

**Hospital Name:**  
Redlands Community Hospital

**Address:**  
350 Terracina Boulevard  
Redlands, CA 92373  
(909) 335-5500

**Contact:**  
Richard Parenteau, RN  
Nurse Supervisor

2006 ED Volume: 36,878  
Growth from 2005: 6.4%  
Total Staffed Hospital Beds: 172  
Acute ED Beds: 21  
Fast Track: No  
Clinical Decision Unit: No

**Problem to be Resolved:**  
Insufficient inpatient beds to  
accommodate all admissions

**Key Words:**

- Nurse supervisor
- Patient flow
- Bed management

**Lessons Learned:**  
Redlands Community Hospital  
found that by dedicating a  
member of staff to the task of  
identifying available or soon-to-  
be available beds, they are able  
to find enough beds to  
accommodate admissions.

**Reason for Change:**

A 20 percent increase in emergency department visits from 2002 to 2003 contributed to patient flow problems at Redlands Community Hospital. Without adding any physical space or beds, Redlands had to find other ways to facilitate the movement of patients and management of beds throughout the hospital.

**Implementation:**

To improve patient flow, Redlands designated a nurse supervisor to be responsible for managing the day-to-day challenge of moving patients through the hospital. The nurse supervisor begins his day by checking surgery schedules, patients from the previous day who are still awaiting a hospital bed, and the number of new ED patients waiting for beds. The nurse supervisor then meets with all of the case managers and department heads to go over which patients can be discharged, which patients need to move to a more intensive unit, and who may move to a less intensive unit. He then decides which of the patients in need of a bed will get these beds once they become open. The nurse supervisor then spends the rest of his day searching for open beds or beds that are likely to become open soon and responding to staff requests for inpatient beds. Some members of Redlands staff refer to this process as “bed hockey” – one patient must bump another in order to get his or her bed.

**Results/Impact:**

The nurse supervisor has been successful at improving patient flow throughout the hospital by better managing bed placement. He is frequently able to find beds where it seemed none were available, and usually able to accommodate all admitted patients.