ABEM. See American Board of Emergency Medicine
ACA. See Patient Protection and Affordable Care Act
access to medicine, in rural populations, 140–43
nurse practitioner clinical residency training program, 141
nurse practitioner/physician model, 140–41
revised strategies for, 140–41
unsuccessful efforts in, 140
Accident and Emergency (A+E), 1–5
Accountable Care Organization (ACO), 34–35
ACEP. See American College of Emergency Physicians
ACO. See Accountable Care Organization
ACPs. See acute care plans
ACS. See acute coronary syndrome
ACSCOT. See American College of Surgeons Committee on Trauma
Active Issues Management (AIM) Module, 171–72
acute care plans (ACPs), 100–7
EHRs in, 101
healthcare resource utilization through, 107
implementation of, 105–7
long-term impact of, 105–7
template for, 102–4
transitions of care with, 106
acute care systems. See also emergency medicine and care; Kaiser Permanente California; value-based payment systems; volume-based reimbursement systems
call-back programs in, 14
EDs as primary source of, 22
fee-for-service model, 11–13
fragmentation in, 11–15
connecting to providers and, 13–14
continuity of care influenced by, 12
coordination and, 11–12
information systems and, 15
long-term impact of, 12
after patient discharge, 12, 14
reduction of, 12–15
payment models in, 115
quality of care in aims of, 21
chief complaint-based measures, 23–26
electronic clinical quality measures for, 24–25
future improvements in, 23–25
group measurement mechanisms for, 24
history of, 18–19
horizontal alignment in, 21–22
measurement methodology, 19
patient-reported outcomes and, 23–24
priorities in, 21
stakeholders in, 22–23
strategies for, 21–22
successes and failures of, 19–20
taxonomy of, 20–21
vertical alignment in, 21–22
risk pooling in, 115
acute coronary syndrome (ACS), 50
acute illnesses, growing importance of, 4–5
advanced care planning, 197
advanced practice providers (APPs), 62–63, 126
A+E. See Accident and Emergency
Agency for Healthcare Research and Quality (AHRQ), 11–12, 14, 131–32
AGS. See American Geriatrics Society
AHRQ. See Agency for Healthcare Research and Quality
AIM Module. See Active Issues Management Module
Alexandria Plan, 3
alternative payment models (APMs), 27–28. See also fee-for-service model
value-based payment systems and, 31–36
ACO, 34–35
bundled payments in, 33–34
episodic payments in, 33–34
future applications for, 36
population-based capitation, 35–36
in shared savings programs, 34–35
American Board of Emergency Medicine (ABEM), 4
American College of Emergency Physicians (ACEP), 1, 19, 59, 83
emergency medicine and, 3–4
American College of Surgeons Committee on Trauma (ACSCOT), 156–62
American Geriatrics Society (AGS), 83
Anyone, Anything, Anytime: A History of Emergency Medicine (Zink), 1
APMs. See alternative payment models
APPs. See advanced practice providers
## Index

<table>
<thead>
<tr>
<th>Page</th>
<th>Entries</th>
</tr>
</thead>
<tbody>
<tr>
<td>176</td>
<td>automated patient follow-up programs advantages of,</td>
</tr>
<tr>
<td></td>
<td>EffectiveResponse, 170–76 AIM Module, 171–72 implementation of, 173–74 mobile phones in, 170–71 as impersonal, 175 implementation costs, 175 limitations of, 175–76 privacy issues with, 175–76</td>
</tr>
<tr>
<td>201</td>
<td>B2C program. See Bridges to Care program bedside registration, 42–43 behavioral health care. See mental health care BEMSTS. See Bureau of Emergency Medical Services and Trauma System benzodiazepine dependence, 75–77</td>
</tr>
<tr>
<td>74</td>
<td>Birmingham Regional Emergency Medical Services System (BREMSS), 158–59 Bivarus platform, 178–84 methodology for, 179–80 results of, 180–81 security features, 180 technical expectations, 180 boarding, of psychiatric patients, 78–79</td>
</tr>
<tr>
<td>160</td>
<td>BREMSS. See Birmingham Regional Emergency Medical Services System Bridges to Care (B2C) program, 210–11 bundled payments, 33–34 defined, 33 Bureau of Emergency Medical Services and Trauma System (BEMSTS), 160 call-back programs, 14, 31, 170 Canada, emergency medicine in, 6 capitated outcome-based and incentivized contracts (COBICs), 36 care pathways, 31 CDS systems. See clinical decision support systems</td>
</tr>
<tr>
<td>164</td>
<td>CEDR. See Clinical Emergency Data Registry Centers for Medicare and Medicaid Services (CMS), xiii, 18–19, 38, 142 Chabert Medical Center, 216–19 Chesapeake Regional Informational System for Our Patients (CRISP), 15 CHWs. See community health workers clinical decision support (CDS) systems computerized order entry and, 164 electronic health records and, 164 feedback reporting, 167 historical development of, 164 with low quality evidence, 167 optimal characteristics of, 164–65 Pulmonary Embolism Rule-out Criteria, 165–66 top-down approach, 167 in UC Health ED program, 165–66 clinical decision units, 57–58. See also observation care Clinical Emergency Data Registry (CEDR), 22 Clinical Opiate Withdrawal Scale (COWS), 74–75 CME. See continuing medical education CMS. See Centers for Medicare and Medicaid Services COBICs. See capitated outcome-based and incentivized contracts community health workers (CHWs), 210–12 community paramedicine, 186. See also emergency medical services community-based crisis centers, 69 COMPuterized decision Aid for Stroke thrombolysis (COMPASS), 50 computerized order entry (CPOE), 164 continuing medical education (CME), 137 continuity of care, 12 Cowley, R. Adams, 158–59 COWS. See Clinical Opiate Withdrawal Scale CPOE. See computerized order entry crisis stabilization units, 80 CRISP. See Chesapeake Regional Informational System for Our Patients crowding, in EDs, 38–39 conceptual model of, 39 input management, 41 interventions strategies for, 40–44 measurement scales for, 39 output management, 43–44 throughput management, 42–43 D2B time. See door-to-balloon time data analytics, 215–22 for Chabert Medical Center, 216–19 lean management approach and, 215 Plan-Do-Study-Act process, 220–21 Six Sigma, 215 decision support interventions (DSIs), 49–50 COMPASS, 50 Dedicated Fast Track units, 42 delivery system reform, xiii–xiv CMS, xiii MACRA, xiii MIPS, xiii DES. See discrete event simulation direct to consumer (DTC) telemedicine, 13–14 discrete event simulation (DES) application of, 201–2 conceptual building blocks of, 201–2 defined, 201–3 ED processes, 202–7 characterization of patient flow, 202–3 data results, 205–6</td>
</tr>
</tbody>
</table>
more information
<table>
<thead>
<tr>
<th>Page</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>226</td>
<td></td>
</tr>
</tbody>
</table>

Emergency Medical Treatment and Active Labor Act (EMTALA), 5, 28, 121, 126
emergency medicine and care. See also value-based payment systems; volume-based reimbursement systems
ACEP and, 3–4
acute illnesses and, 4–5
Alexandria Plan, 3
call-back programs in, 14
in Canada, 6
defined, 1
education and training for, 5
emergency physician’s role in, 1–2
Flexner Report and, 1–2
fragmentation in, 11–15
connecting to providers and, 13–14
continuity of care influenced by, 12
coordination and, 11–12
information systems and, 15
long-term impact of, 12
after patient discharge, 12, 14
reduction of, 12–15
historical development of, 1–5
IFEM, 6
international development of, 5–6
overview of, xiii–xiv
performance measurement for, 95
quality of care in
aims of, 21
chief complaint-based measures, 23–26
electronic clinical quality measures for, 24–25
future improvements in, 23–25
group measurement mechanisms for, 24
history of, 18–19
horizontal alignment in, 21–22
measurement methodology, 19
patient-reported outcomes and, 23–24
priorities in, 21
stakeholders in, 22–23
strategies for, 21–22
successes and failures of, 19–20
taxonomy of, 20–21
vertical alignment in, 21–22
regional networks, 4
as safety net of healthcare system, 9
SDM and, 49–50
as specialty, 5
transformation of, 8–9
in United Kingdom, 1–5
Vietnam War as influence on, 4–5
Emergency Nurses Association, 83
emergency physicians, role in emergency medicine, 1–2
emergency rooms, 3–5
EMS. See emergency medical services
EMTALA. See Emergency Medical Treatment and Active Labor Act
EMTs. See emergency medical technicians
episodic payments, 33–34
defined, 33
Medicare and, 33
ERs. See emergency rooms
ethanol dependence, 75–77
fee-for-service (FFS) model, 12–13, 27–29, 186
add-ons and modifiers in, 32–33
first-line orders (FLOs), 43
fixed payment model, in observation care, 62
Flexner Report, 1–2
FLOs. See first-line orders
flow, in EDs, 39–40
bedside registration, 42–43
Dedicated Fast Track units, 42
FLO for, 43
immediate bedding, 42–43
input management, 41
interventions strategies for, 40–44
lean management approach, 40
in “No-Wait” emergency departments, 123
output management, 43–44
split-flow models, 42
streaming strategies, 42
throughput management, 42–43
triage-based care protocols, 43
4-hour rule, in UK, 91–95
ED reforms as result of, 92–93
influence on patients, 93–94
monitoring of, 91–92
organisational impact as result of, 94–95
under target and terror regimes, 94
freestanding emergency departments (FSEDs), 7–8
GEDI WISE. See Geriatric ED Innovations in care through Workforce, Informatics and Structural Enhancements
GEDs. See geriatric emergency departments
See also Mobile Health Paramedic Program
Geriatric ED Innovations in care through Workforce, Informatics and Structural Enhancements (GEDI WISE), 83–85
follow-up guidelines, 84–85
staffing and administration, 83–84
transitions of care guidelines, 84–85
geriatric emergency departments (GEDs)
contemporary development of, 82–83
guidelines for, 83, 87–88
innovation processes for, 87–88
ISAR scores in, 85
policies, procedures, and protocols for, 85–87
for delirium, 86
for falls, 85
polypharmacy protocols, 86–87
purpose of, 82–83
social expectations for, 82–83
Goldratt, Eli, 127

H-CAHPS. See Hospital Consumer Assessment of Healthcare Providers and Systems

health care, in US. See also acute care systems; emergency medicine and care; value-based payment systems
under ACA, 11, 27
narrow networks, 30
APMs, 27–28
payer policy for, 57–58
ref orm of, 27
value-based payment systems, 28
volume-based reimbursement systems, 27–29
disadvantages of, 28–29
FFS model, 11–13, 27–29
RVRBS, 28–31
health care costs, 9
health information technology (HIT), 15
interoperable, 31

Health Information Technology for Economic and Clinical Health Act, 100

Health Resources and Service Administration (HRSA), 131

Healthcare Effectiveness Data and Information Set (HEDIS) measures, 111–12

HealthConnect program, 111–12

HEDIS measures. See Healthcare Effectiveness Data and Information Set measures

Hill-Burton Act, 2

HIT. See health information technology

Hospital Consumer Assessment of Healthcare Providers and Systems (H-CAHPS), 178

Hospital Quality Alliance (HQA), 18–19

Hospital Readmissions Reduction Program (HRRP), 32–33
hospitals. See also pre-hospital services
admission rates for KP California members, 114
EDs and, 2–3, 5
ERs and, 2–3, 5
under Hill-Burton Act, 2
increase in size of, 5
integrated healthcare delivery systems and, 115–16
JeffConnect Program and, 135–36
mental health care in, 80–81
telEmergency program and, 143

HQA. See Hospital Quality Alliance

HRRP. See Hospital Readmissions Reduction Program

HRSA. See Health Resources and Service Administration

identification of seniors at risk (ISAR) scores, 85
IFEM. See International Federation for Emergency Medicine
immediate bedding, 42–43
information systems in acute care, 15
in emergency care, 15
HIT, 15, 31
information technology. See also telehealth; telemedicine;
telEmergency program
ACPs and, 100–7
EHRs, 101
healthcare resource utilization through, 107
implementation of, 105–7
long-term impact of, 105–7
template for, 102–4
transitions of care with, 106
under Health Information Technology for Economic and Clinical Health Act, 100
innovation in, 100–1
long-term impact of, 100
informed consent, SDM compared to, 47
input management, in EDs, 41
Input-Throughput-Output model, 39
input management, 41
output management, 43–44
throughput management, 42–43
Institute of Medicine (IOM), 154
intake processes with JeffConnect Program, 133
UC Health Intake Model, 124–25
interoperable healthcare delivery systems. See also Kaiser Permanente California
health plans in, 115
hospital systems and, 115–16
physicians in, 116
International Federation for Emergency Medicine (IFEM), 6
interoperable health information technology, 31
IOM. See Institute of Medicine
ISAR scores. See identification of seniors at risk scores
Janiak, Bruce, 4–5
JCAHO. See Joint Commission on Accreditation of Healthcare Organizations
JeffConnect Program, 133–36
ED care and, 135
in hospital-based care, 135–36
intake processes with, 136
for mildly sick patients, 135
for non-patients, 136
second opinions and, 136
"No-Wait" emergency department
APPs in, 126
best practices for, 125–29
ED flow strategies, 123
under EMTALA, 126
lean management approach in, 123
nurses in, 128
patient assessment approaches in, 126
physician evaluations in, 127–28
Poisson distribution for, 123–30
Queuing Theory and, 123
resource alignment in, 127
Theory of Constraints for, 123, 127
UCHHealth Intake Model, 124–25
workplace organization in, 127
NQF. See National Quality Forum
NQS. See National Quality Strategy
nurses
in “No-Wait” emergency department, 128
TCNs, 85
NYULMC. See New York University Langone Medical Center
OAT. See Office for the Advancement of Telehealth
observation care
APPs, 62–63
in closed units, 64–65
in distributed model, 63
for elder patients, 64
in fixed payment model, 62
future issues for, 65–66
historical development of, 57–58
innovations in, 58–62
long-term impact of, 62–66
in NYULMC, 58
EDOS implementation, 58–62
UCC implementation, 58–62
in open units, 64–65
patient out-of-pocket costs for, 65
payer policy and, 57–58
problems in, 58–62
Office for the Advancement of Telehealth (OAT), 131
Ontario, Canada, ED wait time strategies in, 95–96
operations management. See data analytics
opioid detox starter packs, 78
output management, in EDs, 43–44
overtriage, 155–57. See also undertriage
PACS. See picture archiving and communication systems
palliative care, 197–99
advanced care planning and, 197
case study, 195–96
core elements of, 195
decision support tools in, 197
initiation of, 197
patient identification for, 196
tertiary, 198
PAMA. See Protecting Access to Medicare Act
paramedicine. See community paramedicine
patient decision aids, 47–49
DSIs, 49–50
risk communication and, 48
patient experience data
benchmarking of, 183
Bivarus platform, 178–84
methodology for, 179–80
results of, 180–81
security features, 180
technical expectations, 180
limitations of, 178
survey methodologies, 178
in TPS, 184
Patient Protection and Affordable Care Act (ACA), 11, 27
narrow networks under, 30
patient voice and engagement. See also automated patient follow-up programs
call-back programs, 14, 31, 170
in outpatient setting, 48
patient decision aids, 47–49
DSIs, 49–50
risk communication and, 48
in SDM, 46–47
clinical vignettes, 50–53
in emergency care settings, 49–50
informative consent compared to, 47
limitations of, 53–54
payment models. See also alternative payment models; value-based payment systems
in acute care systems, 115
bundled, 33–34
defined, 33
episodic, 33–34
defined, 33
Medicare and, 33
fixed, 62
for UCCs, 121
Pediatric Emergency Care Applied Research Network (PECARN), 51
PERC. See Pulmonary Embolism Rule-out Criteria
Physician Quality Reporting System (PQRS), 19, 22
physician-in-triage (PIT), 42
PhysicianOne Urgent Care, 119
picture archiving and communication systems (PACS), 142
PIMs. See potentially inappropriate medications
PIT. See physician-in-triage
Plan-Do-Study-Act process, 220–21
point of care testing (POCT), 148–52
challenges with, 149–50
defined, 148
expansion of, 149–52
innovation in, 148
management programs for, 150–51
quality control for, 151
requirements for, 148
results with, 148–49
TAT and, 148
in UCH ED, 148–52
population-based capitation, 35–36
in United Kingdom healthcare system, 36
potentially inappropriate medications (PIMs), 86–87
PQRS. See Physician Quality Reporting System
pre-hospital services, 4
private physicians, ERs and, 2
Protecting Access to Medicare Act (PAMA), 166–68
Pulmonary Embolism Rule-out Criteria (PERC), 165–66
quality of care in acute and emergency care
aims of, 21
chief complaint-based measures, 23–26
electronic clinical quality measures for, 24–25
future improvements in, 23–25
group measurement mechanisms for, 24
history of, 18–19
horizontal alignment in, 21–22
measurement methodology, 19
patient-reported outcomes and, 23–24
priorities in, 21
stakeholders in, 22–23
strategies for, 21–22
successes and failures of, 19–20
taxonomy of, 20–21
vertical alignment in, 21–22
HQA, 18–19
Queuing Theory, 123
RACE project, 159
RACs. See Recovery Audit Contractors
rapid diagnostic units, 57–58.
See also observation care
Recovery Audit Contractors (RACs), 58
regional emergency care networks, 4
regionalization of care challenges to, 155–61
lack of data, 159
optimal transport modes, 158
for population-level acute care outcomes, 159
time-sensitive critical care interventions, 155–57
dispatch and regional network communications systems in, 158–59
IOM guidelines, 154
quality improvement programs for, 159–61
statewide population-level datasets for, 159–61
telemedicine consultation in, 157–58
teleradiology consultation in, 157–58
relative-value units (RVUs), 28
Resource-Based Relative Value Scale (RVRBS), 28–31
retail clinics, 7
risk communication, 48
risk pooling, in acute care systems, 115
Rosen, Peter, 1, 5
rural hospitals, 143
rural populations. See access to medicine, in rural populations
RVRBS. See Resource-Based Relative Value Scale RVUs. See relative-value units
SAEM. See Society for Academic Emergency Medicine
Save Hearts in Arizona Registry and Education, 160
SDM. See shared decision-making
second opinions, 136
shared decision-making (SDM), 46–47
clinical vignettes for, 50–53
in emergency care settings, 49–50
informed consent compared to, 47
limitations of, 53–54
shared savings programs, 34–35
short stay units, 57–58. See also observation care
Six Sigma, 215
Society for Academic Emergency Medicine (SAEM), 83
split-flow models, 42
SPRC. See Suicide Prevention Resource Center
staffing for GEDI WISE, 83–84
telemedicine consultation in, 215
for TelEmergency program, 141
for UCCs, 118
stakeholders in acute care systems, 22–23
in Mobile Health Paramedic Program, 190–92
local issues for, 190
structure and processes with, 191–92
ST-elevation myocardial infarction (STEMI) criteria, 158
substance abuse COWS and, 74–75
interventions for, 70
opioid detox starter packs, 78
WAS, for ethanol and benzodiazepine dependence, 75–77
Suicide Prevention Resource Center (SPRC), 80
system engineering methods, 201. See also discrete event simulation
TAT. See turnaround times TCNs. See transition care nurses
telehealth case studies, 132–33
defined, 131
expansion of, 131
JeffConnect Program, 133–36
ED care and, 135
in hospital-based care, 135–36
intake processes with, 136
for mildly sick patients, 135
for non-patients, 136
second opinions and, 136
in transitions to home, 135–36
Jefferson Health Urgent Care
and, 133–36
National Academic Center
for, 136–37
CME programs, 137
researchers in, 136
training certificate
programs, 137
program design, 146
telemedicine, 8
case studies, 132–33
defined, 131
emergency care through, in
rural areas, 139–43. See also TelEmergency
program
expansion of, 131
innovations in, 133–36
prioritization of initiatives, 133
through vision
development, 133
Jefferson Health Urgent Care
and, 133–36
TelEmergency program, 139–46
access to medicine in rural
populations, 140–43
nurse practitioner clinical
residency training
program, 141
nurse practitioner/physician model,
140–41
revised strategies for, 140–41
unsuccessful efforts in, 140
consultation process in, 143–46
coordination of care as
part of, 145
critical interventions in, 145
initiation of, 143–44
management of, 144–45
quality assessment in,
145–46
financial reimbursement for,
142
implementation of, 141–43
preparation for, 141–42
PACs in, 142
readiness assessment in, 141
rural hospitals and, 143
staffing for, 141
tertiary palliative care, 198
Theory of Constraints, 123,
127
throughput management, in
EDs, 42–43
TJC. See The Joint Commission
Toyota Production System
(TPS), 184
transition care nurses (TCNs),
85
transitions of care
in ACPs, 106
GEDI WISE guidelines,
84–85
triage-based care protocols, 43
turnaround times (TAT), 148
two midnight rule, 57
UCAOA. See Urgent Care
Association of America
UCCs. See urgent care centers
UCH ED. See University of
Colorado Health ED
UK. See United Kingdom
UMMC. See TelEmergency
program
underriage, 155–57
United Kingdom (UK)
A+E in, 1–5
EDs in, 91–95. See also
4-hour rule
emergency medicine in, 1–5
population-based capitation
in, 36
United States. See health care,
in US
University of Colorado Health
(UCH) ED
CDS systems for, 165–66
POCT and, 148–52
challenges with, 149–50
expansion of, 149–52
innovation in, 148
management programs
for, 150–51
quality control for, 151
results with, 148–49
University of Colorado (UC)
Health Intake Model, 124–25
University of Mississippi
Medical Center (UMMC). See
TelEmergency program
urgent care, defined, 118
Urgent Care Association of
America (UCAOA), 121
urgent care centers (UCCs),
6–8
best practices for, 119–20
disadvantages of, 121
under EMTALA, 121
expansion of, 121–22
historical development of,
118
Jefferson Health Urgent
Care, 119
NYULMC implementation
of, 58–62
payment systems for, 121
PhysicianOne Urgent Care,
119
retail clinics and, 7
staffing for, 118
VA. See Veteran’s
Administration
value-based payment systems,
28–36
accountability in, 30
APMs and, 31–36
ACO, 34–35
bundled payments in,
33–34
episodic payments in,
33–34
future applications for, 36
population-based
capitation, 35–36
in shared savings
programs, 34–35
call-back programs, 14, 31
coordination of post-ED
services, 29
facility-level levers in, 31
preventative strategies, 29–30
through proactive care,
29–30
provider-level levers in, 31
RVUs in, 28
system-level levers in, 30–31
Veteran’s Administration
(VA), EHRs, 15
Vietnam War, emergency
medicine influenced by,
4–5
volume-based reimbursement
systems, 27–29
disadvantages of, 28–29
volume-based reimbursement systems (cont.)
   FFS model, 11–13, 27–29
   add-ons and modifiers in, 32–33
   RVRBS, 28–31
wait times strategies, for EDs, 96–97

4-hour rule, in UK, 91–95
ED reforms as result of, 92–93
influence on patients, 93–94
monitoring of, 91–92
organisational impact as result of, 94–95

under target and terror regimes, 94
in Ontario, Canada, 95–96
Withdrawal Assessment Scale (WAS), 75–77

Zink, Brian, 1