



# sentara nurse

## Sentara Northern Virginia Medical Center

# Capacity Management Alert Plan (CMAP)

Dynette Rombough, BSN, RN; Mandy Gensimore, MSN, BSN, RN; and Michaela Carlini, MSN, RN, NE-BC



## BACKGROUND

The Emergency Department (ED) is the front door to our hospital. Providing care in the ED in a timely manner is important for ensuring we deliver the highest quality of care as well as an exceptional patient experience. It requires the cooperation of multiple hospital departments to improve patient flow.

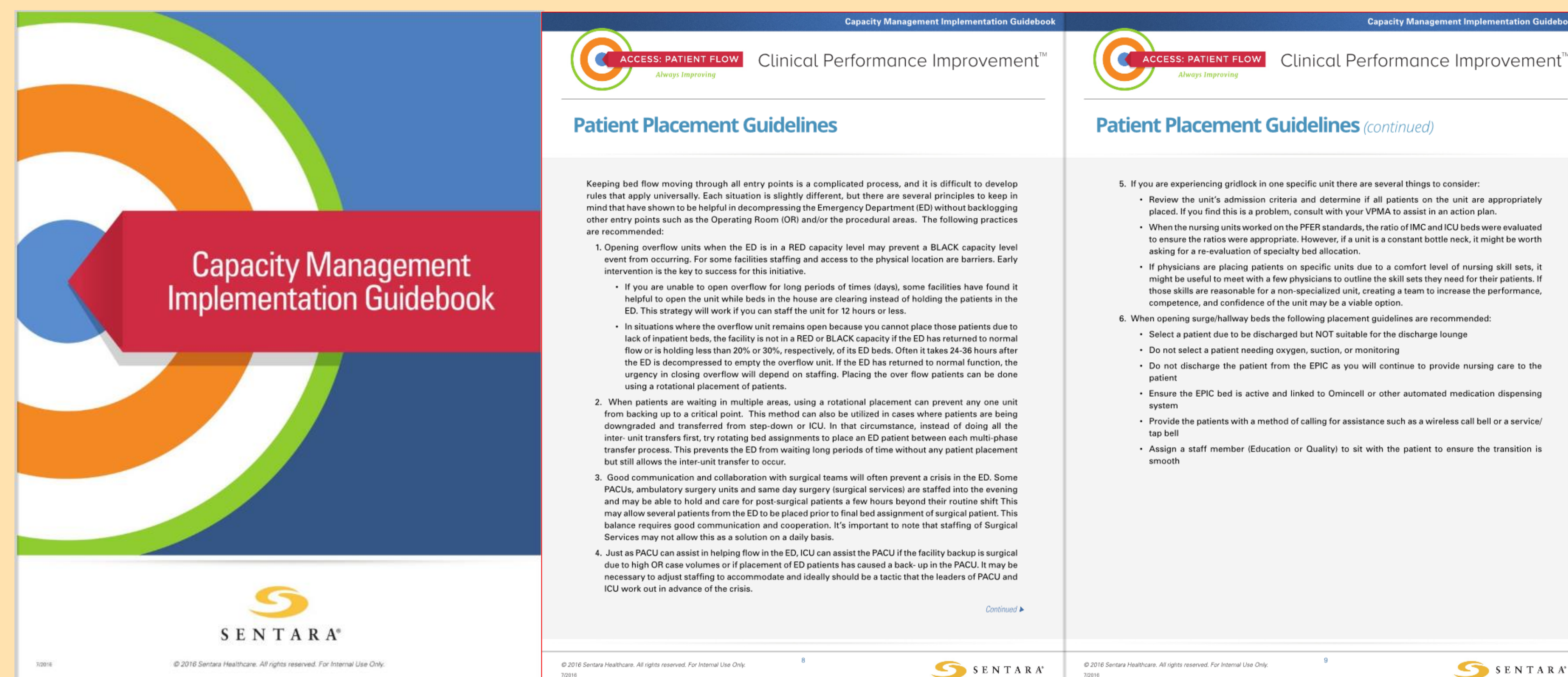
Data has demonstrated delays in admission from the Emergency Department and Surgical Services area as a result of multi focal barriers preventing patient's timely admission to inpatient units. The largest volume of throughput times were experienced by our patients transitioning from Emergency care to the inpatient setting. To ensure patient safety and the delivery of the highest quality of care, and ensuring and exceptional patient experience, a collaborative effort was made by both emergency services, nursing, leadership, physicians, and ancillary services to create a plan in times of high capacity that addressed timely, proactive interventions and redistribution of resources to decrease wait times in both Emergency and Surgical Services.

## GOAL

The purpose of this project is to create and implement a multi-disciplinary capacity management plan that focuses on a proactive versus a reactive approach to high census at Sentara Northern Virginia Medical Center.

## METHODS

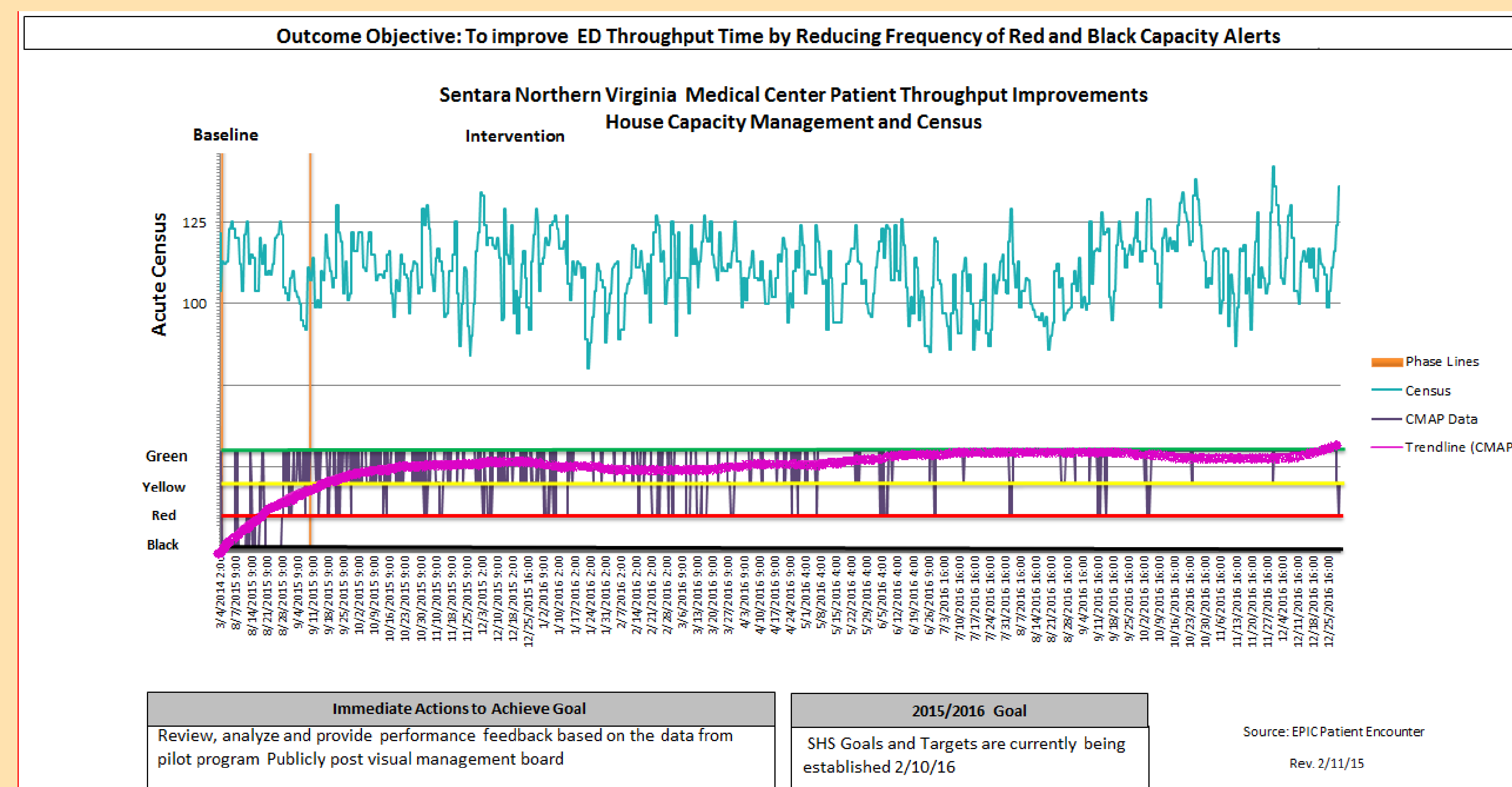
- Create CMAP policy, procedure, job aids and patient flow checklists.
- Define the four levels of capacity management to include capacity level green, yellow, red, and black. Each capacity level has specific criteria for implementation, and also has specific interventions to be implemented by each discipline.
- Create clear process rationale of calling CMAP
- Define roles needed when in CMAP initiated.
- Create a communication path by utilization of SPOK technology.
- Hospital-wide education of defined roles for each level of capacity alerts.
- Include Capacity Management in orientation of hospitalists and all members of the team
- Improved Communication Styles – comprehensive, transparent and consistent among unit coordinators, charge nurses and patient care supervisors.
- Build trust within the team to promote empowerment



Once the elevated capacity alert is called, disciplines utilize the checklists specific to each capacity level to complete tasks that decreases the likelihood of elevating to the next capacity alert level and increase the probability of going back to a capacity level green more quickly. Throughout any level of capacity management, the leadership team remains united and communicates in a consistent, transparent fashion from charge nurses to patient care supervisors, to unit managers.



## RESULTS



## RESULTS

- ❖ Treat and Admit times  
**33% improvement**
- ❖ Treat and Release times  
**19% improvement**
- ❖ HCAHPS Hospital Rate  
**11% improvement**
- ❖ Frequency of Capacity RED and BLACK:  
**2015 - 80% of the time**  
**2016 - 4% of the time**
- ❖ Frequency of Capacity GREEN  
**2015 - 20% of the time**  
**2016 - 96% of the time.**

## CONCLUSION

Having focused process, job aids and checklists promotes empowerment of not only the leadership team, but frontline staff as well. To ensure that the importance of capacity management is demonstrated to our new members of the team, capacity management is reviewed during hospital orientation, and continually reinforced and reviewed during bed huddles and team huddles if the hospital meets criteria to escalate to a higher capacity.

The SNVMC Capacity Management Alert Plan is a proven effective approach to surge management, improving patient throughput and ultimately patient experience. As a result, these guidelines have been adopted system-wide at Sentara Healthcare.

## CONTACT INFORMATION

Dynette Rombough, BSN, RN  
Director, Emergency Department  
[DXROMBOU@sentara.com](mailto:DXROMBOU@sentara.com)

Mandy M Gensimore, MSN, RN  
Clinical Nurse Manager 3 East/3 West/Telemetry  
[mmgensim@sentara.com](mailto:mmgensim@sentara.com)

Michaela Carlini RN, MSN, NE-BC  
Clinical Manager Medicine/Oncology/Infusion  
[MSCARLIN@sentara.com](mailto:MSCARLIN@sentara.com)