



Flow Seminar Preview

Deb Kaczynski, MS
Roger Resar, MD
Kevin Nolan, MStat, MA

September 11, 2014
2:00 PM – 2:45 PM EST

Call Agenda

2:00 PM – 2:05 PM	Welcome & Introductions Seminar Overview
2:05 PM – 2:15 PM	Overview: the Journey to Get Where We Are
2:15 PM – 2:25 PM	Introduction to Real Time Demand Capacity
2:25 PM – 2:35 PM	Success at University of Pittsburgh Medical Center (UPMC)
2:35 PM – 2:45 PM	Q&A



Seminar Logistics

- Cracking the Code to Hospital-Wide Patient Flow Seminar
- October 23 – 24, 2014
- Westin Denver Downtown, Denver, CO
 - *Book your hotel reservation by October 1st to get the discounted rate.*



Meet Our Faculty

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- **Kevin Nolan, MA, MStat**, Statistician and Consultant, Associates in Process Improvement and Senior Fellow, IHI



- **Roger Resar, MD**, Senior Fellow, IHI



- **Deb Kaczynski, MS**, Administrative Director of Ancillary Services and Capacity Management, University of Pittsburgh Medical Center (UPMC) Mercy



What You'll Learn

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As a result of this program, participants will be better equipped to:

- Create a system to support Real Time Demand-Capacity management (RTDC)
- Have a method to identify barriers to flow in your organization
- Create a plan for improving flow
- Use measures to support the improvement work



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The Journey to Get Where We Are

Kevin Nolan



The IHI Learning Journey

- IHI Inpatient Flow Collaborative (2003 - 2009)
- Learning from other disciplines
- Applying key strategic concepts



Resar, R., Nolan, K., Kaczynski, D., Jensen K. *Using Real-Time Demand Capacity Management to Improve Hospital-wide Patient Flow*. Journal on Quality and Patient Safety. Vol. 37, No. 5, May 2011; Pages 217-227.



Preview of the Agenda

- **Ideas:**
 - Real Time Demand Capacity (RTDC) management
 - Hospital-wide bed meetings: a more detailed review
 - Focusing improvements on barriers identified through RTDC
- **Execution:**
 - Understanding hospital performance
 - Case study on RTDC from the Gundersen Health System
Lisa Lock, RN, BSN, Clinical Manager (includes the Cardio Pulmonary and Medical Specialty Units)
Rik Kansteiner, MBA, Project Manager, Efficiency Improvement Department
 - Change Management



An Introduction to Real Time Demand Capacity (RTDC)

Roger Resar



Real Time Demand Capacity Approach

- Improves flow by more closely matching capacity and demand for at least 25% of the day
- Allows the organization to determine the key barriers causing flow delays



Real Time Demand Capacity Perspective

Hospitals require an administrative system for patient flow that:

1. **Predicts** at a unit and hospital level the capacity to accept admissions
2. **Predicts** at a unit and hospital level the demand (admissions) and **assesses** whether the capacity matches that demand (*at least within the timeframe defined by patient flow goals for ER door to floor, etc*)
3. For any unit where demand is predicted to be greater than capacity, **creates a plan** to match capacity and demand
4. Evaluates the success or failure of the documented **plan**
5. Uses the **failures or successes of plans** to develop the key improvement projects to improve flow.



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Success with RTDC at UPMC

Deb Kaczynski



University of Pittsburgh Medical Center

-UPMC is a \$10 billion global health enterprise with more than 55,000 employees

-Integrates 20 hospitals, 400 MD offices, outpatient sites, health insurance services division, international and commercial services

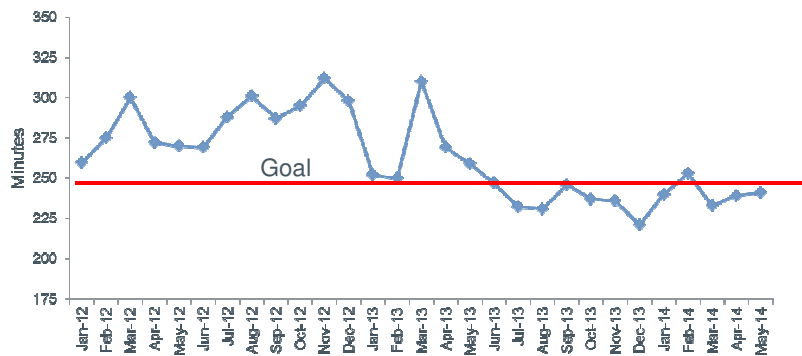
-UPMC acquired Mercy Hospital on January 1, 2008



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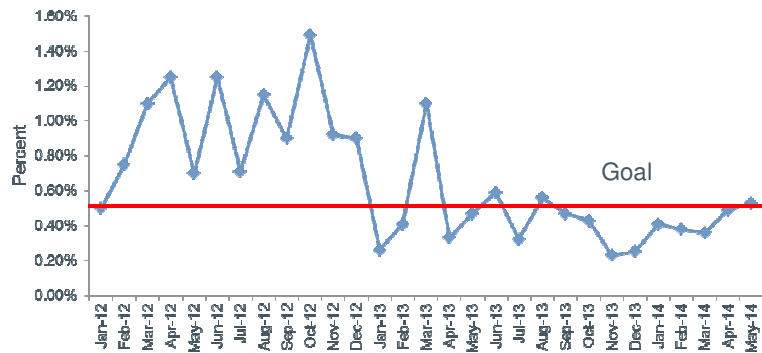
UPMC Mercy: ED Median Admit LOS



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UPMC Mercy: LWBS Rate



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How RTDC Changed UPMC Mercy

- Each inpatient unit took control of their patient flow
- Nursing Supervisors now support efficient patient flow vs being entirely responsible for patient flow
- No longer are there surprises of not enough or too many beds at 5pm
- “Busy days” are now just regular days with more plans put into effect.
- Barriers in the day to day management of demand and capacity drive the hospitals improvement projects, not board room meetings.



Questions?

Event Manager: Sarah Goggins:

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