

Perfecting Emergency Department Operations

June 17 - 19, 2019 · Kimpton Hotel Palomar · San Diego, California

Day One · Monday, June 17, 2019

Time	Topic
7:00 AM – 8:00 AM	Registration and Continental Breakfast
8:00 AM – 8:05 AM	Welcome and Introduction to IHI <i>Beth Harris, CMP, Senior Event Manager, Institute for Healthcare Improvement</i>
8:05 AM – 8:50 AM	Introduction to Perfecting Emergency Department Operations <i>Jody Crane, MD, MBA, Chief Clinical Officer, TeamHealth; Faculty, University of Tennessee Physician Executive MBA Program; Principal, x32 Healthcare</i> <p>The objectives and agenda for the seminar will be reviewed and the case will be made for focusing on ED Operations.</p> <p>Historically, waits and dissatisfaction have been considered an expected aspect of emergency department care. However, quality and staff and patient satisfaction suffer when patients do not flow efficiently and reliably through the ED.</p> <p>This session will introduce the necessary ingredients for designing a highly reliable ED: IHI's Model for Improvement, Lean and other foundational improvement strategies, queuing and flow principles, the theory of constraints, demand/capacity alignment, and analytics.</p> <p>After this session, participants will be able to:</p> <ul style="list-style-type: none"> • Understand the objectives of the seminar • Articulate the case for improving patient flow in the ED • Gain exposure to improvement methodologies • Realize the importance of data and analytics in driving ED improvement
8:50 AM – 10:15 AM	Simulation Exercise #1: ED Operations <i>Chuck Noon, PhD, Department Head, University of Tennessee Department of Business Analytics, Principal, x32 Healthcare</i> <p>This session will employ an interactive simulation to baseline the performance of an ED.</p>

	<p>After this session, participants will be able to:</p> <ul style="list-style-type: none"> • Understand the technical inputs that ultimately define ED flow • Observe the effects of system variation on patient flow
10:15 AM – 10:30 AM	Break
10:30 AM–12:00 PM	<p>Overview of Key Strategies and Concepts for Improving ED Operations <i>Chuck Noon, PhD</i></p> <p>This session will provide a deeper dive into the science of flow and how decisions related to room capacity, staffing, segmentation, and process-design all play a significant role in ED performance.</p> <p>After this session, participants will be able to:</p> <ul style="list-style-type: none"> • Understand the immutable physics that govern flow and the practical countermeasures for making flow happen • Understand the connection between prevailing ED best practices and the underlying physics
12:00 PM – 12:45 PM	Lunch
12:45 PM – 2:00 PM	<p>An Interactive Case Study/Lecture: Front End: Kaiser Permanente South Sacramento: Door to Doc <i>Karen Murrell, MD, MBA, APIC, Process Improvement, ED & Hospital Operations, Kaiser Permanente Medical Center</i></p> <p>This session will describe the improvement journey of Kaiser South Sacramento. The focus will be on the key interventions made and the results achieved. Attendees will be presented with the case and then have the opportunity to problem solve amongst themselves before hearing how Kaiser actually solved it.</p> <p>After this session, participants will be able to:</p> <ul style="list-style-type: none"> • Describe the execution strategies used at Kaiser South Sacramento to achieve results • Identify a few ideas that could be tried in your emergency department
2:00 PM–3:00 PM	<p>An Interactive Case Study/Lecture: Optimizing ED Flow: ED Throughput: Mary Washington Hospital <i>Jody Crane, MD, MBA</i></p> <p>This session outlines and defines key challenges, opportunities, and leadership within the emergency department and the way successful principles can be designed into the ED. Attendees will be presented with the case and then have the opportunity to problem solve amongst themselves before hearing how Mary Washington actually responded.</p> <p>After this session, participants will be able to:</p>

	<ul style="list-style-type: none"> Describe the strategies used at Mary Washington Hospital to achieve results Identify a few ideas that could be tried in your emergency department
3:00 PM - 3:15 PM	Break
3:15 PM–4:15 PM	Staffing Strategies and the Synergies of Alignment <i>Jody Crane, MD, MBA</i> <i>Chuck Noon, PhD</i>
4:15 PM – 5:00 PM	Operational Strategies in Behavioral Health <i>Karen Murrell, MD, MBA</i> <p>This session will discuss how deploying an operations management approach applied to the special needs of the psychiatric patient, training staff to “see through the patient’s eyes”, linking to community resources, and tracking improvements can enhance overall flow and improve the patient and ED staff experience.</p> <p>After this session, participants will be able to:</p> <ul style="list-style-type: none"> Describe the real challenges of serving behavioral health patients and discuss countermeasures Identify the opportunities to improve the flow of and service to behavioral health patients
5:00 PM	Day 1 Adjourn
5:00 PM – 6:00 PM	Networking Reception

Day Two · Tuesday, June 18, 2019

Time	Topic
7:15 AM – 8:00 AM	Continental Breakfast
8:00 AM – 8:15 AM	Welcome Back and Introduction to Day 2 <i>Jody Crane, MD, MBA</i> <i>Karen Murrell, MD, MBA</i> <p>Today’s agenda will be reviewed. Faculty will respond to burning questions from Day 1.</p>

8:15 AM – 9:30 AM	<p>Work-up for Simulation Exercise #2 <i>Chuck Noon, PhD</i></p> <p>This session will allow participants to practice what they’ve learned. Attendees will work in groups to make process, staffing and layout decisions.</p>
9:30 AM – 9:40 AM	Break
9:40 AM – 10:45 AM	<p>An Interactive Case-Study/Lecture: Operational Strategies for Back End Flow: Kaiser Permanente Case Study Part 2 <i>Karen Murrell, MD, MBA</i></p> <p>Attendees will be presented with the case and then have the opportunity to problem solve amongst themselves before hearing how KP actually responded.</p> <p>After this session, participants will be able to:</p> <ul style="list-style-type: none"> • Describe strategies used to decrease inpatient boarding and create ownership of patients. • Consider best practices identified to reduce inpatient boarding. • Identify ideas that could be tried in any emergency department
10:45 AM – 10:55 AM	Break
10:55 AM – 12:00 PM	<p>Operational Strategies for Observation Patients <i>Jody Crane, MD, MBA</i></p> <p>Just as segmenting flow in emergency departments has transformed the patient experience, Observation Units and Clinical Decision Units are transforming inpatient flow, streamlining care and improving quality. This session will highlight the critical elements of successful observation strategies and explain the important role they play in hospital-wide flow.</p> <p>After this session, participants will be able to:</p> <ul style="list-style-type: none"> • Describe the elements of successful observation strategies • Identify opportunities to improve patient flow in your hospital through the use of Observation Units and Clinical Decisions Units

12:00 PM – 12:45 PM	Lunch
12:45 PM – 1:30 PM	Case Study
1:30 PM – 3:00 PM	<p>Execution for Improvement: Leading Change Case Study <i>Jody Crane, MD, MBA</i></p> <p>Organizations can have good ideas and the will to make changes but fail in their improvement efforts due to the lack of skilled execution. Important components of leading change and executing projects will be discussed.</p> <p>After this session, participants will be able to:</p> <ul style="list-style-type: none"> • Share some thoughts on disciplines that can assist in execution • Use the portfolio of disciplines to make improvements in your ED • Identify at least three new tests of change to bring back to your ED.
3:00 PM – 3:15 PM	Break
3:15 PM – 4:15 PM	<p>Simulation Exercise #2 and Debrief: ED Operations <i>Chuck Noon, PhD</i></p> <p>This session will allow participants to further practice what they have learned. Attendees will work in groups implement process-related decisions and then test them in the simulated environment.</p> <p>After this session, participants will be able to:</p> <ul style="list-style-type: none"> • Understand the relative impacts of certain decisions on overall flow • Gain practice in identifying symptoms of hindered flow and targeting root causes
4:15 PM – 5:00 PM	<p>The Business Side of the ED <i>Chuck Noon, PhD</i></p> <p>This session will examine the main financial drivers of emergency medicine and how they are affected by operational decisions.</p>
5:00 PM	Day 2 Adjourn

Day Three · Wednesday, June 19, 2019

Time	Topic
7:15 AM – 8:00 AM	Continental Breakfast

8:00 AM – 8:15 AM	Welcome Back and Introduction to Day 3 <i>Jody Crane, MD, MBA</i> <i>Karen Murrell, MD, MBA</i> Today's agenda will be reviewed. Faculty will respond to burning questions from Day 2.
8:15 AM – 9:25 AM	Extenders and Special Cases in the ED <i>Jody Crane, MD, MBA</i>
9:25 AM – 9:40 AM	Break
9:40 AM – 10:30 AM	Patient Experience
10:30 AM – 11:15 AM	Innovations for the Present and Future of EM <i>Karen Murrell, MD, MBA</i> This session will provide a quick look at technology enabled innovations that are in the process of transforming emergency care (AI tools, wearable devices, inexpensive handheld devices, voice recognition, telemedicine, rapid POC testing, and tracking devices)
11:15 PM – 12:00 PM	Questions and Answers <i>All Faculty</i> Attendees are encouraged to challenge the faculty with the most difficult questions they can imagine. This is your last chance to pick the brains of our expert faculty! Learn from others in the room and absorb the improvement knowledge buzzing around the room. After this session, participants will be able to: <ul style="list-style-type: none"> • Gain learning to improve flow in your ED • Create sustaining contacts
12:00 PM	Seminar Adjourn