

# **Strategies to Improve Patient Flow and Reduce ED Crowding Webinar: October 4<sup>th</sup>, 2006 1:00 – 2:30 EDT**

To participate, register online at  
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## In this Document:

- Date and Time
  - Topics
    - Descriptions
    - Learning Objectives
    - Who Should Attend
  - Webinar Agenda
  - Presenter Bios
- 
- Date and Time

**Wednesday, October 4<sup>th</sup>, 2006 from 1:00-2:30 EDT**

Space is limited and participation will be based on a first come, first serve basis. Because of high demand and limited space, we ask that each organization submit only one registration form.

Attendance requires only a telephone and a computer with internet access.

- Topics

### ***Presentation #1: “Creating and Using Process Improvement Teams to Reduce ED Crowding”***

Presentation by:       Debra Foshee, RN  
                                  Vice President, Quality and Medical Staff Services  
                                  Shady Grove Adventist Hospital  
                                  Rockville, MD

Ms. Foshee will discuss the use of process improvement teams to decrease ambulance diversion hours. She will include information on the demographics of the Shady Grove Adventist patient population, the symptoms of ED overcrowding, and what initiatives they took to better capacity management. Ms. Foshee will also discuss some of the performance measures that were collected at Shady Grove Adventist in order to evaluate the strategies implemented to improve patient flow.

Learning Objectives:

By the end of the session, participants will be better able to:

- Identify common root causes of ED overcrowding
- Describe several interventions aimed at improving patient flow
- What methods were used to create process improvement teams
- What the roles were of the process improvement team members
- Who was on the process improvement teams
- How these teams impacted length of stay and diversion hours

Who Should Attend:

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

***Presentation #2: “The 24 Hour ED Cycle”***

Presentation by: Shari Welch, MD, FACEP  
                          QI Director, ED  
                          LDS Hospital  
                          Salt Lake City, UT

Dr. Welch will present on concepts of forecasting and demand/capacity management as it relates to emergency department operations. She will also describe tools used to forecast demand in the ED and how technology can be used help with capacity management. Dr. Welch will use her experience as a consultant as well as from LDS to give examples of how technology and forecasting can help hospitals meet the increasing demand in the ED.

## Learning Objectives:

By the end of the session, participants will be better able to:

- Understand the concepts of forecasting and demand/capacity management as applied to emergency department operations.
- Describe demand/capacity management tools from other service industries which might be applied in the emergency department.
- Describe the forecasting tools which might be applied in the ED.
- Understand how information technology advances will enable more sophisticated data mining to be used in the above efforts.
- Recognize the cycles and sub cycles that occur in the ED over 24 hours.
- Recognize how these cycles relate to resource utilization and demand capacity management.
- Describe some projects which might be employed in the home institution to better match demand to capacity.

## Who Should Attend:

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

**Urgent Matters**  
**Webinar: October 4<sup>th</sup>, 2006 EDT**  
**1:00pm – 2:30pm**

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|------|---|-------------------|
| I.   | Welcome and Program Introduction by Bruce Siegel  | <b>10 Minutes</b> |
| II.  | <u>Presentation: Creating and Using Process Improvement Teams to Reduce ED Crowding</u> | <b>25 Minutes</b> |
| III. | <u>Questions &amp; Answer Period</u>  | <b>10 Minutes</b> |
| IV.  | <u>Presentation: The 24 Hour ED Cycle</u>   | <b>25 Minutes</b> |
| V.   | <u>Questions &amp; Answer Period</u>  | <b>10 Minutes</b> |
| VI.  | <u>Final Wrap Up &amp; Closing Remarks</u>  | <b>10 Minutes</b> |
|      | a. Follow-up questions & audio recording  |                   |
|      | b. Future educational activities  |                   |
|      | c. Online Evaluation  |                   |

**Total Time: 90 Minutes**

- Presenter Bios

**Debra Foshee, RN, Vice President, Quality and Medical Staff Services, Shady Grove Adventist Hospital, Rockville, MD**

With over 20 years experience in health care quality, safety and performance improvement, Debra is currently Vice President of Quality and Medical Staff Services at Shady Grove Adventist Hospital. Past accomplishments include initiatives which significantly decreased the frequency and severity of medical errors, and establishment of hospitalist and intensivist programs to optimize hospital capacity and improve patient outcomes. Debra provides leadership to a broad variety of hospital strategies, including organizational integrity, patient safety, and medical staff recruitment and development.

Debra has worked with hospital and medical staff leadership to implement process improvements and monitor performance related to throughput. Between 2003 and 2004, Shady Grove Adventist Hospital reduced ambulance diversion hours by 72%, decreased average length of stay, and improved patient satisfaction in the emergency department.

**Shari Welch, M.D., F.A.C.E.P., ED QI director at LDS Hospital, Intermountain Healthcare**

Dr. Welch has been a practicing emergency physician for twenty years and a quality improvement consultant for ten years. Dr. Welch trained in emergency medicine at Emory University where she was chief resident. She is board certified and a fellow of the American College of Emergency Physicians.

Dr. Welch has served as a consultant and educator in the area of quality improvement for Utah Emergency Physicians, Intermountain HealthCare, The Schumacher Group, Emergency Services Partners and Vanderbilt University. Currently, she writes a regular column in Emergency Medicine News titled "Quality Matters". She has recently co-authored a book for ACHE Publishing on Patient Flow.

Dr. Welch has worked with physicians and nurse managers in small, rural emergency departments with little information technology and in large urban center emergency departments with advanced IT. She has helped pioneer the "ED Dashboard Indicators" and "Real Time Process Improvement" concepts in the emergency department.