Hospital Flow

Informational Call

Lauren Downing, Director, Program Management, IHI
Marianne Smith MAS-PSHQ, BSN, RN, CPPS, Project Director, IHI
Katharine Luther, RN, MPM, Vice President IHI (Retired)

May 15, 2024

Please have your mobile devices available for interactive activities on this call!
Agenda

Introduction to Program Team
Introduction to IHI methodology
Program Objectives and Attendee Poll
Introduction to Flow as a System and Priority Drivers
Overview of Course
What You Can Expect, including costs and sample Letter of Support
Our Experiences: The Hospital for Sick Children (SickKids)
Q&A
Program Team

Lauren Downing
Director, Program Management
Institute for Healthcare Improvement

Marianne Smith
MAS-PSHQ BSN RN CPPS
Hospital Flow Program Director
Institute for Healthcare Improvement
Program Faculty

Kathy Luther, RN, MPM

Retired, Director of Quality UTHealth McGovern Medical Center
Lead Faculty, Institute for Healthcare Improvement
Improving Care
Improving Lives
with You
IHI Mission
To improve health and health care worldwide

IHI Vision
Everyone has the best care and health possible
Since 1991

In large systems and small villages, we have taken improvement methods originally used in the manufacturing industry and applied them to improving all aspects of health and health care.

We build improvement capability by providing people with methods and tools to make care better.
What IHI Believes

That health and health care can and **must be better**.

There can be no quality without **equity**.

Improvement science and methods drive **results**.
IHI’s Strategy Is Focused on Improving:

- Equity
- Safety & Effectiveness
- System Resilience
How IHI Works

- Innovate
- Demonstrate Results
- Educate
- Inspire Change
Flow Program Objectives
Program Objectives

After this program, participants will be able to:

• Assess the current state of patient flow and determine major opportunities for improvement

• Analyze organizational capability, change concepts and successful interventions for creating a sustainable system for system-wide hospital flow.

• Identify and make sense of the variety of hospital-wide and community strategies and approaches needed to deliver the right care, in the right place, and at the right time.
Introduction to Flow as a System
Right Care, Right Place, Right Time

- In-depth review of a framework for improving patient flow throughout the hospital
- Specific change ideas for improving hospital-wide patient flow
- Recommended flow measures for the hospital system
- Guidance on creating an action plan to get started
- How to develop a portfolio of improvement projects to support hospital-wide goals for patient flow

https://www.ihi.org/resources/white-papers/achieving-hospital-wide-patient-flow
Aim: Optimize patient placement to ensure the right care, in the right place, at the right time

Primary Drivers:

- Shape or Reduce Demand
  - S1. Provide end-of-life care in accordance with patients’ wishes (what care, and where)
  - S2. Decrease demand for medical-surgical beds by preventing avoidable hospital readmissions
  - S3. Decrease unnecessary bed days after patients meet medical readiness criteria for discharge or transfer to community settings of care
  - S4. Decrease ED visits and acute care hospital admissions
  - S5. Decrease demand for hospital beds by reducing preventable harm
  - S6. Decrease artificial variation in surgical scheduling

- Match Capacity and Demand
  - S7. Utilize a data-driven learning system for hospital-wide patient flow
  - S8. Utilize real-time demand and capacity management processes

- Redesign the System
  - S9. Improve efficiencies, length of stay, and throughput in the emergency department
  - S10. Improve efficiencies, length of stay, and throughput in the short stay unit
  - S11. Improve efficiencies, length of stay, and throughput in the intensive care unit
  - S12. Improve efficiencies, length of stay, and throughput in medical-surgical units
  - S13. Improve efficiencies and throughput in the operating room
  - S14. Develop medical readiness criteria for timely progression of patients to appropriate clinical units throughout the hospital stay and at discharge
Program Overview
# Overview of Course and Subjects

<table>
<thead>
<tr>
<th>Date</th>
<th>Live Virtual Session (topics to be confirmed)</th>
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<tbody>
<tr>
<td>Tuesday, Sept 17</td>
<td>Looking at Flow as a System; Strategies to Achieve System-wide Hospital Flow</td>
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<tr>
<td>Thursday, September 19</td>
<td>Key Principles in Managing Care; Integrating Lean Thinking and Quality Improvement</td>
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<tr>
<td>Tuesday, September 24</td>
<td>Improving Emergency Department Efficiencies and Patient Flow; Improving Care of Psychiatric Patients, Short-Stay Units &amp; Observation Status Patients</td>
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<tr>
<td>Thursday, September 26</td>
<td>Storyboard Rounds; Using Quality Improvement to Optimize Discharge Efficiency</td>
</tr>
<tr>
<td>Tuesday, October 1</td>
<td>Using Advanced Analytics for Improvement and Forecasting; Managing Elective OR Schedules and Predicting Downstream Demand</td>
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# Overview of Course and Subjects

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<tr>
<td>Tuesday, October 8</td>
<td>Utilizing Data-driven Systems; Breakouts (Managing Spectrum of Demand; Strategies to Optimize Nurse Staffing); Northwell Health Case Study: A Discussion</td>
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<tr>
<td>Tuesday, October 15</td>
<td>Storyboard Rounds; Breakouts (Hospital @ Home; Case Management and Population Health Strategies)</td>
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<td>Tuesday, October 22</td>
<td>Shaping and Reducing Demand; Reduce Unnecessary Bed Days</td>
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<tr>
<td>Tuesday, October 29</td>
<td>Creating Value in Health Care; Cincinnati Children’s Hospital Medical Center Case Study; Utilization of Hospital-wide Metrics to Guide Learning within and across Projects for Achieving Results</td>
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<td><strong>Thursday</strong>, October 31</td>
<td>Putting it all Together: Strategies to Achieve System-wide Results</td>
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Core Faculty

Pat Rutherford, RN, MS
Retired, Vice President
Institute for Healthcare Improvement

Kathy Luther, RN, MPM
Retired, Director of Quality
UTHealth McGovern Medical School

Lloyd Provost, MS
Statistician
Associates in Process Improvement

Jane Taylor, EdD
Improvement Advisor & Learning Advisor

Frederick Ryckman, MD
Retired, Senior Vice President, Medical Operations
Cincinnati Children’s Hospital Medical Center
Guest Faculty
Who Should Attend

Teams of **5 or more** strongly recommended

Leaders with accountability for outcomes related to delivering the right care, in the right place, at the right time

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<th>Participants may include:</th>
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<tbody>
<tr>
<td>Chief Executive Officers</td>
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<tr>
<td>Chief Operating Officers</td>
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<tr>
<td>Chief Nurse Executives</td>
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<tr>
<td>Surgeons and Medical Directors</td>
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<tr>
<td>Nursing Directors</td>
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<tr>
<td>Service Line Leaders</td>
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<tr>
<td>Financial Analysts</td>
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<td>Quality Improvement Leaders</td>
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<tr>
<td>Patient Safety Officers</td>
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<tr>
<td>Chief Quality Officers</td>
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<tr>
<td>Bed, Access, Operations, and Flow Professionals</td>
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In support of improving patient care, the Institute for Healthcare Improvement is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC), to provide continuing education for the healthcare team.
Expectations

- Attendance
- Active Participation
- Asynchronous Assignments
Past Participant Experiences: Sick Kids Toronto
## Members and Roles of Hospital-wide Team

<table>
<thead>
<tr>
<th>Member (all Virtual attendees)</th>
<th>Roles/Position</th>
<th>Area</th>
<th>Contact Email</th>
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</thead>
<tbody>
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What’s Next?

Register

https://www.ihi.org/education/InPersonTraining/Hospital-Flow-Professional-Development-Program/Pages/default.aspx

Discounts and Scholarships

Group discounts and scholarships available

Funding Letter of Support

Shared in chat for you to modify & send to leadership

Have additional questions?

Email ldowning@ihi.org to schedule time
Get Involved

Check out our free resources on ihi.org
Toolkits, White Papers, WIHI, Open School, Blogs

Connect with us on social
Twitter, LinkedIn, Facebook, Instagram

Learn from us in person or online
Conferences, professional development, virtual learning, fellowship

Find customized help
Onsite diagnostics, customized services, and partnerships
thank you