

Improving Patient Flow In The Nhs Care By Design

Today our emergency care system faces an epidemic of crowded emergency departments, patients boarding in hallways waiting to be admitted, and daily ambulance diversions. Hospital-Based Emergency Care addresses the difficulty of balancing the roles of hospital-based emergency and trauma care, not simply urgent and lifesaving care, but also safety net care for uninsured patients, public health surveillance, disaster preparation, and adjunct care in the face of increasing patient volume and limited resources. This new book considers the multiple aspects to the emergency care system in the United States by exploring its strengths, limitations, and future challenges. The wide range of issues covered includes:

- The role and impact of the emergency department within the larger hospital and health care system.
- Patient flow and information technology.
- Workforce issues across multiple disciplines.
- Patient safety and the quality and efficiency of emergency care services.
- Basic, clinical, and health services research relevant to emergency care.
- Special challenges of emergency care in rural settings.

Hospital-Based Emergency Care is one of three books in the Future of Emergency Care series. This book will be of particular interest to emergency care providers, professional organizations, and policy makers looking to address the deficiencies in emergency care systems. The book begins by explaining the fundamentals of patient flow and providing a solid business case for pursuing improvement efforts. It uses real-life examples to explain common patient flow theories and improvement methods. The heart of the book focuses on the practical information and leadership techniques you can use to foster change and remove the barriers to smooth patient flow.

Some is not a number. Soon is not a time. Somehow is not a strategy! How will your organization survive and thrive with the shift from volume to value? In healthcare, change used to be less frequent. But today, each of us works in a capacity-constrained environment where change is constant and patient volume is ever increasing. Flow matters. In fact, it's non-negotiable. Efficient patient flow has never been more critical to ensure patient safety, satisfaction, and optimal reimbursement. In *The Patient Flow Advantage: How Hardwiring Hospital-Wide Flow Drives Competitive Performance*, Drs. Kirk Jensen and Thom Mayer share tips and best practices from their Flow Tool Kit. This resource was developed based on years of hardwiring flow in hundreds of hospitals across the U.S. and Canada. Building on principles first outlined in their earlier book *Hardwiring Flow: Systems and processes for Seamless Patient Care*, the authors offer specific tips, tools, and techniques to add value and eliminate waste. The goal: to build effectiveness, efficiency and a patient-centric focus into the heart of every process that serves patients. Readers will learn: The 7 core strategies to hardwire flow and the tools that support them Why--and how--to use Evidence-Based LeadershipSM for agile, effective teamwork and a culture of safety and accountability Valuable lessons to apply from other industries --like restaurants, aviation, and submarine operations--that get flow right (or that have mastered flow) "Advanced" flow concepts, including how to use targeted systems hospital-wide to relieve boarding and speed patient care How to apply these strategies to the "frontiers of flow," in acute care surgery, critical care medicine, radiology, and anesthesia services Data, knowledge, and wisdom. Learn to leverage your people, your processes, and your healthcare spaces to better serve your patients, providers, leaders, and staff. *The Patient Flow Advantage* is your must have guide to hardwire hospital-wide flow.

"This book explains how to use the Theory of Constraints to improve patient flow in a hospital, medical office, urgent care center, or clinic"-- Simple Steps to Improve Patient Safety, Patient Flow and the Bottom Line A Doody's Core Title for 2020! This thoroughly revised resource shows, step-by-step, how to simplify, streamline, analyze, and optimize healthcare performance using tested Lean Six Sigma and change management techniques. *Lean Six Sigma for Hospitals, Second Edition*, follows the patient from the front door of the hospital or emergency room all the way through discharge. The book fully explains how to improve operations and quality of care while dramatically reducing costs—often in just five days. Real-world case studies from major healthcare institutions illustrate successful implementations of Lean Six Sigma. Coverage includes:

- Lean Six Sigma for hospitals, emergency departments, operating rooms, medical imaging facilities, nursing units, pharmacies, and ICUs
- Patient flow and quality
- Clinical staff
- Order and claims accuracy
- Billing and collection
- Defect and medical error reduction
- Excel power tools for Lean Six Sigma
- Data mining and analysis
- Process flow charts and control charts
- Laser-focused process innovation
- Statistical tools for Lean Six Sigma
- Planning and implementation

Process Redesign for Health Care Using Lean Thinking is a response to a simple, but hard to answer, question and is the result of the experiences of a working doctor who was also the chief safety and quality officer of an Australian teaching hospital. At this hospital, he observed that the Emergency Department was staff by talented, well-trained, and respected doctors and nurses. The facilities were modern, and the work load unexceptional, but the department was close to melt down. Bad things were happening to patients, everyone was blaming each other, lots of things had been tried but nothing was getting better and no one could explain why. The problem was not a lack of technical knowledge or expertise, the problem was that no one stood back and said, "what's the best way to move 200 or 300 patients a day through the complicated and varying, sequence of steps needed to sort out the many different problems that bring patients to our department?" These challenges are faced by hospitals and health services all over the world. There are difficulties with patient flow, congestion, queues, inefficient utilization of resources, problems engaging clinical staff in improvement programs, adverse incidents, and budget constraints. Lean thinking and value stream analysis gives hospitals and health services struggling with these issues the insights they need to help themselves. This book provides a method that systematically turns those insights into working programs of service and system redesign. The book is divided into two sections. The first section gives the background to the approach, and systematically works through the Process Redesign methodology, step-by-step. The second section is a series of case studies that show the methodology in action, what worked and what didn't work. The goal of any process redesign is simple: the right care, for the right person, at the right time, in the right place, and right the first time. This book helps the people who work in hospitals and health services realize these goals by working together.

With an emphasis on social science applications, *Event History Analysis with R* presents an introduction to survival and event history analysis using real-life examples. Keeping mathematical details to a minimum, the book covers key topics, including both discrete and continuous time data, parametric proportional hazards, and accelerated failure times.

Features Introduces parametric proportional hazards models with baseline distributions like the Weibull, Gompertz, Lognormal, and Piecewise constant hazard distributions, in addition to traditional Cox regression Presents mathematical details as well as technical material in an appendix Includes real examples with applications in demography, econometrics, and epidemiology Provides a dedicated R package, eha, containing special treatments, including making cuts in the Lexis diagram, creating communal covariates, and creating period statistics A much-needed primer, *Event History Analysis with R* is a didactically excellent resource for students and practitioners of applied event history and survival analysis.

Abstract: As a result of increasing complexity of the health care system in the United States, along with increasing government and customers demand for better services, the need for an efficient quality improvement method such as Six Sigma is quickly gaining recognition. This study explains various Six Sigma critical success factors such as leadership, customer satisfaction, team building and training. Lean method of process improvement is also introduced; various statistical tools are used with the purpose of identifying the current admissions cycle time of a hospital and the floors that

may need improvement and further analysis. The results of the statistical analysis showed that most floors are not meeting the benchmarked admissions time of two hours or less in a consistent manner; some floors have outliers or excessive delays in admissions. Lastly, the analysis showed that delays in admissions may not necessarily be caused by the number of patients admitted.

Why is this patient still here?" Has this question crossed your mind while you are walking the halls of your organization? This book explains how the Lean Method can help you keep your patients moving smoothly through treatment. It may sound technical, but it is not. The Lean Method is easy to understand, easy to visualize, and easy to apply. First it will help you identify what is keeping patients waiting. Once you uncover the barriers to smooth patient flow, you can use the Lean method to develop creative strategies for keeping patients moving. The Lean Method is a management system. It will help you uncover issues, set goals for solving the issues, and measure your progress toward achievement. Lean has worked in real hospitals, real clinics, and real laboratories. The book includes numerous examples and success stories that illustrate the Lean Method in action. It contains specific recommendations for removing the barriers to flow that are commonly uncovered using the Lean Method. When you improve patient flow, you'll see more revenue for the same assets, happier patients, and happier staff. Learn about these strategies for improving patient flow:

- * Creating an observation unit distinct from inpatient units
- * Redesigning compensation systems to favor patient flow
- * Urging senior managers to spend time observing
- * Requiring progress-tracking charts on everything of interest
- * Encouraging caregivers to ask, "Why is this patient still here?"
- * Creating a patient-flow desk to centralize admission control

In today's health care environment, having satisfied patients just isn't enough. You're now being judged by payers and compared to other providers and patient satisfaction is a big part of that evaluation. *Improving Patient Satisfaction Now: How to Earn Patient and Payer Loyalty* explains why understanding and meeting patient expectations is not only nice to know, it's necessary to know! It gives you action steps in all areas of the practice. Through anecdotes and real-life examples from practicing physicians, you'll learn how to develop higher patient satisfaction, more compliant patients, a more productive and committed staff, and practical techniques to increase patient satisfaction in this updated edition. This book is dedicated to improving healthcare through reducing the delays experienced by patients. It is the first book to have reduction in patient delay as its sole focus, and therefore, provides the foundation by which hospitals can implement change. In short, the book provides "hands-on" discussion and methods for solving a variety of problems, and is a guide to motivate change in Health Care Systems around the world.

This book is the first to present a rich selection of over 30 real-world cases of how leading organizations conduct Business Process Management (BPM). The cases stem from a diverse set of industry sectors and countries on different continents, reporting on best practices and lessons learned. The book showcases how BPM can contribute to both exploitation and exploration in a digital world. All cases are presented using a uniform structure in order to provide valuable insights and essential guidance for students and practitioners.

Organizations around the world are using Lean to redesign care and improve processes in a way that achieves and sustains meaningful results for patients, staff, physicians, and health systems. *Lean Hospitals, Third Edition* explains how to use the Lean methodology and mindsets to improve safety, quality, access, and morale while reducing costs, increasing capacity, and strengthening the long-term bottom line. This updated edition of a Shingo Research Award recipient begins with an overview of Lean methods. It explains how Lean practices can help reduce various frustrations for caregivers, prevent delays and harm for patients, and improve the long-term health of your organization. The second edition of this book presented new material on identifying waste, A3 problem solving, engaging employees in continuous improvement, and strategy deployment. This third edition adds new sections on structured Lean problem solving methods (including Toyota Kata), Lean Design, and other topics. Additional examples, case studies, and explanations are also included throughout the book. Mark Graban is also the co-author, with Joe Swartz, of the book *Healthcare Kaizen: Engaging Frontline Staff in Sustainable Continuous Improvements*, which is also a Shingo Research Award recipient. Mark and Joe also wrote *The Executive's Guide to Healthcare Kaizen*. **DELIVER FASTER, BETTER, AND CHEAPER HEALTHCARE IN AS FEW AS FIVE DAYS 4 STAR DOODY'S REVIEW!** "The main purpose is to present simple steps to help hospitals start getting faster, better, and cheaper in five days or less while achieving the goal of fast, affordable, and flawless healthcare. Healthcare has many opportunities for improvement and the use of Lean Six Sigma concepts can make a dramatic impact. This book provides the basic information to do that."--Doody's Review Service *Lean Six Sigma for Hospitals: Simple Steps to Fast, Affordable, Flawless Healthcare* explains how to use tested Lean Six Sigma methods and tools to rapidly improve hospital operations and quality of care and reduce costs. These proven strategies follow the patient from the front door of the hospital or emergency room all the way through discharge, examining key aspects of patient flow and quality. The trail of billing and collections is also followed to discover and eliminate cash flow leaks. This practical guide emphasizes both the clinical and operational sides to reduce the "three demons of quality"--delay, defects, and deviation. Real-world case studies from major hospitals illustrate successful implementations of Lean Six Sigma. Coverage Includes: Achieving a faster, better hospital in five days--emergency department, door-to-balloon time, operating room, medical imaging, lab, nursing unit, clinical staff, pharmacy, order accuracy, diagnosis, ICU Lean for accelerated patient flow Reducing medical errors with Six Sigma Creating a more profitable hospital in five days by reducing denied, rejected, and appealed claims Six Sigma for hospitals Excel power tools for Lean Six Sigma Identifying improvement projects through data mining and analysis Sustaining improvement using control charts Laser-focused process innovation Statistical tools for Lean Six Sigma Implementing Lean Six Sigma

In today's increasingly strained health care environment, our nation's hospital emergency departments (EDs) provide a critical primary and emergency care safety net for Americans in every community. Yet over the last decade, studies have deemed the country's EDs to be at a breaking point, weighed down by crowding as patient volumes have steadily increased, while at the same time, capacity has decreased. The Urgent Matters Learning Network II (LN II) is a collaborative of six participating hospitals nationwide that are working together over an 18-month period to identify, develop and implement strategies to improve patient flow and reduce ED crowding.

According to *Transforming Health Care Scheduling and Access*, long waits for treatment are a function of the disjointed manner in which most health systems have evolved to accommodate the needs and the desires of doctors and administrators, rather than those of patients. The result is a health care system that deploys its most valuable resource--highly trained personnel--inefficiently, leading to an unnecessary imbalance between the demand for appointments and the supply of open appointments. This study makes the case that by using the techniques of systems engineering, new approaches to management, and increased patient and family involvement, the current health care system can move forward to one with greater focus on the preferences of patients to provide convenient, efficient, and excellent health care without the need for costly investment. *Transforming Health Care Scheduling and Access* identifies best practices for making significant

improvements in access and system-level change. This report makes recommendations for principles and practices to improve access by promoting efficient scheduling. This study will be a valuable resource for practitioners to progress toward a more patient-focused "How can we help you today?" culture.

Tackle the issues of space capacity, utilization, patient flow and technology in this best-selling book for medical practice management.

A new title in the acclaimed Understanding series that focuses on the science of healthcare delivery Over the past decade, the subject of Systems Science has skyrocketed in importance in the healthcare field. With its engaging, clinically relevant style, Understanding Healthcare Delivery Science is the perfect introduction to this timely topic. It covers every aspect of what actually constitutes "best care" and how it can be most efficiently delivered from an operational standpoint. The book is exceptional for two other reasons: numerous case vignettes put the content in a clinically relevant framework, and its comprehensive coverage spans everything from quality and safety to data and policy.

Readers will find a valuable opening section that delivers an outstanding introductory discussion of Healthcare Delivery Science Co-author Dr. Michael Howell is a nationally recognized expert on healthcare quality, whose research has been covered by The New York Times, CNN, and Consumer Reports. He has served on national quality- and safety-related national advisory panels for the CDC, Society of Critical Care Medicine, CMS, and others. An active healthcare delivery scientist, Dr. Howell has published more than 90 research articles, editorials, and book chapters on topics related to quality, safety, patient-centeredness, and critical care.

Optimizing patient flow : advanced strategies for managing variability to enhance access, quality, and safety offers readers innovate techniques for maximizing patient flow and improving operations management while providing clear examples of successful impementation. This all-new book can help health care organizations to reduce and manage variability, thereby increasing the reliability of systems and processes and improving health care quality and safety.

Patient flow is one of the costliest and oft-cited challenges facing hospitals today, and solutions can be expensive or complicated. In light of huge regulatory and financial implications, it is vital that all hospital staff--regardless of their role--learn how they can help to improve patient flow. With hospitals increasingly under the microscope of regulators like the JCAHO and CMS, this video uses sample scenarios to train staff effectively. Small, everyday actions can have a major impact on patient throughput, and this video emphasizes how seemingly minor delays can hinder patient flow and impact patient safety.

Winner of a 2009 Shingo Research and Professional Publication Prize Drawing on his years of working with hospitals, Mark Graban explains why and how Lean can be used to improve safety, quality, and efficiency in a healthcare setting. After highlighting the benefits of Lean methods for patients, employees, physicians, and the hospital itself, he explains how Lean manufacturing staples such as Value Stream Mapping and process observation can help hospital personnel identify and eliminate waste in their own processes — effectively preventing delays for patients, reducing wasted motion for caregivers, and improving the quality of care. Additionally, Graban describes how Standardized Work and error-proofing can prevent common hospital errors and details root cause problem-solving and daily improvement processes that can engage all personnel in systemic improvement. A unique guide for healthcare professionals, Lean Hospitals clearly elaborates the steps they can take to begin the proactive process of Lean implementation. The book has an accompanying website with more information. Mark Graban was quoted in a July 2010 New York Times article about lean hospitals. *Given the increase in candidates from the health services sector, the Lean Certification and Oversight Appeals committee has approved Lean Hospitals by Mark Graban as recommended reading in pursuit of the Lean Bronze Certification exam. Mark Graban speaks about his book on the CRC Press YouTube channel.

Featuring a number of case studies and a theoretical framework, this textbook leads the reader across geographical boundaries and through the logical steps in health operations management. The authors explore its development as a tool for monitoring and controlling the use of valuable resources.

This book is dedicated to improving healthcare through reducing delays experienced by patients. With an interdisciplinary approach, this new edition, divided into five sections, begins by examining healthcare as an integrated system. Chapter 1 provides a hierarchical model of healthcare, rising from departments, to centers, regions and the "macro system." A new chapter demonstrates how to use simulation to assess the interaction of system components to achieve performance goals, and Chapter 3 provides hands-on methods for developing process models to identify and remove bottlenecks, and for developing facility plans. Section 2 addresses crowding and the consequences of delay. Two new chapters (4 and 5) focus on delays in emergency departments, and Chapter 6 then examines medical outcomes that result from waits for surgeries. Section 3 concentrates on management of demand. Chapter 7 presents breakthrough strategies that use real-time monitoring systems for continuous improvement. Chapter 8 looks at the patient appointment system, particularly through the approach of advanced access. Chapter 9 concentrates on managing waiting lists for surgeries, and Chapter 10 examines triage outside of emergency departments, with a focus on allied health programs Section 4 offers analytical tools and models to support analysis of patient flows. Chapter 11 offers techniques for scheduling staff to match patterns in patient demand. Chapter 12 surveys the literature on simulation modeling, which is widely used for both healthcare design and process improvement. Chapter 13 is new and demonstrates the use of process mapping to represent a complex regional trauma system. Chapter 14 provides methods for forecasting demand for healthcare on a region-wide basis. Chapter 15 presents queueing theory as a method for modeling waits in healthcare, and Chapter 16 focuses on rapid delivery of medication in the event of a catastrophic event. Section 5 focuses on achieving change. Chapter 17 provides a diagnostic for assessing the state of a hospital and using the state assessment to select improvement strategies. Chapter 18 demonstrates the importance of optimizing care as patients transition from one care setting to the next. Chapter 19 is new and shows how to implement programs that improve patient satisfaction while also improving flow. Chapter 20 illustrates how to evaluate the overall portfolio of patient diagnostic groups to guide system changes, and Chapter 21 provides project management tools to guide the execution of patient flow projects.

The first edition of Preventing Hospital Infections led readers through a step-by-step description of a quality improvement intervention as it might unfold in a model hospital, pinpointing the likely obstacles and offering practical strategies for how to overcome them. This newly updated edition draws on fresh examples and modern clinical tools, with new or expanded topics spanning antimicrobial resistance and antimicrobial stewardship, RAND/UCLA appropriateness criteria for using devices, and tiered approaches to CAUTI, CLABSI, and CDI.

Unlike other approaches, which focus on the technical aspects of healthcare-associated infections, this book offers a user-friendly manual for effecting real, practical change. Whether resistance comes from physicians who distrust change, nurses who want to protect their turf, or infection preventionists who are removed from the day-to-day work on wards, Preventing Hospital Infections, 2nd Edition offers an innovative and accessible approach that focuses on navigating the human element in a hospital quality improvement initiative.

Provides hospitals with scientifically grounded methods to optimally manage patient flow. This title features advanced tutorials to help you to: understand the problems in patient flow management; assess the quantitative impact of patient flow issues on patients and staff; and, use quantitative methods to enhance patient flow.

Optimizing Patient FlowAdvanced Strategies for Managing Variability to Enhance Access, Quality, and Safety

Written for a global audience, by an international team, the book provides practical, case-based emergency department leadership skills.

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