Mission Health System: iRound Spotlight
February 2018
1. Introduction

2. Highlights from Mission Hospitals

3. Q&A
Introducing iRound for Patient Experience

Technology-Enabled Connectivity and Data Capture

- Rounding Technology Enables Better Connection with Patients
  - Real time responses
  - Latency of data

Embedded Service Recovery Alert System

- Service Recovery Hardwires Identification and Resolution of Issues
  - Responsiveness to complaints
  - Recognition of excellent care

Housewide Visibility and Accountability

- Analytics & Support Drive Continuous Process Improvement
  - Relevancy of patient feedback
  - Improvement cycle time

Benefits
- Hearing from more patients can surface counterintuitive insights
- Feedback more actionable when returned in minutes vs. weeks

Benefits
- Increased patient responsiveness & satisfaction with real-time feedback
- Provides more meaningful recognition to staff & promotes ideal behaviors

Benefits
- Application of data-driven approach to more problems with faster cycle time
- Leveraging best practices for specific interventions & change management

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Objectives & Implementation Milestones

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Phase</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hear from a larger number of patients in real-time (vs. HCAHPS scores) to uncover areas of opportunity and address prior to discharge</td>
<td>December 2016</td>
<td>Phase I onsite at Memorial and St. Joseph</td>
</tr>
<tr>
<td>Hardwire consistency of rounding and accountability for rounding</td>
<td>March 2017</td>
<td>Phase II onsite at Memorial, St. Joseph, and McDowell</td>
</tr>
<tr>
<td>Improve Service Recovery process; engage ancillary departments in patient experience</td>
<td>June 2017</td>
<td>Phase III onsite at Memorial and Angel</td>
</tr>
<tr>
<td>Recognize staff for exceptional performance; hardwire best practices</td>
<td>August 2017</td>
<td>Phase IV onsite at Transylvania and Blue Ridge</td>
</tr>
<tr>
<td>Elevate patient experience and scores; maintain an upward trend</td>
<td>November 2017</td>
<td>Phase V go-live at Highlands</td>
</tr>
</tbody>
</table>
Hierarchy of Patient Experience Organizational Needs

**Monitoring**
- Real-time visibility at micro and macro levels
- Collect real-time patient feedback
- Comprehensive satisfaction monitoring beyond HCAHPS

**Process**
- Active coaching and recognition systems
- Automated organization-wide issue resolution procedures
- Ability to efficiently get to root-cause

**Governance**
- A functioning governance structure
- A strategic plan for consumer loyalty
- Clearly defined accountability across the full organization

**Culture**
- Leaders ready to transform patient experience
- Staff emotionally engaged in care delivery
- Organizational dedication to improvement and safety
Importance of Daily Leader Rounding

Done meaningfully, it improves patient satisfaction, quality, and safety.

Instills organization-wide accountability - from front line staff to physicians.

Brings the nursing leader back to the bedside to connect with patients and staff.

Helps to uncover performance improvement opportunities with process and staff.

Every encounter with a patient is an opportunity for service excellence, service recovery and staff recognition.
Never Lose Sight of the Real Purpose

If you’re not taking care of the **whole person**, you’re not taking care of the **patient**

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Patient in room 182 admitted two days ago
- Diagnosed with **gallstone pancreatitis**
- Scheduled for an **ERCP**
- Acting **irritable** today
- Requested **additional pain medication** twice

“I’ve never been admitted to the hospital before.”
- **Anxious** about inpatient stay
- **Concerned** about long-term impact of surgery on ability to work physically demanding job
- **Worried** about missing daughter’s upcoming wedding
Hitting the Target

- Patient Fears/Concerns
  - Nurses Communicate Well
  - Receive Help Promptly
  - Respond to Call Lights
  - Explains Meds
  - Bathroom Clean
  - Quiet at Night
  - DR Communicates Well

Missing the Mark
Angel Medical Center: Rounding Progress

AMC Patient and Family Connections (Roundable = Yes) by Month

- Overall, the largest call light use reason is **bathroom** (58%), followed by **pain** (22%)
- Began **tracking use of side effects teaching sheet** in January; 49% of patients rounded on had the medication side effect sheet present thus far

1) Data reflects all to date huddle report; as of 2/12/18
Action Steps:

- Developed schedule for rounding involving all managers
- Barriers discussed every morning during safety huddle
- Bi-monthly patient experience meetings
  - Icare
  - Commit to Sit
  - No Pass Zone

iRound Huddle Insights¹

- Overall, the largest call light use reason is bathroom (58%), followed by pain (22%)
- Began tracking use of side effects teaching sheet in January; 49% of patients rounded on had the medication side effect sheet present thus far

¹) Data reflects all to date huddle report; as of 2/12/18
Angel Medical Center: Tracking Rounding Outcomes

Number of Complaints & Grievances (Monthly)¹

<table>
<thead>
<tr>
<th>Month</th>
<th>Number of Complaints &amp; Grievances</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul</td>
<td>10</td>
</tr>
<tr>
<td>Aug</td>
<td>6</td>
</tr>
<tr>
<td>Sep</td>
<td>5</td>
</tr>
<tr>
<td>Oct</td>
<td>4</td>
</tr>
<tr>
<td>Nov</td>
<td>3</td>
</tr>
<tr>
<td>Dec</td>
<td>2</td>
</tr>
</tbody>
</table>

67% decrease in the number of complaints & grievances²

HCAHPS Improvements (Monthly)

<table>
<thead>
<tr>
<th></th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>HCAHPS Responsiveness Score</td>
<td>71.5</td>
<td>87</td>
<td>81.8</td>
</tr>
<tr>
<td>HCAHPS Overall Rating Score</td>
<td>70</td>
<td>72.2</td>
<td>76.2</td>
</tr>
</tbody>
</table>

14% Increase in responsiveness score

9% Increase in overall rating

¹ Count encompasses ED complaints, ED grievances, inpatient complaints, inpatient grievances
² Compares baseline grievances from month prior to rounding go-live vs. Dec 17 grievances

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Blue Ridge Regional Hospital: Rounding Progress

BRRH Patient and Family Connections (Roundable = Yes) by Month

iRound Huddle Insights

1. Overall, 48% of patients rounded on stated that they did **not have to use their call light**, indicating that hourly rounding is purposeful.
2. Began **tracking use of side effects teaching sheet** in January; 84% of patients rounded on had the medication side effect sheet present thus far.

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1) Data reflects all to date huddle report; as of 2/12/18
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Blue Ridge Hospital: Tracking Rounding Outcomes

Number of Complaints & Grievances (Monthly)\(^1\)

<table>
<thead>
<tr>
<th>Month</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data</td>
<td>0</td>
<td>4</td>
<td>6</td>
<td>8</td>
<td>2</td>
</tr>
</tbody>
</table>

Data indicates variability in month over month complaints & grievances

49% Increase in medication communication score

7% Increase in nurse communication score

HCAHPS Improvements (Monthly)

<table>
<thead>
<tr>
<th>Month</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
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<tbody>
<tr>
<td>Score</td>
<td>62.5</td>
<td>71.4</td>
<td>92.9</td>
</tr>
<tr>
<td>Score</td>
<td>84.1</td>
<td>87</td>
<td>89.9</td>
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1) Count encompasses ED complaints, ED grievances, inpatient complaints, inpatient grievances

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Mission Main Campus: Rounding Progress

iRound Huddle Insights¹

- 77% percent of rounds indicated that the careboard was up-to-date to improve patient and family communication
- 93% of patients rounded on indicated that staff were responsive when they had to use their call bell

¹ Data reflects all to date huddle report; as of 2/13/18
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Mission Memorial: Example Outcomes in the ED

Changing the Patient Experience and the Patient Perception

Nurses Understanding and Caring – ED
% Excellent Rank

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2016 Q4</th>
<th>2017 Q1</th>
<th>2017 Q2</th>
<th>2017 Q3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rank</td>
<td>73</td>
<td>72</td>
<td>80</td>
<td>79</td>
</tr>
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</table>

Overall Quality of Nursing Care – ED % Excellent Rank

<table>
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<tr>
<th>Quarter</th>
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<th>2017 Q3</th>
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</thead>
<tbody>
<tr>
<td>Rank</td>
<td>59</td>
<td>52</td>
<td>68</td>
<td>77</td>
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</table>

ED Ambassador rounding, in addition to other nurse leaders

Rounded on over 11,000 patients/families between March 2017 and January 2018
Celebrating Exceptional Care: Real-Time Kudos

Examples from Recognition Rounds Across Mission Health System

Stated that her provider was very friendly and not rushed with her, willing to listen & talk to her, took the time to explain what was being done & why, kept her up to date -- came back into room often to keep her informed of results. - Mission Hospital - Memorial Campus

All of the CNAs [on] this unit are amazing. They all have a smile on their face whenever they come in, they are patient, and willing to help however they can - Highlands - Cashiers Hospital

She's the best nurse I've ever met. You can tell she really loves her job – McDowell Hospital

She checked on her all night long as it was her first night alone and her daughter went home to get rest – Transylvania

Pt wanted to recognize the nursing staff, for their compassionate care and treating him as a whole person not just treating the problem - Mission Hospital - St Joseph Campus