

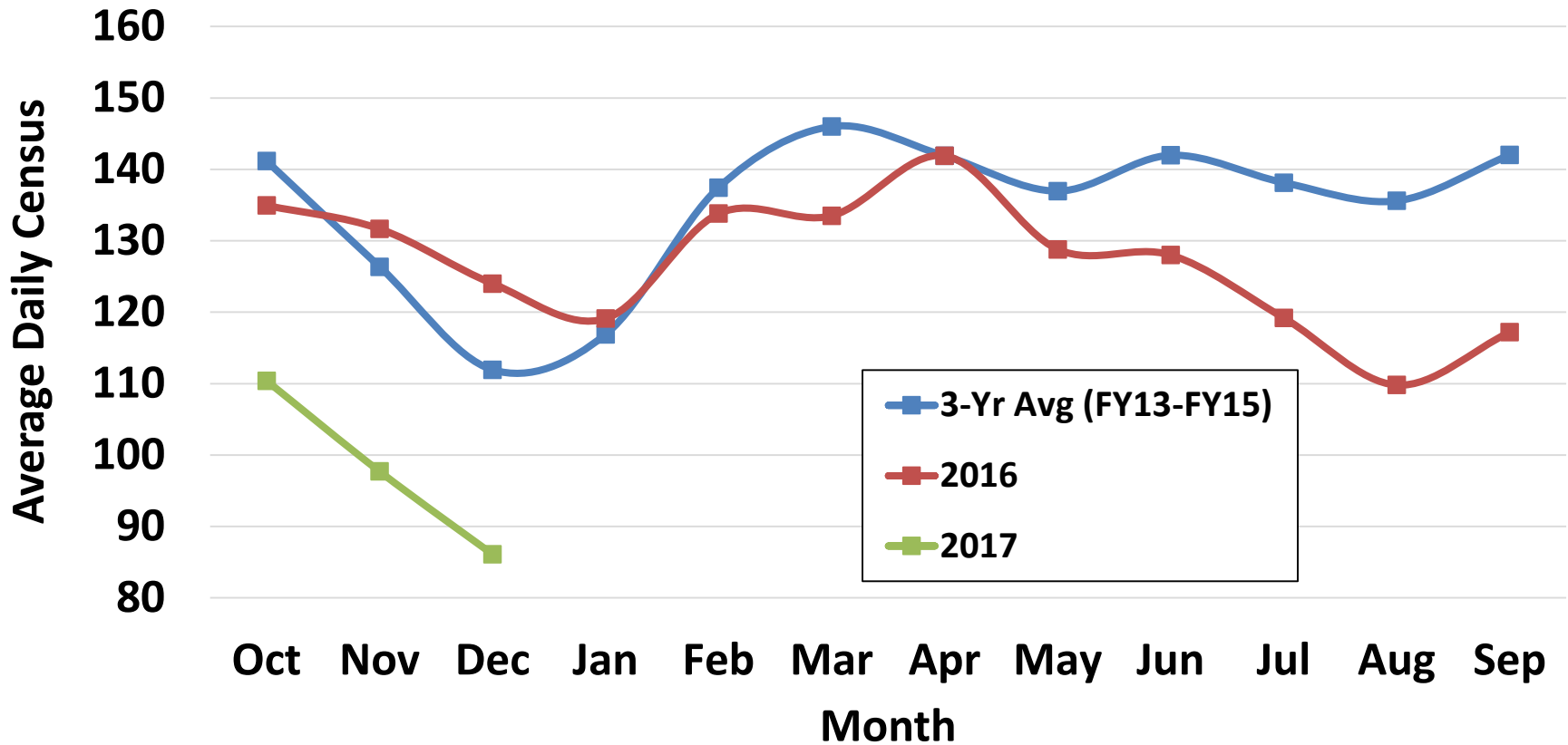
Clinical Center's Research Hospital Board

January 13th 2017

IMPROVING THE CLINICAL CENTER'S CENSUS

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Average Daily Census (ADC)



ADC Stats

- 3-Year Average (FY 2013-2015) = 134.7
- Year End FY 2016: 126.8
- Year-to-Date FY 2017 (as of January 2): 97.2

Year-to-Date Activity*

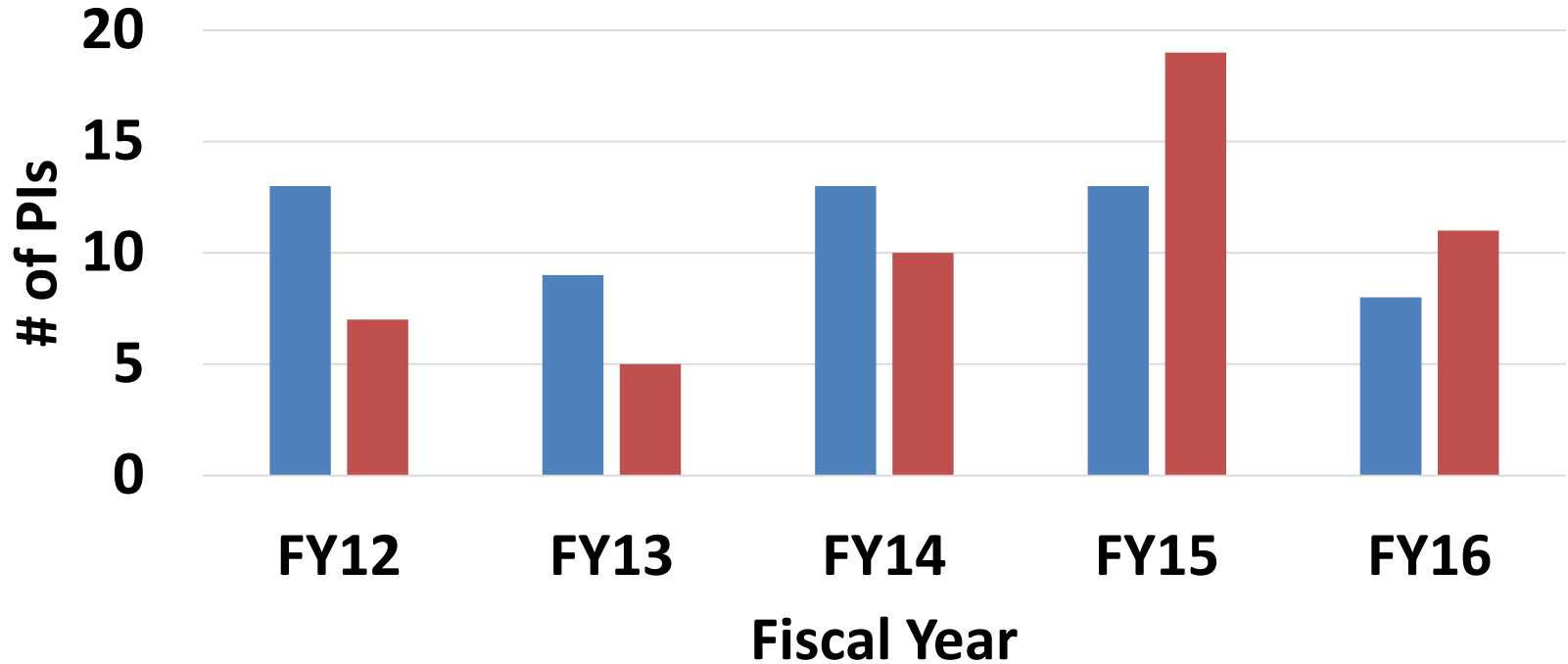
	Year-to-Date FY16	Year-to-Date FY17	% Change FY16-17
Inpatient Admissions	1,321	1,065	-19%
Average Length of Stay	8.3	9.4	13%
Inpatient Days	12,125	9,134	-25%
Average Daily Census (7-Day)	129.0	97.2	-25%
Outpatient Total Visits	23,867	22,119	-7%
<i>Clinic Visits</i>	19,228	17,905	-7%
<i>Day Hospital Visits</i>	4,639	4,214	-9%
New Patients	2,314	2,275	-2%

**As of January 2, 2017*

Inpatient Days by IC

IC	FY12	FY13	FY14	FY15	FY16	# Change FY15-16
NCI	19,835	18,945	16,395	17,536	15,281	(2,255)
NIMH	7,428	6,885	6,399	6,561	5,308	(1,253)
NICHD	3,505	2,872	3,190	2,449	1,739	(710)
NHGRI	1,346	1,483	1,609	1,946	1,263	(683)
NIDCD	0	2	41	38	1	(37)
NIAAA	3,510	3,675	3,128	2,793	2,784	(9)
NCCIH	0	0	0	6	0	(6)
NINR	4	4	7	1	2	1
NEI	3	12	1	2	10	8
CC	26	90	138	90	101	11
NIEHS	9	39	8	9	33	24
NIAMS	794	350	318	187	308	121
NIDCR	365	333	481	359	557	198
NIDDK	3,039	3,304	3,269	3,035	3,272	237
NINDS	2,588	2,096	2,260	2,251	2,790	539
NIAID	6,440	6,517	6,624	6,037	7,125	1,088
NHLBI	6,079	4,812	4,296	4,547	5,814	1,267
TOTAL	54,971	51,419	48,164	47,847	46,388	(1,459)
YEAR-TO-YEAR % VARIANCE		-6%	-6%	-1%	-3%	

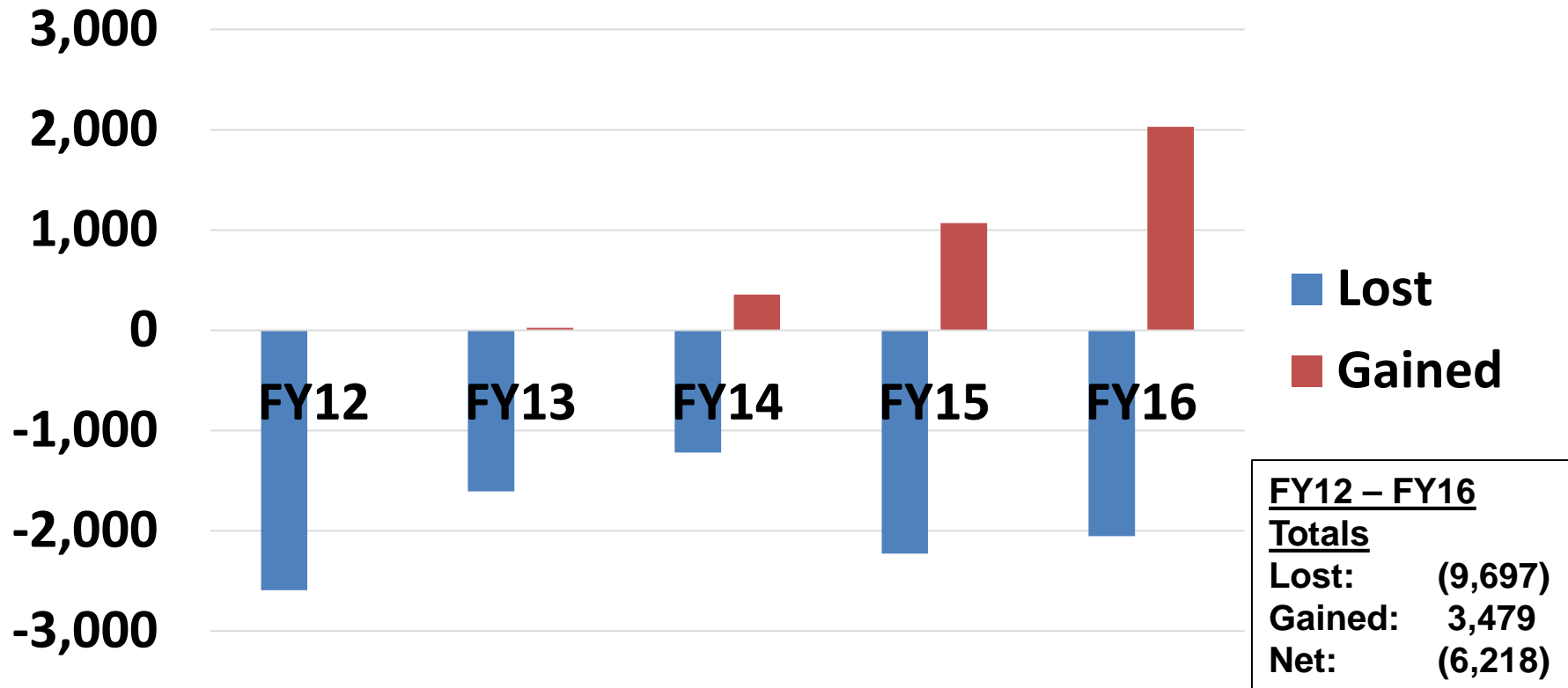
Investigator Hires and Departures



■ PI Departures ■ PI Hires

FY12 – FY16
Totals
Departures: 56
Hires: 52

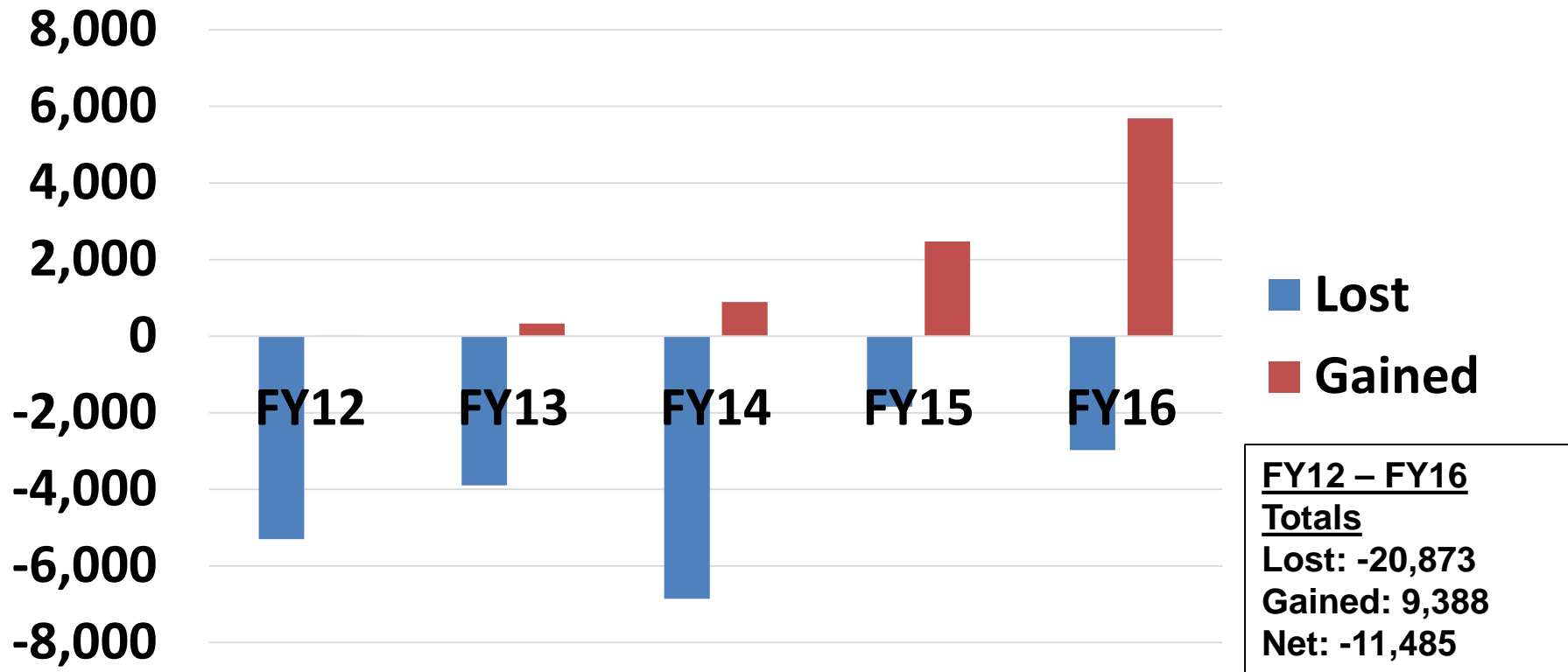
Hires & Departures: Impact on Inpatient Days*



**Impact of departures measured by the # of inpatient days attributed to each individual's activity the last full year before they left;*

Impact of new hires for each fiscal year is based on cumulative totals each year a new hire has activity

Hires & Departures: Impact on Outpatient Visits*



**Impact of departures measured by the # of inpatient days attributed to each individual's activity the last full year before they left;*

Impact of new hires for each fiscal year is based on cumulative totals each year a new hire has activity

IC Plans for Patient Activity

IC Updates Provided November 2016

Institute	Actual Inpatient Days FY16	Planned Inpatient Days FY17	Preliminary Planned Inpatient Days FY18	Actual Outpatient Visits FY16	Planned Outpatient Visits FY17	Preliminary Planned Outpatient Visits FY18
CC	101	101	101	1,381	1,381	1,381
NCCIH	-	-	-	207	550	150
NCI	15,279	18,010	17,745	37,191	39,150	40,475
NEI	10	20	40	4,754	4,445	4,950
NHGRI	1,263	1,860	1,900	4,105	3,890	3,850
NHLBI	5,816	4,838	5,950	10,203	11,510	10,228
NIA	-	-	-	7	7	7
NIAAA	2,784	2,990	3,110	2,147	2,150	2,300
NIAID	7,125	7,740	8,000	13,939	15,387	15,900
NIAMS	308	300	280	3,374	3,315	3,215
NICHD	1,739	1,945	2,180	4,616	5,150	5,465
NIDCD	1	10	40	128	150	260
NIDCR	557	560	615	1,107	1,170	1,240
NIDDK	3,272	3,550	3,420	6,598	6,390	6,795
NIEHS	33	220	450	209	220	230
NIMH	5,308	5,120	5,310	4,278	5,250	5,200
NINDS	2,790	3,010	3,010	5,521	7,067	7,067
NINR	2	12	12	383	475	375
Grand Total	46,388	50,286	52,163	100,148	107,657	109,088
% Change from Previous Year	-	8%	4%	-	7%	1%

Conclusions

- **Chronic and acute decline in inpatient activity**
 - **Chronic driven by departures versus recruitments**
 - Significant delay in new patient accruals following the hiring of a new investigator
 - **Acute declines driven by Post Red Team events**
 - Lab closures
 - Patient reactions to report findings
- **Recent decline in Outpatient activity**
 - **Steeper drop than normally seen over holiday season (Thanksgiving to New Years)**
 - **Slight decline seen across all ICs**

Discussion

- **How much longer can we tolerate the low census? Are we at the breaking point?**
- **What factors can Institute leadership influence in order to support a growth in patient activity (e.g. PI transitions, patient accrual)?**