



Vanguard Award Application 2016

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Title of Application: **Emergency Department (ED) LEAN Project**

Topical Area:

Quality improvement:

- Reduced average Medical Status Exam (MSE) to disposition time from 93 minutes to 49 minutes
- Reduced time from “decision to admit” to patient transfer to In-Patient unit from 219 minutes to 45 minutes
- Reduced average time for bed availability from 116 minutes to 15 minutes
- Improved overall ED throughput time from 149 minutes to 113 minutes

Patient Experience:

- Increased average **yelp**® star rating from 2.5 stars to 4 stars
- Hospital HCAHPS score on Overall went from an average for 2015 of 75.47 to 79.53 in the first 5 months of 2016 when our Lean Project was completed. These scores are higher than the National Average of 72¹.



Support of Application

We are honored to be submitting our application for the very prestigious Hospital Quality Institute Vanguard Award for 2016. We would like to thank the Hospital Quality Institute and the wonderful people involved in reviewing our application. We are very proud of our accomplishments this past year as a result of our ED Lean Project. We have been able to significantly improve patient throughput times and patient experience in our ED. We believe that the results are a reflection of the tremendous team and employees of Monterey Park Hospital.

Even more impressive is that these results come from a small community hospital in an urban setting with only 101 licensed beds. Despite our small size and the fact that we serve a largely indigent, Medicaid population, we have been able to achieve results that are well beyond much larger, well-known institutions in Los Angeles, including world-renown academic medical centers. We always strive to work as a team to do the best for our patients and community, and this application shows just one example of many successes we have had in providing the best compassionate care for our patients and the communities that we serve.

We would like to thank you again for your time and your consideration of this application.

*Philip Cohen,
Chief Executive Officer
Monterey Park Hospital*

Executive summary:

Monterey Park Hospital embarked on its very first LEAN project in the Emergency Department on January 28, 2016. The purpose of this project was to improve the Quality of Care in ED by significantly reducing the wait times, improving the overall ED throughput times and improving the ED patient experience.



The ED throughput time, arrival to transfer to the in-patient unit, at the start of the project was 160 minutes, the average time from MSE to Disposition was 87 minutes, and the average **yelp**[®] star ratings was about 2.5 stars.

End date of the Project was April 28, 2016. After successful implementation of this LEAN project, May 2016 data reflected that the ED throughput times improved to 113 minutes, the average time from MSE to Disposition reduced to 51 minutes, and the average **yelp**[®] star ratings increased to 4 stars.

Background and Problem Overview:

To improve the throughput times and Quality of Care provided in ED, Monterey Park Hospital has an ED throughput goal of 2.5 hours (150 minutes).

During the LEAN implementation, after a decision to admit by Licensed Individual Practitioner (LIP) is made the following were identified as major factors in contributing to the 160 minute average ED throughput time:

- delays in bed assignments
- transport
- response from admitting Physician
- lengthy hand off process

We also saw an opportunity to improve our ED patient experience by reducing the total throughput time.

Processes and Strategies:

- Identified stakeholders to form project team:
 - **SCORE leader:** Manager, Quality Assurance
 - **Team:**
 - Corporate Chief Quality Officer
 - Senior Leadership
 - ER Medical Director
 - Nursing Directors

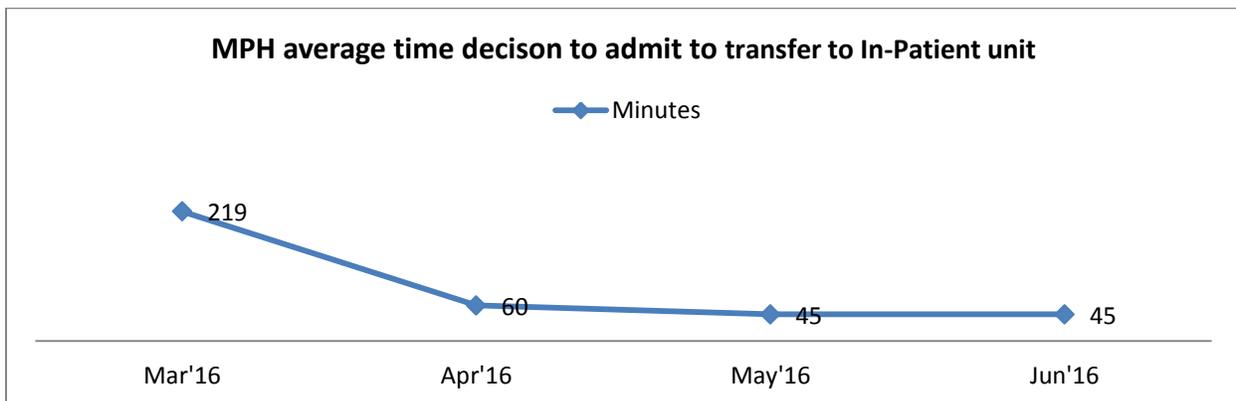
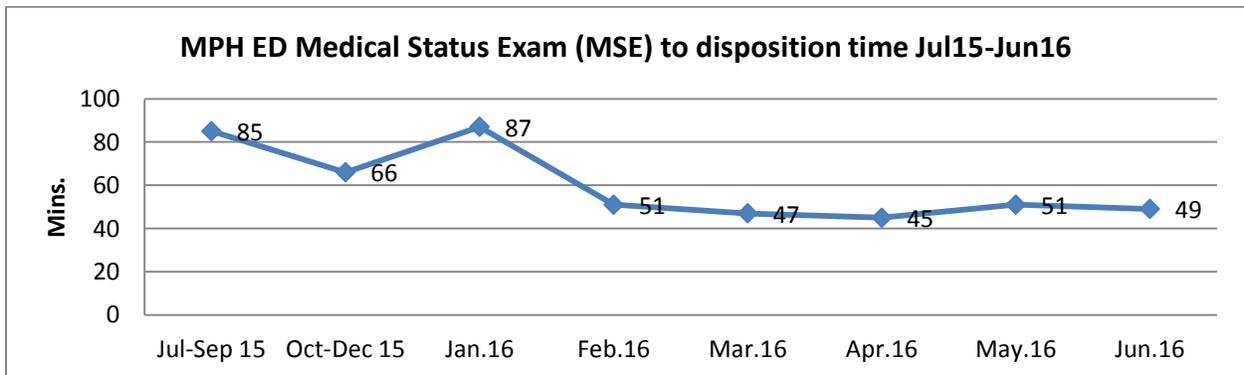
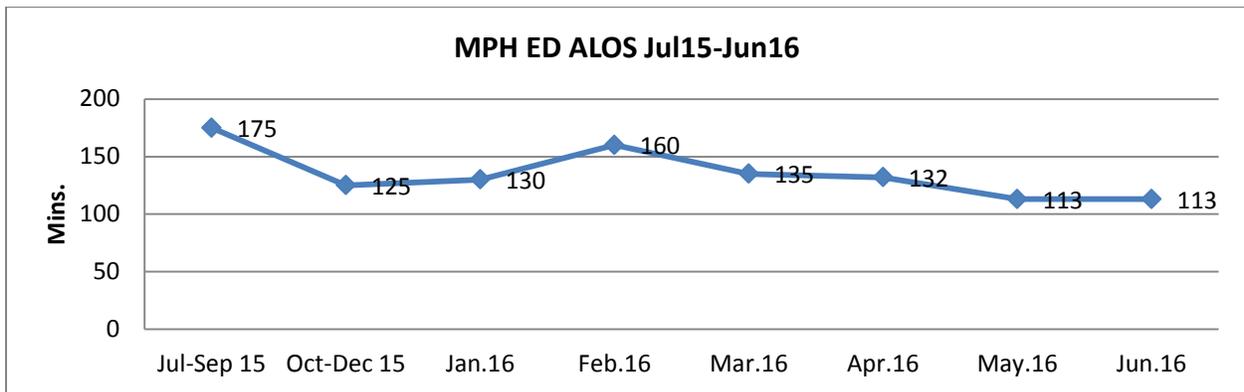


- ER Staff
 - Clinical Directors
 - Ancillary departments
- Staff education at all levels to establish buy in and commitment.
 - Use of LEAN methodologies:
 - Identification of SIPOC (Suppliers, Input, Processes, Output, Customers)
 - Data collection and observations in the ER
 - Identification of Opportunities for Improvement
 - Based on Value Stream mapping, focus area identified as “decision to admit by Licensed Individual Practitioner to the time pt. was physically out of the ER”
 - Identified Value added steps, Non-value added steps and Business non-value added steps
 - Identified Just Do Its (Quick fixes)
 - Identified Bed Assignment process as an opportunity for improvement (starburst):
 - Communication with Admitting Nurse
 - Time from bed assignment to physically moving patient to unit
 - Lack of standardized discharge process
 - Lack of standardized process for room turnover
 - Consulted with Case Management and Admitting Nurse, EVS, Nursing Supervisors.
 - Found solutions and created WWW (Who What When) assignments:
 - Relocated Bed Control and Case Management
 - Created standardized bed assignment workflow for all departments involved
 - Created a Standardized bed assignment checklist

Challenges:

- Staff resistance to change was addressed by explaining the benefits to both our patients and employees and with full support of senior leadership.

Results of the effort:



*Data prior to March 2016 not available.



The results after successful implementation of the project reflect that there is a decrease in wait time for available unit bed and a decrease in availability of bed to physically moving patient to unit from ED. With this we have improved the overall ED throughput times and Patient Experience.

In addition, our hospital now has:

- Clearly defined roles for Admitting Nurse, House Supervisors, Charge Nurses, EVS and other staff involved in the bed assignment process
- Standardized process for each department involved in the admission of a patient
- Improved communication among all involved during the admitting process
- Set expectations from each staff member involved in admitting process

Significance of the results:

- Monterey Park Hospital was able to decrease time from arrival in ED to transfer to In-Patient unit from 160 minutes to 113 minutes, which is below the goal of 2.5 hours (150 minutes).
- The MSE went from 87 minutes to 49 minutes.
- The average time from “decision to admit” to patient transfer to In-Patient unit went from 219 minutes to 45 minutes.
- Monterey Park Hospital HCAHPS score on Overall Satisfaction (Percent of Patients who gave the hospital a rating of 9 or 10) went from an average for 2015 of 75.47 to 79.53 in the first 5 months of 2016 when our Lean Project was completed. These scores are higher than the National Average of 72¹.
- Monterey Park Hospital is the only Los Angeles County community hospital offering acute care services with over 50 reviews and a **yelp**[®] rating of 4 stars.

Some recent 5 Star **yelp[®] reviews from MPH ED patients reflecting outstanding performance:**

- Like this hospital most of the staff are very nice, pleasant, professional but most of all caring not to mention the wait is very short and they run every test possible to make sure you are ok.

- So I brought my friend here earlier tonight for a sore throat and we didn't know what to expect at all. The fact is, coming to any hospital can be a wild card. Registering was easy and they were really upfront about what to expect. We met a young doctor who was filled with glee. That's right, I used the word glee. We were treated and seen within minutes of coming in. In fact, he even offered to send our prescription electronically. I didn't even know people can do that. We didn't do it through. The male nurse was nice, he handed us the prescription and told us where we can go. I haven't been to a hospital in years since I got my stitches, but I think I'll be coming here. Thanks again. If this visit was a wild card: then it was definitely an Ace of all ERs!
- Absolute best care we've gotten in an ER. Ever. Came in on a Sunday at 11:00pm due to my son having breathing difficulties. They saw him right away, diagnosed bronchiolitis. Within 20min, got a steroid shot, breathing treatment, Tylenol for his fever, prescription for antibiotics and steroids. I can't say enough about the team they have there. The nurses, doctor and respiratory therapist were all amazing. Thank you so much for taking such good care of my son. I will definitely recommend everyone I know to come here. Thanks again!

Sustainability:

Standardization of the admitting process and role clarification of all departments and staff that are involved in the admitting process and improvement in overall ED throughput times and patient experience has made chances of sustaining these processes and achievements very high.

To ensure the sustainability our hospital is:

- Monitoring the implemented processes through data collection and observations in each area by designated Personnel per WWW (Who What When).
- Sharing the results with the staff and departments involved.
- Shall implement additional steps/processes as needed
- Researching about an electronic bed assignment system.



Scalability:

Inspired by the outstanding achievements through this Project, our hospital has initiated our next LEAN project in OR and we continue to foster LEAN culture in each and every area of our hospital.

Key Lessons learned

Some of the key reasons for the success of this project:

- Commitment and Involvement from the Senior Leadership
- Effective education of all Stakeholders and frontline staff
- Commitment from all team members
- Setting ground rules at the LEAN project meetings

Lessons Learned:

- Involving Admitting Nurse and Case management from the beginning of the project.
- Including more ED front line staff.
- More frontline staff involvement for buy in and expertise.
- Ongoing monitoring to assure sustainability and continued success.

1. Hospital Compare Preview Report: Improving Care Through Information – Inpatient, Fourth Quarter 2014 through Third Quarter 2015 Discharges, published May 2016