Stop the Chaos! One Patient at a Time, Please

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Stop the Chaos! One Patient at a Time, Please

Lehigh Valley Health Network, Allentown, Pennsylvania

PROJECT GOAL: Patient transport from documented time of admission in the Emergency Department (ED) through transport to assigned medical-surgical bed occurs within 50 minutes, inclusive of standard, required handoff communication.

Pre-Project Current State

- **PULL** *was more like* **PUSH**
  - PULL - time from when assigned bed becomes clean to time patient occupies the bed
  - PUSH was movement of patient at time of convenience
- Long "tail" of PULL between 60 and > than 90 minutes – the tail drove patient and employee dissatisfaction
- Med-Surg units experienced influx of admissions from ED
  - "Bolus" or "batching" of patients
  - Regardless of unit situation
- Driving forces - Need to move patients out of ED
  - Accommodate more patients
  - Improve patient satisfaction

GEMBA

Japanese term for 'actual place;' the setting where work takes place

Gap Analysis

- Delays in bed assignments
- Delayed and closed loop communication handoffs
- Untimely transport requests
- Limited use by med-surg staff of electronic mechanism to prioritize bed assignments

Countermeasures

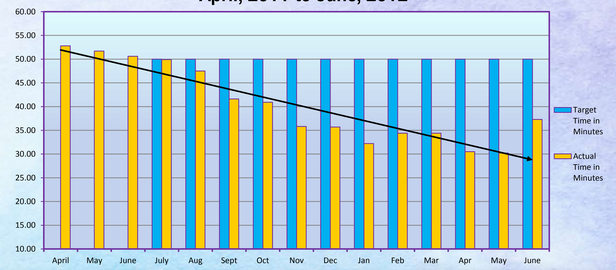
- Mandatory use of electronic mechanism to prioritize bed assignments
- Completion by ED nurse and availability of handoff report to receiving RN prior to transport
- Request for transport by receiving unit only after handoff report is secured

Sustaining the Effort

- Real-time quality metric board visible to all stakeholders
- Ongoing analysis of transport times from ED to med-surg unit

Outcomes

PULL TIME: Pilot unit
April, 2011 to June, 2012



Target Time in Minutes	Prior to Implementation			50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Actual Time in Minutes	52.8	51.7	50.6	49.90	47.50	41.60	40.90	35.80	35.70	32.20	34.40	34.40	30.50	30.20	37.30	37.53
DATE	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	FY '12 Average

References:

1. Shook, J. Managing to learn: using the A3 management process to solve problems, gain agreement, mentor, and lead. Cambridge, MA. The Lean Enterprise Institute. 2008.
2. Eitel, D, Rudkin, S, Malvehy, A, Killeen, J, Pines, J. Improving service quality by understanding emergency department flow: A White Paper and Position Statement Prepared For the American Academy of Emergency Medicine. The Journal of Emergency Medicine, 38:1, 70-79.

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