Reason for Change: In response to patient flow problems resulting from increasing boarding in the ED, John Muir Medical Center wanted to open a Clinical Decision Unit (CDU). A CDU is considered a best practice instrument for reducing ED crowding and improving patient flow at hospitals nationwide. Unfortunately, they lacked the physical space for such a unit, and would not have the available space until the completion of a new hospital tower, still several years away.

Implementation: After extensive research to find a solution to the space problem, John Muir located a mobile operating room produced by Mobile Medical International Corporation. The capabilities of this mobile unit were more than adequate for the needs of the CDU, and it appeared to be a good temporary solution to provide John Muir with the necessary space for a CDU. The unit contains seven beds, and all of the equipment necessary to monitor patients while they await admission into an inpatient unit. The mobile CDU was put in place in September of 2004, with the expectation that it would be used for approximately 3.5 years until the new tower, which will house a permanent CDU, is completed.

Results/Impact: John Muir Medical Center’s mobile CDU has been in place for about 3 years, and along with other improvements has helped to reduce crowding and improve patient flow. Because of all of the best practices in place, John Muir has recently been able to completely eliminate ambulance diversion to its ED.

Lessons Learned: The most important lesson that John Muir’s experience can offer is that a hospital should not allow itself to be limited by factors such as space. With creativity, alternative solutions can likely be found.