

# Touro Infirmary Case Study

## ● Challenge

Touro Infirmary selected SCP as its partner for Emergency Medicine Services in January 2012. Our first priority was to work with the ED and hospital staff to improve two key performance metrics: LWOTs and Door-to-Provider (DTP) times. At that point, LWOTs steadily averaged six percent, while DTP times hovered around an hour.

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## ● Approach

SCP, working in concert with hospital administration, ED, and cross-departmental leadership, performed an operational assessment to identify needed improvements. We then established a workgroup to develop processes to address each area of opportunity.

The workgroup pinpointed two problem areas that, if properly managed, could significantly impact the two metrics:

- Ineffective flow between the ED and Fast Track
  - The need to implement a Sort Order Treat (or SOrT) process
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## ● Flow between ED and Fast Track

A chief concern of the workgroup was related to flow. The distance between the ED and the Fast Track was not only considerably far, but the Fast Track was also located outside the ED proper. Providers were expected to transition from one to the other, unduly prolonging the wait time for patients.

The workgroup discovered a section of the hospital, in closer proximity to the ED, which was not being utilized. We were able to obtain access and relocated Fast Track there, substantially shortening the distance and reducing the DTP times.

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## ● SOrT Implementation

An important step toward success was the establishment of SOrT, a triage process, to appropriately screen lower acuity patients. These patients could then be treated directly in SOrT or Fast Track rather than be seen in the acute ED, where they occupied beds needed by more critical patients.

To staff SOrT, we created a program consisting of NPs who were supervised by physicians. Patients were seen in a parallel process by a provider and a nurse, further reducing the time to treatment.

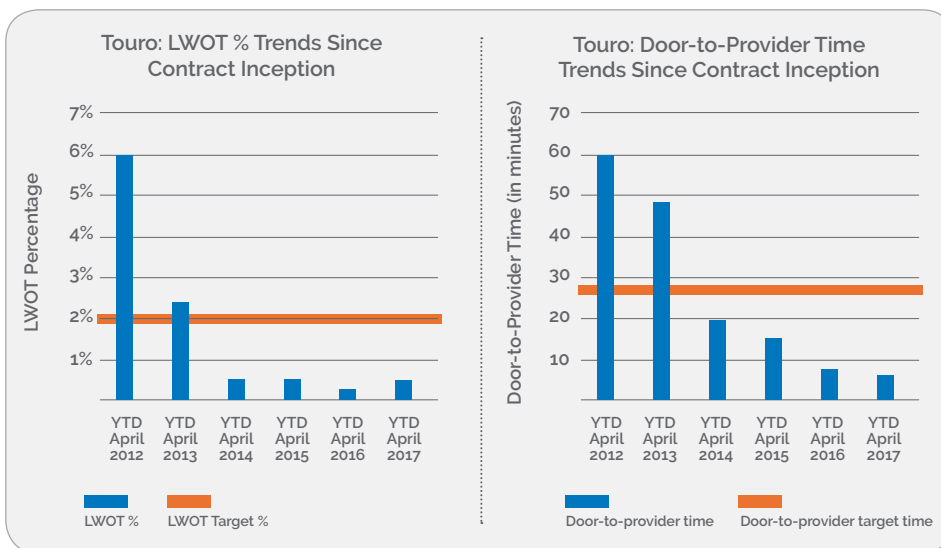
“Adopting, adhering to, and holding all responsible parties accountable to the processes SCP and the hospital leadership developed together is what made the difference in the performance metrics and has contributed to sustainability over the past five years.”

Lois Jones, Client Services Vice President

## ● Outcomes

As a result of these changes, LWOTs not only surpassed our 2% target, but were actually reduced to a mere 0.3%. Door-to-Provider time also saw a significant reduction, from 59 minutes to 6 minutes (target was 29 minutes).

Since partnering with SCP and acting on the group's recommendations, Touro has sustained both performance metrics for more than five years, as the charts below show.



The charts highlight performance for the first three months of our contract in 2012 and the same period for each subsequent year of our partnership.