

## 6) Safe and Timely: Patient Transitions from Emergency Department to Inpatient Unit

North Shore Medical Center

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### PROJECT DESCRIPTION

Our hospital is dedicated to safely transitioning all Emergency Department patients who require an inpatient stay into a bed within 90 minutes. A multidisciplinary team has focused the past year on this goal by using Toyota Production System methods, including waste reduction, direct observations, and PDSA. Through a series of multi-day improvement events driven by frontline staff, our hospital was able to improve process measures (i.e. moving hospitalist workflow out of the ED) as well as outcome measures (i.e. the median number of minutes a patient waits for transition).

The keys steps to this process included (a) visioning session with key clinical and operations leaders, (b) a five-day improvement event every 90 days focusing on a specific aspect of transition issue (c) a weekly 5-minute report to hospital CEO to explain current implementation and barriers (d) monthly report to entire hospital about results (e) continued PDSA to create standard work.

While this effort was led by senior leaders and staff from the Kaizen Promotion Office, innovation and post-event implementation was carried out by frontline staff, such as nurses, techs, physicians, and patients. Our organization is proud that patients attended and helped design interventions during multi-day events.

### OUTCOMES ACHIEVED

- Patients who accessed the ED during our focus period (7am-3pm) experienced a 37% reduction in wait time to 161.5 min (baseline 257).
- New telemetry criteria were developed, resulting in 46% fewer patients requiring telemetry. Unnecessary telemetry requests dropped 67%.
- Daytime rounding hospitalists now perform admissions instead of using an ED-based hospitalist. This reduces a handoff and ensures admissions are done in-flow, so the patient arrives in their bed quickly.
- Unit changes, which may indicate that patients transitioned quickly but not accurately, remained steady (~6%) demonstrating quality bed placement.

### LESSONS LEARNED

- Multi-day improvement events, with focused weekly accountability, are structurally helpful for accelerating improvement.
- Involving a multi-disciplinary team is critical in developing new tools or methods.
- Using data to state the problem, as well as the measure of success, is motivating for all operators.