

2024 VIZIENT CONNECTIONS SUMMIT

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Improving the ED Experience and Efficiencies: 5 Strategies From 2 Large Systems

Jason Knight, MD, MBA Chief Medical Officer and Emergency Room Medical Director

Courtenay Bruce, JD, MA, Associate Chief Experience Officer

Erica Richardson, MPH, System Program Director Emergency Services

Amanda Bacque, MHA, Director, Consumer Experience

Tatiana Guertin, MSN, RN, CEN, Director of Nursing, Emergency Services and Hospital Throughput

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Learning Objectives

- Discuss interventions to provide tangible guidance to operational leaders on how to improve their ED experience.
- Explain the roles of process improvements, accountability structures and process engineering and the impact each of them has on outcomes.



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Houston Methodist Entities



Houston Methodist Hospital



Houston Methodist The Woodlands



Houston Methodist Baytown



Houston Methodist Sugar Land



Houston Methodist Willowbrook



Houston Methodist West



Houston Methodist Clear Lake



Houston Methodist Cypress



Houston Methodist Deer Park ECC



Houston Methodist Sienna ECC



Houston Methodist League City ECC



Houston Methodist Kirby ECC



Houston Methodist Voss ECC



Houston Methodist Pearland ECC



Houston Methodist The Woodlands ECC



Houston Methodist Cinco Ranch ECC



Houston Methodist Cypress ECC



Houston Methodist Spring ECC

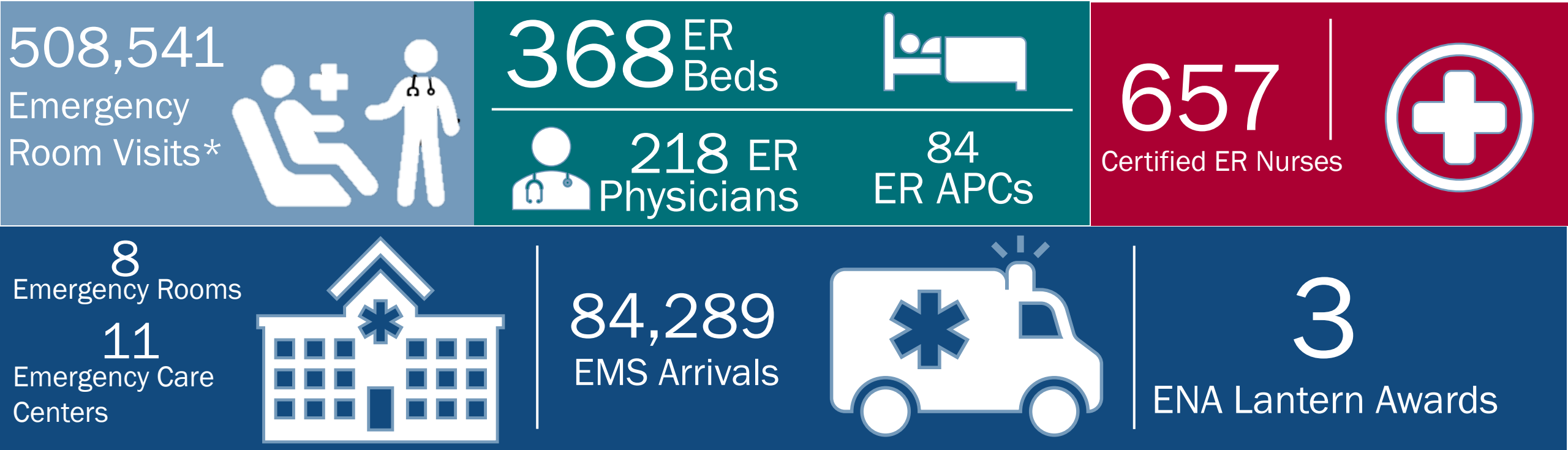


Houston Methodist Magnolia ECC



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Houston Methodist By the Numbers

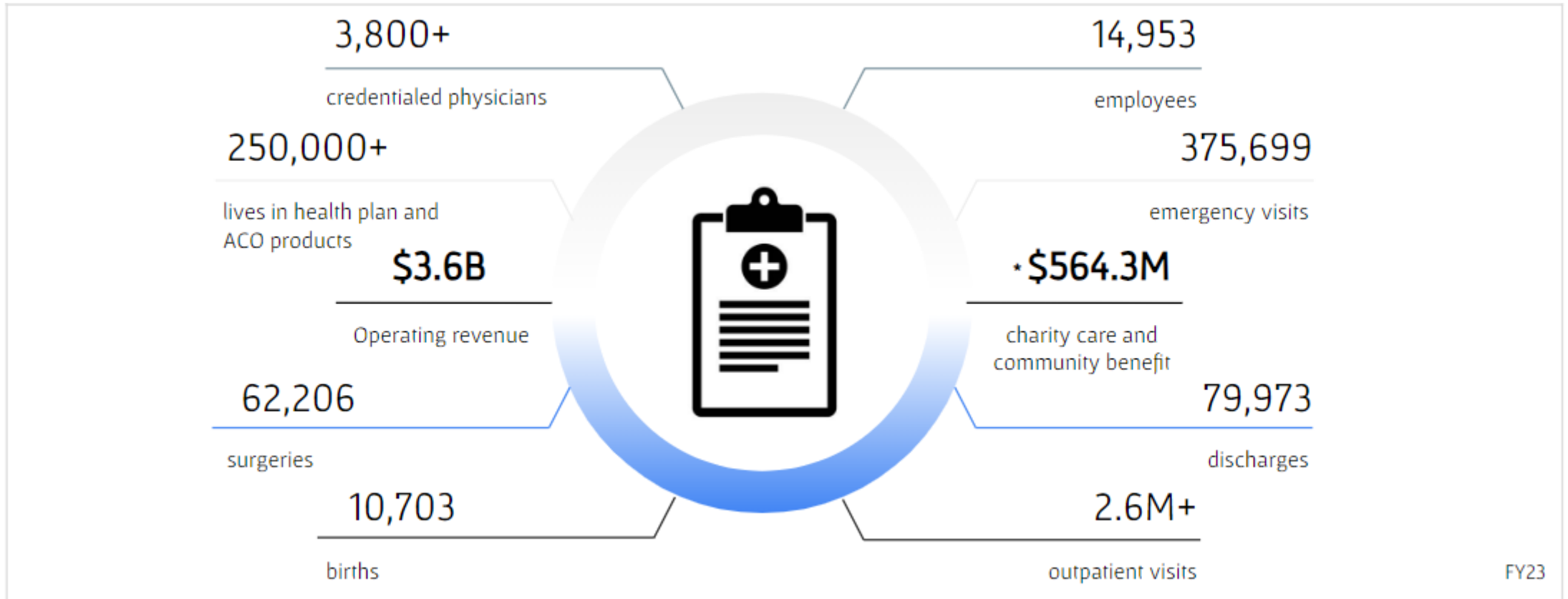


*2023 Year End

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Ascension Texas: By the Numbers

The Organization Today



*represent the 10-year annual average from Fy12-Fy21 as the most current approved State of Texas data

13 Acute Care Facilities

- Academic medical affiliation
- 2 level 1 trauma facilities
- 2 stand alone children's hospitals
- 2 critical access hospitals

Background

EDs are struggling post-pandemic with high patient acuity, increasing volumes, long admission holds (boarders), increased testing, and staffing issues. Patient experience scores have also fallen to an all time low.

Four Deliberate Steps



Built new accountability structures across EDs (longitudinal cascade) from executive to the staff level (horizontal cascade)



Developed timely data-driven reports and distributed them to all teams interacting with the ED



Process engineers developed a LEAN-based process improvement structure and led workshops with staff to pilot, test, and refine ED workflows



Patient Experience leaders deployed a new evidence-based communication framework

Outcomes

- System ED patient experience scores were 43% in January 2023 and increased to 76.4% in June 2024
- Average 30% reduction in left-without-being-seen
- Average 50 minute reduction in ED DC LOS
- Maintained 120 min ED boarder hours across all sites; 70 min less than the national median.



Ascension Texas: Steps

ED Clinical Care Council

- Aligned goals
- Transparently review results with all stakeholders
- Share across Ascension

Multidisciplinary Throughput Focus

- Shift resources to front and focus on movement
- Inpatient hallway boarding and/or faster report and movement

New Listening Customer System

- Survey closer to visit and measures end-to-end customer journey
- Richer data insights and comments used for action plans
- Survey responses prompt immediate outreach to patients for service recovery

ED Experience Framework

- ED arrival service coaching tips
- Better inform patients of wait time expectations
- Every Moment Matters service training
- Clinician and nurse interaction

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Ascension Texas: Outcomes



Key Performance Indicator	Goal	Year 1 2022-2023	Year 2 2023-2024
Left Without Being Seen (LWBS)	1.5%	3.13%	1.48%
Door to Provider (min)	14 min	12 min	11 min
Length of Stay Discharge Patients (min)	164 min	181 min	160 min
Consumer Experience Net Promoter Score (NPS)	54.8	54.4 <i>(**Mar 23 – Jun 23)</i>	56.9

** Year 1: Ascension changed consumer experience surveys Mar 2023

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What caused the
performance
improvements?

Measuring Success



Left Without Being Seen

This metric is the percentage of ED patients who left without being seen.

	2023	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
HMB Main ED	2.14%	2.32%	2.50%	2.03%	2.18%	3.25%	2.62%
HMCL Main ED	0.50%	1.02%	0.56%	0.42%	0.48%	0.52%	0.63%
HMH Main ED	3.04%	1.38%	1.94%	1.70%	1.06%	1.35%	1.43%
HMSL Main ED	1.67%	1.02%	0.86%	0.84%	1.01%	0.68%	0.80%
HMTW Main ED	0.72%	0.35%	0.54%	0.18%	0.58%	0.60%	0.67%
HMW Main ED	1.96%	1.54%	1.07%	0.27%	0.61%	0.73%	0.72%
HMWB Main ED	1.05%	0.56%	0.53%	0.63%	0.71%	0.73%	1.15%

Superior: <1.5%
Target: 2%
Threshold: >2%
Below Threshold: >2.5%



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Doc to ED Discharge Decision

This metric is the median provider first seen to disposition time for discharged patients. It excludes patients who expired in the ED and negative times.

	2023	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
HMB Main ED	112	124	122	120	123	133	128
HMCL Main ED	119	121	129	123	130	123	123
HMH Main ED	136	158	161	156	151	160	163
HMSL Main ED	122	132	134	125	132	128	128
HMTW Main ED	166	167	172	169	179	181	190
HMW Main ED	154	135	130	126	137	132	132
HMWB Main ED	181	164	167	168	173	162	176

Superior: <120 min
Target: 140 min
Threshold: 180 min
Below Threshold: >180 min



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Discharge LOS

This metric is the median arrival to ED departure time for patients discharged from the ED. It excludes psychiatric patients, patients who expired in the ED, observation patients, and negative times.

	2023	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
HMB Main ED	228	239	236	228	232	254	242
HMCL Main ED	194	206	204	201	203	191	197
HMH Main ED	277	267	279	266	257	262	260
HMSL Main ED	202	206	206	189	200	194	190
HMTW Main ED	259	251	254	247	257	254	265
HMW Main ED	280	267	225	175	190	200	202
HMWB Main ED	255	231	224	237	238	224	244

Superior: <180 min
Target: 200 min
Threshold: 240 min
Below Threshold: >240 min



Source: Epic Nursing Benchmark Dashboard

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Arrival to Provider

This metric is the median arrival to provider first seen time.

	2023	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
HMB Main ED	33	37	32	29	30	35	32
HMCL Main ED	18	21	20	19	19	20	19
HMH Main ED	50	32	38	34	32	25	28
HMSL Main ED	30	26	22	20	22	22	23
HMTW Main ED	21	20	17	13	15	16	12
HMW Main ED	47	51	24	10	13	21	21
HMWB Main ED	16	18	16	20	20	20	22

Superior: <20 min
Target: 25 min
Threshold: 30 min
Below Threshold: >30 min

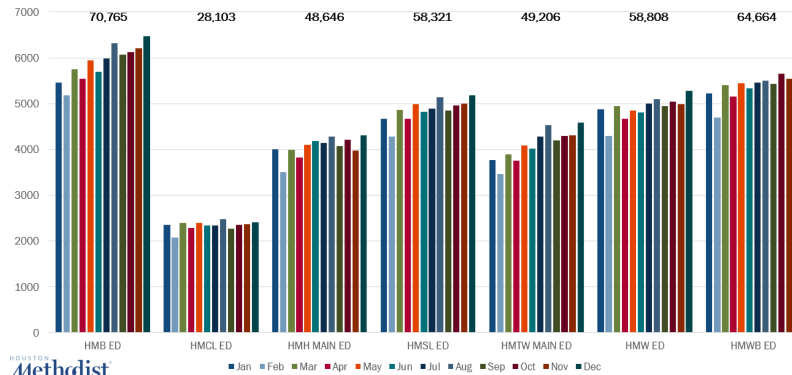


Source: Epic Nursing Benchmark Dashboard

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ED Volume Trends

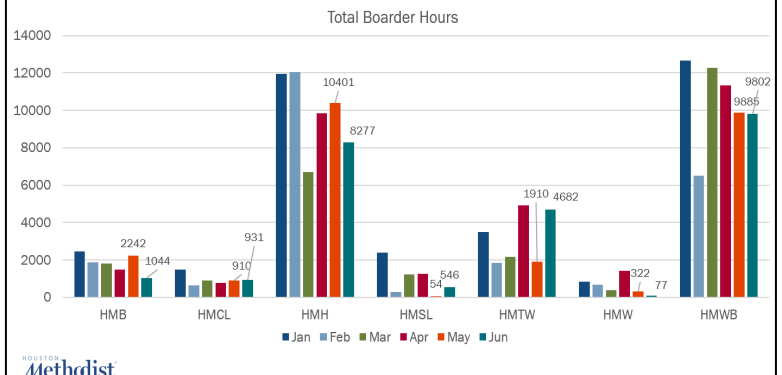
January 2023 - December 2023



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Boarder Hours

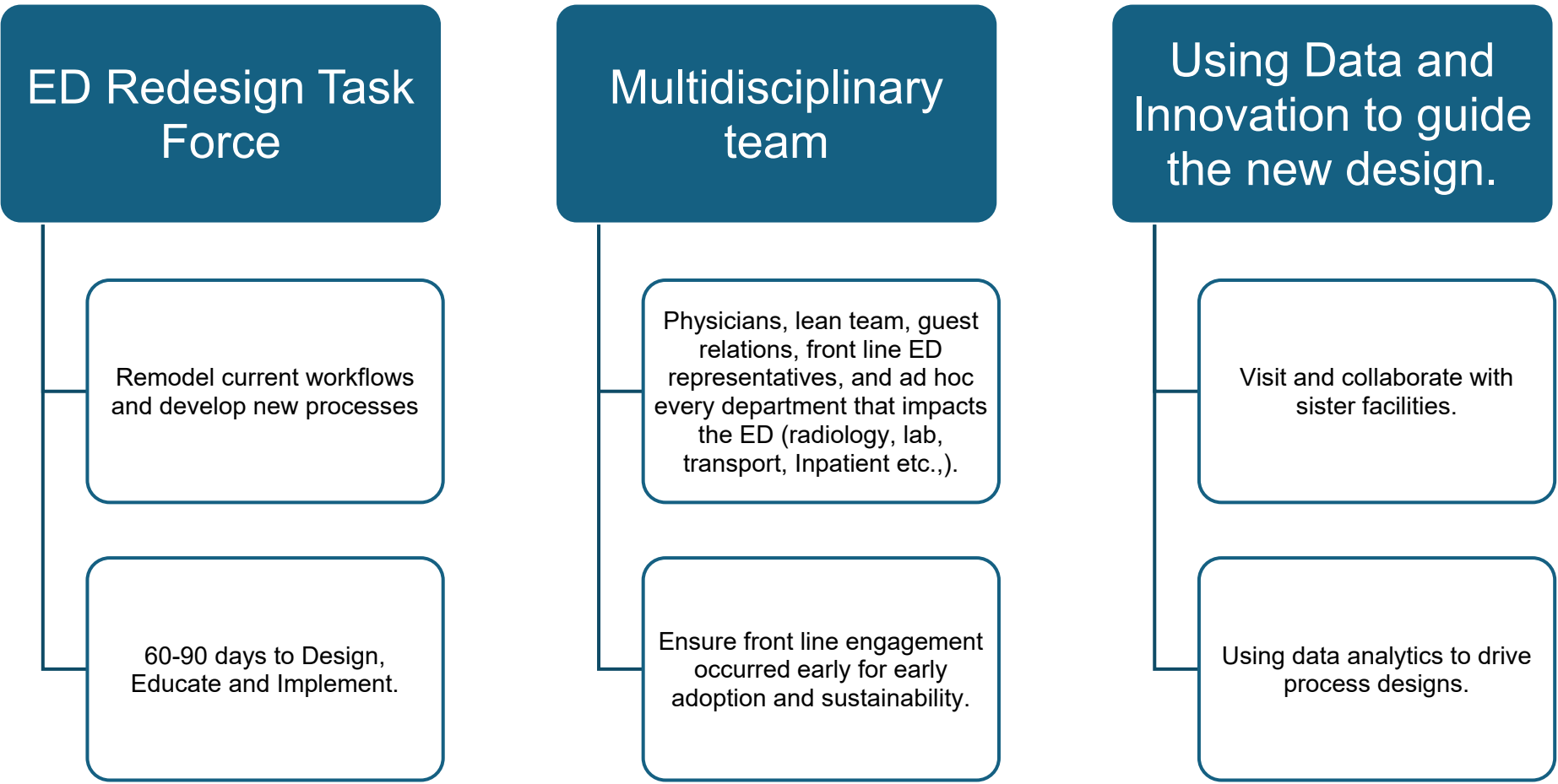
January 2024 - June 2024



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All hospitals engaged in process improvements using taskforces



Slide from HMWB ED team



Common Lean Changes Across Most EDs



Communication Framework

- Highlight and refine behaviors through regular clinician feedback.
- Share 2-3 focused areas and specific strategies at each monthly ED physician meeting, based on data insights.
- Utilize individual physician scorecards, incorporating patient comments for performance improvement.

Individual physician scorecards



MD Name	ED Department	Doctors Overall			Courtesy of doctors			Doctors concern for comfort			Doctors include you trtmt decision			Doctors informative re treatment			Doctors took time to listen		
		Top Box	n	Large PG Rank	Top Box	n	Large PG Rank	Top Box	n	Large PG Rank	Top Box	n	Large PG Rank	Top Box	n	Large PG Rank	Top Box	n	Large PG Rank
	DP ECC	100.00	5	99	100.00	5	99	100.00	5	99	100.00	5	99	100.00	5	99	100.00	5	99
	DP ECC	83.33	6	92	83.33	6	86	83.33	6	93	83.33	6	94	83.33	6	93	83.33	6	90
	DP ECC	95.15	21	99	95.24	21	99	95.00	20	99	95.00	20	99	95.24	21	99	95.24	21	99
	DP ECC	83.33	12	92	83.33	12	86	83.33	12	93	83.33	12	94	83.33	12	93	83.33	12	90
	DP ECC	0.00	1	1	0.00	1	1	0.00	1	1	0.00	1	1	0.00	1	1	0.00	1	1
	DP ECC	100.00	3	99	100.00	3	99	100.00	3	99	100.00	3	99	100.00	3	99	100.00	3	99
	DP ECC	83.33	6	92	83.33	6	86	83.33	6	93	83.33	6	94	83.33	6	93	83.33	6	90
	DP ECC	100.00	1	99	100.00	1	99	100.00	1	99	100.00	1	99	100.00	1	99	100.00	1	99
	DP ECC	83.33	18	92	88.89	18	96	83.33	18	93	83.33	18	94	83.33	18	93	83.33	18	90
	DP ECC	100.00	2	99	100.00	2	99	100.00	2	99	100.00	2	99	100.00	2	99	100.00	2	99
	DP ECC	100.00	6	99	100.00	6	99	100.00	6	99	100.00	6	99	100.00	6	99	100.00	6	99
	DP ECC	85.71	7	95	85.71	7	91	85.71	7	91	85.71	7	91	85.71	7	91	85.71	7	91
	DP ECC	60.00	5	12	60.00	5	6	60.00	5	1	60.00	5	1	60.00	5	1	60.00	5	1
	DP ECC	73.85	13	64	69.23	13	30	76.92	13	7	76.92	13	7	76.92	13	7	76.92	13	7
	DP ECC	62.86	7	20	71.43	7	39	57.14	7	1	57.14	7	1	57.14	7	1	57.14	7	1
	DP ECC	84.75	12	94	100.00	12	99	72.73	11	6	72.73	11	6	72.73	11	6	72.73	11	6
	DP ECC	91.67	12	99	91.67	12	99	91.67	12	99	91.67	12	99	91.67	12	99	91.67	12	99
	DP ECC	83.33	6	92	83.33	6	86	83.33	6	93	83.33	6	94	83.33	6	93	83.33	6	90
	DP ECC	83.33	6	21	66.67	6	20	50.00	6	3	50.00	6	3	50.00	6	3	50.00	6	3
	DP ECC	80.00	5	85	80.00	5	75	80.00	5	8	80.00	5	8	80.00	5	8	80.00	5	8
	DP ECC	100.00	6	99	100.00	6	99	100.00	6	99	100.00	6	99	100.00	6	99	100.00	6	99
	DP ECC	83.33	6	92	83.33	6	86	83.33	6	93	83.33	6	94	83.33	6	93	83.33	6	90
	DP ECC	80.00	1	85	100.00	1	99	100.00	1	99	100.00	1	99	100.00	1	99	100.00	1	99
	DP ECC	100.00	5	99	100.00	5	99	100.00	5	99	100.00	5	99	100.00	5	99	100.00	5	99
	DP ECC	100.00	6	99	100.00	6	99	100.00	6	99	100.00	6	99	100.00	6	99	100.00	6	99
	DP ECC	100.00	7	99	100.00	7	99	100.00	7	99	100.00	7	99	100.00	7	99	100.00	7	99
Total	DP ECC	85.79	185	95	87.57	185	95	84.70	183	95	84.70	183	95	84.70	183	95	84.70	183	95

MD NAME	APP NAME	COMMENT	SECTION	COMMENT CATEGORI	Doctors Overall Top-Box Score	Courtesy of doctors	Doctors took time to listen	Doctors informative re treatment	Doctors' concern for comfort	Doctors include you trtmt decisi	SERVICE DATE
No APP		This was the first ER visit I've had where I was treated with respect and dignity for my condition, and taken seriously. I was heard, understood, and each person tasked with my care was incredibly knowledgeable. Again, active listening was used and there was genuine interest taken in me and making sure that I was comfortable at all steps of assessment and treatment.	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	4/27/2024
No APP		Loved it! Best ER experience and everyone answered all my questions. Everyone was polite and professional. They made me feel cared for.	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	5/1/2024
No APP		Very good experience	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	5/27/2024
No APP		Fantastic, I will not go anywhere else.	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	6/15/2024
No APP		So nice and very helpful!	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	4/30/2024
No APP		Not the doctors fault. He's been instructed to let women with previous history of textured breast implants just die slowly (like every other doctor).	Doctors	Negative	0	POOR	FAIR	FAIR	POOR	POOR	4/30/2024
No APP		Long periods of no one checking on me. Freezing cold - difficult to get blankets. Discharged me at 3:30 AM to go home where I live alone.	Doctors	Negative	0	GOOD	FAIR	FAIR	POOR	FAIR	5/4/2024
No APP		All good. Very kind and caring.	Doctors	Positive	100	VERY GOOD	VERY GOOD		VERY GOOD	VERY GOOD	5/20/2024
No APP		They were all the best. Couldn't have been more satisfied.	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	6/6/2024
No APP		I was surprised that they didn't suggest a tetanus shot since I sewed through my fingernail.	Doctors	Negative	40	VERY GOOD	VERY GOOD	GOOD	GOOD	FAIR	6/12/2024
No APP		Excellent	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	5/1/2024
No APP		Dr was very kind and caring	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	5/16/2024
No APP		Very nice, explained everything to me.	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	5/18/2024
No APP		Was very blessed to have had this HMER Deer Park TX Team this morning and will definitely if ever needed, will highly recommend it	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	6/5/2024
No APP		Professional	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	6/8/2024
No APP		Dr was excellent	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	6/8/2024
No APP		The Doctor was excellent!! I could not have ask for better care!! He explained everything to me!!	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	6/23/2024
No APP		He was s very courteous and considerate. He was very thorough in his questions.	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	6/26/2024
No APP		The doctor was very calm and thorough	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	6/29/2024
No APP		Attentive	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	4/3/2024
No APP		The doctors, it was also shift change, were extremely compassionate, they truly cared about the patient	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	5/10/2024
No APP		Why nice	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	6/3/2024
No APP		Very casual almost unconcerned	Doctors	Negative	0	FAIR	FAIR	FAIR	FAIR	FAIR	6/10/2024
No APP		Doctor was very attentive and answered all my questions. Very confident in her abilities.	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	4/20/2024
No APP		I felt comfortable and any questions were answered	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	4/26/2024
No APP		Very professional	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	4/28/2024
No APP		Best and Best and the most caring missed Nurses In town!!!	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	4/28/2024
No APP		Would return	Doctors	Neutral	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	5/10/2024
No APP		All three spent equal time with me.	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	5/10/2024
No APP		Dr. Bowers is great! She kept me informed and made sure I had my questions answered before being discharged. She took my concerns seriously and helped me get the referrals I needed.	Doctors	Positive	100	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	VERY GOOD	5/13/2024

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Lessons Learned: Both Hospitals

- Shifting resources to front and focusing on movement put patients in front of providers, started workups on arrival and improved arrival experience
- Extremely important to involve interdisciplinary teams - registration, imaging, internal medicine, environmental services
- Shift in culture required to put patients where they could receive appropriate care, instead of every patient to a bed - including inpatient hall boarding or expedited movement
- Communication is key – explaining wait times, movement, plan of care is essential from all staff
- Engage Frontline Staff Continuously:
 - Involve all disciplines and departments that interact with the ED early and regularly
 - Avoid “tokenistic” involvement and ensure their input actively shapes and implements decisions
 - Consider significant changes over incremental pilots for more impactful improvements

Key Takeaways: Both Hospitals

- Aligned goals with strategic priority
- Lead with quality and safety
- Review results transparently
- Collaborate on improvements
- Share across health system
- Deliver a deeply personalized and frictionless consumer experience

Questions?

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Contact:

Jason Knight, MD jknight@houstonmethodist.org

Courtenay Bruce, crbruce@houstonmethodist.org

Erica Richardson, erichardson@houstonmethodist.org

Amanda Bacque, abacque@ascension.org

Tatiana Guertin, tatiana.guertin@ascension.org

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