

# Solving ED Bottlenecks: A 54-Bed Hospital's Path to Better, Faster Care



## Solution Spotlight: Tabletop Exercise

This tabletop exercise brought together hospital leaders, nursing staff, ED clinicians and the Envision team to identify areas for improvement. Along with the addition of an APP screener, the exercise uncovered the opportunity to create a vertical workflow wherein patients are triaged in a dedicated private space, move to a room for treatment and then wait in the lobby for dispositioning and/or further care. This vertical flow was vital to improving throughput and patient experience.

## Success Partnering with Envision Physician Services



**64%**  
**decrease**

in door to QMP, from  
73 minutes  
to 26 minutes



**63%**  
**decrease**

in LWBS rates,  
from 9.1% to 3.4%



**22%**  
**decrease**

in overall length of  
stay, from 286 minutes  
to 223 minutes



**21%**  
**decrease**

in discharge length of  
stay, from 270 minutes  
to 212 minutes



## The Challenge: Maintaining Care Quality and Throughput in an Isolated Community

This hospital experienced challenges with which other rural and community hospitals are familiar, mostly related to clinical recruitment. Many of its clinicians faced lengthy commutes because of its remote location. Peak hours with more than 20 patients arriving made these challenges particularly noticeable.

Envision collaborated with hospital administration and ED staff to identify consequent throughput hindrances, including elevated length of stay (LOS) and door to qualified medical provider (QMP) times. The team also prioritized patient experience improvements, targeting inconsistent "Would Recommend" scores and left without being seen (LWBS) rates that peaked at 13.1 percent.

To discuss how Envision's national resources and focus on providing patient-centric care can elevate performance at your facility, leading to better outcomes and experience, call us at **888.288.9025**.



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## Solutions: Revamping Workflow and Properly Leveraging Data

### A reimagined workflow can ensure proper utilization of resources and lessen the strain on ED staff.

To identify workflow improvement opportunities, Envision's ED leadership team collaborated with hospital administration and staff to hold a tabletop exercise. This exercise revealed the need for a vertical flow in one ED area. Previously, patients would wait in a room to receive care from an APP. Now APPs triage patients in a dedicated private space, move them to a room for treatment and then have them wait in the lobby for further care or dispositioning.

### Empowering ED techs to participate in quality improvement methods frees up nursing resources.

The tabletop exercise also revealed opportunities for the ED team to integrate with environmental services to clean and turn rooms over and to facilitate patient flow to and from those rooms. With nursing resources tight, hospital executives agreed to place an experienced tech in the role of pod navigator, who was then tasked with the following:

- Monitoring the tracking board to expedite disposition
- Informing clinicians of test results availability
- Turning rooms and coordinating patient flow with nurses

### Proper utilization of data allows leaders to anticipate and prevent issues.

The hospital's data analysts built workbench reports capturing total encounters by provider, average LOS by provider, and other major KPIs. The reports also identified the top 10 chief complaints and the top 10 reasons for admissions to the floor each day. The team shared the data with clinicians each month to keep them informed of progress.

### Meaningful, collaborative training boosts clinician engagement while elevating care quality.

The team also held Meaningful Moments sessions — specialized trainings for ED staff and ancillary departments with a touchpoint within the ED. Led by an Envision regional medical director and an Envision patient experience leader, these three-hour sessions focused on service recovery, keeping patients informed and preventing burnout among the care team. Based on feedback from the approximately 120 participants, these sessions successfully re-energized the team.

## Results: Improved Resource Utilization and Enhanced Care Quality

The joint efforts of Envision and hospital staff to revamp the ED workflow paid off. Implementing the APP screener reduced discharge LOS and overall LOS to consistent lows. Enabling techs to act as pod navigators empowered them as members of the care team and provided real-world insight into workflow bottlenecks and potential areas for improvement.

The renewed focus on data helped the leadership team recognize trends and anticipate issues, empowering them to mitigate shortages as Envision continues recruiting the best clinicians for this facility.

Improved workflow and overall quality metrics have also led to a substantial increase in patient experience as well as a significant ROI as ED capacity grows and LWBS goes down.

## Hospital Profile



**Level 4  
trauma center**



**ED sees 70k annual  
patient visits**



**ED has 54  
treatment spaces**

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