

Process to Reduce Hamilton Police Emergency Department Wait Times

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St. Joseph's
Healthcare  Hamilton



NO ENTRY



The Problem

- 2011: study commissioned by Chief Glenn De Caire (2008-2010)
- Police were waiting **122** min. average & **240** min. @ 90th percentile
- April 2011 to March 2012: **1591** persons were brought to St. Joes
- Total SJHH ED volume 2012-2013: **60314**
- Total PES cases 2012-2013: **7838** (13% total ED)



The Problem

From the Hospital Perspective:

- Perceived stigma
- Crowded clinical spaces
- Privacy concerns



The Problem

- Lack of standardization for risk assessment & reporting
- Lack of appropriate work space for police
- Inaccurate understanding of the Mental Health Act.
- Tension & conflict between nursing staff and police officers



The Solution

- Working Group – co-chaired by hospital & HPS
 - Decision-makers & knowledge-brokers from front-line and management
- Defined problem and approach in work plan
- Rapid change/lean methodology approach
- Actively reporting to Chief of Police and President, SJHH

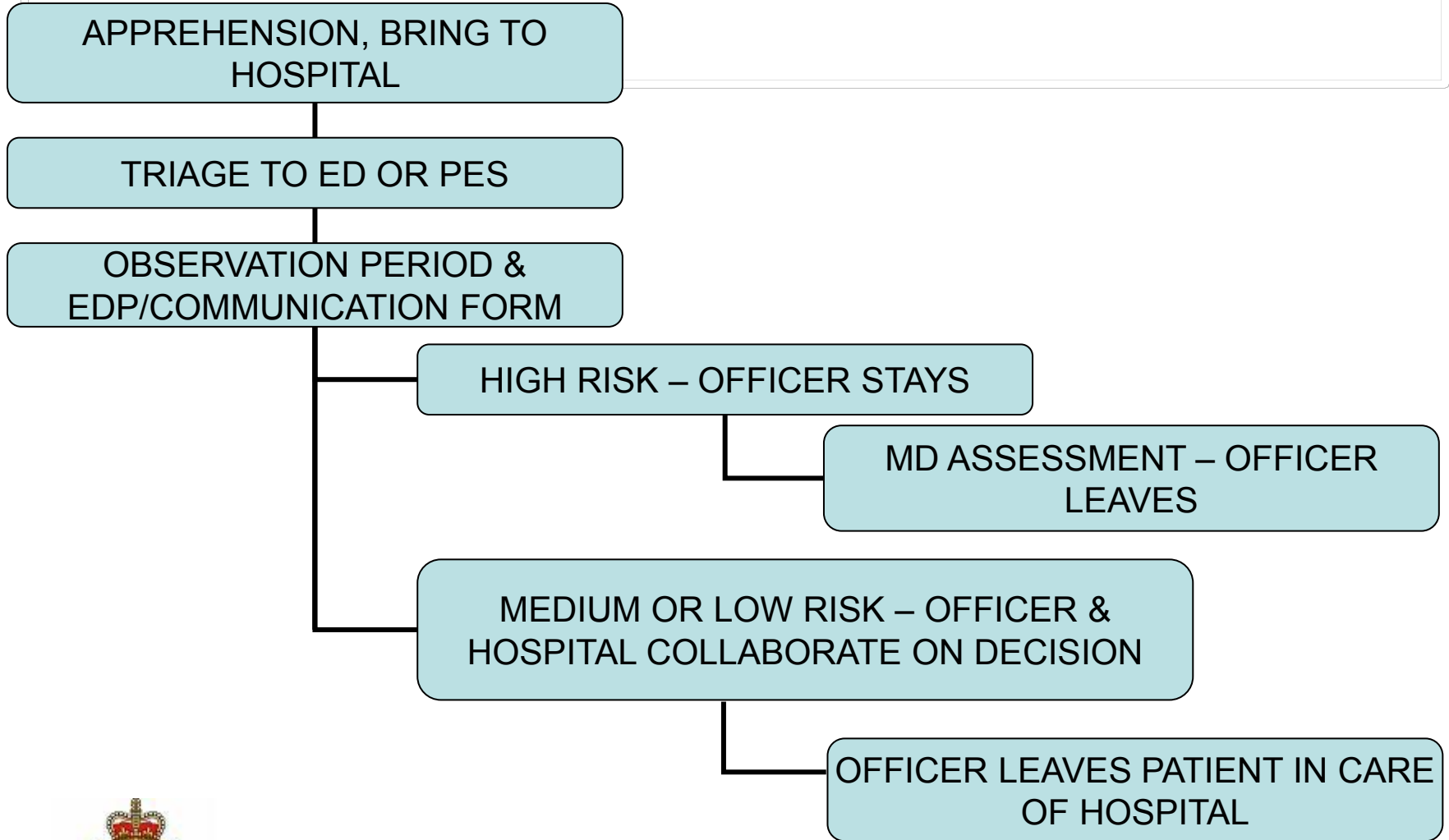


The Solution

- Process Review of current “with police” process
- Small tests of change to reduce waste (e.g. “with police tag”)
- Legal review of requirements under the MH Act for clear go forward decision
- A new process & communication form was developed.



The Solution



Main Change

- Kaizen event with review @ 1 wk, 4 wks and 8 wks. (July 22, 2012 – October 1, 2012)
 - Introduction of observation form
 - Intense training & orientation on new process
 - 24-7 on call and on site support for first week
 - Problem resolution process via working group





Hamilton Police Service

POLICE OBSERVATION FORM Transfer of Care

The purpose of this form is to guide officers and hospital staff in determining the risk when the officer prepares to leave the hospital. This form is to be completed by the officer **30 MINUTES** after the EDP is brought to St Joseph's Emergency Department and is based on observations while in the ER. The completed form is to be discussed with nursing staff to determine whether the officers will be able to leave.

NOTE: EDP FORM IS ALSO TO BE COMPLETED

INCIDENT NUMBER	DATE Y Y M M D D	TIME OBSERVATION STARTED
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EDP NAME (SURNAME,GIVEN1,GIVEN2)	DOB Y Y M M D D
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DURING THE OBSERVATION PERIOD, WAS THE EDP UNCOOPERATIVE? YES NO

PHYSICAL BEHAVIOURS	<input type="checkbox"/> Rapid/Abrupt Movements	<input type="checkbox"/> Pacing	<input type="checkbox"/> Assaultive	OBSERVED <input type="checkbox"/> YES <input type="checkbox"/> NO
	<input type="checkbox"/> Increased Muscle Tension	<input type="checkbox"/> Threatening Gestures	<input type="checkbox"/> Intimidating Postures	
	<input type="checkbox"/> Intense Eye Contact	<input type="checkbox"/> Damaging Property		

VERBAL EXPRESION	<input type="checkbox"/> Swearing	<input type="checkbox"/> Talking Loudly	<input type="checkbox"/> Belligerent	OBSERVED <input type="checkbox"/> YES <input type="checkbox"/> NO
	<input type="checkbox"/> Paranoid	<input type="checkbox"/> Refuses to Communicate	<input type="checkbox"/> Angry	
	<input type="checkbox"/> Talking Excessively	<input type="checkbox"/> Other _____		
	<input type="checkbox"/> Threatening - IF YES: <input type="checkbox"/> Direct <input type="checkbox"/> Conditional <input type="checkbox"/> Vague			

HISTORY	
Does the officer have knowledge of any history (past/present) of any violent, threatening, or impulsive behaviour (CPIC/Niche)? Describe:	<input type="checkbox"/> YES <input type="checkbox"/> NO
Does the officer have knowledge of any history of the EDP walking away from the hospital or mental health facilities, e.g. Form 9? Describe:	<input type="checkbox"/> YES <input type="checkbox"/> NO
Does the officer have knowledge of the EDP recently using drugs or alcohol? Describe:	<input type="checkbox"/> YES <input type="checkbox"/> NO

DISPOSITION

HIGH RISK <input type="checkbox"/>	Many verbal and physical indicators are demonstrated in the 30 minute observation period. EDP is not cooperative. Has a history of violence or of absconding from institutions. Recent substance abuse.
MODERATE RISK <input type="checkbox"/>	Some verbal and physical indicators are demonstrated in the 30 minute observation period. EDP is cooperative some of the time. May have a history of violence or absconding from institutions. May have had recent substance abuse.
LOW RISK <input type="checkbox"/>	No indicators are checked off - EDP is docile and cooperative during the 30 minute observation period. No history of violence or absconding. No recent substance abuse.
Descriptors are GUIDELINES ONLY	
OFFICER LEFT EDP AT FACILITY:	<input type="checkbox"/> YES - Time Officer left: <input type="checkbox"/> NO - Officer remained with EDP for the following reasons:

ADDITIONAL COMMENTS OR OBSERVATIONS

The below signatures indicate agreement with the behaviours observed and the disposition checked:

Hospital Staff: _____ Time: _____

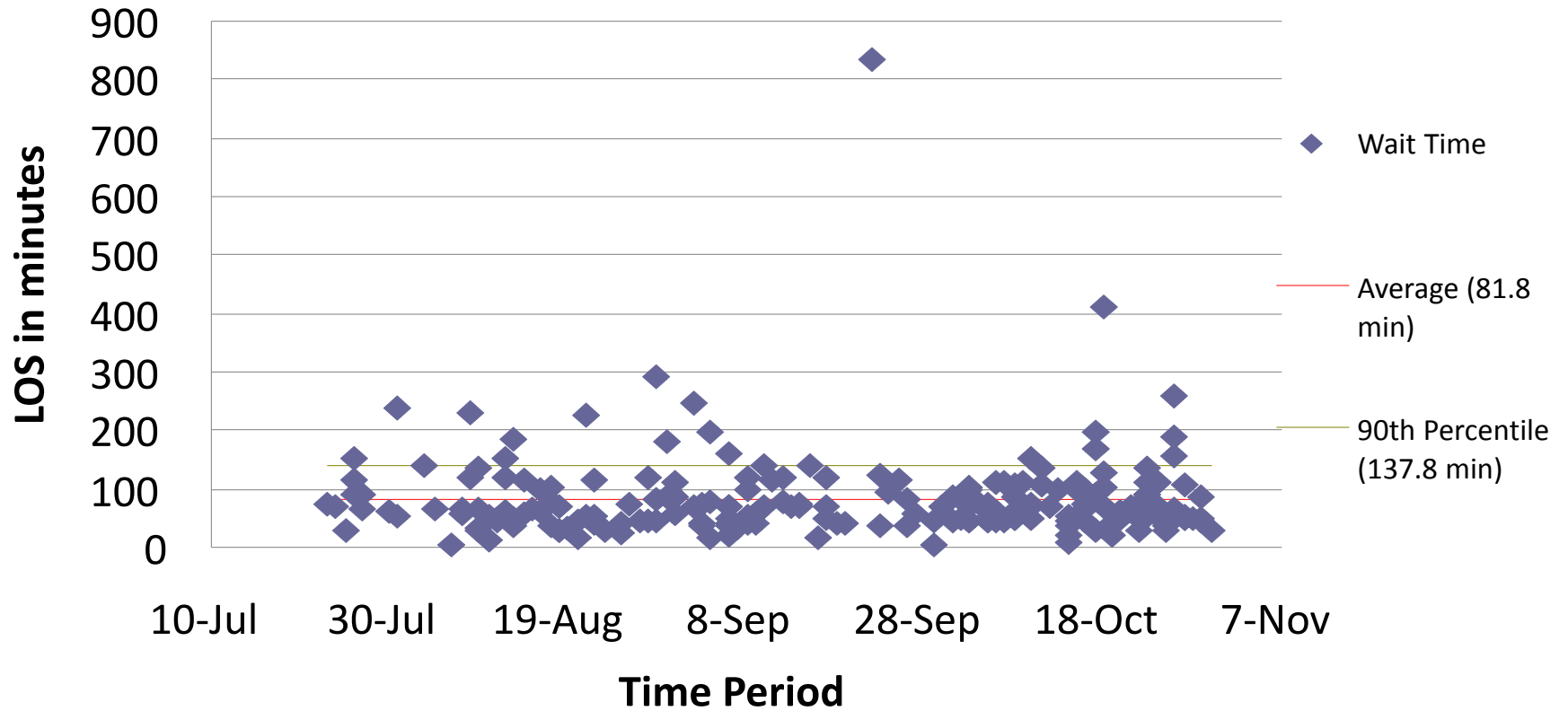
Police Officer: _____ Badge Number: _____ Time: _____

Police Returned to Facility: Time: _____

Reason: _____

Police Observation LOS

RESULTS

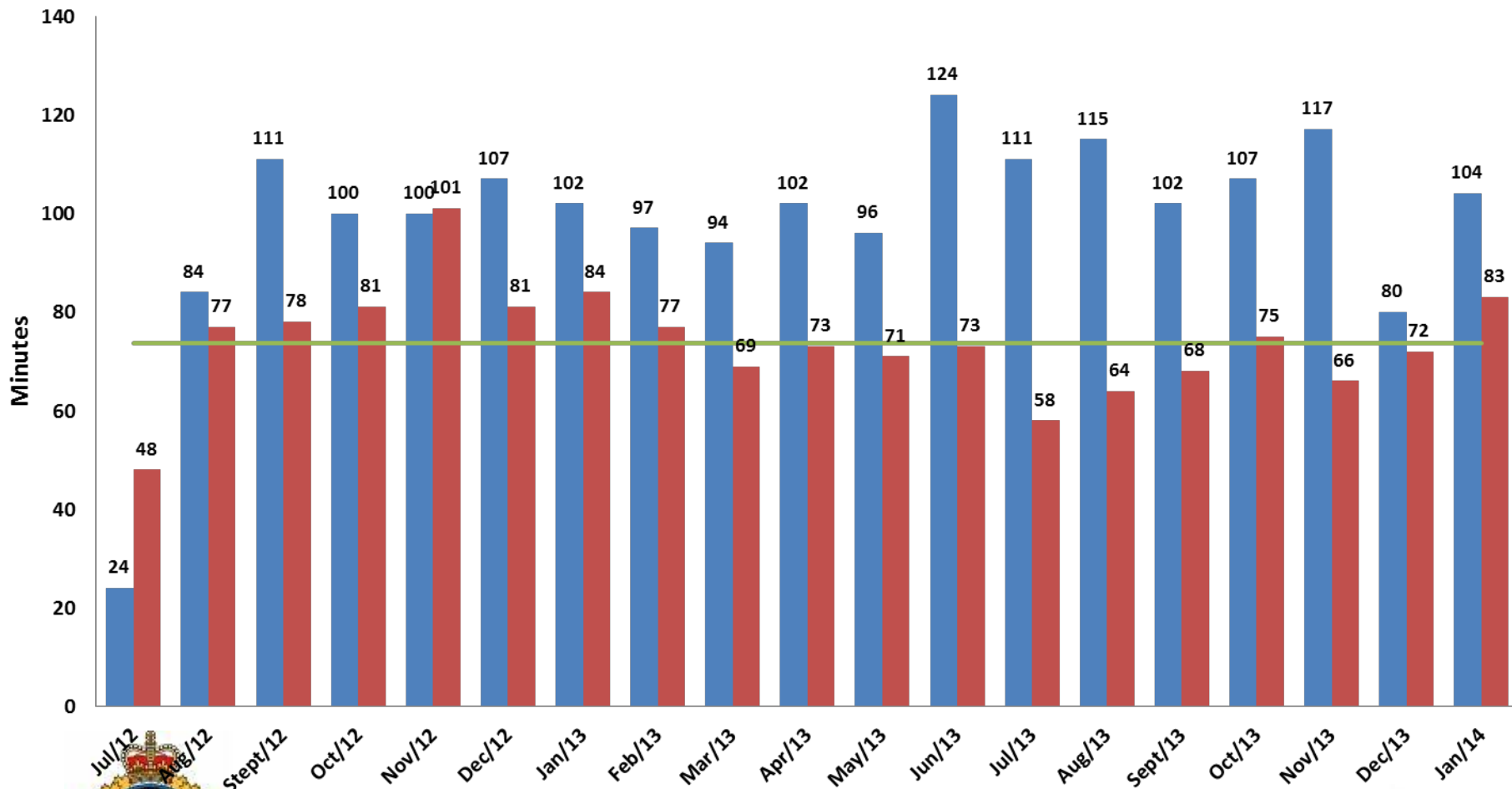


Outcomes July-Oct 2012

- average wait time dropped from 125 minutes to 81.8 minutes
- 90th percentile wait time dropped from ~240 minutes to 137.8 minutes
 - 59% of the time police are released in 60 minutes or less.
 - 80% of the time police are released in 90 minutes or less.
 - 89% of the time police are released in 120 minutes or less.

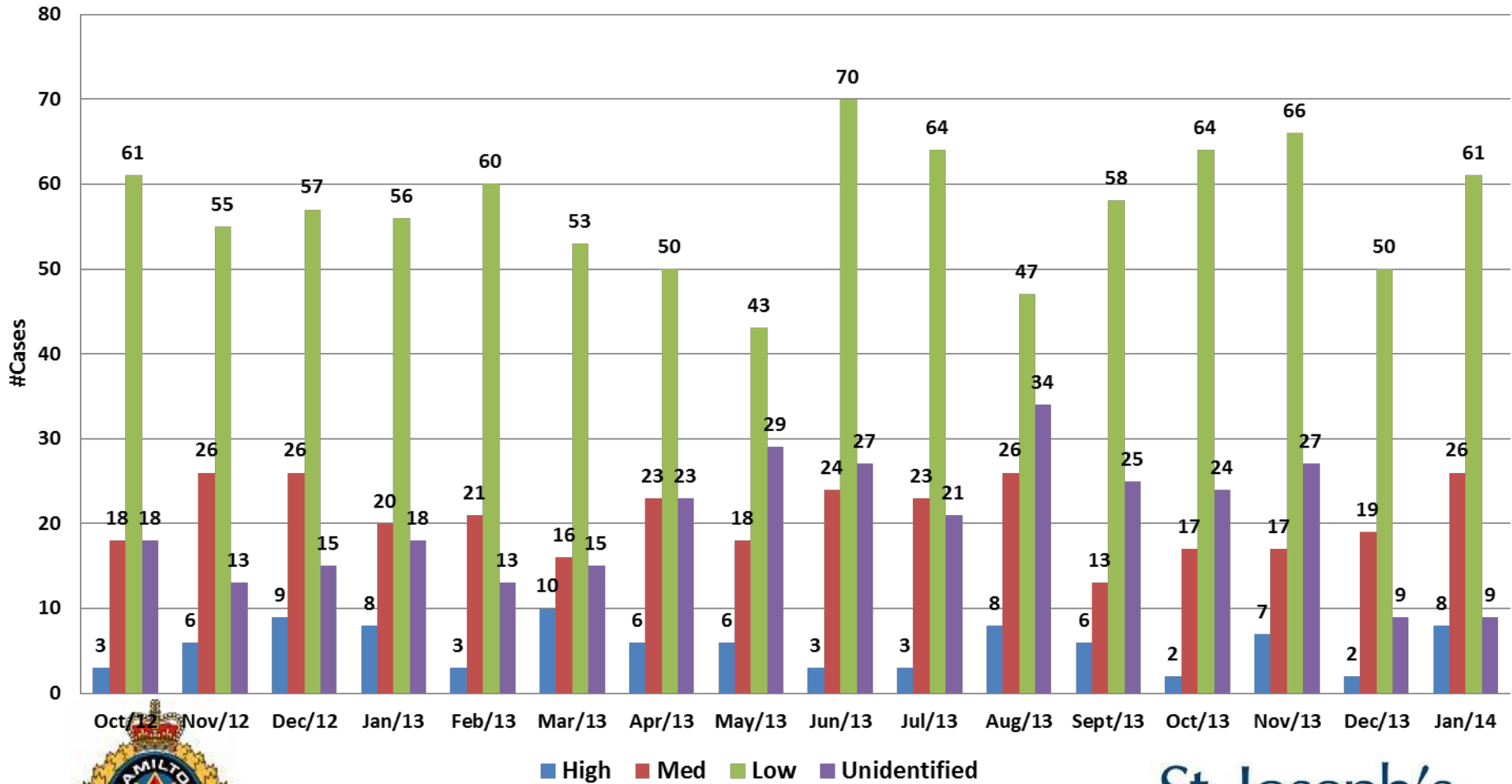


Police Officers' Average Wait Time in the Emergency Department SJHH July, 2012-January, 2014

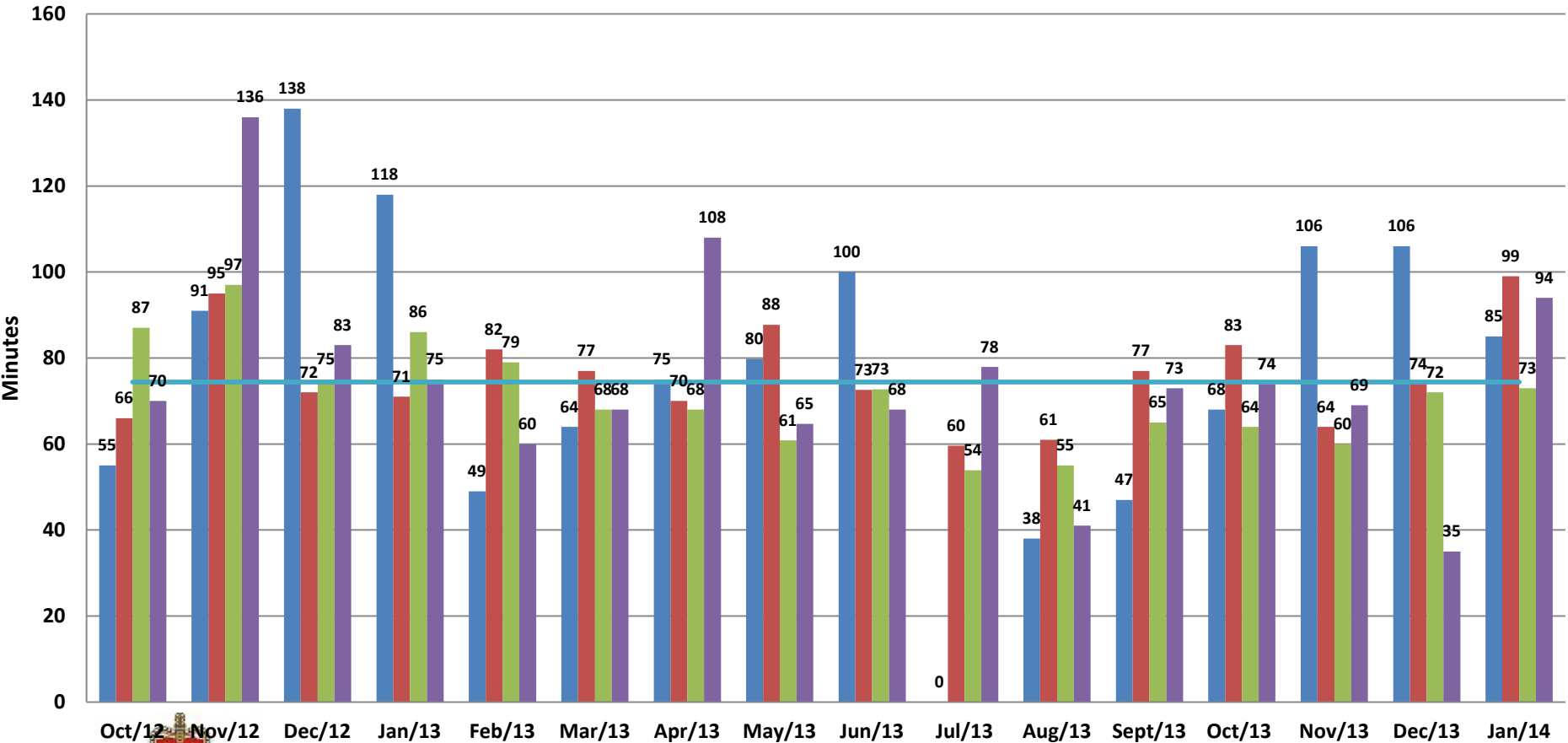


■ Total # Cases
 ■ Average Wait Time
 — $\bar{x} = 74$

Volume Police Cases by Risk Category in the Emergency Department SJHH October 2012 - January 2014

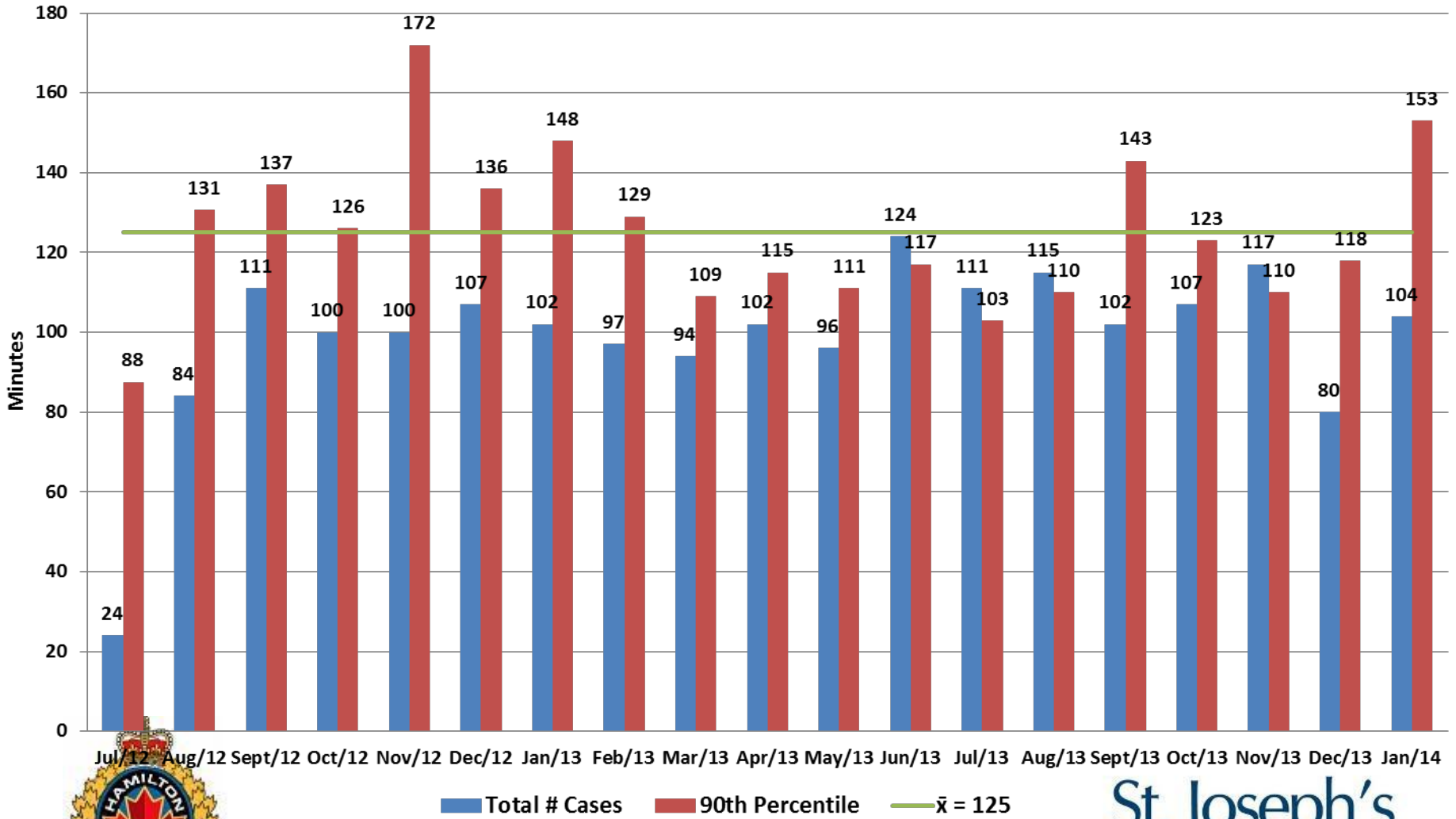


Police Officers Average Wait Times by Risk Category in the Emergency Department SJHH October 2012 - January 2014



■ High
 ■ Med
 ■ Low
 ■ Unidentified
 — $\bar{x} = 74$

Time Police Officers' Wait Time 90% Percent of the Time in the Emergency Department SJHH July 2012 - January 2014



Outcomes

- Prior mean wait: 122 minutes
- Current mean wait: 74 minutes
 - Trending down snapshots: 82 min → 77 min → 74 min
- Prior 90th percentile wait: 240 minutes
- Current 90th percentile wait: 125 minutes



Next Steps

- Ensure form completion is happening
- Ensure that wait times for officers who need to stay are still monitored (still want to minimize wait)
- Continue to look for opportunities to refine the process and get to the 60 minute target
- MOU to finalize expectations



Important Elements

- Standing working group to stay connected & monitor
- On the ground leaders/managers need to continue to actively monitor the process until it is “burned in” to reduce the risk of sliding back to old behaviour.
- Actively solicit feedback from the front-line
- Open lines of communication between police and ED leadership to report problems from both sides and then the leaders must follow up to investigate the problem and provide the necessary resolution.
- Ensure you end the pilot at some point – commit to a final product.



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