

PERFECTING PATIENT FLOW

PROVEN SOLUTIONS TO ED CROWDING

THURSDAY, NOVEMBER 11, 2004

CONFERENCE AT-A-GLANCE

7:30am–8:30am

Continental Breakfast

Conference Registration

Location: Foyer/Congressional Hall

8:30am–10:00am

MANAGING PATIENT FLOW: THE RIGHT CULTURE,
THE RIGHT TOOLS AND THE RIGHT IDEAS

Location: Grand Ballroom Central

Bruce Siegel, MD, MPH

Urgent Matters; Washington, DC

Kirk Jensen, MD, FACEP

Healthcare Management Strategies; Rocky Mount, NC

Mike Williams, MPA/HSA

The Abaris Group; Walnut Creek, CA

10:00am–11:00am

REDUCING ED THROUGHPUT TIMES: A CASE STUDY
OF THE REGIONAL MEDICAL CENTER AT MEMPHIS

Location: Grand Ballroom Central

Rhonda Nelson, RN, BSN

The Regional Medical Center at Memphis; Memphis, TN

11:15am–12:15pm

Break Out Session 1

HOW TO CREATE AN AWARD-WINNING ED WHEN YOU
ARE OVERCROWDED, OVERWORKED AND OVERWHELMED

Location: Congressional Hall A

Susan Key, RN, MS, CEN

Cape Canaveral Hospital / Health-First, Inc.; Cocoa Beach, FL

RE-DESIGNING ROLES AND ADOPTING
A TEAM APPROACH

Location: Congressional Hall C

Donna Thomas, RN, MSN

Primary Children's Medical Center; Salt Lake City, UT

PATIENT FLOW: MAXIMIZING FACILITY
AND PERSONNEL RESOURCES

Location: Congressional Hall B

Flora Haus, RN, MSN, CEN

Cedars-Sinai Medical Center; Los Angeles, CA

12:30pm–1:45pm

Lunch

MAXIMIZING THROUGHPUT: SMOOTHING THE ELECTIVE
SURGERY SCHEDULE TO IMPROVE PATIENT FLOW

Location: Grand Ballroom Central

John Chessare, MD, MPH

Boston Medical Center; Boston, MA

2:00pm–3:00pm

Break Out Session 2

OPERATION PULL: PULLING TOGETHER FOR EXCELLENCE

Location: Congressional Hall A

Maggie Borders, RN, BSN, CEN

University of Kentucky Medical Center; Lexington, KY

IMPROVING ED PERFORMANCE AND TURNING
AMBULANCE DIVERSION AROUND

Location: Congressional Hall C

Catherine Ross, RN

Formerly of Sutter Roseville Medical Center; Roseville, CA

DEVELOPING A WINNING BUSINESS CASE FOR YOUR
ED AND INPATIENT CAPACITY STRATEGIES

Location: Congressional Hall B

Mike Williams, MPA/HSA

The Abaris Group; Walnut Creek, CA

Kirk Jensen, MD, FACEP

Healthcare Management Strategies; Rocky Mount, NC

3:00pm–3:45pm

UNDERSTANDING THE NEW JCAHO
PATIENT FLOW STANDARDS

Location: Grand Ballroom Central

Robert A. Wise, MD

Joint Commission; Oakbrook Terrace, IL

3:45pm–4:45pm

SYSTEM-WIDE COLLABORATION: A CASE STUDY
OF CATHOLIC HEALTHCARE WEST

Location: Grand Ballroom Central

Jim Dieser

Catholic Healthcare West; Sacramento, CA

5:00pm–6:30pm

Reception and Networking Opportunity

Location: TBD

FRIDAY, NOVEMBER 12, 2004
CONFERENCE AT-A-GLANCE

8:00am–8:30am

Continental Breakfast

Location: Foyer/Congressional Hall

8:30am–9:30am

TEAM TRIAGE AND TREATMENT

Location: Congressional Hall Room A/B

Thom Mayer, MD, FACEP

Best Practices, Inc.; Fairfax, VA

9:30am–10:30am

**THE CARE MANAGEMENT UNIT: A NEW TAKE
ON THE CLINICAL DECISION UNIT**

Location: Congressional Hall Room A/B

Leon Haley, MD, MHSA, FACEP

Grady Health System; Atlanta, GA

10:30am–11:30am

**TRACKING TRAUMA: DEMONSTRATING RFID
TECHNOLOGY IN THE TRAUMA CENTER**

Location: Congressional Hall Room A/B

Brian Janz, PhD

FedEx Center for Supply Chain Management; Memphis, TN

11:30am–12:00pm

Wrap-up and Closing Remarks

Location: Congressional Hall Room A/B

Bruce Siegel, MD, MPH

Urgent Matters; Washington, DC

12:00 noon

Adjourn

A SPECIAL THANKS TO THE
FOLLOWING ORGANIZATIONS
FOR THEIR SUPPORT:



MANAGING PATIENT FLOW: THE RIGHT CULTURE, THE RIGHT TOOLS AND THE RIGHT IDEAS

Date: Thursday, November 11, 2004

Time: 8:30am–10:00am

Location: Grand Ballroom Central

Description: Dr. Siegel will discuss findings from the Urgent Matters project, a national program of the Robert Wood Johnson Foundation that tested patient flow improvement initiatives in ten hospitals across the country. Dr. Siegel will focus on critical environmental factors and culture changes that were necessary for hospitals and staff to build successful initiatives.

Implementation and execution of best practices around improving patient flow and reducing crowding remains a challenge in many institutions. Organizations and facilities need to know “what to do” and “how to do it.” This session will provide an introduction to Rapid Cycle Testing. We will focus on a time tested set of tools for implementing change—a technique so simple and reliable, you can start before you even get back home from this presentation.

Identifying the need for improving capacity and flow for most ED and inpatient environments is not the challenge. The challenge is to define interventions that have a high degree of success in meeting the capacity demands of most hospitals. This fast paced presentation by Mr. Williams will provide an inventory of high-leverage changes that have proven successful across the country.

- Objectives:
- Understand environmental factors necessary to begin successful process improvement and system re-engineering
 - Understand how to utilize Rapid Cycle Change to initiate change
 - Understand ED and inpatient best practices to improve patient flow

Presenter: **Bruce Siegel, MD, MPH**
Research Professor and Director
Urgent Matters
Washington, DC

Dr. Bruce Siegel is a Research Professor in the Department of Health Policy at The George Washington University Medical Center, School of Public Health and Health Services, where he directs Urgent Matters, a national program of the Robert Wood Johnson Foundation. He has held the positions of New Jersey Commissioner of Health, President of the New York City Health and Hospitals Corporation and President of Tampa General Healthcare. In addition, he served as a Director of the Accreditation Council for Graduate Medical Education, as a Senior Fellow at New School University, and as an advisor to the World Bank, hospitals and several national philanthropies. Dr. Siegel received his AB degree from Princeton University, MD from Cornell University Medical College, and MPH from the Johns Hopkins School of Hygiene and Public Health. He is board certified in Preventive Medicine and has written and spoken extensively on health care administration, policy and public health issues.

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PERFECTING PATIENT FLOW

PROVEN SOLUTIONS TO ED CROWDING

MANAGING PATIENT FLOW: THE RIGHT CULTURE, THE RIGHT TOOLS AND THE RIGHT IDEAS *continued*

Presenter: **Kirk Jensen, MD, FACEP**
President and CEO
Healthcare Management Strategies
Rocky Mount, NC

Dr. Jensen is Vice President of Clinical Operations for BestPractices, a premier emergency department outsourcing and staffing company. Dr. Jensen is also the president and CEO of the Healthcare Management Specialists, providing practice management services, operational analysis, performance coaching and customer service training. He also has been active in the Institute of Health Improvement (IHI) collaboratives, having chaired several of their ED collaboratives and is currently the chair of the very successful IHI Flow Collaborative. Dr. Jensen was also appointed faculty advisor for the Robert Wood Johnson Foundation's Urgent Matters project, a ten-hospital collaborative from representative safety net hospitals from across the country. Dr. Jensen has expertise in workflow redesign, customer satisfaction, patient satisfaction, patient safety, project management, and other topics related to flow and process improvement. He completed a residency in Emergency Medicine at the University of Chicago and is completing an MBA at the University of Tennessee.

Presenter: **Mike Williams, MPA/HSA**
President and CEO
The Abaris Group
Walnut Creek, CA

Mr. Williams has been the president of The Abaris Group for the past 15 years and has been a full-time emergency care consultant for the past 25 years. Mike has personally conducted greater than 350 ED studies on improving performance, productivity and market share. He is a nationally recognized expert on ED performance, benchmarking and financing. He is a frequent contributor to the Healthcare Advisory Board on a number of ED, EMS and ambulatory care subject matters. He is also on the editorial board for "ED Management." He was appointed as a senior faculty member for The Robert Wood Johnson Foundation's Urgent Matters Project. He is also an instructor for Harvard University on their course on "Designing EDs for the Future."

REDUCING ED THROUGHPUT TIMES: A CASE STUDY OF THE REGIONAL MEDICAL CENTER AT MEMPHIS

Date: Thursday, November 11, 2004

Time: 10:00am–11:00am

Location: Grand Ballroom Central

Description: This session will be a case study of the many initiatives undertaken at the Regional Medical Center at Memphis (The MED) as part of the Urgent Matters project. Ms. Nelson will focus on rapid cycle tests which produced key process improvements for the emergency department and inpatient units. Sample strategies include creation of a discharge lounge, coordination of a bed huddle and bed capacity policy, and instilling an inpatient “pull” philosophy.

- Objectives:
- Understand the process improvement framework at The MED
 - Identify successful strategies that reduced ED and inpatient processes

Presenter: **Rhonda Nelson, RN, BSN**
Vice President for Patient Care Services
The Regional Medical Center at Memphis
Memphis, TN

Ms. Nelson has been vice president of patient care services/chief nursing officer at The MED since 1994. Previously she held positions at The MED as a nurse manager on a large medical surgical unit and then as The MED’s director of medical-surgical nursing. Prior to these positions in administration, Ms. Nelson worked for several years as an intensive care nurse. Ms. Nelson holds a bachelor of nursing degree and a master’s degree in public administration, with an emphasis on health care. She is a graduate of the National Association of Public Hospitals Membership Program at New York University and the Wharton Management Program at the University of Pennsylvania. She is a member of the American Nurses Association, Tennessee Nurses Association and American Organization of Nurse Executives. She serves on the Advisory council for the University of Tennessee at Memphis and the Nursing Advisory councils for the University of Memphis College of Nursing and Southwest Tennessee Community College.

HOW TO CREATE AN AWARD-WINNING ED WHEN YOU ARE OVERCROWDED, OVERWORKED AND OVERWHELMED

Date: Thursday, November 11, 2004

Time: 11:15am–12:15pm

Location: Congressional Hall A

Description: How do you turn an overcrowded ED with overworked and overwhelmed staff and physicians into a department that Joint Commission Resources and Modern Healthcare/Sodexo recognize as an operational model of excellence? Our ED did just that in the midst of soaring patient volume. This session will focus on practical tips and lessons learned as a result of our department's success story. Learn how to reduce patient wait times, instill teamwork among staff, retain your RNs, and improve staff and patient satisfaction.

- Objectives:
- Discuss collaborative strategies needed to insure the successful development of an award-winning team
 - Explain how accurate data collection assists in the development of process improvement and its relationship to patient flow and patient outcomes
 - Describe the benefits of an automated information system in the Emergency Department

Presenter: **Susan Key, RN, MS, CEN**
Director Emergency Services
Cape Canaveral Hospital / Health-First, Inc.
Cocoa Beach, FL

Mrs. Key serves as the Director of Emergency Services at Cape Canaveral Hospital in Cocoa Beach, Florida. She has eighteen years experience in Emergency Services Management. She graduated with an Associate Degree in Nursing from Vincennes University in 1984. She has a Bachelors of Science Degree in Nursing from Indiana University and a Masters Degree in Health Care Services Administration from the University of St. Francis. She is Board Certified in Emergency Nursing.

RE-DESIGNING ROLES AND ADOPTING A TEAM APPROACH

Date: Thursday, November 11, 2004

Time: 11:15am–12:15pm

Location: Congressional Hall C

Description: This session will focus on the re-designed role of the ED charge nurse into a patient flow coordinator and the creation of teams of caregivers within the ED to improve ‘door to doc’ time, LWBS, and overall length of stay. Other low-cost, practical improvements we made as a result of these changes in our process will also be discussed.

- Objectives:
- Describe the role of the patient flow coordinator (PFC) versus the traditional charge nurse
 - Identify the process for developing a PFC role in your ED
 - Describe the components necessary to create successful ED caregiver teams

Presenter: **Donna Thomas, RN, MSN**
Director, Emergency Department and Rapid Treatment Unit
Primary Children’s Medical Center
Salt Lake City, UT

Donna Thomas received her BSN degree from Northern Michigan University, and MSN from the University of Utah. Donna has worked as the Director of the Emergency Department at Primary Children’s Medical Center for the past 22 years. Prior to that she was a clinical specialist and a staff nurse at the same hospital. She has written many articles for publication and two books on pediatric emergency care. She was the co-editor of Core Curriculum for Pediatric Emergency nursing, published in 2003. This book was a winner of the AJN Book of the Year Award for 2003. Donna was the recipient of the Emergency Nurses’ Association’s lifetime achievement award in 2002, and has presented numerous lectures on clinical and leadership topics. For the past three years, Donna has been involved in several successful systems improvement projects in her department. She is an avid runner and lives in Salt Lake City, Utah.

PERFECTING PATIENT FLOW

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PATIENT FLOW: MAXIMIZING FACILITY AND PERSONNEL RESOURCES

Date: Thursday, November 11, 2004

Time: 11:15am–12:15pm

Location: Congressional Hall B

Description: This session details three projects Cedars Sinai Hospital designed to have a positive impact on Emergency Patient Care: (1) expediting patient flow through an impacted department, (2) expediting admitted patient flow from ED to inpatient status, and (3) maximizing and matching allocation of scarce resources (nursing) with demand (patient census). This presentation is most beneficial to nursing managers, educators and directors of overcrowded, saturated emergency departments who want to increase patient satisfaction while decreasing “waits & delays” of patient care.

- Objectives:
- Participant will identify nursing actions / evidence based protocols appropriate to their facility which will decrease “waits & delays” related to the diagnostic process of emergency department patients
 - Participant will identify available underutilized space to expedite admission patient flow when the emergency department and hospital are at capacity
 - Participant will identify metrics to evaluate the effectiveness of nurse staffing in relation to emergency patient census

Presenter: **Flora Haus, RN, MSN, CEN**
Service Line Manager, Emergency Department
Cedars-Sinai Medical Center
Los Angeles, CA

Mrs. Haus is the Service Line Manager for the Emergency Department at Cedars Sinai Medical Center (CSMC). She has over 35 years of experience in nursing, inclusive of 17 years experience in emergency nursing. She has extensive experience in emergency nursing education and serves as an instructor for the Society for Trauma Nurses Advanced Trauma Care for Nurses. She holds a Faculty appointment at El Camino Community College and teaches emergency nursing. As a charter member she has held a board position on the Southern California Chapter of the International Association of Forensic Nurses. Her expertise extends to Disaster Management and Preparedness having served on the Regional Disaster Planning Committee for Northern Virginia, Maryland and the District of Columbia. She is currently the chair of the CSHS Emergency Preparedness Committee. Flora graduated from Beth Israel Medical Center School of Nursing in 1969. She has held multiple positions in nursing management and received her MSN in Administration from George Mason University in 1984. She held the position of Emergency Department Assistant Manager and Quality Improvement Coordinator at Inova Alexandria Hospital for many years prior to her current position.

MAXIMIZING THROUGHPUT: SMOOTHING THE ELECTIVE SURGERY SCHEDULE TO IMPROVE PATIENT FLOW

Date: Thursday, November 11, 2004

Time: 1:00pm–1:45pm

Location: Grand Ballroom Central

Description: Dr. Chessare will discuss Boston Medical Center's Urgent Matters work in reducing artificial variability in surgical scheduling as a key component of BMC's initiatives to increase throughput and reduce waits and delays. The topics will include: smoothing the elective surgery schedule, separating scheduled from urgent case flows, and creating non-block scheduling to increase volume, revenue, and surgeon satisfaction.

- Objectives:
- The participant will contrast artificial and natural variability and will relate this distinction to the act of surgical scheduling
 - The participant will compare block and non-block scheduling methodologies
 - The participant will appraise the value of separating urgent from scheduled surgical flow

Presenter: **John B. Chessare, MD, MPH**
Senior Vice President for Medical Affairs
Boston Medical Center
Boston, MA

Dr. John B. Chessare is the Senior Vice President for Medical Affairs and Chief Medical Officer at Boston Medical Center, the Academic Medical Center of Boston University School of Medicine. (BMC was formed in 1996 by the merger of Boston City Hospital and Boston University Medical Center Hospital). He is also Professor of Pediatrics and Associate Dean for Clinical Affairs at BUSM. Dr. Chessare has spent his entire career in academic medicine. He has published in the areas of child development, pediatric health services delivery, and clinical epidemiology. Among other things, he is busy implementing system changes to improve flow in his hospital.

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OPERATION PULL: PULLING TOGETHER FOR EXCELLENCE

Date: Thursday, November 11, 2004

Time: 2:00pm–3:00pm

Location: Congressional Hall A

Description: As a growing trend across the nation, many hospitals are beginning to consider the emergency department (ED) to be the “other front door” through which many hospital admissions originate. The University of Kentucky Medical Center has devoted significant resources in the last two years to improve ED throughput, reduce diversion of patients away from the hospital, and improve customer satisfaction. This presentation is a case study of how such an initiative can take place, including pearls and pitfalls.

- Objectives:
- Learners will understand that ED overcrowding and diversion are actually hospital-wide problems
 - Learners will gain an understanding of the need for administrative support for success in improving patient throughput and customer satisfaction
 - Learners will understand that many initiatives for improving patient throughput and customer satisfaction can be accomplished budget neutrally

Presenter: **Maggie Borders, RN, BSN, CEN**
Patient Care Manager, Emergency/Trauma Services
University of Kentucky Medical Center
Lexington, KY

Maggie Borders currently serves as Patient Care Manager for the division of Emergency and Trauma Services at the University of Kentucky (UK) Medical Center. She recently served as the project champion for a major performance improvement project titled “Operation PULL” at UK, in which emergency department (ED) patient throughput and customer satisfaction were the main points of focus. Maggie has been an ED, intensive care unit, and rotor-wing flight nurse prior to taking on management duties, and is currently pursuing a Master of Health Administration degree from the Martin School of Public Policy and Administration at UK.

IMPROVING ED PERFORMANCE
AND TURNING AMBULANCE DIVERSION AROUND

Date: Thursday, November 11, 2004

Time: 2:00pm–3:00pm

Location: Congressional Hall C

Description: Mrs. Ross will present a case study of how ambulance diversion for the Sacramento area was reduced by 50% in one year and how Sutter Roseville Medical Center improved their throughput time in the ED, reduced LWBS and 'Door to Doc' time.

- Objectives:
- Identify factors impacting ambulance diversion
 - Learn ways in which throughput time can be reduced
 - Learn how Rapid Medical Evaluation (RME) can improve ED performance

Presenter: **Catherine J. Ross, RN, CCRN, BBA**
Former Director, Emergency and Critical Care Services
Sutter Roseville Medical Center
Roseville, CA

Mrs. Ross has been an RN for 36 years and has worked in a variety of clinical settings as a staff nurse, charge nurse, manager and educator. She has also taught classes and/or courses including but not limited to cardiac, neuro, physical assessment, communication skills, labor relations and management topics. Mrs. Ross is a member of AACN and ENA, and served on AACN chapter boards, including President of the Sacramento Area Chapter of AACN.

DEVELOPING A WINNING BUSINESS CASE FOR YOUR ED AND INPATIENT CAPACITY STRATEGIES

Date: Thursday, November 11, 2004

Time: 2:00pm–3:00pm

Location: Congressional Hall B

Description: It all makes sense, right? But some of these interventions need to be funded and it is not clear what the return will be. Listen to these speakers define the latest from the literature on the business case for an efficient ED and more importantly how to develop a business plan for key high-leverage product lines (e.g., fast track, CDU, rapid admission unit) with case studies.

- Objectives:
- Discuss three financial benefits of improving ED and inpatient capacity
 - Describe four elements of a “business case”
 - Describe at least one case study of the effective use of a business plan for improving ED/inpatient throughput

Presenter: **Mike Williams, MPA/HSA**
President and CEO
The Abaris Group
Walnut Creek, CA

Mr. Williams has been the president of The Abaris Group for the past 15 years and has been a full-time emergency care consultant for the past 25 years. Mike has personally conducted greater than 350 ED studies on improving performance, productivity and market share. He is a nationally recognized expert on ED performance, benchmarking and financing. He is a frequent contributor to the Healthcare Advisory Board on a number of ED, EMS and ambulatory care subject matters. He is also on the editorial board for “ED Management.” He was appointed as a senior faculty member for The Robert Wood Johnson Foundation’s Urgent Matters Project. He is also an instructor for Harvard University on their course on “Designing EDs for the Future.”

Presenter: **Kirk Jensen, MD, FACEP**
President and CEO
Healthcare Management Strategies
Rocky Mount, NC

Dr. Jensen is Vice President of Clinical Operations for BestPractices, a premier emergency department outsourcing and staffing company. Dr. Jensen is also the president and CEO of the Healthcare Management Specialists, providing practice management services, operational analysis, performance coaching and customer service training. He also has been active in the Institute of Health Improvement (IHI) collaboratives, having chaired several of their ED collaboratives and is currently the chair of the very successful IHI Flow Collaborative. Dr. Jensen was also appointed faculty advisor for the Robert Wood Johnson Foundation’s Urgent Matters project, a ten-hospital collaborative from representative safety net hospitals from across the country. Dr. Jensen has expertise in workflow redesign, customer satisfaction, patient satisfaction, patient safety, project management, and other topics related to flow and process improvement. He completed a residency in Emergency Medicine at the University of Chicago and is completing an MBA at the University of Tennessee.

UNDERSTANDING THE NEW JCAHO PATIENT FLOW STANDARDS

Date: Thursday, November 11, 2004

Time: 3:00pm–3:45pm

Location: Grand Ballroom Central

Description: The presentation will focus on the requirements of the new Managing Patient Flow Standards and the system implications of these standards within a hospital. Dr. Wise will review some of the barriers that a hospital must overcome to fully implement these requirements. In addition he will review some of the environmental realities that provided the basis for developing these standards.

- Objectives:
- Understand the history and purpose of the new JCAHO patient flow standards
 - Understand the requirements for hospitals to meet the new standards
 - Understand the specific barriers a hospital might need to overcome to fully implement these standards

Presenter: **Robert A. Wise, MD**
Vice President
Joint Commission
Oakbrook Terrace, IL

Robert Wise is the Vice President of the Division of Standards and Survey Methods at the Joint Commission on Accreditation of Healthcare Organizations. In this position, he is responsible for the development of standards and survey methods for all current programs and for new product development. Before joining the Joint Commission, Dr. Wise most recently held positions with Blue Cross and Blue Shield of Illinois as the medical director of the HMO and the medical director for all mental health and substance abuse products. Prior to that, he worked at the Michael Reese Health Plan, a large staff model HMO in Chicago. While there, he held several positions including the chairmanship of the Department of Mental Health and as a Regional Medical Director for the Plan. Additional experience includes 13 years of private practice in general psychiatry in both public and private settings. Dr. Wise earned his medical degree from the University of Maryland School of Medicine. He also holds board certification from the American Board of Psychiatry and Neurology and a graduate certificate in health information management from the University of Illinois in Chicago.

SYSTEM-WIDE COLLABORATION: A CASE STUDY OF CATHOLIC HEALTHCARE WEST

Date: Thursday, November 11, 2004

Time: 3:45pm–4:45pm

Location: Grand Ballroom Central

Description: This session will describe the system-wide emergency department collaborative of Catholic Healthcare West (CHW) to reduce ED crowding and improve patient flow. This initiative included 30 hospitals from the CHW system and began in December of 2003. Mr. Dieser will highlight their goals and objectives, present practical tools from their Tool Kit that other hospitals and systems can utilize, and discuss success stories.

- Objectives:
- Gain a broad understanding of throughput issues and solutions for their organization
 - Understand and be able to foster the type of attitude necessary for their organization to make throughput improvements
 - Be able to develop specific and measurable goals pertaining to improved throughput within their organization

Presenter: **Jim Dieser**
Director, Operations Improvement
Catholic Healthcare West
Sacramento, CA

Mr. Dieser's healthcare experience spans 28 years and numerous job titles. He came to California from Minnesota in 1984. He started work with Mercy General Hospital as a Management Engineer. He left the Mercy system in '87 for four years to work in Finance as Controller at a small hospital in Auburn, CA. Jim returned to Catholic Healthcare West in '91, and has been with the organization since then. Most recently he has served as Director of Operations Improvement for the 40+ hospital system. Operational experience covers the Nursing, Perioperative, Ancillary and Support departments within a hospital. Jim has coordinated activities for the CHW system-wide Emergency Department collaborative that kicked-off in December 2003. 30 hospitals participate in this voluntary collaborative.

PERFECTING PATIENT FLOW

PROVEN SOLUTIONS TO ED CROWDING

TEAM TRIAGE AND TREATMENT

Date: Friday, November 12, 2004

Time: 8:30am–9:30am

Location: Congressional Hall Room A/B

Description: Every emergency department in the nation has times when the number of patients exceeds the number of ED rooms in which they can be seen. For safety-net and large volume EDs, this is a daily occurrence, resulting in patients leaving without being seen, a high degree of customer dissatisfaction, poor community reputation for the ED, and problems with patient safety and risk management. Doctor Mayer will describe the revolutionary and highly successful Team Triage and Treatment program developed at Inova Fairfax Hospital through a Robert Wood Johnson Foundation grant. This program deploys an emergency physician, nurse, technician, scribe and registrar at the triage area, where patient evaluation and treatment are begun. Learn how to design and implement such a program in your ED and how to improve customer service, wait times, diversion hours, LWOT, financial returns, patient safety, and risk reduction.

- Objectives:
- Understand the concepts of team triage
 - Understand the metrics needed to determine if such a program is right for your ED
 - Understand how to implement and monitor the success of Team Triage

Presenter: **Thom Mayer, MD, FACEP**
President and CEO
Best Practices, Inc.
Fairfax, VA

Dr Mayer is President and Chief Executive Officer of BestPractices, Inc., a resource for emergency medicine leadership and management. BestPractices focuses on the science of clinical excellence, the art of customer service and the business of execution. He is one of America's foremost experts on healthcare customer service, trauma and emergency care, pediatric emergency care, and medical leadership. He has published over 60 articles, 60 book chapters, and has edited ten textbooks on emergency medicine. Dr. Mayer devised one of the most widely known customer service training courses in healthcare, the Survival Skills® course, on which this talk is based. He currently has a textbook based on the Survival Skills® course in press with Health Administration Press. Dr. Mayer also serves as the Medical Director of the NFL Players Association and served as a member of the Defense Science Board Task Forces on Bioterrorism and Homeland Security.

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THE CARE MANAGEMENT UNIT: A NEW TAKE ON THE CLINICAL DECISION UNIT

Date: Friday, November 12, 2004

Time: 9:30am–10:30am

Location: Congressional Hall Room A/B

Description: Dr. Haley will describe how the Grady Health System approached the ED overcrowding challenge by combining a “Clinical Decision Unit” with intense case management, creating a “Care Management Unit” (CMU) for those patients with “ambulatory sensitive conditions” with the objectives to reduce hospitalization, facilitate primary care referral and improve utilization of specialty care beds and hospital resources.

- Objectives:
- Understand the application of case management to the clinical decision unit population
 - Understand the CMU impact on ED crowding and primary care referral and access
 - Learn strategies to use and avoid when developing a CMU in your ED

Presenter: **Leon L. Haley Jr., MD, MHSA, FACEP**
Deputy Senior Vice-President, Medical Affairs
Vice-Chairman and Chief of Emergency Medicine
Grady Health System and Emory University School of Medicine
Atlanta, GA

Dr. Haley is currently the Deputy Chief of Staff and Deputy Senior Vice-President of Medical Affairs for the Grady Health System. Dr. Haley holds the additional titles of Chief of Service, Emergency Medicine for the Grady Health System, Medical Director of the Emergency Care Center at Grady Memorial Hospital and Vice-Chairman, Clinical Affairs, Grady Health System and Associate Professor of Emergency Medicine at Emory University and The Emory Clinic. Dr. Haley has interests in health administration, operations and strategic management and diversity as it relates to health-care and emergency medicine in particular. Dr. Haley serves on or chairs various hospital, university and national committees including the Board of Directors for the Society of Academic Emergency Medicine. He is a member of several national organizations including the American College of Emergency Physicians, the Society of Academic Emergency Medicine and the American College of Physician Executives. Dr. Haley is also an Oral Board Examiner for the American Board of Emergency Medicine.

TRACKING TRAUMA: DEMONSTRATING RFID TECHNOLOGY IN THE TRAUMA CENTER

Date: Friday, November 12, 2004

Time: 10:30am–11:30am

Location: Congressional Hall Room A/B

Description: Dr. Janz will introduce radio-frequency identification (RFID) technology, discuss its potential impact in the healthcare setting, and share findings of a year-long research project conducted at a Level 1 trauma center in Memphis.

- Objectives:
- Gain a basic understanding of RFID technology
 - Understand how RFID technology might apply to healthcare and patient flow
 - Understand the potential pitfalls and opportunities related to RFID technology
 - Learn the complexities of introducing a leading-edge technology into a pre-existing technology environment

Presenter: **Brian Janz, PhD**
*Associate Professor of MIS and Associate Director
FedEx Center for Supply Chain Management
FedEx Institute of Technology
The University of Memphis
Memphis, TN*

Dr. Brian Janz is an Associate Director for the FedEx Center for Supply Chain Management in the FedEx Institute of Technology and Associate Professor of MIS at the Fogelman College of Business and Economics at The University of Memphis. In addition, he is the co-founder of the University's Center for Managing Emerging Technology. Dr. Janz's research interests focus on how information technologies affect organizational strategy, design, and knowledge worker behavior. Specifically, he is interested in the effects that knowledge management and information technologies have on organizational supply chain management and process cycle times, systems development, and overall business intelligence. His most recent research is focusing on RFID technologies in the healthcare industry. Dr. Janz has over 20 years of experience in the information systems field working for The University of Minnesota, IBM, Honeywell, and General Motors, as well as consulting with several Fortune 500 companies and governmental agencies. Dr. Janz received his bachelor's degree in electrical engineering from the University of Minnesota and an MBA in strategic management and a PhD in MIS from the Carlson School of Management at the University of Minnesota.