MGB- 20121716-HE

Project Overview

As outlined in the DoN Application, Brigham and Women's Faulkner Hospital ("BWFH") does not have sufficient inpatient capacity to meet demand in the future. The Proposed Project will meaningfully contribute to overall inpatient capacity among Brigham and Women's Hospital ("BWH") and BWFH ("Brigham") by adding 78 medical/surgical beds at BWFH. These beds will allow for the timely admission of emergency patients, improve transfer rates from BWH to BWFH, and to better manage its patient population by providing care in the most appropriate setting.

Current Challenges That Project Will Address

Historical occupancy rates across Brigham hospitals demonstrate insufficient capacity to meet the demand for services. The lack of adequate inpatient med/surg bed capacity at BWFH is evidenced by overcrowding in its ED and PACU, and the inability to accept secondary acuity transfers from BWH, which is also experiencing overwhelming demand for inpatient secondary medicine admissions. As occupancy at BWFH reaches and exceeds 85%, there is an adverse impact on access to care, including ED and surgical throughput. Moreover, without available capacity at BWFH, the goals of the BWFH Transfer Program cannot be fully realized, preventing BWH from transferring patients who would be more appropriately cared for at a community hospital. Furthermore, there are a number of patients who utilize Brigham services who would be most appropriately cared for at BWFH, but as a result of inadequate capacity, cannot be appropriately shifted to BWFH. BWH continues to experience significant growth from lower acuity patients who do not necessitate treatment at an AMC. In order to ensure these patients receive care in the most appropriate setting, capacity is needed at BWFH as the hospital cannot absorb capacity from BWH, as evidenced by the number of patients who cannot be transferred to BWFH. This in turn puts additional pressure on BWH as it struggles to maintain capacity for complex, high-acuity patients who require treatment at an Academic Medical Center. Brigham continuously assesses the best site of care for various patient populations, including certain Cardiology patients, chronic diseases such as diabetes and diagnoses such as pneumonia and other low acuity conditions. The addition of these beds will allow for the shift of care for these populations from BWH to BWFH. These patients are in addition to the 1,439 patients BWFH projects will be eligible for transfer on a case-by-case basis in FY 2027 and would not be accepted due to capacity but for the expanded inpatient capacity at BWFH. Lastly, patient length of stay and acuity is increasing, decreasing the number of available beds for new patients. This challenge will increase as the patient panel ages.

Bed Need Analysis

To meaningfully address its capacity constraints, while simultaneously addressing where care is provided, BWFH proposes to add 78 med/surg beds. After taking into consideration BWFH growth, the need for increased capacity to fully implement the transfer program, and shifting care to appropriate care environments, Based on modeled market projections for FY 2027 (see below chart), BWFH determined 78 beds are needed to accommodate future volume at the industry standard occupancy rate of 85%. These beds will accommodate patient growth at BWFH (12), full implementation of the BWFH Transfer Program (17), and systemically shifting appropriate patients and cases from BWH to BWFH (49). The following chart details the analysis completed to determine that 78 new beds are needed at BWFH.

Table 1: Brigham and Women's Faulkner Hospital Bed Need Analysis

	Volume			Patient Days			Average Daily Census			Incremental Bed Need
	Baseline	FY 2027	Increase	Baseline	FY 2027	Increase	Baseline	FY 2027	Increase	Adjusted for 85% Occupancy
BWFH Patient Growth	11,295	12,751	11%	33,544	37,105	10%	92	102	10%	12
Shifting Services from BWH to BWFH	0	4,235	-	0	14,993	-	0	41	-	49
BWH to BWFH Transfer Program	0	1,439	-	0	5,093	-	0	14	-	17
Total	**11,295**	**18,425**	**63%**	**33,544**	**57,191**	**70%**	**92**	**157**	**70%**	**78**

In summary, the addition of 78 inpatient beds will meaningfully address Brigham's overall capacity constraints while ensuring capacity is available in the most appropriate setting for its patients.