

## Outcomes

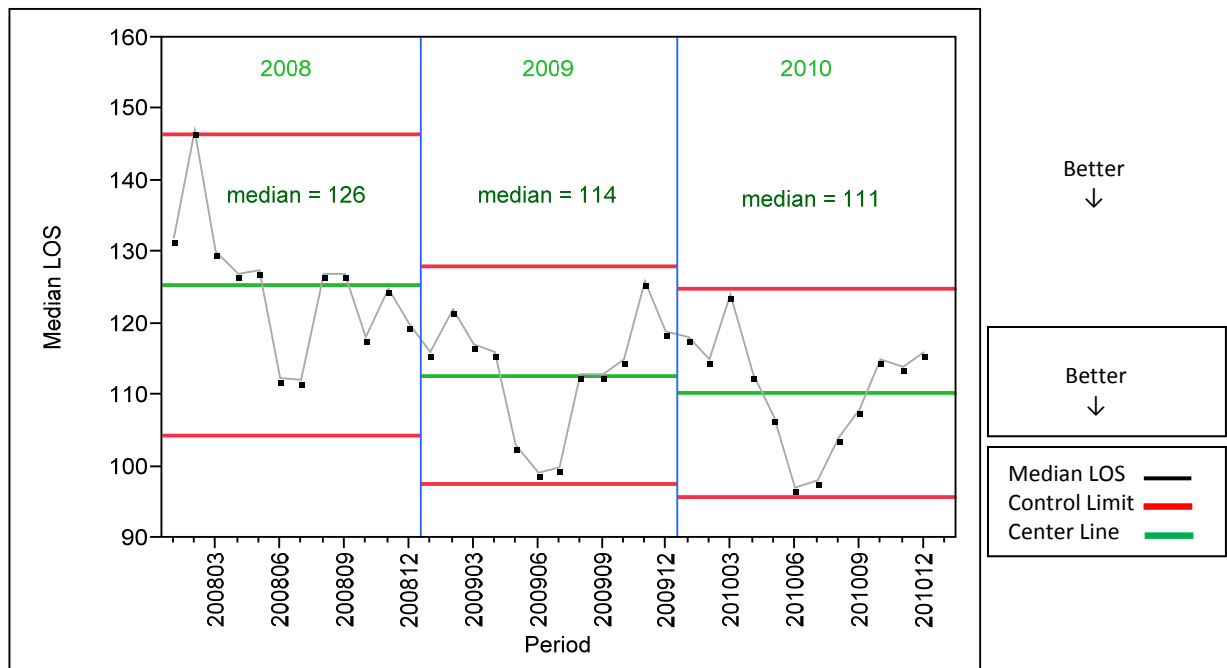
Key measures selected to track for the original project at Scottish Rite included:

- Overall Median ED LOS for discharged patients (daily and monthly)—includes all patients from Greet (sign-in) until they are removed from the tracking board (discharged)
- ED LWBS Rate (monthly)—number of patients that arrive to the ED (sign-in) but leave before they have received a medical screening
- ED Press Ganey Customer Service Scores (monthly)—mean score and percentile ranking compared to other EDs in the Press Ganey database that see more than 40,000 patients/year

### Length of Stay

Our Lean process improvements have decreased the overall median LOS for discharged patients in the SR ED by more than 12 percent since late fall 2008.

#### Scottish Rite ED Median LOS for Patients Discharged Home

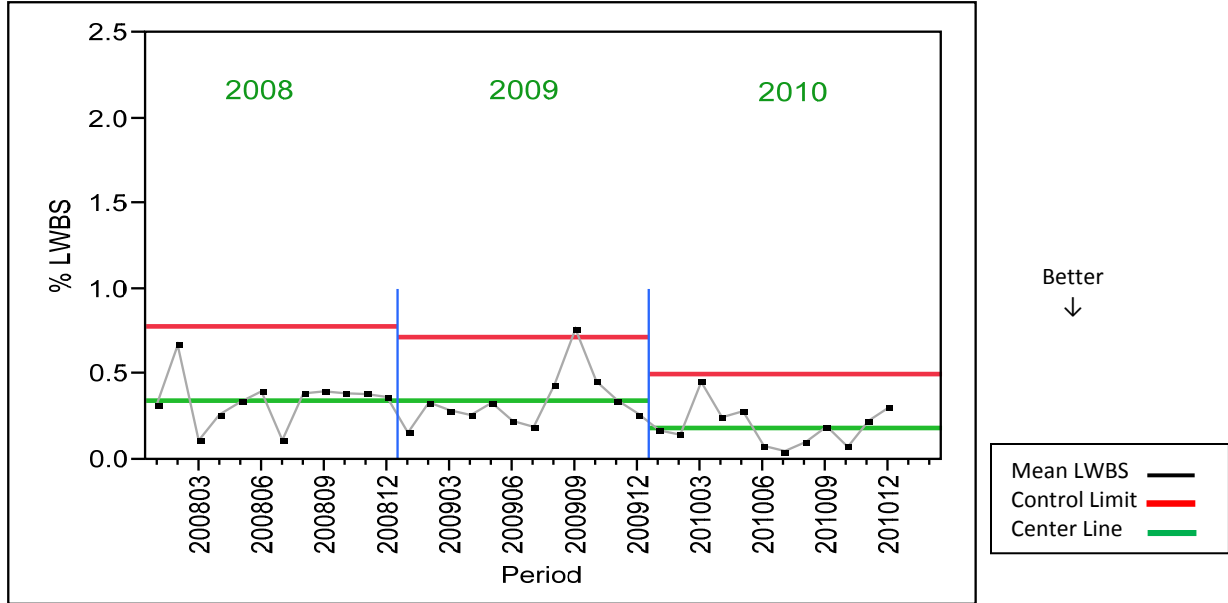


Scottish Rite	2008	2009	2010
Median LOS (minutes)	126	114	111
Volume (Discharged Patients)	69488	79057 (includes H1N1 surge volume)	75891

Left Without Being Seen (LWBS)

Although it was not part of our initial project aim, decreasing LOS has also led to a decrease in LWBS. Decreasing LWBS improves overall revenue, because it increases the number of billable patients who remain for treatment in the ED. Our LWBS rates are among the lowest in our national peer group (LWBS rate in 9/2009 was during H1N1 surge – only reached 0.7% with >3,000 additional patients).

**Scottish Rite LWBS**



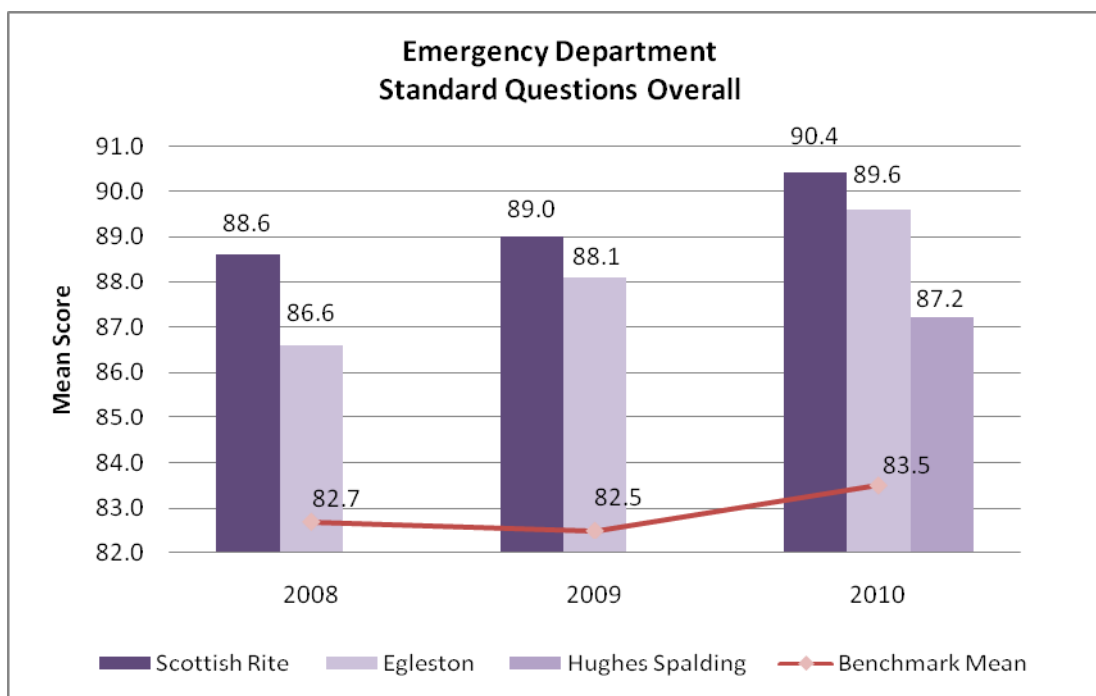
Scottish Rite	2008	2009	2010
% LWBS	0.4%	0.4%	0.2%
Volume	284	325	180

Customer Service

We relied heavily on our Press Ganey results to determine whether families were happier with the new process. The SR ED has received Press Ganey comments comparing the old process to the new, and indicating how much patients and families appreciate having a physician waiting when they are placed in a room:

- *I love the fact that the doctors are already waiting when you get to your room it moves the process along much faster.*
- *We went right into the ER and the doctor was in the room within 5 minutes.*
- *Very streamlined process.*
- *The provider was waiting at the door when we arrive in rm. 32. Job well DONE.*

- *The doctor came right in and treated my child immediately when we arrived in the room.*
- *Excellent doctor! He was in our room issuing directives before I could get my daughter in bed.*
- *The doctor was in the room as soon as we got in the room! We loved that we did not have to wait in the room long before the doctor came in.*
- *Doctor met us in the room as we were led into it. Wow!*
- *Before, the waiting time was pretty long. Now it is very short. That is impressive.*
- *I was so impressed with the service you usually spend basically all day in the emergency room and I was surprised that wasn't the case here. I was in and out, the staff was very helpful and efficient.*



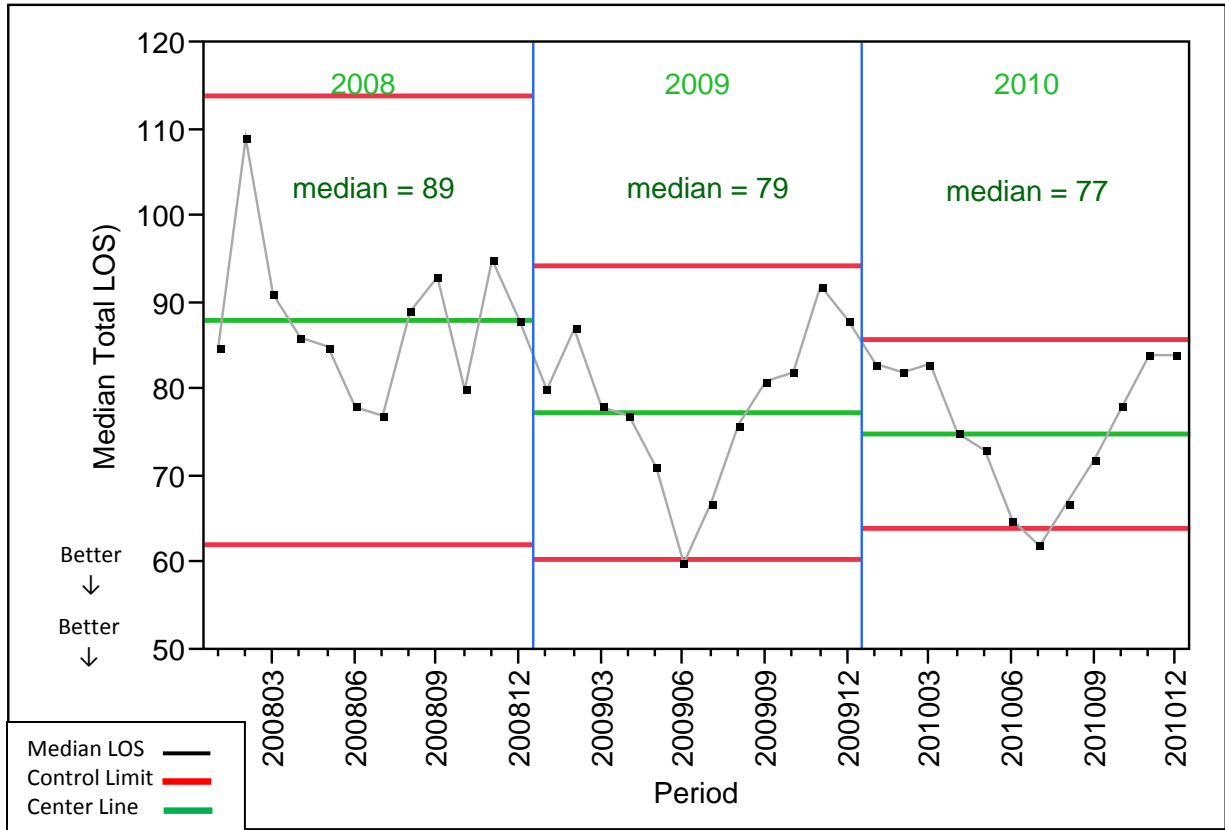
Emergency Department Standard Press Ganey Questions Overall			
	2008	2009	2010
Sample Size	1233	1849	1479
Scottish Rite	88.6	89.0	90.4
Egleston	86.6	88.1	89.6
Hughes Spalding	--	--	87.2
Benchmark Mean	82.7	82.5	83.5

### Fast Track

After seeing the success of Lean in our main ED process improvement, we held an additional Kaizen event (Lean process activity) for our Scottish Rite campus Fast Track,

or urgent care. From 2008 through 2010, we decreased the overall mean TAT for Fast Track (FT) by 13 percent at Scottish Rite.

Scottish Rite Fast Track Median LOS

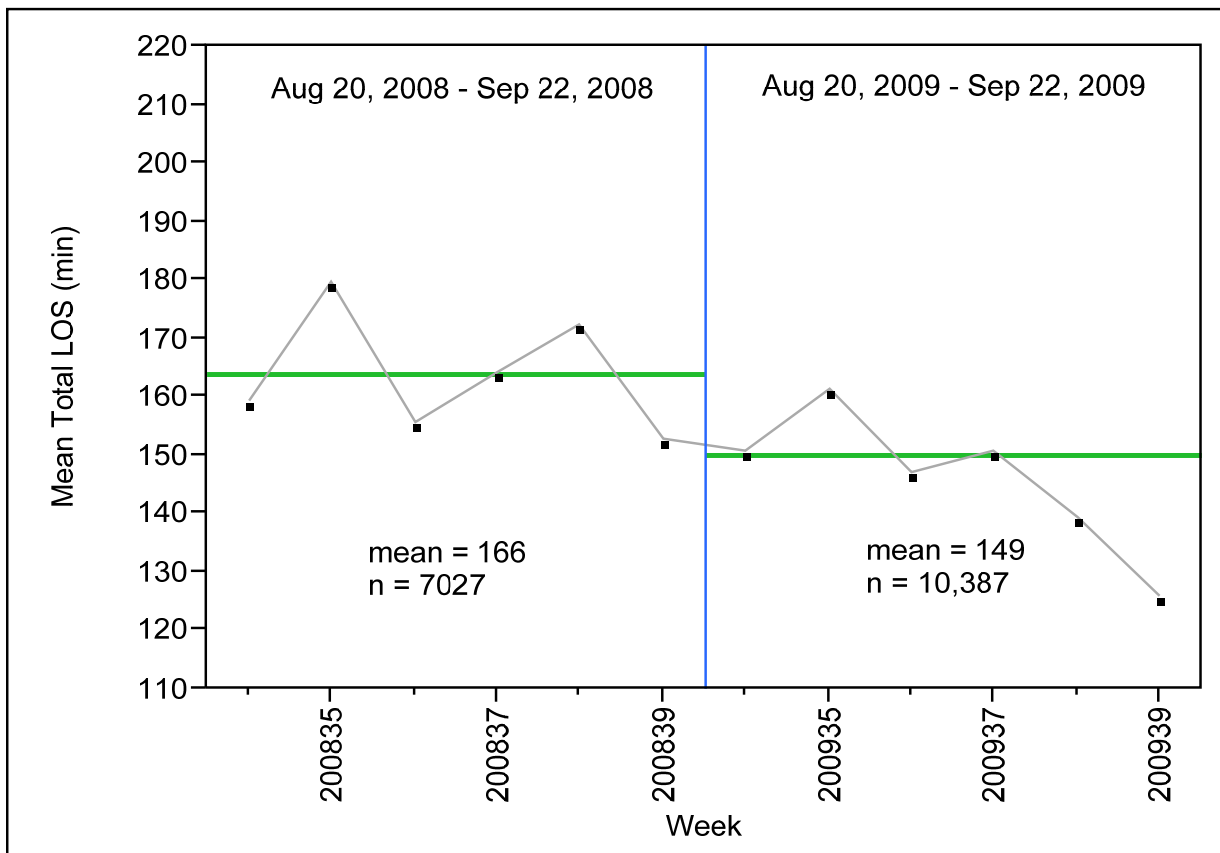


Scottish Rite	2008	2009	2010
Median LOS (minutes)	89	79	77
Volume	23188	28528	26677

H1N1 Pandemic

We were challenged in August/September 2009 with a very unusual surge in volume related to an H1N1 outbreak. We maintained our process, even when we were challenged to revert to our prior process. We were able to maintain our improved LOS, even with the addition of more than 3,000 patients seen in the Scottish Rite ED (see comparative graph for same timeframe 2008 vs. 2009).

Scottish Rite Mean Total LOS for All Patients



Scottish Rite	2008 (8/20-9/22)	2009 Pandemic (8/20-9/22)
Mean Total LOS	166	149
Volume	7027	10387