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Improving Emergency Department Operational Efficiency at FirstHealth Moore Regional Hospital

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FirstHealth
MOORE REGIONAL HOSPITAL



Today's speakers



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About FirstHealth Moore Regional Hospital

- FirstHealth Moore Regional Hospital is the flagship hospital for FirstHealth of the Carolinas, a private, not-for-profit health care network headquartered in Pinehurst, North Carolina
- 402-bed referral center for 5-county primary region and 10-county secondary region
- Emergency Department supporting 60,000 annual visits
- Broad spectrum of specialties including: orthopedic, obstetrics, behavioral health, stroke center, bariatrics center, and open heart surgery
- Recognized as one of America's 100 Great Community Hospitals





Background

- Experienced a 1.8% year-over-year ED volume decrease
- Unexpected leadership team vacancy
- High left without being seen (LWBS) rate of 6.46%, representing a lost opportunity of approximately \$10 million in potential collectable revenue
- Prolonged Emergency Department length of stay (LOS)
- Pending EMR implementation



Challenge and Solution

Moore Regional looked for additional resources to help:

- Address perceived process and performance inefficiencies in their Emergency Department
- Fill an interim leadership Emergency Department Clinical Manager vacancy

Philips delivered:

- On-site team for a two-week assessment
- Interim Emergency Department Clinical Manager



Assessment

- Assessment leveraged data analytics and included staff interviews, team shadowing, and patient flow observations
- Identified several areas for performance improvement:
 - Arrival, reception, and triage
 - Patient throughput
 - Leadership development
- Based on assessment results, Moore Regional requested:
 - Dedicated performance improvement (PI) program



Front-end Process Improvement

- Created a dedicated First Look nurse role 24/7
- Implemented direct bedding process
- Standardized primary and secondary triage processes
- Hardwired rapid triage protocols
- Aligned triage acuity identification with Emergency Services Index (ESI) guidelines



Emergency Severity Index (ESI) Training

- Educated and validated competency of all ED nursing staff
- Pre- and post-testing
- Clinical and behavioral performance expectations
- Inter-rater reliability
- Train-the-trainer courses



Clinical Nurse Leader Development

- Clinical Nurse Leader role created to increase communication, improve throughput, and demonstrate accountability
- Supported transition into new role
- Provided coaching and mentoring



Split-Flow Vertical Care

- Low-acuity patients follow separate track
- Remained vertical
- Assigned to a care space, not a “bed”
- Patient types
- Protocol orders
- Advance practice providers
- Scripting



Education and Communication

- Partnered with new Clinical Educator
- Reinforced initiatives and progress at daily huddles
- Improved staff and leadership communications with a focus on patient flow and staff-led improvement recommendations
- Increased peer-to-peer accountability standards
- Enhanced trust and professional relationships between staff and leadership

Results achieved

As a result of the Philips consulting engagement Moore Regional Hospital was able to:

- Educate all nurses on ESI Triage
- Improve front-end and EMS arrival process
- Implement Split-Flow Vertical Care
- Reduce LWBS and LOS
- Improve ED/Radiology Processes
- Support CNL Professional Growth
- Improve the Patient Experience





Continued Collaboration/Project Extension

- Assessed radiology and patient transport processes to identify and eliminate barriers
- Emergency Medical Services (EMS) – assessed EMS arrival processes and patterns
- Ongoing follow up visits



Questions?



Thank you!

For more information about Philips Healthcare Transformation Consulting Services contact Dan Hannan – dan.hannan@philips.com or visit www.philips.com/healthcare/consulting

