



Hospital Flow Informational Call

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

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

May 21, 2025

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 and Expectations
- Q&A



Program Team



Lauren Downing
Director, Program Management
Institute for Healthcare Improvement



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



Kathy Luther
RN MPM
Retired, Director of Quality UTHHealth
McGovern Medical Center
Faculty, Institute for Healthcare Improvement



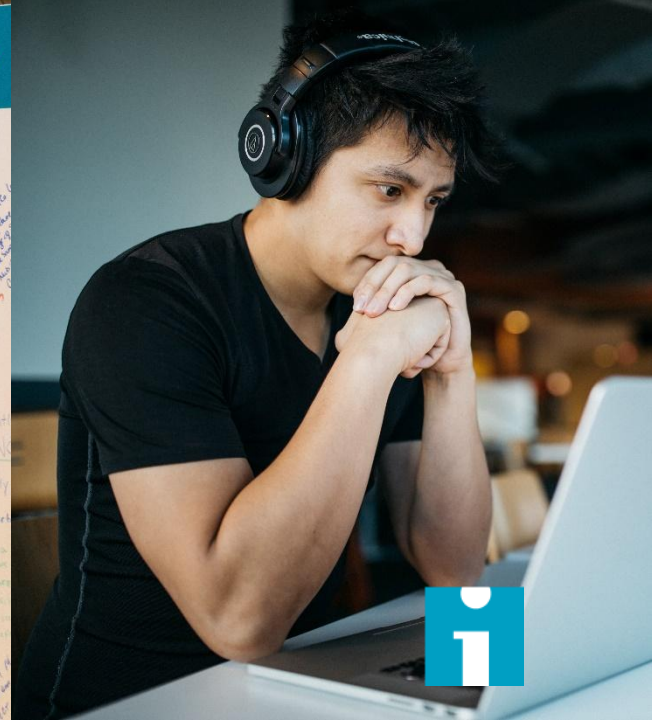
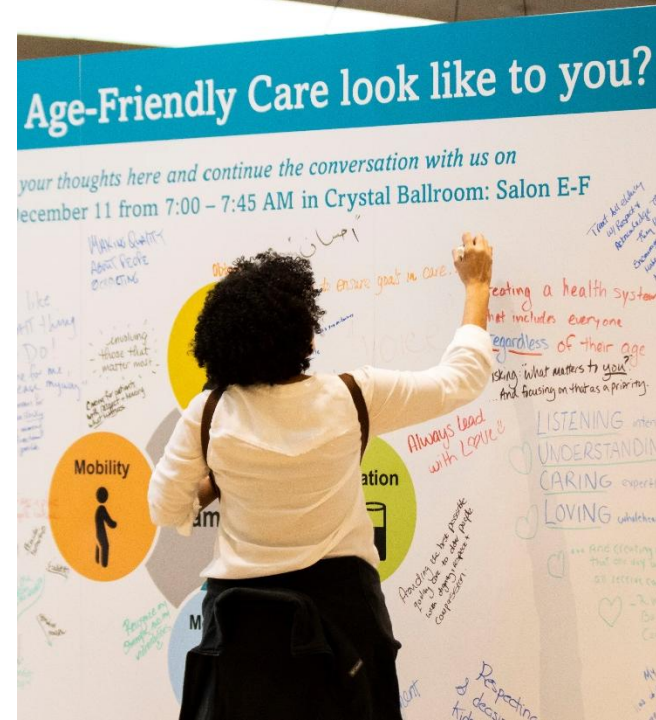
Let's improve health and health care together



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.



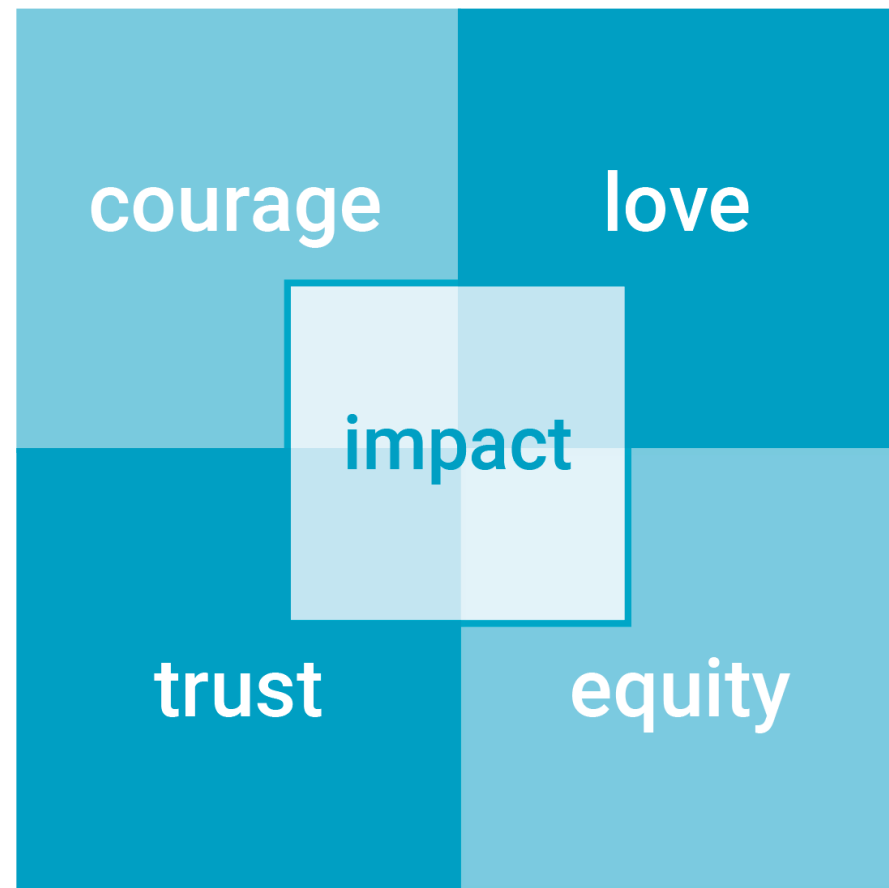
Our Mission

To improve health
and health care
worldwide

Our Vision

Everyone has
the best care and
health possible

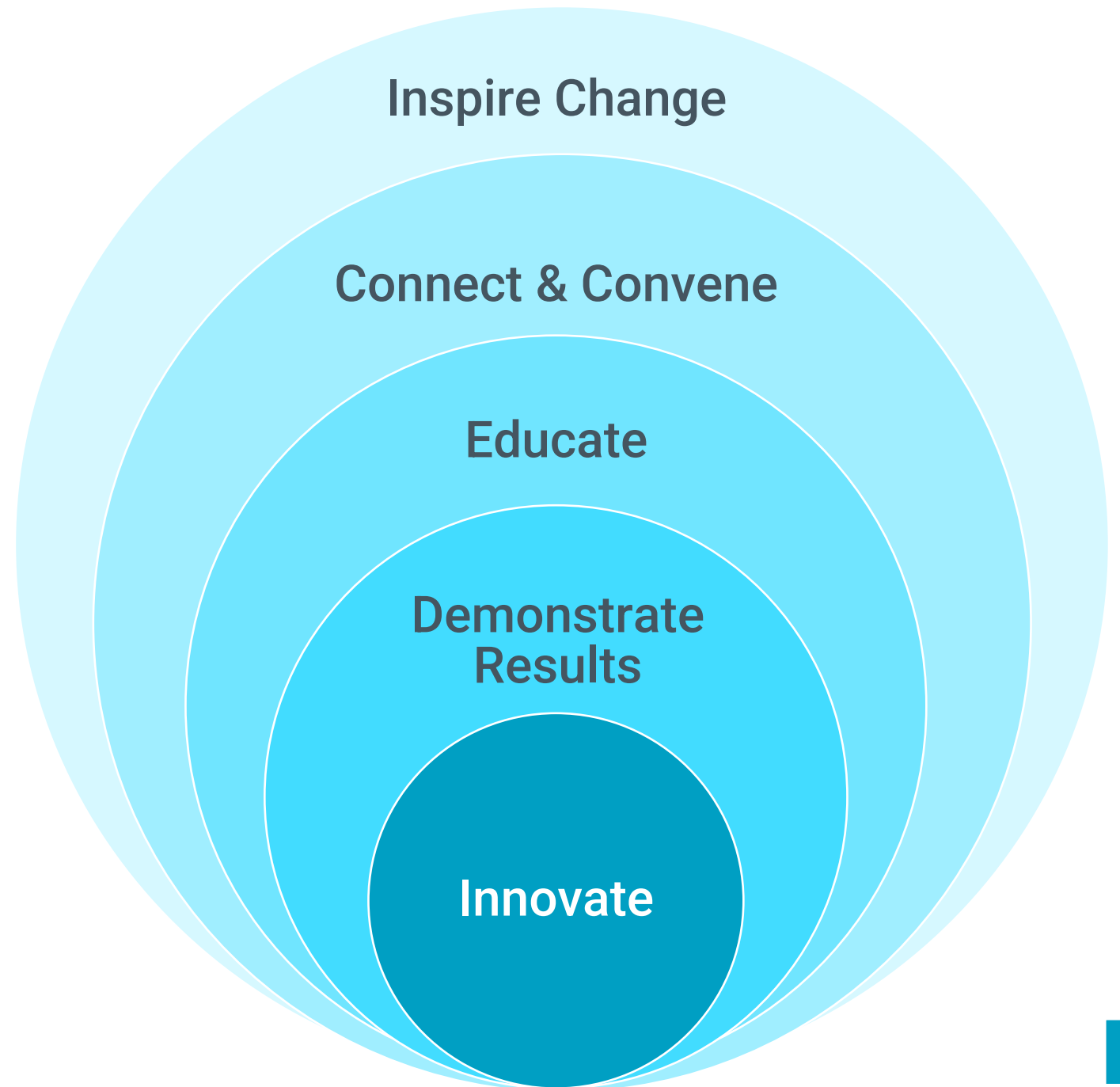
Our Values



How IHI Works

IHI's work is grounded in improvement science.

IHI uses and teaches practical quality improvement methods to enable sustainable changes in all aspects of health and health care.



IHI's Recent Work and Impact



Patient Safety

56% reduction
in central-line-
associated bloodstream
infections

*(CLABSI) by Stop Infecao
participants (infection
prevention initiative
in Portugal)*



Health Equity

71% reduction
(in <2 years)
in hypertension
management disparity
between patients of
color and white
patients

*at Reliant Medical Group
in Massachusetts*



Workforce Wellbeing

48% reduction
in percentage of
staff reporting burnout
2 months after
implementing IHI's Joy
in Work framework

*at University of Cincinnati
Medical Center (UCMC)*



Population Health

9% reduction
in early term
births

*in a National Preterm
Birth Prevention
collaborative in Australia.*



Our Global Reach

4,000+

Recognized
Age-Friendly
Health
Systems



62

countries in
which IHI has
done work



10M+

Open School
courses
completed



6,000+

Fewer women
experiencing
emotional harm
from Better Maternal
Outcomes/Merck
for Mothers work



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.





8 responses submitted

In just a couple of words, why is hospital flow a priority for your organization?

Scan the QR or use
link to join



<https://forms.office.com/r/Nv73JAHhEF>

Copy link

"Patient experience "

"Efficiency "

"Efficient throughput, reduced LOS"

"Improved metrics"

"Timely care"

"Patient safety "

Wordcloud

All responses



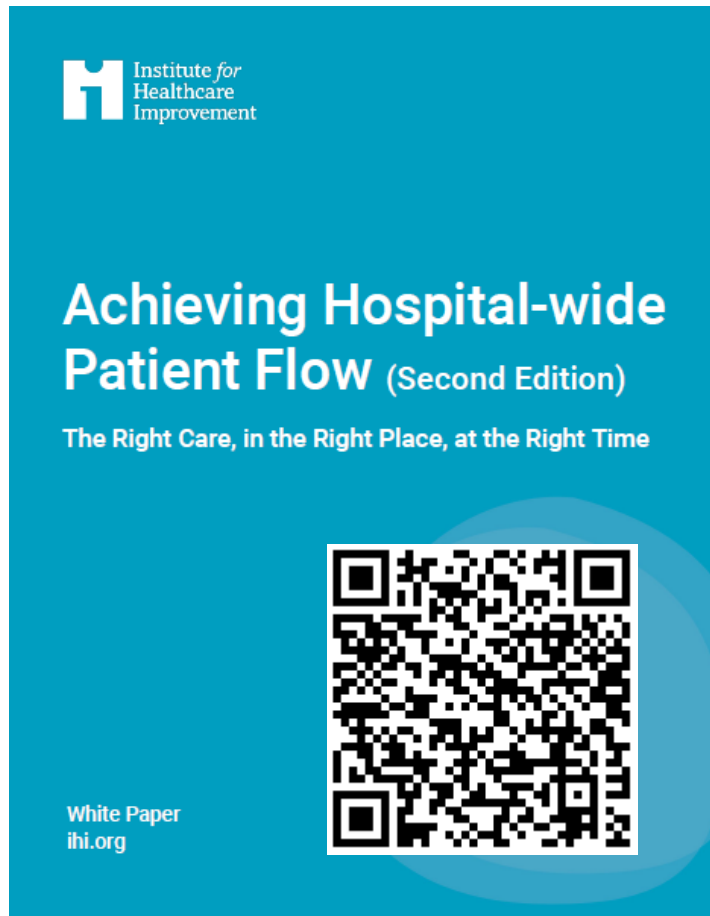
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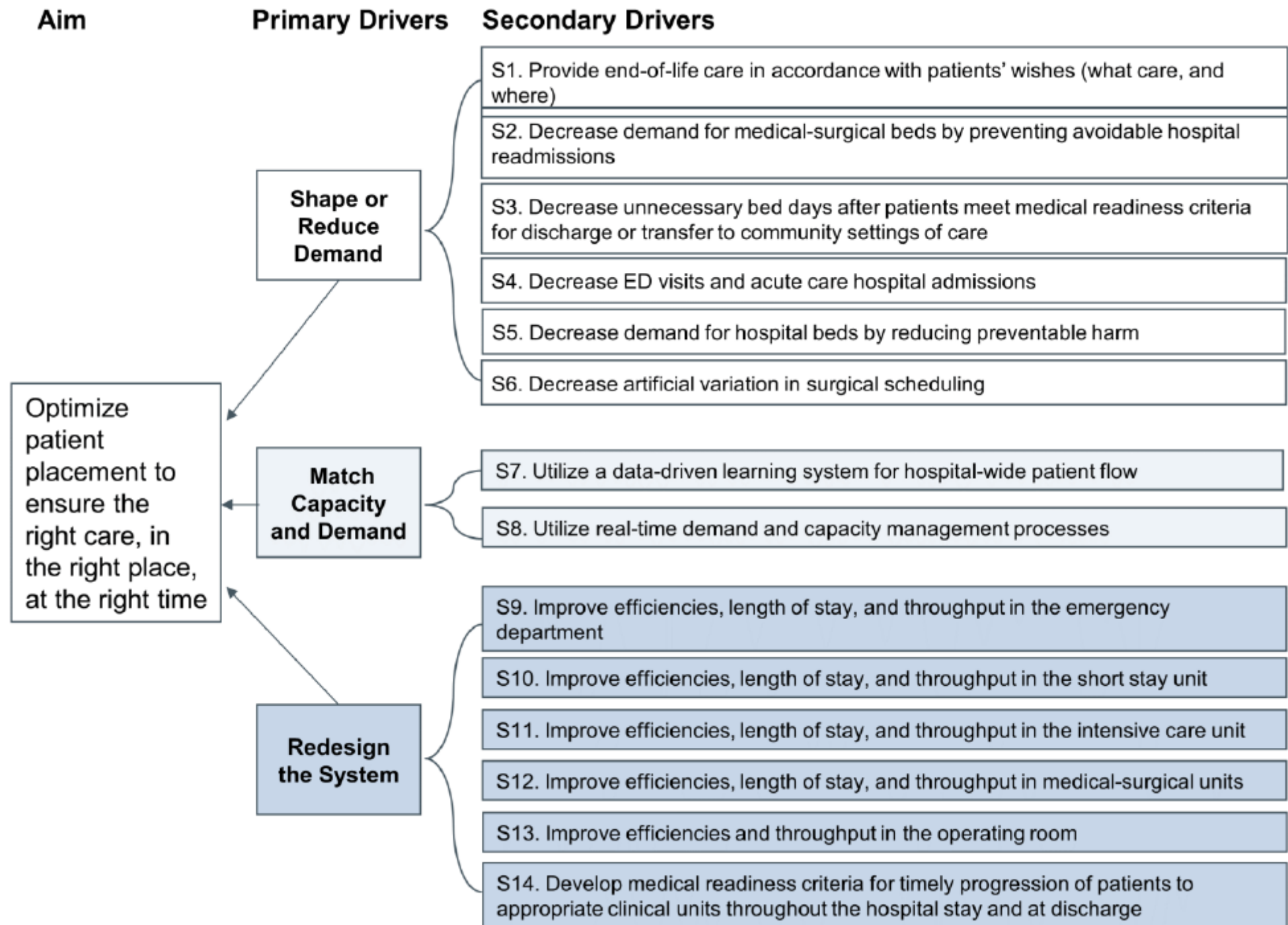
Introduction to Flow as a System



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





0 response submitted

In your opinion, which Primary Driver is a priority for your organization?

Scan the QR or use
link to join



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Copy link

Shaping or Reducing
Demand

Matching Capacity and
Demand

Redesigning the System

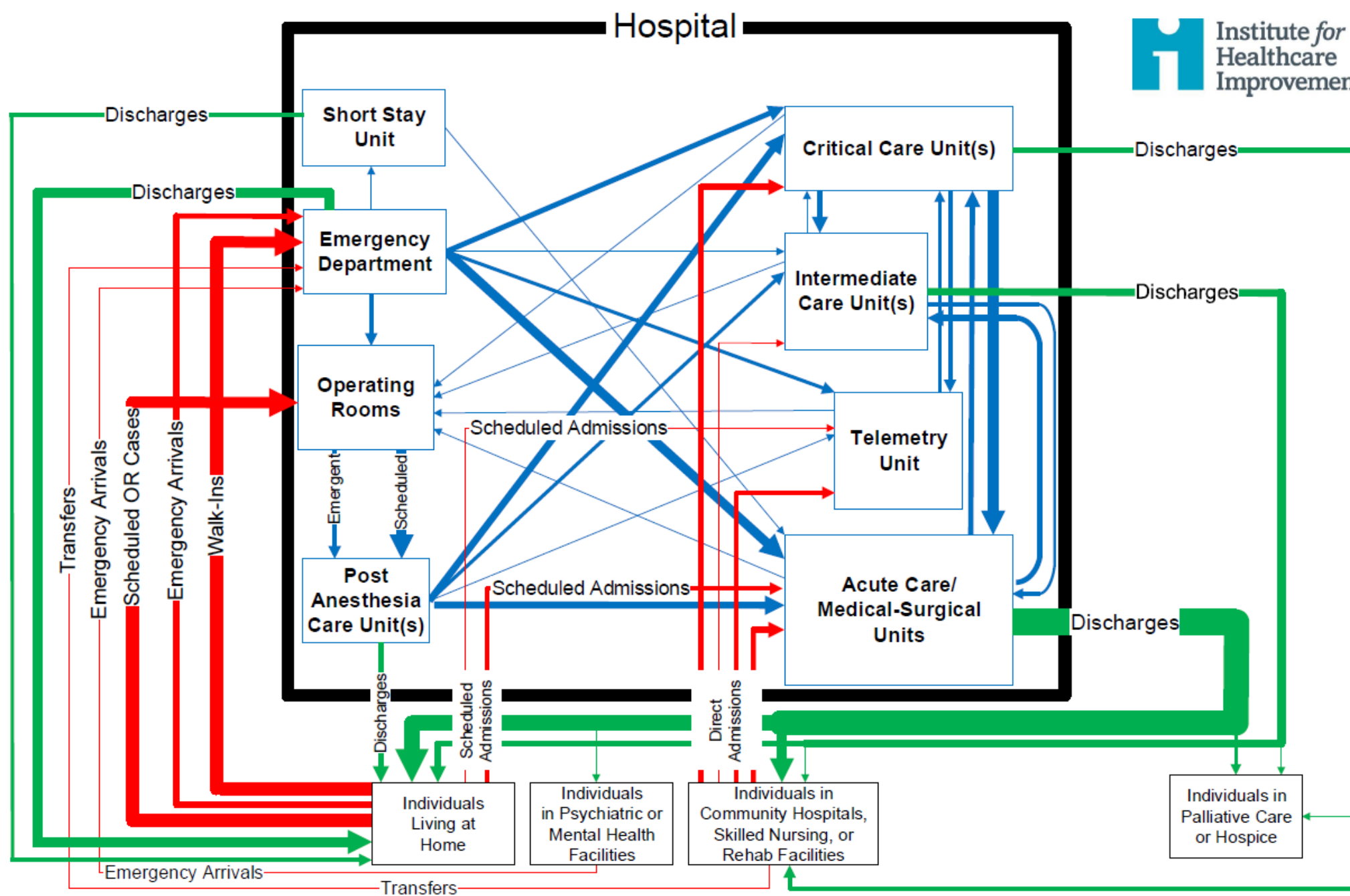
Treemap

Bar



1 of 1





Program Overview



Course Topics and Sample Agenda

DATE	LIVE VIRTUAL SESSION
Tuesday, September 30	Looking at Flow as a System; Strategies to Achieve System-wide Hospital Flow
Thursday, October 2	Key Principles in Managing Care; Integrating Lean Thinking and Quality Improvement
Tuesday, October 7	Improving Emergency Department Efficiencies and Patient Flow; Improving Care of Psychiatric Patients, Short-Stay Units & Observation Status Patients
Thursday, October 9	Storyboard Rounds; Using Quality Improvement to Optimize Discharge Efficiency
Tuesday, October 14	Using Advanced Analytics for Improvement and Forecasting; Managing Elective OR Schedules and Predicting Downstream Demand
Thursday, October 16	Utilizing Data-driven Systems; Breakouts (Population Health Strategies; Strategies to Optimize Nurse Staffing); Northwell Health Case Study
Tuesday, October 21	Storyboard Rounds; Breakouts (Hospital @ Home; Managing Spectrum of Demand)
Thursday, October 23	Shaping and Reducing Demand; Reduce Unnecessary Bed Days
Tuesday, October 28	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
Thursday, October 30	Putting it all Together: Strategies to Achieve System-wide Results



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



Recent Guest Presenters



Karen Murrell, MD, MBA
Physician Director, Cascade
Park & Longview Urgent
Care



**Eric Bates, MBA, BSN, RN,
CENP**
Senior Director, Patient Care,
Northwell Health



Gregory Snyder, MD, MBA
VP, Clinical Strategy & Quality
Improvement, Medically
Home



Maureen Bisognano
President Emerita and
Senior Fellow, Institute for
Healthcare Improvement



Christine White, MD, MAT,
Chief Capacity, Flow and
Access Officer, CCHMC



James Rudy
Senior Director, Operations,
Northwell Health



Denise White, PhD,
Senior Director, Access,
Flow & Capacity, CCHMC



**Jennifer Santoro Shickler,
MSN, RN, NE-BC,**
Deputy Chief Nurse, Northwell
Health



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

Team
Participants
may
include:

- Chief Executive Officers
- Chief Operating Officers
- Chief Nurse Executives
- Surgeons and Medical Directors
- Nursing Directors
- Service Line Leaders
- Financial Analysts
- Quality Improvement Leaders
- Patient Safety Officers
- Chief Quality Officers
- Bed, Access, Operations, and Flow Professionals



Continuing Education



JOINTLY ACCREDITED PROVIDER™
INTERPROFESSIONAL CONTINUING EDUCATION

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

Letter of Support

Regular Rate: \$5,500

Group Rate of 3+: 15% discount per
person

Dear [SUPERVISOR'S NAME],

Hospital flow delays and failures increase safety risks for patients, negatively impact revenue, affect staffing & staff engagement, and contribute to unpleasant experiences for our patients. Improving our flow requires new knowledge and skills, so I'm seeking your approval to attend the Institute for Healthcare Improvement's (IHI's) **Hospital Flow Professional Development Program** beginning September 30, 2025.

This intensive IHI program is led by renowned faculty and designed for hospital leadership team members who are tasked with hospital operations, throughput, and ensuring optimal patient flow in the acute care setting.

Through the completion of this course, I will learn to construct effective solutions that substantially improve patient flow throughout the hospital by addressing:

- inpatient bed availability,
- predictable length of stay,
- timely discharge,
- safe care, and
- high-quality outcomes of treatment

This is an intensive, experience-based [training](#) delivered in a live-virtual format with ten 3.5-hour sessions.

The cost of my attendance is \$5,500. In addition to the live virtual sessions, it includes asynchronous support activities and optional office hours with IHI's expert faculty. The time commitment is approximately 40 hours, including the virtual session, asynchronous support activities, and reflection on learning.

IHI offers a 15% group discount for those organizations who send three or more people. The discounted fee is \$4,675 per registration. If interested, IHI requires you to [complete the Group Registration form](#).

Continuing education credits will be offered for physicians, nurses, and certified professionals in patient safety.

Thank you for considering this investment in our organization and my professional development. I look forward to discussing this with you at your earliest convenience.

Best,
[YOUR NAME]



What's Next?

Register

<https://www.ihl.org/education/training/hospital-flow-professional-development-program-september-2025>

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@ihl.org



thank
you