Unifying Real-Time Mobile Rounds with Follow Up Care Calls to Improve Patient Experience and Outcomes

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Agenda for Today’s Discussion

➢ Coordination and Awareness
➢ 3 Key Best Practices
➢ Patients as Partners
➢ The Human Side of Change
The University of Chicago Medicine

Center for Care and Discovery, Bernard A. Mitchell Hospital, Comer Children’s Hospital and Duchossois Center for Advanced Medicine

- Private Not-for-Profit Academic Hospital
  - ~90K ED Visits
  - ~29K Admissions
  - 760k Outpatient Encounters clinic visits, procedures/surgeries, emergency room, observation stays in acute care
  - 811 Beds

- 9,500 Employees
  - 900+ Physicians
  - 2,400+ Nurses
  - ~1000 Residents/fellows

- Payer Mix: 20% Medicaid, 36% Medicare

- $1 Billion+ Revenue
Our journey began…

➢ Multiple ways to capture patient voice
➢ Lack of integration to tell the story
➢ Goal: Use patient voice to drive change
Patient Experience and Engagement Program

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Patient Experience and Engagement

Patient and Family Insights
Experience Improvement and Innovation
Friends and Family Program
Destination Medicine
Quality Analytics
Center for Quality

Key Partnerships

Enterprise Senior Leadership
Operational Excellence
HR/TOC/Training
Development
Quality
Marketing
Diversity and Inclusion
Volunteers
Support Services
Graduate Medical Education
Patient Care Services
Physician Partners
Unified Strategy

Clinical Effectiveness

Patient and Family

Quality  Patient Safety  Experience
Aligning of Efforts

Quality + Safety + Experience

➢ Deliver a consistent patient experience across all four UCM platforms of care

➢ Create lasting market differentiation and loyalty through innovation and consistent performance

➢ Develop a continuous improvement model that infuses the voice of patients, families, employees, and physicians

➢ Unify quality, safety, efficiency, and experience strategies to improve satisfaction and outcomes

➢ Incite change by creating and celebrating memorable moments
Means to Operationalize Our Unified Strategy

- Enhanced Leader Rounding
- Discharge Care Calls
- Human-Centered Huddles
Enhanced Leader Rounding
**Leader Rounding**

### Challenges
- Lack of structured rounding
- Lack of clarity on standard practice
- Needed to streamline accountability
- Limited ability to capture patient complaints or compliments
- Unable to track or address trends

### Solutions
- Standardize rounding with iPad technology
- Create alert process for support departments
- Capture, act on complaints and compliments in real time
- Outline expectations and ensure accountability
- Report rounding trends
- Reward and recognize staff
Leader Rounding: Approach

- Identified 29 Units
- Conducted leader education on tactics and importance of rounding
- Engaged frontline staff and leaders to design proper rounding process
- Implemented Care Rounds technology to streamline, standardize, and track real-time rounding using an iPad
- Took action and rewarded leadership and staff immediately for wins

- Adult Inpatient
- Pediatric Inpatient
- Adult Emergency Department
- Pediatric Emergency Department
- NICU
- PICU
- Child Life
Enhanced Leader Care Rounds
“During our nurse leader care rounds using iPads, we now can capture the voice of the patient and their family along with immediately follow up on their requests. The iPad rounding automates the ability to **spotlight high performing staff members**, communicate **quickly** with other departments regarding patient feedback and helps us look for **areas of opportunity** to improve our patient care.”

Anabel Bedoya, MSN, RN
Meaningful Questions

 Evidence-based Questions
Designed to Drive Outcomes

➢ Hardwire rounding process
➢ Match patient experience with known key drivers
➢ Resolve patient needs and requests immediately
➢ Identify issues before there is a need for service recovery
➢ Recognize staff in the moment
➢ Close the Loop
Leader Rounds: FY 2017

➢ 54 units practicing leader rounding
➢ Total Rounds: 52,930
➢ Leader Rounds with Positive Rating: 92.1%
  ➢ (18,541/20,127)
➢ Staff Recognitions: 12,098
➢ Follow-up Requests: 842
Enhanced Leader Rounding Summary

➢ Engage and excite leadership by explaining potential for standardizing and tracking meaningful rounds

➢ Educate and involve frontline staff early in the training and development process

➢ Create a culture for cross-departmental coordination

➢ Reward and recognize employees throughout new process training

➢ Consistently track, report, act and improve

➢ Hardwire experience improvement strategies with technology
Discharge Care Call Center
Discharge Care Call Center Approach

➢ Goals
- Elevate service to reduce readmission rates
- Extension of the service team and caring to home
- Coordinate feedback related to service experience

➢ Functions
- Call DCAM and CCD ambulatory surgery patients post discharge to home
- Calls places within 3 to 5 business days post discharge, unless otherwise notified
- Forward compliments and complaints to management and Patient & Family Insights team
- Practice service recovery for patients and families
- Confirm post op and additional follow-up appointments
- Connect patients with specific clinical services for follow-up
- Coordinate with clinical services on follow-up calls and clinical issues
- Support a smooth transition for patients and families
Unique Integrated Approach

We will provide an unparalleled, truly interactive patient care experience where the patient and family are active, engaged and empowered participants with the care rounds and care calls.
Discharge Care Calls: FY 2017

- The Discharge Care Call Center has placed 18,775 calls total.
- The call center has connected with 82.6% (15,500/18,775) of the calls placed.
- 61.5% of the connections resulted in a conversation with the patient or spouse/parent of the patient (9,538/15,500).
- 74.2% (7,073/9,538) of those calls were completed within 3 business days post discharge.
- 84.2% made within 1 week of discharge.
Care Calls Impact: FY 2017

- Nearly 45% of the discharge calls yielded staff recognitions
- 87.6% of the patients have indicated positive (Very Good) Overall Experiences (7103/8113)
- 8,088 calls discussed or confirmed follow-up appointments
Turning Data into a Plan

- Weekly Report
- Monthly Report
- Improvement Plan
- Senior Nursing Leadership Meeting
Human-Centered MDI Huddles
Making a Difference Every Day
Patients as Partners
Use Patients as Improvement Partners along Journey

**Lean Kaizen event**

**MADED Best Practice Forum**

**Patient-Family Advisory Council**

**Patient Improvement Partners**
Opportunity to Change a World
Human Side of Change
Questions and Contact Information

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Thank You