



ED to Medicine Hand-Off Initiative

A Safe & Efficient Patient Transition from the ED to an Inpatient Medicine Bed

On Behalf of the MGH Hand-Off Initiative Team:

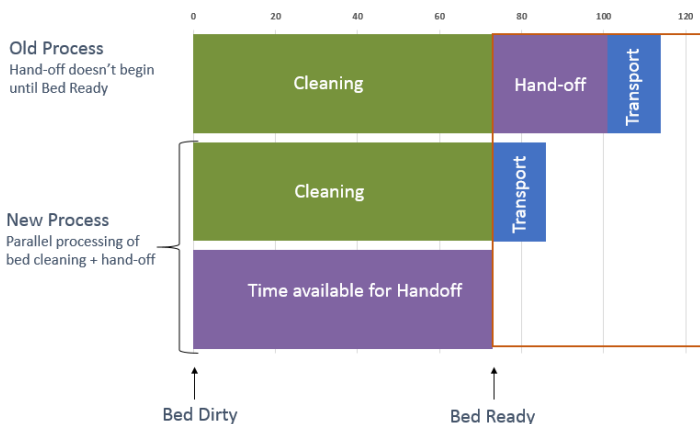
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BACKGROUND/PROBLEM STATEMENT:

Over 1,000 patients are admitted to the Medicine service from the ED each month. Once a patient's assigned inpatient bed was ready/clean it took almost 2 hours to transfer the patient to that bed. Delays in transitioning patients to inpatient beds exacerbates serious ED overcrowding. Decreasing the time required for care transitions, without sacrificing safety has been a key organizational goal. Historical efforts to improve this process have been difficult due to the complexity and need for a coordinated effort across multiple role groups and departments.

OUR AIM:

To decrease the median time between "bed ready" (ED patient's assigned bed is clean) and the patient's arrival to their assigned bed on 9 specific inpatient Medical units from 100 mins to 60 mins by March 31, 2018.



TEAM INTERVENTIONS:

 Four multidisciplinary teams worked in a parallel & coordinated fashion

1 Admitting & Patient Care Unit Coordination

- ✓ Developed guidelines defining a "definite discharge"
- ✓ Developed workflows for the inpatient care team to communicate planned discharges at least 1 hour prior to actual discharge
- ✓ Admitting uses definite discharge information to assign patients to a unit & bed

2 RN Hand-off Process

- ✓ Hand-off may occur during cleaning of an assigned bed
- ✓ Inpatient RN initiates hand-off when an assigned bed is empty and contacts the ED RN to set time for hand-off
- ✓ Standard template used for hand-off content

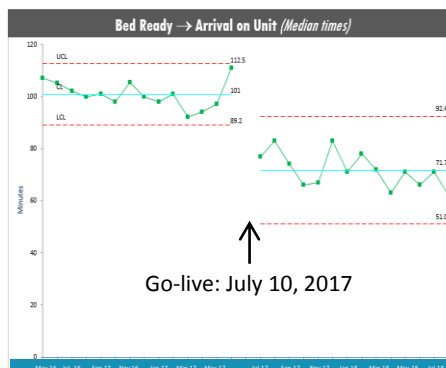
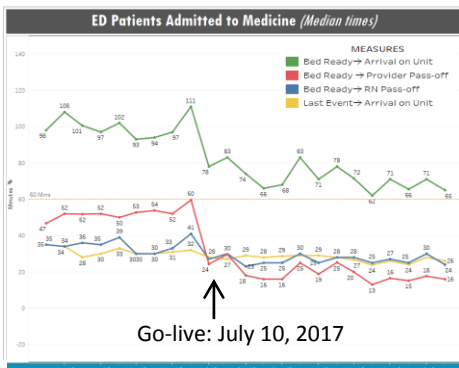
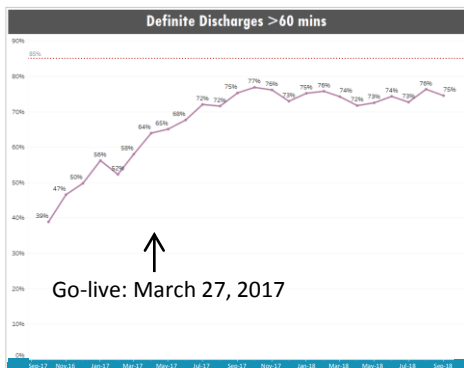
3 Provider Hand-off Process

- ✓ Hand-off may occur during cleaning of an assigned bed
- ✓ Epic-driven auto-page is sent to ED and inpatient providers when an assigned bed is empty
- ✓ Standard template used for hand-off content
- ✓ Defined an escalation process for delayed hand-off

4 Transition to Inpatient Unit

- ✓ Standardized the process for requesting ED transport
- ✓ Wheelchairs used where possible to transport patients
- ✓ Decreased the amount of time a transporter waits if patient is not ready

RESULTS:



DISCUSSION:

The median time from "bed ready" to patient arrival on the unit has decreased from 100 min (Oct-Nov'16) to 66 min (Oct'17-Aug'18).

While the 60 min aim has yet to be achieved, we have sustained a dramatic improvement. We continue to focus on this quality improvement project and hope to attain or exceed our goal.

KEYS TO SUCCESS:

- ▶ Strong leadership engagement from:
 - Emergency Department
 - Department of Medicine
 - Patient Care Services
- ▶ Shared accountability around interdependent metrics among the working groups
- ▶ Substantial process improvement support
- ▶ Use of iterative data to drive change
- ▶ Key measures presented monthly using an interactive Tableau Dashboard

HAND-OFF INITIATIVE WORKGROUP TEAM LEADERS:

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