

A Turnaround Story

On July 1, 2014, Emergency Medicine Associates (“EMA”), the Washington, DC, region’s largest provider of Emergency Medicine services, took over the Emergency Department at Doctors Community Hospital (“DCH”) in Lanham, Maryland. The challenge was clear: declining volumes, long wait times, poor patient satisfaction scores, and a deteriorating reputation. Within 100 days, EMA blew away expectations, posting extraordinary gains in all metrics.

REMARKABLE IMPROVEMENT IN METRICS

The numbers speak for themselves. EMA was able to reduce Arrival-to-Provider times by almost 50% in the first month and down to 31 minutes by the fourth month. Additionally, EMA was able to reduce average Length Of Stay (LOS) for all patients by more than 80 minutes in the first two months. By rapidly reducing LOS, the ED gained additional capacity and was better able to accommodate EMS patients, allowing for a dramatic reduction in diversion hours, including the first month with ZERO diversion in years (August 2014).

TRANSFORMATION STARTS WITH THE RIGHT TEAM

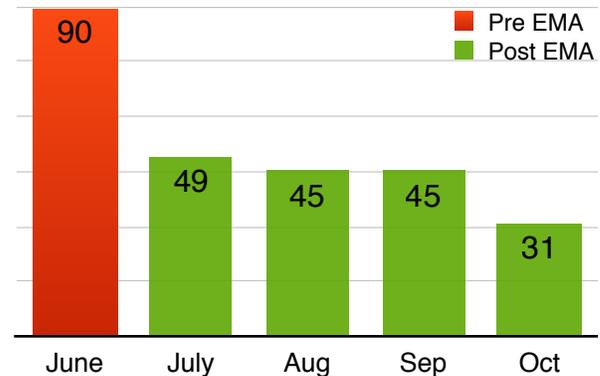
Having the right team to execute the mission and vision of the ED and the Hospital is critical to success. To help turnaround DCH quickly, EMA brought in many of its “super-star” physicians from its other sites. These highly talented and motivated physicians were able to **quickly set a new tempo** for the ED, as well as demonstrate to the rest of the ED staff “**the EMA way:**” **overwhelming attention and dedication to customer service, patient satisfaction, and team building.**

SMOOTH TRANSITION

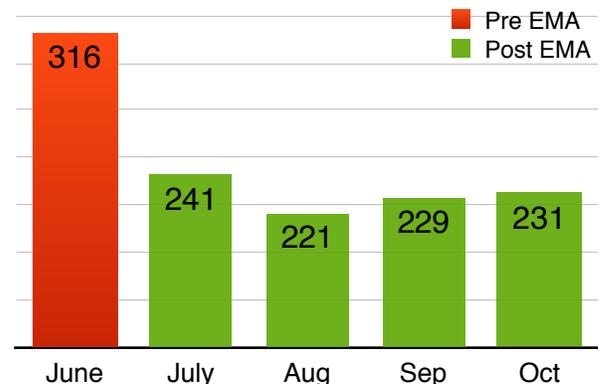
EMA knows that transitions from one team to another have potential to be very disruptive. But we have also learned that **transitions can be amazing opportunities to make a clean break with the broken past and create new hope and**

energy in a system. By bringing in physicians with not just exceptional clinical quality and operational metrics, but also high emotional intelligence, and executing a detailed and vigorous outreach program with nurses and local providers, our team was able to turn the transition into an exceedingly positive and rewarding experience for the ED and the Hospital.

Arrival-to-Provider



Length Of Stay



Diversion Hours

