



maryland  
**health services**  
cost review commission

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Emergency Department  
Wait Time Reduction Commission

October 23, 2024

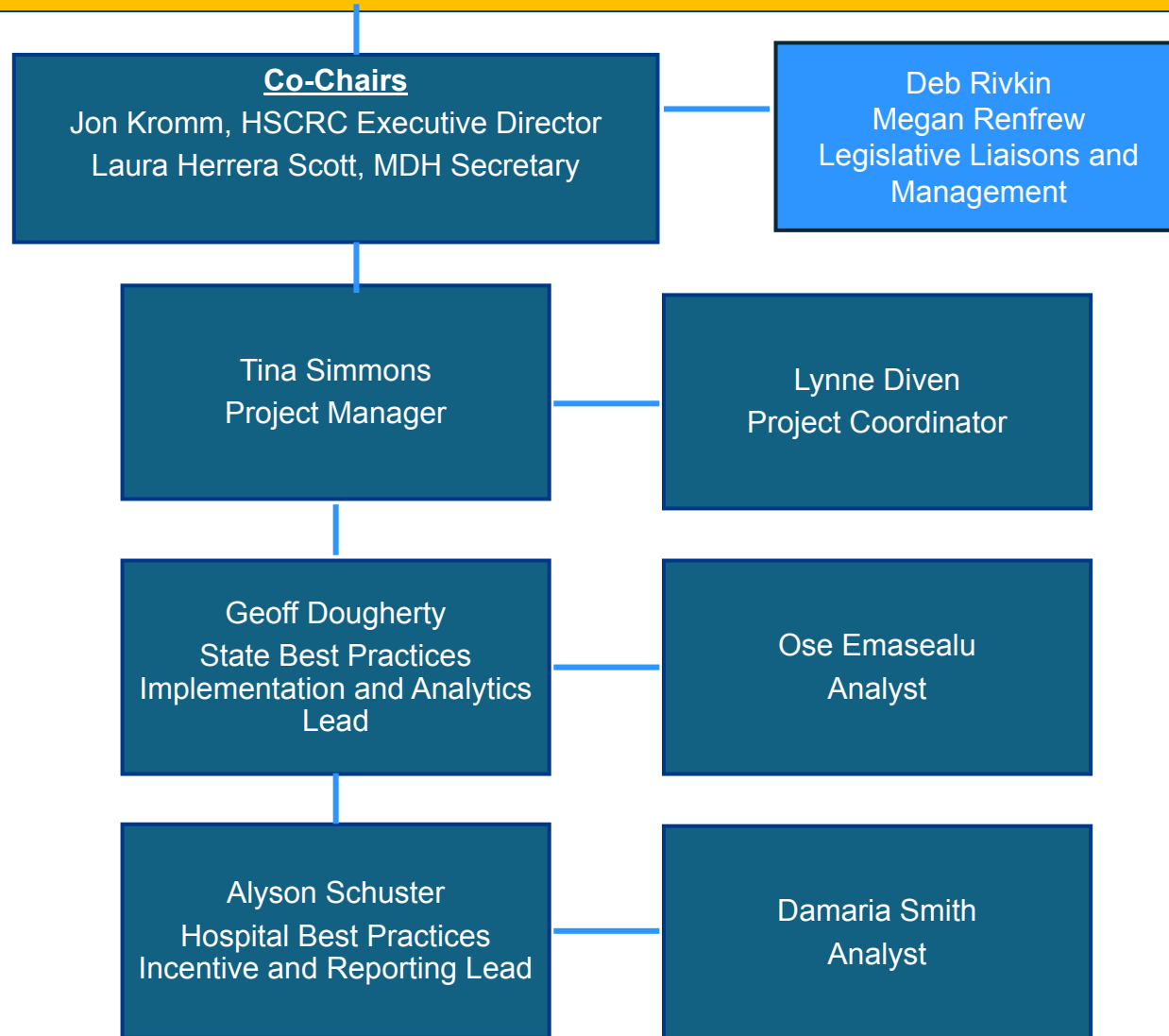
# Agenda

- Introduction of “ED Commission” Members and Staff
- Commission Guidelines
- Overview of Commission Focus and Objectives
- Discussion of Subcommittees
- Meeting Frequency & Schedule

# Commission Appointed Members

- Chairs:
  - Jon Kromm, PhD
  - Secretary Laura Herrera Scott, MD, MPH
- Appointed Members:
  - Ted Delbridge, MD
  - Wynee Hawk, RN, JD
  - Dan Morhaim, MD
  - Neel Vibhakar, MD
  - Barbara Maliszewski, RN
  - Danielle Knatz
  - Amanda Bauer, DO
  - Mary Kim, MD
  - Andrew Nicklas, JD
  - Toby Gordon, ScD
  - Jonathan Davis, LPC

# Maryland ED Wait Time Reduction Commission Staff Plan



# Commission Meeting Guidelines

- **Be Present** – Make a conscious effort to know who is in the room, become an active listener. Refrain from multitasking and checking emails during meetings.
- **Call Each Other In As We Call Each Other Out** – When challenging ideas or perspectives give feedback respectfully. When being challenged - listen, acknowledge the issue, and respond respectfully.
- **Recognize the Difference of Intent vs Impact** – Be accountable for our words and actions.
- **Create Space for Multiple Truths** – Seek understanding of differences in opinion and respect diverse perspectives.
- **Notice Power Dynamics** – Be aware of how you may unconsciously be using your power and privilege.
- **Center Learning and Growth** – At times, the work will be uncomfortable and challenging. Mistakes and misunderstanding will occur as we work towards a common solution. We are here to learn and grow from each other both individually and collectively.

# Establishment of Maryland ED Wait Time Reduction Commission

Bill went into effect July 1, 2024, and terminates June 30, 2027, Annual Reports due Nov 2025 and Nov 2026

- **Purpose:** To address factors throughout the health care system that contribute to increased Emergency Department wait times
- **Specific focus:** Develop strategies and initiatives to recommend to state and local agencies, hospitals, and health care providers to reduce ED wait times, including initiatives that:
  - *Ensure patients are seen in most appropriate setting*
  - *Improve hospital efficiency by maximizing flow of ED and Inpatient (IP) throughput*
  - *Improve postdischarge resources to facilitate timely ED and IP discharge*
  - *Identify and recommend improvements for the collection and submission of data*
  - *Facilitate sharing of best practices*



# ED Wait Time Reduction Commission:

Collaborate on behavioral health, post-acute, primary care, and other areas of opportunity.

## Improve Access

Maryland Primary Care Program

Expand Behavioral Health Framework

SNF/Post-Acute

## Implement Hospital Payment Programs to Improve Clinical Care

MD Hospital Quality Policies

ED "Best Practices" Incentive

## Increase Transparency

MHCC Public Quality Reporting

ED Dramatic Improvement Effort

## Reduce Avoidable Utilization

Programs to optimize high value care and reduce avoidable utilization

Reducing the number of people who need the ED

Improving throughput within the hospital

Improving the hospital discharge process and post-ED community resources

# Subcommittee Suggestions

- Data Subcommittee
- ED-Hospital “Throughput” Incentives
- Access to Post-Acute Care
- Hospital Capacity, Operations & Staffing

## Collaboration with Existing Workgroups and Task Forces

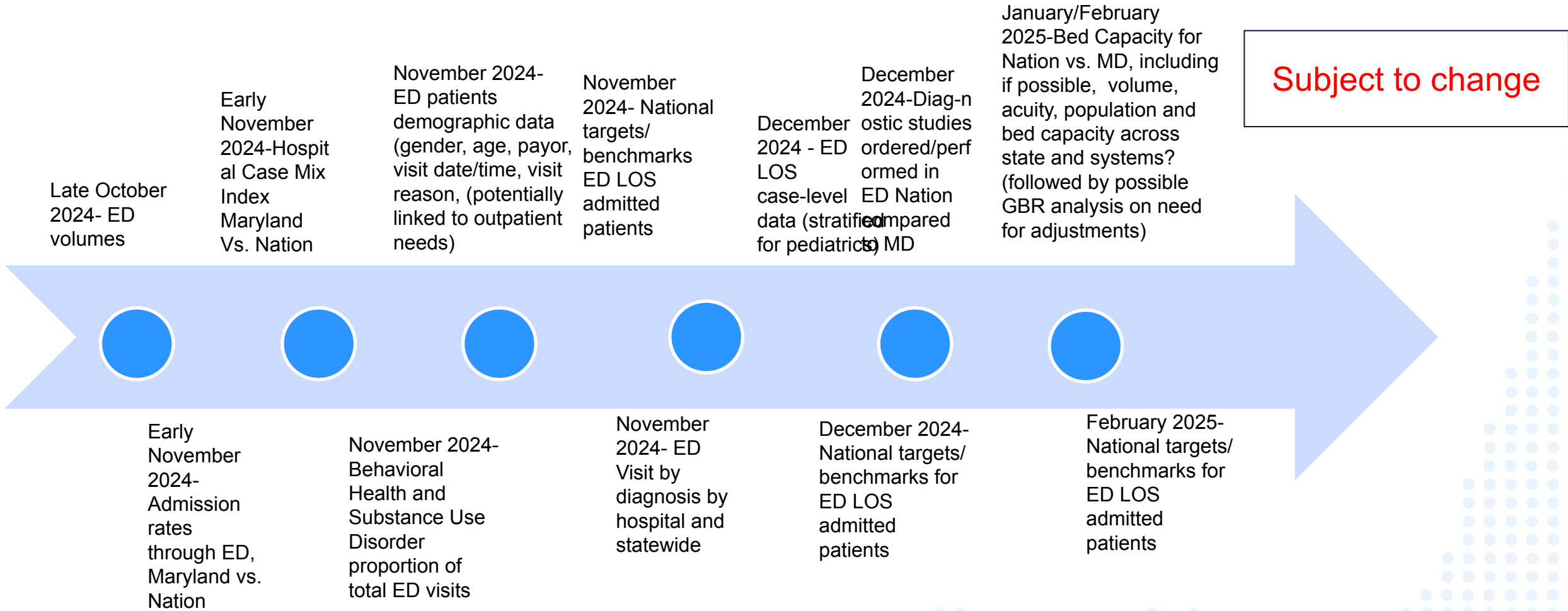
- Behavioral Health Framework
  - MDH – Commission on Behavioral Health Care Treatment and Access
- HSCRC Commission
  - Hospital Policy & Incentives



# Data Subcommittee

Request	Timeline
ED LOS Data by hospital	On going
ED Volumes	Late October 2024
CMI Nation vs. MD	Early November 2024
Admission rates through ED Nation compared to MD	Early November 2024
Demographic data for ED patients (age, gender, payor, date/time of <u>visit,diag</u> /reason for visit? Can we link to outpatient needs?	Mid November 2024
BH and Substance Use Disorder visits	Mid November 2024
ED Visits by Diagnosis (by hospital and across the state)	Mid November 2024
ED LOS Case -level data (stratified for Pediatrics)	Decemeber 2024
Diagnostic studies ordered/performed in ED Nation compared to MD	December 2024
Stratify ED LOS by pediatric and other subsets	January 2025
Bed Capacity for Nation vs. MD ( volume, acuity, population, and bed capacity across state and systems)	January/February 2025-initial data
National Targets/Benchmarks for ED LOS Admitted Pts	February 2025
PAU Admissions Nation compared to MD	Pending
SNF Beds Available	Pending
SNF Acceptance/Denial	Pending
Door to Doc	Pending

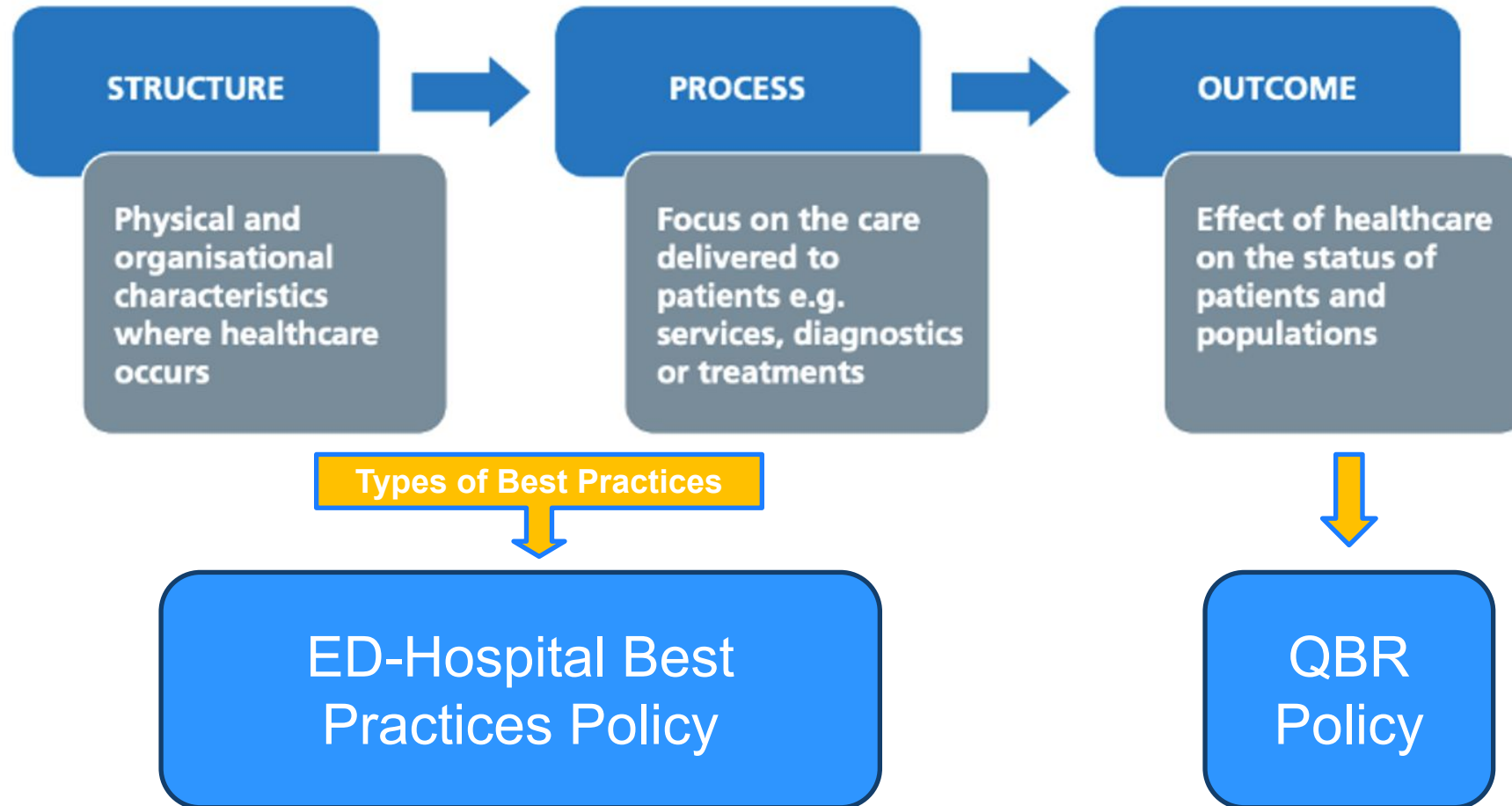
# Data Request Draft Timeline



Data requests on hold pending identification of or updates to potential data sources:

\*Discharge order to departure time, \*PAU admissions for nation compared to Maryland, \*SNF bed availability, \*SNF acceptances/denials, \*Time of arrival to seen by provider, \*Guardianship delays

# ED/Hospital Throughput Incentives: The Donabedian Model for Quality of Care



# ED-Hospital “Throughput” Best Practices

Preliminary Areas of Focus Top Recommendations:

1. Patient Flow/Throughout Performance Improvement Council
2. Optimized Capacity Alert Process
3. Optimized Interdisciplinary Rounds
4. Standardized Daily/Shift Huddles

Still in consideration:

5. Care management/Care Transition Interventions
6. ED Discharge before “noon”
7. ED Discharge Center/Lounge

# Access to Post-Acute Care

- Skilled Nursing Facilities
- Home Health
- Primary Care
- Specialty Care
- Palliative Care
- Wraparound Services/Community Supports

# Hospital Capacity, Financial Operations, & Staffing

- Assess access and capacity across the State
- Collaboration with Commercial Payers, Medicare, Medicaid
- Workforce Development Opportunities



# Ongoing ED Focused Work to Date

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# EDDIE Overview

- Maryland has underperformed most other states on ED throughput measures since before the start of the All-Payer model
- EDDIE is a Commission-developed quality improvement initiative that began in June 2023 with two components:

## EDDIE: Improved ED Experience for Patients

### Quality Improvement

- Rapid cycle QI initiatives to meet hospital set goals related to ED throughput/length of stay
- Learning collaborative
- Convened by MHA

### Commission Reporting

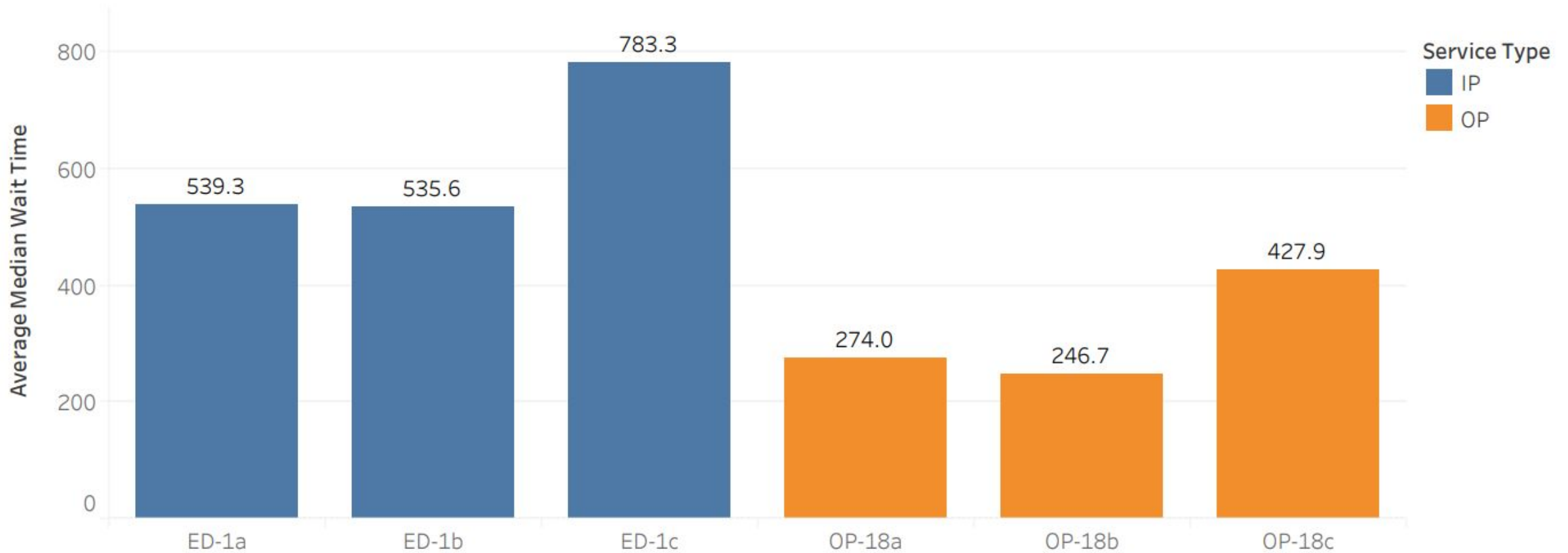
- Public reporting of monthly data for three measures
- Led by HSCRC and MIEMSS



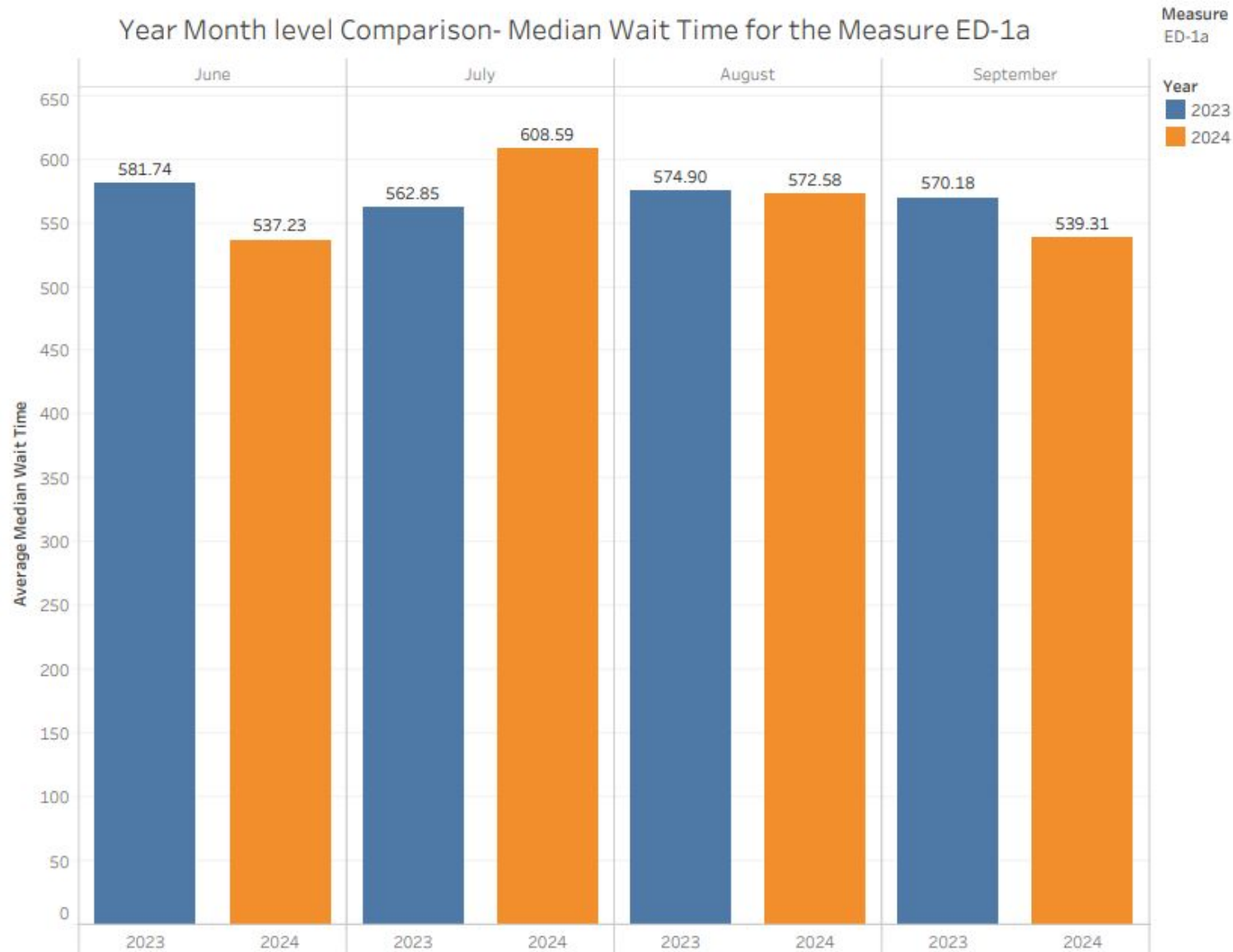
# ED Median Wait Times/Length of Stay

## Median Wait Time by Measure Type for September 2024

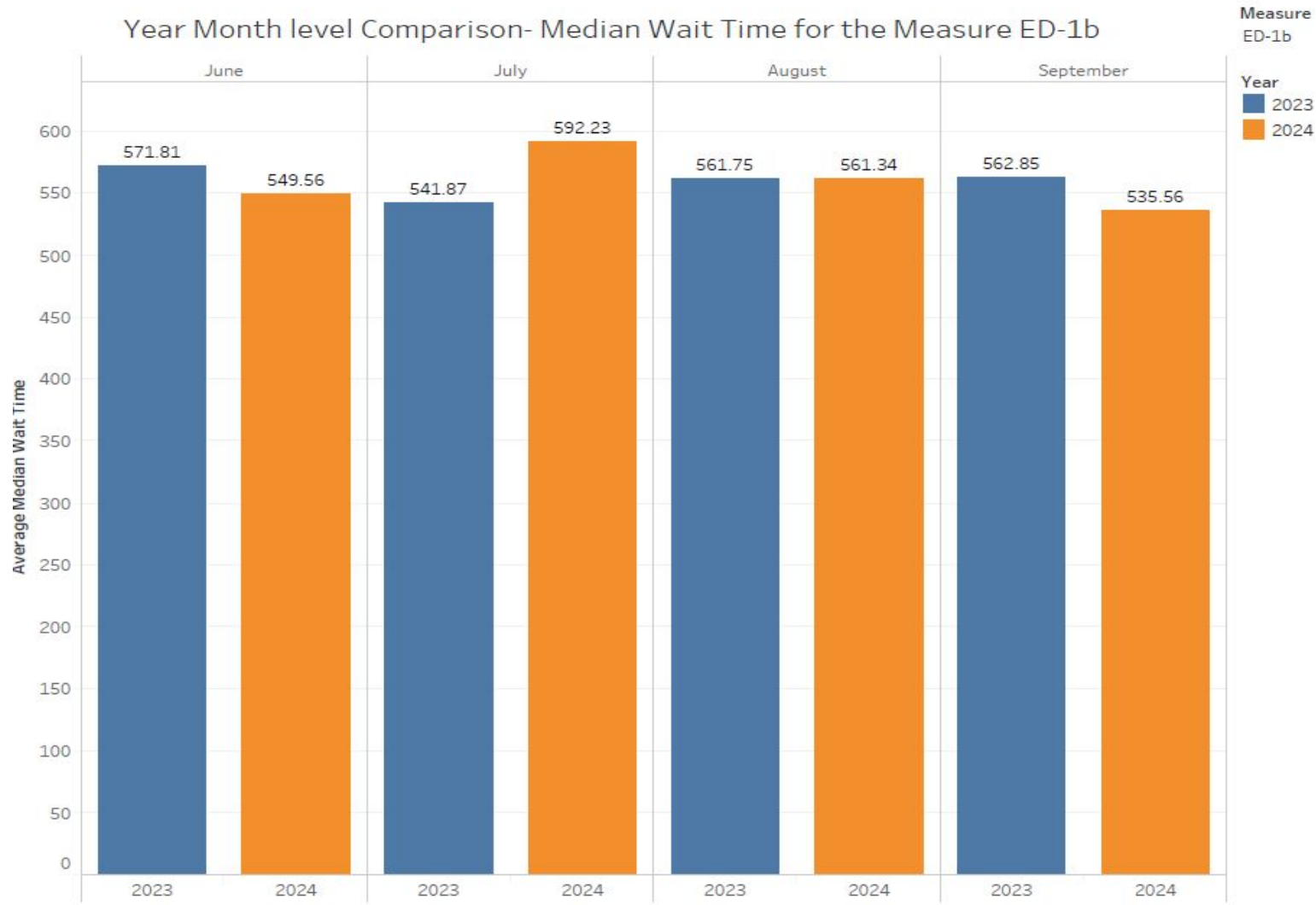
Reporting Month  
September 2024



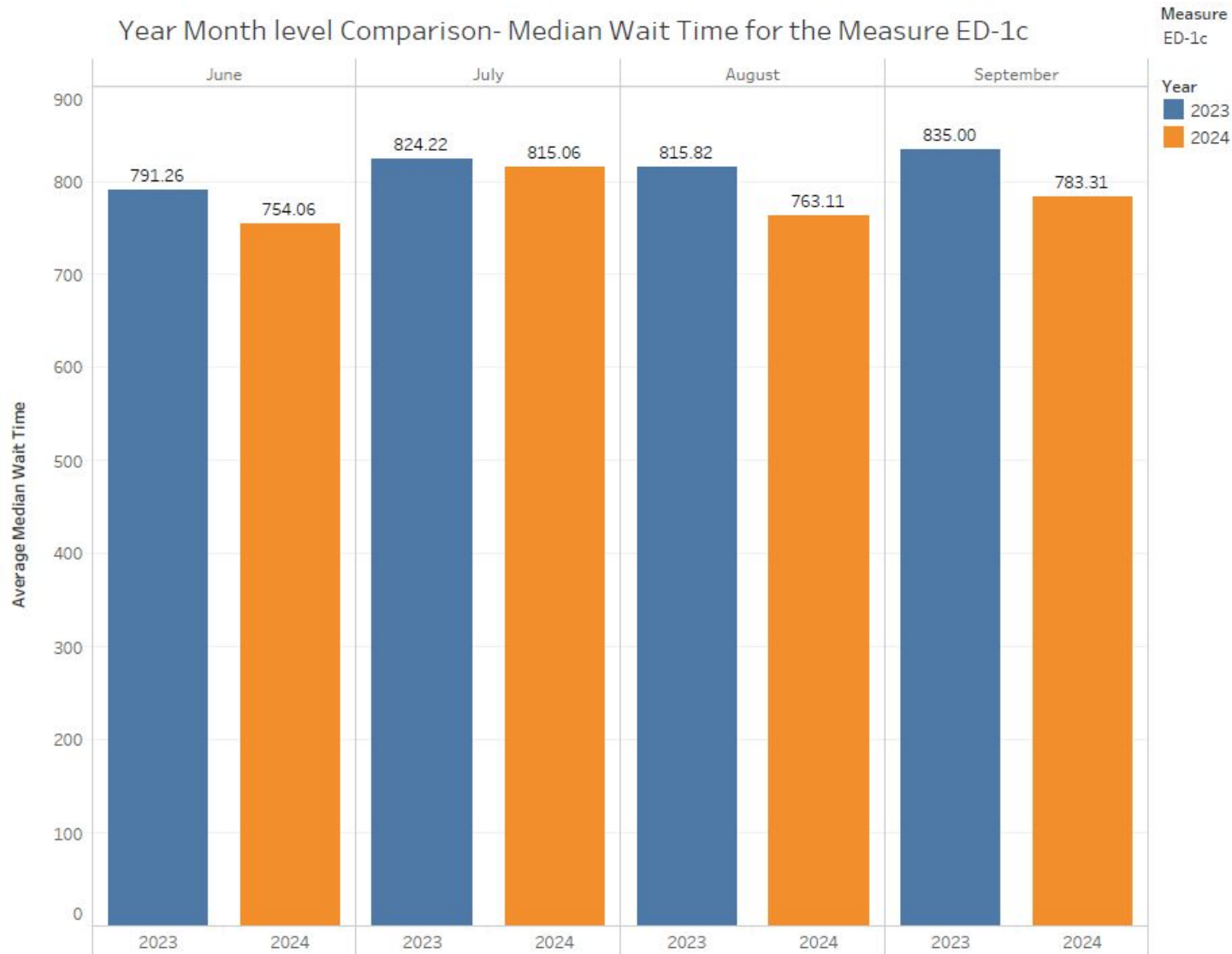
# Monthly Results 2023 vs. 2024 Ed1a (all ED Admissions incl. non-psych and psych)



# Monthly Results 2023 vs. 2024 Ed1b (Inpatient admissions excluding psych)



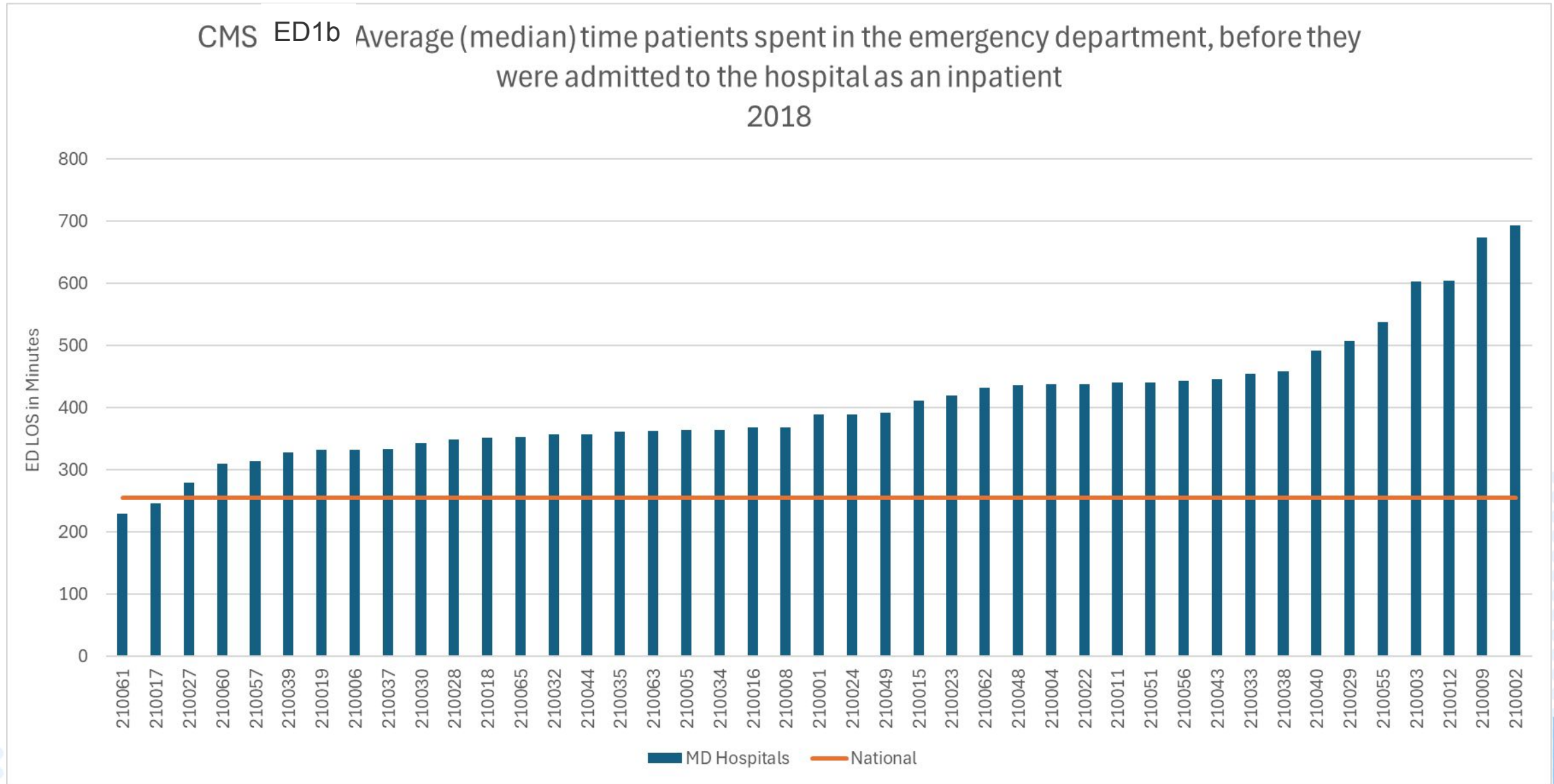
# Monthly Results 2023 vs. 2024 Ed1c (Inpatient psych admissions)



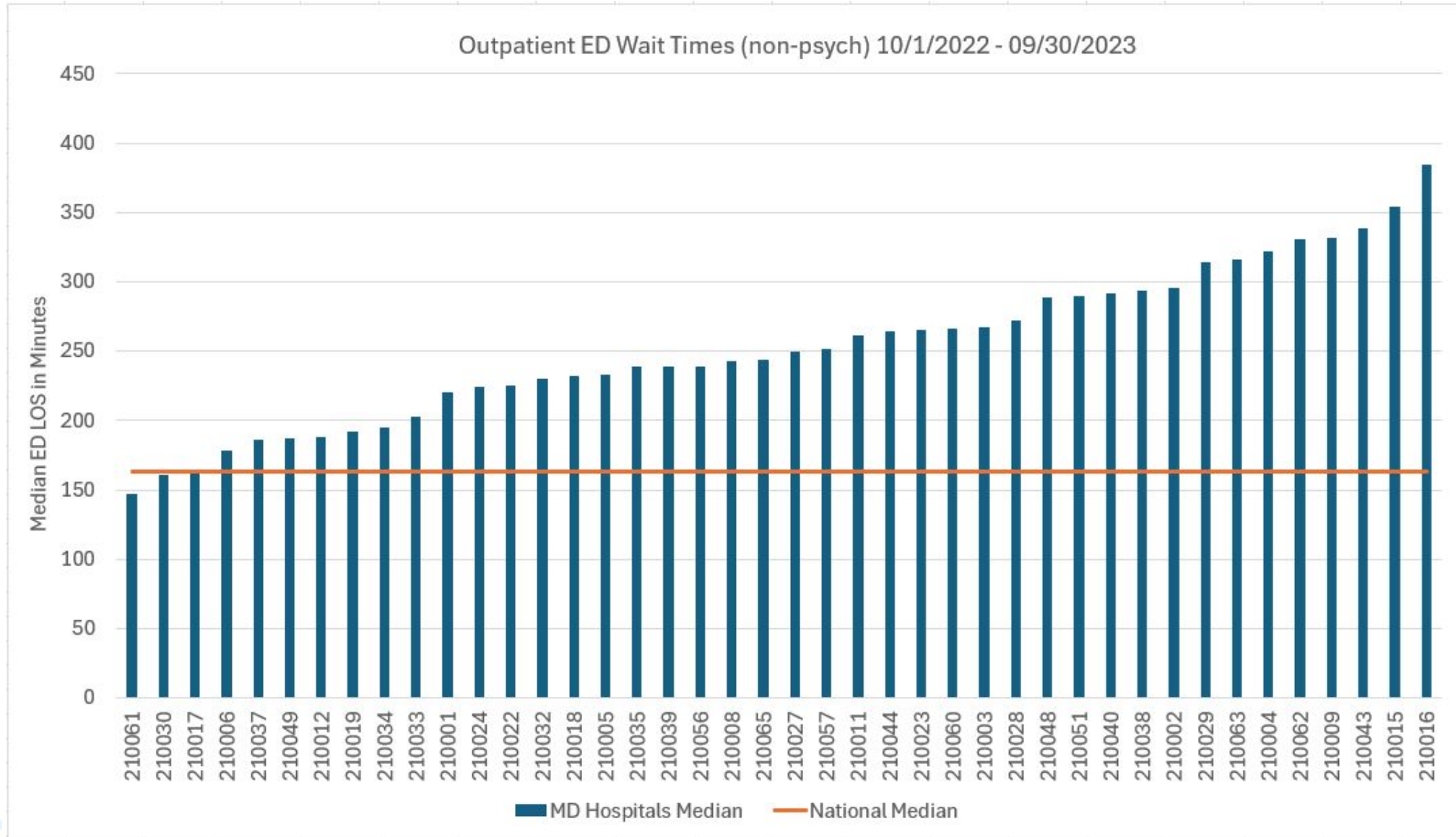
# QBR Policy and ED LOS Measurement Development Timeline

- September/October/November 2023: Discussed at Performance Measurement Workgroup
- 11/8/2023 QBR Draft Policy: Proposed options for inclusion of ED LOS measure
  - Comment Letters: 11/1/2023 - 11/15/2023
- 12/13/2023 QBR Final Policy: Approved inclusion of ED LOS measure at 10 percent weight
- Commission discussion:
  - QBR ED LOS Measure Development plan was proposed on January 10, 2024 and reviewed on February 14, 2024
- ED LOS Development Subgroup Meetings:
  - ED Subgroup 1 (Data): February 2nd, 2024, March 1st, 2024, April 12th, 2024
    - ED LOS Data Submission Memo was sent via email to hospitals on May 20, 2024
    - ED LOS Data Submission Dates: Extended to September 13, 2024 (CY2023 and Jan-Mar 2024 data), December 16, 2024 (Apr-Sept 2024 data), March 2025 (Oct-Dec 2024 data)
  - ED Subgroup 2 (Incentive): April 26th, 2024, May 17th, 2024, June 21st, 2024, September 10, 2024, September 27, 2024
  - Meeting recordings and slides: [Subgroup ED LOS Measure \(maryland.gov\)](#)

# Why include ED LOS in QBR?



# OP18b Outpatient ED LOS (more recent data)



# QBR ED LOS Incentive CY 2024

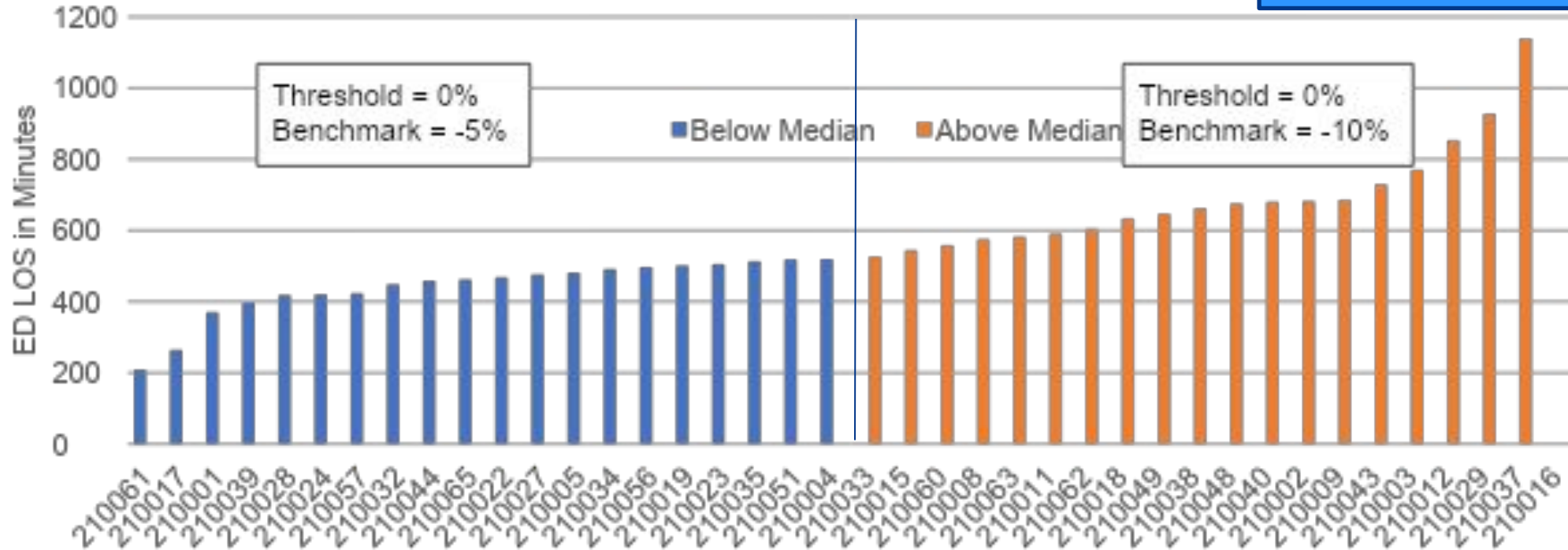
- Incentive measures improvement from CY 2023 to CY 2024
- **Measure:** Percent change in the median time from ED arrival to physical departure from the ED for patients admitted to the hospital
- **Population:** All non-psychiatric ED patients who are admitted to Inpatient bed and discharged from hospital during reporting period
- **Scoring:** Use attainment calculation for percent change to convert improvement into a 0 to 10 point score (see next slide)
- **Data:** Ad hoc data submissions of time stamps to merge in with case-mix data
- **Performance standards:** See Current Proposal slide



# Current Proposal

**New!** Hospitals beneath the 2018 ED1b National median of 256 minutes in performance period will not be penalized

ED 1b: ED LOS for Non-Psych Admitted Patients



Net change in \$ with EDDIE proxy vs. No ED

210061	\$104,344	-3.37%
210017	\$79,129	-6.06%
210001	\$189,153	-2.16%
210039	-\$205,250	3.53%
210028	\$422,442	-9.33%
210024	\$765,717	-3.81%
210057	-\$128,418	10.64%
210032	-\$108,678	5.58%
210044	-\$203,916	2.18%
210065	\$127,060	-1.73%
210022	-\$249,947	0.85%
210027	-\$76,092	-0.21%
210005	\$1,074,354	-14.35%
210034	\$517,700	-14.05%
210056	-\$95,749	6.24%
210019	\$1,048,810	-4.19%
210023	-\$424,056	6.93%
210035	-\$59,016	0.39%
210051	\$688,044	-19.88%
210004	\$39,741	-0.19%
210033	-\$78,684	12.36%
210015	\$913,670	-7.54%
210060	\$110,749	-5.73%
210008	\$867,077	-19.48%
210063	-\$336,309	5.15%
210011	-\$140,066	5.58%
210062	\$176,829	-1.66%
210018	\$390,751	-26.44%
210049	-\$100,562	25.46%
210038	\$248,156	-6.50%
210048	-\$149,850	13.19%
210040	\$676,050	-12.06%
210002	-\$567,781	-1.03%
210009	\$1,362,173	-4.66%
210043	\$65,292	-1.51%
210003	\$451,207	-4.55%
210012	\$1,855,384	-8.09%
210029	-\$364,138	12.18%
210037	\$59,966	-1.32%
210016	\$925,307	-17.74%

June 23 - June 24 Rolling 12 month improvement

# CY25 Recommendations to Consider

- Staff is proposing the following for subgroup input:
  - Include ED1b in QBR PCE Domain at 10 percent of QBR (same weight)
  - Maintain improvement
  - Develop risk-adjusted ED LOS measure for attainment to be monitored or retrospectively adopted
  - **Set improvement standards based on Statewide Improvement Goal established by ED Wait Time Reduction Commission**
    - Base year: Cumulative improvement from 2023 vs. Year over Year improvement.
    - Tiers: Recommend if improvement only
  - Consider treating observation stays (23+ hrs?) as inpatient admissions
  - Other inclusion/exclusion criteria?

# Meeting Frequency & Schedule

- Proposed Frequency: The 4th Wednesday of every other month, with subgroups meeting monthly
  - Tentative Next Meeting Date: January 22nd, 11AM - 1PM (Due to holiday schedule)
  - Proposed location: HSCRC Large Conference Room (in-person preferred but Zoom option available)
  - Meeting Schedule posted on [HSCRC's ED WTR Commission webpage](#).

# Appendix I. Informational Links

- <https://www.commonwealthfund.org/publications/fund-reports/2024/sep/mirror-mirror-2024>
- <https://www.commonwealthfund.org/publications/issue-briefs/2023/oct/high-us-health-care-spending-where-is-it-all-going>
- <https://www.healthaffairs.org/content/forefront/nonprofit-hospital-ceo-compensation-much-enough>
- <https://www.acepnow.com/article/the-er-docs-strike-back/>
- <https://www.acepnow.com/article/the-er-docs-strike-back/?singlepage=1&theme=print-friendly>
- <https://www.acepnow.com/article/the-private-equity-wave-in-health-care/>
- <https://www.acepnow.com/article/the-private-equity-wave-in-health-care/>
- [https://www.beckershospitalreview.com/care-coordination/why-are-ers-swamped.html?origin=QualityE&utm\\_source=QualityE&utm\\_medium=email&utm\\_content=newsletter&oly\\_enc\\_id=2704C0401378I6G](https://www.beckershospitalreview.com/care-coordination/why-are-ers-swamped.html?origin=QualityE&utm_source=QualityE&utm_medium=email&utm_content=newsletter&oly_enc_id=2704C0401378I6G)
- <https://www.vox.com/health-care/374820/emergency-rooms-private-equity-hospitals-profits-no-surprises>
- <https://podcasts.apple.com/ca/podcast/how-private-equity-transformed-u-s-emergency-rooms/id1473872585?i=1000672204839>
- <https://www.youtube.com/@HHS/videos>
  - Summit- Addressing the Challenges of ED Boarding – Agency for the Healthcare Research and Quality

# Informational Link Form

- Please submit all future related informational links through our [Google Form](#).
- Collected information will be uploaded to the [ED WTR Commission webpage](#).

## Appendix II: EDDIE Data

Most recent data through September

For QBR we will be using the Case level data from hospitals moving forward

# September Data 2024 Reporting

Monthly, public reporting of three measures:

- ED1-like measure: ED arrival to inpatient admission time for all admitted patients
- OP18-like measure: ED arrival to discharge time for patients who are not admitted
- EMS turnaround time (from MIEMSS): Time from arrival at ED to transfer of patient care from EMS to the hospital

## Data received for 44 out of 44 hospitals

- These data should be considered preliminary given timeliness of the data (i.e., the hospitals must turn in by the first Friday of new month)
- These data are being collected for hospital quality improvement and have NOT been audited by the HSCRC; data can be used for trending purposes within the hospital
- Data may be updated over time if issues are identified or specifications change

## Graphs:

- Rolling median (June 2023-Latest Month) and change from June 2023/first month provided
- Latest month grouped by CMS ED volume category (Volume data is from CMS Care Compare or imputed by hospital, volume categories were recently updated on CMS Care Compare.)
- Graphs have not been QAed by hospitals due to fast turnaround time

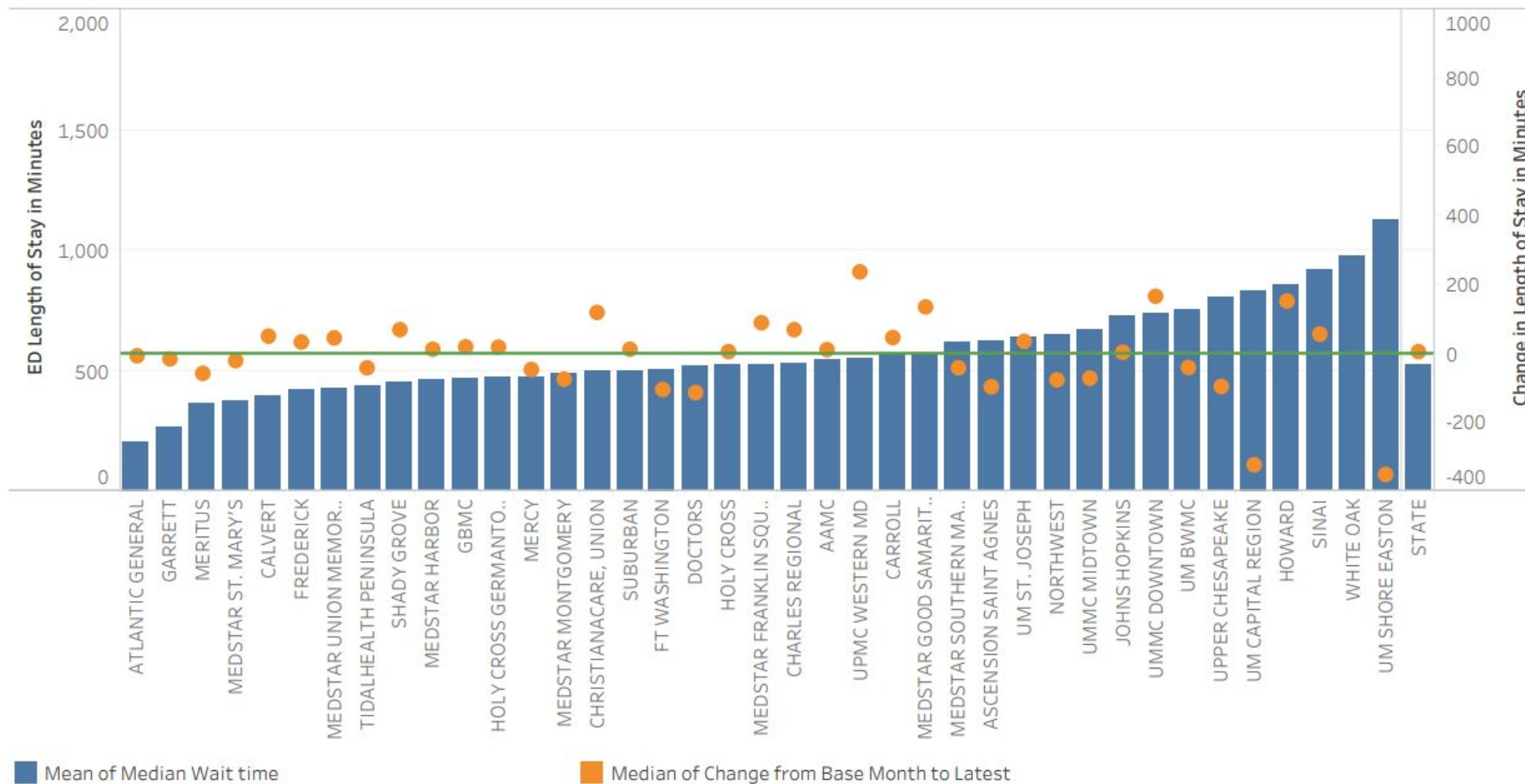
# ED Length of Stay and EMS Turnaround Data

- Monthly, unaudited data on ED length of stay for September 2024 was received from 44 out of 44 hospitals (IP and OP data).
- There was a decrease for ED1a, ED1b, and an increase for ED1c in Median Wait Times in September compared to August.
  - September Average Median Wait Time:  
**ED1a: 539.3 minutes**      **ED1b: 535.6 minutes**      **ED1c: 783.3 minutes**
  - These data should be considered preliminary given timeliness of the data (i.e., the hospitals must turn in by the first Friday of new month) and the data have NOT been audited by the HSCRC; data can be used for trending purposes within the hospital.
- EMS turnaround time data shows notable net movement of hospitals across categories for September 2024, with six hospitals improving in performance and two hospitals declining in performance

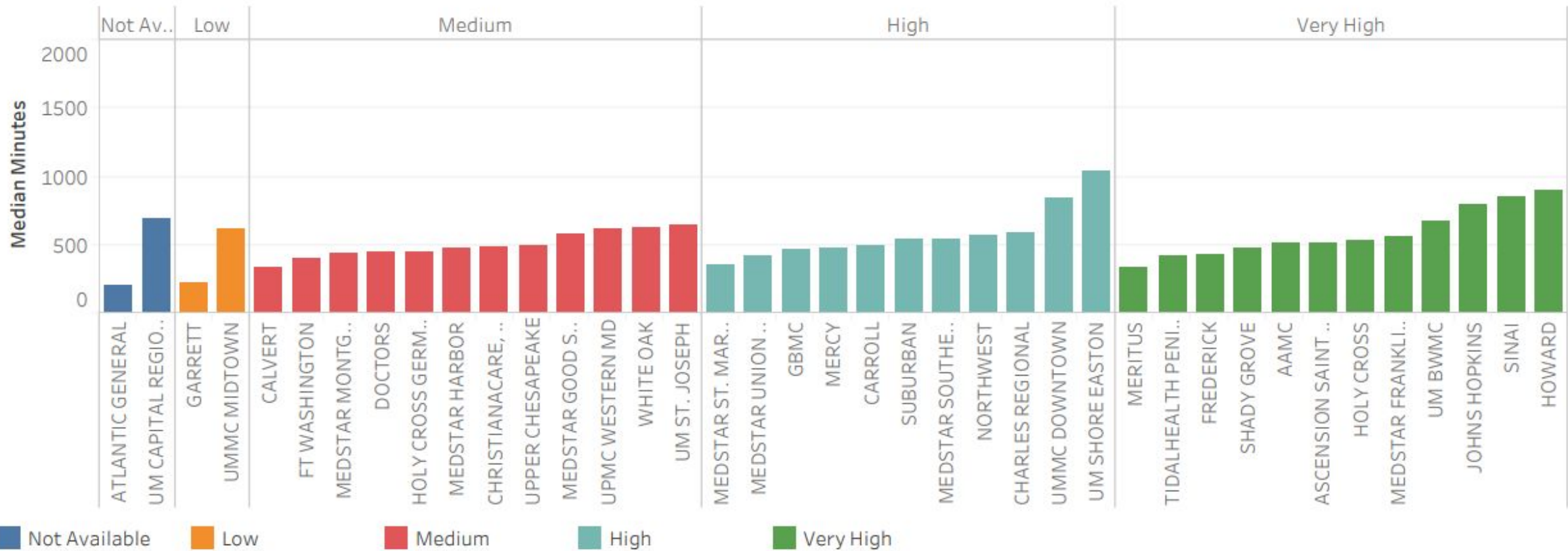


# ED 1a: ED Arrival to Inpatient Admission

Average Median Wait Time by Hospital  
Reporting Month: September 2024

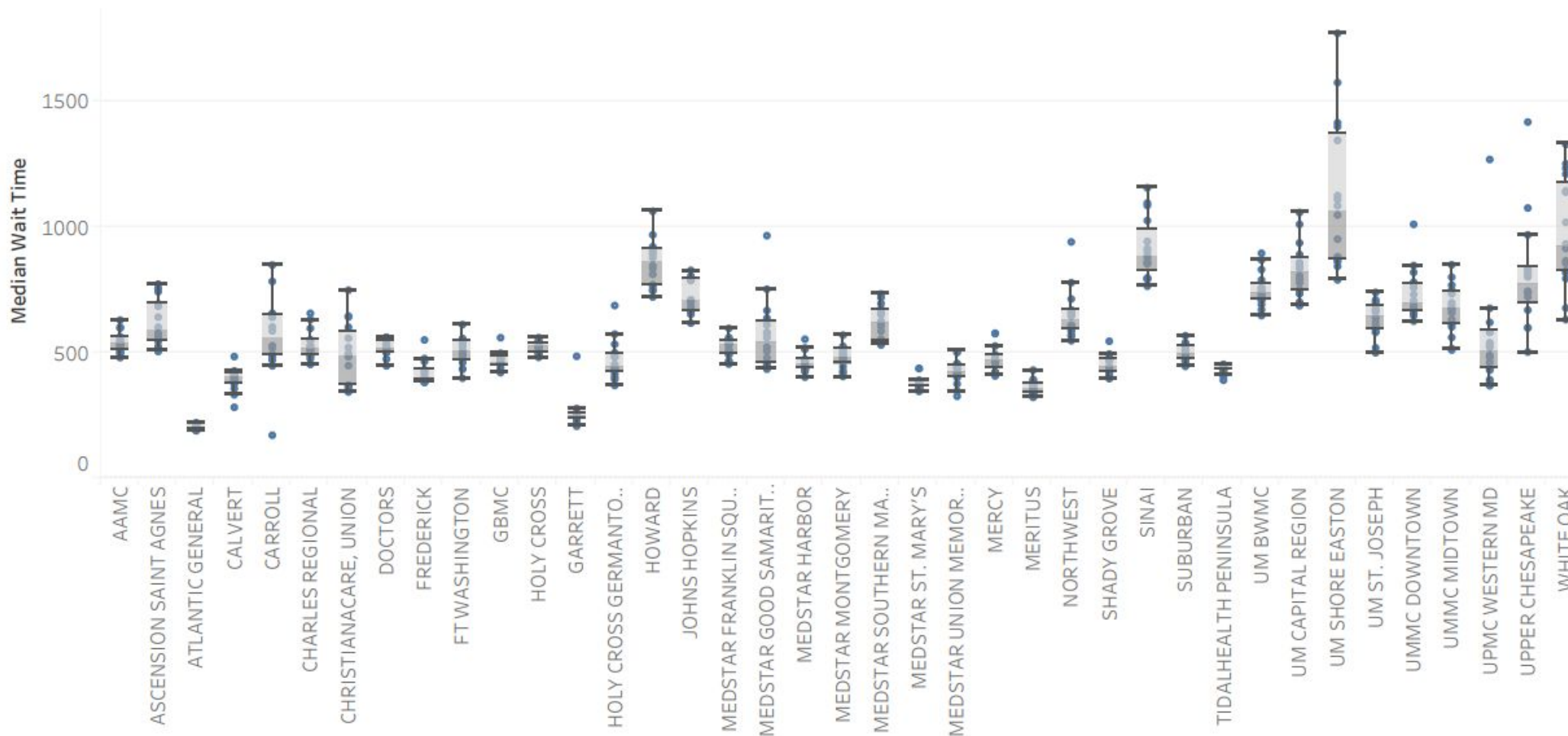


# ED 1a: ED Arrival to Inpatient Admission Time Latest Month Median By Volume--Latest Month



# ED 1a: ED Arrival to Inpatient Admission

Median Wait Time Distribution for ED-1a



# ED 1a: ED Arrival to Inpatient Admission

Heat Graph: Colors are relative to June/first month reported.  
Red = higher wait time  
Green = lower wait time

Measure: ED-1a

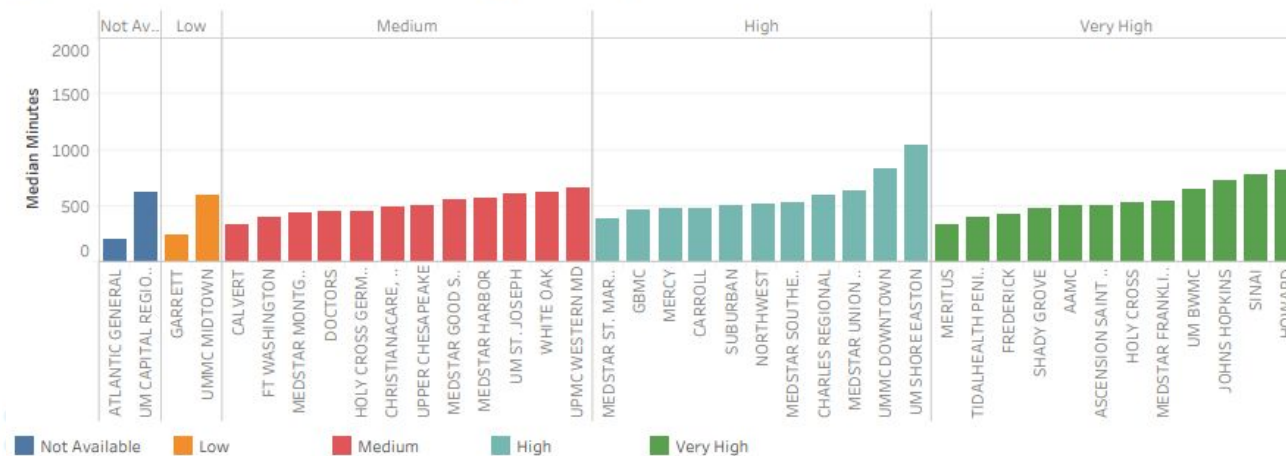
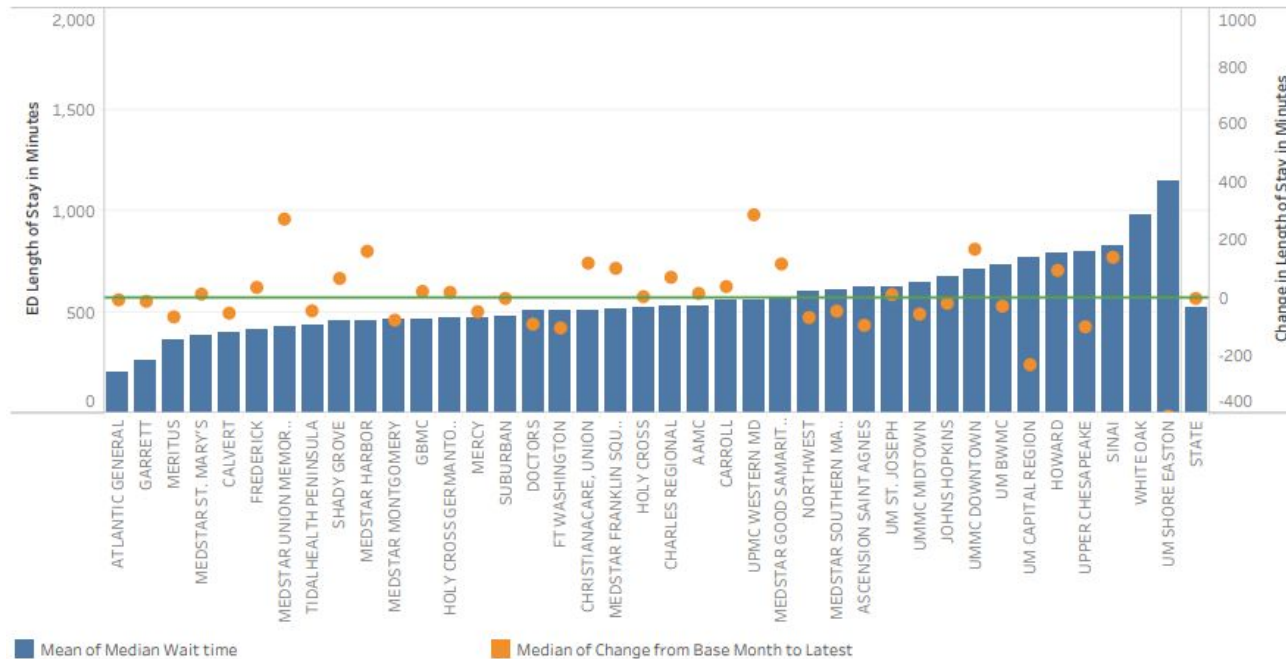
Change from Base: -620 (Green) to 885 (Red)

Hospital Name	June 2023	July 2023	August 2023	September 2023		November 2023	December 2023	January 2024	February 2024	March 2024	April 2024	May 2024	June 2024	July 2024	August 2024	September 2024
					October 2023											
AAMC	493	532	540	534	563	601	629	597	530	544	501	480	550	521	512	504
ASCENSION SAINT AGN..	601	564	545	574	641	576	755	772	684	694	742		524	518	504	
ATLANTIC GENERAL	210	218	221	212	195	189	216		190	191	199	199	200	210		203
CALVERT	282	383	411	425	405	409	484	426	408	402	375	389	423	395	356	332
CARROLL	447	527	481	640	602	470	654	848	656	649	783	519	171	493	586	493
CHARLES REGIONAL	527	486	497	453	492	455	508	656	631	551	475	514	548	526	514	596
CHRISTIANACARE, UNI..	369	351	370	343	360	448	641	601	645	557	748	520	483		496	488
DOCTORS	561	514	537	503	559	529	555	559	513	512	500	500	522	509	474	447
FREDERICK	392	388	382	395	416	432	464	550	476	381	386	402	395	391	397	425
FT WASHINGTON	503	434	488	493	550	539	611	460	476	556	524	435	536	553	510	398
GARRETT			244		246	244	277	254	231	237	207	485	223	257	232	228
GBMC	439	467	456	475	482	420	476	559	497	474	454	457	428	425	483	458
HOLY CROSS	524	481	540	513	547	518	546	559	496	524		496	498	501	526	529
HOLY CROSS GERMANT..	435	393	428	369	483	414	573	687	499	437		533	401	483	441	453
HOWARD	748	770	765	834	968	921	902	889	721	845	811	747	915	1,062	877	900
JH BAYVIEW	945	1,007	1,153	968	1,135	1,276	1,229	1,277	1,315	1,001	1,110	862	522	1,110		
JOHNS HOPKINS	794	680	652	697	704	708	661	804	786	710	663	666	617	790	827	797
MEDSTAR FRANKLIN SQ..	463	467	493	492	532	509	560	596	539	512	537	532	454	532	554	552
MEDSTAR GOOD SAMA..	441	479	522	456	559	506	667	965	752	637	442	434	450	610	581	576
MEDSTAR HARBOR	458	553	474	518	513	402	441	457	436	437	432	434	451	466	424	470
MEDSTAR MONTGOME..	518	461	486	495	525	497	505	569	518	480	471	419	405	427	469	443
MEDSTAR SOUTHERN ..	585	544	539	530	542	554	660	733	695	673	719	622	624	651	606	543
MEDSTAR ST. MARY'S	380	351	362	354	362	382	436	437	363	372	390	367	382	345	367	359
MEDSTAR UNION MEM..	375	456	412	326	407	400	504	500	439	410	446	347	425	455	441	420
MERCY	526	577	575	407	450	423	466	492	461	476	463	470	417	419	458	479
MERITUS	393	370	354	386	379	345	368	430	370	354	354	335	338	322	324	335
NORTHWEST	645	778	669	566	602	608	661	940	713	593	668	584	651	608	547	568
SHADY GROVE	408	427	446	435	545	494	428	437	403	470	396	419	469	468	472	477
SINAI	796	796	877	861	764	856	791	1,155	1,085	942	904	887	1,025	914	1,095	852
SUBURBAN	527	462	467	480	537	469	499	521	497	445	475	567	485	490	510	539
TIDALHEALTH PENINSU..		453	448	447	432	430	445	450	438	406	424	390	434	441	440	411
UM BWMC	711	740	691	708	717	647	756	895	758	731	725	743	830	868	789	670
UM CAPITAL REGION	1,010	853	858	751	890	734	835	1,057	936	838	736	778	701	806	793	686
UM SHORE EASTON	1,399	951	1,344	1,414	1,109	789	1,574	1,770	1,084	1,124	843	868	877	881	861	1,047
UM ST. JOSEPH	604	600	641	667	687	499	621	739	580	585	672	663	701	709	519	639
UMMC DOWNTOWN	680	625	648	688	658	650	670	768	687	758	731	780	705	1,010	819	846
UMMC MIDTOWN	685	849	800	658	768	560	698	677	748	669	631	516	510	734	602	613
UPMC WESTERN MD	383	430	438	481	522	523	489	676	580	392	368	539	461	1,268	582	620
UPPER CHESAPEAKE	598	669	599	834	801	968	1,075	1,417	721	741	834	822	811	744	738	502
WHITE OAK	1,251	865	1,143	855	1,328	1,210	794	825	677	1,233	1,138	932	914	817	1,018	631

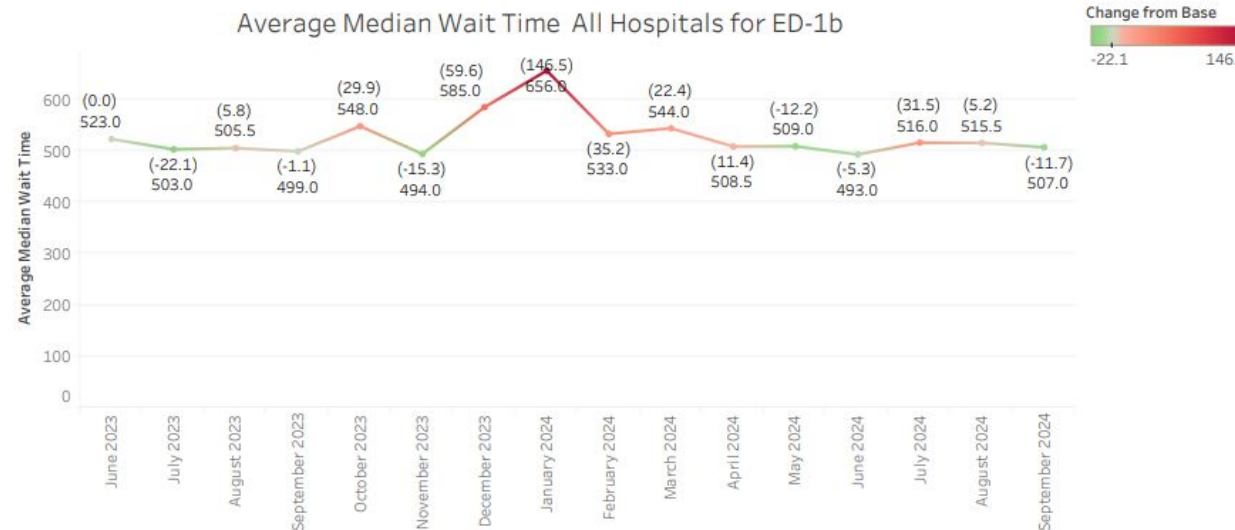
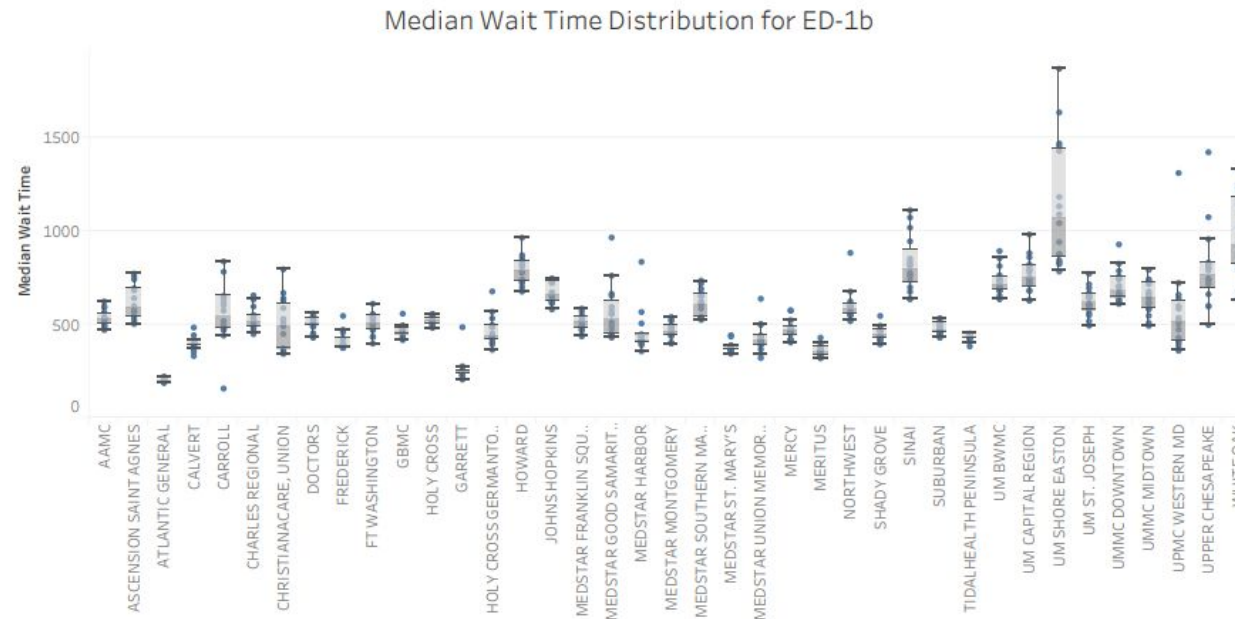
JH Bayview did submit data but not in time for inclusion

# ED 1b: ED Arrival to Inpatient Admission Time - Non-Psychiatric

Average Median Wait Time by Hospital  
Reporting Month: September 2024



# ED 1b: ED Arrival to Inpatient Admission Time - Non-Psychiatric



# ED 1b: ED Arrival to Inpatient Admission Time - Non-Psychiatric

Average Median Wait Time All Hospitals for ED-1b

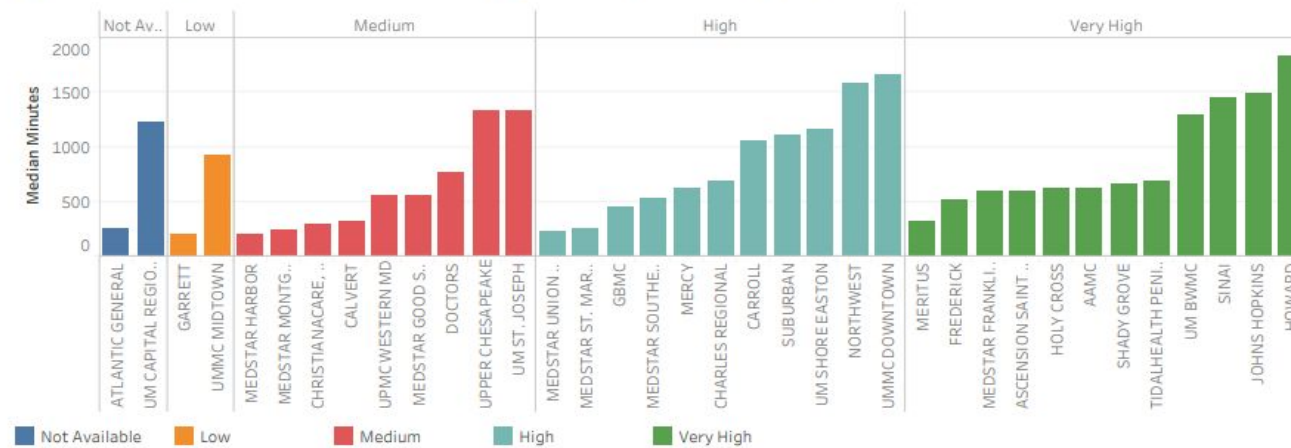
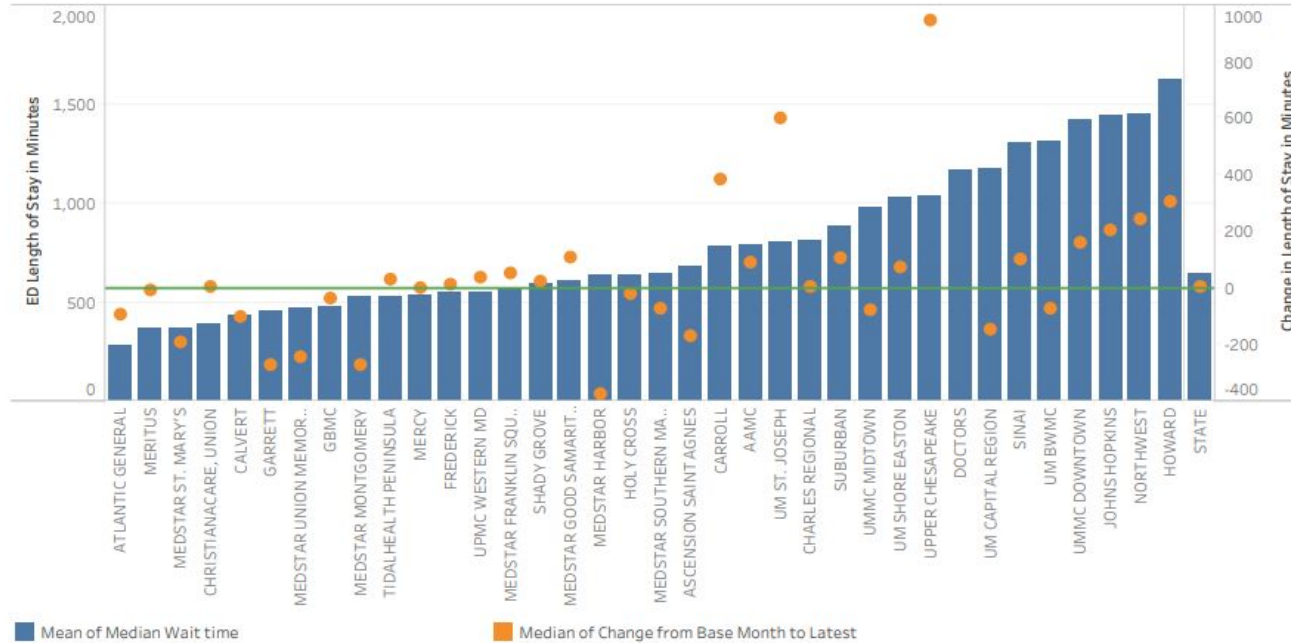
Measure  
ED-1b

Change from Base  
-668 93:

Hospital Name	June 2023	July 2023	August 2023	September 2023	October 2023	November 2023	December 2023	January 2024	February 2024	March 2024	April 2024	May 2024	June 2024	July 2024	August 2024	September 2024
AAMC	488	527	536	529	565	597	623	591	528	539	495	471	528	508	486	50
ASCENSION SAINT AGN..	599	563	541	573	641	576	755	772	683	694	741			525	515	50
ATLANTIC GENERAL	209	203	222	212	195	189	216		190	190	199	199	199	210		20
CALVERT		386	403	420	390	408	484	443	404	395	369	391	407	392	353	33
CARROLL	441	520	470	623	603	158	653	837	648	648	782	500	480	487	574	47
CHARLES REGIONAL	526	484	499	449	489	456	507	656	634	551	474	516	544	526	516	59
CHRISTIANACARE, UNI..	372	351	370	343	356	450	640	627	669	588	795	530	493		510	49
DOCTORS	541	503	525	499	559	523	547	543	510	509	489	491	429	493	453	44
FREDERICK	388	376	378	391	410	427	458	546	472	375	379	397	390	381	394	42
FT WASHINGTON	503	434	488	493	550	539	611	469	476	556	524	435	536	553	510	39
GARRETT			244		246	244	277	255	227	236	206	486	223	256	246	23
GBMC	438	467	455	475	481	417	476	558	496	475	454	455	429	427	480	45
HOLY CROSS	524	482	540	513	544	518	546	557	495	524		496	499	500	523	52
HOLY CROSS GERMANT..	435	396	427	365	487	414	568	677	498	436		533	398	488	441	45
HOWARD	722	734	729	776	871	839	836	785	676	785	741	699	855	964	813	81
JH BAYVIEW	895	951	1,107	885	1,097	1,250	1,179	1,270	1,307	973	1,059	815	1,117	1,085		
JOHNS HOPKINS	746	631	613	650	672	652	617	744	732	667	623	626	581	722	734	72
MEDSTAR FRANKLIN SQ..	445	471	492	484	516	471	570	585	538	492	522	512	437	516	547	54
MEDSTAR GOOD SAMA..	440	474	512	449	556	494	654	965	761	664	442	430	450	594	571	55
MEDSTAR HARBOR	407	506	424	835	391	357	399	447	416	432	415	406	436	445	415	56
MEDSTAR MONTGOME..	520	459	478	477	525	438	490	540	495	454	448	404	398	402	460	44
MEDSTAR SOUTHERN ..	584	542	536	525	540	533	654	735	691	668	720	622	604	652	616	53
MEDSTAR ST. MARY'S	368	350	362	356	362	385	436	443	361	366	390	369	385	344	367	38
MEDSTAR UNION MEM..	367	442	397	321	398	389	498	503	434	413	425	342	410	435	419	63
MERCY	523	576	574	404	450	421	464	490	461	476	462	469	416	417	458	47
MERITUS	404	371	357	386	377	341	368	430	364	352	347	334	339	320	322	33
NORTHWEST	595	676	613	558	575	561	600	883	624	549	609	551	600	559	518	52
SHADY GROVE	408	424	446	434	546	493	427	437	397	468	395	419	465	468	472	47
SINAI	638	636	759	699	675	765	737	1,110	945	852	814	819	1,018	834	1,072	77
SUBURBAN	510	441	445	457	516	455	485	506	474	429	456	534	457	472	493	50
TIDALHEALTH PENINSU..		452	446	447	429	430	447	448	437	405	423	383	429	440	434	40
UM BWMC	684	704	681	683	699	635	740	893	747	721	698	734	813	855	764	65
UM CAPITAL REGION	859	752	781	714	809	683	793	981	882	821	679	721	632	740	730	62
UM SHORE EASTON	1,452	941	1,468	1,428	1,182	784	1,634	1,867	1,089	1,132	823	832	878	875	843	1,04
UM ST. JOSEPH	598	562	641	656	640	494	607	771	583	550	669	650	715	694	517	60
UMMC DOWNTOWN	658	610	625	669	636	622	651	747	662	742	707	758	697	928	787	82
UMMC MIDTOWN	647	792	735	614	742	547	676	664	726	640	617	509	493	716	581	59
UPMC WESTERN MD	373	417	411	473	599	503	430	722	520	394	360	585	536	1,310	641	65
UPPER CHESAPEAKE	599	662	598	831	789	956	1,074	1,421	717	739	826	809	803	747	738	49
WHITE OAK	1,251	865	1,142	855	1,328	1,212	795	825	677	1,233	1,138	932	914	817	1,018	63

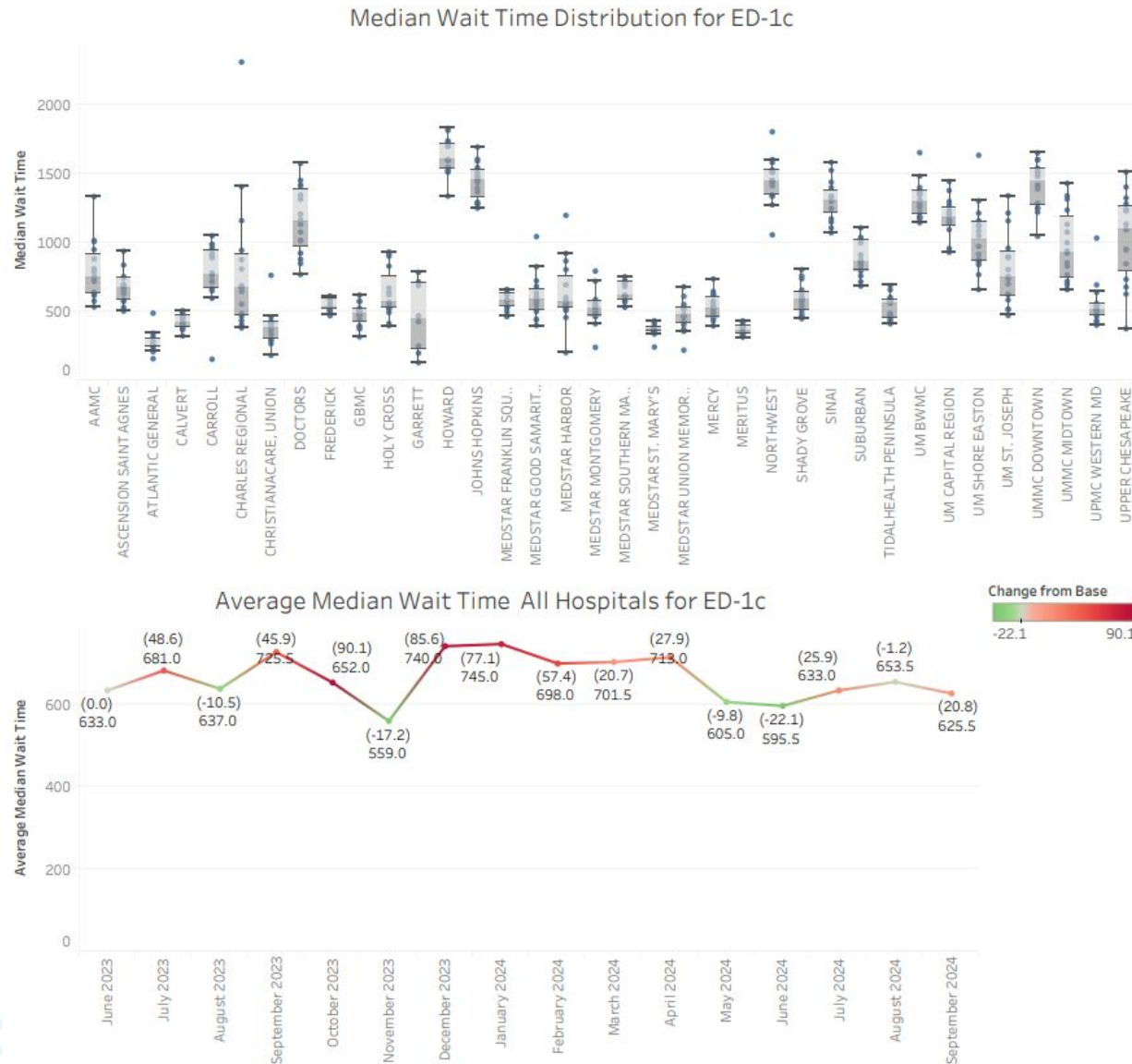
# ED 1c: ED Arrival to Inpatient Admission Time - Psychiatric

Average Median Wait Time by Hospital  
Reporting Month: September 2024





# ED 1c: ED Arrival to Inpatient Admission Time - Psychiatric



# ED 1c: ED Arrival to Inpatient Admission Time - Psychiatric

Average Median Wait Time All Hospitals for ED-1c

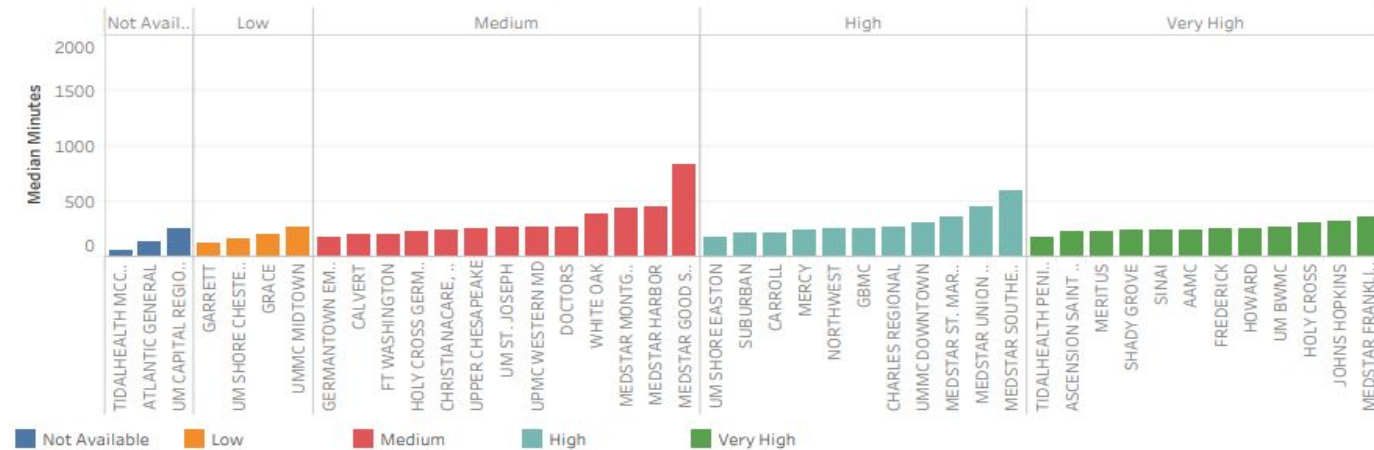
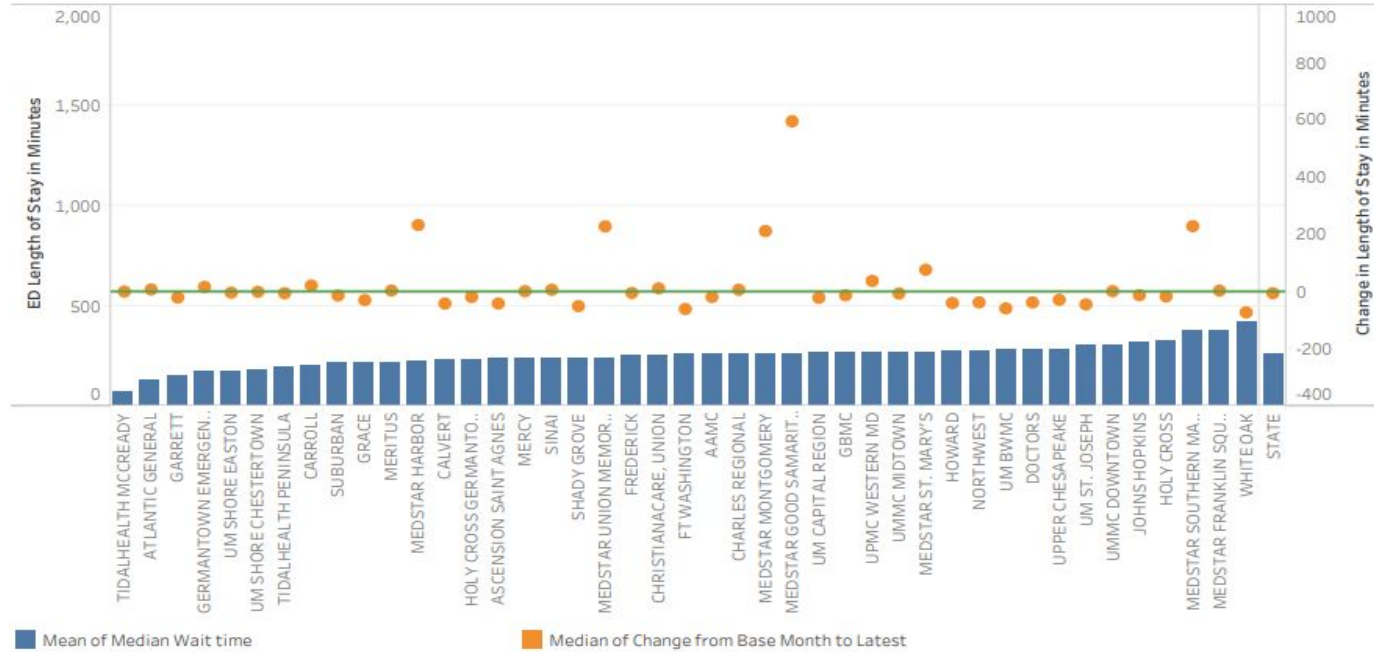
Measure  
ED-1c

Change from Base  
-644 1,629

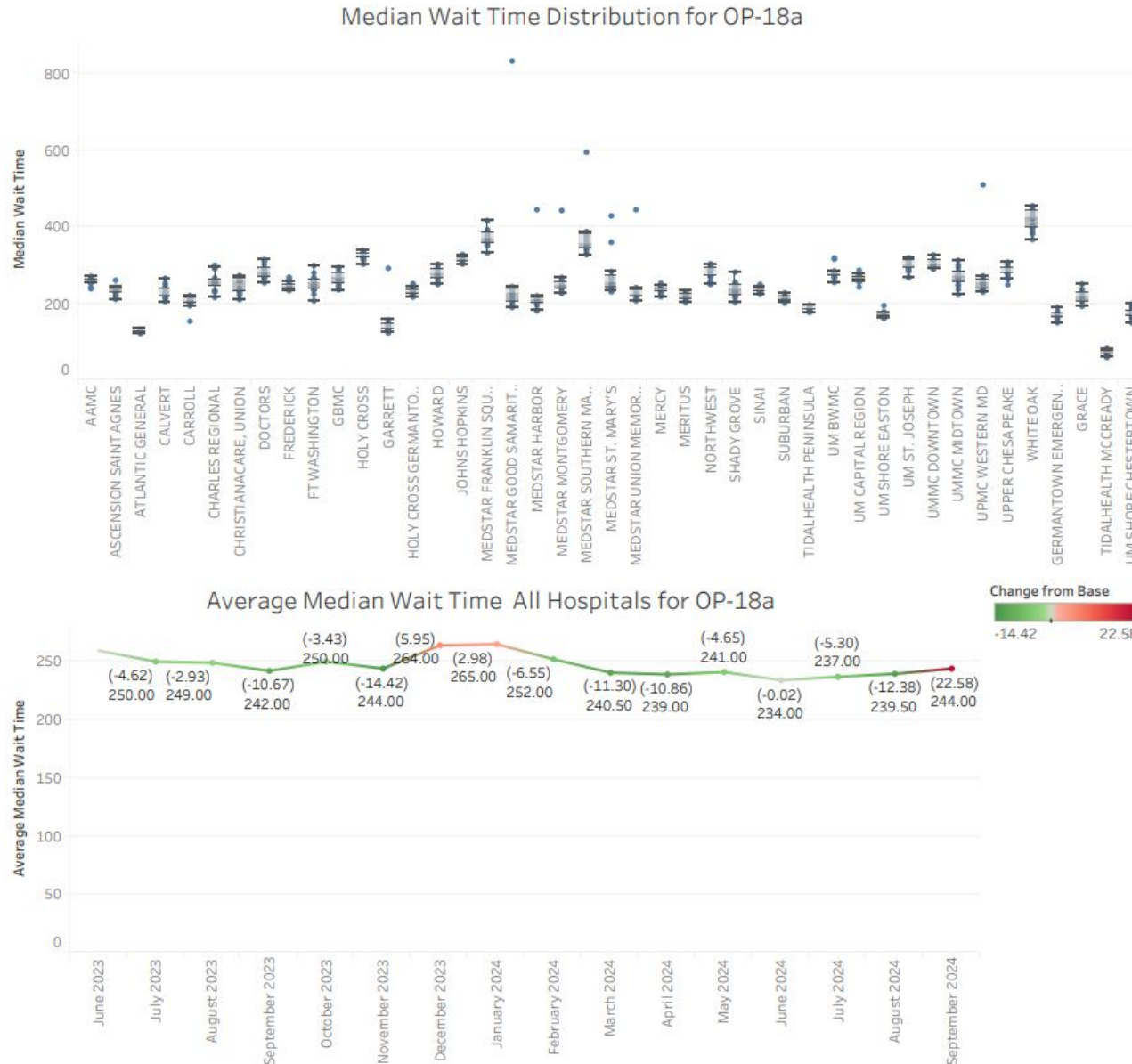
Hospital Name	June 2023	July 2023	August 2023	September 2023	October 2023	November 2023	December 2023	January 2024	February 2024	March 2024	April 2024	May 2024	June 2024	July 2024	August 2024	September 2024
AAMC	535	883	719	643	1,335	951	1,009	1,017	757	790	629	578	812	618	740	627
ASCENSION SAINT AGN..	755	939	631	691	652	531	682	745	698	574	839			505	666	587
ATLANTIC GENERAL		345	160	262	286	490	255			254		242	210	322		253
CALVERT	425	379	457	471	508	427	501	369	449	458	393	389	490	427	410	325
CARROLL	665	667	764	893	598	156	724	988	989	717	924	906	652	781	963	1,051
CHARLES REGIONAL	682	678	487	810	1,407	406	1,161	647	466	2,311	946	436	555	877	383	688
CHRISTIANACARE, UNI..	290	184	268		424	422	764	431	463	388	331	375	355		405	296
DOCTORS	1,414	1,316	1,167	1,019	1,418	1,453	1,347	1,208	1,134	850	1,079	881	1,575	1,015	925	770
FREDERICK	506	517	540	514	613	534	586	609	613	557	514	586	471	606	501	520
GARRETT							470	717	428	786	131	691			252	200
GBMC	480	387	479	476	508	526	498	621	578	471	398	573	376	318	509	445
HOLY CROSS	642	416	518	568	903	559	532	933	831	400		526	495	671	920	623
HOLY CROSS GERMANT..	410	320	643	400	412	458	1,208	919	643	818		215	584	447	697	
HOWARD	1,524	1,512	1,338	1,597	1,699	1,602	1,701	1,815	1,728	1,519	1,603	1,547	1,598	1,740	1,545	1,831
JH BAYVIEW	1,309	1,205	1,440	1,376	1,383	1,394	1,475	1,316	1,348	1,147	1,294	1,115	1,431	1,214		
JOHNS HOPKINS	1,281	1,294	1,284	1,510	1,458	1,470	1,453	1,606	1,694	1,396	1,368	1,436	1,251	1,546	1,592	1,487
MEDSTAR FRANKLIN SQ..	532	465	500	532	627	662	469	642	542	583	589	627	531	577	641	586
MEDSTAR GOOD SAMA..	446	502	590	549	608	522	827	1,045	725	577	401	588	441	637	684	556
MEDSTAR HARBOR	577	868	923	1,199	806	520	695	531	603	458	540	572	562	561	508	204
MEDSTAR MONTGOME..	512	472	498	532	531	722	550	795	588	568	579	465	413	468	488	242
MEDSTAR SOUTHERN ..	609	575	586	573	601	714	683	717	754	722	713	622	710	617	532	538
MEDSTAR ST. MARY'S	434	356	356	339	359	374	415	379	376	430	396	353	351	374	364	244
MEDSTAR UNION MEM..	464	681	473	358	475	431	612	470	530	407	553	371	480	518	525	222
MERCY	622	648	738	490	458	531	518	556	398	456	577	492	464	435	544	624
MERITUS	329	344	317	385	423	395	363	434	397	362	413	340	337	348	374	323
NORTHWEST	1,337	1,510	1,454	1,058	1,435	1,275	1,347	1,523	1,805	1,343	1,604	1,413	1,518	1,450	1,529	1,582
SHADY GROVE	633	805	526	760	450	573	592	497	739	594	589	552	607	471	466	658
SINAI	1,337	1,336	1,108	1,400	1,248	1,151	1,299	1,248	1,584	1,309	1,525	1,308	1,073	1,310	1,174	1,440
SUBURBAN	1,000	849	875	865	1,029	718	868	760	912	686	1,040	1,025	804	830	795	1,108
TIDALHEALTH PENINSU..		659	490	441	473	415	415	567	440	596	465	605	581	565	562	691
UM BWMC	1,359	1,400	1,349	1,654	1,216	1,176	1,146	1,271	1,255	1,183	1,360	1,483	1,310	1,191	1,378	1,288
UM CAPITAL REGION	1,379	1,445	1,189	1,169	1,299	1,191	1,147	1,272	1,146	931	959	950	1,212	1,096	1,155	1,234
UM SHORE EASTON	1,085	974	769	1,304	875	842	917	1,121	661	878	1,215	1,052	857	1,635	1,125	1,160
UM ST. JOSEPH	739	1,159	627	899	1,216	520	756	473	516	961	806	702	626	893	586	1,341
UMMC DOWNTOWN	1,491	1,410	1,419	1,222	1,510	1,519	1,541	1,249	1,599	1,253	1,286	1,605	1,047	1,482	1,390	1,653
UMMC MIDTOWN	1,001	1,341	1,431	1,078	1,317	664	1,238	698	767	830	855	661	721	1,134	941	925
UPMC WESTERN MD	513	520	508	510	525	484	560	640	695	437	428	539	403	1,034	468	552
UPPER CHEESAPEAKE	377	1,135	679	1,513	948	1,283	1,096	848	1,096	953	1,404	1,231	1,243	629	735	1,325
WHITE OAK				2,701												

# OP18a: ED Arrival to Discharge Time by Month

Average Median Wait Time by Hospital  
Reporting Month: September 2024



# OP18a: ED Arrival to Discharge Time by Month



# OP18a: ED Arrival to Discharge Time by Month

Average Median Wait Time All Hospitals for OP-18a

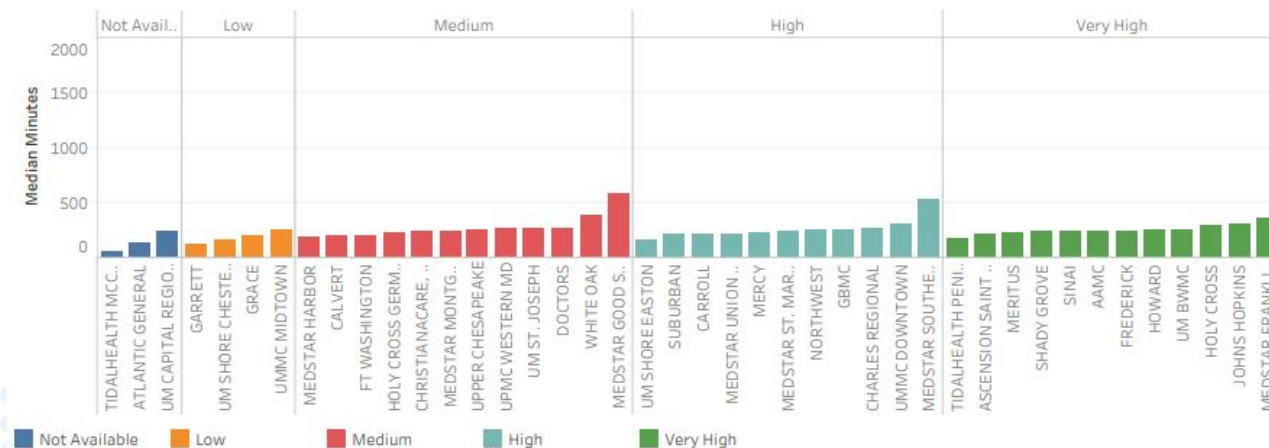
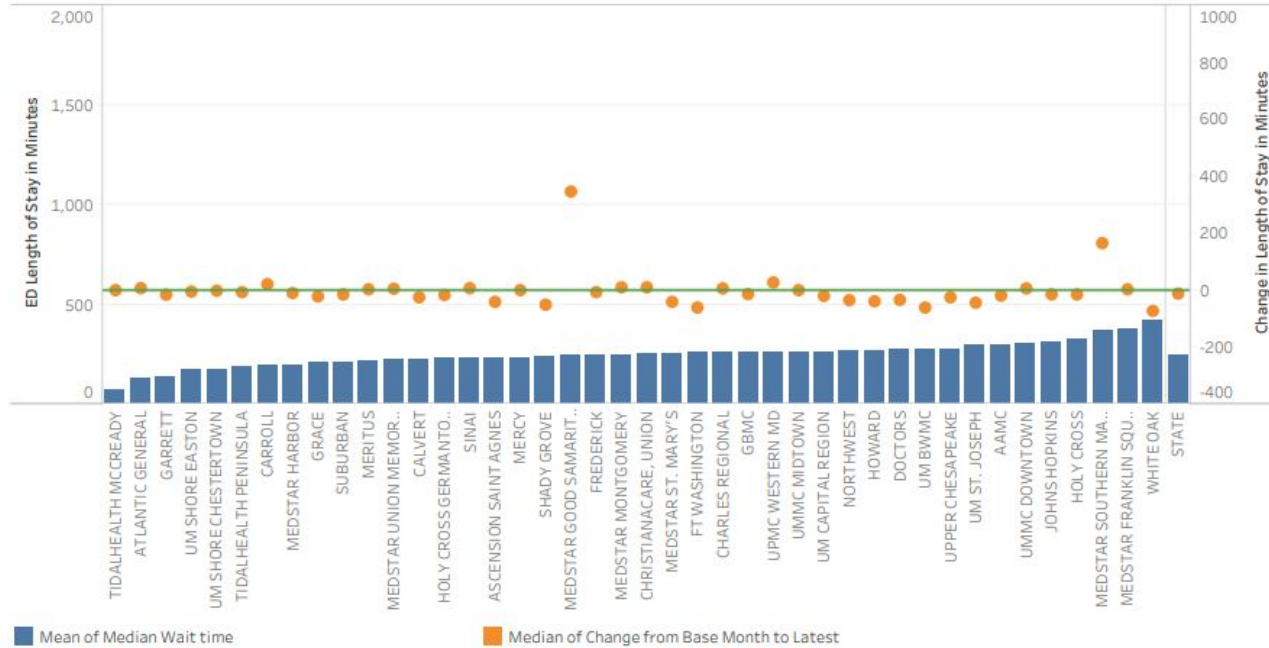
Measure  
OP-18a



Hospital Name	June 2023	July 2023	August 2023	September 2023		October 2023		November 2023		December 2023		January 2024		February 2024		March 2024		April 2024		May 2024		June 2024		July 2024		August 2024		September 2024				
	AAMC	258.0	255.0	260.0	254.0	266.0	263.0	271.0	268.0	256.0	258.0	253.0	241.0	255.0	258.0	241.0	239.0	258.0	241.0	239.0	258.0	241.0	239.0	258.0	241.0	239.0	258.0	241.0	239.0	258.0	241.0	239.0
ASCENSION SAINT AGN...	261.0	238.0	236.0	243.0	220.0	226.0	239.0	238.0	233.0	233.0	233.0	233.0	233.0	233.0	233.0	233.0	233.0	233.0	233.0	233.0	233.0	233.0	233.0	233.0	233.0	233.0	233.0	233.0	233.0	233.0		
WHITE OAK	455.0	404.0	420.0	397.0	452.0	402.0	426.0	445.0	439.0	397.0	386.0	444.0	430.0	425.0	367.0	382.0	455.0	404.0	420.0	397.0	452.0	402.0	426.0	445.0	439.0	397.0	386.0	444.0	430.0	425.0	367.0	382.0

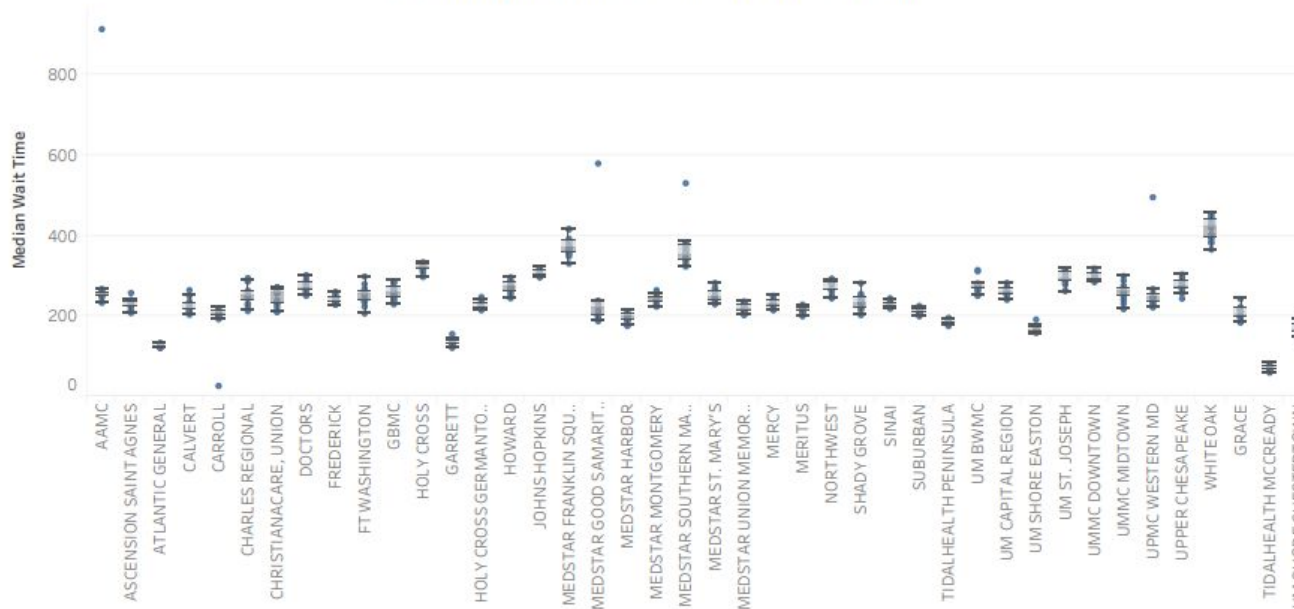
# OP18b: ED Arrival to Discharge Time - Non-Psychiatric

Average Median Wait Time by Hospital  
Reporting Month: September 2024

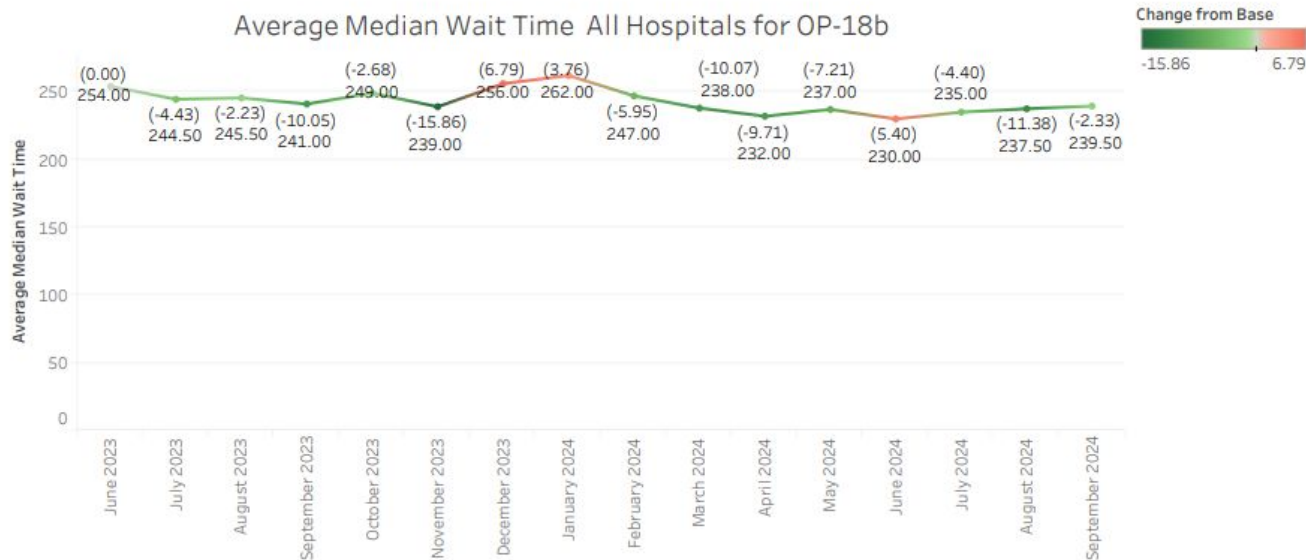


# OP18b: ED Arrival to Discharge Time - Non-Psychiatric

Median Wait Time Distribution for OP-18b



Average Median Wait Time All Hospitals for OP-18b



# OP18b: ED Arrival to Discharge Time - Non-Psychiatric

Average Median Wait Time All Hospitals for OP-18b

Measure  
OP-18b

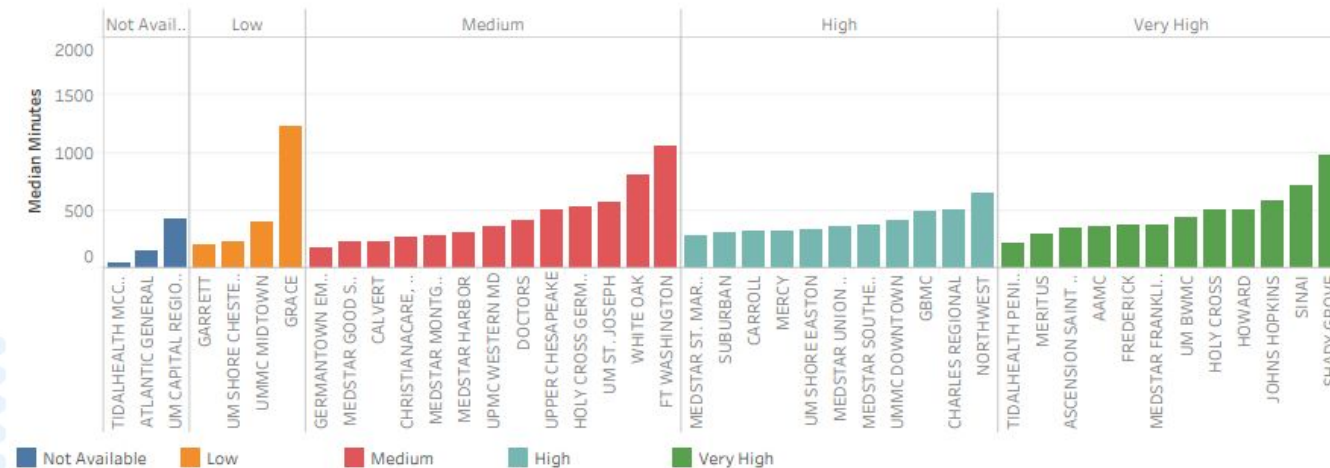
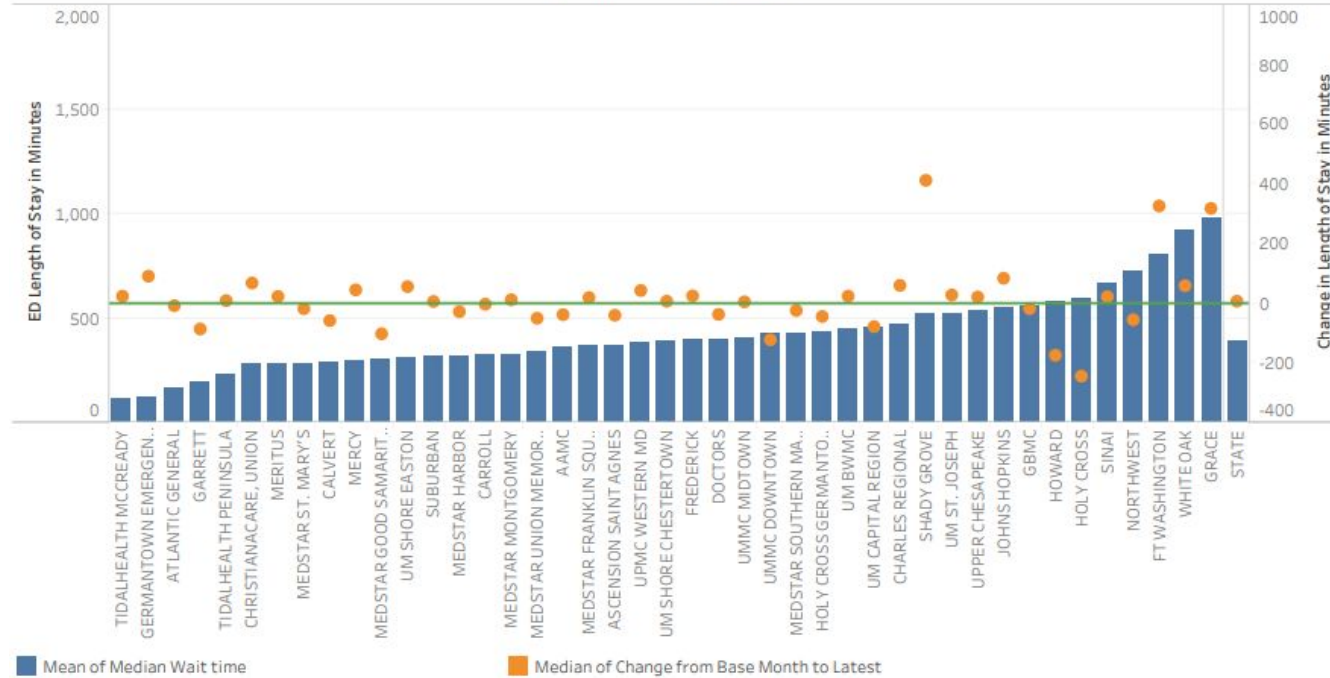
Change from Base  
-166.0 660.0

Hospital Name	June 2023	July 2023	August 2023	September 2023	October 2023	November 2023	December 2023	January 2024	February 2024	March 2024	April 2024	May 2024	June 2024	July 2024	August 2024	September 2024
AAMC	254.0	251.0	257.0	248.0	256.0	260.0	268.0	266.0	254.0	259.0	251.0	237.0	914.0	254.0	234.0	235.0
ASCENSION SAINT AGN..	258.0	235.0	232.0	241.0	216.0	225.0	225.0	234.0	228.0	224.0	230.0			235.0	208.0	217.0
ATLANTIC GENERAL	123.0	126.0	130.0	132.0	127.0	122.0	134.0		124.0	121.0	127.0	132.0	125.0	128.0		130.0
CALVERT		229.0	237.0	231.0	251.0	233.0	265.0	216.0	212.0	212.0	218.0	224.0	209.0	216.0	218.0	204.0
CARROLL	193.0	201.0	200.0	201.0	220.0	27.0	210.0	207.0	209.0	207.0	209.0	202.0	202.0	212.0	213.0	214.0
CHARLES REGIONAL	250.0	247.0	230.0	213.0	226.0	232.0	255.0	259.0	247.0	253.0	250.0	264.0	295.0	287.0	287.0	256.0
CHRISTIANACARE, UNI..	230.0	234.0	222.0	211.0	211.0	234.0	272.0	265.0	272.0	257.0	260.0	265.0	272.0		257.0	240.0
DOCTORS	302.0	272.0	274.0	260.0	285.0	280.0	301.0	291.0	280.0	251.0	263.0	280.0	264.0	266.0	258.0	268.0
FREDERICK		246.0	245.0	232.0	235.0	239.0	256.0	261.0	251.0	229.0	234.0	233.0	235.0	229.0	244.0	239.0
FT WASHINGTON	268.0	238.0	261.0	247.0	260.0	259.0	299.0	280.0	265.0	259.0	250.0	240.0	224.0	237.0	235.0	207.0
GARRETT			138.0		145.0	144.0	156.0	133.0	132.0	137.0	123.0	134.0	134.0	130.0	131.0	122.0
GBMC	262.0	248.0	255.0	265.0	273.0	259.0	282.0	269.0	287.0	286.0	257.0	240.0	230.0	235.0	243.0	248.0
GERMANTOWN EMERG..	162.0	156.0	159.0	150.0	167.0				190.0	175.0	178.0	165.0	171.0	161.0	173.0	
GRACE	220.0	243.0	218.0	209.0	212.0	199.0	223.0	215.0	200.0	203.0	197.0	210.0	185.0	185.0	197.0	198.0
HOLY CROSS	315.0	298.0	330.0	328.0	324.0	309.0	326.0	334.0	322.0	313.0		320.0	333.0	318.0	321.0	300.0
HOLY CROSS GERMANT..	237.0	224.0	248.0	232.0	232.0	225.0	242.0	230.0	223.0	226.0		220.0	219.0	215.0	227.0	220.0
HOWARD	284.0	287.0	297.0	247.0	268.0	259.0	289.0	275.0	264.0	265.0	275.0	273.0	277.0	276.0	254.0	245.0
JH BAYVIEW	290.0	290.0	288.0	268.0	272.0	252.0	250.0	285.0	259.0	286.0	306.0	281.0	289.0	288.0		
JOHNS HOPKINS	320.0	312.0	308.0	299.0	304.0	297.0	298.0	302.0	304.0	302.0	313.0	305.0	318.0	300.0	308.0	305.0
MEDSTAR FRANKLIN SQ..	357.0	373.0	384.0	369.0	376.0	387.0	417.0	416.0	331.0	349.0	354.0	363.0	367.0	393.0	373.0	360.0
MEDSTAR GOOD SAMA..	234.0	231.0	239.0	230.0	234.0	202.0	237.0	230.0	210.0	208.0	198.0	188.0	190.0	200.0	220.0	580.0
MEDSTAR HARBOR	204.0	204.0	201.0	190.0	203.0	176.0	189.0	193.0	178.0	193.0	198.0	201.0	206.0	213.0	204.0	194.0
MEDSTAR MONTGOME..	230.0	224.0	245.0	233.0	256.0	243.0	258.0	265.0	246.0	240.0	228.0	246.0	244.0	244.0	239.0	240.0
MEDSTAR SOUTHERN ..	366.0	342.0	328.0	324.0	335.0	325.0	384.0	377.0	356.0	359.0	372.0	343.0	343.0	346.0	382.0	531.0
MEDSTAR ST. MARY'S	283.0	268.0	271.0	250.0	251.0	247.0	263.0	263.0	250.0	231.0	245.0	231.0	242.0	231.0	236.0	242.0
MEDSTAR UNION MEM..	211.0	221.0	226.0	218.0	235.0	215.0	237.0	232.0	225.0	212.0	230.0	205.0	203.0	214.0	210.0	216.0
MERCY	230.0	238.0	229.0	217.0	215.0	219.0	233.0	247.0	233.0	236.0	222.0	251.0	233.0	231.0	239.0	230.0
MERITUS	223.0	205.0	205.0	219.0	209.0	200.0	224.0	229.0	220.0	216.0	219.0	215.0	216.0	212.0	219.0	226.0
NORTHWEST	280.0	282.0	293.0	270.0	284.0	283.0	293.0	266.0	263.0	266.0	270.0	266.0	267.0	253.0	246.0	245.0
SHADY GROVE	282.0	256.0	252.0	241.0	247.0	245.0	238.0	217.0	203.0	206.0	227.0	234.0	222.0	217.0	234.0	231.0
SINAI	226.0	236.0	245.0	226.0	228.0	230.0	240.0	232.0	225.0	228.0	223.0	226.0	219.0	225.0	222.0	233.0
SUBURBAN	226.0	214.0	224.0	214.0	217.0	207.0	207.0	211.0	211.0	204.0	205.0	215.0	200.0	207.0	206.0	211.0
TIDALHEALTH MCCREA..			62.0	73.0	83.0	66.0	75.0	67.0	73.0	70.0	68.0	74.0	60.0	60.0	72.0	62.0
TIDALHEALTH PENINSU..		184.0	190.0	195.0	196.0	190.0	191.0	183.0	190.0	181.0	182.0	176.0	184.0	182.0	189.0	177.0
UM BWMC	312.0	315.0	282.0	279.0	271.0	277.0	274.0	269.0	264.0	273.0	274.0	277.0	263.0	278.0	253.0	251.0
UM CAPITAL REGION	261.0	273.0	267.0	260.0	264.0	256.0	283.0	270.0	259.0	253.0	254.0	267.0	263.0	253.0	260.0	241.0
UM SHORE CHESTERTO..	166.0	171.0	160.0	176.0	184.0	147.0	185.0	196.0	177.0	161.0	167.0	167.0	162.0	170.0	159.0	164.0
UM SHORE EASTON	176.0	162.0	169.0	171.0	161.0	159.0	175.0	192.0	161.0	169.0	162.0	169.0	164.0	170.0	173.0	171.0
UM ST. JOSEPH	308.0	296.0	309.0	314.0	313.0	289.0	317.0	298.0	290.0	281.0	279.0	293.0	291.0	286.0	263.0	264.0
UMMC DOWNTOWN	301.0	306.0	298.0	293.0	289.0	290.0	299.0	311.0	319.0	294.0	297.0	292.0	285.0	294.0	287.0	307.0
UMMC MIDTOWN	254.0	276.0	267.0	265.0	262.0	231.0	289.0	300.0	271.0	263.0	243.0	251.0	218.0	262.0	239.0	254.0
UPMC WESTERN MD	229.0	232.0	246.0	244.0	268.0	249.0	251.0	249.0	247.0	244.0	227.0	234.0	222.0	496.0	247.0	256.0
UPPER CHESAPEAKE	269.0	275.0	272.0	265.0	275.0	276.0	304.0	296.0	285.0	269.0	279.0	290.0	283.0	257.0	273.0	244.0
WHITE OAK	455.0	403.0	419.0	395.0	452.0	402.0	426.0	444.0	438.0	396.0	386.0	443.0	429.0	425.0	366.0	382.0

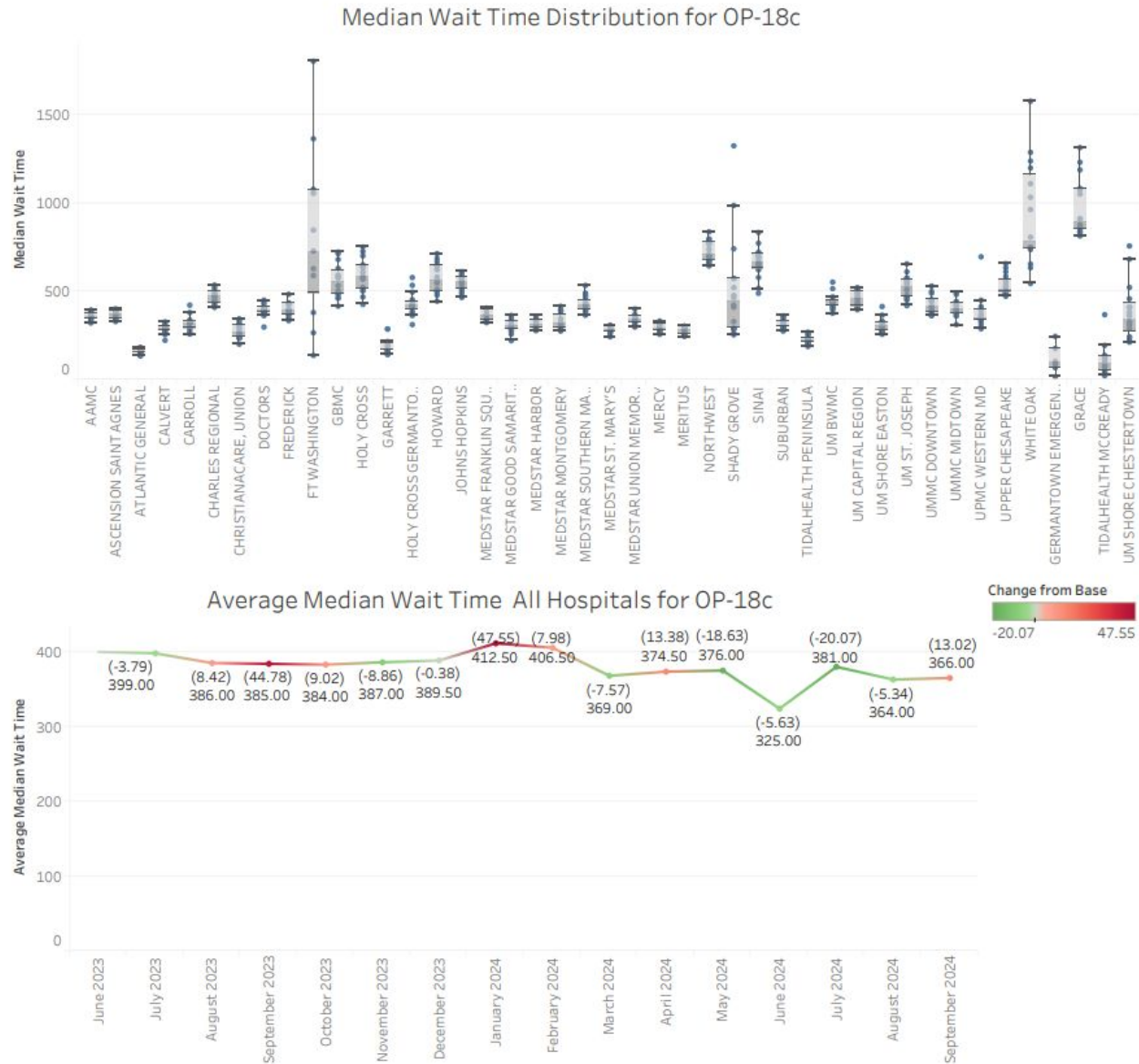


# OP18c: ED Arrival to Discharge Time by Month

Average Median Wait Time by Hospital  
Reporting Month: September 2024



# OP18c: ED Arrival to Discharge Time by Month



# OP18c: ED Arrival to Discharge Time by Volume Psychiatric ED Visits

Average Median Wait Time All Hospitals for OP-18c

Measure  
OP-18c

Change from Base  
-590 1,072

Hospital Name	June 2023	July 2023	August 2023	September 2023	October 2023	November 2023	December 2023	January 2024	February 2024	March 2024	April 2024	May 2024	June 2024	July 2024	August 2024	September 2024	
AAMC	394	383	353	385	393	372	363	349	344	330	322	331		360	353	356	
ASCENSION SAINT AGN..	379	342	389	330	371	384	387	391	402	365	373			346	360	339	
ATLANTIC GENERAL	164	179	175	151	156	136	158		171	149	159	139	185	167		156	
CALVERT		282	302	302	318	270	328	283	301	307	292	288	256	266	289	224	
CARROLL	322	423	323	260	296	339	325	329	286	320	381	330	299	260	271	319	
CHARLES REGIONAL	444	433	419	453	476	487	475	414	521	410	502	488	472	446	536	504	
CHRISTIANACARE, UNI..	202	236	238	260	253	250	237	341	306	316	324	345	287		308	270	
DOCTORS	451	363	389	393	380	397	404	447	411	389	397	432	386	380	299	414	
FREDERICK		343	335	376	426	395	435	484	433	396	435	373	350	382	401	368	
FT WASHINGTON	729	847	1,078					1,801	629	381			590	267	139	1,363	1,055
GARRETT			288		288	167	154	144	166	169	167	188	193	217	145	202	
GBMC	506	681	587	631	534	714	592	586	576	723	482	417	463	498	462	488	
GERMANTOWN EMERG..	87	69							246	105		18				178	
GRACE	912	845	1,083	1,313	1,187	909	859	837	833	1,050	814	872	1,074	877	876	1,230	
HOLY CROSS	751	609	726	701	586	642	524	577	569	633		427	651	504	469	507	
HOLY CROSS GERMANT..	579	496	386	364	426	434	383	406	415	454		429	313	411	420	535	
HOWARD	687	445	503	550	571	496	549	714	644	479	582	667	623	647	504	513	
JH BAYVIEW	659	678	714	598	635	684	630	593	601	574	583	417	492	562			
JOHNS HOPKINS	496	488	583	595	564	540	612	598	508	550	466	546	557	520	572	580	
MEDSTAR FRANKLIN SQ..	353	365	337	324	328	370	405	406	398	366	364	403	342	398	333	372	
MEDSTAR GOOD SAMA..	324	333	292	314	364	285	337	351	315	273	298	259	280	291	305	222	
MEDSTAR HARBOR	333	336	322	346	361	279	316	330	297	310	282	338	289	296	284	305	
MEDSTAR MONTGOME..	276	320	302	345	386	309	392	416	322	396	313	282	319	290	292	288	
MEDSTAR SOUTHERN ..	390	426	422	399	467	432	479	491	398	412	429	534	388	370	436	366	
MEDSTAR ST. MARY'S	302	293	310	271	289	295	297	290	293	269	275	244	276	259	281	284	
MEDSTAR UNION MEM..	401	332	307	325	359	299	359	346	342	303	371	359	320	357	346	351	
MERCY	276	302	287	274	289	275	269	324	326	258	333	319	285	307	271	321	
MERITUS	269	251	246	262	266	301	284	293	256	283	300	291	305	254	302	292	
NORTHWEST	700	776	698	767	677	669	713	739	680	776	795	661	837	797	648	645	
SHADY GROVE	574	294	741	1,323	466	411	288	330	478	288	574	255	522	423	265	986	
SINAI	692	672	648	717	622	518	698	659	833	773	722	634	579	657	490	714	
SUBURBAN	300	322	359	299	362	300	291	308	295	277	346	305	279	325	334	306	
TIDALHEALTH MCCREA..			24	52	140	369	74	133	74	37	195	121	113	103	84	48	
TIDALHEALTH PENINSU..		202	225	254	189	270	227	208	197	226	226	237	232	221	259	211	
UM BWMC	413	469	377	446	420	446	553	443	440	434	397	404	516	442	451	437	
UM CAPITAL REGION	508	473	488	522	406	491	514	465	397	497	455	425	436	407	411	430	
UM SHORE CHESTERTO..	214	313	411	329	382	293	363	411	459	324	239	757	244	523	683	221	
UM SHORE EASTON	276	265	330	314	275	258	307	366	274	307	304	296	311	301	415	332	
UM ST. JOSEPH	537	656	548	611	576	451	469	479	420	471	461	508	559	575	511	565	
UMMC DOWNTOWN	531	419	448	500	416	365	443	450	455	363	391	376	399	491	374	409	
UMMC MIDTOWN	398	440	420	483	379	390	426	492	444	416	376	398	313	361	364	403	
UPMC WESTERN MD	309	415	289	398	337	399	353	349	451	372	338	367	325	696	351	352	
UPPER CHESAPEAKE	473	556	526	495	482	585	657	634	611	525	538	498	495	494	505	494	
WHITE OAK	748	655	545	1,198	963	634	737	1,237	1,032	1,109	1,286	750	1,575	746	746	807	