



LABOR MANAGEMENT PROJECT

An employer and 1199SEIU partnership

**BEST PRACTICES
FOR IMPROVING EMERGENCY
DEPARTMENT RESULTS**

Emergency Department Care

- The emergency department is one of the most critical departments within a hospital because patients' perception of the hospital overall is largely dependent of the success or failure of its ED
 - “With inpatient stays, a hospital usually has several days to rectify any problem. Providing quality care and service is much more urgent in the ED” --Quint Studer



futurity.org

Hourly Rounding on Patients



bbc.co.uk



- During rounding, an employee, typically a charge or triage nurse, provides status updates to patients waiting to be seen
 - The employee may make a general announcement to the group, and also speaks with individual patients, when appropriate

Baptist Hospital –ED Hourly Rounding

- A 680 bed facility located in Miami, FL
- **Challenge:** The Baptist Hospital Emergency Department had a terrible “people” reputation
- **Approach:**
 - ED Rounding was introduced
 - Rounding Logs
 - Individualized Plans of Care
 - Rounding on Leaders
 - Discharge Phone Calls
 - Lobby Rounding
- **Results:**
 - Patient satisfaction score increased from 80.5% in June 2008 to 87.6% in June 2009
 - Baptist Hospital ranked in the 97th percentile

Manage Flow of Patients

- Measure patient demand by hour and match that demand to staffing.
 - Use a real-time flow dashboard to analyze patient movement through each step of an ED visit at various times of the day
- Create different flow pathways for different patients
 - Studer recommends that patients with minor injuries can be "fast-tracked" They can be treated from the waiting area or taken back for a test and moved to a separate "results" waiting area

Corning Hospital

- A 99 bed facility located in Corning, NY
- **Challenge:** High door-to-doctor times and length of stay times, a high percentage of patients leaving without treatment, and low patient satisfaction scores
- **Approach:**
 - Created ED Action Team
 - Instituted quick registration and comprehensive triage
 - Completely redesigned ED processes and flow
 - Realigned RN staffing

- **Results:**

| METRIC | Mar 2010 | GOAL | Aug 2010 |
|-------------------------|----------|----------|----------|
| Door-to-Provider (mins) | 84 | 45 | 35 |
| LWOT % | 3.0% | 2.0% | 1.3% |
| Overall LOS (mins) | 201 | 180 | 168 |
| Patient Volume | 1,642 | Increase | 1,804 |

Reduce Waiting Time

- EDs should aim to get patients out of the waiting room quickly and into beds or other waiting areas
 - Send a patient to a sub-waiting area, such as when waiting for lab result
- Address queuing problems that emerge when the demand of patients is greater than the capacity of a given server to process them
 - Create a mini triage
 - The triage nurse asks the chief complaint, obtains the vital signs, obtains the patient's medication list

Edward Hospital –Reduce Waiting Time

- A 330 bed facility located in Naperville, IL
- **Challenge:** Wait time in the emergency department was high
- **Approach:**
 - Triage Task Force was created
 - The triage desk was redesigned to increase visualization of waiting areas and enhance the nurse's ability to greet the patient and perform a quick “triage triangle assessment”
 - When beds were not immediately available for patient assessments, designated rapid responders were deployed back to the triage area to do the full admission assessment, with a goal of completing it within 10 to 15 minutes after arrival.
- **Results:**
 - Rate of patients who left without being seen (LWBS) dropped to 0.14%
 - Door-to-physician metrics decreased to under 30 minutes, ranging from 11 to 24 minutes

Use Key Words at Key Times

- Hospital employees should provide key information to patients at key times during rounds
 - AIDET* is used to help employees convey this information at the appropriate time

| | | |
|----------|--------------------|---|
| A | Acknowledge | <i>Benefit:</i> Increase safety and Patient loyalty <i>Key message to patient:</i> "You are important." |
| I | Introduce | <i>Benefit:</i> Decrease anxiety <i>Key message to patient:</i> "You are in good hands." |
| D | Duration | <i>Benefit:</i> Increase compliance <i>Key message to patient:</i> "I anticipate your concerns." |
| E | Explain | <i>Benefit:</i> Increase quality of experience <i>Key message to patient:</i> "I want you to be informed and comfortable." |
| T | Thanks | <i>Benefit:</i> Increase patient loyalty <i>Key message to patient:</i> "I appreciate the opportunity to care for you." |

References

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