



Patient Flow Case Study

Background

Efficient patient flow is critical to maintaining a healthy system from the perspectives of patient safety, patient satisfaction, quality of care and financial stewardship. Previous approaches from the hospital to solve this issue utilized a decentralized method with key functional areas looking at patient flow from their individual perspectives. In January 2009 a cross departmental team was commissioned to identify the systemic issue impeding patient flow.

Objectives

Reduce overall inpatient hospital length of stay from the time the patient arrived at the hospital until their discharge. Patients can arrive through the Emergency Department or transferred from other institutions.

Goal

- Reduce Left Without Being Seen by 60%
- Reduce transfer denials by 50%
- Decrease discharge cycle time from 360 minutes to less than 120 minutes
- Decrease bed turnover time from 113 minutes to less than 60 minutes
- See Emergency Department case study for E.D. time goals

Solution

- Implemented Standard Operating Procedures for all key projects
- Utilized Kaizens for quick change and involvement of all personnel
- Put reaction and mitigation plans in place at key control points
- Built a real time scorecard with key operational metrics with operational metrics. Scorecard is real time updated from EMR system every 15 minutes

Results

- Reduction in Left Without Being Seen by 73%
- Transfer denials reduced by 65%
- Discharge cycle time reduced to 88 minutes
- Bed Turnover time reduced to 62 minutes.
- No additional FTE resources or beds added



Left Without Being Seen

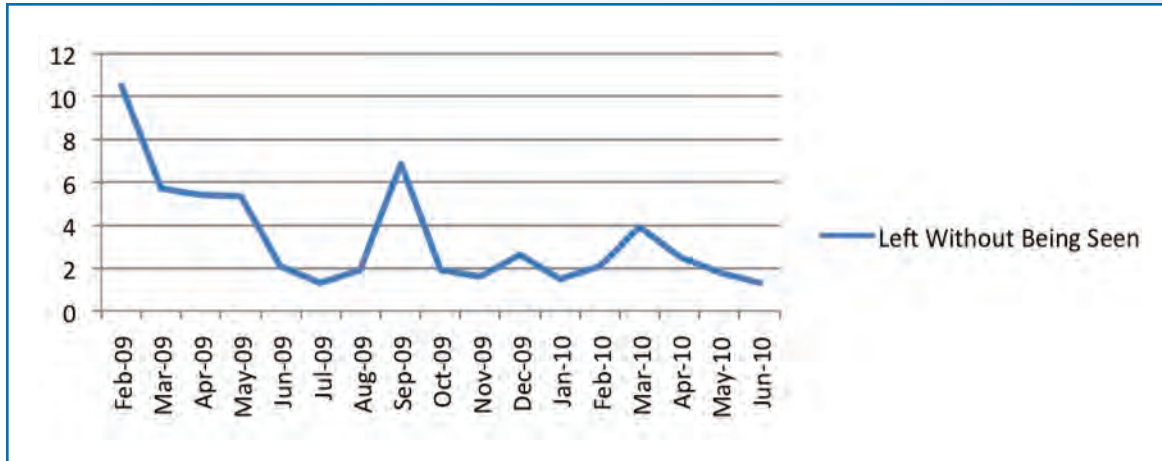
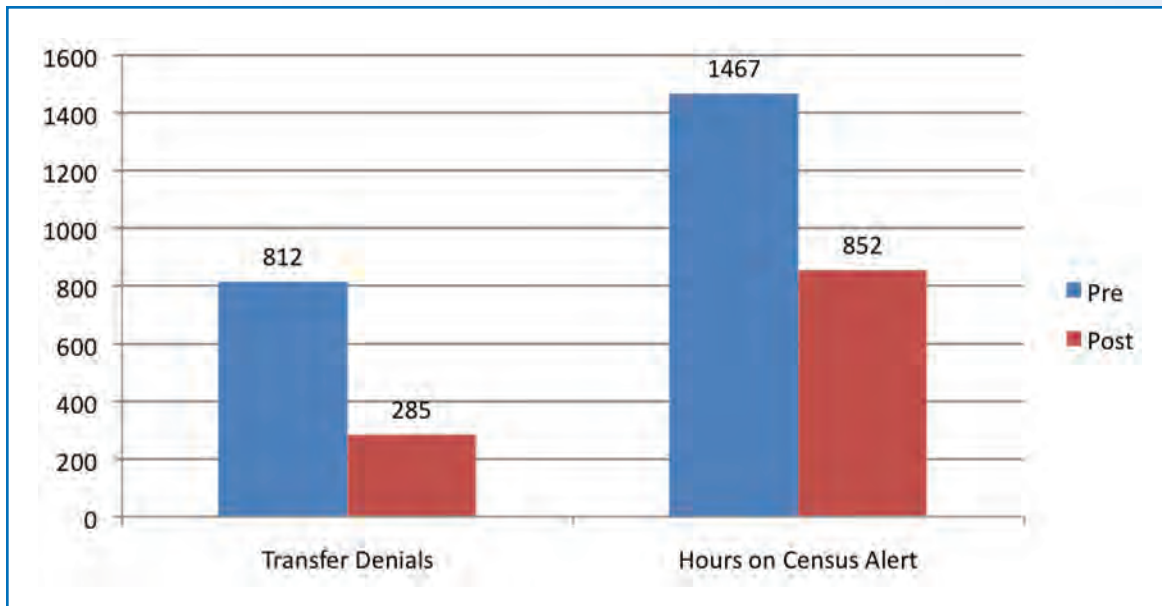


Chart Title??

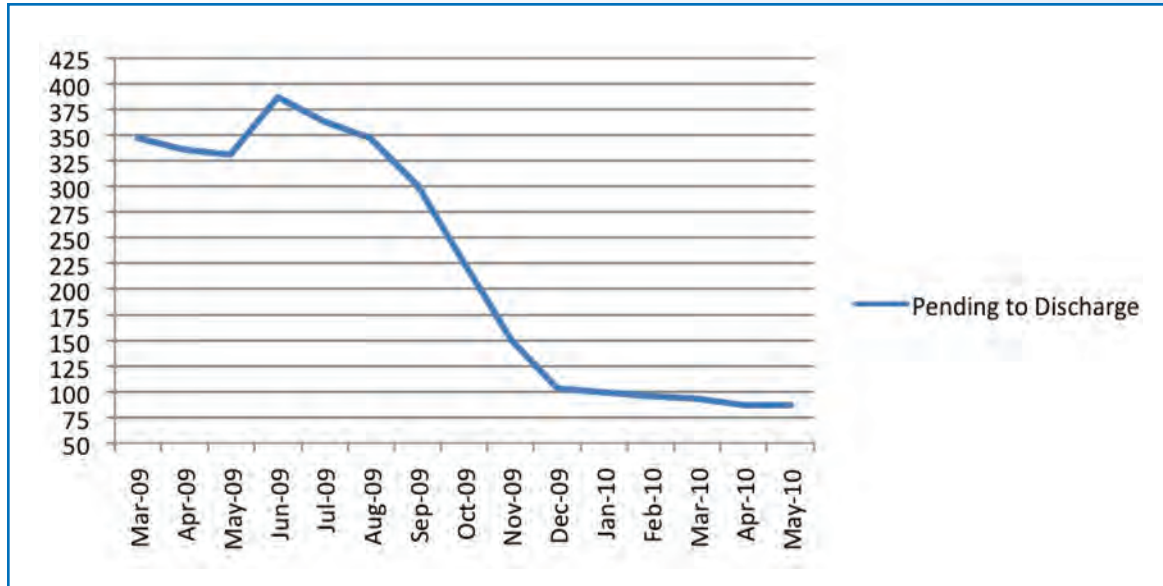




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Pending to Discharge



Bed Turnover from Bed Dirty to Ready

