



To: Dr. Renee Blanding, Suvin Seal, Johns Hopkins Hospital

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Subject: Optimizing Hospital Discharge Processes to Improve Patient Flow, Week 1 Update Memo – Observation and Interview

During the first week of the project, we made our first visit to Johns Hopkins Bayview Medical Center, aiming to gain valuable insights from your perspective on the issue we're addressing. Your assistance was crucial in providing us with relevant literature, which helped us comprehend the standard operating procedures. You also emphasized the importance of meeting with key stakeholders, which guided us in identifying the core aspects of the problem.

In the second week, we focused on thoroughly studying the literature you provided. This allowed us to deepen our understanding of the current processes and the various factors contributing to discharge delays.

Weeks in Review (8/19-8/30)

- Project Kick Off Meeting (8/20)
 - PSC team introduction
 - Detailed discussion of the problem statement
 - Brief overview of discharge protocols, the role of medication reconciliation, and extended patient stays
- Conducted Internal Group Meetings (8/23, 8/25, 8/27):
 - Held meetings both online and in-person.
 - Assigned specific tasks to team members and provided timely updates on task progress.
- Analyzed Provided Literature (8/26, 8/28 ~)
 - Reviewed the following provided literature: Hospital capacity meetings and Review paper throughput barriers.
 - Reviewed the articles provided about the medication reconciliation process
- Weekly Update Meeting (08/30):
 - Shared findings from resource review and discussed the throughput process in detail.
 - Determined key stakeholders and their roles.
 - Scheduled a hospital visit and set up meetings with stakeholders for the upcoming week. We established a systematic approach for conducting interviews.

Week Upcoming (9/2-9/6)

- Internal Group Meetings (9/4, 9/5, 9/6)
 - Purpose: Prepare interview questions specific to each stakeholder.
 - Internal Progress Meeting (9/4)
 - Purpose: Have an in-person meeting with TA for weekly updates on the project.
 - Hospital Capacity Meeting (9/5)
 - Purpose: Watch recording of this meeting and understand the hospital system
 - Stakeholder definition (TBD)
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- Purpose: Our team will analyze and with your guidance select stakeholders who could provide relevant on-ground reality of the problem in hand.
- Stakeholder Interviews (TBD)
 - Purpose: Get more insight into hospital context, such as ED, inpatient ward, and surgical room; have access to data and dive deeper into medication reconciliation
- Observation at Johns Hopkins Bayview Medical Campus (9/6)
 - Purpose: Visualize the hospital's layout and workflow; Observe what happens and the time it takes in each link and try to find out what causes the discharge process to be prolonged.

Research & Brainstorm

Based on the project kick off meeting with you, our team structured a brainstorming session to identify the different stages and protocols followed before a patient is discharged. The essential factors to consider before discharging a patient are:

- To assess the medical condition at the time of discharge
- Notifying the patient about necessary follow-ups that may be required
- Med reconciliation process wherein the dosage requirements are matched as per the patient's medical history
- Hospitalist's approval to commission the discharge along with patient's consent

Preliminary observations based on the provided literature:

- A potential factor contributing to delays in the patient discharge process could be the delayed arrival of discharge medications.
- To comprehensively understand the discharge process, we can divide the hospital system into 5 parts: input, transfer, output, internal, and management. Each part contains several hospital settings, we can figure out errors in these settings separately and synthesize information to draw a hospital-wide picture.
- It was observed that the peak hours for patient discharge are between 3pm-7pm which accounts for close to 50% of cases

Conclusion

Our team has acknowledged the scope of the project based on the kick-off meeting. Our next steps include a detailed study of the hospital's discharge process by conducting walkthroughs with essential stakeholders along with a simultaneous review of standard operating procedures.

Literature References

- <https://www.hopkinsmedicine.org/health/treatment-tests-and-therapies/hospital-discharge>
- <https://nam02.safelinks.protection.outlook.com/?url=httpsF2Fwww.ahrq.govFpatient-safetyFsettingFhospitalFchapter3.htmlThisD&reserved=o>
- <https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.ncbi.nlm.nih.gov>
- Hospital capacity meeting- June, July