

Client Profile and Requested Services

A 350 bed, acute care medical center in the southeast required a leader for the Emergency Services department. This medical center experienced significant turnover of 7 Directors during a 6 year period. The department includes 24 beds, service to 18 regional agencies, and an average of 40,000 visits per year.

HCT Executive Interim Management & Consulting (HCT) was asked to place in interim leader as Director, Emergency Services. The baseline data for this interim leader was:

- Transition from manual to automated environment (i.e. system implementation),
- Average Length of Stay (LOS) = 313 minutes,
- Left Without Treatment (LWOT) = 15.3%, and
- Door-to-Provider Time = 121 minutes.

Challenges

In collaboration with the client, our HCT interim Director, Emergency Services, agreed upon specific performance goals during this engagement:

- Transition to an Emergency Services information system,
- Reduce metrics for Left Without Being Seen (LWBS) and Door-to-Provider Time,
- Improve Patient Satisfaction,
- Reduce Length of Stay (LOS),
- Complete transfer of operations to an internal candidate,
- Assess current staff performance and implement accountability, and
- Re-assess the function of LPN's.

Results

HCT interim Director, Emergency Services, provided substantial improvement in both operational metrics as well as customer satisfaction:

- LWOT = 1.3% - 2.0%, down from the baseline number of 15.3%,
- Length of Stay reduced by 56 minutes, from 313 to 257 minutes,
- Door-to-Provider Time decreased from 121 minutes to only 17 minutes and this represent an exceptional improvement when compared to the national average of 55 minutes, and
- Patient complaints decreased significantly along with a reduction in wait times.