

EMERGENCY CARE REDESIGN: LEADING CHANGE



Department of Emergency Medicine

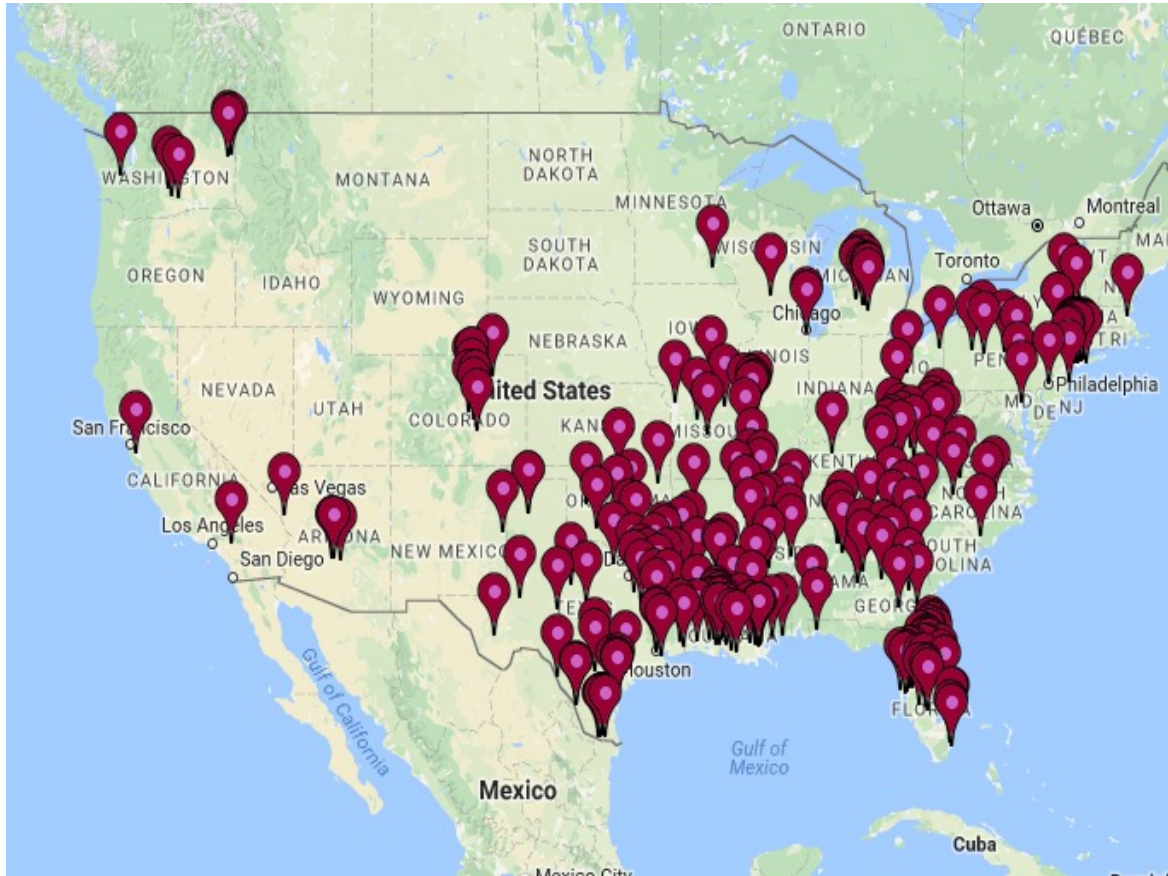
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Who's Watching



Map includes hospitals and health systems that have visited our ED or where we have done consulting since 2013

Health in FY20

- \$3.2 billion in revenue
- 12 hospitals
- 1,953 hospital beds
- 12 freestanding EDs
- 137,024 admissions and obs visits
- 13,340 babies delivered
- 83,353 surgeries
- 489,519 emergency visits
- 1.2 million unique patient lives



University Hospital



- Only academic medical center in the region
- 699 beds
- 48k annual admissions
- 1.6M outpatient encounters
- 109k ED visits annually
- Over 6,000 staff and 2,600 faculty
- Magnet status for 10+ years
- Vizient Quality Award winner
- US News and World Report #1 hospital in Colorado

Go Back to 2013

- Capacity constraints
- Patient and provider dissatisfaction
- Damaged relations with EMS & provider community
- Move to new facility

....in 8 months





Guiding Principles

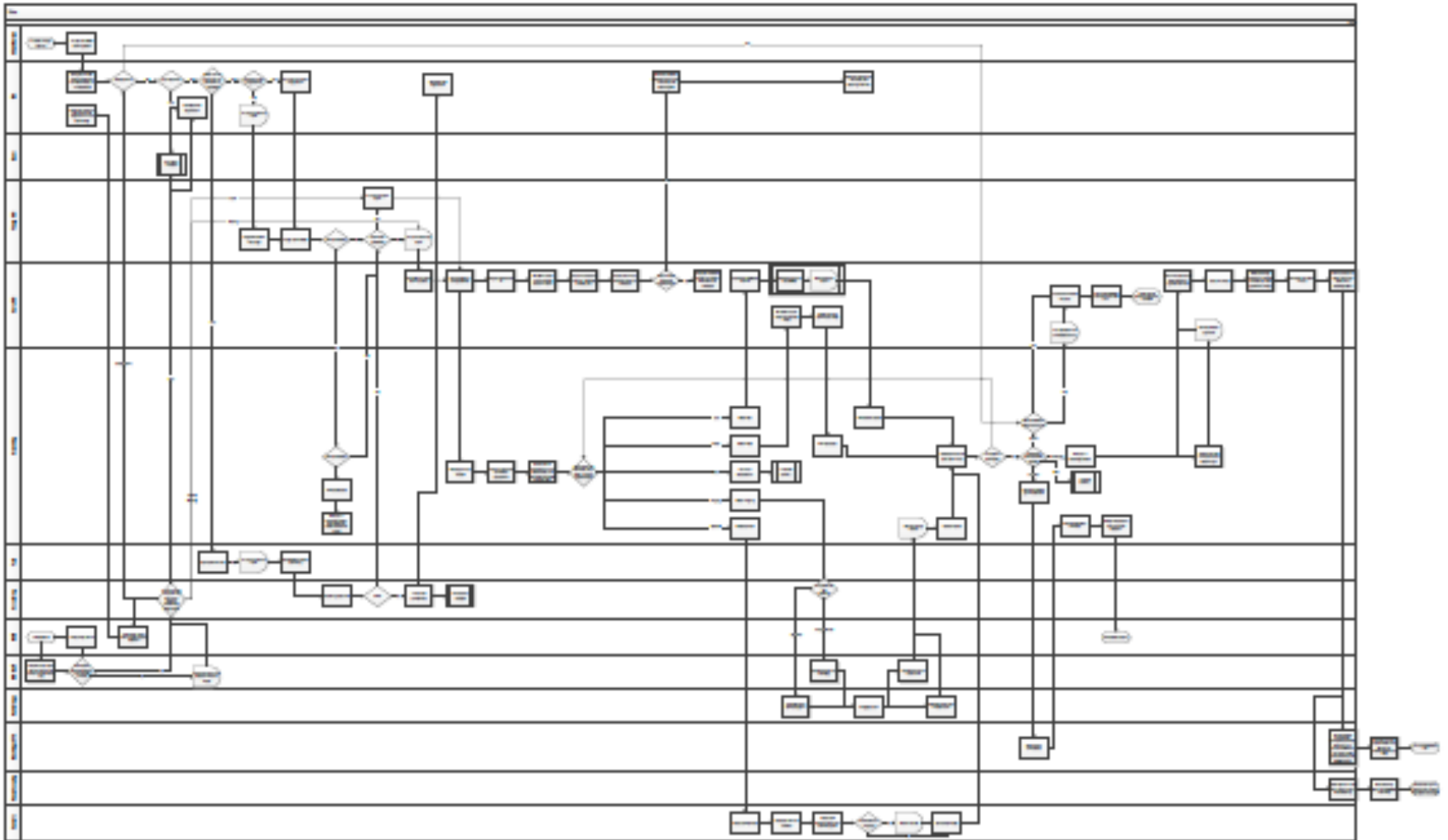
- Innovation and discovery are differentiators
- We must be data-driven
- We will be accountable
- We focus on quality, safety, and process



Current State -- Waste Walk



Task Analysis



RPM Methodology

- Break up the patient encounter into 3 process 'buckets'

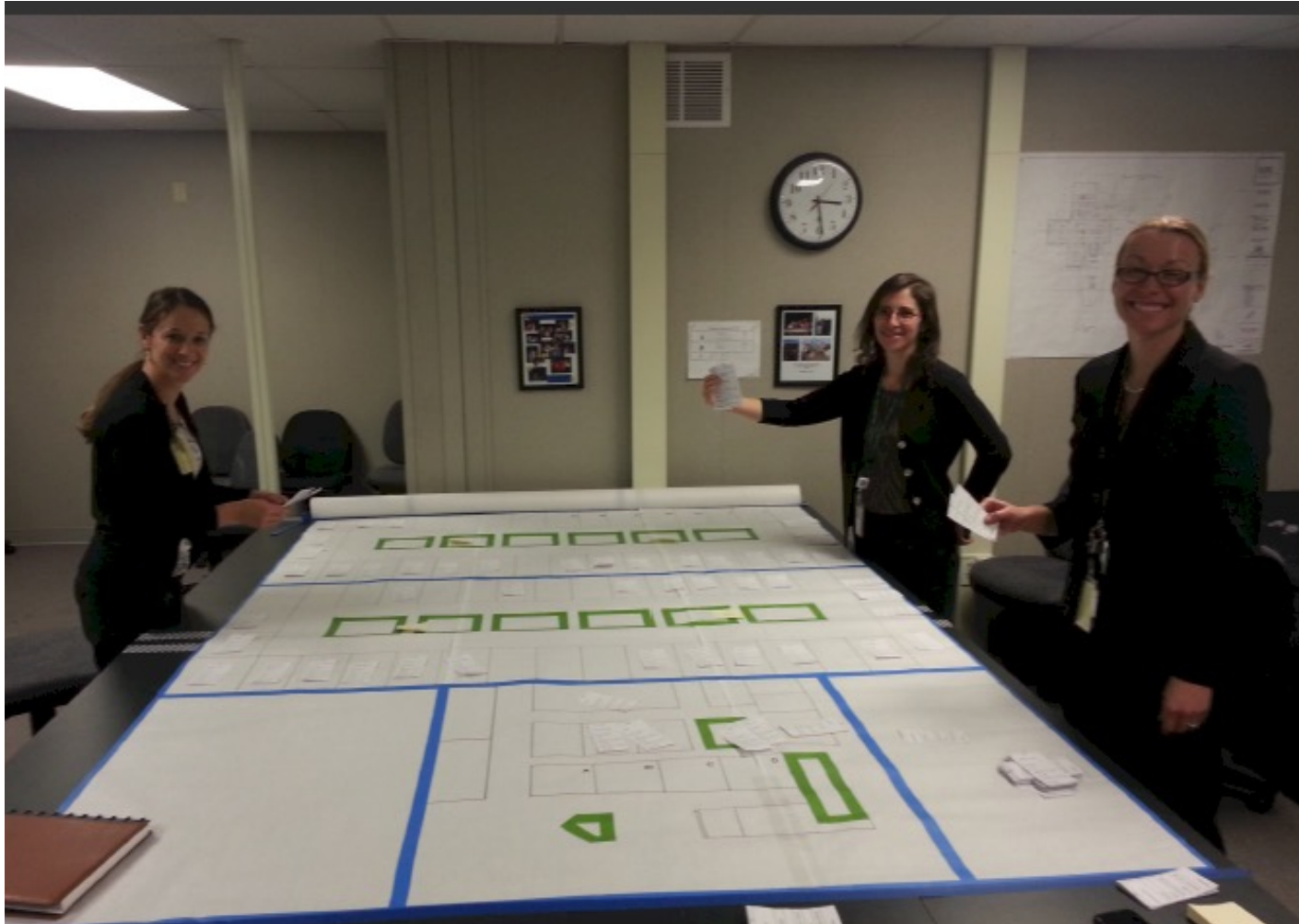


- Each process bucket had numerous 'sub-processes'

Rapid Process Modules



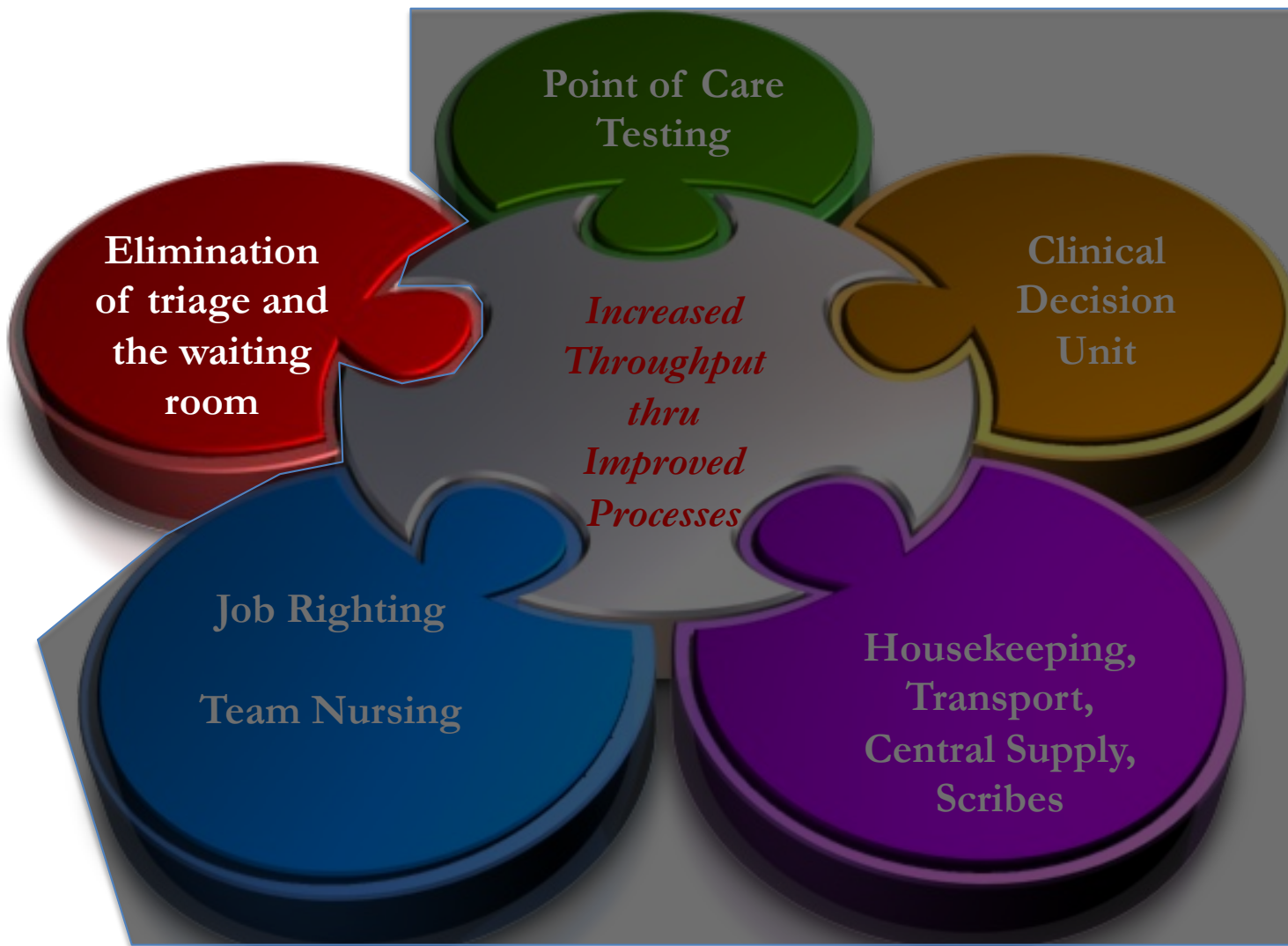
Test



High Fidelity Testing



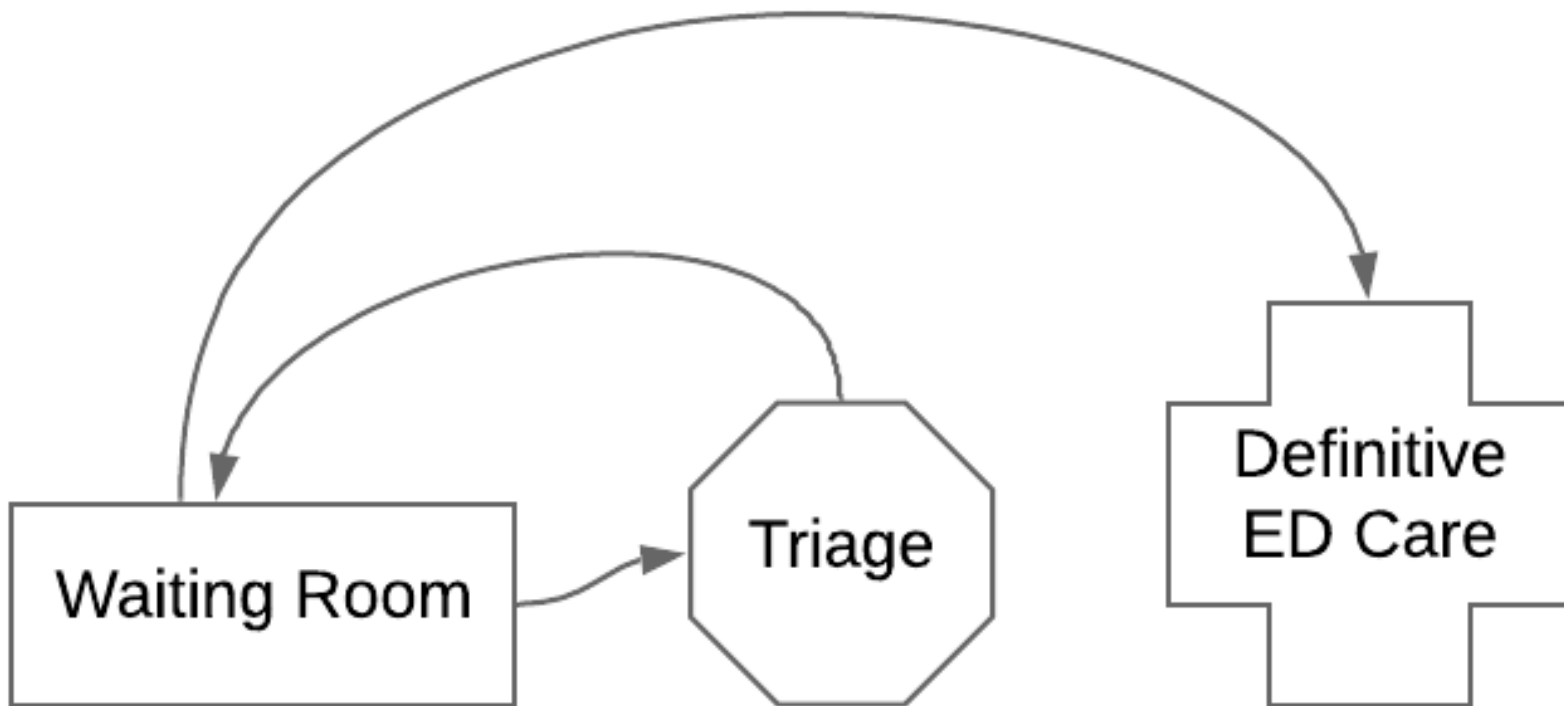
RPM Recommendations

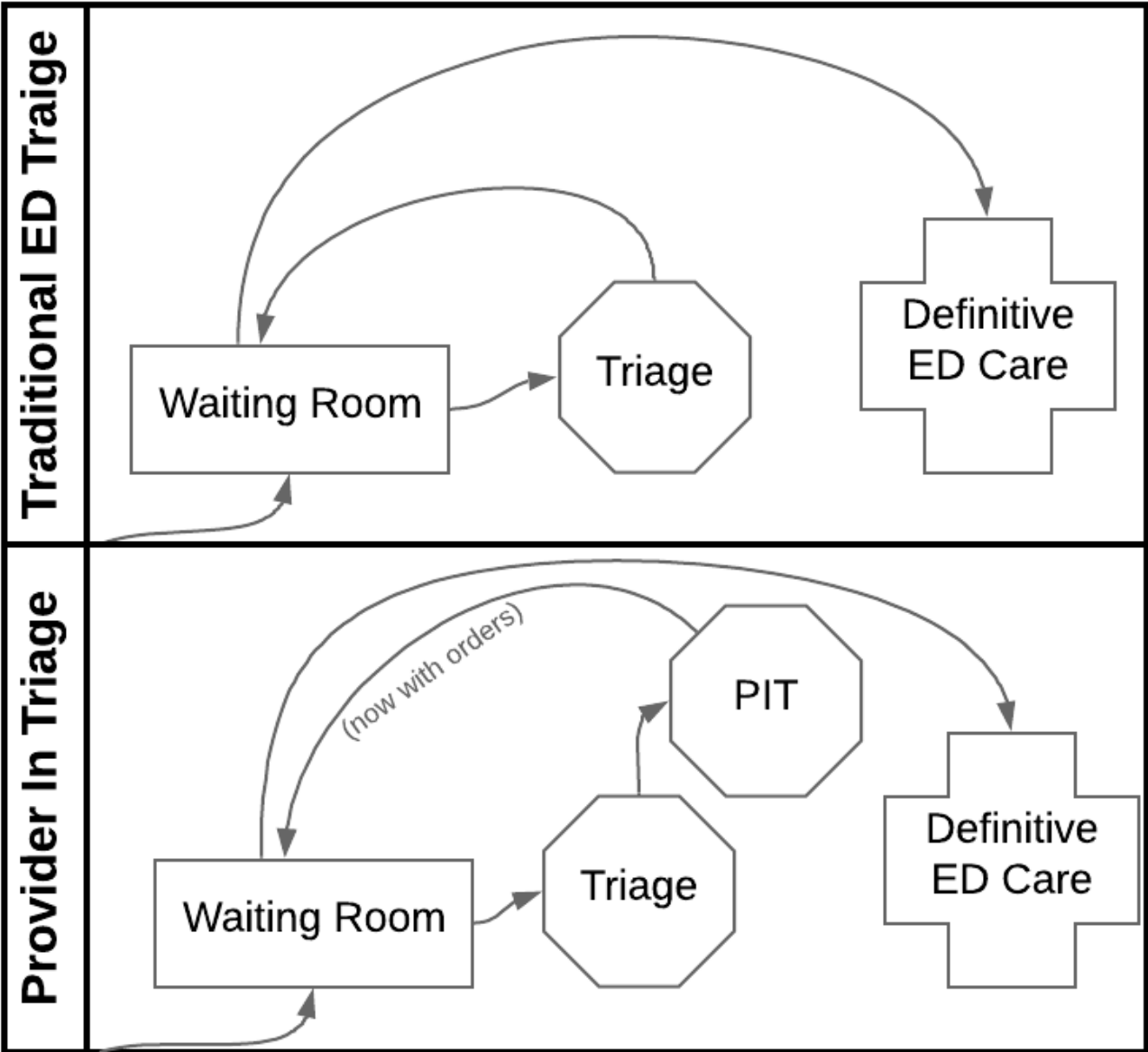


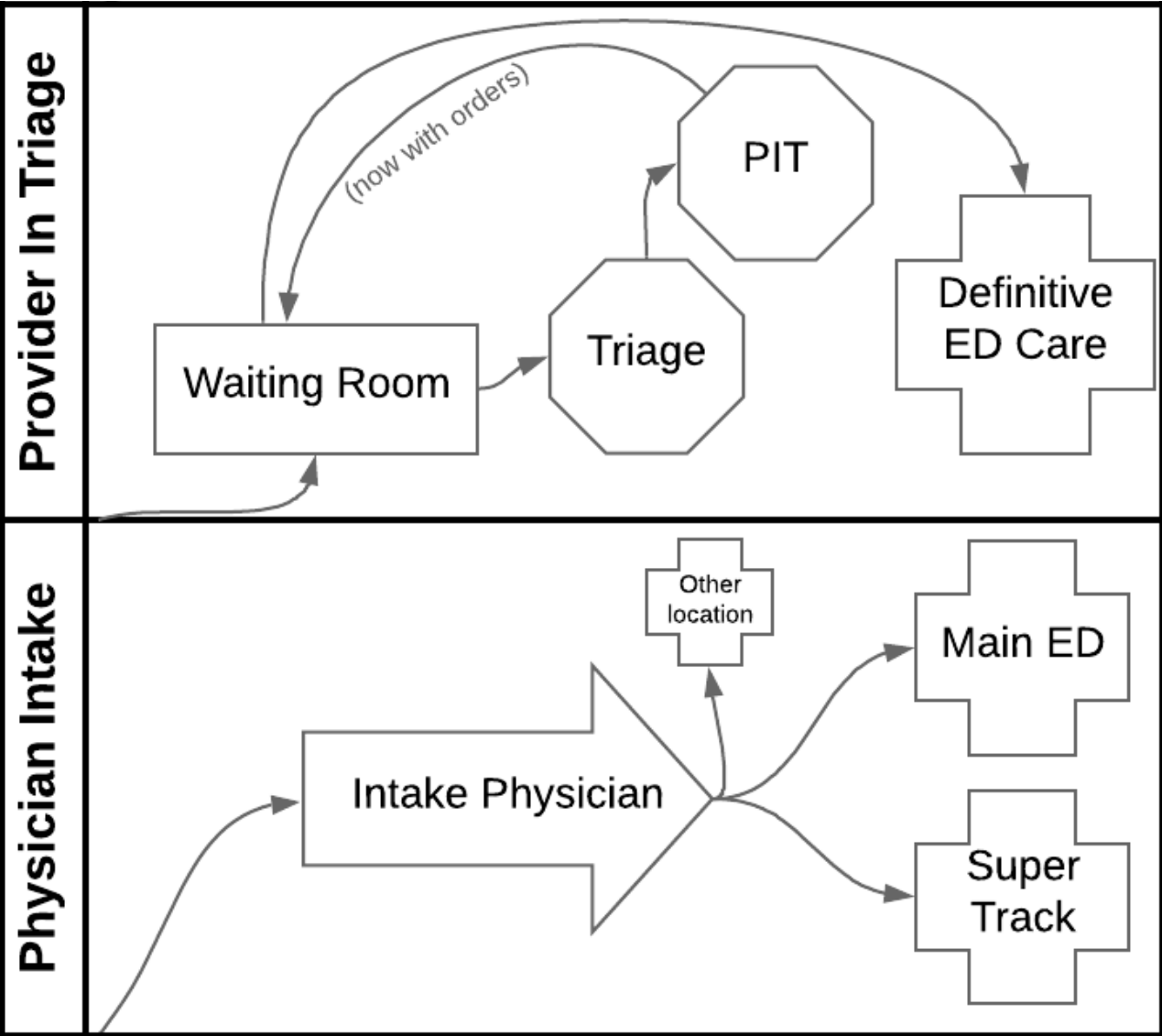
Eliminate Triage

- Pivot team (EMS background)
- Attending physician-led Intake
 - ▣ Immediate discharges
 - ▣ Physician driven initial orders (productive waiting)
 - ▣ Allows for direct rooming of “sick” patients
 - ▣ Promotes “push” versus “pull” to room patients

Traditional ED Triage







Pivot Team



HEALTH

University of Colorado Hospital tries to make its new ER run more like The Gap

By Michael Booth

The Denver Post

POSTED: 05/05/2013 12:01:00 AM MDT

13 COMMENTS

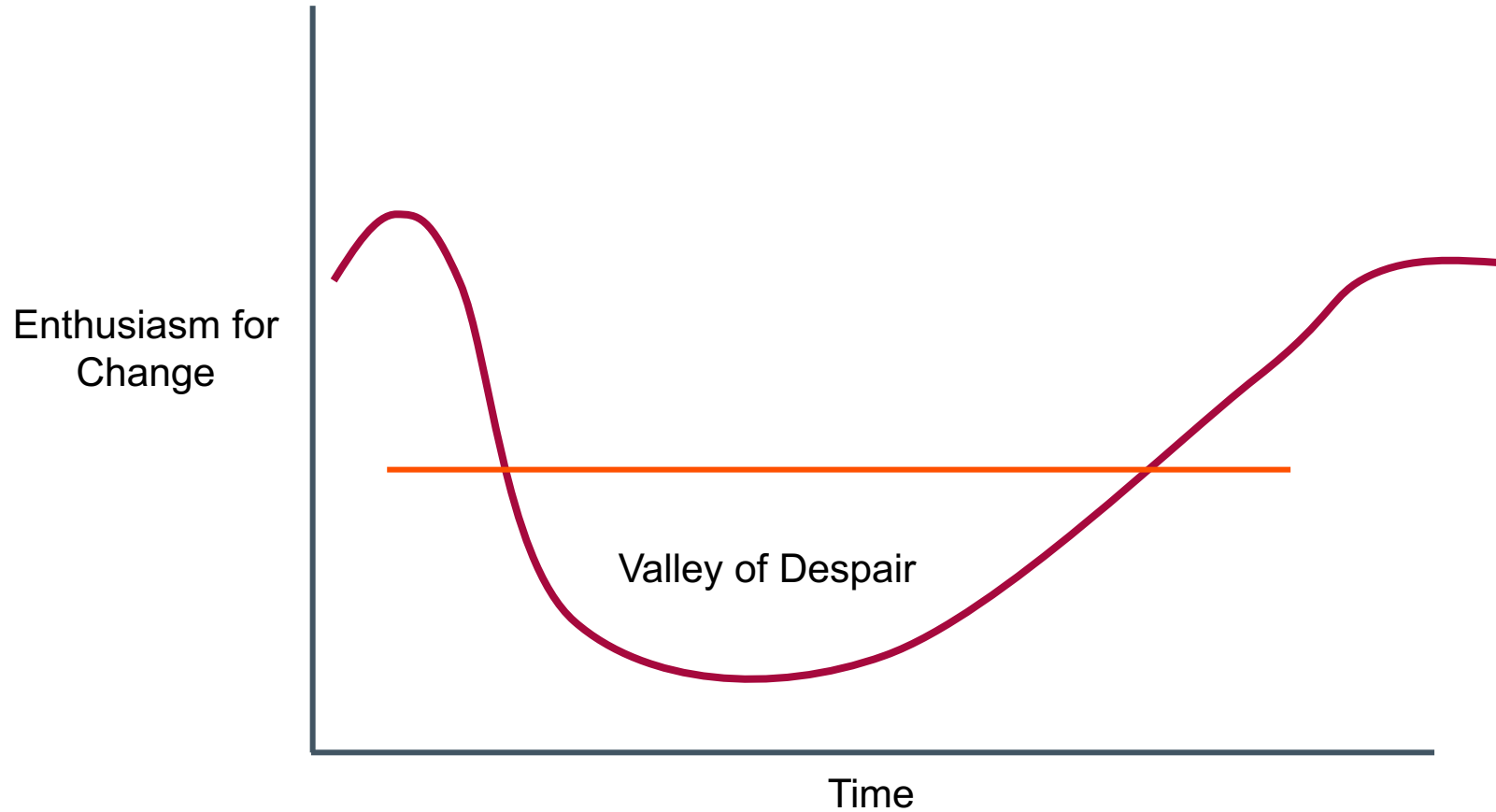
UPDATED: 05/06/2013 12:53:12 PM MDT



Dr. Todd Guth, an intake physician in the new emergency department at University of Colorado Hospital, looks at 10-month-old Marcel's ears for signs



Change Management



Closing Thoughts

“If you always do what you always did, you will always get what you always got.”

“We cannot solve a problem by using the same kind of thinking we used when we created them.”

- Albert Einstein



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