

ACHE CHAPTER PANEL DISCUSSION TEMPLATE

#IP72: In-Person Learning Environment

For ACHE In-Person Education Credits

Improving the Bottom Line by Optimizing Patient Throughput

Length: 1.5 hours

Target Audience: Mid-level to senior healthcare executives and those charged with improving clinical and/or financial improvement.

Description: Effective patient throughput is a challenge for most organizations even though a sound program can significantly affect operational costs, service capacity, and the patient experience. Creating good patient throughput includes strategies that closely align organizational structures, processes, and people to initiate discharge execution at the time of admission. Bringing these complex systems together requires an ongoing transdisciplinary approach to plan, manage and monitor each area's metrics such as length of stay, patient holding and emergency department left without being seen, and patient satisfaction. Results of a sound program may include increased bed capacity, improved revenue, and reduced costs. This discussion will explore strategies to reduce excess inpatient days and create bed capacity through multiple interlocking clinical initiatives.

Faculty: *Each session should feature a moderator plus two to three panelists.*

Moderator: The moderator should be a healthcare executive with extensive knowledge of healthcare, finance, and operations as they relate to patient care at the strategic and business operational level.

Panelists: The panelists should include a clinical leader such as a Chief Nursing Officer, Chief Medical Officer, Chief Quality Officer, or other clinical leader from within a hospital or healthcare system; a hospital or system CEO or COO; or an internal or external clinical operations improvement specialist or consultant. All panelists should have direct experience with patient throughput issues and improvement.

Interactivity: *All sessions must feature a minimum of 10 minutes of dedicated audience Q&A time at the end of the session. Additional small-*

group breakouts or discussions are optional but encouraged.

Presentation: *An optional presentation template has been included for use if the Chapter sees fit. If used, the presentation should include required slides as designated in the template, and no more than 3 additional content slides.*

Questions for Discussion:

- How can you leverage hospitalists to expedite discharges?
- How do you address restructuring Care Management to reduce length of stay?
- How do you create bed capacity without adding beds?
- What strategies have you used at your organization to reduce practice variation?
- What strategies have you used to reduce bottlenecks in the ED, OR and PACU?
- What financial and quality benefits have you been able to quantify?
- How do you reduce patient bed transfer for the same level of care?
- What clinical outcomes and service measures have you been able to impact?

Materials for Distribution:

Van Dyke, M. "Optimizing Operations and Capacity-Despite Personnel Shortages." *Healthcare Executive* (July/August 2022).

Birk, S. "Opening More Doors: Increasing Access to Care." *Healthcare Executive* (July/August 2022).

Additional Resources:

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8476052/>

<https://www.sciencedirect.com/science/article/pii/S016885102100292X>