

Improving Patient Experience through Swift, Safe, and Seamless ED Admission Flow

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P113

INTRODUCTION

ED Boarding Time is both an operational and a patient experience issue. Makati Medical Center's 2022 Boarding Time from ED to Regular Room turnaround time (TAT) was at **7.00 hours** (mean), while ED to Critical Care TAT was at high **13.5 hours** (mean); alarmingly exceeded the Joint Commission International's (JCI) recommended target of four (4) hours.

Apart from operational impact, patient experience was likewise affected. By year-end Dec 2022, a total of **28 patient complaints and negative feedback** related to ED admission were reported by the Quality Management team of the hospital.

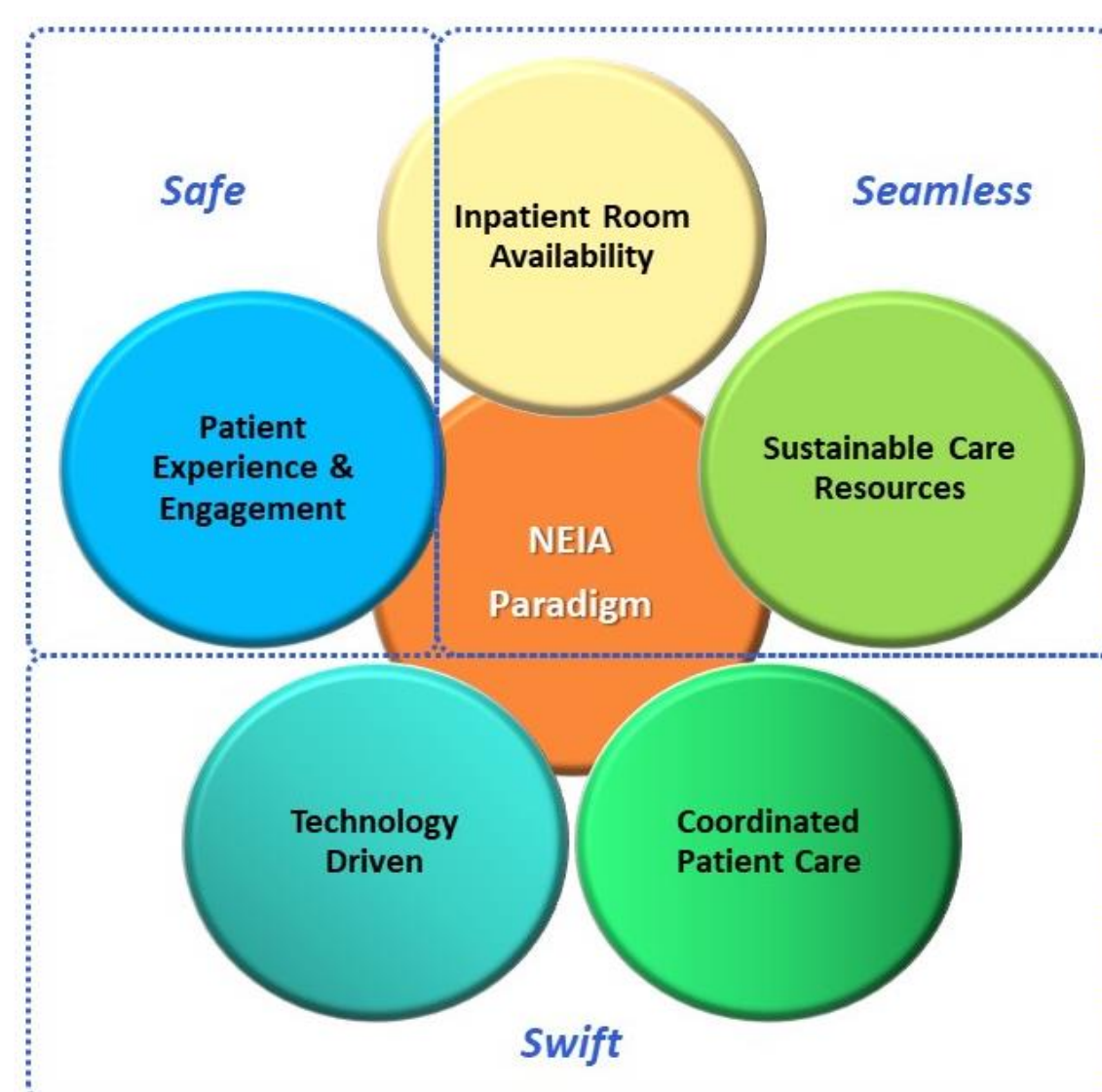
AIM

- Outcome measure:** To improve patient experience by reducing ED admission related complaints and negative feedback (year-end) by **30%** from 2022 data.
- Process measure:** To achieve an average (mean, median) end-to-end turnaround time of equal or less than **4 hours** (Boarding Time) for both (1) ED to Regular Room, and (2) ED to Critical Care (ICU) admission.

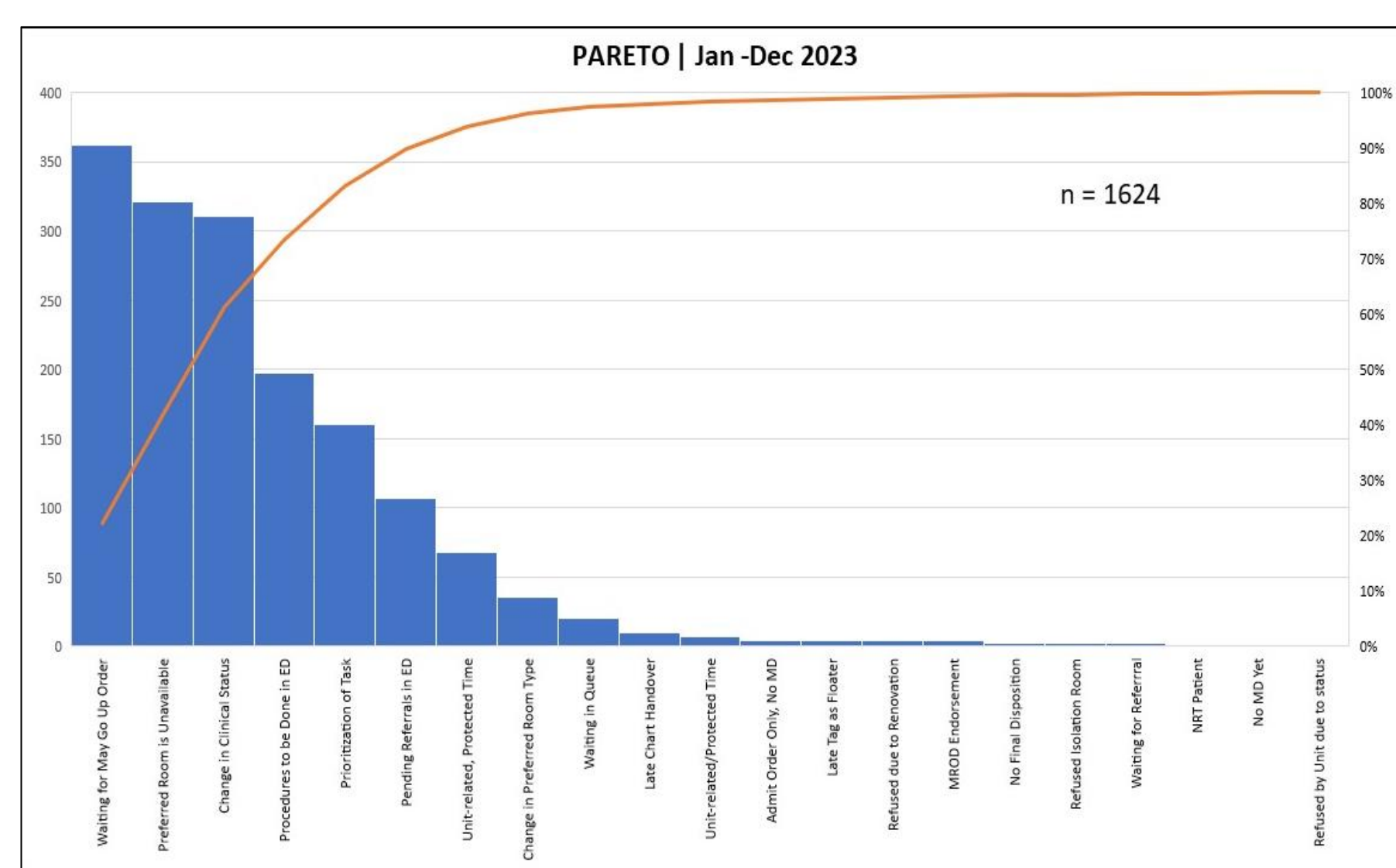
METHOD

Define Measure Analyze Improve Control

Lean Six Sigma Process

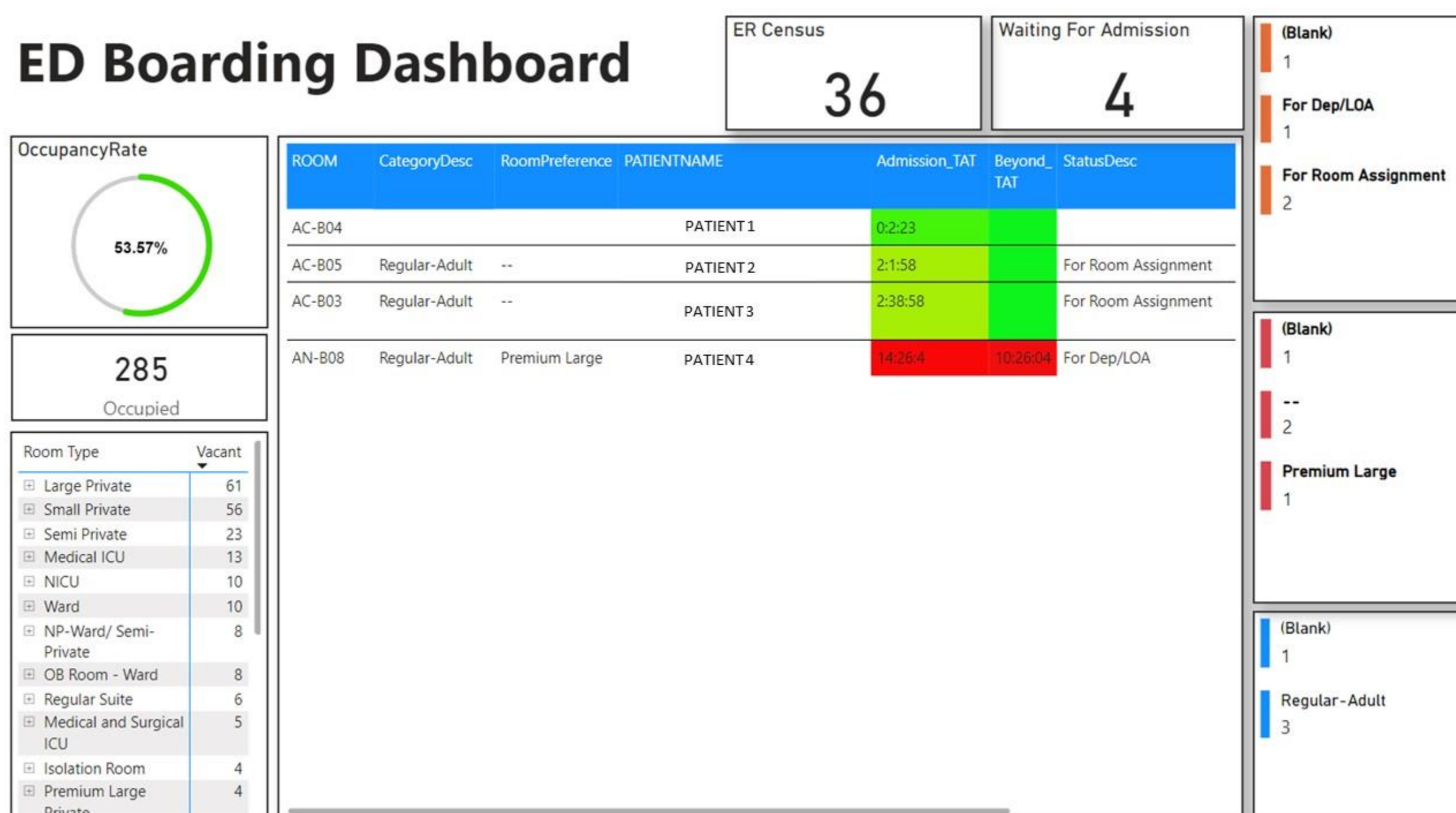


Project Paradigm



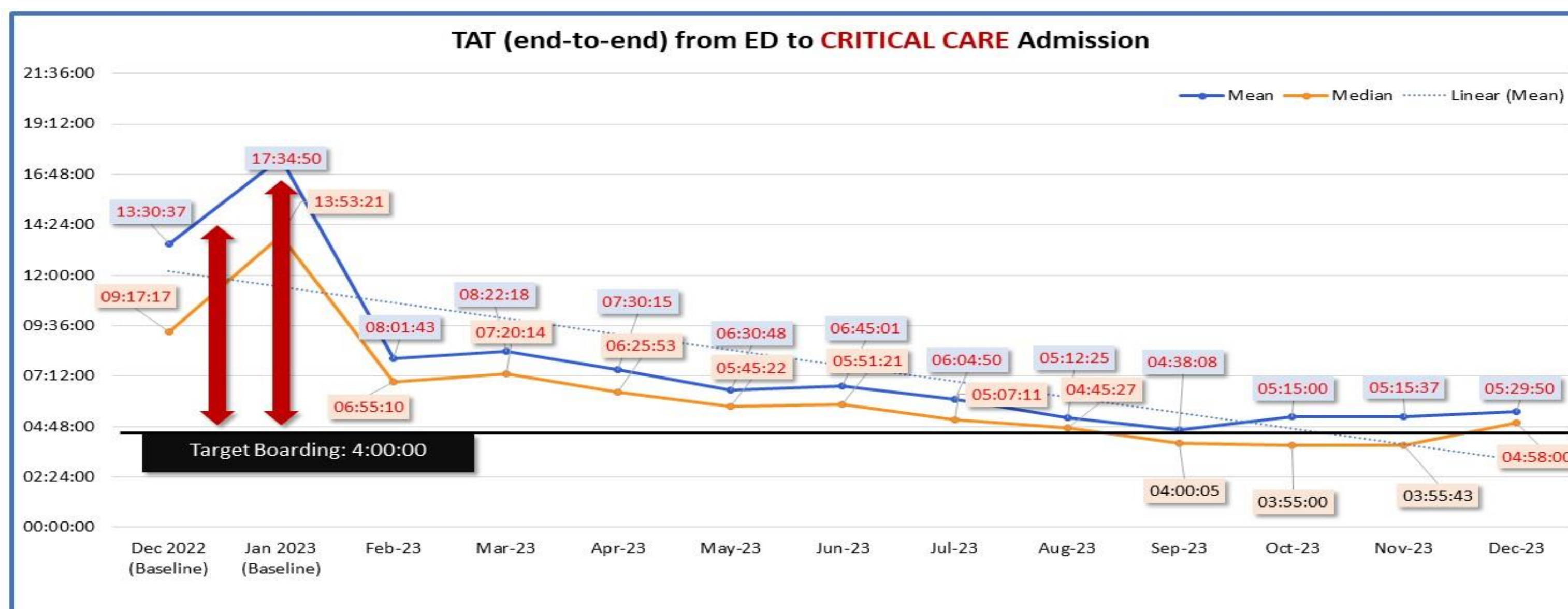
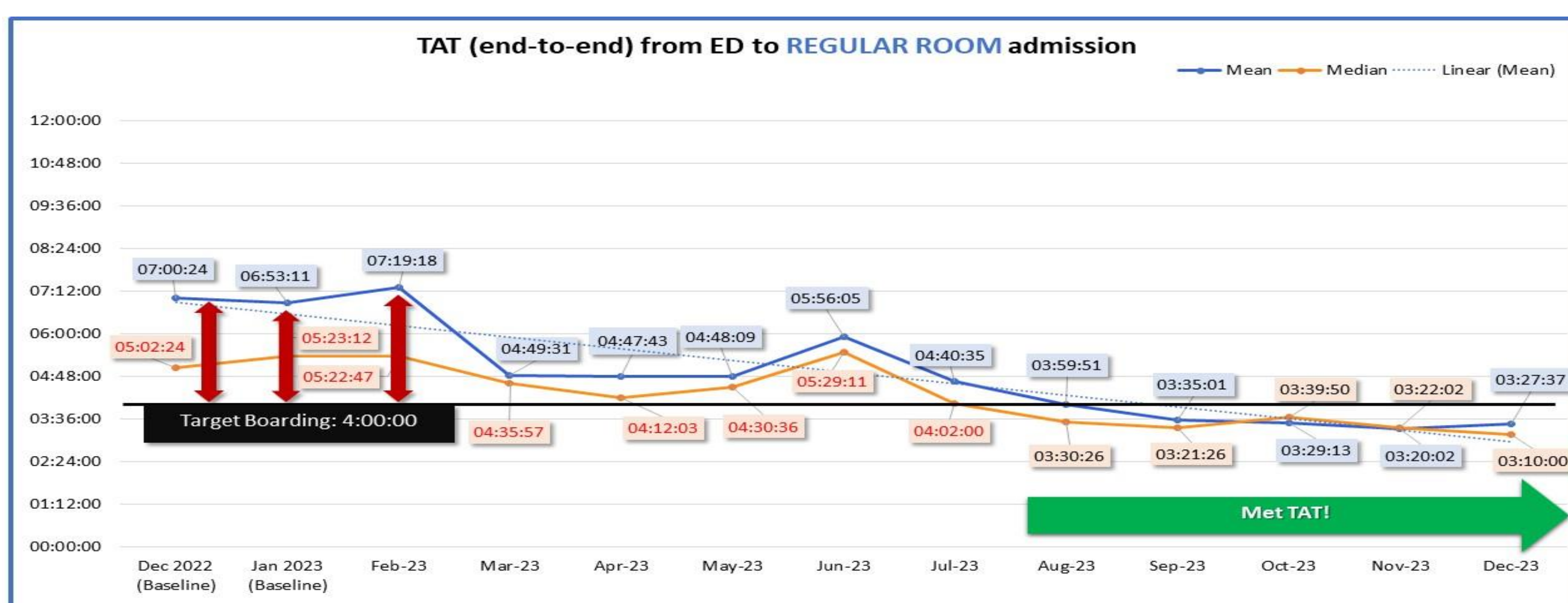
Pareto Diagram | Reasons for Delays

ED Boarding Dashboard

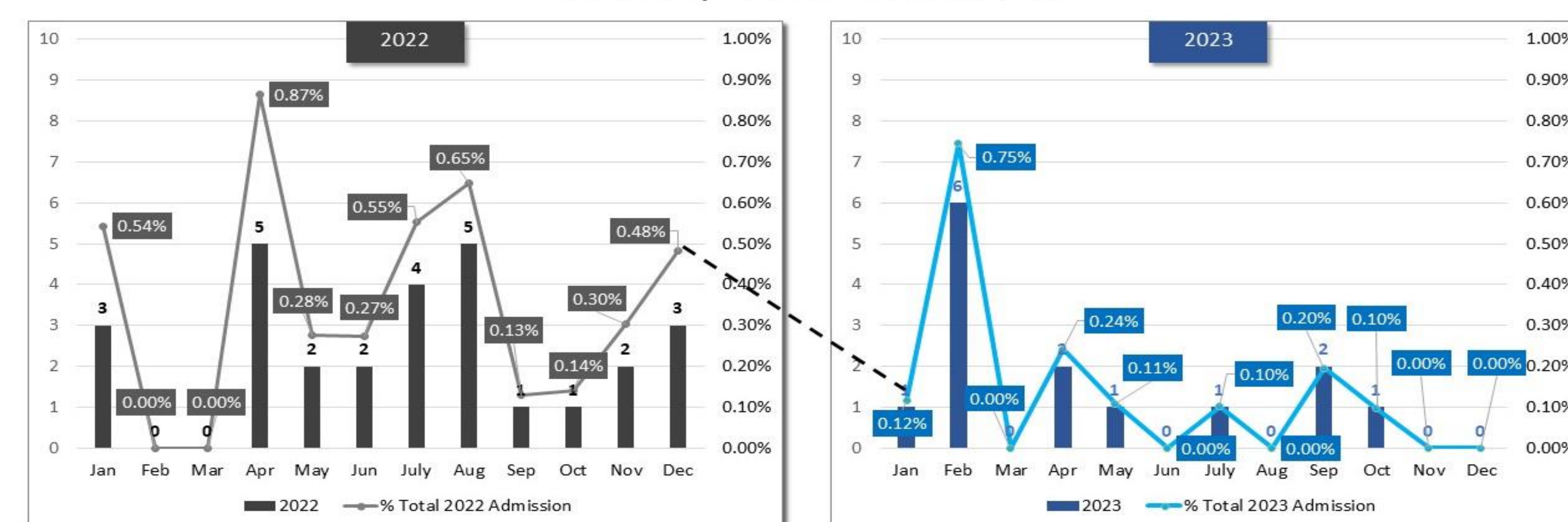


ED Boarding Dashboard

RESULTS



No. of Patient or Family COMPLAINTS and NEGATIVE FEEDBACKS related to Admissions via ED and % from Total ED Admissions per Month for 2022 vs. 2023



CONCLUSIONS

By the end of 2023, the following were the results:

Outcome Measure: There was a **50% reduction** in ED admission-related complaints and negative feedback from 28 counts in 2022 to just 14 counts by Dec 2023.

Process Measure: Achieving turnaround time (TAT) of equal and below 4 hours

- ED to Regular Room admission – decreased from baseline of 7.0 hours (Mean) in Dec 2022 to **3.45 hours** (Mean) by Dec 2023
- ED to Critical Care (ICU) admission – decreased from baseline 13.5 hours (Mean) in Dec 2022 to **5.48 hours** (Mean) by Dec 2023.

ACKNOWLEDGEMENT

Project Advisory Panel

- Dr. Saturnino. P. Javier (Medical Director & Interim Co-President & CEO)
- Dr. Mary Milagro. D. Uy (Director, Hospital Compliance, License & Accreditation Division)
- Dr. Artemio C. Salvador (Division Head, Quality Management)
- Eda Bernadette P. Bodegon, MAN, RN, CHA, CLSSYB (CNO & Director of Nursing)

Project Teams:

Nursing & Patient Care Services, Emergency Medicine, Patient Relations, and Information Communication & Technology

REFERENCES

Joint Commission International. (2012, December 19). Patient flow through the emergency department. R3 Report | Requirement, Rationale, Reference(4), 1-4.

CONTACT INFORMATION

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