitation annually. Each patient was assumed to require a best-practice recommended 2.5 sessions per week (an average of 2-3 visits per patient) for 10 weeks (the average of 8-12 weeks duration)<sup>2</sup>.

### Estimate annual direct costs for outpatient and community-based rehabilitation programs

Results of the previous [OSN report](#) found that 88% of patients in Ontario live within a 30-minute drive of an outpatient rehabilitation program<sup>3</sup>. However, these analyses have not been performed for each LHIN individually. Cost estimates were generated by multiplying the per-session rehabilitation costs reported previously for outpatient and community-based rehabilitation (Appendix B) by the number of sessions required annually. This allowed for generation of an estimated direct cost for provision of ALL rehabilitation sessions by each of outpatient and community-based rehabilitation programs, separately. This was done for illustrative purposes and the true cost is anticipated to lie somewhere in between these estimates.

The estimates provided here require local interpretation given the high variance in rurality and population across LHINs. The balance of outpatient versus CCAC service provision will vary by region based on a) the presence or absence of outpatient programs in various communities and on b) how rurality affects access. LHIN profiles providing information on the percent rural residency can be found at [Statistics Canada](#).

## Results

### Potential EMS impact

#### Estimate mean annual stroke/TIA incidence (based on ED arrivals) and the proportion of patients transferred to hospital by ambulance annually

The 2012 Ontario stroke evaluation report indicates that between fiscal years 2008 to 2010, an average of 2094 stroke or TIA patients arrived at an emergency department in the CE LHIN annually (range 2065 - 2144)<sup>1</sup>. Approximately 56% of these patients were transported to hospital by EMS<sup>1</sup>.

#### Estimate mean travel times and distances between regional hospitals

Patient transfer via EMS represents an important consideration when looking to determine the economic impact of stroke system reform. Limited data on the cost of transfers is available at this time. Therefore, the following tables were generated to allow for quick review of the potential time and distance impact of transferring patients between hospital sites. If and when decisions about stroke unit siting are made, these values can be used to estimate EMS impact. Additional considerations should include traffic, weather, the number of patients already transferred by EMS (both to and between hospitals) as well as EMS staff time during pick-up and drop off. Verification and discussion with local EMS providers should be pursued.

Table 1. Estimated distance in kilometers between hospitals in the CE LHIN

Organization	Annual Stroke Admits	Site	Approx. Distances Between Facilities in KMs											
			RMH	PRHC	SH	NHH	LHC				HHHS		RVHS	
							Bow.	Osh.	PP	Whit.	Hal.	Min.	E Tor	WD
<b>Campbellford Mem.</b>	28	--	99	55	160	67	108	125	125	130	143	146	154	138
<b>Ross Memorial</b>	90	--	--	42	113	92	59	67	44	83	98	94	107	90
<b>Peterborough Reg.</b>	225	--	--	--	114	50	60	80	63	85	121	98	108	92
<b>Scarborough</b>	407	--	--	--	--	94	55	42	60	33	211	188	6	26
<b>Northumberland Hills</b>	74	--	--	--	--	--	43	60	82	66	160	137	88	73
<b>Lakeridge Health</b>	360	Bowmanville	--	--	--	--	--	21	40	25	159	134	49	33
		Oshawa	--	--	--	--	--	--	25	11	163	139	36	20
		Port Perry	--	--	--	--	--	--	--	30	139	116	54	37
<b>Haliburton Highlands Health Services</b>	9	Haliburton	--	--	--	--	--	--	--	--	--	26	206	189
		Minden	--	--	--	--	--	--	--	--	--	--	183	166
<b>Rouge Valley Health System</b>	325	E. Toronto	--	--	--	--	--	--	--	--	--	--	--	20
		W Durham	--	--	--	--	--	--	--	--	--	--	--	--

Table 2. Estimated travel times in minutes between hospitals in the CE LHIN

Organization	Annual Stroke Admits	Site	Approx. Travel Times Between Facilities in Minutes											
			RMH	PRHC	SH	NHH	LHC				HHHS		RVHS	
							Bow.	Osh.	PP	Whit.	Hal.	Min.	E Tor	WD
<b>Campbellford Mem.</b>	28	--	89	57	106	52	74	88	88	89	133	126	102	93
<b>Ross Memorial</b>	90	--	--	41	81	64	47	63	39	63	79	75	75	67
<b>Peterborough Reg.</b>	225	--	--	--	77	46	44	58	54	60	105	86	71	64
<b>Scarborough</b>	407	--	--	--	--	59	39	35	56	28	157	137	12	24
<b>Northumberland Hills</b>	74	--	--	--	--	--	28	40	60	44	136	116	54	47
<b>Lakeridge Health Corporation</b>	360	Bowmanville	--	--	--	--	--	20	36	20	124	105	33	25
		Oshawa	--	--	--	--	--	--	27	19	136	117	31	22
		Port Perry	--	--	--	--	--	--	--	36	112	93	50	40
		Whitby	--	--	--	--	--	--	--	--	138	159	23	12
<b>Haliburton Highlands Health Services</b>	9	Haliburton	--	--	--	--	--	--	--	--	--	24	151	142
		Minden	--	--	--	--	--	--	--	--	--	--	135	124
<b>Rouge Valley Health System</b>	325	E. Toronto	--	--	--	--	--	--	--	--	--	--	--	19
		W Durham	--	--	--	--	--	--	--	--	--	--	--	--

## Potential Acute Care impact

**Identify mean annual admissions to acute care by hospital and stroke type (TIA, Isch, Hem, NS)**

Detailed results for each hospital are presented in Appendix A. Regional summary of the total number of annual admissions is presented in table 3.

Table 3. Summary data for mean annual stroke admissions, LOS and resource intensity weight (RIW) among hospitals in the Central East LHIN in fiscal years 2007 to 2011.

Stroke Type	Mean Annual Admissions (N)	Mean Annual LOS (days)	Mean Annual ALC LOS (days)	Mean Annual Total LOS (days)	Mean Patient RIW
Hemorrhagic	152.2	1734.4	1037.0	2771.4	3.3815
Ischemic	801.0	8263.8	3820.6	12084.4	2.5118
Not Specified	321.0	2690.0	1197.4	3887.4	1.8559
TIA	245.0	1007.2	171.6	1178.8	0.7623
<b>Total</b>	<b>1519.2</b>	<b>13695.4</b>	<b>6226.6</b>	<b>19922.0</b>	<b>2.1782</b>

## **Estimate current annual acute stroke budget**

Using the 2013/14 [“Interim Quality-Based Procedures list for Stakeholder Consultation”](#) direct cost per weighted case of \$4380, the estimated *direct cost* of acute stroke care in the CE LHIN is \$14,493,952 annually.

## **Anticipate mean LOS under best-practice model and estimate annual need for acute care beds regionally**

Assuming a mean 10-day LOS for all stroke patients and no change in the LOS of TIA patients, a total of 13,921 bed days can be anticipated to be occupied by stroke/TIA patients annually. Assuming 90% occupancy in acute stroke unit beds, this would require 42.4 acute beds to care for these stroke/TIA patients.

Were the best-practice recommendations of mean 5-day and 7-day LOS attained for ischemic and hemorrhagic stroke patients respectively (with no change in TIA), a total of 7854 bed days would be occupied by patients with stroke or TIA. Care of stroke/TIA patients under this “ideal” system would require 23.9 acute care beds.

## **Estimate the opportunity for annual acute cost reduction**

Based on the number of admissions, mean LOS and the MoHLTC cost per weighted case, the average *per diem* direct acute care cost for stroke and TIA in the CE LHIN is \$728 per day. This means that across the region, a single day reduction in mean LOS could free up \$1,105,271 annually for re-investment elsewhere in the system.

Attainment of a 10-day mean LOS for all ischemic, hemorrhagic and stroke not specified patients (with no change in TIA LOS) in the CE LHIN would result in the elimination of 6001 acute care bed days annually. Using the previously reported *per diem* ALC cost estimates of \$577 for hemorrhagic patients and \$592 for ischemic and stroke not specified patients (Appendix B), these 6001 days could result in \$3,533,969 made available annually. Interestingly, the proposed 6001 bed day reduction could entirely be achieved through elimination of ALC bed days in the region (see table 3).

Were the “ideal” targets of 5 and 7 days met for all ischemic and hemorrhagic stroke patients across the region, 12,068 fewer acute bed days would be occupied by stroke patients annually compared to current LOS. This would result in an estimated \$7,118,548 made available annually; nearly halving current direct acute-care expenditure in the region.

In addition to the potential cost reductions among stroke patients, data also suggest tremendous opportunity for acute cost reductions by avoiding TIA admissions. Every TIA admission avoided in the CE LHIN would make available approximately \$3,339 for spending elsewhere. Based on this incremental

estimate, if even half of the TIA admissions were avoided annually, \$409,012 could be made available to care for these patients elsewhere.

### Estimate staffing model required for proposed acute bed number

Based on the [CSS Stroke Unit guidelines](#)<sup>5</sup>, regional best-practice staffing compliments are presented in table 4 for a model with a 10-day acute stroke LOS and the “ideal” best-practice target model. Note that these estimates are only for acute care and do not account for care at multiple sites. The suggested acute staffing ratios would remain constant at each facility, but may result in different region-wide values. Estimates are provided to generate local discussion around staffing and to allow for regional estimates of staff costs to be performed.

Table 4. Estimate of the best-practice staffing compliments required to care for stroke patients in the CE LHIN for both the 10-day and “ideal” models.

Team Member	CE 10-day Requirement For 42.4 acute beds	CE “ideal” Requirement For 23.9 acute beds
RN**	39.6	22.3
RPN**	19.8	11.2
PT†	4.7	2.7
OT†	4.7	2.7
SLP††	2.4	1.3
PT/OT Assistants <sup>‡</sup>	4.7	2.7
CDA <sup>‡‡</sup>	1.2	0.7
SW‡	2.1	1.2
Dietician‡‡	3.4	1.9

\*\*Estimates based on assumed need of 1:4 nursing FTE/bed at a 2RN:1RPN ratio

†Estimates based on assumption of 1:6 therapist:bed ratio<sup>3</sup>

††Estimate based on assumption of 1:12 therapist:bed ratio<sup>3</sup>

‡Assistant calculations based on 1:2 assistant:registered therapist ratio.

‡Assuming 1 FTE/ 20 bed ratio

‡‡Assuming 0.8FTE/10 bed ratio

### Potential Inpatient Rehabilitation Impact

#### Identify LHIN-level annual admissions to rehabilitation by functional level (RPG) and mean LOS

According to the NRS, between 2008 and 2010 an average of 328 patients from the CE LHIN (range 320 - 344) were admitted to a designated inpatient rehabilitation bed annually. On average these patients

remained in inpatient rehabilitation for 31 days. The distribution of patients by RPG and mean LOS are presented in table 5.

Table 5. Mean number of annual admissions to inpatient rehabilitation for patients from the CE LHIN by RPG and their corresponding mean LOS from 2008-2010.

<b>RPG</b>	<b>Mean Annual Admissions</b>	<b>Mean LOS (days)</b>
1100	41	44.7
1110	82	42.0
1120	73	29.8
1130	46	26.2
1140	24	18.7
1150	42	20.0
1160	21	12.2
<b>Total</b>	<b>328</b>	<b>31.0</b>

### **Estimate current annual rehabilitation stroke budget**

Previous estimates suggest that, on average, a single day in inpatient rehabilitation costs \$603 (Appendix B). Based on this estimate, the annual cost of inpatient rehabilitation for patients from the CE LHIN is approximately \$6,141,173. Of this total cost, approximately \$154,107 is spent on rehabilitation of patients in RPG 1160; a group that current best-practice recommendations suggest could be cared for in an outpatient or community-based rehabilitation setting to avoid an inpatient rehabilitation admission.

Between 2008 and 2010, on average, 81 patients a year were discharged to CCC from acute care post stroke in the CE LHIN<sup>1</sup>. Assuming that 30% of these patients were rehabilitation candidates, approximately 24 patients a year were admitted to CCC for rehabilitation. Based on the provincial average LOS of 93.5 days<sup>1</sup> at \$561/day (Appendix B), these patients would cost \$1,279,865 to care for in this setting. Were these patients to have been admitted to inpatient rehabilitation and achieve a mean LOS of 44.7 days (that of the most severe RPG group, 1100), their care would have cost \$658,307; an annual cost reduction of \$621,558.

### **Anticipate number of inpatient rehabilitation admissions annually under best-practice model and number of rehabilitation beds needed**

Using data currently available, it is difficult to estimate the proportion of patients in inpatient rehabilitation unnecessarily, as well as the proportion of patients currently admitted to “slow-stream” rehabilitation or CCC who should instead should have been admitted to inpatient rehabilitation. Therefore, the current best-practice provincial benchmark of 42.3%<sup>1</sup> of acute stroke patients discharged

alive requiring rehabilitation was felt to be a better approximation of regional rehabilitation need. Based on this estimate (42.3% x 1121), approximately 474 patients from the CE LHIN would require inpatient rehabilitation annually after stroke. Assuming 90% bed occupancy, management of these patients would require 43.3 inpatient rehabilitation beds annually.

### Estimate rehabilitation staffing model for proposed bed number

In order to provide inpatient rehabilitation (PT, OT and SLP) services at the level of intensity noted in the QBP clinical handbook for stroke (3-hours daily, 6 days a week), a combined regional therapy staffing complement of 22.1 dedicated FTEs would be required at an estimated annual salary of \$1,936,226. Were the best-practice recommended model of 7-day a week therapy for PT, OT, and SLP achieved, 25.8 FTEs would be required at an estimated \$2,258,931 (or an additional \$322,704). These are estimates of the entire PT, OT and SLP staffing complement required, which would include staff currently employed in the region. Estimates of the need for FTEs and the corresponding cost for each rehabilitation discipline are presented in table 6.

Table 6. Estimates of the need for inpatient rehabilitation FTEs in the CE LHIN, under 6 and 7 day a week therapy models, and an estimate of the corresponding cost.

Discipline	Number of FTEs 6-Day model	Estimated Annual Salary 6-Day model	Number of FTEs 7-Day model	Estimated Annual Salary 7-Day model
PT*	5.9	\$613,107	6.9	\$715,291
OT*	5.9	\$613,107	6.9	\$715,291
SLP**	2.9	\$324,073	3.4	\$378,086
PT/OT Assistant†	5.9	\$306,857	6.9	\$358,000
CDA††	1.5	\$79,083	1.7	\$92,263
<b>Total</b>	<b>22.1</b>	<b>\$1,936,226</b>	<b>25.8</b>	<b>\$2,258,931</b>

\*PT/OT estimates based on an annual salary of \$104,057

\*\*SLP estimates based on an annual salary of \$110,004

†PT/OT assistant estimates based on an annual salary of \$52,080

††CDA estimates based on an annual salary of \$53,688

## Potential Outpatient/Community-based Rehabilitation Impact

### Estimate “best-practice” annual need

It was assumed that 13% of patients with stroke discharged alive from acute care and all patients discharged from inpatient rehabilitation require additional rehabilitation services from OT and PT, and that half would require SLP. Each patient was assumed to require 2.5 rehabilitation sessions per week



for 10 weeks (both averages of the current best-practice recommendations). Based on these assumptions, patients in the CE LHIN are anticipated to require 13,865 sessions of both PT and OT, and 6932 sessions of SLP annually.

### **Estimate annual costs for outpatient and community-based rehabilitation programs**

Assuming an outpatient clinic cost of \$94.33 per session for PT and OT and \$97.80 for SLP (includes direct costs and a portion of overhead; Appendix B), provision of all rehabilitation sessions in an outpatient clinic would cost approximately \$3,293,737. Were all sessions provided by a community-based program (estimated costs of \$117.13 PT, \$139.98 OT and \$141.12 SLP including overhead and travel; Appendix B), the cost of care would rise to \$4,543,100. These estimates do not account for current programs and staff available in the region and represent a high and low boundary for the estimate. The actual proportion of candidates for each service cannot be estimated at this time and the potential unmet need cannot be estimated due to a lack of outpatient data. Given that much of the CE LHIN geography is rural, it is likely that many patients would benefit from rehabilitation in the community setting rather than travelling to an outpatient rehabilitation hospital.

## **Summary/ Recommendations**

The Central East LHIN has been very engaged in stroke system planning over the past year. This analysis will further inform the work of the CE LHIN Stroke Working Group, HSFR Local Partnership, and Diabetes and Vascular Coalition in system planning for acute and rehab inpatient and outpatient care.

This report highlights the opportunity to improve patient outcomes and flow as well as cost-effectiveness through a systems approach to increasing access to best practices and quality care.

### **Opportunities for System Efficiencies**

- Creating capacity for reinvestment in best practices in other parts of the continuum to support patient flow
  - Targeting critical mass for low volume sites
  - Targeting LOS of 5-7 days in acute care with 7days/week allied health
  - Targeting LOS in inpatient rehab by stroke severity with appropriate intensity 7 days/week
- Ensure resource alignment so that rehab is delivered in the most appropriate setting, including acute care, high intensity inpatient rehab, early supported discharge, outpatient, and community rehab

## Reference List

- (1) Hall R, Khan F, O'Callaghan C, Kapral MK, Hodwitz K, Fang J, Bayley M. Ontario Stroke Evaluation Report 2012: Prescribing System Solutions to Improve Stroke Outcomes. Toronto: Institute for Clinical Evaluative Sciences; 2012. Available: [www.ices.on.ca](http://www.ices.on.ca)
- (2) Lowi-Young M, Nord P, Ontario's SRG. Rehabilitation and Complex Continuing Care Expert Panel: Phase I Report. 2011. Available: [www.nelhin.on.ca/WorkArea/downloadasset.aspx?id=11680](http://www.nelhin.on.ca/WorkArea/downloadasset.aspx?id=11680)
- (3) Meyer M, O'Callaghan C, Kelloway L, Hall R, Teasell R, Meyer S, Allen L, Leci E, in collaboration with Ontario's Stroke Reference Group. The Impact of Moving to Stroke Rehabilitation Best-Practices in Ontario: Final Report. 2012 Available: <http://ontariostrokenetwork.ca>
- (4) HQO, MoHLTC. Quality-Based Procedures: Clinical Handbook for Stroke. 2013.
- (5) Canadian Stroke Strategy. A Guide to the Implementation of Stroke Unit Care. 2009. Available: [http://strokebestpractices.ca/wp-content/uploads/2010/11/CSS-Stroke-Unit-Resource\\_EN-Final2-for-print.pdf](http://strokebestpractices.ca/wp-content/uploads/2010/11/CSS-Stroke-Unit-Resource_EN-Final2-for-print.pdf)

## Appendix A

Summary data for annual admissions, LOS and RIW by stroke type for each hospital in the Central East LHIN averaged across fiscal years 2007-2011.

Hospital	Stroke Type	Admit	ALOS	ALOS ALC	ALOS Tot	RIW
Campbellford Memorial Hospital	Total	28.0	239.0	131.8	370.8	1.8343
	Hem	2.4	25.2	29.0	54.2	3.2523
	Isch	9.4	112.6	50.6	163.2	2.2218
	NS	11.4	88.4	52.2	140.6	1.6974
	TIA	4.8	12.8	0.0	12.8	0.6918
Ross Memorial Hospital	Total	90.0	740.6	401.2	1141.8	1.8422
	Hem	3.8	34.2	38.6	72.8	3.0260
	Isch	16.2	155.2	96.0	251.2	2.3095
	NS	53.4	454.6	251.0	705.6	1.9383
	TIA	16.6	96.6	15.6	112.2	0.8061
Peterborough Regional Health Centre	Total	225.2	1973.2	1149.4	3122.6	2.2356
	Hem	23.8	227.8	196.6	424.4	3.1554
	Isch	96.0	898.2	589.4	1487.6	2.5695
	NS	65.6	658.4	305.0	963.4	2.2037
	TIA	39.8	188.8	58.4	247.2	0.9329
Haliburton Highlands Health Services Corporation	Total	9.4	89.0	6.0	95.0	1.5582
	Hem	1.0	9.6	0.0	9.6	2.0662
	Isch	2.0	24.8	1.6	26.4	1.7982
	NS	4.4	48.0	4.4	52.4	1.7958
	TIA	2.0	6.6	0.0	6.6	0.5415
Northumberland Hills Hospital	Total	74.4	464.2	324.4	788.6	1.9515
	Hem	4.2	35.0	38.6	73.6	3.4514
	Isch	47.8	316.2	236.6	552.8	2.1734
	NS	9.8	64.0	46.0	110.0	1.8871
	TIA	12.6	49.0	3.2	52.2	0.6600
Lakeridge Health Corporation	Total	359.8	2688.8	1217.4	3906.2	1.9994
	Hem	40.6	394.4	256.8	651.2	3.1929
	Isch	198.8	1658.0	670.4	2328.4	2.2360
	NS	64.8	424.0	231.8	655.8	1.5415
	TIA	55.6	212.4	58.4	270.8	0.8156
Rouge Valley Health System	Total	325.0	3310.6	1181.4	4492.0	2.3027
	Hem	33.6	431.6	197.4	629.0	3.4984
	Isch	201.4	2276.8	864.4	3141.2	2.5530
	NS	45.6	407.6	98.2	505.8	1.8394
	TIA	44.4	194.6	21.4	216.0	0.7381
Scarborough Hospital	Total	407.4	4190.0	1815.0	6005.0	2.3586
	Hem	42.8	576.6	280.0	856.6	3.6569

	Isch	229.4	2822.0	1311.6	4133.6	2.7934
	NS	66.0	545.0	208.8	753.8	1.7902
	TIA	69.2	246.4	14.6	261.0	0.6561
LHIN Total						
	Hem	152.2	1734.4	1037.0	2771.4	3.3815
	Isch	801.0	8263.8	3820.6	12084.4	2.5118
	NS	321.0	2690.0	1197.4	3887.4	1.8559
	TIA	245.0	1007.2	171.6	1178.8	0.7623
	Total	1519.2	13695.4	6226.6	19922.0	2.1782

## Appendix B

Summary of cost estimates, sources and adjustments copied from the 2012 [OSN Impact of Moving to Stroke Rehabilitation Best-Practices in Ontario](#) report.

<b>Data Point</b>	<b>Value</b>	<b>Source</b>	<b>Adjustments</b>
Acute care bed day – Ischemic Stroke (ICD-10 codes I63,I64)	\$591.52	Ontario Case Costing Initiative CAT tool	Inflation
Acute care bed day – Hemorrhagic Stroke (ICD-10 codes I61,I62)	\$576.64		
Acute care bed day – TIA (ICD-10 code G45.9)	\$656.58		
Inpatient rehabilitation bed day	\$603	RPG stroke values (2008)	Inflation
Inpatient rehabilitation salary (PT)	\$104,057	2014 OPSEU central collective agreement wage grid	None
Inpatient rehabilitation salary (OT)	\$104,057		
Inpatient rehabilitation salary (SLP)	\$110,004		
Inpatient rehabilitation salary (PT/OTa)	\$52,080		
Inpatient rehabilitation salary (CDA)	\$53,688		
CCC rehabilitation bed day	\$561	Estimate provided by Elisabeth Bruyere Hospital, Ottawa	None
Outpatient rehabilitation visit (PT or OT)	\$94.33	Parkwood Hospital Outpatient Rehabilitation Program (2010)	None
Outpatient rehabilitation visit (SLP)	\$97.80		
CCAC in-home rehabilitation visit (PT)	\$117.13	CCAC MIS comparative reports 2011/12	None
CCAC in-home rehabilitation visit (OT)	\$139.98		
CCAC in-home rehabilitation visit (SLP)	\$141.12	SE LHIN CCAC cost estimate (2010)	None