Mitigating the impact of applying isolation requirements in hospital bed assignment

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September 8, 2014
Healthcare Associated Infections (HAIs)

Infections that patients acquire while hospitalized

Estimated annual impact in the USA (CDC, 2014):
- 1 in 25 hospital patients has at least one HAI
- 721,800 infections occurring in acute care hospitals in 2011
- 75,000 deaths due to HAIs in 2011
- $USD 30 billion in cost in 2007 (CDC, 2010)
- increase LOS

The young and the old are at most risk
HAIs: Diseases and organisms

- Vancomycin-resistant Enterococci (VRE)
- Vancomycin-resistant Staphylococcus aureus (VRSA)
- Carbapenem-resistant Enterobacteriaceae (CRE)
- Influenza
- Staphylococcus aureus
- Methicillin-resistant Staphylococcus aureus (MRSA)
- Acinetobacter
- HIV
- Norovirus
- Hepatitis
HAI prevention

Affects hospital admission and bed management processes due to the need to implement:

- sanitation protocols, and
- isolation requirements (IR)

**IR**

Protocols that hospitals use to ensure that patients do not pose a risk of infecting other patients

Place patients preferably in a single room or in a multi-occupancy room with patients infected by the same pathogen
Implementation of IR is harder in units with multi-occupancy rooms

Figure: multi-occupancy room

Figure: single room

This presentation focuses in units that have multi-occupancy rooms or a mix of multi-occupancy and single rooms
The Pulmonary Care Unit (PCU) at Rochester General Hospital

- 400 bed hospital
- PCU provides acute respiratory care services
- Most patients arrive to PCU from the intensive care unit
- PCU’s utilization: 90-100%
- PCU’s configuration:
  - 8 single rooms
  - 10 double rooms
  - Total capacity: 28 patients
- PCU controls 7 isolation requirements:
  - pathogens: MRSA, VRSA, CRE, Influenza, Hepatitis, HIV
  - single gender per double room
PCU’s characteristics

Incoming patient demand

\( \mu: 2.6 \text{ patients/day} \)

\( \sigma: 1 \text{ patient/day} \)

LOS

\( \mu: 10.7 \text{ days} \)

\( \sigma: 4.9 \text{ days} \)

Based on 5 years of PCU history
Internal movement

When a previously admitted patient must exchange his/her room with another patient in the unit to accommodate new incoming patients

Internal movements cannot happen between any two patients assigned to single rooms
The situation at RGH

- Over a 5 year period, the number of internal movements (830) account for **20.3%** of all transfers and admissions (4,079) to the PCU
- There are up to 4 internal movements per admitted patient, with up to 9 during the Winter season
- Each movement requires 80 minutes for room disinfection

**Issues with internal movements:**

- affect service quality perception
- distract nursing time from patient care
- expose patients to HAIs
Challenges for PCU administrators

**Operational - several times a day**

Who to admit? How to assign rooms to patients so that those in most need are hospitalized with the least number of internal movements?

**Strategic - sporadic**

What is the unit configuration that allows admitting as many critical patients as possible while mitigating the number of internal movements?
Bed assignment problem

Given a number of new patients seeking admission to a hospital unit:
Determine who to admit, and if there is a need to re-assign patients to rooms through *internal movements* to accommodate new patients and satisfy all isolation requirements

Goal

- Prioritize hospitalization of most critical patients
- Mitigate the number of unnecessary internal movements
Previous studies

- Dumas (1984)
- Clerkin and Fos (1995)
- Aickelin and Dowsland (2004)
- Nguyen et al (2005)
- Vermeulen et al (2009)
- Vanhoucke and Maenhout (2009)
- Cardoen et al (2010)
- Demeester et al (2010)
- Ceshcia and Schaerf (2011)
- Conforti et al (2011)
- Guerriero and Guido (2011)
- Pinker and Tezcan (2013)

Healthcare economics
Simulation studies

Do not consider the need to administer isolation requirements
Bed assignment problem

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Determine who to admit, and if there is a need to re-assign patients to rooms through internal movements to accommodate new patients and satisfy all isolation requirements.

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- Prioritize hospitalization of most critical patients
- Mitigate the number of unnecessary internal movements
Sets:

- $Q_a$: set of patients already admitted to the unit in day $t_o - 1$
- $Q_n$: set of incoming patients at time $t_o$
- $Q$: set of all patients (i.e., $Q = Q_a \cup Q_n$)
- $W_1$: set of single rooms
- $W_2$: set of multi-occupancy rooms
- $T$: triage room (represents current location(s) of patients seeking entry to the unit)
- $D$: discharge room (represents destination(s) of patients discharged from the unit)
- $W$: set of all available rooms, $W = T \cup D \cup W_1 \cup W_2$
- $G$: set of genders (i.e., male, female)
- $I$: set of isolations controlled in the unit
- $N_j$: number of beds available in room $j \in W$
Parameters:

- $g_i$: gender of patient $i \in Q$ ($g_i \in G$)
- $k_i$: isolation type of patient $i \in Q$ ($k_i \in I$)
- $h_i$: critical state of patient $i \in Q$, relative to other patients in $Q$
- $\beta$: relative importance of patient criticality for assigning beds
- $\phi$: relative importance of internal movements for assigning beds

$$y_{ij} : \begin{cases} 
1 & \text{if a patient } i \in Q \text{ was already assigned to} \\
0 & \text{a bed in room } j \in W \text{ in } t_o - 1
\end{cases}$$

$$m_{ij} : \begin{cases} 
1 & \text{if a patient } i \in Q \text{ was assigned to a bed in} \\
0 & \text{room } j \in W \text{ and should not be moved}
\end{cases}$$
Decision variables:

\( x_{ij} : \begin{cases} 
1 & \text{if a patient } i \in Q \text{ is assigned to a bed in room } j \in W \\
0 & \text{o.w.} 
\end{cases} \)

\( z_i : \begin{cases} 
1 & \text{if a patient } i \in Q_a \text{ is moved to a different room} \\
0 & \text{o.w.} 
\end{cases} \)

\( \lambda_{gj} : \begin{cases} 
1 & \text{if a patient of gender } g \in G \text{ is assigned to a bed in} \\
& \text{room } j \in W \setminus W_1 \\
0 & \text{o.w.} 
\end{cases} \)

\( \tau_{k_{ij}} : \begin{cases} 
1 & \text{if a patient with isolation needs } k_i \in I \text{ is assigned to a} \\
& \text{bed in room } j \in W \setminus W_1 \\
0 & \text{o.w.} 
\end{cases} \)
BAUIC model

Maximize criticality in the unit $+$ Minimize number of internal movements

Maximize
\[
\beta \sum_{j \in W_1 \cup W_2} \sum_{i \in Q} h_i x_{ij} - \phi \sum_{i \in Q_a} z_i
\]

s.t.

All patients must be assigned to a room

\[
\sum_{j \in W} x_{ij} = 1 \quad \forall \ i \in Q
\]

Track internal movements

\[
z_i \geq y_{ij} - x_{ij} \quad \forall \ i \in Q_a, \ j \in W_1 \cup W_2
\]
Only patients with the same gender can share a multi-occupancy room

\[
x_{ij} \leq \lambda_{g'j} \quad \forall \ i \in Q, \ j \in W_2, \ g' = g_i
\]

\[
\sum_{g \in G} \lambda_{gj} \leq 1 \quad \forall \ j \in W_2
\]

Only patients with the same isolation (pathogen) -if any- can share a double room

\[
x_{ij} \leq \tau_{k'j} \quad \forall \ i \in Q, \ j \in W_2, \ k' = k_i
\]

\[
\sum_{i \in I} \tau_{ij} \leq 1 \quad \forall \ j \in W_2
\]
Room capacity cannot be exceeded

\[ \sum_{i \in Q} x_{ij} \leq N_j \quad \forall j \in W \quad (8) \]

Admitted patients cannot be moved to triage

\[ x_{iT} = 0 \quad \forall i \in Q_a \quad (9) \]

Patients cannot be discharged without being assigned a room

\[ x_{iD} = 0 \quad \forall i \in Q_n \quad (10) \]
Internal movements between two single-room patients are not allowed

\[ \sum_{j_2 \in W_1: j_1 \neq j_2} x_{ij_2} = 0 \quad \forall \ i \in Q, \ y_{ij_1} = 1, \ j_1 \in W_1 \]  

Patients with movement restrictions should not be moved

\[ x_{ij} \geq m_{ij} \quad \forall \ i \in Q, \ j \in W \setminus (T \cup D) \]
Assumptions

- Incoming patient demand is realized before making a bed assignment decision
- Presence of infective pathogens is determined before admission
- Patient characteristics (i.e., criticality and isolation) requirements do not change between decision epochs
Operational challenge

- Patient Data Template
- Template connects to Solver engine
- BAUIE Model
- GLPK implementation
- Solution Found
- Displayed as text file
Strategic challenge: Monte Carlo simulation

For each of the 18 unit configurations:

- simulated 75 years of unit utilization using the PCU’s LOS, and incoming patient arrival rate
- use uniform distributions to generate isolation requirements, gender, criticality, and movement limitations for admitted and incoming patients
- at the beginning of each simulated day we discharge patients who have stayed in the unit beyond their expected LOS
- for each simulated day solve the BAUIC model to determine the best way to accommodate incoming demand
- statistics on utilization and the number of internal movements were collected

Benchmark configuration

8 double rooms + 10 single rooms
Change in internal movements for the benchmark configuration (8 single + 10 double rooms) after BAUIC

![Graph showing change in internal movements per day before and after BAUIC.](image)

**Figure**: Expected internal movements per day
Expected number of internal movements is a function of the number of admitted patients

\[ y = 0.0033x^3 - 0.1735x^2 + 3.0936x - 18.727 \]

\[ R^2 = 0.9533 \]

- \( y \): avg. num. of internal movements
- \( x \): avg. num. inpatients
Admissions and internal movements increase at different rates with more double rooms.
Number of admissions and its variability as a function of the number of double rooms
Number of internal movements and its variability as a function of the number of double rooms
Ensuring service level

Increasing capacity through double rooms can be more beneficial than coping with the consequences of dealing with internal movements.

- Hospital units must quantify any necessary additional resources to deal with the variability induced by more double rooms.

**Blocking rooms - Safety stock**

Minimum resources necessary ensure a service level of $\alpha\%$ (i.e., $(1 - \alpha)\%$) probability that the unit will not be able to cope with incoming patient demand due to insufficient resources.

$$ss = Z_\alpha \sigma_d \sqrt{L}$$
Additional number of beds needed for ensuring an $\alpha\%$ service level

![Graph showing the number of blocked beds versus the number of double rooms for different service levels.]
Conclusions and ongoing work

- Increasing the number of double rooms increases unit capacity but also the difficulty to manage the unit.
- The ability to screen a larger number of diseases prior to a hospital admission can severely affect bed assignment processes and could result in upstream bottlenecks, unless the bed assignment process is improved and considers IR.
- The incidence of some of the HAIs is seasonal, and hence any modeling efforts must be implemented as a continuous process.
- Seasonal patterns of patient demand and HAIs must be taken into account for further studies.
Questions and comments

Thank you