

Hospital Name:

Cape Canaveral Hospital

Address:

701 West Cocoa Beach Causeway
Cocoa Beach, FL

Contact:

Susan Key, RN, MS, CEN
Director of Emergency Services
(321) 799-7156
susan.key@health-first.org

2005 ED Volume: 32,465
Growth from 2004: unknown
Total Staffed Hospital Beds: 128
Acute ED Beds: 21
Fast Track: No
Clinical Decision Unit: No

Problem to be Resolved:

Overcrowding, low patient satisfaction, low staff morale

Key Words:

- Patient Satisfaction
- ED Throughput
- Staff Satisfaction
- Admission Process

Lessons Learned:

In order for this process to be successful, the project had to gain the support from all participants. Everyone involved must feel like they were part of a team, all working towards the common goal to become one of the best EDs in the country.

Reason for Change:

The director of emergency services, Susan Key, RN, MS, CEN, was tasked with turning the hospital's emergency department into one of the best in the county. Prior to that, the ED suffered from increased overcrowding, rapidly growing patient volume, low patient satisfaction, and low staff morale.

Implementation:

Key created a group to look at the patient-flow problems throughout the hospital, and identify potential solutions to these problems. The group, called the Nursing Process Council (NPC) was made up of representatives from nursing, radiology, respiratory therapy, registration, and environmental services, with other departments participating as needed with specific problems.

As a group the NPC decided to implement a new Admission, Discharge and Transfer (ADT) process, as this was recognized as an area that was currently faulty and could potentially have a great impact on patient care. To earn staff buy-in, the NPC dedicated time for communication, education, and feedback of all participants before implementing the new process. The NPC spent six weeks visiting participating physicians' offices to educate them on the new ADT process, and actively sought their feedback.

Prior to the new ADT process, there were a number of channels through which a patient could be admitted into the hospital. This inconsistency meant that there was no standard procedure for allocating inpatient beds to the most urgent patients, and hospital resources were not being used efficiently. The NPC recognized that by standardizing this process, they could improve hospital productivity, efficiency, throughput, and satisfaction among patients and staff.

Results/Impact:

Since Key began her work Cape Canaveral Hospital's ED, both patient satisfaction and staff satisfaction have increased dramatically. Based on Press Ganey customer-satisfaction scores, Cape Canaveral went from ranking in the 12th percentile to the 90th percentile. Additionally, staff satisfaction now ranks in the 97th percentile, according to a Gallup poll. Patient throughput has also improved, with an 85 percent decrease in average triage-to-bed time, and an 87 percent decrease in ED holding hours.