Transforming Care For The Customer

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Disclosures (Tothy)

- Employment
  - University of Chicago Biological Sciences Division

- Grants
  - Past awards from: Baxter Health, Allstate Foundation
  - Current support from: none

- Foundations (opinions expressed here are my own and not theirs)
  - President Elect; Illinois Chapter of AAP
  - Media Spokesperson; AAP
  - Founding Executive Council; Institute for Innovation

- Other (Commercial / Financial / Etc.)
I am ...

- A pediatric emergency medicine doc who last saw patients five days ago

- A Chief Experience and Engagement Officer for a $1.4B healthcare system

- Researching how and why the patients make the choices they do as it relates to their health and the health of their loved ones.

- A mom, a wife, a daughter, a sister who has experienced the good and bad that healthcare has to offer.
Disclosures (Murphy)

- **Employment**
  - University of Chicago Biological Sciences Division

- **Grants**
  - None

- **Foundations (opinions expressed here are my own and not theirs)**
  - None

- **Other (Commercial / Financial / Etc.)**
Sue Murphy, RN, BSN, MS

I am …

- A Nurse who helps manage the care of patients
- A Chief Experience and Innovation Officer for a $1.4B healthcare system
- Working to improve the intersection of technology, patient engagement, and experience
- A mom, a wife, a daughter, who has experienced the good and bad that healthcare has to offer as a loved one
The University of Chicago Medicine & Biological Sciences

- More than a century of groundbreaking research and innovation
- Embedded in the University of Chicago campus in Chicago’s Hyde Park neighborhood
- University of Chicago Medicine
  - 600-bed adult and pediatric hospital with operating income of $1.3 billion
- University of Chicago Biological Sciences
  - 800+ faculty; among top 5 U.S. medical schools for generating federal dollars per faculty
- Pritzker School of Medicine
University of Chicago Medicine

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

22K Admissions

385k diagnostic and outpatient treatment visits

75K ED visits

30K PED visits

9,500 employees

900+ Physicians

1,500+ Nurses

900 Residents/fellows
Agenda

- Priorities and Coordination
- Best Practice Innovation
- Patients as Partners
- Outcomes
- The Human Side of Change
Unified Strategy

Clinical Effectiveness

Patient and Family

Quality    Safety    Experience
2016 Goals

**Quality + Safety + Experience**

- Deliver a consistent patient experience across all 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
Road Map To Success

- **Engage Hospital Leadership:**
  - Manage change, motivate staff and generate results

- **Care Process Integration:**
  - Implement best practice workflows for improved outcomes

- **Empowers Clinicians and Staff:**
  - Train the staff support their pursuit of success

- **Deliver World Class Service:**
  - Support every caregiver, every patient, every hour, every day
Set Experience Strategy – Patient Experience

Work streams

- Business Optimization
  - Throughput and Asset Productivity
  - Ambulatory Operations
  - Improve Margin Position

- Growth and New Payment Models
  - Clinical Service Line Business Planning
  - Value Based Payment
  - Population Health Management

- Care Delivery Transformation
  - High Reliability Organization
  - Care Model Redesign
  - Clinician Accountability

- Service
  - Patient-Centered Care
  - PRIDE value focused Environment
  - Patient Engagement and Empowerment

Foundational Elements
(Human Capital Plan, Master Space Plan, Lean Deployment Plan, IS Plan, EIA)
Patient Experience and Engagement Program

- Nurse/ Physician Executive Leadership team
- Experience and Engagement strategic planning and implementation
- Analytics
- Patient Insights
- High Touch Services
- Technology Enablers/ Interactive Patient Care
Agenda

- Priorities and Coordination
- **Best Practice Innovation**
- Patients as Partners
- Outcomes
- The Human Side of Change
Leader Rounding
Leader Rounding: Approach

➤ 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
Vocera iPad Rounding
“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
Patient Care Manager for 9W, CCD
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

- 39 units practicing leader rounding
- Total Rounds: 99,246
- Leader Rounds with Positive Rating: 50,955 (78.9%)
- Staff Recognitions: 18,940
- Follow-up Requests: 2,301
Rounding Effectiveness: Nurse Manager Check

Overall Rating of Care
Mar 2015-Feb 2016

<table>
<thead>
<tr>
<th>Nurse Manager check on you Daily-No (n=821)</th>
<th>Nurse Manager check on you Daily-Yes (n=3315)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean Score</td>
<td>Mean Score</td>
</tr>
<tr>
<td>81.3</td>
<td>94.1</td>
</tr>
</tbody>
</table>

Leader Rounding

- 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

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
Results and Outcomes with Care Calls: Mar 2015-Feb 2016

- Patients receiving a discharge call resulted in a lower incident of readmissions (11.11% those who did not receive a call the rate was 15.05%)

- Nearly 63% of the discharge calls yielded staff recognitions

- 83.6% of the patients have indicated positive (Very Good) experiences
Discharge Care Call Executive Summary

- From Mar 1\textsuperscript{st} 2015 to Feb 29\textsuperscript{th} 2016, the discharge care call center has placed 28,253 calls total
- The call center has connected with 83.7% (completed/attempts) of the calls placed
- 68.8% of those calls were completed within 3 days post discharge
- 30.7% were placed within the first 1 week (35% Ambulatory surgery, 14% emergency departments, 9% pediatric inpatients, 42% adult inpatients)
Lessons Learned

- **Engage and excite** leadership by explaining the why behind the new technology/practice, share the success/patient & family stories
- **Educate and involve** frontline staff early in the training and development process
- **Create a culture** for cross-departmental collaboration and coordination
- **Reward and recognize** employees throughout new process training
- **Consistently track, report, act and improve**
- **Hardwire experience improvement** strategies with technology
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Interactive Patient Care (IPC)
Why Interactive Patient Care (IPC)?

- IPC provides a more personalized care environment for patients and their families
- IPC supports clinicians with a consistent approach for providing patient education that increases patient engagement
- Engaging patients to play a more active role in their healthcare...
  - Improves the patient experience (patient satisfaction)
  - Enhances patient safety and improves quality
  - Improves hospital performance
Get Well Network

Hello Patient

My Action Plan

Here are some things we would like you to do while you are here.

Nominate my nurse for a DAISY Award
Find movies about health topics
Learn about my medicines

Change my language
Read our patient handbook
Watch TV
Watch a movie
Surf the internet

Mon, July 14 | 4:19 pm
Fundamentals and Requirements

Utilization is key to realizing the impact

Requires strong nursing adoption and integration into the clinical practice

Must be hardwired into care-giver role

Important to design and configure the tools for seamless integration and flow into daily practice
Patient Experience Perception (PxP)

- Patients receive survey questions on GetWellNetwork
  - 1 survey (3 questions) at 1 PM CT (Monday-Friday)
    • Every other day (starting day 2 after admission, ending on day 10)
  - 1 survey question at 10 PM CT (Monday-Friday)
    • Every day
- Provides the ability to monitor patient satisfaction in real time
  - Address patient feedback and provide service recovery
- Identify trends and utilize patient feedback to improve the patient experience at University of Chicago Medicine
Answering PxP Questions

Patients/families utilize the keyboard or pillow speaker to respond to the survey question

Pillow Speaker:

- Use the arrow buttons to navigate to the desired response
- User the SELECT button to enter the response

Keyboard:

- Use the touch pad to move the cursor to the desired response
- Press the ENTER key to enter the response
Staff Experience – Notifications and Scorecard

- If the patient/family selects the negative response (Not Good/No) a notification is sent for follow up to:
  - The Nurse Manager and Charge Nurse
  - The Patient Relations team
- All patient responses are tracked and trended in the PxP scorecard on the Management Console for GetWellNetwork
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Outcomes
Definition: CMS Hospital Compare public reporting, including *the most recent year to date data. Patients with multiple visits with the same encounter type will only qualify for a survey 1 time per 90 day window. Surveys are distributed by email and paper. Time frame reflect the time which the survey was returned.

Data Source: Press Ganey

Clinical Effectiveness Analytics Contact: Mary Kate Springman 4-2747

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Definition: These data reflect mean score for Overall Rating of Care. Patients with multiple visits with the same encounter type will only qualify for a survey 1 time per 90 day window. Time frame reflect the time which the survey was returned including YTD* (year to date) data. Surveys are distributed by email and paper.

Data Source: Press Ganey

Clinical Effectiveness Analytics Contact: Mary Kate Springman 4-2747

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FY15 Patient Experience Scorecard Inpatient Overall

### Overall Rating of Care - Overall Inpatient
- Desired Direction: Improving
- Baseline: 89.9
- Current Month: 91.1
- FY15 Target: 91
- Current Status (FYTD): 91

### Staff Work Well Together - Overall Inpatient
- Desired Direction: Improving
- Baseline: 88.6
- Current Month: 90.6
- FY15 Target: 88.9
- Current Status (FYTD): 88.9

### Unit: 10W

<table>
<thead>
<tr>
<th>What are we measuring?</th>
<th>How are we measuring it?</th>
<th>Desired Direction</th>
<th>Baseline and Rolling 12 Months</th>
<th>Our Performance Results Through Current Month</th>
<th>FY15 Target</th>
<th>Current Status (FYTD)</th>
<th>Internal Benchmarking</th>
<th>How do we compare?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Rating of Care</td>
<td>Score between 0 and 100</td>
<td>Improving</td>
<td>Baseline: 92.55</td>
<td>Results Through: 89.5</td>
<td>91.1</td>
<td>88.9</td>
<td>Ranked # 3 out of 17 units</td>
<td>FY14 performance was in the 58th %tile of Priva Gansy</td>
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<td>Staff Work Well Together</td>
<td>Score between 0 and 100</td>
<td>Improving</td>
<td>Baseline: 90.4</td>
<td>Results Through: 88.2</td>
<td>90.6</td>
<td>88.8</td>
<td>Ranked # 4 out of 17 units</td>
<td>FY14 performance was in the 22nd %tile of Priva Gansy</td>
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<tr>
<td>Response to Concerns and Complaints</td>
<td>Score between 0 and 100</td>
<td>Improving</td>
<td>Baseline: 87.2</td>
<td>Results Through: 85.3</td>
<td>87.2</td>
<td>88.9</td>
<td>Ranked # 1 out of 17 units</td>
<td>FY14 performance was in the 11th %tile of Priva Gansy</td>
</tr>
<tr>
<td>Patient Perception of hourly care rounding - Priva Gansy</td>
<td>Score between 0 and 100</td>
<td>Improving</td>
<td>Baseline: 73.56</td>
<td>Results Through: 70.6</td>
<td>73.56</td>
<td>73.5</td>
<td>Ranked # 11 out of 17 units</td>
<td>FY14 performance was in the 11th %tile of Priva Gansy</td>
</tr>
<tr>
<td>Patient Perception of daily nurse leader rounding - Priva Gansy</td>
<td>Score between 0 and 100</td>
<td>Improving</td>
<td>Baseline: 64.77</td>
<td>Results Through: 70.6</td>
<td>64.77</td>
<td>64.7</td>
<td>Ranked # 12 out of 17 units</td>
<td>FY14 performance was in the 11th %tile of Priva Gansy</td>
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<tr>
<td>IPed Rounding - Voors</td>
<td>Count per Month</td>
<td></td>
<td>Baseline: 102.38</td>
<td>Results Through: 139</td>
<td>102.38</td>
<td>119.6</td>
<td>Ranked # 6 out of 17 units</td>
<td>FY14 performance was in the 11th %tile of Priva Gansy</td>
</tr>
<tr>
<td>Complaints regarding participation in care</td>
<td>Count of Complaints</td>
<td>Improving</td>
<td>Baseline: 5</td>
<td>Results Through: 1</td>
<td>5</td>
<td>5</td>
<td>N/A</td>
<td>FY14 performance was in the 11th %tile of Priva Gansy</td>
</tr>
<tr>
<td>Complaints regarding helpfulness</td>
<td>Count of Complaints</td>
<td>Improving</td>
<td>Baseline: 5</td>
<td>Results Through: 1</td>
<td>5</td>
<td>5</td>
<td>N/A</td>
<td>FY14 performance was in the 11th %tile of Priva Gansy</td>
</tr>
</tbody>
</table>

**FY15 Patient Experience - Inpatient Scorecard Interpretation**

- Green: Above target for FY15 year-to-date
- Red: Not at target for FY15 year-to-date
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How do we change a world?
How will you make a difference for our patients today?

Making a Difference Every Day
Making a Difference Every Day Best Practices Forum

Best Practices Forum
Monday, November 2
12 p.m. to 1:30 p.m.
P-117 (Billings Auditorium)

An innovative learning lab featuring two patient/care team panels discussing positive health care experiences.

Hear stories that:
• Highlight the patient’s perspective
• Demonstrate impactful patient education tactics
• Share strategies for care coordination

Light refreshments will be served. For more information, please call the Patient Experience and Engagement Program at 251-14.

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The University of Chicago Pritzker School of Medicine designates this live activity for a maximum of 1.5 AMA PRA Category 1 Credits™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.
Making a Difference Every Day
Capacity to Change a World … Remembering Why

VIDEO
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