

# Leadership that Listens: Kaizen-Driven ED Throughput and Satisfaction

Houston Methodist The Woodlands ED

Savannah Wilson MSN, RN, CEN

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# Problem Statement

- At Houston Methodist The Woodlands Hospital (HMTW), 2023 began with a baseline ED (emergency department) patient satisfaction of 41.7% and a length of stay of 280 minutes. Left without being seen rates were 1.71%. With increasing volumes year over year and rising boarder hours, executive leadership tasked ED leadership to turn the department around.

# Objectives

By the end of 2023,

1. Decrease length of stay to 210 minutes
2. Increase patient satisfaction to 59.7%
3. Maintain left without being seen rate of <2%

# Background

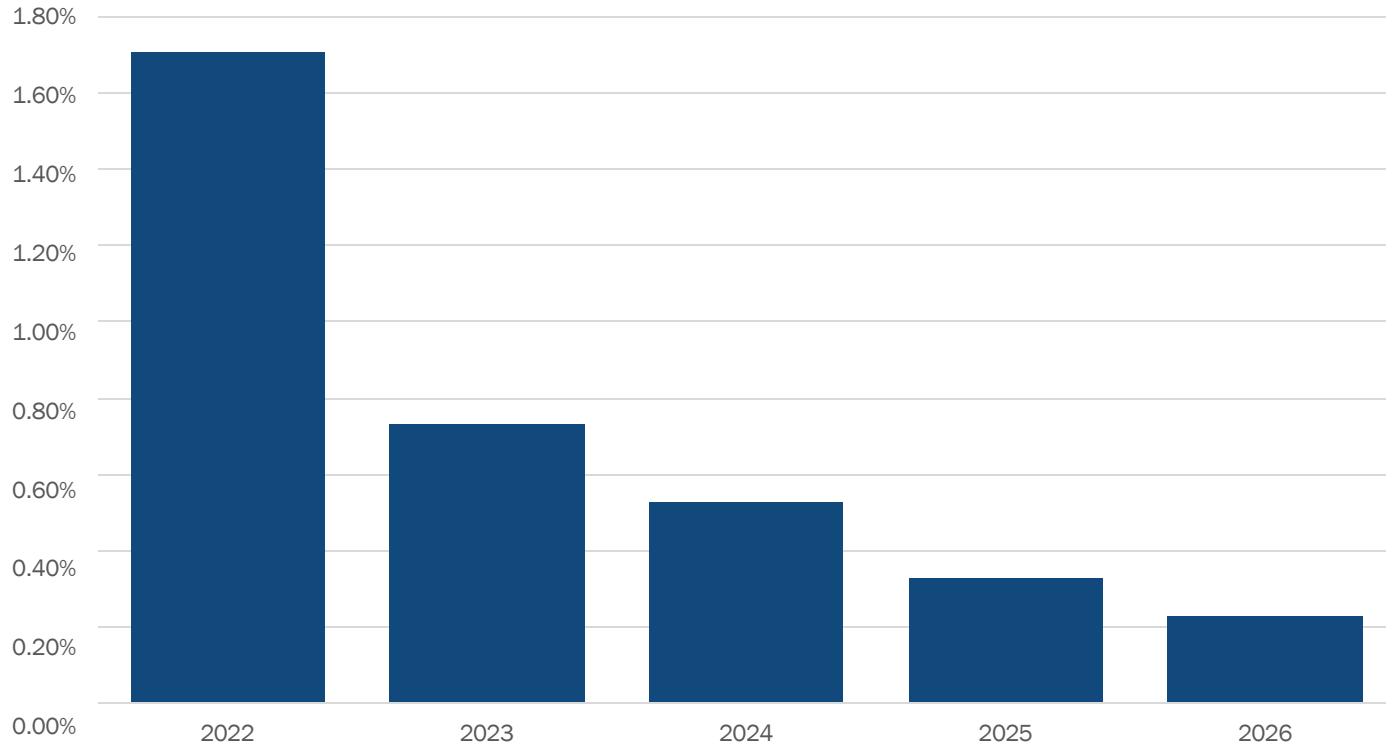
- 2022 ended with patient satisfaction of 41.7%, left without being seen rate of 1.71%, and length of stay of 280 minutes in the ED
- Executive leadership for Houston Methodist Hospitals named 2023, the "Year of the ED," and challenged all entities to improve metrics
- A focus group for HMTW ED, sponsored by the hospital's COO, created a throughput centered committee that met frequently to report out metrics and be held accountable to the goals
- Over the following three years, 5 kaizen projects were conducted, new positions were added to the ED, and throughput competitions were held amongst frontline staff

# Interventions

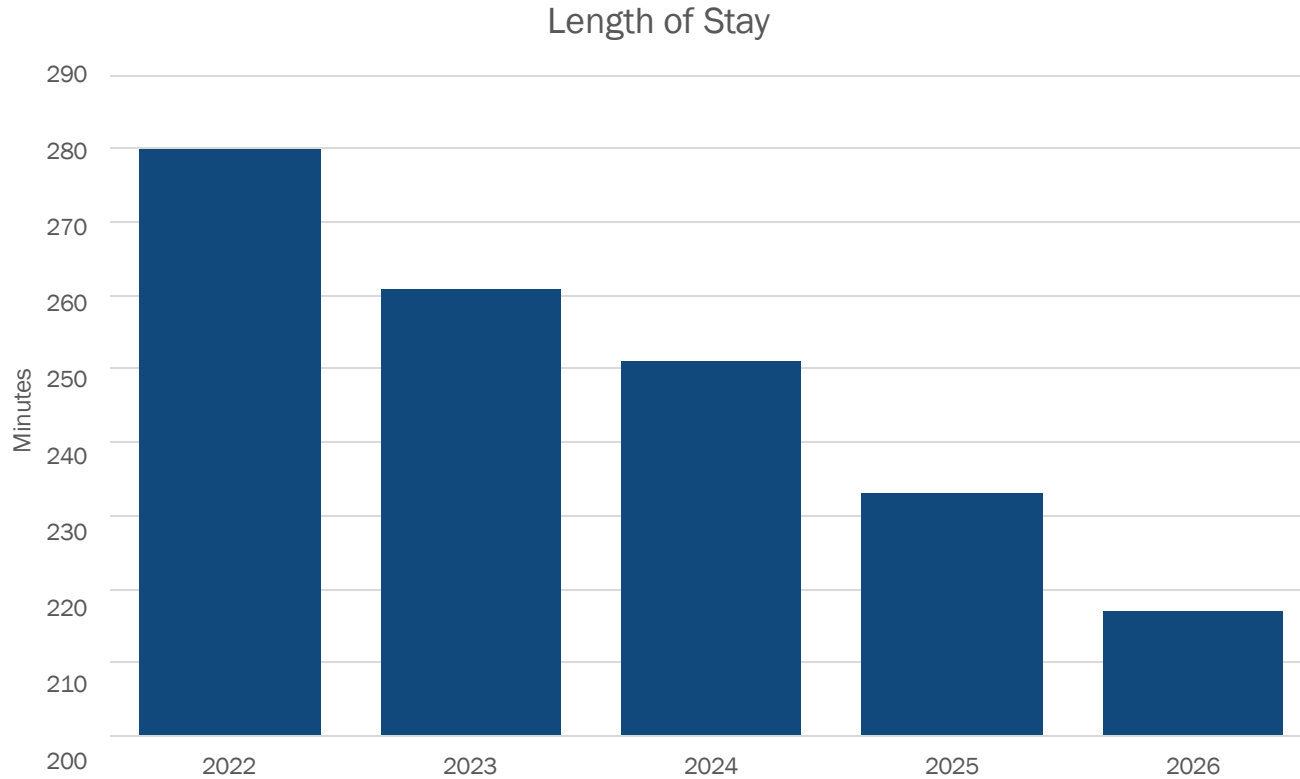
- Moving fresh staff into charge nurse roles
- Adding mid shift charge nurse roles
- Throughput competitions (urine, dispo to depart)
- Dedicated ED patient liaisons
- 5 kaizen projects
  - Safe Bedding
  - EMS arrival to provider
  - Discharge Process
  - "Uriniatiave"
  - "Dispo Inferno"
- Throughput Committee

# Data Collection

Left Without Being Seen

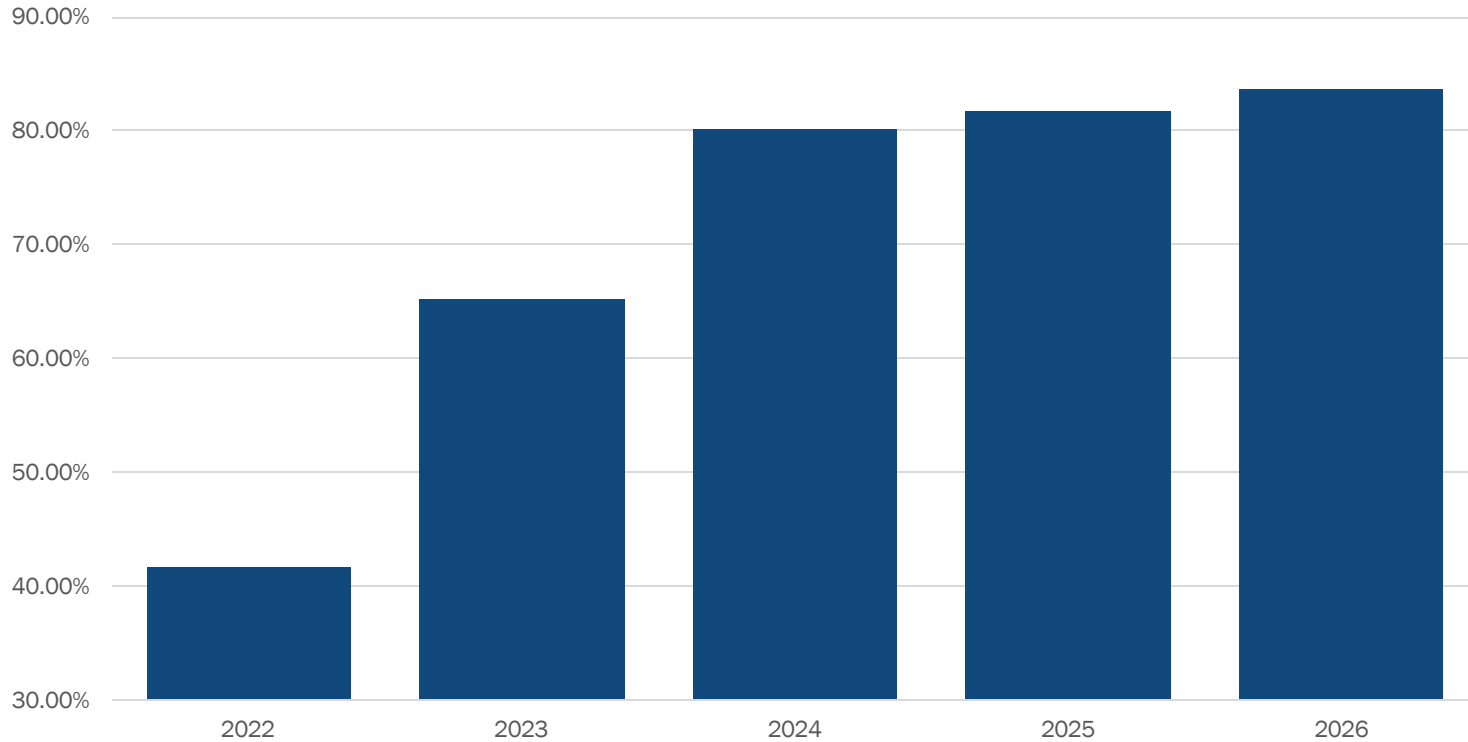


# Data Collection



# Data Collection

Patient Satisfaction



# Key Outcomes

- Kaizen projects that incorporate frontline staff into decision making and process changes help provide sustainable change and improvement and help with employee engagement and turnover (nurse turnover decreased 14.5% to 6.54% from 2023 to 2025)
- Including the voice of the patient through patient liaisons and patient experience scores impacted the changes made
- Small tweaks to old processes can produce positive results through Kaizen
- This concept can be applied to other departments