

Strategies to Improve Patient Flow and Reduce ED Crowding Webinar: June 23, 2005

Topics and Presentations

Presentation 1: “Fixing the Front End: Using ESI Triage v.4 to Optimize Flow”

Presentation by: Dave Eitel, M.D., M.B.A.
York Hospital
York, PA

The presenter will discuss “The ED Problem,” and then ask the following questions: “What is ED Triage? Why do we do it? And what does ED triage have to do with any of this anyway?” The presentation will provide a background about ESI Triage, its history and development. The presenter will clarify what it is, how it is implemented, and what you can do with it once it is implemented. Lastly, participants will learn how to obtain the ESI v.4 Implementation Manual and Training Video. The presentation will close with a 10-minute question and answer session.

Learning Objectives

By the end of the session, participants will understand:

- How ED Triage fits into the bigger picture of managing ED and hospital overcrowding
- Where ESI Triage came from by a high level, non-research overview of its history and development
- What ESI Triage is and how it is implemented
- What is new in ESI v.4.
- What an ED manager/supervisor or hospital administrator can do with ESI Triage
- Understand how to obtain the ESI v.4 Implementation Manual and Training Video

Who Should Attend

- Managers and administrators responsible for the ED
- ED nurses and physicians
- Quality improvement personnel and re-engineering consultants

Presentation 2: “Service Excellence: Delivering on the ED Service Guarantee”

Presentation by: Corinne Victor, R.N., C.E.N
President
Victor Consulting
Southfield, MI

Randall Benson, M.B.A.
President
Benson Consulting, Inc.
Seattle, WA

In response to chronic overcrowding, a high-volume emergency department kicked off an initiative to radically improve the delivery of emergency services. Within six months, the emergency department had gone from a packed waiting room where people would routinely wait hours to see a doctor, to an average time under 15 minutes for physician evaluation. The ED then guaranteed 30-minute-or-less wait for physician evaluation.

This webinar presentation will define characteristics of a service guarantee, what it takes to deliver a service guarantee, and how it was implemented at a high-volume emergency department. Lastly, the presenters will provide valuable lessons for other hospitals. The presentation will close with a 10 minute question and answer session.

Learning Objectives

By the end of the session, participants will:

- Understand the definition and characteristics of a service guarantee
- Understand how a service guarantee could benefit a hospital emergency department
- Learn how to set up a service guarantee in an emergency department
- Understand key implementation considerations

Who Should Attend

- Chief Nursing Officer and the Vice President for Patient Services, or their equivalent
- Director of Business Development/Marketing/Planning
- Managers and administrators responsible for the ED
- Quality improvement personnel and re-engineering consultants

Webinar Agenda

Thursday, June 23, 2005 from 1:00pm – 2:30pm

- I. Welcome
 - 1. Introduction by Bruce Siegel, M.D., M.P.H. **10 Minutes**

- II. Presentation: “Fixing The Front End: Using ESI Triage To Optimize Flow” **25 Minutes**
 - 1. The Problem Statement
 - 2. What Is ED Triage? Why Do We Do It?
 - 3. ESI Triage
 - a. Background
 - i. History and development of ESI
 - ii. What it is and how it is implemented
 - iii. What’s new in version 4
 - b. What you can do with ESI Triage
 - i. Benefits to patient flow
 - c. How you can get ESI Triage
 - i. Implementation manual
 - ii. Training Video

- III. Question & Answer Period **10 Minutes**

- IV. Presentation: “Service Excellence: Delivering on the ED Service Guarantee” **25 Minutes**
 - 1. What is a service guarantee
 - a. Definition and characteristics
 - b. Examples
 - 2. Why we implemented a service guarantee
 - a. Operational improvement
 - b. Communicating benefit
 - c. Creating reassurance & influencing perceptions
 - 3. What it takes to deliver on a guarantee - one hospital's experience
 - a. Care delivery redesign
 - b. Staffing changes
 - c. New staff focus
 - d. Guarantee system
 - e. Communication
 - 4. What happens when you fail
 - a. Payout
 - b. Service recovery

- c. Opportunities for improvement
 - 5. Results of the Service Guarantee
 - a. Patient experience
 - b. Operational effectiveness
 - c. Staff attitudes
 - d. ER & Hospital visits
 - e. Financial
 - 6. Implementation Considerations
- V. Question & Answer Period **10 Minutes**
- VI. Final Wrap Up & Closing Remarks **10 Minutes**
- a. Follow-up questions and audio recording
 - b. Continuing education credits
 - c. Future educational activities
 - d. Online Evaluation

Total Time: 90 Minutes

Presenter Bios

Dave Eitel, M.D., M.B.A.

Dr. Eitel practices Emergency Medicine at the York Hospital in York Pennsylvania, part of WellSpan Health System. York Hospital sees 63,000 ED visits/year and is a tertiary care, academic, community teaching hospital. Dr. Eitel was the regional Advanced Life Support (EMS) Medical Director from 1982-1989, during which time he founded their ED clinical research program (1983) and Emergency Medicine Residency (1989). He completed a lock step Executive MBA at the Sellinger School of Business of Loyola College in Baltimore Maryland from 1993-96. He since has turned his attention towards developing and applying business and operations management solutions to hospital and health care delivery systems.

Dr. Eitel co-invented the Emergency Severity Index © (ESI) triage method with the late Dr. Richard Wuerz and the ongoing ESI Triage Research Team; co-developed the Business Management Life Support ® (*BMLS*) course for Emergency Department Care Delivery Teams with Mr. Christopher Brown; and in 2003 founded a new section of Health Services Design (Engineering) within his ED. In academic year 2006 (July), he will kick off a fellowship-training program in Health Services Management and Design. The fellowship intends to train recent EM residency graduates in the concepts, content, and tools necessary to run the ED as a service

business unit as part of a larger hospital services delivery *system*. With the help of others, Dr. Eitel will publish a Lean for Healthcare curriculum called "*Lead With Lean*".

Corinne Victor, R.N., C.E.N.

Corinne G. Victor is an experienced health care consultant who has been in the industry for 28 years. She has held a number of positions within the Emergency Department in the acute care setting ranging from a staff nurse to the Administrator of Emergency Services responsible for the operations of five facilities within the Oakwood Healthcare System. She left Oakwood to become the Chief Operating Officer of a physician owned and operated staffing and medical billing company. Six Emergency Department contracts were managed under this company. In 2004, she began her own consulting business specializing in ED design and operational process improvement.

Randall Benson, M.B.A.

Randy Benson is a specialist in healthcare redesign, service-delivery redesign and breakthrough innovation. He has over fifteen years experience working with hospitals and hospital corporations throughout the United States and in Canada. He began his consulting career advising manufacturing clients on Lean Operations, Total Quality, and High-Performance Workplaces.

Since focusing on healthcare clients, Randy has helped redesign many areas of acute care, including emergency departments, nursing-unit care, surgery, lab, pharmacy, digestive disease programs, heart programs, OB mother/baby, radiology, transportation, admitting, and care management. He is adept with variety of advanced tools, such as activity-based costing/management, process simulation, critical-incident customer research, and quality function deployment.