

Progression of Care Rounds

Tomorrow's Care Today

Michael M. Zimmer, Ph.D.

Unified Quality Improvement Symposium

February 5, 2020

Collaborative Team Members



- Debra Thompson – President Access East, Executive Sponsor
 - Dr. James Manning – Hospitalist, Physician Lead
 - Marie McKinney – Nurse Administrator, Nursing Lead
 - Susan Suiter – VP Patient Care Services, VCOM Lead
-
- Dr. Ileen Craven / Christy Harding – VMC Champion
 - Mary Ellen Foreman / Jenna Horvath – VBEAU Champions
 - Christy Cantrell – VDUP Champions
 - Martha Lilley / Stacy Simmons – VROA Champions
 - Lauren Zaritsky – TOBH Champion
 - Renee White – VBER Champion
 - James White – VCHO Champion
 - Cindy Anderson – VEDGE Champion
-
- Angela Mayo – Pharmacy Representative
 - Kristin Murtha – Allied Health Representative
 - Skip Bangley – Respiratory Representative
 - Amanda Hargrove / Sara Beard-Linton – Case Mgmt Representative
 - Lynn Dale – VCOM Champion & Representative
 - Stephanie Smith – Utilization Mgmt Representative
 - Rose Ann Simmons – Pt. and Family Engagement Representative
 - Dr. Ryan Taylor – Hospitalist Representative
 - Sujitha Nandimandalam – ECU Physicians Representative
 - Misty Skinner – Informatics Representative
 - Premier - Consultants

Team Leader Key Contact Info: Michael Zimmer, 874-2781, michael.zimmer@vidanthealth.com

STRONG FOUNDATION

IN

Throughout

&

INTERDISCIPLINARY ROUNDS

How do we
the patient

progress
their care in

Level
Of
Care

with
y?

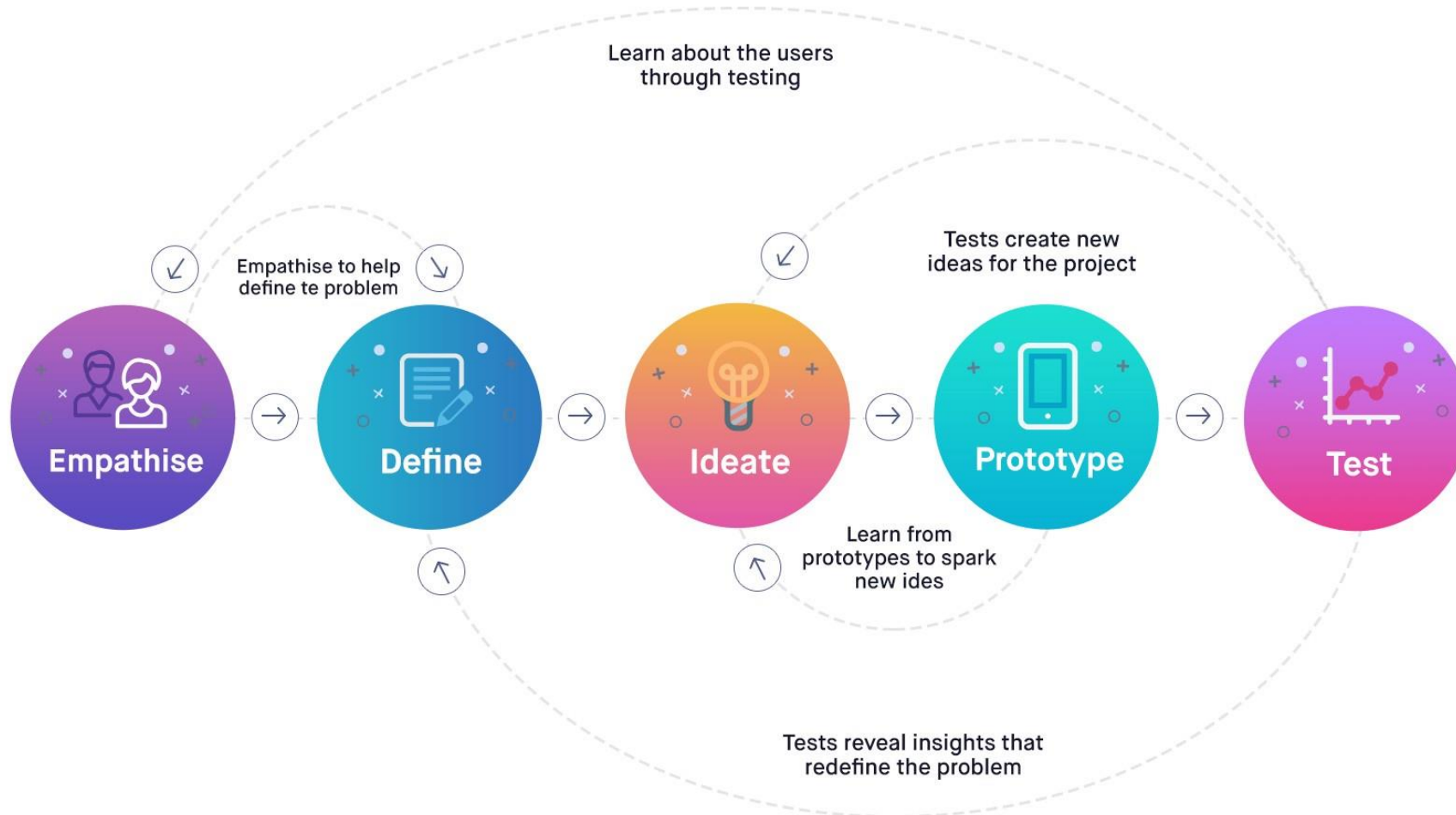
PROGRESSION OF CARE ROUNDS



AIM Statement

1. Develop a structured, standardized and sustainable interdisciplinary rounds as a best practice to effectively address the system's challenges.
 - Throughput & Capacity
 - Length-of-Stay
 - Levels-of-Care
2. Ensure patients receive the right care, at the right time, at the right level-of-care for their optimal length-of-stay.

Design Thinking



POCR IS UNIT SPECIFIC

Build a **Framework/Guidelines** that gives a unit **freedom to deploy** POCR for max effectiveness

- Having the right professionals consistently
 - I.E. *Always need Case Mgmt and Pharmacy present with Nursing and Providers*
- Performed best according to the unit's logistics
 - I.E. *Walking rounds or Room setting that best fits the team's dynamic*
- Consistent discussions and consistent practices
 - Rounding Imperatives addressed
 - Efficient and timely
 - Getting answers now, not later



Case Management

Charge RN
(Facilitator)

Nurse
Manager

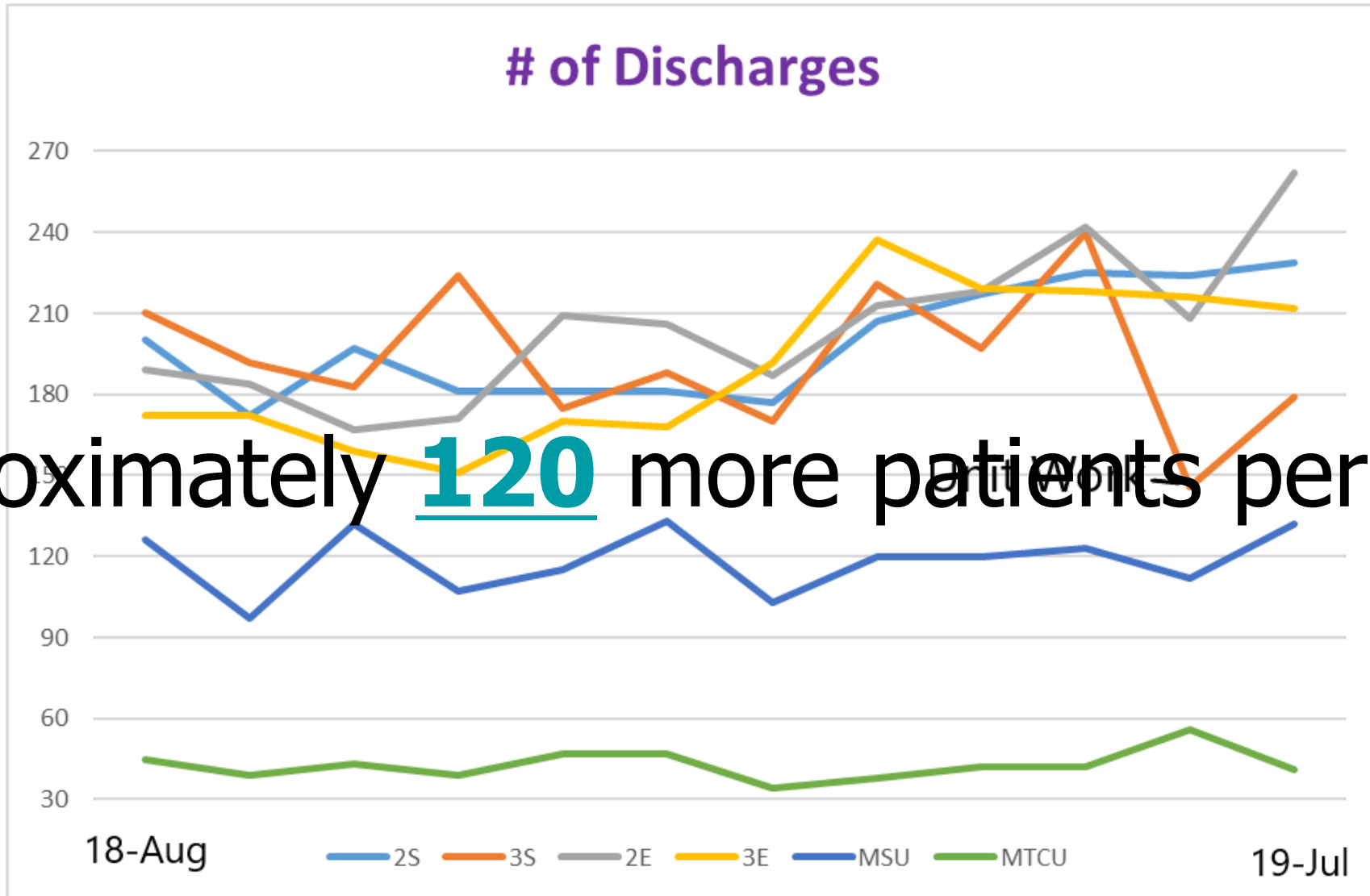
Provider

Bedside RN +
Nursing Assistant

Pharmacist

1. Reduction in Length-of-Stay (LOS)
2. Increased number of discharges / transfers / step-down
3. Reduction in avoidable delays
4. Enhanced communication
5. Improved productivity

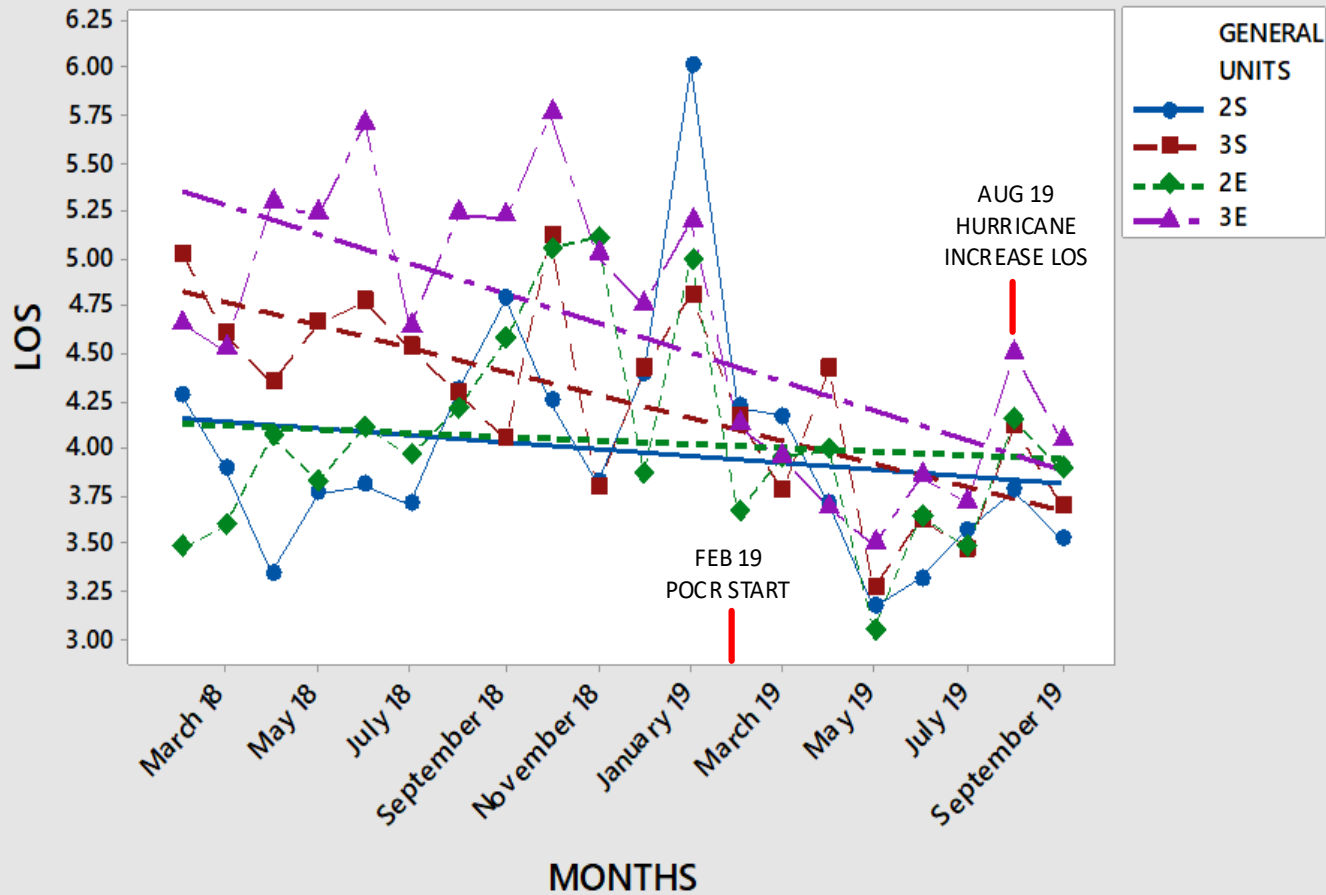
Then and Now: Discharge Data



Approximately 120 more patients per month!

Then and Now: Length-of-Stay

GENERAL UNITS LOS



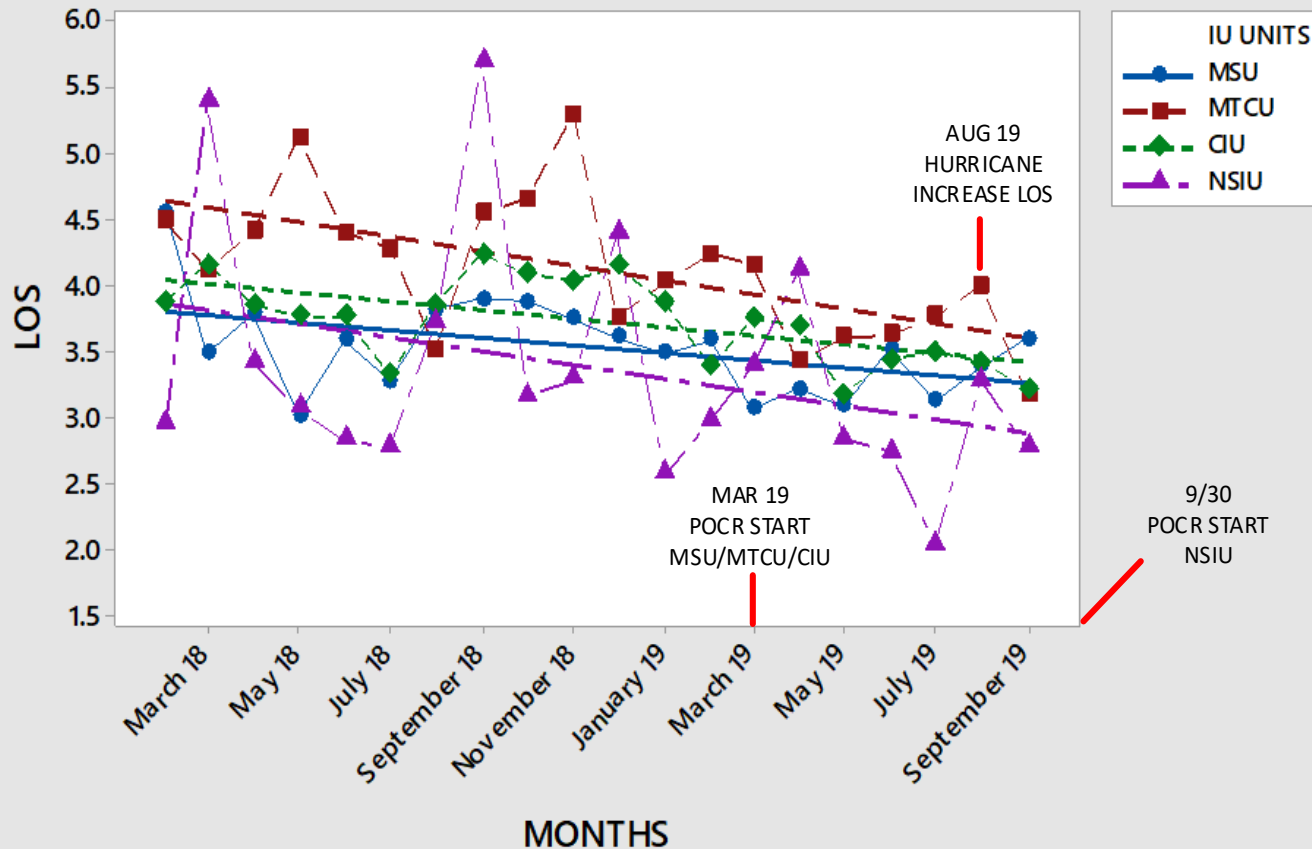
ALOS

StDev

	PRE-POCR	POST-POCR	PRE-POCR	POST-POCR
2S	4.193	3.677	0.690	0.372
3S	4.529	3.813	0.384	0.387
2E	4.233	3.724	0.566	0.351
3E	5.094	3.914	0.401	0.310

Then and Now: Length-of-Stay

INTERMEDIATE UNITS LOS



	ALOS		StDev	
	PRE-POCR	POST-POCR	PRE-POCR	POST-POCR
MSU	3.671	3.283	0.365	0.216
MTCU	4.373	3.677	0.489	0.332
CIU	3.873	3.454	0.278	0.218
NSIU	3.322	3.243	0.943	0.065

Culture & Buy-in

Changes to the incumbent way

Belief it will make a difference

- Deferring to expertise – **High Reliability Organization**
 - Look to the team members that it impacts
 - Local knowledge
 - Never a top-down approach
- Boots on the ground – **Gemba Walk**
 - Being close to the work to know best
 - More connected – people & process
 - Never assume you know unless you see it yourself

- Sustainability efforts to make it second nature
 - Data to track against progress or regression
 - Leader & Team Member involvement and engagement
 - Audits and observations
 - Continuous feedback – opportunities and values

SHOW THE IMPACT & GIVE MEANING TO THE WORK

Questions?

Presenter Contact Information

Michael M. Zimmer, Ph.D.

252-847-2781

Michael.zimmer@vidanthealth.com