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About the Conference

Business Research Intelligence Network's Patient Flow Management Summit brings together hospital operations leaders, emergency department leaders and capacity management teams addressing the mounting pressures of overcrowding, boarding and throughput bottlenecks. With hospitals operating at or above 100% capacity, ED boarding reaching systemic crisis levels and discharge delays costing billions annually, the divide between reactive crisis management and proactive flow optimization has never carried higher stakes financially or clinically.

Participants will learn from hospitals and health systems achieving documented results including dramatic reductions in average length of stay, ED boarding time improvements and bed turnover rate increases. The agenda explores AI-driven predictive models flagging capacity risks 12-24 hours ahead, EHR-integrated machine learning generating discharge readiness scores, comprehensive case management programs delivering measurable financial impact and whole-system approaches moving beyond isolated unit improvements.

Participants will leave with strategies for shifting from reactive firefighting to proactive capacity orchestration, elevating discharge planning from administrative task to strategic flow lever and implementing the visibility technology that distinguishes high-performing systems.

Agenda

Day One – Thursday, January 28, 2027

7:15am – 8:00am

Conference Registration & Networking Breakfast

8:00am – 8:15am

Chairperson's Opening Remarks

8:15am – 9:00am

Whole-System Patient Flow: Moving Beyond Department-Level Fixes

Most patient flow research concentrates on individual units or emergency departments but breakthrough improvements require whole-hospital perspectives coordinating capacity across all units simultaneously. Organizations achieving transformative results recognize patient flow as interconnected system requiring alignment from admission through discharge across multiple departments, specialties and support services. This session will examine system-level flow approaches including daily interdisciplinary huddles coordinating inflows and outflows, shared language frameworks enabling cross-departmental communication and comprehensive data visibility identifying bottlenecks before they cascade. Topics to be discussed will include structures supporting system-wide coordination, physician engagement strategies transcending individual unit priorities and measuring flow performance holistically.

Candace Kravetz, MSN, RN, CMS-RN, NE-BC

Manager Clinical Administrators/Capacity & Transfer Management Center

WakeMed Health and Hospitals

Marcy van Schagen, MSN, RN, CNML

Director System Capacity and Patient Placement

WakeMed Health and Hospitals

9:00am – 9:45am

Enhancing Patient Flow and Clinical Outcomes: The Role of the Physician Advisor in Hospital Transfer Centers

As tertiary care hospitals face increasing demands for timely and appropriate patient transfers, the integration of physician advisors into transfer center operations has become a critical strategy to optimize patient flow, ensure regulatory compliance, and support clinical decision-making. This lecture explores the evolving role of the physician advisor in hospital transfer centers, highlighting their impact on interfacility transfer coordination, bed utilization, and care continuity. Key topics will include the physician advisor's responsibilities in reviewing transfer requests, facilitating medical necessity determinations, liaising between clinical teams, and advising on appropriate levels of care. The presentation will also examine how physician advisors contribute to risk mitigation, support EMTALA compliance, and enhance relationships with referring facilities. Real-world examples and best practices will illustrate how a physician advisor can serve as a strategic partner in improving both operational efficiency and patient outcomes. Participants will leave with a clearer understanding of how to structure and leverage physician advisor involvement in transfer center workflows, and the tangible benefits this role brings to healthcare delivery systems.

Carissa J. Tyo, MD, FACEP

Medical Director, Clinical Decision Unit

Medical Director, Care Management and Physician Advisors

University of Illinois Hospital & Health Sciences System

9:45am – 10:15am

Networking & Refreshments Break

10:15am – 11:00am

End-to-End Patient Flow: Integrating Transfer Center, Command Center, Care Management, Discharge and Bed Management

Optimizing patient flow requires more than improving a single-entry point, bed board or discharge process. High-performing organizations are connecting transfer center intake, command center situational awareness, care management barrier removal, discharge readiness planning and bed management into one coordinated operating model that manages the full patient journey from referral or admission request through safe transition out of the hospital. This session will examine how integrated teams use predictive analytics, real-time bed visibility, escalation protocols and multidisciplinary coordination to balance incoming demand with available capacity, accelerate placement decisions, remove avoidable discharge barriers and create capacity for the next patient. We'll explore how transfer center leaders, bed planners, case managers, discharge teams, nursing operations, physician advisors and command center staff can work from one shared operational picture to move from reactive troubleshooting to proactive capacity orchestration. Topics to be discussed will include:

- Operating models linking transfer center demand, command center visibility and bed management decision-making
- Predictive analytics identifying admission pressure, discharge opportunity and capacity risk before bottlenecks escalate
- Care management and discharge workflows that remove barriers early and convert expected discharges into usable capacity

Jennifer Bartelt

Administrator

Mayo Clinic Ambulance Service & Midwest Admission and Transfer Center

Brooke Gentzler, MS, CNMT

Administrator

Mayo Clinic Ambulance Service & Midwest Admission and Transfer Center

11:00am – 11:45am

GE

11:45am – 12:30pm

Multi-Facility Flow Coordination for Health Systems

Health systems operating multiple hospitals face coordination complexity optimizing patient distribution, balancing capacity utilization and maintaining consistent processes across geographically dispersed facilities. System-wide flow strategies enable load balancing by sending appropriate patients to facilities with capacity, standardized protocols ensuring consistent quality regardless of location and centralized command centers orchestrating system-level capacity. Learn about multi-facility flow coordination including governance structures enabling cross-site decision-making, technology providing system-wide visibility,

patient distribution protocols and managing facility-level versus system-level priorities. The session will also highlight the integration of centralized Admission, Discharge and Transfer (ADT) operations, centralized staffing with a large multi-specialty float pool, and virtual discharge processes to optimize patient throughput and maximize system-wide resource utilization. We'll also discuss measuring system performance versus individual hospital metrics, building collaborative culture across competitive facilities and demonstrating system coordination value.

Shannon Baum, MSM

Vice President, System Capacity & Patient Logistics

*Flex Team and Contract Labor | Patient Care Logistics Center | Centralized Monitoring Unit
/ Patient Escort Services*

Baptist Health

Sarah Davis, RN, MBA

Manager, Patient Care Logistics Center

Baptist Health & Wolfson Children's Hospital

Rebecca Habecker RN, BSN

Flex Team Clinical Manager

Baptist Health

12:30pm – 1:30pm

Luncheon

1:30pm – 2:15pm

Length of Stay Optimization: Converting Excess Days to Capacity

Reducing excess hospital days—time patients remain hospitalized beyond clinically optimal duration—creates equivalent bed capacity without construction while improving outcomes and reducing costs. Organizations achieving meaningful LOS reduction implement systematic approaches including clinical milestone tracking ensuring appropriate progression, care pathway adherence, utilization review identifying avoidable delays and command center coordination removing barriers. This session will examine LOS reduction strategies delivering measurable results including care coordination models, physician engagement approaches, case management integration and technology enabling real-time LOS monitoring. Learn about risk-adjustment methodologies ensuring valid comparisons, interventions appropriate for different patient populations and demonstrating LOS improvement value.

Dr. Joshua Martin, RN, BSN, MHA, DBA, NE-BC

Director of Nursing

Pioneers Medical Center

2:15pm – 3:00pm

Real-Time Visibility Technology: The Foundation of Proactive Flow Management

Technology enabling real-time situational awareness across the entire hospital represents the infrastructure shift separating reactive from proactive capacity management. Organizations

replacing manual processes (phone calls, spreadsheets, bed huddles) with integrated visibility platforms enable coordinated decision-making based on shared operational pictures showing bed status, pending discharges, bottleneck locations and capacity constraints. This session will examine technology stack requirements including EHR integration, bed management systems, communication platforms, analytics dashboards and mobile access for frontline staff. You'll explore implementation approaches, change management ensuring adoption, measuring technology ROI and avoiding common integration failures.

Jeffrey S. Kuo, MD, MMM, FACEP, FAAEM

System Chair, Patient Flow & EMS

System Medical Director, Emergency Management & Security

System Medical Director, Emergency Medicine Telehealth

Physician Lead, Event Medicine

Senior Staff Emergency Medicine Physician

Emergency Response & Airway Management Physician, New Orleans Saints

Ochsner Health

Amber Hebert

Assistant Vice President Patient Flow

Ochsner Health

3:00pm – 3:30pm

Networking & Refreshments Break

3:30pm – 4:30pm

Panel: Building Collaborative Culture for Flow Excellence

Sustained flow optimization requires cultural transformation engaging clinicians, nurses, case managers, environmental services, transportation and administration in shared accountability for system performance rather than isolated departmental metrics. Leaders successfully building flow-focused cultures share approaches to stakeholder engagement, resistance management, creating visibility into how individual roles affect overall flow and celebrating improvements. This panel will discuss cultural obstacles to flow optimization, communication strategies resonating across disciplines, incentive alignment and sustaining improvement momentum beyond initial wins.

Panelists:

John Renzi, DNP, MBA, CCCTM, NE-BC

Associate Chief Nursing Officer

Adjunct Faculty- Jefferson College of Nursing

Jefferson Health

Elizabeth Menschner, DNP, RN, NEA-BC

Chief Executive Officer

Pennsylvania Organization of Nurse Leaders

Phil Hatfield DNP, MBA, RN, NEA-BC, FACHE

Vice President Patient Care Services
Main Line Health

4:30pm – 5:15pm

Transfer Center Operations: Coordinating Patient Placement System-Wide

Transfer centers serve as orchestration hubs coordinating patient movement across facilities, managing external referrals, optimizing system-wide capacity utilization and ensuring appropriate care placement. Effective transfer operations increase acceptance rates, reduce decision timelines, improve referring provider satisfaction and maximize revenue through better case mix management. We'll explore transfer center models including staffing with clinical expertise, physician advisor involvement, bed availability coordination across multiple facilities, technology platforms supporting rapid placement decisions and measuring transfer center performance. Learn about common transfer barriers, integration with command center operations and building transfer center value propositions. Topics to be discussed will include:

- Transfer center staffing models balancing clinical expertise and coordination capacity
- Physician advisor roles accelerating complex placement decisions
- Technology platforms enabling real-time bed visibility across facilities
- Performance metrics including acceptance rates, decision times and referring provider satisfaction

Tracy Briguglia, MSN, RN, NE-BC

Associate Director of Nursing

Throughput Operations

Upstate Medical University

5:15pm

End of Day One

Day Two – Friday, January 29, 2027

7:15am – 8:00am

Networking Breakfast

8:00am – 8:15am

Chairperson's Remarks

8:15am – 9:00am

Pediatric Command Centers: Unique Challenges in Children's Health Systems

Pediatric health systems face operational challenges that differ significantly from those of adult hospitals. Limited subspecialty resources, highly variable patient acuity, family-centered care, and expansive regional transport networks require a unique approach to patient flow and capacity management. This session will examine how Driscoll Children's Health System transformed a traditional transfer center into an integrated pediatric command center that unifies transfer coordination, critical care transport, bed management, capacity planning, and hospital operations. Through real-world examples, attendees will learn how a centralized

command center can improve operational awareness, strengthen communication across multiple campuses, optimize specialty resource utilization, and support timely access to pediatric care throughout a large geographic region. Presenters will also share practical lessons learned, implementation strategies, and key performance measures that organizations can apply when developing or expanding their own command center operations.

Rey Garcia, MSN, RN, CCRN

Director, Driscoll Access Center

Driscoll Children's Hospital

Kirby Garcia

Manager, Driscoll Access Center

Driscoll Children's Hospital

9:00am – 9:45am

Access Management Solutions: Clinical Decision Units and Alternative Care Pathways

Many hospitals treat emergency access as admission or discharge, missing opportunities to safely serve patients needing urgent care outside hospitalization. MD Anderson's redesigned Ambulatory Clinical Care Center, combined with a Clinical Decision Unit for observation and treatment, demonstrates how clinical and operational innovation can reshape patient flow. This session covers designing triage protocols, staffing for 24/7 access and measuring success beyond traditional ED metrics. Attendees will learn implementation strategies and identify opportunities to expand access while reducing admission rates.

Kathleen Denton, PhD, CPHQ, SSBB, CPXP

Director, Office of Patient Experience

MD Anderson Cancer Center

9:45am – 10:15am

Networking & Refreshments Break

10:15am – 11:00am

Patient Flow as Patient Safety Imperative

Flow breakdowns directly cause patient harm through crowded emergency departments increasing clinical risk, prolonged stays exposing patients to hospital-acquired conditions, poorly coordinated transfers creating care gaps and fragmented transitions missing deterioration opportunities. Progressive organizations frame flow optimization as patient safety discipline requiring same rigor as infection prevention or medication safety. This session will explore patient safety integration into flow initiatives including risk assessment embedded in capacity planning, safety event monitoring revealing flow-related harm, quality metrics tracked alongside efficiency measures and psychological safety enabling staff to surface flow concerns. Learn about common safety risks in flow improvement, high-reliability principles applied to patient movement and balancing efficiency with safety imperatives.

Lorelei Stellwag, DNP, RN, NE-BC

Vice President

MedStar Capacity and Transfer Center
MedStar Health

Diana Pancu, MD

Chief MedStar Triage Officer and Physician Director, MedStar Capacity and Transfer Center
Director of Quality Assurance and Education, Emergency Medicine, MedStar Franklin Square Medical Center
MedStar Health

E. Gregory Marchand, M.D.

Physician Director
MedStar Health

11:00am – 11:45am

Emergency Department Throughput: Breaking the Boarding Crisis

ED boarding represents perhaps healthcare's most visible and costly flow failure with admitted patients occupying emergency department beds for extended periods while awaiting inpatient placement. Organizations successfully reducing boarding implement coordinated interventions across emergency medicine and hospital operations including real-time bed visibility systems, proactive discharge coordination, alternative care pathways and systematic bottleneck elimination. We'll explore evidence-based ED throughput strategies including split-flow models separating high and low acuity patients, fast-track systems, provider-in-triage approaches and observation unit expansion. Gain insights into measuring ED flow effectively beyond simple door-to-provider metrics, collaborative structures between emergency medicine and hospital operations and interventions delivering sustainable boarding reductions.

Sam Shen, MD, MBA

Professor of Emergency Medicine
Stanford University School of Medicine
Vice Chair, Clinical Operations and Quality
Patient Safety Officer
Stanford Healthcare

11:45am – 12:30pm

The Intersection of Patient Flow and Patient Experience

This presentation will explore how operational efficiency and patient-centered care are deeply connected. In this engaging session, attendees will learn how overcrowding, ED boarding, discharge delays, and capacity constraints directly impact the patient experience—and why improving flow is one of the most powerful strategies for improving satisfaction, safety, and trust. Attendees will leave with actionable insights to improve throughput while delivering a more seamless, compassionate experience for patients and families.

Paul S. Kuzmickas, JD

Enterprise Director | Clinical and Operational Improvement
Cleveland Clinic

12:30pm

Conference Concludes

12:45pm – 2:45pm

Workshop

Cross-Systemic Solutions to Pediatric ED Crisis and Boarding: From Mapping to Action

Pediatric emergency departments face escalating boarding and capacity crises driven by complex systems-level challenges requiring solutions beyond the hospital walls. This workshop explores how health systems are building cross-systemic partnerships—engaging hospitals, community health centers, behavioral health providers, schools and social services—to prevent ED utilization and address boarding before it becomes crisis. Participants will learn journey/sequential intercept mapping methodology to visualize patient pathways and identify intervention opportunities across the continuum. Through real-world case studies, attendees will see how leading health systems are implementing hospital-driven quality programming and value-based partnerships that reduce unnecessary ED visits, improve throughput and create sustainable solutions. The workshop combines mapping exercises with case study analysis so participants leave with concrete frameworks applicable to their organizations and partnerships. Ideal for operations leaders, quality directors, flow coordinators and anyone managing pediatric patient access and ED operations. Participants will also learn about cross-systemic mapping approaches, learn intervention strategies from implemented programs, and develop initial action plans for their health systems.

Heidi Arthur, LMSW

Principal

Health Management Associates

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