Case Study

Torrance Memorial Medical Center

Improved patient flow, increased early discharges, and decreased boarding hours.

Challenge

Torrance Memorial Medical Center faced capacity challenges because of an inefficient patient discharge process and lost time due to discharge delays. Their goal was to improve timely access to services and related throughput, reduce delays in treatment, and improve patient, staff, and physician satisfaction.

Solution

- Relaunched a Throughput Steering Committee endorsed by the Chief Executive Officer and Chief Nursing Officer.
- Completed both a current state assessment and a data-driven business review.
- Implemented a standardized process dedicated to early discharges, which became known as VIDA – Very Important Discharge Appointment.
- Focused on three actions which align with TeleTracking's best practices:
  - Ready to Move within 15 minutes
  - Environmental Services response time within 30 minutes
  - Discharging the appropriate number of patients by 11:00 a.m. as a part of the VIDA process
- Launched an initiative with cross-functional teams to understand barriers to 11:00 a.m. discharges.
- Created a new icon, VIDA, in TeleTracking's Operational Platform so all team members are aware when a patient has been designated as an early discharge.
- Triggered alerts to team members to increase transparency.
- Set up patient transportation the day before a scheduled discharge for patients moving to a skilled nursing facility.
- Leveraged TeleTracking's Data and Analytics solution to deliver reports and dashboards.

Results

Since implementing the VIDA program, powered by TeleTracking, Torrance Memorial Medical Center has:

- Decreased ED diversion, boarding, and left without being seen, while ED visits and census increased
- Decreased PACU boarding hours
- Improved patient and staff satisfaction

260 patients
discharged by 11:00 a.m. on average each month

1 hour
reduction in Patient Ready to Move time

48%
reduction in EVS response time

Lessons Learned

from the Torrance Memorial Leadership Team

You can apply Lean methods to achieve cost reduction while increasing satisfaction of patients and staff using TeleTracking's Operational Platform.

Change is hard. Consistently meet with your teams to explain and reinforce the importance of the initiatives and the impact on quality and patient safety.

Develop a set of Standard Operating Procedures to ensure a unified approach across the full range of hospital teams.

Celebration is essential. Easing into the transition and encouraging team spirit with contests was a huge hit. Rewarding the team with the highest number of VIDAs helped to drive staff adoption and engagement.

Torrance Memorial Medical Center Overview

Torrance Memorial Medical Center is a nonprofit medical center providing healthcare services to the South Bay, Peninsula, and Harbor communities in Southern California. Torrance Memorial Medical Center is affiliated with Cedars-Sinai under the umbrella of Cedars-Sinai Health System. Their nursing program has earned the coveted Magnet® recognition from the American Nurses Credentialing Center, which recognizes nursing excellence. Torrance Memorial Medical Center has been recognized as the Best Hospital for 2023-24 for the 12th straight year by U.S. News & World Report, placing the hospital in the top 3% in the state.

Operational Platform: TeleTracking

EMR: Cerner

Total Beds: 443

TeleTracking Partner Since: 2009

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> The bottleneck of the hospital really is discharges and if you hone in on that, that is going to accelerate the rest of the processes in the hospital.

Hospitalist
Torrance Memorial Medical Center

> [PACU] LOS has drastically reduced, we aren't operating in silo's anymore, we are actually looking at things globally and our patients are much happier.

Pre-Op / PACU Nurse Manager
Torrance Memorial Medical Center