

The Importance of Patient Movement Across Our Health System

The Operational Engagement Team



Implementing a new electronic health record (EHR) means transformation for a health system on all levels, not just technology. In fact, the impact is greater in an operational and cultural sense. As we implement Epic, change throughout South Shore Health System is imminent. Rather than seeing change as a daunting threat to the way we do things, we should view it as an opportunity to improve the quality of care across our Health System.

Managing Operational Change: Risks and Opportunity

We established an Operational Engagement team to ensure our operational areas are fully engaged and ready for the changes ahead. The Operational Engagement team works side-by-side with operational leaders, Epic, and the project team to identify the risks and opportunities our Epic implementation presents. These risks and opportunities impact all areas of the organization.

The Patient Movement Opportunity

Patient movement is a common operational risk and improvement opportunity when implementing a new EHR.

Think of patient movement as a hospital's circulatory system. It is both the physical and application flow of patients through our care continuum. If the system or workflows are flawed, we impact our patients, our staff, and the quality of care delivery.

Optimized Patient Movement — Top 5

5. Increased throughput
4. Decreased average length of stay
3. Improved charge capture
2. Fewer ambulance diversions
1. Higher patient satisfaction ratings

On good days, things can seem to flow smoothly. But when the census spikes—as it recently did to the highest level ever—a poorly designed process can break down.

As a result, Patient Movement has been given extra attention by South Shore Health System to assure we design and implement the best patient movement workflows possible.

Clinical and Revenue Impact

Effective patient movement workflows ensure clinicians and providers can:

- Efficiently locate and track their patients
- Keep families and visitors well informed
- Send medications, results, and supplies to the correct unit
- Provide better, more efficient patient care across departments

Efficient patient flow equals faster patient throughput, and can reduce cost, improve utilization management and reduce insurance denials.

Progress to Date

The Operational Engagement team has been focused on Patient Movement since the start of the Epic implementation and we're making great progress:

- **Review**
During the Direction phase last year, Patient Movement Subject Matter Experts (SMEs) across South Shore Health System reviewed current patient movement workflows, such as Admission, Transfer, and Transport. The workflows were then integrated with Epic's "foundation" recommendations—ensuring an optimized system.
- **Design**
Application build teams then worked with SMEs to reach decisions during design

Send any questions to:
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Operational Engagement Web:

<http://www.southshorehealth.org/epic-operational-engagement>



**South Shore
Health System**



sessions. The workflows were reviewed, adjusted, and eventually approved during the Adoption phase.

• **Building and Testing**

Analysts and SMEs are currently testing patient movement areas and processes within the system as they are built. The teams are in close collaboration to ensure consistency and alignment of patient movement workflows across the application.

• **Operational Review**

Operational teams convened frequently in December and January, reviewing integrated patient movement workflows to determine accuracy and making final recommendations.

By the numbers@55 Fogg

Although the concept of patient movement is simple, it becomes very complex very quickly within a 24/7 full-service hospital. South Shore Hospital currently employs 50 unique patient movement scenarios.

What's Next?

• **Testing of Final Approved Build**

Analysts and SMEs will test final Patient Movement builds (approximately 80% complete) to ensure they operate as designed, making adjustments and recommendations as needed.

• **Patient Movement Days**

Patient Movement Days are a series of events to socialize and plan operational readiness related to Patient Movement. Traditionally, Epic recommends two sessions to cover these workflows. Due to the high census environment and busy Emergency Department at SSHS, additional days were added:

February 28	Patient Movement Day 1
March 15	Patient Movement Day 2
March 22	Discharge Workflows
Date TBD	High Census Bed Management

• **Training**

Patient Movement will be included in all training for clinical and operational areas impacted.

Please visit the Operational Engagement page on South Shore's Epic Web for more information about our initiatives: <http://www.southshorehealth.org/epic-operational-excellence>

Thank you for your interest and support! Please direct questions to PMO@sshosp.org.

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