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How an Interdisciplinary "Tier 3 Huddle" Drove Patient Flow Across an NYC Hospital

Frank Volpicelli, MD, *Chief Medical Officer and Vice President*

Roxanne Rosenberg, PA, MS, *Director of Capacity Management*

Lynsey Lipowicz, MBA, BSN, *Director of Clinical Operations and Analytics*

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Learning Objectives

- Discuss leveraging technology to increase visibility and create an accountability system to resolve discharge delays and facility and equipment-based issues hospitalwide.

- Describe the use of dialogue between operational and clinical staff to ensure timely discharge planning.

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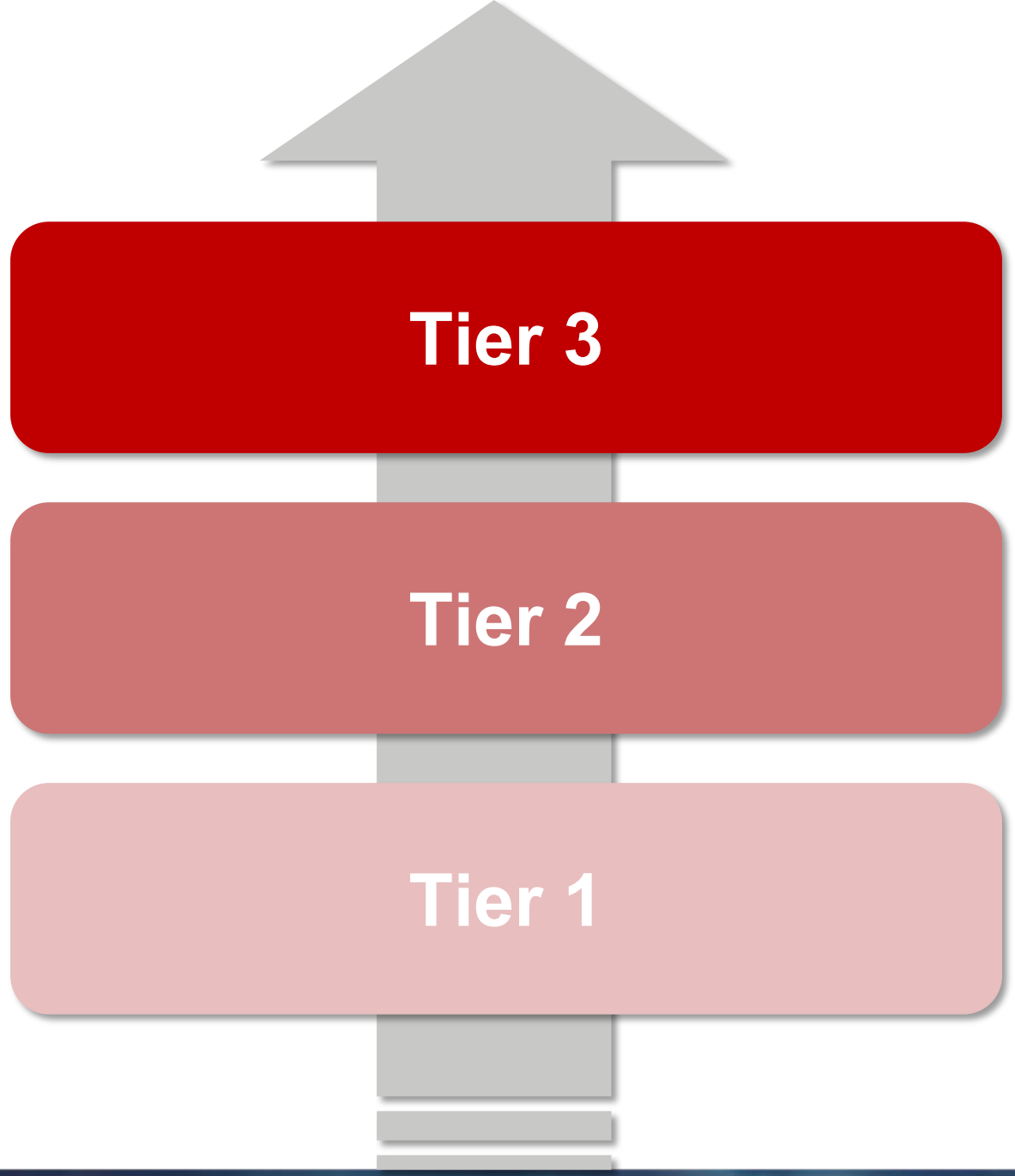

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Tiered Huddle System

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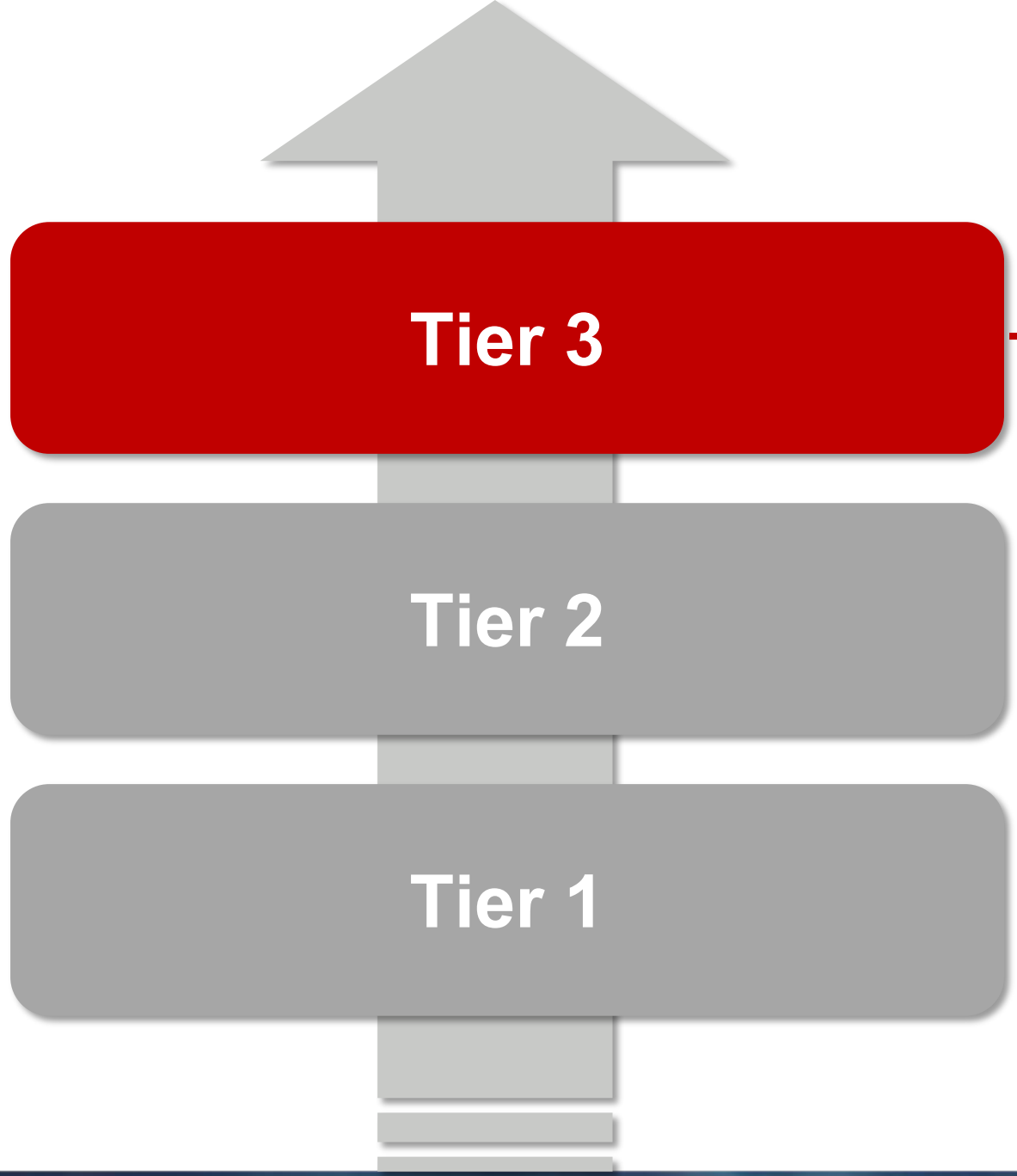

Purpose:
Escalation of patient flow and safety issues to leadership and discussion of patient flow

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Discharge Monitor Dashboard

Source: Epic EMR

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New Discharge Delays

Source: Epic EMR

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Bed Huddle Dashboard

Source: Epic EMR

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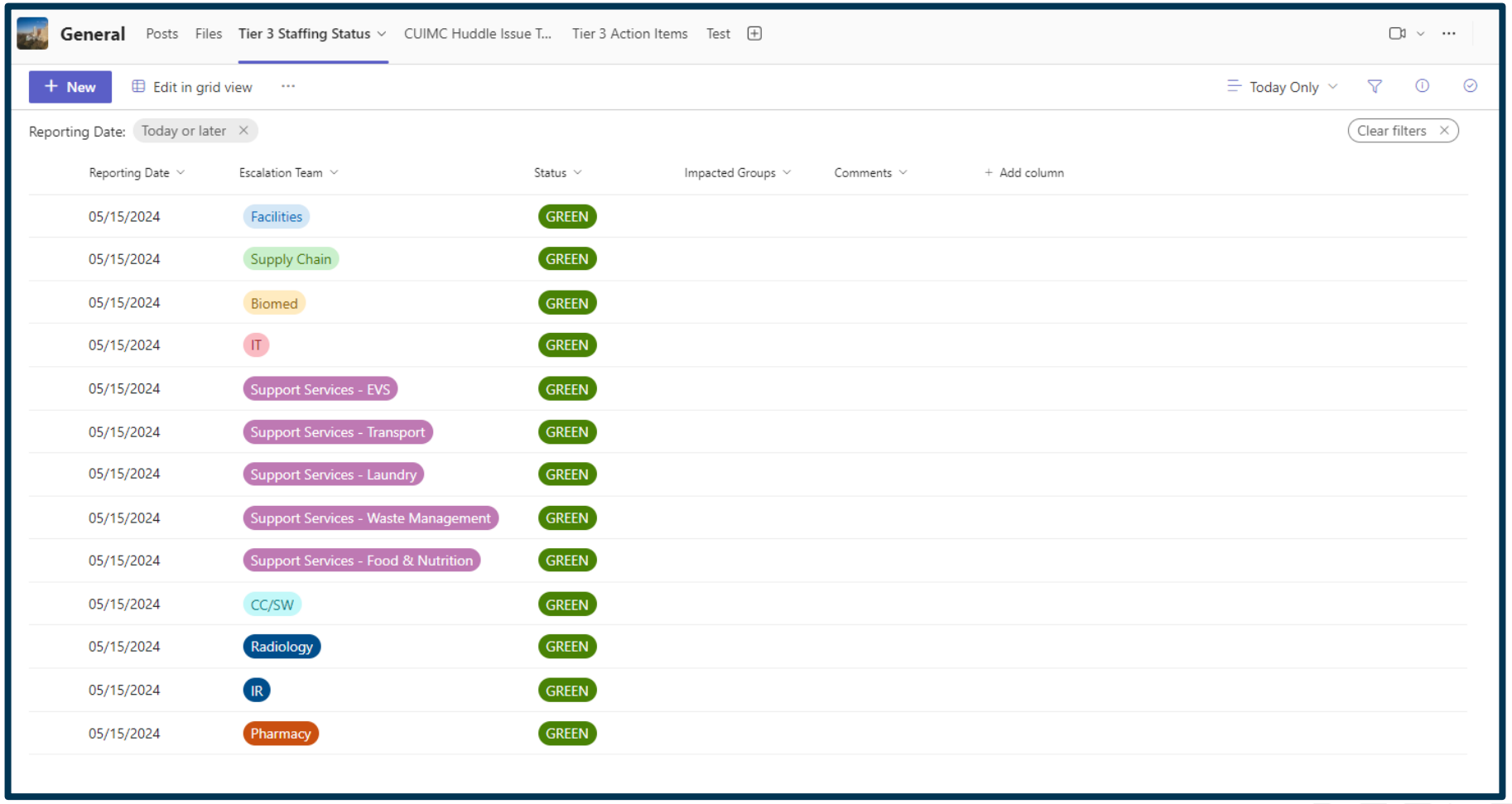
Tier 3 Structure

Staffing

Purpose: Provide visibility into today's staffing abilities and impacted areas



General | Posts | Files | Tier 3 Staffing Status | CUIMC Huddle Issue T... | Tier 3 Action Items | Test

+ New | Edit in grid view | ... | Today Only

Reporting Date: Today or later | Clear filters

Reporting Date	Escalation Team	Status	Impacted Groups	Comments	+ Add column
05/15/2024	Facilities	GREEN			
05/15/2024	Supply Chain	GREEN			
05/15/2024	Biomed	GREEN			
05/15/2024	IT	GREEN			
05/15/2024	Support Services - EVS	GREEN			
05/15/2024	Support Services - Transport	GREEN			
05/15/2024	Support Services - Laundry	GREEN			
05/15/2024	Support Services - Waste Management	GREEN			
05/15/2024	Support Services - Food & Nutrition	GREEN			
05/15/2024	CC/SW	GREEN			
05/15/2024	Radiology	GREEN			
05/15/2024	IR	GREEN			
05/15/2024	Pharmacy	GREEN			

Source: Microsoft 365

Big 5 Escalations

Purpose: Escalate patient flow and safety-related issues across the campus

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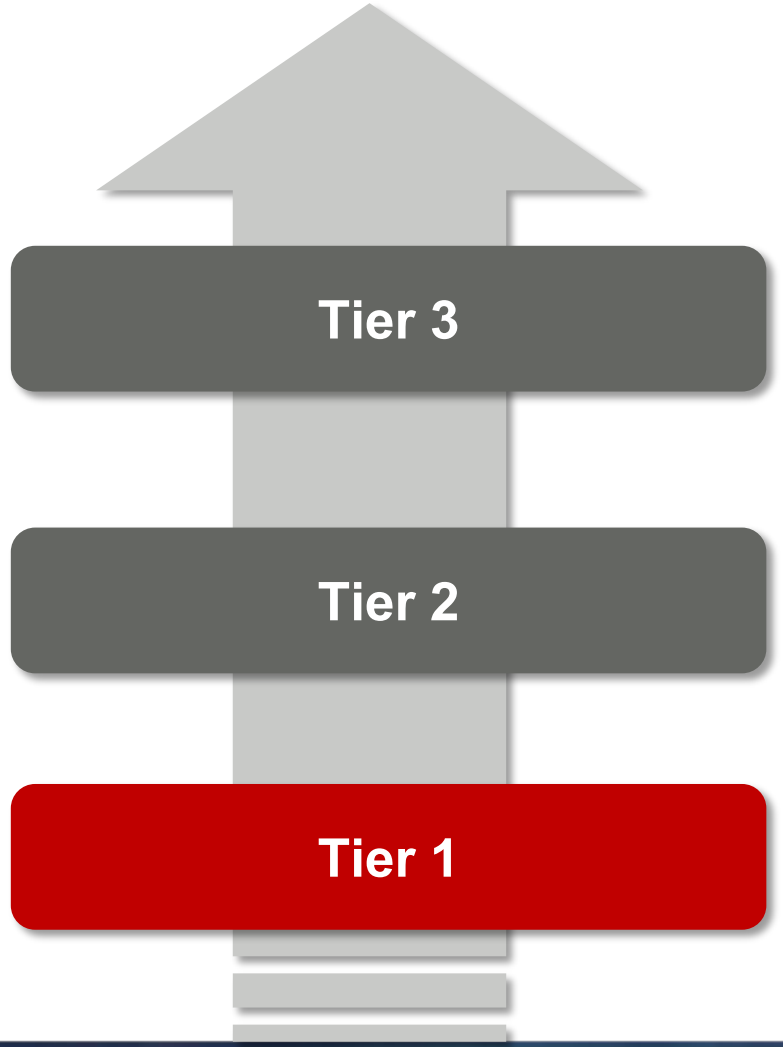

CUIMC Huddle Issue Tracker

Example Only

CUIMC Huddle Escalation Form

1. Is this a **GENERAL ISSUE ESCALATION** or a **PATIENT LINE NECESSITY ASSESSMENT ESCALATION**? *
   - (•) General issue escalation
   - ( ) Patient line necessity assessment escalation
2. Issue Location *
   - PACU
3. Escalation Team *
   - Facilities
4. Issue Description ***(NOTE: Include unit, room, asset tag numbers. Do NOT include patient name or MRN)*** *
   - Call bell light needs to be repaired
5. Ticket Number ***(NOTE: All issues must have a VALID ticket number)*** *
   - 1234567

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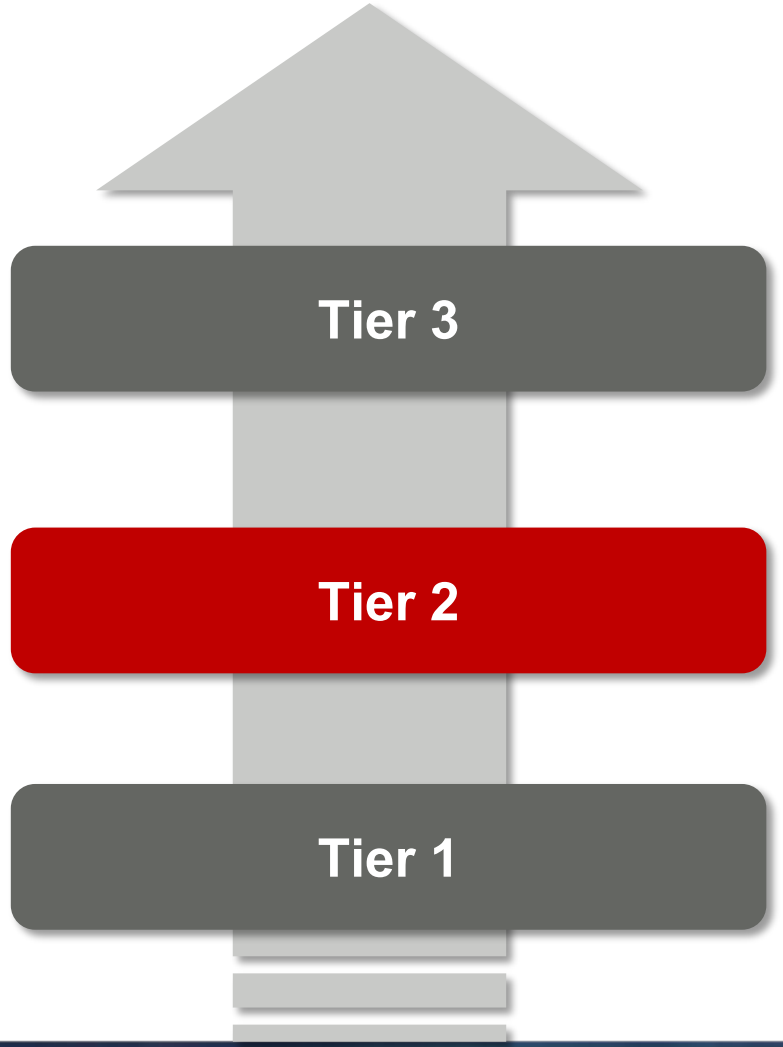

CUIMC Huddle Issue Tracker

+ New | Edit in grid view | ···

Date Report...	Days Old	Issue logged by	Issue Location	Issue Description	Escalation Team	Ticket Number	Status	Tier Level
05/05/2024	2	Ezeh, Chinenye	SICU	left side of light fixtures not working possible converter not working or bulb needs changing	Facilities	1217346	In progress	Tier 2
04/30/2024	1	Ezeh, Chinenye	CTICU (5HS)	5HS - 224 Unable to associate bedside monitor with EPIC: Vital Signs not able to be validated.	IT	INC6136788	New	Tier 2
04/25/2024	0	Ezeh, Chinenye	Main ED	Ice machine not working	Biomed	INC06126515	New	Tier 2
04/16/2024	-0	Ezeh, Chinenye	CTICU (5HS)	3 Workstation on wheels not working	IT	INC06107157	New	Tier 2

Source: Microsoft 365

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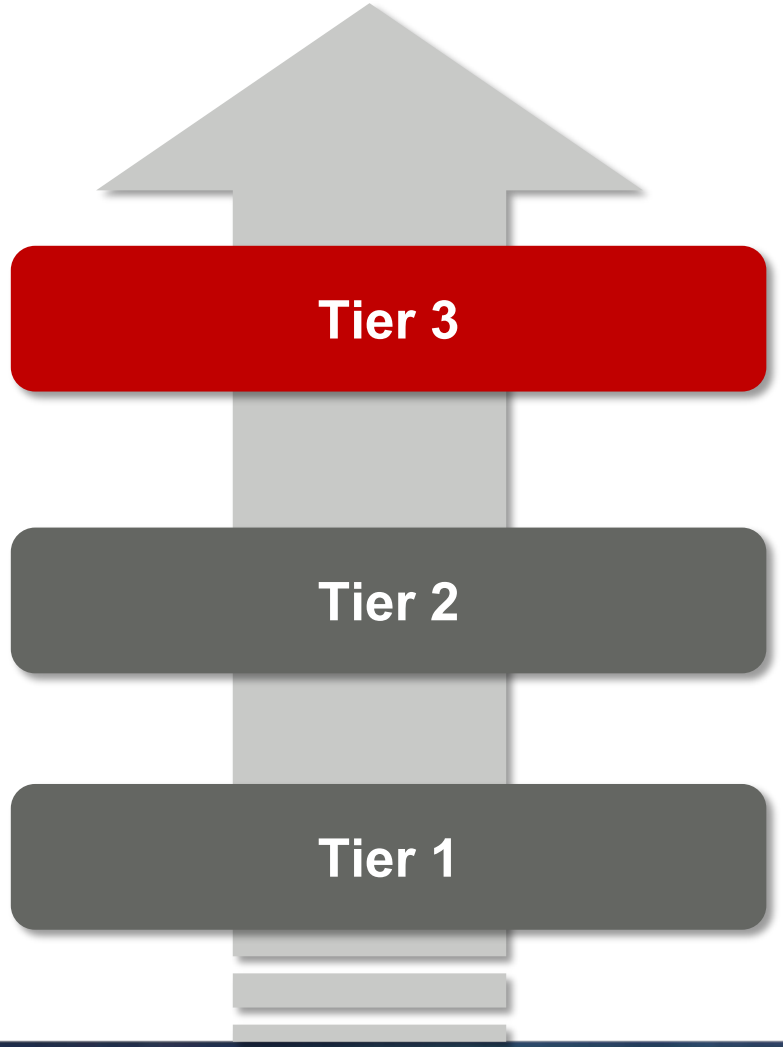

CUIMC Huddle Issue Tracker

+ New | Edit in grid view

Tier Level: Tier 3

Date Reported	Days Old	Issue logged by	Issue Locati...	Issue Description	Notes/Updates	Escalation Te...	Ticket Num...	Priority	Status	Tier Level
05/16/2024	0	Ezeh, Chinenye	9GS	room 54 is blocked because TV is not working		IT	6164025		In progress	Tier 3
05/13/2024	2	Ezeh, Chinenye	5GS	Blinds broken in 5GS 351-2. Ticket placed 5/2.	This must be ordered by the Pcd as a PGR to replace Brooklyn blind	Facilities	121694		Completed	Tier 3
05/10/2024	4	Ezeh, Chinenye	SICU	Computer not working		IT	6151537		Completed	Tier 3
05/10/2024	4	Ezeh, Chinenye	ED Area C	door by area c near xray is not working		Facilities	1219301		Completed	Tier 3
05/10/2024	4	Ezeh, Chinenye	BHN	faucet loose from the sink		Facilities	1219523		Completed	Tier 3
05/09/2024	1	Ezeh, Chinenye	BHN	Nurses unable to scan morning medication on their Rovers - lingering Wifi issues		IT	06152346	Critical for patient care and flow	Completed	Tier 3

Source: Microsoft 365

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Patient Flow Discussion

Purpose: Discuss bed needs and expected discharges for the day

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Source: Epic EMR

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Lessons Learned

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- Utilizing technology to automate frontline workflows can enhance efficiency, streamline communications, and support patient flow

- Ensuring data visibility and accessibility is crucial for driving performance improvement and informed decision-making

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Key Takeaways

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Discharge Before 12pm	0.82% ↑
Discharge Before 2pm	2.98% ↑
Length of Stay Variance	1.2 days ↓

- Established **unified platform** and **notification system** to organize action items
- Created campus-wide **escalation tracking** list with real-time status updates
- Built **new dashboards** for escalation and patient flow trend visualization

65%

Percent increase in discharge delay volume

Reduction in discharge delay resolution times:

Radiology	Labs	Therapy
↓ 6 hrs	↓ 3 days	↓ 5 hrs

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Questions?

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