

Hospital Name:

Mount Sinai Hospital

Address:

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Chicago, IL 60608
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Contact:

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2006 ED Volume: 50,250
Growth from 2005: 53%
Total Staffed Hospital Beds: 432
Acute ED Beds: unknown
Fast Track: No
Clinical Decision Unit: No

Problem to be Resolved:

High LWBS rate predicted to be made worse by closing of nearby hospital

Key Words:

- Left without being seen (LWBS)
- ED throughput

Lessons Learned:

Mount Sinai was able to achieve its goals of decreased wait times and LWBS rate by celebrating and rewarding success.

Reason for Change:

Because of long wait times, Mount Sinai Hospital's ED experienced a left without being seen (LWBS) rate of 10 percent. Hospital staff expected to see a 20 to 50 percent increase in daily patient volume after a nearby hospital closed its ED, which could only make the long wait and LWBS problems worse.

Implementation:

Hospital leaders sought staff involvement from the start, and actively looked for suggested solutions to the throughput and LWBS problems. As an incentive, an iPod was given away each week for the best suggestion. They also encouraged staff participation in weekly meetings by making these meetings fun, energetic, and very positive. At these meetings, individuals were recognized for superior behavior, and others were encouraged to follow their examples.

Each department in the hospital met to create goals and come up with time-saving solutions. Progress made on these goals was celebrated at the weekly meetings, and a daily assessment of data was sent out to department directors. This gave each department the opportunity to try out new ideas and learn from what others had done. When one department sets a goal, others are encouraged to set goals to complement this improvement. For example, when a goal was set to enter all patient discharges into the hospital's database within ten minutes of the patient leaving, the housekeeping, transporters, and billing departments all set related goals, which together helped improve patient turnover.

Other process improvements have helped save time in the ED. All ED lab specimens are now specially labeled and treated as urgent, so that test results can be returned as quickly as possible. Interpreter services have made adjustments to its staffing so that they have greater resources in the ED during peak times. Caffeine has been eliminated from all food products so that stress tests are not delayed due to the effects of caffeine. Finally, patients are being treated in reclining chairs in the hallways when there are no available ED beds. These patients receive treatment faster than if they had to wait for an open bed. All of these strategies together have helped to reduce wait times in the ED, which has had the added benefit of improving patient satisfaction.

Results/Impact:

Patients in Mount Sinai's ED previously waited an average of 72 minutes to receive treatment. After implementation of this program, however, 70 percent of all patients wait less than 30 minutes to be seen in the ED. Additionally, the LWBS rate has decreased from 10 to 1.8 percent in November 2006, exceeding the target of 2 percent.

**California
ED
Diversion
Project**

Most of Mount Sinai's success can be attributed to the support and participation of every department in the hospital. By celebrating successes, encouraging innovative behavior, and maintaining a fun, energetic atmosphere, the hospital has been able to meet its goals of decreased wait time and LWBS rate.