



What lens?

### 1) Operational

- Physician
- ED Director

### 2) System

*Every system is perfectly designed to get the results it gets.*

- Paul Batalden, IHI

<https://www.ihl.org/communities/blogs/origin-of-every-system-is-perfectly-designed-quote>



**EXPERT COMMENTARY**

**Balancing Efficiency and Access: Discouraging Emergency  
Department Boarding in a Global Budget System**

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<https://westjem.com/articles/balancing-efficiency-and-access-discouraging-emergency-department-boarding-in-a-global-budget-system.html>

COMMENTARY



# Emergency Department Crowding: The Canary in the Health Care System

The solution for this serious threat to ED staff and harm to patients cannot come from a single department, but through engagement of and ongoing commitment by leaders throughout the hospital and, more broadly, by those in the payer and regulatory segments of the health care system as well.

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