Have contingency plans in place for actions based on signals. These are well-thought-out plans, not solely developed as part of on-the-spot crisis management. Focus on specific conditions and the danger signals, and then agree on standard operating procedures to mitigate demand-capacity mismatches that would emerge under the specified conditions. Build in hardwired responses to soften or solve the problems associated with fluctuations in demand and capacity.

WellSpan York Hospital developed the guidelines below based on its zone system.

### Figure 8.5: WellSpan York Hospital’s Bed Capacity Guidelines

<table>
<thead>
<tr>
<th>Green Zone</th>
<th>Yellow Zone</th>
<th>Red Zone</th>
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</table>
| **Actions:**  
Conduct Bed Huddle Meeting at least every morning  
Care Management to work with Nurse Managers and Physicians to expedite discharges  
Prioritize imaging and Lab tests for patients being admitted and discharged  
Administrative Coordinator (AC) has ultimate authority related to bed placement including all transfers/Direct Admissions must be approved by the Administrative Coordinator  
“One hour rule” for physicians seeing patients in the ED is enforced  
Floor nurses must take call/fax report as soon as the bed is ready. Patient is sent immediately  
AC and Housekeeping Supervisor prioritize rooms to be cleaned | **Actions:**  
Provide bed status update at least every two hours in the ED and huddle if needed  
Staffing expectations are increased to reflect 100% occupancy  
Send additional RN/Non RN staff to ED to care for admissions/holds  
Initiate Team Triage in ED  
Deploy additional transport staff to ED  
Deploy additional housekeeping to ED and/or inpatients units based on priority discharge beds  
Open overflow areas  
Relocate non-urgent ED patients back to the waiting room while awaiting results of diagnostic tests (to free up beds)  
Consider admit to LTAC  
Contact VNA to bring in additional resources to support early patient discharge/admission avoidance  
Care Managers initiate rapid discharge review process  
YH provide transportation for discharged patients who need it | **Actions:**  
Continue actions initiated during the Yellow Zone  
Consider the need to go on Divert  
Open additional overflow units/beds. Urgent Care Center extends hours of operation  
Set up and staff discharge holding area(s)  
Transfer ED patients who require admission to Gettysburg Hospital or Hanover Hospital if they are not on divert  
Physicians to conduct evening rounds as appropriate  
Notify NH/Rehab of need to discharge patients in the evening  
Evaluate the possibility of cancellation of scheduled, elective procedures and transfers. Assess elective volume of cases for next three days |

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