

I N T E G R I S

H E A L T H

Improving Emergency Department (ED) Throughput Times Using a Multi-Disciplinary Approach

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Objectives

- Identify standard processes to reduce ED dispo to admission time for Emergency Department patients
- Develop a multi-departmental approach to collect, track, review and trend data for process improvement of ED dispo to admission for Emergency Department patients.

Situation

- In December of 2018 the hospital identified there was an opportunity to improve timeliness for patients being admitted from the Emergency Department to the in-patient floors. At this time dispo to admission was a CMS measure: In-patient Measure ED – 2: Median Time from admit decision time to ED departure time for admitted ED patients.
- Our median times were above the goal of 60 minutes at 66 minutes.

Background

- In-patient Measure ED – 2 was always seen as an ED measure and responsibility was put on the ED.
- Other departments were not aware of the measure and what their role was in impacting the outcomes.

Assessment

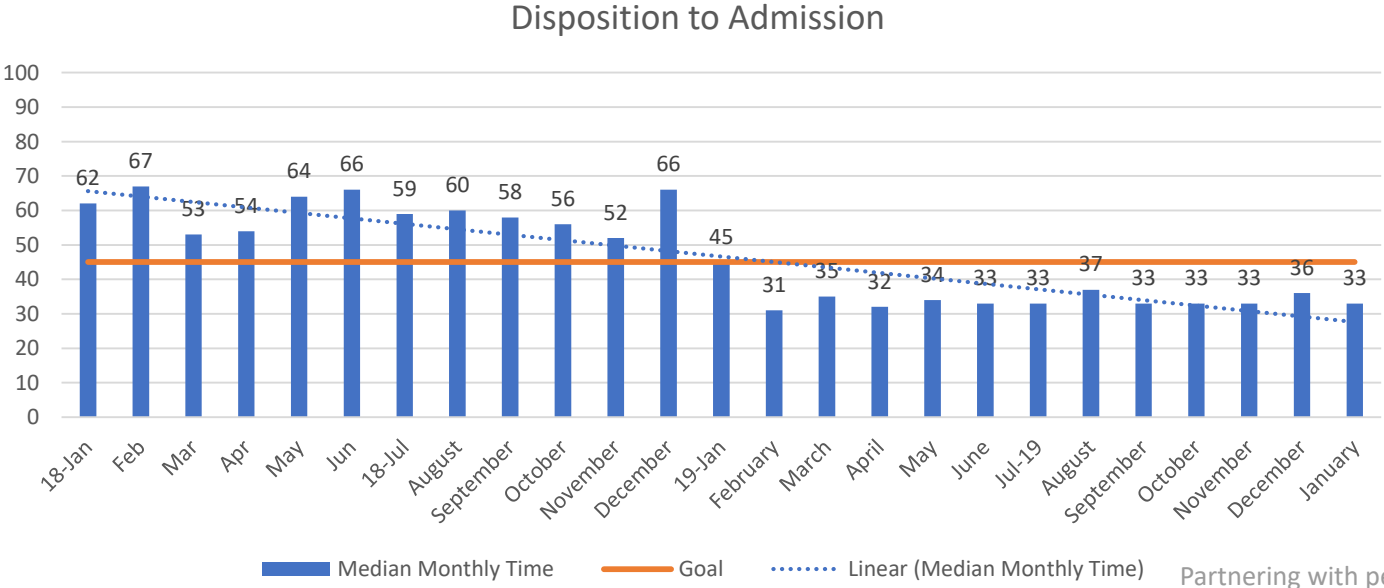
- A Multi-disciplinary team of key stakeholders was created to work on this project using lean methodology.
 - ED frontline caregivers
 - ED Physician
 - Med-surg frontline caregivers
 - ICU frontline caregivers
 - Environmental Services caregivers
 - Nursing Department Leaders
 - Quality & Safety Manager
 - Chief Nursing Officer
- Causal Factors Identified
 - Lack of awareness
 - Lack of expectations
 - Lack of standardization
 - Lack of leadership collaboration

Recommendations

- Education to all caregivers and physicians in ED, MS, ICU, and EVS on ED – 2 measure
- Develop a standard process for bed assignment and handoff
- Daily review of hold times by hospital and nursing leadership
- Display real time and lagging hold times on department huddle boards.

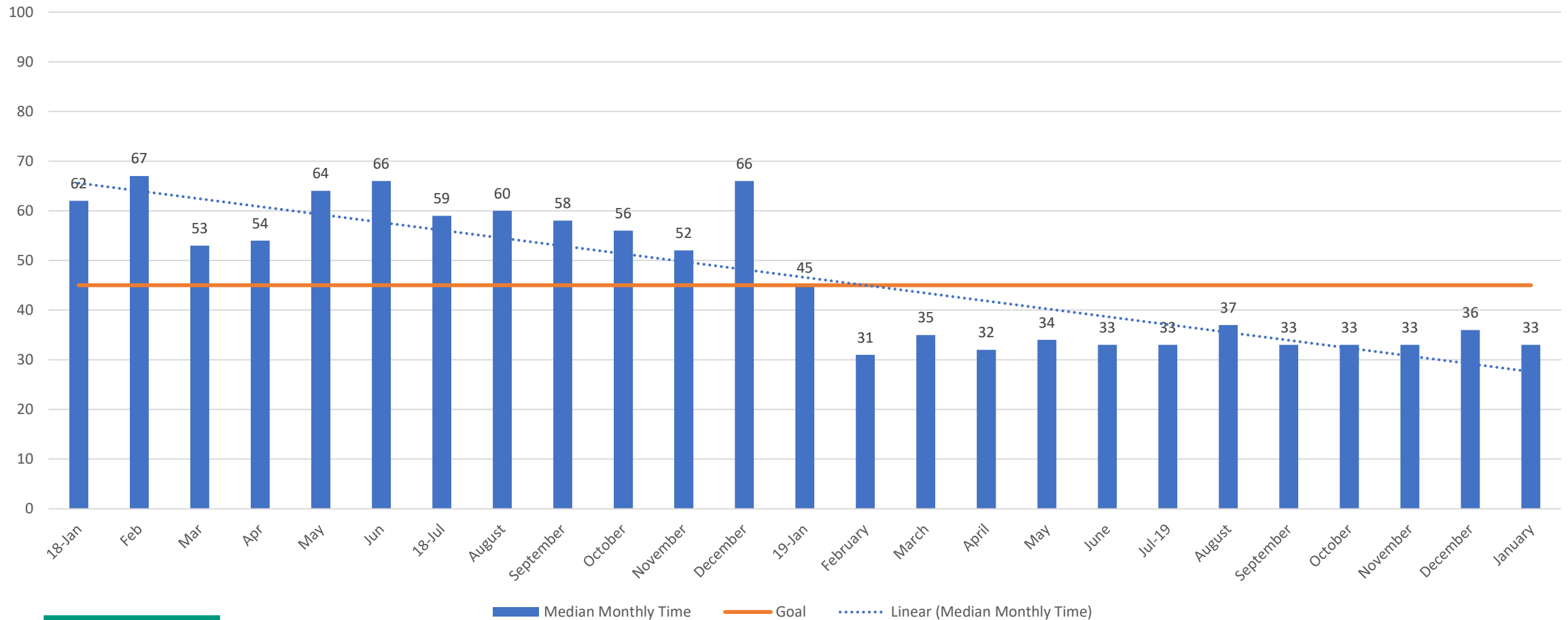
Results

- Within one month of implementing the action plan and daily reviews, in January 2019 immediate results were observed. The ED dispo to admit median time went down to 45 minutes.
- The median times continued to go down throughout calendar year 2019 and into 2020.



Results

Disposition to Admission



Questions

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