

Perfecting Emergency Department Operations

March 7 – 8, 2023 · Westin Copley · Boston, MA

All events will take place in the *Essex Center/South Ballroom*, located on the **3rd floor** of the Hotel.

Day One · Tuesday, March 7, 2023

Time	Topic
7:00 AM – 8:00 AM	Registration and Continental Breakfast
8:00 AM – 8:05 AM	Welcome and Introduction to IHI <i>Lauren Downing, Senior Event Manager, Institute for Healthcare Improvement</i>
8:05 AM – 8:45 AM	<p>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> <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
8:45 AM–10:20 AM	<p>Simulation Exercise #1: ED Operations <i>Chuck Noon, PhD, Department Head, University of Tennessee Department of Business Analytics, Principal, x32 Healthcare</i></p> <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
10:20 AM – 10:30 AM	Break
10:30 AM–12:00 PM	<p>The Physics Surrounding ED Patient Flow <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–3:15 PM	<p>ED Throughput: Optimizing Flow, Staffing, and Ancillary Performance <i>Jody Crane, MD, MBA</i></p> <p>This session identifies best practices in flow from the doctor to disposition interval. Staffing optimization, ancillary performance and operational best practices will be discussed.</p> <p>After this session, participants will be able to:</p> <ul style="list-style-type: none"> • Discuss the approach to staffing optimization • Describe best practices in lab and radiology performance

	<ul style="list-style-type: none"> • Discuss best practice flow tactics
3:15 PM - 3:30 PM	Break
3:30 PM – 4:15 PM	<p>Operational Strategies for Observation Patients <i>Christopher Baugh, MD, MBA</i> <i>Vice Chair of Clinical Affairs, Department of Emergency Medicine, Brigham and Women’s Hospital</i> <i>Associate Professor of Emergency Medicine, Harvard Medical School</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
4:00 PM – 5:00 PM	<p>Preparing for Simulation Part 2 <i>Chuck Noon, PhD</i></p>
5:00 PM	Day 1 Adjourn
5:00 PM – 6:00 PM	<p>Networking Reception <i>Gloucester/Newbury</i></p>

Day Two · Wednesday, March 8, 2023

Time	Topic
7:00 AM – 8:00 AM	Continental Breakfast
8:00 AM – 8:05 AM	<p>Welcome Back and Introduction to Day 2 <i>Jody Crane, MD, MBA</i></p> <p>Today’s agenda will be reviewed. Faculty will respond to burning questions from Day 1.</p>

<p>8:05 AM – 9:05 AM</p>	<p>Simulation Exercise #2 and Debrief : ED Operations <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 and capacity 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
<p>9:05 AM – 10:05 AM</p>	<p>Unlocking the Back Door of Your ED <i>Kirk Jensen, MD, MBA, FACEP</i></p> <p>Attendees will learn about best practices in the disposition to departure interval in the ED. Physician and nurse handoffs will be discussed. Best practices for bed placement will be discussed. Countermeasures for boarding will be presented.</p> <p>After this session, participants will be able to:</p> <ul style="list-style-type: none"> • Describe best practices for physician and nurse hands and reporting. • Describe bed placement best practices • Describe ways to managing boarding in the emergency department • Articulate the approach to developing a capacity management plan for hospital overcrowding.
<p>10:05 AM – 10:15 AM</p>	<p>Break</p>
<p>10:15 AM – 11 AM</p>	<p>Operational Strategies in Behavioral Health <i>Karen Murrell, MD, MBA</i></p> <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
<p>11:00 AM – 12:00 PM</p>	<p>Case Study TBD</p>
<p>12:00 PM – 12:45 PM</p>	<p>Lunch <i>and learn the results of the simulation!</i></p>

<p>12:45 PM – 2:15 PM</p>	<p>Execution for Improvement: Leading Change Case Study: Eastern Health <i>Kirk Jensen, MD, MBA, FACEP</i> <i>Paul Norman, RN, Director of Nursing Research, CIRRIIS Carbonear Institute for Rural Reach and Innovation by the Sea; Co-Founder, SurgeCon Innovations Inc.</i> <i>Chris Patey, BSc (Hon), MD, CCFP, FCFP, FRRMS, Site Clinical Chief, Carbonear Emergency; Assistant Professor, Memorial University Medical School</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. Hear the first-hand experience of Eastern Health’s improvement story of leading through change.</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.
<p>2:15 PM – 3:00 PM</p>	<p>Understanding & Improving Your Patient’s Experience and Your Healthcare Team’s Satisfaction <i>Kirk Jensen, MD, MBA, FACEP</i></p> <p>Patient satisfaction is a key determinant of quality of care and an important component of pay - for - performance metrics. We practice in a data driven environment where hospitals & payers measure selected aspects of the care we provide. Patient experience metrics, while at times controversial, are an important component of the modern healthcare landscape.</p> <p>After this session, participants will be able to:</p> <ul style="list-style-type: none"> • Describe the evidence in support of the interdependence between service and quality • Discuss the associations between patient satisfaction, healthcare quality, cost & outcomes as found in the medical literature. • Discuss how waits and delays are perceived by patients, families, and staff • Identify steps ED’s and staff can take to optimize relevant aspects of the patient encounter.
<p>3:00 PM</p>	<p>Seminar Adjourn</p>