Improving Emergency Department Throughput
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Objective
Improve patient throughput in the Emergency Department to ensure patients are discharged or admitted to inpatient, in a timely manner.

Background Information
Nebraska Medicine Emergency Department is a Level One Trauma Center.
- FY18 ~64,000 Visits (~30% are admissions)
- Total of 69.5 FTE’s of Nurses
- Increasing Psyche Patient Population

Publicly Reported Emergency Department Throughput Metrics:
- CMS – Inpatient Quality Reporting Program
- Joint Commission

Solutions

<table>
<thead>
<tr>
<th>Problems</th>
<th>Solutions</th>
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<td>Disjointed communication between ED RN and Inpatient RN</td>
<td>Inpatient nurse to be added to the patients treatment team</td>
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<td>Lack of clean inpatient rooms</td>
<td>Worked with environmental services to clean rooms in a more timely manner</td>
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<td>Team unsure when transfer could occur</td>
<td>Improved timeliness of documentation of nurse to nurse hand off</td>
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<td>No clear indication on when patient was ready for discharge</td>
<td>Utilize EPIC for increased visualization and implement throughput leads</td>
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<td>Inconsistent use of Nurse driven protocol orders</td>
<td>Introduce new standardized protocol orders, educate, and track usage</td>
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Current State Analysis Results
- Observation of frontline staff identified variation in practice
- Continue to stress process created by team

Project Team
- Two separate project teams for patients admitted as inpatient and those discharged.
- Team members consisted of: Emergency Department Nurses, Inpatient Nurses, EVS Staff, Float Nurses, Emergency Department Technicians, and ED Physicians.
  - Discharge team included Lab and Radiology staff for Lean focused work.
  - Weekly meetings: several members met remotely
  - Worked together to identify problems, and develop solutions
  - Staff education developed; completed by all staff nurses and patient care techs
  - Documentation compliance monitored via monthly reporting

Inpatient
- Percentage of Encounters with Protocol Orders Placed

Discharged
- % Success - Transferring a Patient within 30 Minutes
- Patients Discharged within 14 mins of Discharge Disposition
- Patients Discharged within 109-108 mins

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