

# OPTIMIZING FLOW & IMPROVING METRICS DESPITE OVERCROWDING AND HOLDS

## CASE STUDY

### PARTNERSHIP BACKGROUND

This 383-bed teaching hospital in New York has classifications as a stroke center, STEMI center, and a provisional level 2 trauma center. The facility was experiencing an average annual ED volume of 78,000 and consistently held an in-house census exceeding 400 patients—so it partnered with SCP Health (SCP) to become more efficient while maintaining high-quality care standards.

### GOAL

Improve ED performance on key time-based metrics, including door-to-provider, door-to-arrival, door-to-discharge, and diversion hours.

### STRATEGY

SCP quickly gained the trust of the hospital executive team, providers, and nursing leadership to ensure buy-in for the support and staffing changes SCP had planned. SCP collaborated alongside hospital leaders to replace its Fast Track with a Rapid Assessment Zone (RAZ) for low and moderately acute patients. The RAZ is staffed from 11 a.m. - 11 p.m. by an ED physician and resident, two nurses, and a tech.

The non-clinical greeter was replaced with an emergency severity index (ESI) nurse to assist triaging patients entering through the ED. The unit consists of three decision pathways: immediate discharge, limited testing, and full testing (ultimately moving the patient to a room in the ED).

To maintain trust, communication, and a culture of improvement, SCP hosted regularly scheduled ED staff meetings to review performance, target pain points, and hear staff feedback. These consistent, structured discussions helped SCP and facility leadership refine their strategies to be more effective.

### IMPACT

Despite a 10% increase in ED volume in Year 1 of this partnership, this facility realized the following impressive results:

- ▶ Door-to-Provider: Decreased from 17 to 11.6 minutes
- ▶ Door-to-Arrival: Decreased from 11.7 to 7.7 minutes
- ▶ Door-to-EKG: Decreased from 17.7 to 6.9 minutes
- ▶ Door-to-Discharge: Decreased from 190 min to 174 min
- ▶ Diversion Hours: Decreased from 418 to 4 hours



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