

# CASE STUDY: Metrics



## Hospital Information

NCH Healthcare System (North Campus and Downtown Campus)  
Naples, Florida  
Annual ED Volume: 110,000+

## TeamHealth Services

Emergency Medicine

## Results

482% increase in patient satisfaction  
*(from 17<sup>th</sup> percentile to 99<sup>th</sup> percentile)*

63% decrease in door-to-provider time  
*(from 57 minutes to 21 minutes)*

58% decrease in length of stay  
*(from 403 minutes to 168 minutes)*

43% reduction in the percentage of patients who left prior to medical screening exam  
*(from 3.5% to .05%)*

**\$1.3 million**  
**increased revenue**

Based on the decrease in percentage of patients who left prior to medical screening exam multiplied by industry average revenue per ED patient

## Challenge

The North Campus and Downtown Campus emergency departments (EDs) at NCH Healthcare System (NCH) were experiencing lower than desired patients satisfaction scores as well as high turn-around times, door-to-doctor times, and left without being seen (LWBS) rates.

## Solution

The hospital selected TeamHealth because of its reputation for helping hospitals improve patient satisfaction levels and quality of care.

To kick-start our efforts, the ED team at NCH and TeamHealth fostered a feeling of shared ownership for the improvement program by jointly presenting the hospital's upper management with an operational assessment and comprehensive process redesign. The primary goal was to create a new patient-centered flow for the ED.

Nine countermeasures (detailed below) were implemented to meet the end-target goal of increasing patient satisfaction scores to the 90<sup>th</sup> percentile. In addition, a board displaying the performance scores was posted in each ED so the target objects were kept top-of-mind.

- Create an ED Action Team
- Shorten the triage process
- Realign provider staffing
- Realign RN staffing
- Establish rapid treatment protocols for ESI levels 4 and 5
- Enhance charge nurse role
- Implement direct bedding 24/7
- Conduct ESI level training
- Establish discharge/disposition room

## Results

The countermeasures realigned the ED's focus and achieved strong results, as noted at left. Most importantly, patient satisfaction significantly improved from the 17<sup>th</sup> percentile to the 99<sup>th</sup> percentile.

