



Practices of Top Performers Managing the ED

“Top 10%”= highest performing systems (AA bond ratings and top quartile CMS core measure ranking)

Corporate Approach to ED Services Management

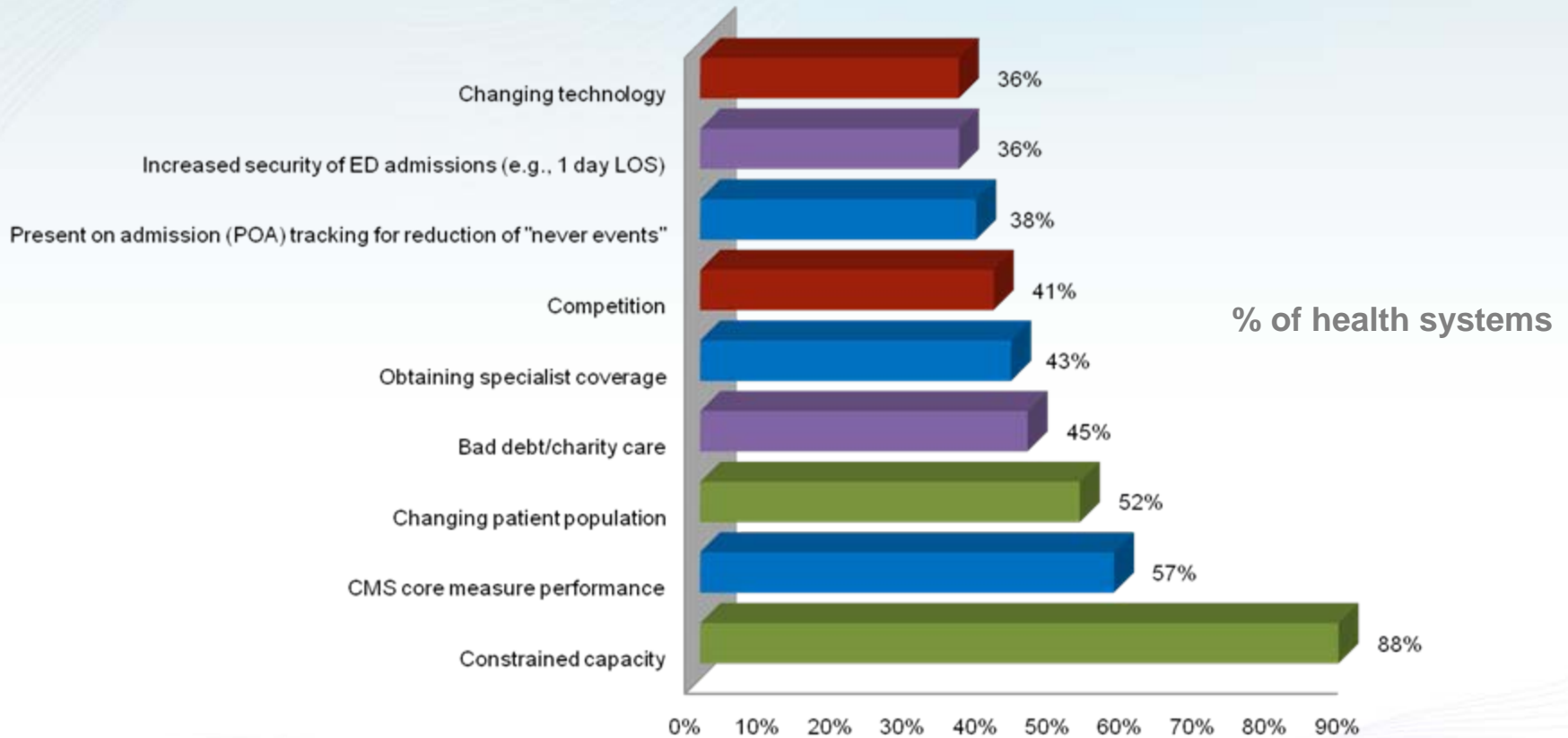
	Top 10%	Bottom 10%
System-wide ED Services executive in place >2 years	100%	0%
Strategic planning and decision-making made at system level	80%	20%
Utilization of financial incentives tied to ED balanced scorecard performance	80%	20%
ED Case-Mix Index and ED Adjusted Mortality measured regularly	80%	0%

Information Technology Solutions Applied to ED Services

	Top 10%	Bottom 10%
High interoperability of clinical documentation systems in the ED with the information systems for the hospital and health system	80%	20%
Software to facilitate proper disposition	80%	0%
Computer modeling to predict peak flow and optimize staffing	80%	20%



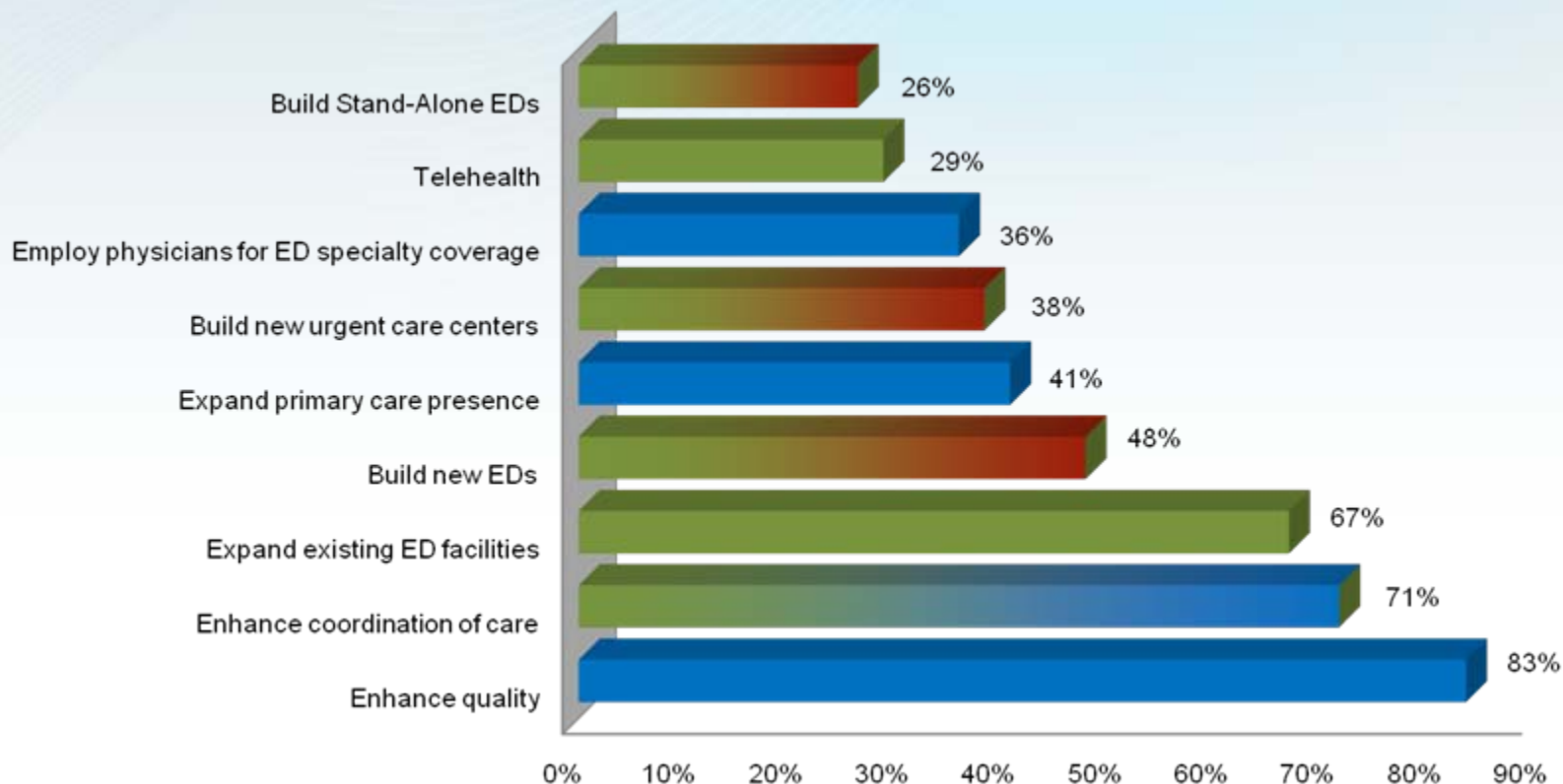
External Forces Affecting Health Systems' ED Services Strategy



■ Capacity
 ■ Market
 ■ Quality
 ■ Reimbursement/Payment



ED Services Strategies Deployed by Health Systems

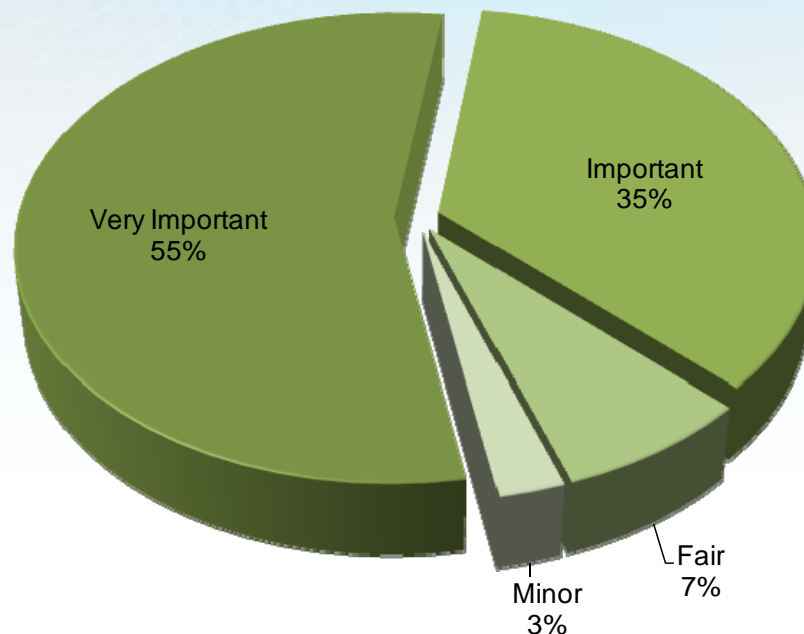


Capacity Market Quality Reimbursement/Payment



Importance of ED Services to Health System's Strategic Success

90% - ED is Important or Very Important



Response Options

Very Important – Successful execution of our strategy is impossible without success in ED Services

Important – Successful execution of our strategy is heavily influenced by ED Services

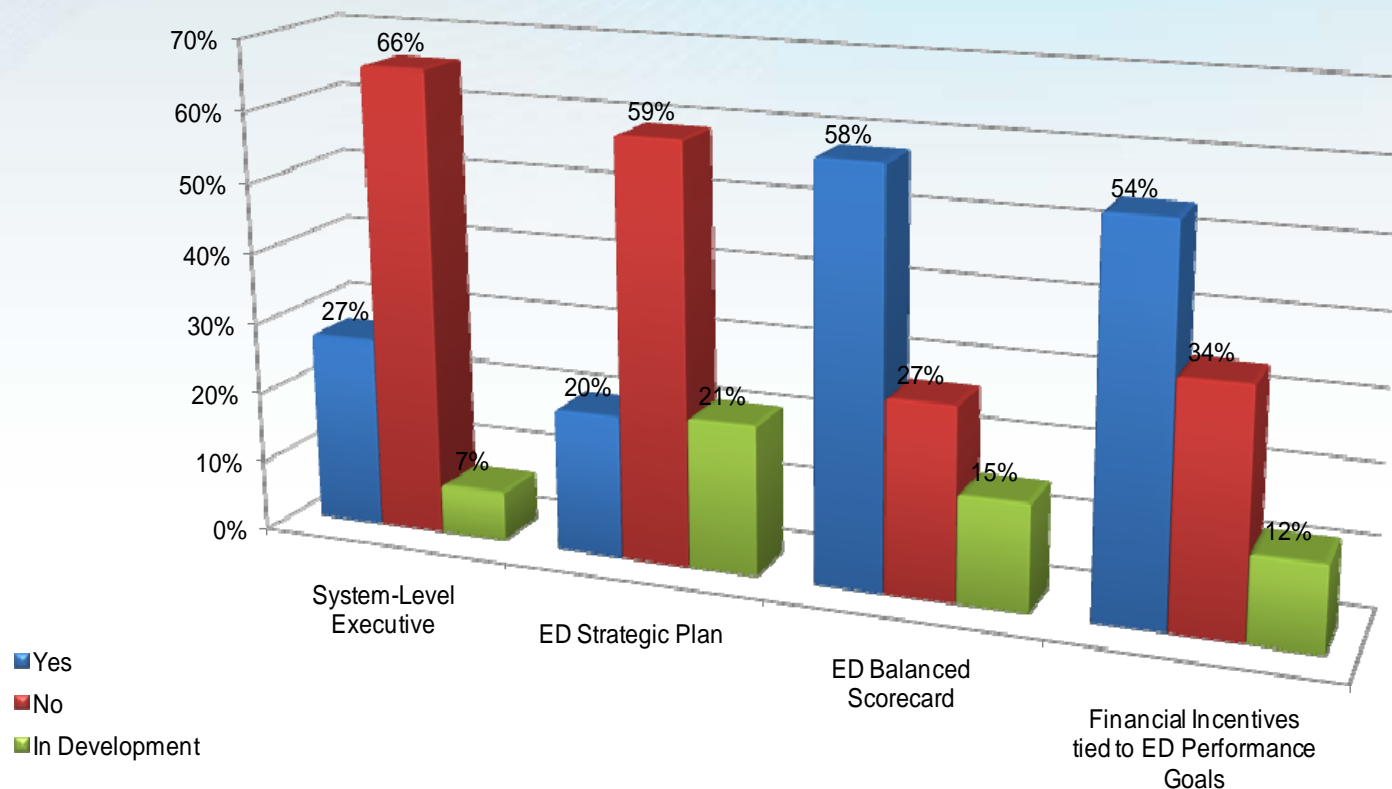
Fair Importance – The ED is neither more nor less important than most other areas.

Minor Importance – ED performance is important but not critical to our health system's strategy

No Importance – ED performance can drift without affecting the system



ED Services Management Infrastructure

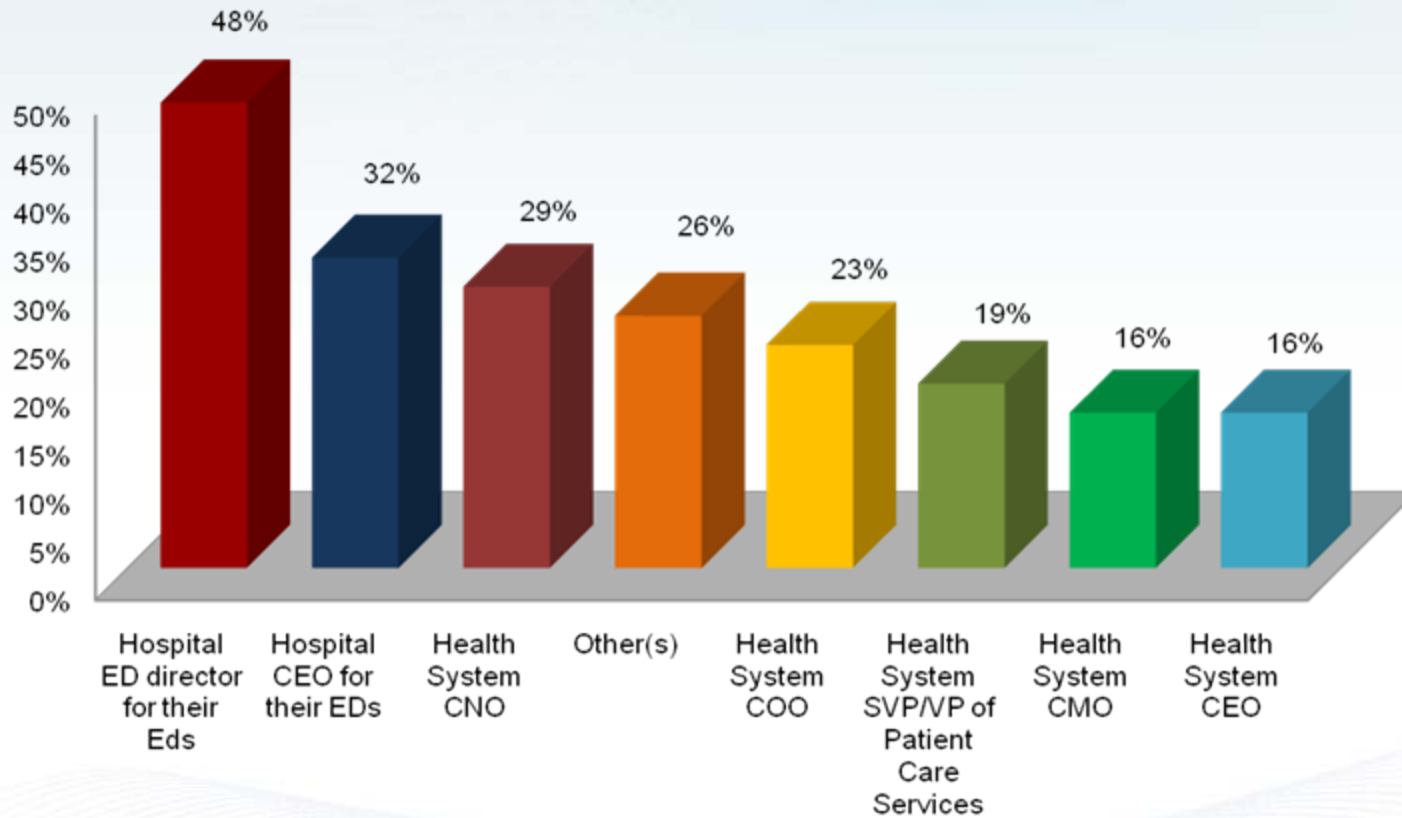


The implementation of a balanced scorecard, financial incentives, a strategic plan and system-level executive reflects the rising importance of ED services to the health system.



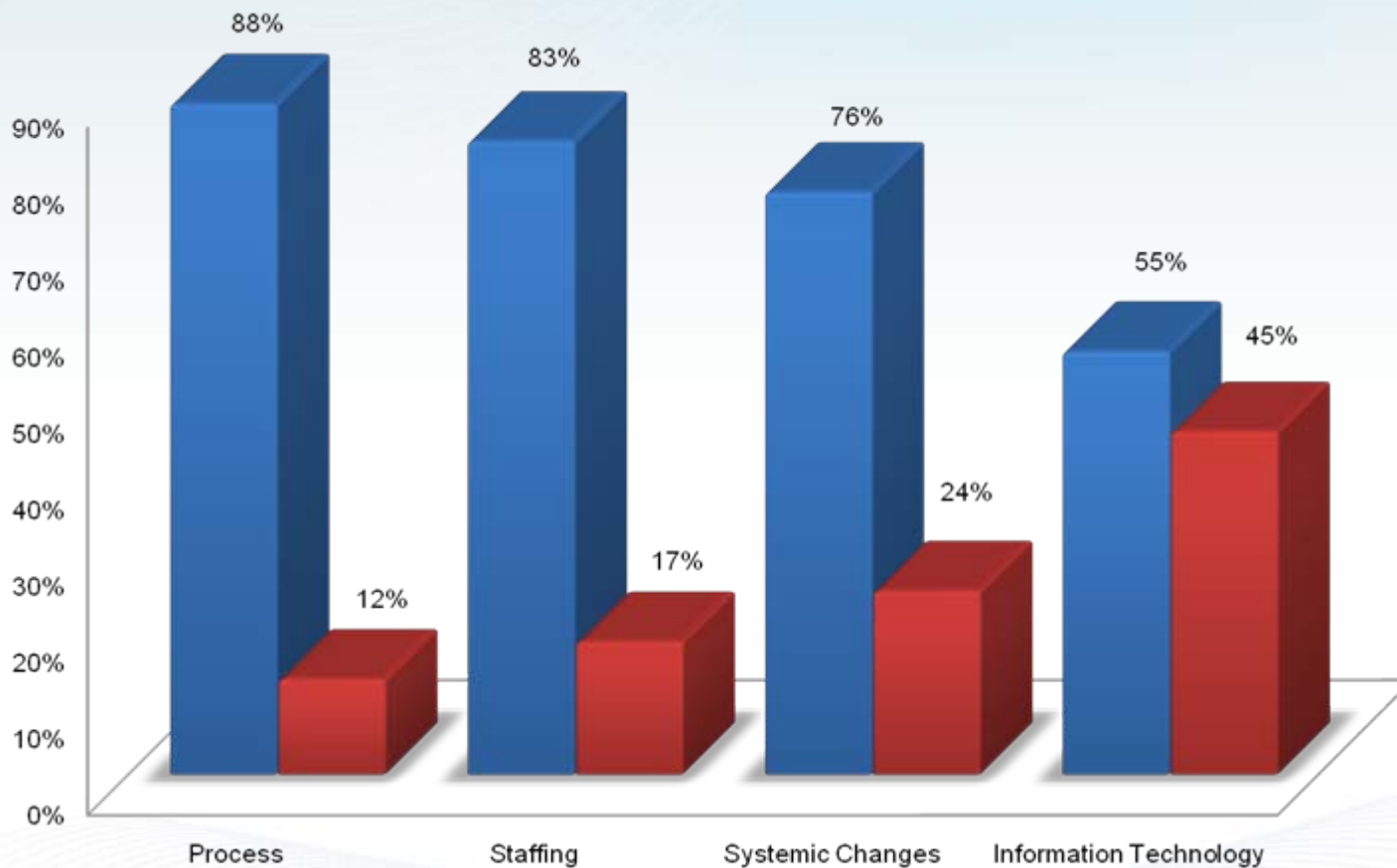
Responsibility for ED Clinical and Financial Performance

- Systems without ED Services Executive





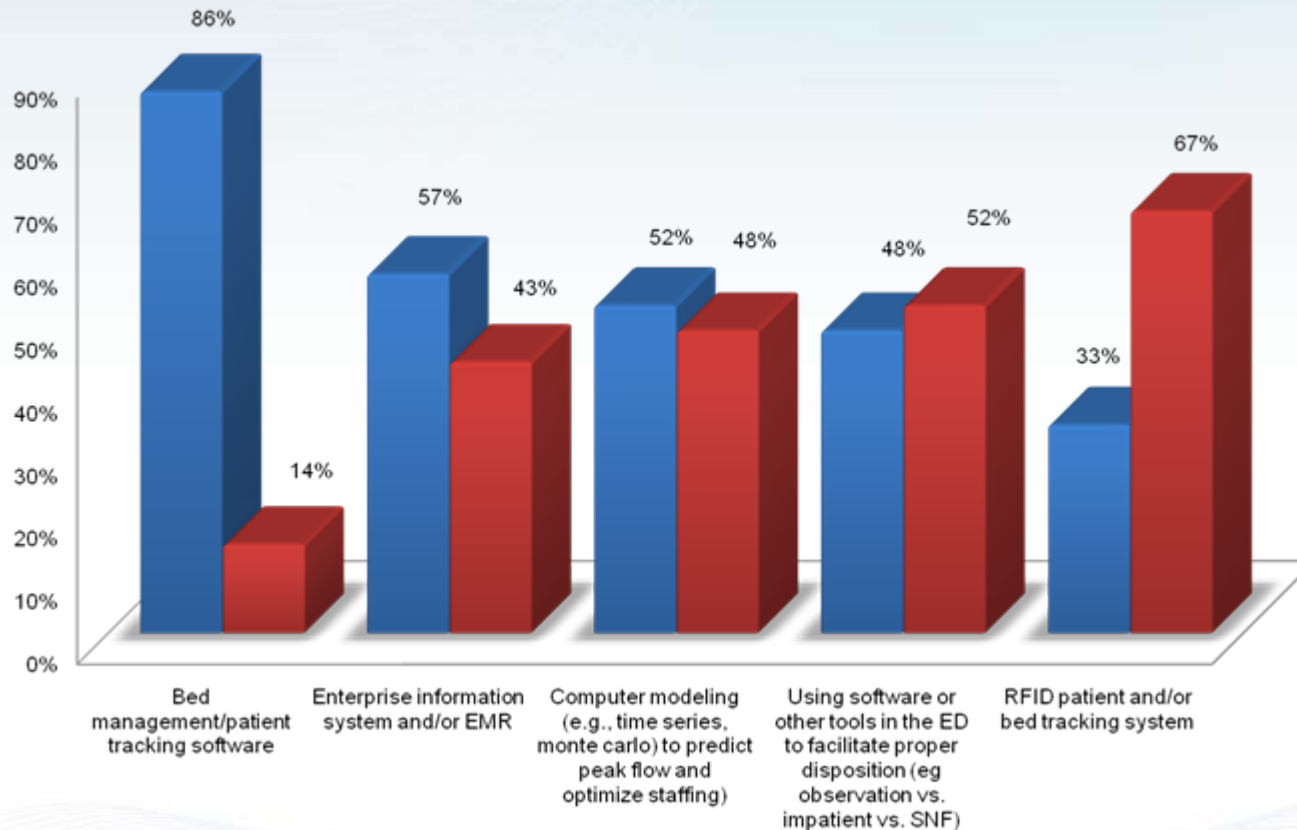
Deployment of Best Practice Solutions – IT Slowest Adoption Curve



A significant opportunity remains to apply information technology practices to support the delivery and improvement of care



Utilization of Information Technology Best Practices Solutions



Greater opportunities for advancing the quality and efficiency of emergency care across the nation lie in the least-implemented best practices.