Capital Zone Emergency Services Council
“CZESC”

Quarterly Report
Quarter 1 (January to March 2017)
With focus on the Emergency Department of
The IWK Health Centre
Introduction

Emergency Medicine is the medical specialty dedicated to the diagnosis and treatment of unforeseen illness and injury. It includes the initial evaluation, diagnosis, treatment, and disposition of any patient requiring expeditious medical, surgical, or psychiatric care <1>. Thus, the operationalization of “Integrated Networks of Emergency Care” is inherently interdisciplinary and interdependent upon multiple in-hospital and Health System wide structures and processes.

In alignment with the NSHA/IWK/EHSNS commitment to patient safety and with the Better Care Sooner standards (as well as with recommended national ED quality reporting guidelines) this quarterly report focuses on Key Process Indicators, and outcomes when available, to help drive the CQI imperative and to improve care to the patients and populations that we serve.

<table>
<thead>
<tr>
<th>Emergency Medicine</th>
<th>Unforeseen Unscheduled</th>
<th>Predictable Schedulable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CTAS 1, 2, 3</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Often described as “real” emergencies 97% of fixed costs of ED to meet population burden of acute illness and injury&lt;4&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Does include exacerbations of chronic problems</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- “avoidable” CTAS 3 (ED as safety net)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- frail elderly with no acute event or problem</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- partial diagnosis requiring further work up</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- chronic condition requiring follow up or has predictable clinical course</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CTAS 4, 5</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- <strong>DO NOT</strong> cause ED overcrowding&lt;2,3&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Very low marginal cost to see in ED&lt;4,5&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- 9/10 most common successful lawsuits in EM</td>
<td></td>
<td></td>
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<tr>
<td>- “inappropriate” ED visits (ED as gate keeper)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Medication refill</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- “sick note” for work or school</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Queue jumping to see specialist</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. **MYTH:** Emergency room overcrowding is caused by non-urgent cases - October 2009 Canadian Health Research Foundation Myth Buster of the year series
5. Emergency Medical Care: 3 Myths Debunked, Huffington Post. Leigh Vinocur, M.D. Director of Strategic Initiatives at the University of Maryland School Medicine.
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Demand

Census – Halifax Infirmary ED  Reporting Date: October 1 – December 31, 2016

Context:

Emergency Departments are designed to meet the unscheduled (from life threatening to relatively minor) health care needs of the population. The 5 level CTAS score is used to differentiate acuity (1 being severe and time dependent) though it is only a surrogate marker for the complexity of care. Left Without Being Seen (LWBS) is a reflection of decreased access secondary to wait times (target 2-3%). Percentage admitted national benchmark is 16-18% for CTAS 3s.

Analysis:

Monthly census continues at levels similar to that in the previous three years. Half of our patients are CTAS 3, and 4/5 patients are discharged from the ED. LWBS rates remain high at 5%, indicating ongoing access block.

Sam Campbell, Site Chief, HI ED
Demand

Census – Dartmouth General ED  Reporting Date:  January 1 to March 31, 2017

Context:

Emergency Departments are designed to meet the unscheduled (from life threatening to relatively minor) health care needs of the population. The 5 level CTAS score is used to differentiate acuity (1 being severe and time dependent) though it is only a surrogate marker for the complexity of care. Left Without Being Seen (LWBS) is a reflection of decreased access secondary to wait times (target 2-3%). Percentage admitted national benchmark is 16-18% for CTAS 3s.

Analysis:

Historically high acuity at the Dartmouth General Hospital Emergency Department persists and high patient volumes are continuous.

Ravi Parkash, Site Chief, DGH ED
Demand

Census – Cobequid Community ED  Reporting Date: January 1 to March 31, 2017

Context:

Emergency Departments are designed to meet the unscheduled (from life threatening to relatively minor) health care needs of the population. The 5 level CTAS score is used to differentiate acuity (1 being severe and time dependent) though it is only a surrogate marker for the complexity of care. Left Without Being Seen (LWBS) is a reflection of decreased access secondary to wait times (target 2-3%). Percentage transferred is used as a surrogate for admits for CCHC.

Analysis:

Patient registrations continue to increase at CCHC. Fourth quarter registrations are 4% higher than the same period last year. LWBS rate was stable at 4.8%(4.5% for 2016). The increased volume often necessitates double triage, we are looking at revising nursing complement schedules to address this issue. The transfer rate remains stable at 7%.

Mike Clory, Site Chief, CCHC ED.
Demand

Census – Hants Community Hospital ED  Reporting Date: January 1 to March 31, 2017

Context:

Emergency Departments are designed to meet the unscheduled (from life threatening to relatively minor) health care needs of the population. The 5 level CTAS score is used to differentiate acuity (1 being severe and time dependent) though it is only a surrogate marker for the complexity of care. Left Without Being Seen (LWBS) is a reflection of decreased access secondary to wait times (target 2-3%).

![Graphs showing CTAS distribution, percentage transferred, and discharge distribution.]

Analysis:

Census levels are similar to previous years and percentages of CTAS levels remains stable

Sam Campbell, Site Chief, HCH ED
Demand

Emergency Department Demographics – Halifax Infirmary / Dartmouth General / Cobequid Community / Hants Community

Context:

The complexity of patients presenting to the Emergency Department is a function of CTAS, age, presenting complaint, and many other factors. This data looks at the percentage of census in the following age groups (IWK excluded at this time): < 2 yrs, 2-16 yrs, 16-65 yrs, 65-80 yrs, and > 80 yrs.

Analysis:

While patient volumes continue to rise, so too does the average age of patients, this is a surrogate marker for complexity, which requires longer stays and higher resource use. Constantly improving the care we provide to older patients and those with frailty is a specific goal of the Central Zone Emergency Departments.

Kirk Magee, Interim CZESC Chair, NSHA
Flow and Network Integration

ED Length of Stay (LOS) for Admitted Patients

Context:

ED LOS of admitted patients (i.e. “ED boarding”) has been recognized as the main cause of overcrowding in the ED. Overcrowding is the term used to describe access block. Access block as manifested by increased patient wait times, increased ambulance offload times, and increased LWBS rates is associated with increased adverse outcomes, increased mortality (in a dose/response relationship), and increased costs to the system overall.

Analysis:

The boarding of admitted patients in the Emergency Departments continues to present a significant challenge to flow in throughout the Zone. Dartmouth General Emergency is faring the worst in this aspect. The current national target recommended by CAEP is 12 hours, and until recently only Hants Emergency was able to meet this (and even then, only on occasion) This latest report shows Hants’ boarding hours exceeding that at the QEII for the past 6 months. Although it is admirable to see Hants ‘share the pain’, it shows how the system dysfunction continues to expand outside of the urban sites. The boarding of inpatients leads to longer waits for emergency patients, increased consumption of resources from the Emergency Department budget to pay for the care of inpatients and staff stress and burnout. Recent deaths after long offload delays are continuing to cause great morale problems (not to mention the effects on patients and their families).

Kirk Magee, Interim CZESC Chair, NSHA.
Flow and Network Integration

Ambulance Offload / Transition

Context:

Ambulance offload times are another Key Process Indicator which has implications both to the individual patient (i.e. wait times to see an MD), and to the community (i.e. turn around times for the ambulance to get back to the streets and available to the community for the next 911 emergency call.

Because of rising ambulance offload times in the past (due to ED access block) a transition team has been in place to assume the observation of care in the “ambulance hallway” prior to the placement of the patient in an ED bed (to allow the EHSNS crew to return to service). This off load team was discontinued on April 1, 2014.

Analysis:

Offload times are over 2.5 hours 90% offload times at both large sites.

Kirk Magee, Interim CZESC Chair, NSHA.
Flow and Network Integration

Matching Capacity with Demand:

Context:

Ambulance smoothing has occurred in the central region for Quarter 4 2012 based on the relative surge capacity at each ED site. This table shows the percentage of time that the HI and DGH were on then escalating levels of capacity (Red being the highest surge level). CCHC is also part of this network. The surge levels are determined by 5 criteria and are measured real time so the status changes dynamically. If an ambulance patient does not meet exclusion criteria (CTAS 1 and 2 previously determined trip destination criteria for major trauma, stroke, STEMI, or have had recent admit to hospital) then patients may be rerouted from a Red ED to a Green ED.

<table>
<thead>
<tr>
<th>QEII</th>
<th>DGH</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>YELLOW</td>
<td>RED</td>
<td>18.75%</td>
</tr>
<tr>
<td>ORANGE</td>
<td>RED</td>
<td>13.16%</td>
</tr>
<tr>
<td>GREEN</td>
<td>RED</td>
<td>11.81%</td>
</tr>
<tr>
<td>RED</td>
<td>RED</td>
<td>11.72%</td>
</tr>
<tr>
<td>YELLOW</td>
<td>YELLOW</td>
<td>6.76%</td>
</tr>
<tr>
<td>GREEN</td>
<td>GREEN</td>
<td>6.41%</td>
</tr>
<tr>
<td>YELLOW</td>
<td>GREEN</td>
<td>5.85%</td>
</tr>
<tr>
<td>YELLOW</td>
<td>ORANGE</td>
<td>4.23%</td>
</tr>
<tr>
<td>ORANGE</td>
<td>YELLOW</td>
<td>3.85%</td>
</tr>
<tr>
<td>GREEN</td>
<td>YELLOW</td>
<td>3.72%</td>
</tr>
<tr>
<td>ORANGE</td>
<td>ORANGE</td>
<td>2.95%</td>
</tr>
<tr>
<td>ORANGE</td>
<td>GREEN</td>
<td>2.90%</td>
</tr>
<tr>
<td>GREEN</td>
<td>ORANGE</td>
<td>2.46%</td>
</tr>
<tr>
<td>RED</td>
<td>YELLOW</td>
<td>1.96%</td>
</tr>
<tr>
<td>RED</td>
<td>GREEN</td>
<td>1.95%</td>
</tr>
<tr>
<td>RED</td>
<td>ORANGE</td>
<td>1.52%</td>
</tr>
</tbody>
</table>

Analysis:

Destination redirection from DGH toward the QEII continues to be significantly worse than the other way around (30.56% vs . 3.91%)

Cobequid Community Health Centre continues to help smooth EHS offloads by taking a higher proportion of ambulances with CTAS 3, 4 or 5 patients when other sites are in ‘Red’ up until 15:00

Kirk Magee, Interim CZESC Chair, NSHA
Flow and Network Integration

Pod of Initial Destination at the Halifax Infirmary ED / RAU

Context:

Internal flow within an ED needs to optimize available space/capacity to meet the volume/CTAS demands of the presenting patients.

The HI ED has innovated (chair centric Pod 1, fast track/paramedic assisted pod 5) to meet the needs of this demand. The Rapid Assessment Unit (RAU) is another aspect of the ED which has evolved to meet the needs of transferred patients and referred patients from our own ED. This allows expedited consultations to specific services and frees up bed time to see the next Emergency patient in the waiting room or ambulance hallway.

HI ED- POD Utilization

- Initial Location POD 1-2-3-4-5 or Psych
- Psych and Intake A part of Pod 1
- Intake B Part of Pod 5
- No Left Without Being Seen Counted

Analysis:

‘Chair-centric’ pods 1 and 5 continue to serve 80% of patients, while only offering 40% of our bed capacity. This illustrates the pressure resulting from a restricted ability to empty beds after their emergency phase has been completed – in the vast majority of cases, this is due to admitted patients remaining the Emergency Department.

RAU continues to divert patients from Emergency Department beds. Almost half of all RAU patients are referred to orthopedics or general surgery. Although designed primarily to divert consulted patients originating at other hospitals, 35% of patients come from the Halifax Infirmary Emergency Department and 33% of patients coming from home. The concern with this latter group is, they may represent the use of the RAU as a ‘clinic’ by consultant services.

Sam Campbell, Site Chief, QEII ED
Flow and Network Integration

Clinical Decision Unit (CDU) Utilization

Context:
The Clinical Decision Unit is a virtual unit embedded within the physical space of the ED which facilitates observation and rechecks by the Emergency Physician. The purpose is twofold; to improve the transfer of care with more explicit ordering and documentation clinical care pathways, and to try and reduce admissions for patients that potentially may “turn around” with 6 – 24 hours of treatment and observation.

<table>
<thead>
<tr>
<th>Site</th>
<th>CDU patients</th>
<th>CDU Patients Admitted</th>
<th>Percentage CDU Admitted</th>
<th>Total Site Patient Volume</th>
<th>Percentage Total Patients CDU</th>
<th>Median Length of Stay CDU Non Admitted patients (hr)</th>
</tr>
</thead>
<tbody>
<tr>
<td>HI ED</td>
<td>372</td>
<td>88</td>
<td>23.7%</td>
<td>18703</td>
<td>2.0%</td>
<td>19.89</td>
</tr>
<tr>
<td>DGH ED</td>
<td>240</td>
<td>58</td>
<td>24.2%</td>
<td>10141</td>
<td>2.4%</td>
<td>19.94</td>
</tr>
<tr>
<td>CCHC ED</td>
<td>25</td>
<td>19</td>
<td>76.0%</td>
<td>10629</td>
<td>0.2%</td>
<td>8.99</td>
</tr>
</tbody>
</table>

Analysis:
While the Dartmouth General Emergency Department approaches the 4-5% benchmark for Clinical Decision Unit (Ontario), The Halifax Infirmary Emergency Department and Cobequid Community Health Centre continue to underuse (or under-document) this option.

Kirk Magee, Interim, Acting CZESC Chair, NSHA.
Patient Experience

Wait Times – HI ED

Context: One of the main ways ED access block manifests itself is in patient wait times (time from registration to time to see MD). Wait times have been shown to be associated with adverse outcomes in a dose response curve that suggests causation.

This data looks at the wait time performance curve for CTAS 2, 3, and 4s (assuming CTAS 1s get seen expeditiously and CTAS 5s have less of a time dependency).

The time targets are: CTAS 2 = 15 min, CTAS 3 = 30 min, CTAS 4 = 60 min.

Analysis:

Waits for emergency care remain unacceptably long, with CTAS 3 patients bearing the brunt of system dysfunction. Over half of CTAS 3 patients wait for over two hours and 20% are still waiting over 4 hours for care. (CTAS 4 patients are paradoxically seen quicker than those with CTAS 3 because of the parallel streaming process that takes many of them through pod 5). As half of our patients are assigned a CTAS score of 3, this reflects poorly on the ability of the system to provide emergency care within a reasonable time period. Considering that the occupation of Emergency Department beds by admitted patients remains high, it appears that without increased inpatient capacity, ‘internal’ methods to improve flow are likely to have limited further impact.

Sam Campbell, Site Chief, HI ED
Patient Experience

Wait Times – DGH ED

Context: One of the main ways ED access block manifests itself is in patient wait times (time from registration to time to see MD). Wait times have been shown to be associated with adverse outcomes in a dose response curve that suggests causation.

This data looks at the wait time performance curve for CTAS 2, 3, and 4s (assuming CTAS 1s get seen expeditiously and CTAS 5s have less of a time dependency).

The time targets are: CTAS 2 = 15 min, CTAS 3 = 30 min, CTAS 4 = 60 min.

Analysis:

Increasing wait times at the Dartmouth General Hospital Emergency Department reflect lack of inpatient capacity at Dartmouth General Hospital and increased length of stay for admitted patients in the emergency department. This creates access block for incoming patients.

Ravi Parkash, Site Chief, DGH ED
Patient Experience

Wait Times – Cobequid ED

Context: One of the main ways ED access block manifests itself is in patient wait times (time from registration to time to see MD). Wait times have been shown to be associated with adverse outcomes in a dose response curve that suggests causation.

This data looks at the wait time performance curve for CTAS 2, 3, and 4s (assuming CTAS 1s get seen expeditiously and CTAS 5s have less of a time dependency).

The time targets are: CTAS 2 = 15 min, CTAS 3 = 30 min, CTAS 4 = 60 min.

Analysis:

Wait times have increased slightly due to increased volumes. An increase in nursing resource to allow full bed capacity during hours of operation may improve patient wait times as the level 3 patients are often waiting for a bed to be assessed.

Mike Clory, Site Chief, CCHC ED
Patient Experience

**Wait Times – Hants ED**

**Context:** One of the main ways ED access block manifests itself is in patient wait times (time from registration to time to see MD). Wait times have been shown to be associated with adverse outcomes in a dose response curve that suggests causation.

This data looks at the wait time performance curve for CTAS 2, 3, and 4s (assuming CTAS 1s get seen expeditiously and CTAS 5s have less of a time dependency).

The time targets are: CTAS 2 = 15 min, CTAS 3 = 30 min, CTAS 4 = 60 min.

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**Analysis:**

Over 80% of CTAS 3 patients are seen within 2 hours. Although not meeting the 30 minutes prescribed by CTAS, this remains better than the other sites with EDIS.

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Sam Campbell Chief, Site Chief, HCH ED
Clinical Care

Diagnostic Imaging & Lab Reporting

Context:

Through put of patients in the Emergency Department is impacted by the intensity of the work up (lab and diagnostic imaging required). Decision rules developed in the Emergency Department setting (Cat Scan Head, Cervical-Spine, Ottawa Ankle, Rule Out Deep Vein Thrombosis, Rule Out Pulmonary Emboli, etc) all impact the cost effectiveness of patient investigation.

| Reporting Period from: Jan 01, 2017 to: Mar 31, 2017 |

### DI Ordered

<table>
<thead>
<tr>
<th>Site</th>
<th>Pt Volume</th>
<th>CT Orders (%Pt Volume)</th>
<th>US Orders (%Pt Volume)</th>
<th>MRI Orders (%Pt Volume)</th>
<th>XR Orders (%Pt Volume)</th>
<th>Total DI Orders (%Pt Volume)</th>
</tr>
</thead>
<tbody>
<tr>
<td>QEII</td>
<td>18703</td>
<td>2424 (13.0%)</td>
<td>926 (5.0%)</td>
<td>37 (0.2%)</td>
<td>7322 (39.1%)</td>
<td>10711 (57.3%)</td>
</tr>
<tr>
<td>DGH</td>
<td>10141</td>
<td>1779 (17.5%)</td>
<td>609 (6.0%)</td>
<td>0 (0.0%)</td>
<td>4942 (48.7%)</td>
<td>7330 (72.3%)</td>
</tr>
<tr>
<td>HCH</td>
<td>3955</td>
<td>5 (0.1%)</td>
<td>36 (0.9%)</td>
<td>0 (0.0%)</td>
<td>1420 (35.9%)</td>
<td>1461 (38.9%)</td>
</tr>
<tr>
<td>CCHC</td>
<td>10629</td>
<td>1049 (9.9%)</td>
<td>165 (1.6%)</td>
<td>0 (0.0%)</td>
<td>5124 (48.2%)</td>
<td>6338 (59.6%)</td>
</tr>
<tr>
<td>Total</td>
<td>40428</td>
<td>5257 (12.1%)</td>
<td>1736 (4.0%)</td>
<td>57 (0.1%)</td>
<td>18606 (43.3%)</td>
<td>25640 (59.5%)</td>
</tr>
</tbody>
</table>

| Labs Ordered |

<table>
<thead>
<tr>
<th>Site</th>
<th>Patients with Labs Ordered</th>
<th>% Patients with Labs</th>
<th>Patient Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>QEII</td>
<td>9274</td>
<td>49.6%</td>
<td>18703</td>
</tr>
<tr>
<td>DGH</td>
<td>5784</td>
<td>57.0%</td>
<td>10141</td>
</tr>
<tr>
<td>HCH</td>
<td>1337</td>
<td>33.8%</td>
<td>3955</td>
</tr>
<tr>
<td>CCHC</td>
<td>4746</td>
<td>44.7%</td>
<td>10629</td>
</tr>
<tr>
<td>Total</td>
<td>21141</td>
<td>48.68%</td>
<td>43428</td>
</tr>
</tbody>
</table>

Analysis:

Dartmouth General Hospital Emergency Department continues to order more Lab and Diagnostic Imaging than the other centres.

The reasons for this disparity in unadjusted data are unclear, but may lie in the different triage processes at each site. A new CZESC Registered Nurse blood testing guide has been developed that may decrease the disparity with lab test usage.

Kirk Magee, Interim, Acting CZESC Chair, NSHA.
Demand

Census - IWK Health Centre ED

Reporting Date: Jan 1 - Dec 31, 2016

Context:
Because the IWK ED does not have an EDIS, we rely on our Decision Support Services to provide data retrospectively. Because of this delay in receiving data, we will be reporting on the previous calendar year. Major redevelopment and expansion of this space is planned to start in 2018. Pediatric ED overcrowding is due to different etiology than adult systems. We do not have bed block issues but we deal with seasonal surges. We have seen 42% growth from the Annapolis Region and 31% from the South West Region likely due to decreasing pediatric resources in southern parts of the province.

Analysis:
CTAS distribution is as you would expect with just over 50% of patients falling into CTAS 2 and 3. CTAS 4 remains the single largest category over all with very small numbers of CTAS 1 and 5. Of note, CTAS level 2 patients have seen a 21% increase year over year. We continue with an admission rate of 7%, unchanged for the past several years and consistent with national data. We reported for 2015 that our LWBS rate had dropped to 3%, but has risen back to 4% in 2016. This is likely related to the increased demand as we had a census increase of almost 9%, moving from 28,104 visits in 2015 to 30,574 visits in 2016. Activity was particularly high from Feb to June. Despite the increased activity, our seasonal variation remains with higher numbers form Sept to May or June and lower numbers through the summer. Winter months bring a high burden of infectious disease particularly in young children and our population is about 60% preschool age children.

Dr Shannon MacPhee, IWK Site Chief
Flow and Network Integration

IWK Health Centre ED Admissions

Reporting Date: Jan 1 – Dec 31, 2016

Context:
The ED admission rate remains similar to last year 7%. Just over 50% of admitted patients go to the medical unit. This is a consistent trend. Approximately 25% of admissions were to the surgical unit. Just over 12% to Inpatient Mental Health. The remaining approximately 10% go to the intensive care units, direct to OR, and to the oncology unit. The occasional patient is admitted to Family Newborn in the Women’s Health Program.

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Total Emergency Department Admitted</td>
<td>526</td>
<td>582</td>
<td>506</td>
<td>529</td>
<td>2143</td>
</tr>
<tr>
<td>Percent Admitted of Total Visits</td>
<td>6.3%</td>
<td>7.1%</td>
<td>7.5%</td>
<td>7.2%</td>
<td>7%</td>
</tr>
<tr>
<td>Average Length of Stay (minutes) (Triage to Admission to Inpt Unit)</td>
<td>280</td>
<td>283.7</td>
<td>268.4</td>
<td>279.6</td>
<td>277.9</td>
</tr>
<tr>
<td>Number of ED Admissions Length of Stay &lt;= 8 hrs</td>
<td>484</td>
<td>538</td>
<td>476</td>
<td>501</td>
<td>1999</td>
</tr>
<tr>
<td>*Percentage of ED Admissions Length of Stay &lt;= 8 hrs</td>
<td>92.0%</td>
<td>92.4%</td>
<td>94.1%</td>
<td>94.7%</td>
<td>93.3%</td>
</tr>
</tbody>
</table>

Analysis:
Time to the inpatient unit at the IWK is considerably less than at the adult facilities across the province, which is consistent with national data. As evidenced in the summer months, and as would be expected, LOS is decreased with lower numbers of admissions. In general LOS in ED is longer for patients being admitted to the medical unit predominantly because of the amount of ED activity that this unit sees, and the strong medical teaching component that requires learners to do most of the admissions.
As noted in our Demand page, bed block is not an issue, as 93% of patients stay less than 8 hours in ED. Our current largest issue affecting flow is our physical plant space. We have created a second triage space and a model for rapid assessment to improve flow. Both setups are less than ideal and we are currently expecting to start a larger redevelopment for the entire ED in 2018. The Health Centre has hired an external consultant to work with teams at the IWK to improve process and flow. ED is slated for a 4-day process and planning event in October 2017 in preparation for the upcoming redevelopment.

Dr. Shannon MacPhee, IWK Site Chief