



Bermuda Hospitals Board

Know Your BHB!

HOSPITALS WEEK 2015

Five locations

Two hospitals

The only 24/7
healthcare provider
in Bermuda

One Hundred and
Twenty Years of
history

Forty-Two Per Cent of
the Bermuda health
market

Eighteen Hundred staff

Two hundred
professions

Monday 29 June — Sunday 5 July 2015



5,100 pounds of soiled linen are sorted daily – that's about 2 million pounds per year

4,000 pounds of laundry are machine and hand folded each day

5,000 linen items are taken by trolley to the General and Acute care wings every day

62,000 yards are travelled each day by Delivery Teams, starting at 6am, to over 30 supply points

Each trolley holds over 550 linen items and 4,00 pieces of linen are replenished each day



A woman with short dark hair and glasses, wearing a light green scrub top, stands in a laundry room. She is holding up a teal lab coat. In the background, there are metal racks filled with blue and white linens, and a green door.

24 lab coats and more than 50 sets of scrubs are pressed daily for BHB staff

About 15,000 pounds of linen is processed for the Mid-Atlantic Wellness Institute each year

About 17,000 pounds of linen is processed for Agape House (Hospice) each year

BHB's tumble dryers can dry 175 and 200 pound loads and produce about 565 pounds of linen per hour

BHB's industrial wash machines clean upwards of 250 pounds per load



23 available inpatient beds

217 inpatient admissions in 2014/15

14 days was the average length of stay in 2014/15

69% was the average occupancy rate for 2014/15

OUTPATIENTS

75 new referrals/admissions

21 re-admission referrals/admissions

1,936 follow-up appointments

381 walk-in visits

1,806 home visits

602 clinic visits



We Are BHB Mental Health Rehab and Long Term Care! HOSPITALS WEEK 2015



41 available beds in 2014/15

39 discharges in 2014/15

334 days was the average length
of stay in 2014/15

87% was the average occupancy
rate for 2014/15

OUTPATIENTS

494 follow-up appointments

10,326 day patient visits

10,501 walk-in visits

5,049 home visits

9,496 clinic visits

We Are BHB Substance Abuse Detox Unit!

HOSPITALS WEEK 2015



8 available beds in the Detox Unit 2014/15

89 admissions in 2014/15

Average length of stay in 2014/15 was 12 days

35% was the average occupancy rate for 2014/15

OUTPATIENTS

111 new referrals/admissions

51 re-admission referrals/admissions

632 follow-up appointments

1,621 day patient visits

231 walk-in visits

6 home visits

18,565 clinic visits

We Are BHB Child & Adolescent Services (Mental Health)! HOSPITALS WEEK 2015



**4 available beds in the CAS
inpatient unit 2014/15**

15 admissions in 2014/15

**Average length of stay in
2014/15 was 14 days**

**17% was the average occupancy
rate for 2014/15**

OUTPATIENTS

146 new referrals/admissions

23 re-admission referrals/
admissions

1,882 follow-up appointments

551 day patient visits

3 walk-in visits

5 home visits

A group of people are gathered around a large mural, actively painting it. The mural features a large, smiling yellow sun in the center, surrounded by colorful clouds, a blue bird, and various flowers. The people are seen from the back, focused on their work.

8 new admissions/referrals

17 re-admissions/referrals

53 follow up appointments

462 day patient visits

1 walk-in visit

11 clinic visits

31,968 ED visits in 2014/15

4,560 UCC visits in 2014/15

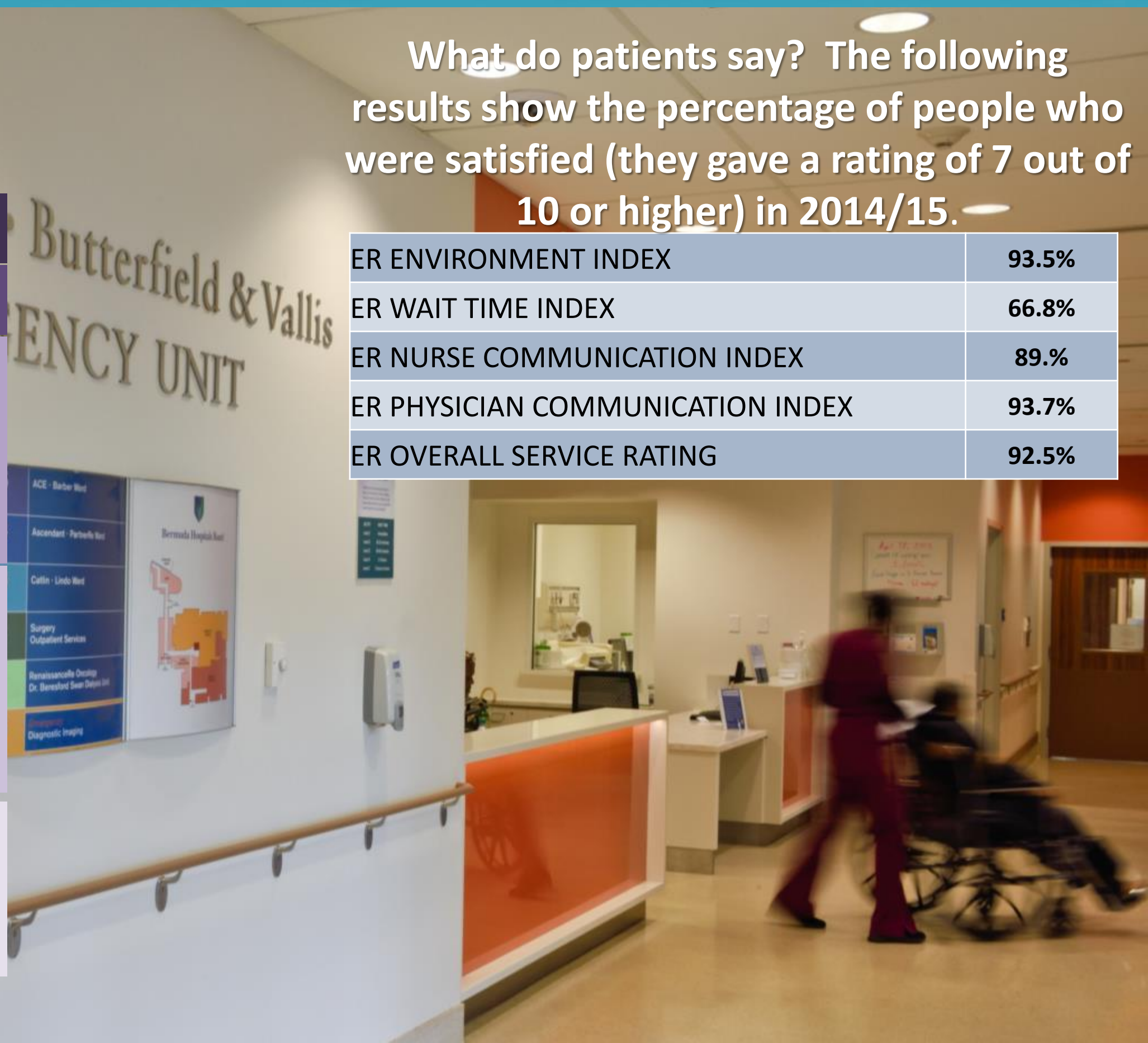
There were 5,280 ambulance calls in 2014/15. 4,697 (85%) were 911 calls, 780 (15%) were 'routine transports'

15 ED/UCC doctors (and two UCC locums), 38 fulltime and casual nurses and 23 EMTs work in Emergency and the UCC

Most common visit to Emergency and UCC in 2014/15 was for Asthma

What do patients say? The following results show the percentage of people who were satisfied (they gave a rating of 7 out of 10 or higher) in 2014/15.

ER ENVIRONMENT INDEX	93.5%
ER WAIT TIME INDEX	66.8%
ER NURSE COMMUNICATION INDEX	89.9%
ER PHYSICIAN COMMUNICATION INDEX	93.7%
ER OVERALL SERVICE RATING	92.5%





BrightSpeed

Imaging Services is experiencing fewer tests every year, due to increased competition and the voluntary introduction of clinical guidelines that ensure only clinically appropriate tests are undertaken – one way BHB is trying to help Bermuda manage healthcare costs.

28,158 x-rays in 2014/15
9.8% below 2012/13 figure

5,997 ultrasounds in 2014/15
30.8% below 2012/13 figure

3,019 MRIs in 2014/15
42.2% below 2012/13 figure

9,783 CTs in 2014/15
1.7% below 2012/13 figure

6,664 Nuclear Medicine Tests in 2014/15
22.4% below 2012/13 figure



219* inpatient beds after opening of the new Acute Care Wing (ACW)
Pre-ACW opening: 217 beds all in the General Wing (GW)

90 acute care beds (ACW)

8 Intensive Care Unit beds (GW)

19 Maternity beds (GW)

12 Special Care Baby Unit beds (GW)

15 Nursery beds (GW)

17 Paediatric beds (Gosling - GW)

49 Alternate Level of care beds (GW)

9 Hospice beds (Agape House)

Acute care beds are for people who are very sick or recovering from surgery. Alternate Level of Care beds are for people who still need some medical or rehabilitation service, or who are waiting to be discharged to safe accommodation, such as a nursing home.

* Excludes Continuing Care Unit beds



The Continuing Care Units (CCU Upper and Lower) moved to the fourth floor of the General Wing – Perry and Cooper Wards – in April 2015.



68 beds available

Average length of stay was 666.9 days in 2014/15 (almost 2 years)

Longest staying resident: 42 years

There are 27 Registered Nurses and 42 Auxiliaries working on CCU

CCU residents include seniors (55) and young disabled (8)



D for Diabetes R for Respiratory E for Endocrine And M for Metabolism

Chronic Disease Management changed its name to the DREAM Centre this year. The DREAM team work with people with diabetes, respiratory conditions (asthma and COPD), and metabolism (weight) issues.



79 newly-diagnosed diabetics were seen by the DREAM team in 2014/15

175 people went through diabetes education classes in 2014/15

1,430 people were seen in follow up consults in 2014/15

45 women with gestational diabetes (a form of diabetes experienced during pregnancy) were seen by the DREAM team in 2014/5

There were 29 classes held in 2014/15



Average number of wound care visits per patient in 2014/15: 3.3

Average number of hyperbaric chamber visits per patient in 2014/15: 7.7

Wound care services include cleaning and dressing complex wounds. Hyperbaric Chamber treatments can be for difficult to heal wounds or for people who've had diving accidents (decompression sickness).

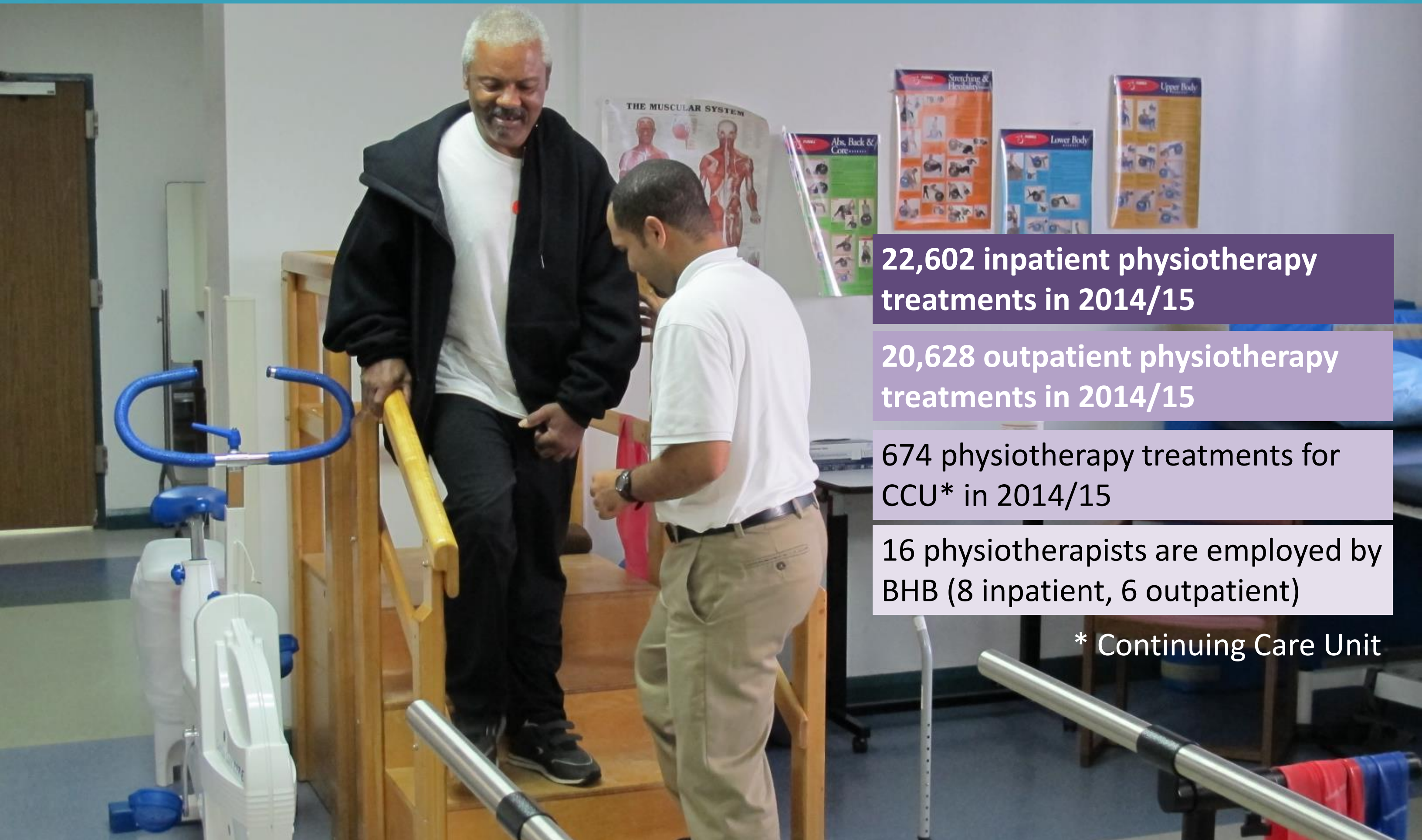
6,496 wound care treatments in 2014/15

1,987 wound care patients in 2014/15

146 hyperbaric chamber treatments in 2014/15

19 hyperbaric chamber patients in 2014/15





22,602 inpatient physiotherapy treatments in 2014/15

20,628 outpatient physiotherapy treatments in 2014/15

674 physiotherapy treatments for CCU* in 2014/15

16 physiotherapists are employed by BHB (8 inpatient, 6 outpatient)

*** Continuing Care Unit**



Bermuda Hospitals Board

We Are BHB Occupational Therapy!

HOSPITALS WEEK 2015

**6,779 inpatient occupational
therapy treatments in 2014/15**

**2,985 outpatient occupational
therapy treatments in 2014/15**

**660 occupational therapy
treatments for CCU* in 2014/15**

**6 occupational therapists are
employed by BHB (4 inpatient,
2 outpatient)**

* Continuing Care
Unit





6,339 inpatient speech pathology treatments in 2014/15

797 outpatient speech pathology treatments in 2014/15

798 speech pathology treatments for CCU in 2014/15

3 speech therapists are employed by BHB (2 inpatient, 1 outpatient)



5.038 home visits in 2014/15

4,066 home visits in 2013/14

3,158 home visits in 2012/13

Between 2012/13 and 2014/15,
home visits rose by 60%

4 RNs are employed by BHB to
provide home-based wound care



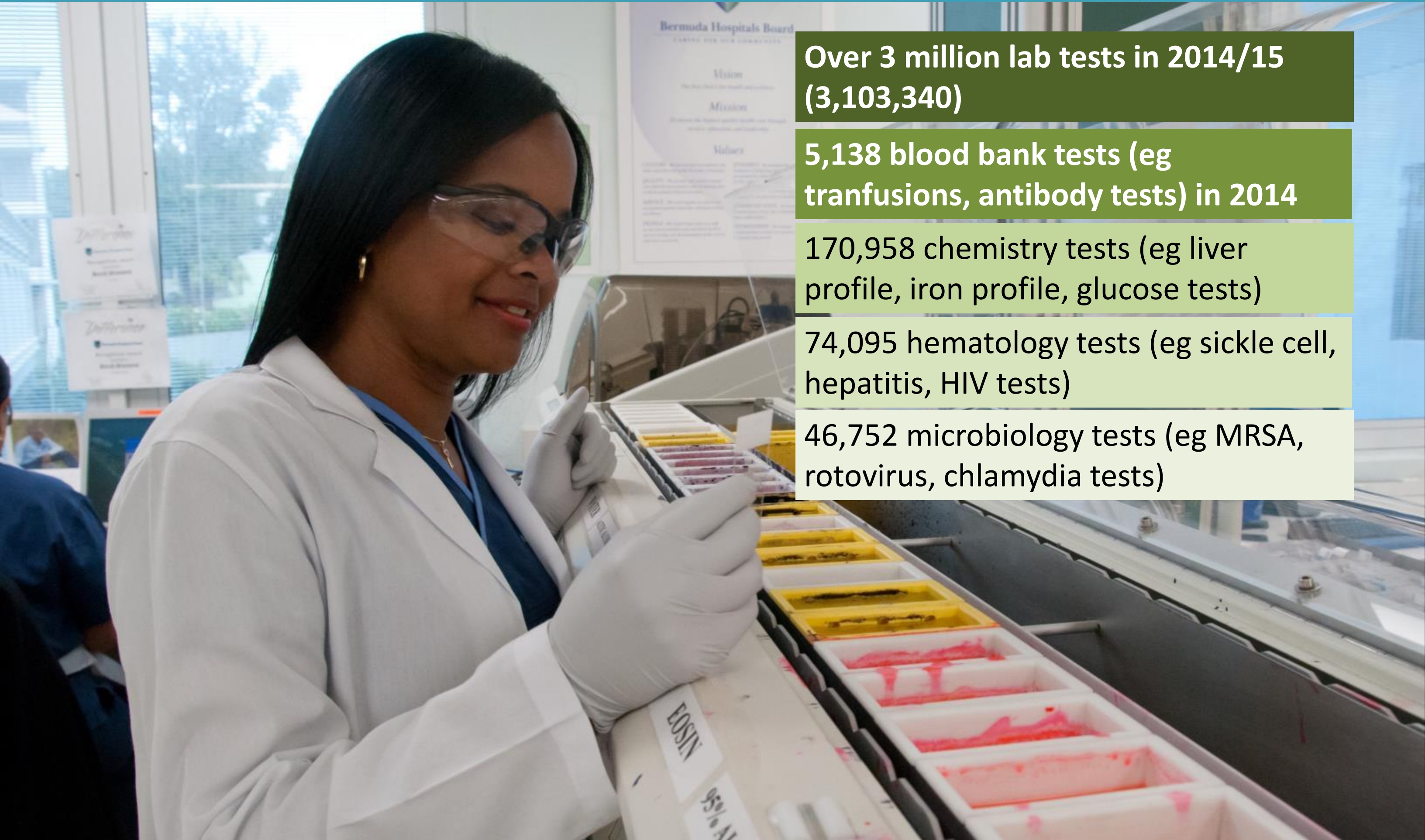


239 new patients in 2014/15

733 clients in total in 2014/15

184 discharges in 2014/15

5 staff are employed in the Rehab Day Hospital: 1 occupational therapist, 1 physiotherapist and 3 clinical aides



**Over 3 million lab tests in 2014/15
(3,103,340)**

**5,138 blood bank tests (eg
tranfusions, antibody tests) in 2014**

**170,958 chemistry tests (eg liver
profile, iron profile, glucose tests)**

**74,095 hematology tests (eg sickle cell,
hepatitis, HIV tests)**

**46,752 microbiology tests (eg MRSA,
rotovirus, chlamydia tests)**



1,745 inpatient and same day admission surgeries in 2014/15

6,275 outpatient surgical procedures in 2014/15

Alongside new surgical suites in the new Acute Care Wing, two new surgical suites opened in the KEMH Maternity Department to improve safety and privacy for mothers in the event of a caesarian



9 hospice beds

2,054 patient days (the cumulative total of days for all patients) in 2014/15

145 discharges in 2014/15

Average length of stay in 2014/15 was 13.6 days

63% was the average percentage of occupancy in 2014/15

Being admitted to Agape House is not always an end of life situation. In the calendar year 2013, about 24.5% of patients were discharged home.

The most common diagnosis in Agape House in 8 of the 9 years up to 2013 was lung cancer.





\$5.651 million or 34% of the outstanding debt of uninsured patients is older than a year

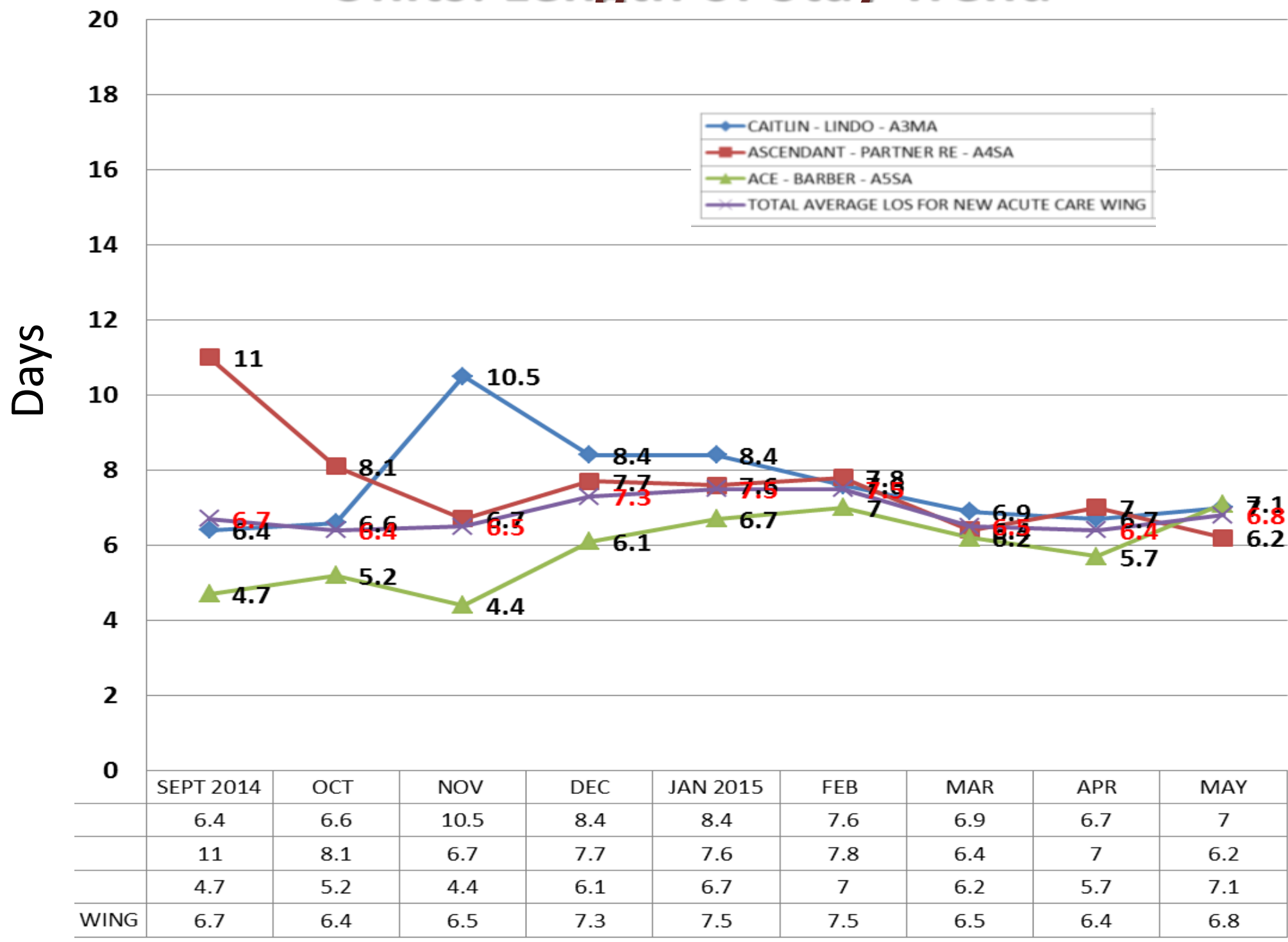
There was \$707,000 in new bills generated for self-pay (uninsured) patients during the month of May 2015

Bad debt has risen from \$6 million in 2013/14 to \$8 in 2014/15





New Acute Care Wing (ACW) Inpatient Units: Length of Stay Trend



**A month in focus:
May 2015**

**Average length of stay
(May 2015): 6.8 days**

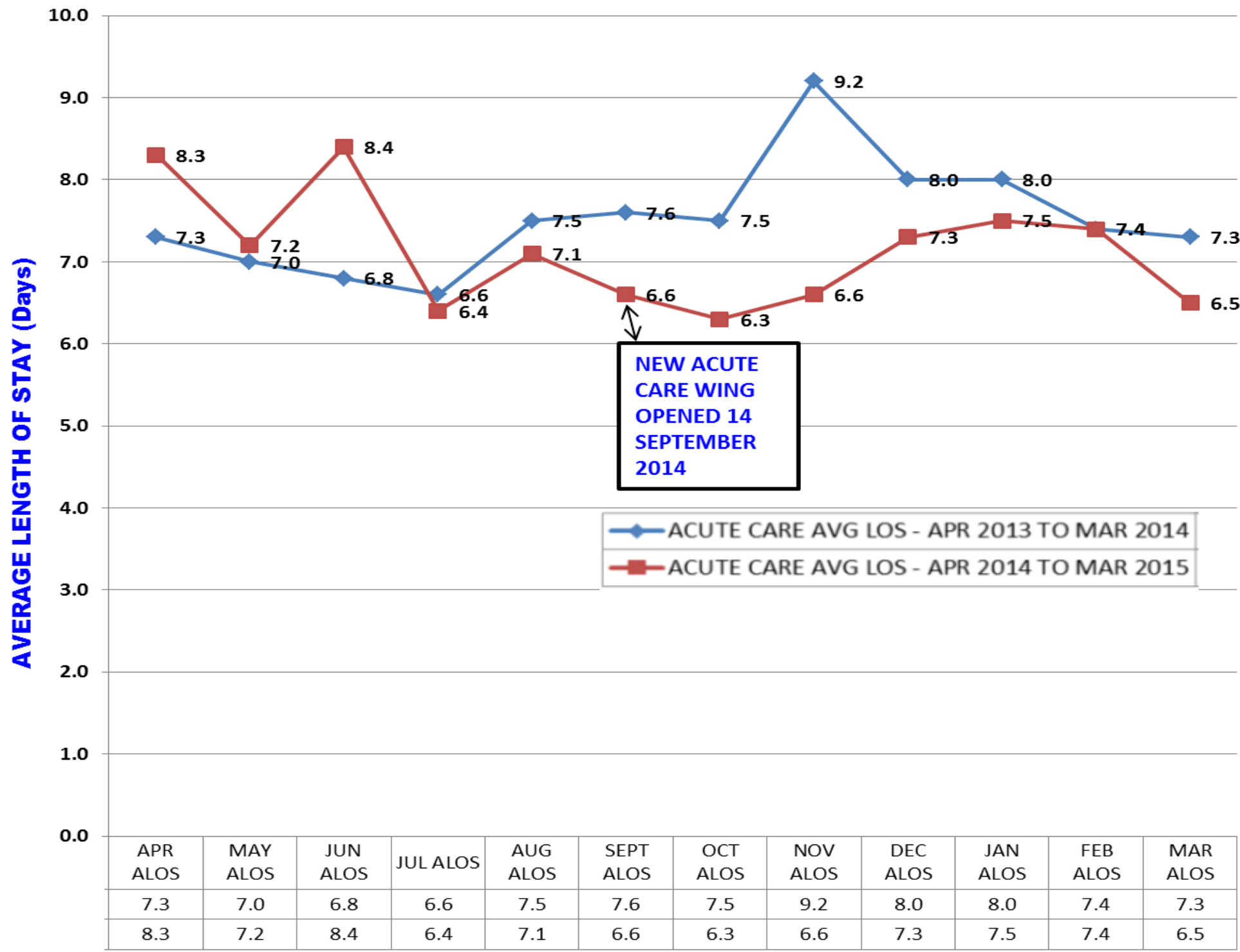
**Total number of admissions
and transfers in
(May 2015): 384**

**Total number of discharges and
Transfers Out
(May 2015): 370**

**Total number of deaths
(May 2015): 14**



How Average Length of Stay Has Improved Over Time



**Average length of stay
2013/14: 8.2 days**

**Average length of stay
1 March 2014 – 30 September
2014: 7.3 days**

**Average length of stay
1 October 2014 – 31 March
2015): 6.9 days**

Move to ACW September 2014

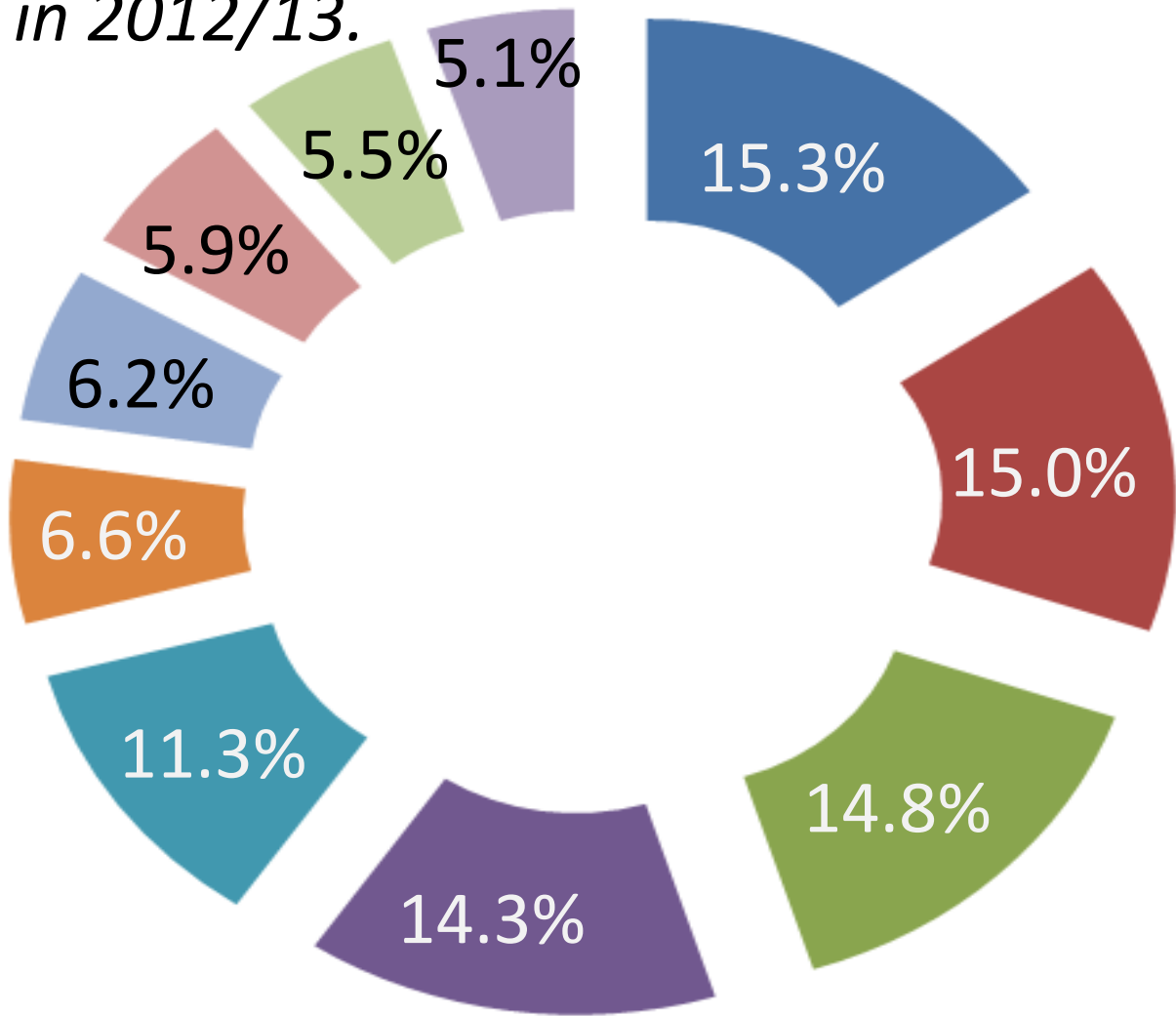


Top Ten Diagnoses in Emergency and the Urgent Care Centre

April 2014 - March 2015

		Number of Visits
1	Asthma (all types)	1,888
2	Open wounds/Lacerations (all areas)	1,855
3	Sprains (all types/all areas)	1,829
4	Injury (all sites, incl head)	1,761
5	Fractures (all types/all areas)	1,395
6	Abdominal pain	808
7	Chest pain	762
8	Heart disease & heart attacks	727
9	Contusions (all areas)	678
10	Abrasions (all areas)	630

Although Asthma is the top diagnosis this year, numbers have gone down slightly compared to 2013, when there were 1,986 visits. Total Emergency visits have reduced very slightly over the last three years by 4.3% – likely due to fewer residents in Bermuda. There were 31,968 visits in total for fiscal year 2014/15 compared to 32,538 in 2013/14 and 33, 439 in 2012/13.



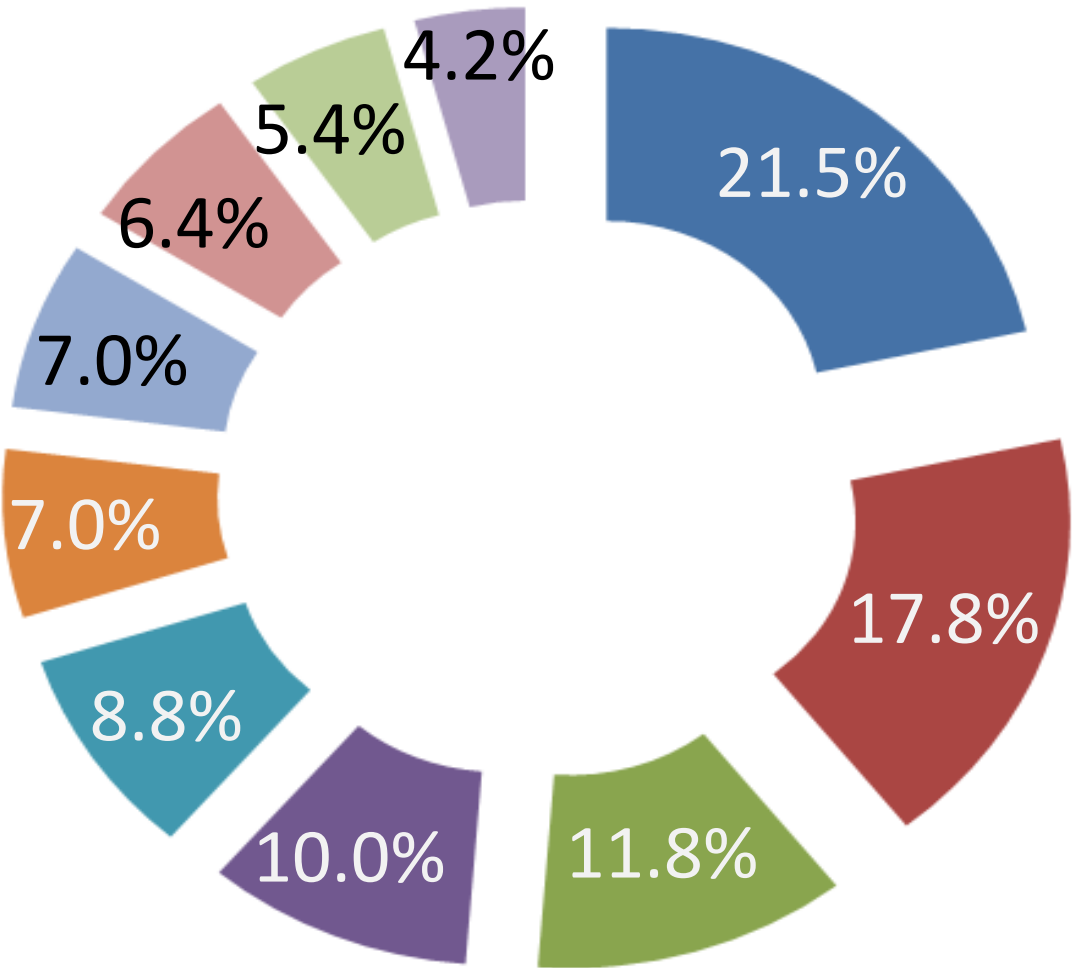


Top Ten Diagnoses on Acute Care Wards By Number of Cases

April 2014 - March 2015

		Cases	Average Length of stay
1	Heart disease & heart attacks	337	6.6
2	Fractures (all types, areas)	279	7.6
3	Osteoarthrosis (Shoulder, pelvis, leg, shoulder)	185	3.4
4	Cancer (all types)	157	8.0
5	Pneumonia (all types)	137	6.9
6	Renal disease	110	7.2
6	Cholelithiasis (all types, Gall stones)	110	3.1
8	Stroke	100	3.1
9	Diabetes	84	15.1
10	Septicemia (all types)	65	21.0

The number of cases gives us an idea of prevalence. But number of days someone is in hospital has to be considered. E.g., septicemia has the 10th highest number of cases, but the highest average length of stay! Fewer patients who stay for longer can use more hospital resources than more people with shorter stays.



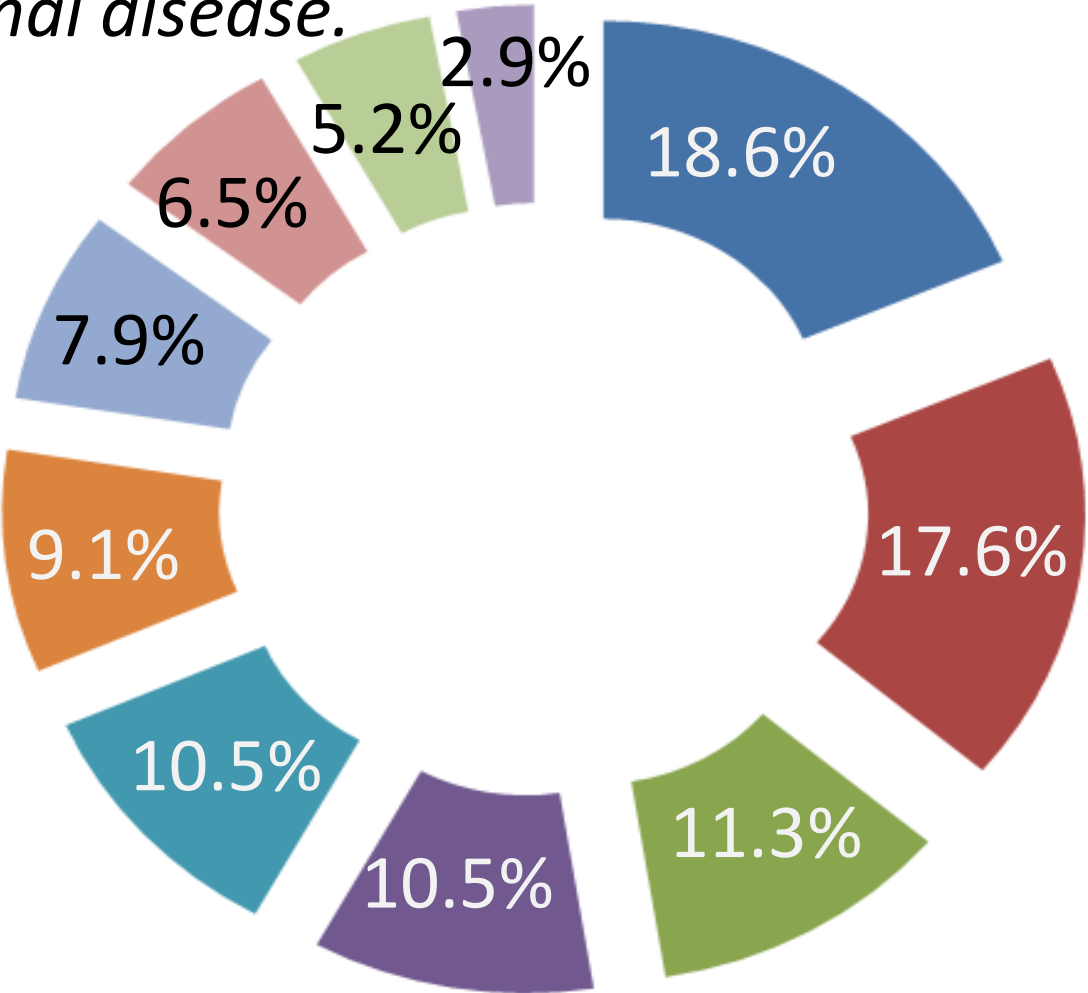


Top Ten Diagnoses on Acute Care Wards By Total Length of Stay (in days)

April 2014 - March 2015

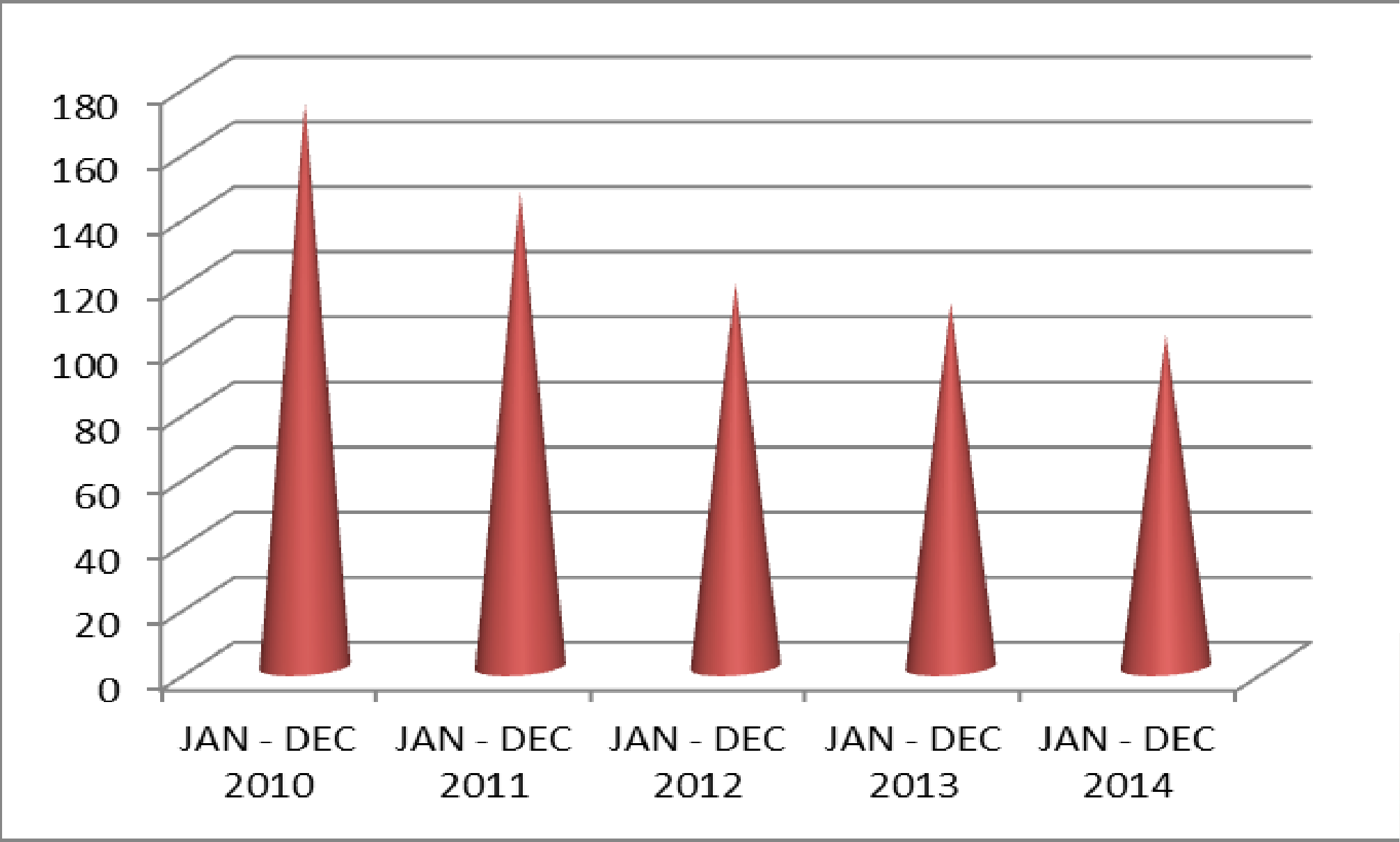
		Total Length of Stay
1	Heart disease & heart attacks	2240
2	Fractures (all types/areas)	2125
3	Septicemia (all types)	1363
4	Diabetes (all types)	1266
5	Cancer (all types)	1262
6	Stroke	1097
7	Pneumonia (all types)	949
8	Renal disease	788
9	Osteoarthritis (shoulder, pelvis, leg, shoulder)	628
10	Cholelithiasis (all types, Gall stones)	346

If you add up all the days a people with the same disease or condition are in hospital, you get a good idea about how much that disease or injury uses up hospital beds and services. Diabetes here is as a primary diagnosis, and doesn't include people whose diabetes has resulted in heart disease, stroke or renal disease.





Did you know?



There have been 666 dog bite cases seen at KEMH in the last five years.

They were seen in Emergency, the Urgent Care Centre, surgical outpatients or inpatients. Of all the cases, 7 were tourists.



JAN - DEC 2010	JAN - DEC 2011	JAN - DEC 2012	JAN - DEC 2013	JAN - DEC 2014
173	146	118	112	102

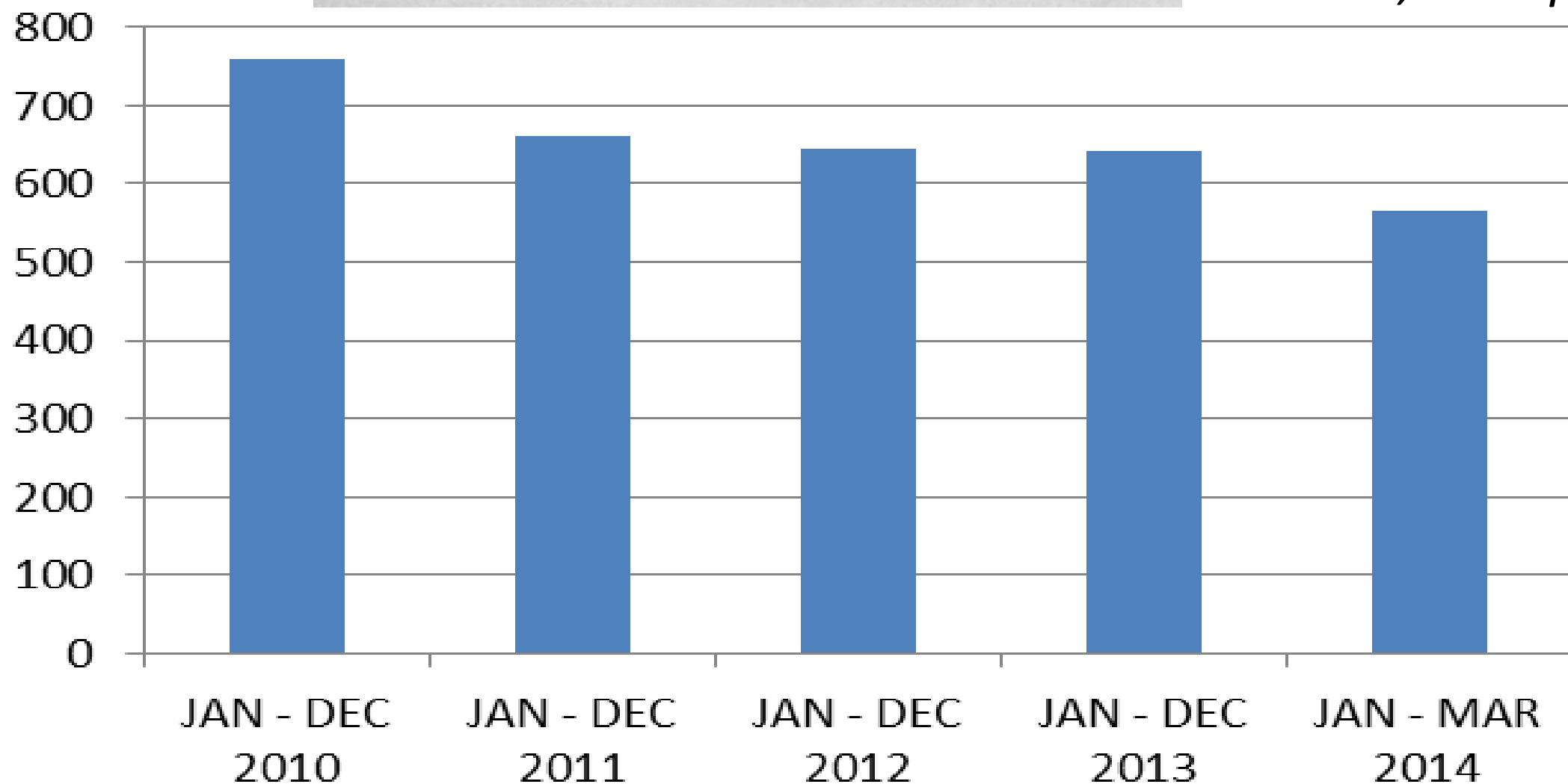


Did you know?



There have been 3,274 births at KEMH in the last five years.

But numbers have dropped every year. There were 193 fewer births in 2014 compared to 2010, a drop of 25.4%.



Year	Total
2010	759
2011	662
2012	644
2013	643
2014	566

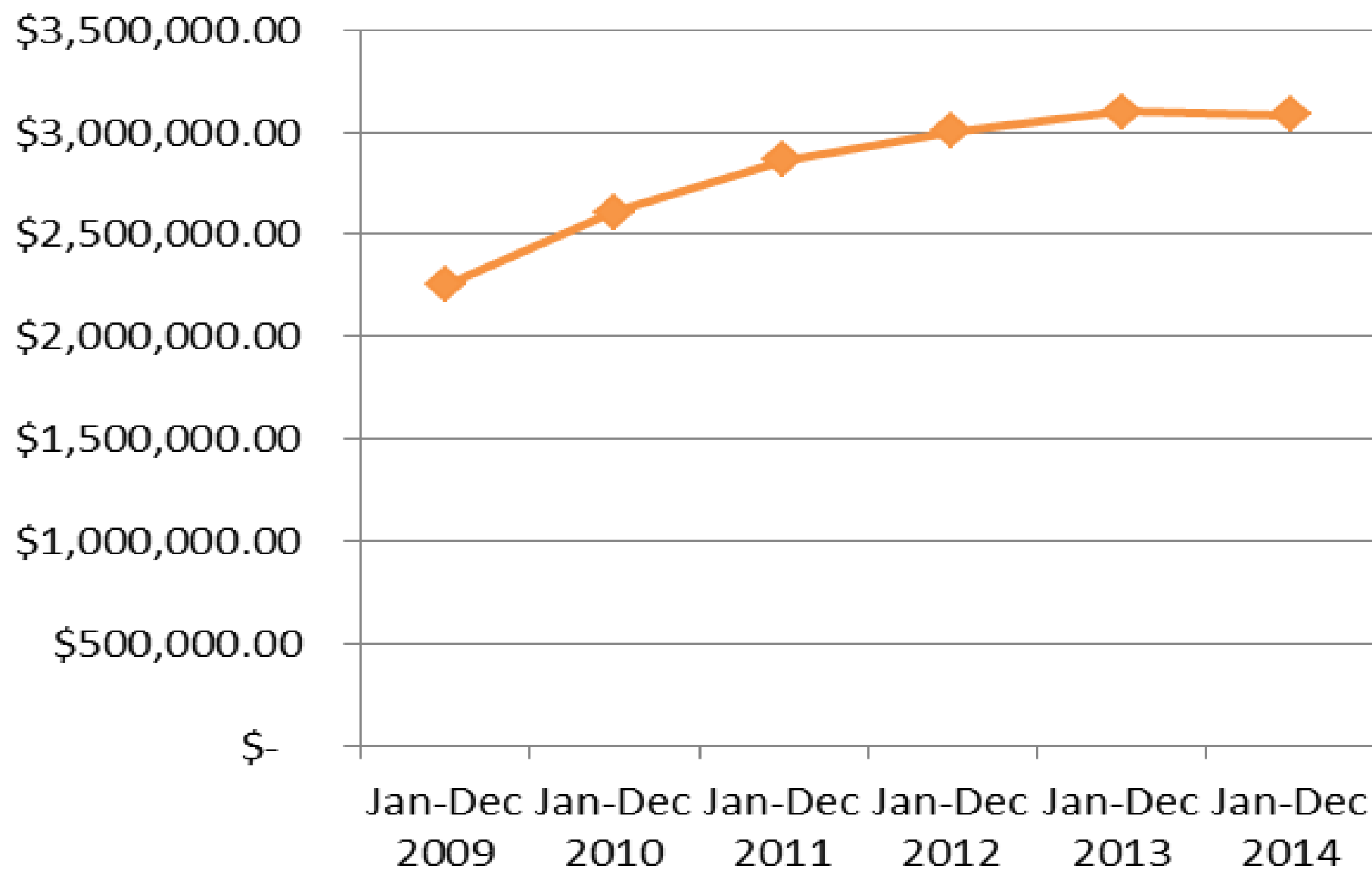


Did you know?

Average annual cost of Emergency and Urgent care for RTA patients: **\$2.8 million**

Average cost per patient: **\$1,502.73**

In five years, nearly \$17 million in Emergency and Urgent care has been provided to road traffic accident (RTA) patients.



Year (Jan – Dec)	No. of Cases
2010	1,896
2011	1,897
2012	1,929
2013	1,958
2014	1,788



Did you know?

Average annual inpatient costs related to RTAs: **\$4,077,231.55**

Average cost per patient: **\$16,361.28**



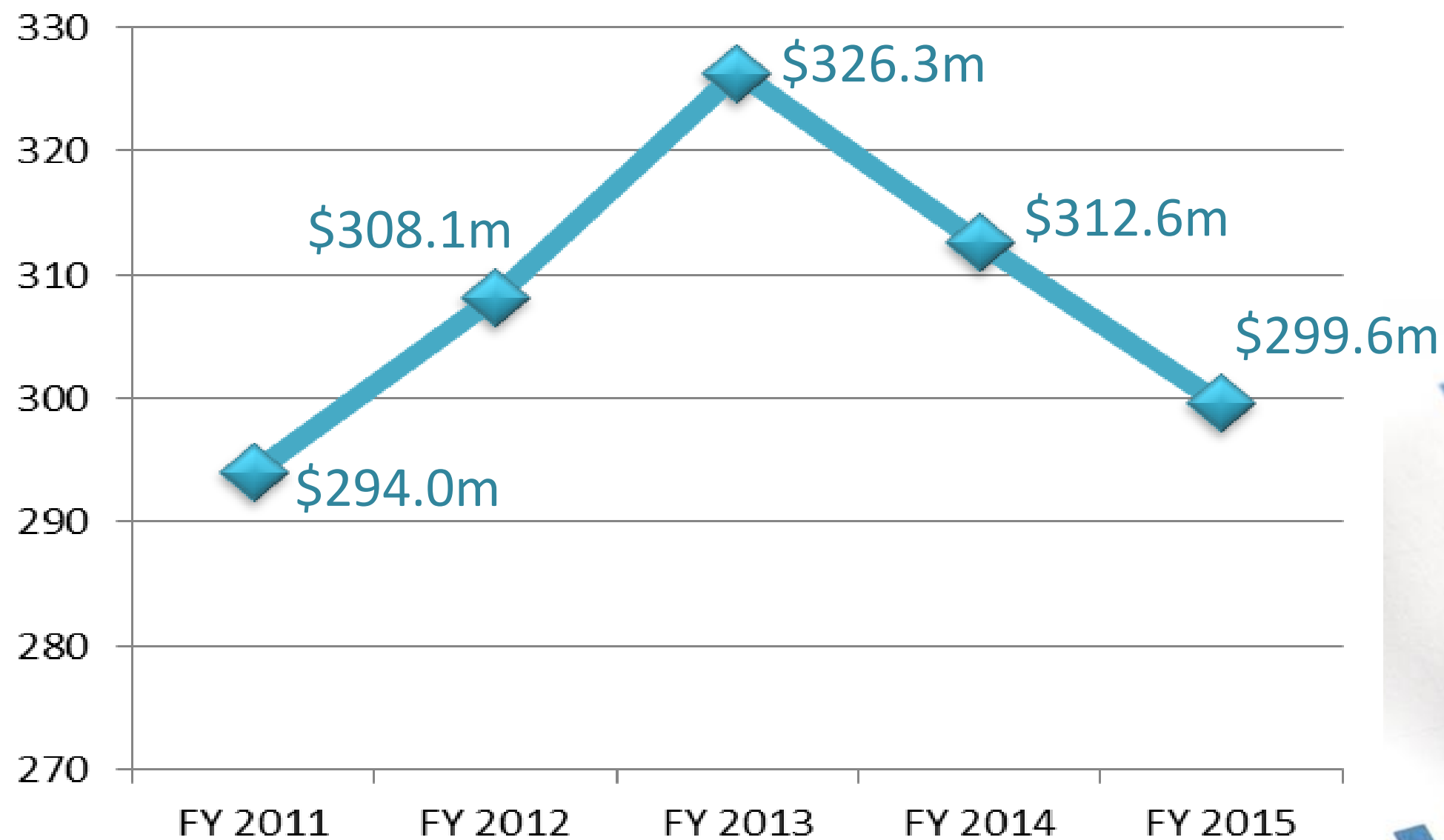
Year	Number Of Cases	Annual Charges	Total Length of Stay (Days)	Average Length of Stay (Days)
January To December 2009	208	\$ 2,661,719.72	1314	6.3
January To December 2010	189	\$ 3,233,026.01	1497	7.9
January To December 2011	197	\$ 3,167,211.00	1220	6.2
January To December 2012	207	\$ 4,069,895.00	1963	9.5
January To December 2013	237	\$ 3,468,346.70	1739	7.3
January To December 2014	208	\$ 3,785,959.30	1875	9.0
Grand Total	1246	\$ 20,386,157.73	9608	7.7

In the last five years, over \$20 million of inpatient care has been provided for road traffic accident patients.



Did you know?

BHB has more than done its bit to contain rising healthcare costs – in fact, between 2012/13 and 2014/15, BHB revenues actually fell from \$326.3m to \$299.6m.



BHB Total Revenues in 2014/15 were the lowest since fiscal year 2010-11.

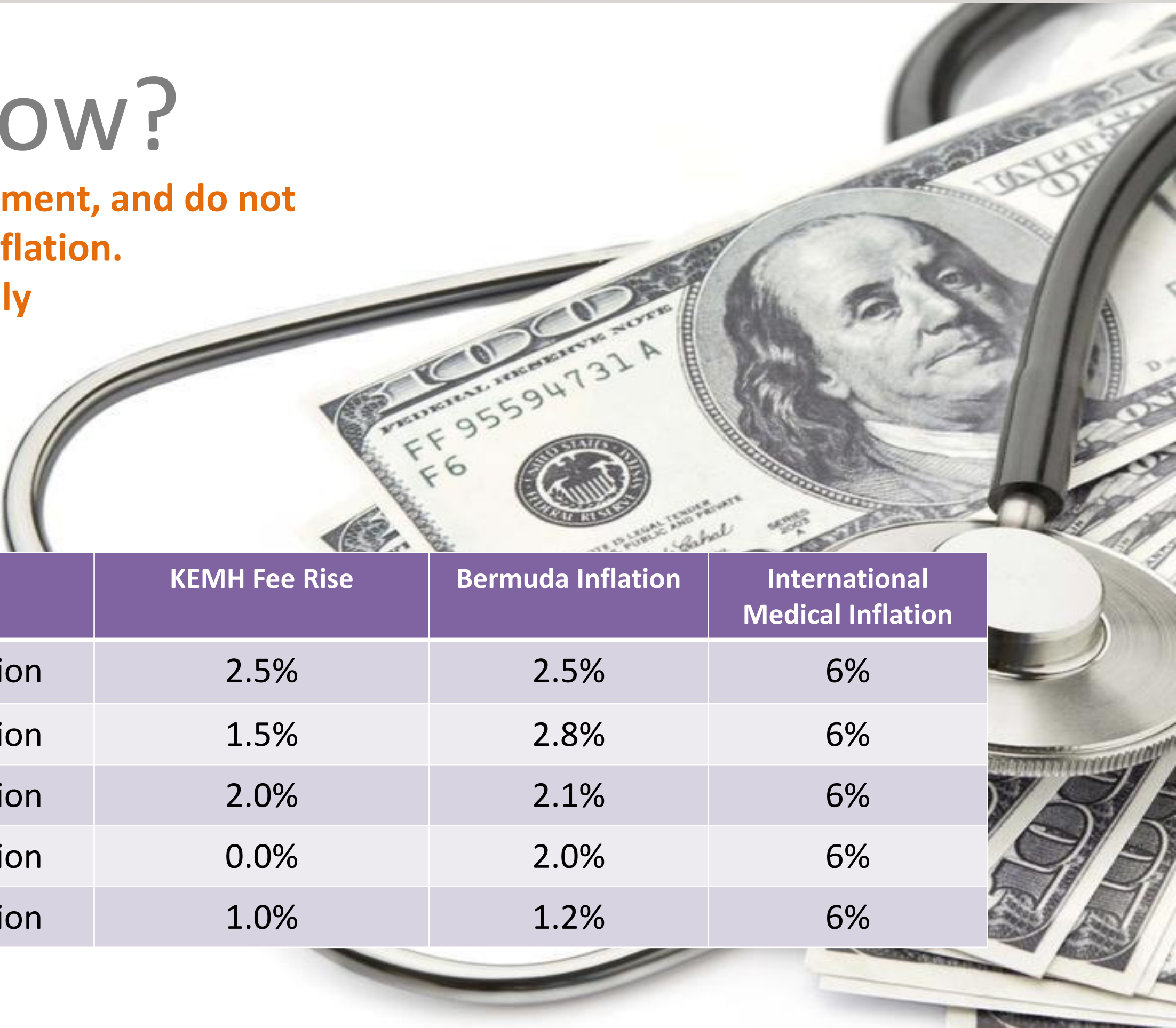




Did you know?

BHB fees are set by Government, and do not always go up in line with inflation.

Medical costs internationally run about 6%, and this impacts the costs of drugs, equipment and supplies for the hospitals.

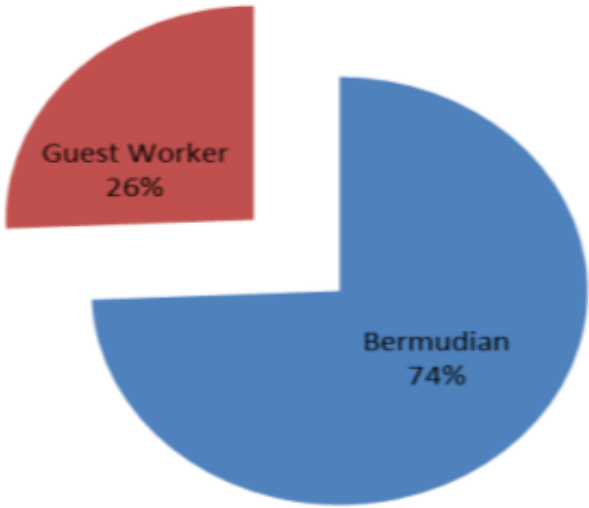


Fiscal Year	MWI Grant	KEMH Fee Rise	Bermuda Inflation	International Medical Inflation
2011	\$38.578 million	2.5%	2.5%	6%
2012	\$38.578 million	1.5%	2.8%	6%
2013	\$37.578 million	2.0%	2.1%	6%
2014	\$37.344 million	0.0%	2.0%	6%
2015	\$37.344 million	1.0%	1.2%	6%



Did you know?

BHB overall is 74% Bermudian (1,180) and 26% guest worker (407)*



Everyone at BHB, guest worker and Bermudian, plays an important part in supporting hospital services and delivering care.

Due to our small size, we will always need the help of people from other countries to work alongside local staff, especially in the healthcare professional categories. 58% of our doctors, for example, are from overseas.

At the highest leadership level (Executive Team), 71.4% of the team is Bermudian.

	Physicians	Nursing & Support (N)	Allied Health (AH)	Health Science (HSC)	Admin (ADM)	Hotel Services (HOT)	Facilities (FM)	Totals BDA / Non-BDA
		RN's, Nurse Auxiliaries, EMT's, Nurse Educators, Nurse/Allied Health Leadership	Occupational Therapy, Physiotherapy, Speech Therapy, Dietician, Social Worker	Pharmacy, Pathology, Diagnostic Imaging,	Senior Management, Leadership, Finance, HR, Admin. Secretarial, IT, Project Management, Quality & Risk	Dietary, Laundry, Environmental Services	Engineers, Trades Persons, Assistant Trades, Laborers	
Bermudian	30	427	83	83	317	204	36	1180
Overseas	42	296	14	43	11	0	1	407
Total	72	723	97	126	328	204	37	1587

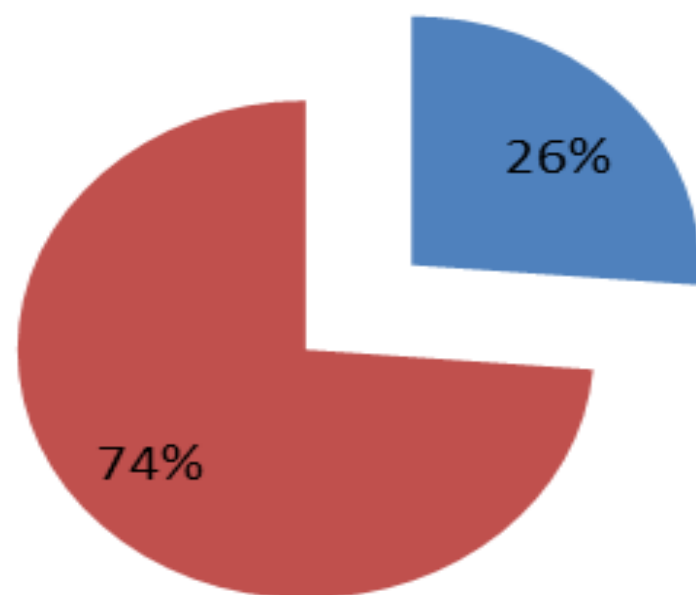
**Figures are based on workforce data collated on 24 June 2015, when there were 1,587 full time and part time positions, excluding locums and casuals, but including 12 students.*



Did you know?

Gender

■ Male ■ Female

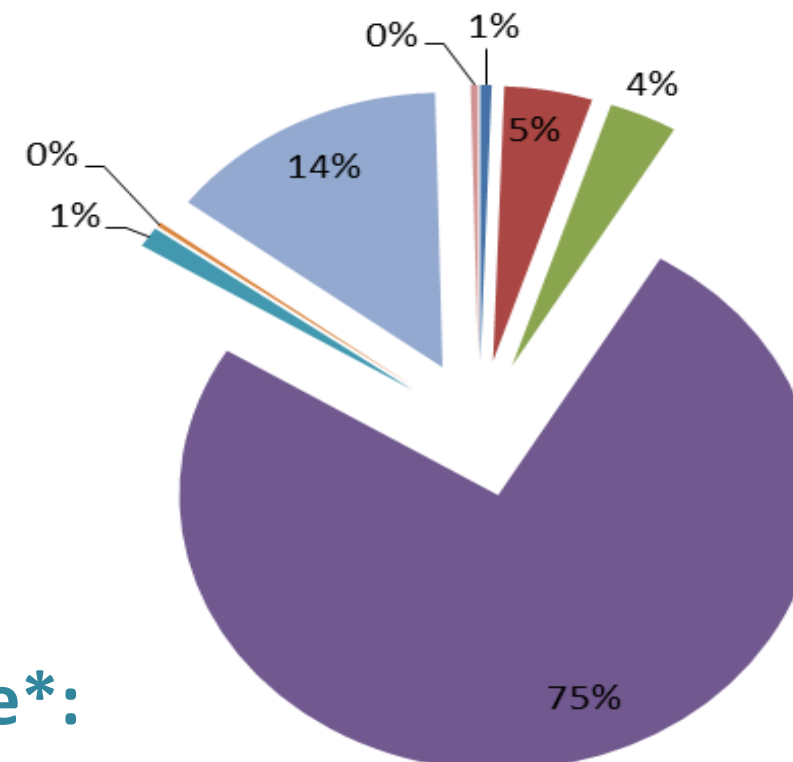


At BHB there are*:

- 417 men
- 1,170 women

Race at BHB

■ none ■ Other ■ Asian ■ Black ■ Black & Other ■ Black & White ■ White ■ White & Other



At BHB there are*:

- 1,196 Black staff members
- 228 White
- 71 'Other'
- 55 Asian
- 19 Black and Other
- 6 White and Other
- 4 Black and Other
- 9 'none'

**Figures are based on workforce data collated on 24 June 2015, when there were 1,587 full time and part time positions, excluding locums and casuals, but including 12 students.*