

Project: Strategies to Improve Safe Patient Handoffs and Transitions Between Care Units

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Facilitator: Stephen Tyzik, Suneela Nayak, Ruth Hanselman and Amy Sparks



Team Members: Leadership – Peggy Anderson, Tara Herman, Janice Nichols, Robyn Dixon, Elizabeth Van Der Linden, Bonnie Boivin
 Front-Lines – Angie Vereshko, Janice Hallett, Janna Brown, Jennifer Albert, Sue Klock, Ruth Cote, Jean Murphy, Rebecca Graves and Bonita Valls

Problem/Impact Statement:

As a result of changing criteria and lack of appropriate communication between staff; timeliness, patient flow and patient/RN satisfaction may suffer. Furthermore, with the addition of a new bed management department (One Call Central), RN → RN verbal communication has been taken away during handoff, reducing the ability of each unit to understand the full impact of current situation and a reduction in RN satisfaction. This leads to the units not being able to leverage positive relationships for the ultimate goal of safe patient centered movement in a timely manner.

Scope:

In Scope - All process steps from when a patient clears phase 1 criteria until they arrive safely in Ambulatory Surgery Recovery (ASU) or Short Stay Unit (SSU)
 Out of Scope - Volume of patients, number of beds, bed designations, direct admits to SSU and space challenges

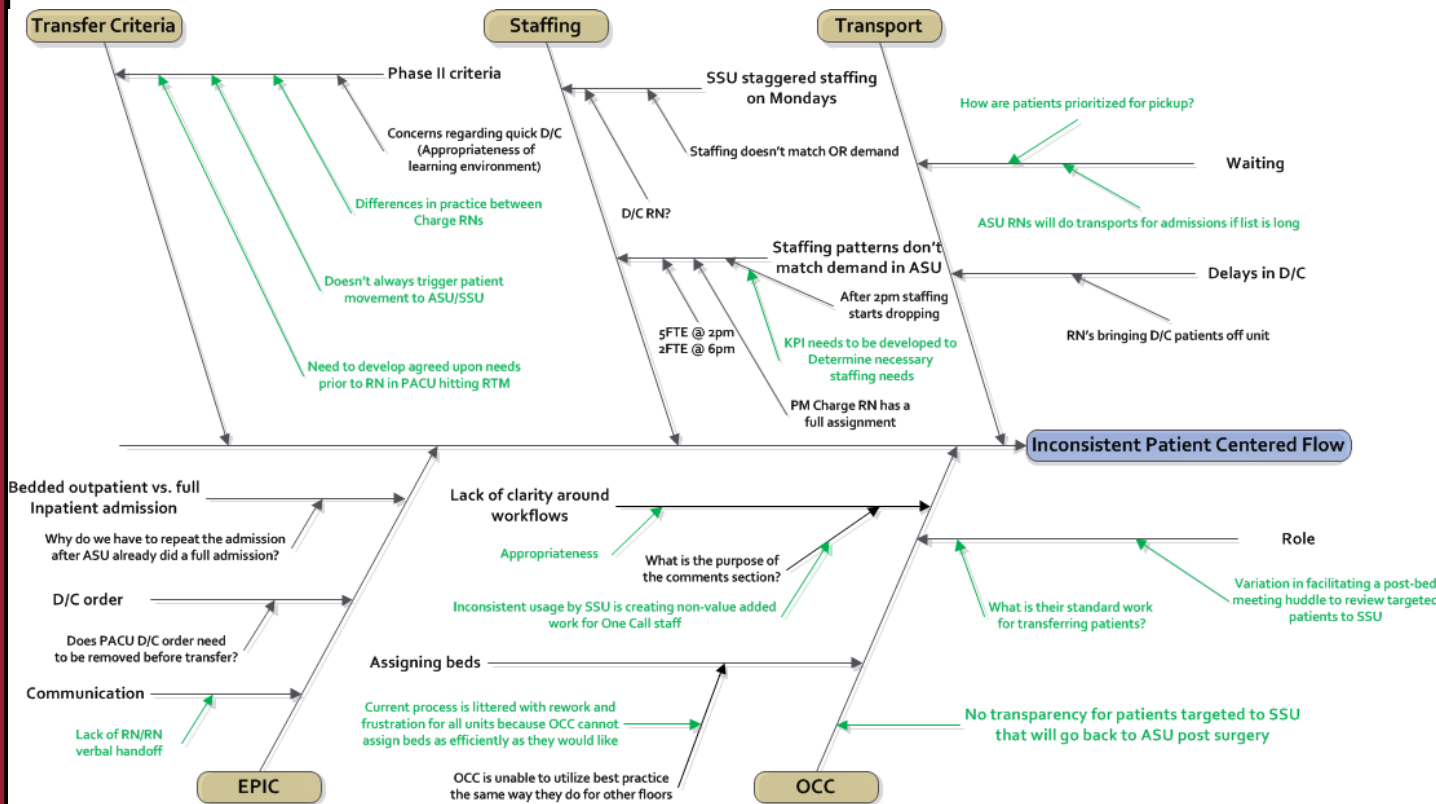
Goal/Objective:

- To improve the PACU/SSU score for “Things fall between the cracks when transferring patients from one unit to another” question on Culture of Patient Safety Survey from 38% to 43% by end of FY18
- Increase PACU/SSU score for “Problems often occur in the exchange of information across hospital units” question on Culture of Patient Safety Survey from 36% to 47% by end of FY18
- To sustain improvements with at least 5 joint KPIs between PACU, ASU, RADCU, SSU, ADV. ENDO and One Call Central

Baseline Metrics/Current State:

Time from PACU RTM → Pt. occupies bed on SSU is currently 78 minutes
 Time from room assignment → Pt. occupies bed on SSU is currently 42 minutes

Root Cause Analysis:

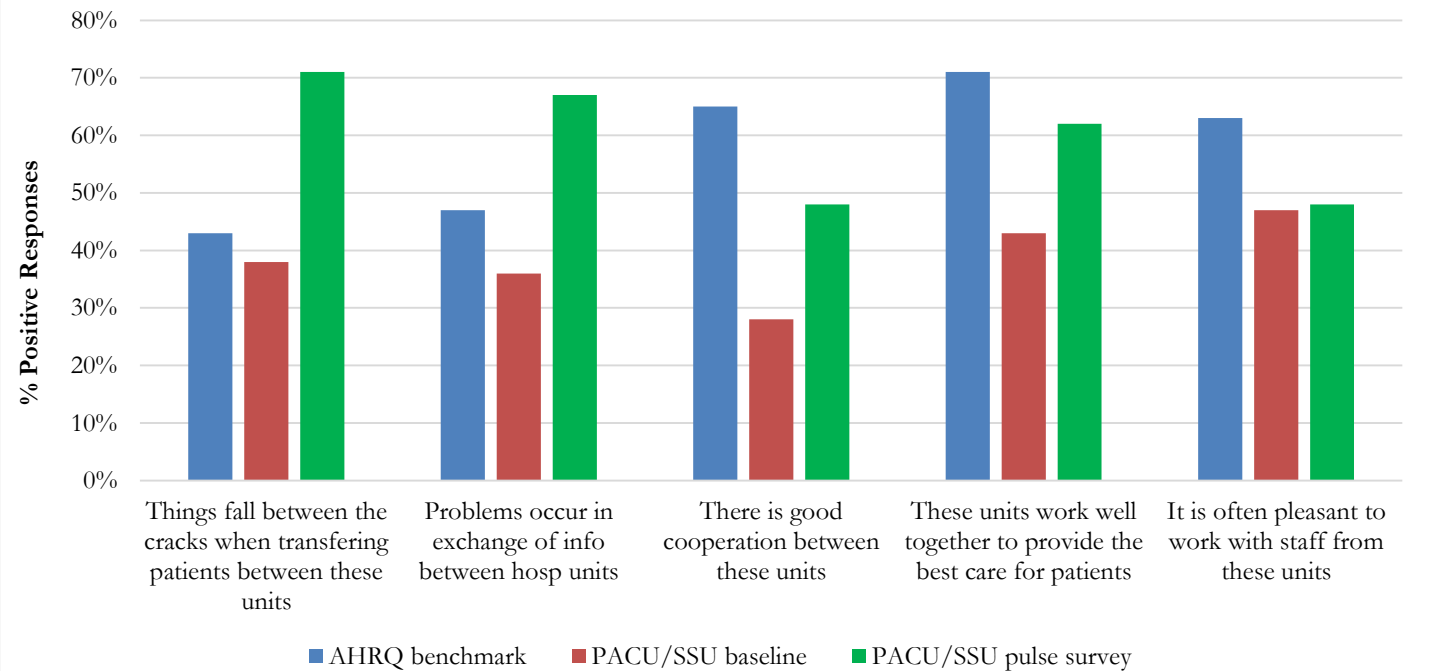


Countermeasures

Action	Owner	Completion Date	Status
Scope: Initial project meeting with Leadership to determine scope and overall goals of the Kaizen	Gail Chop, Peggy Anderson, Janice Nichols and Stephen Tyzik	11/16/18	Complete
Kaizen Event: Problem statement development, current state mapping, fishbone diagramming, ideal state mapping, ad-hoc team member input (OCC/Transport) and joint KPI development/prioritization for post-kaizen implementation and sustainment	PACU/SSU/ASU/RADCU front-line staff and Stephen Tyzik	5/9/18	Complete
Leadership Update: Progress assessment, next steps and development of the communication/education plan for all staff in PACU/SSU/ASU/RADCU	PACU/SSU/ASU /RADCU/ADV ENDO Leadership and Stephen Tyzik	4/11/18	Complete
Education: Staff in PACU/ASU/SSU hear lessons learned from Safe Transitions and Handoffs team (R2/P3CD/ED) about how to sustain improvement utilizing joint KPIs	Staff from R2, P3CD, ED and Stephen Tyzik	6/27/18	Complete
Wave 1: KPI #1 - 100% of the time the overnight OCC RN will fax the scheduled admit list to PACU/SSU/ASU /RADCU/ADV. ENDO for review by 830am	OCC	8/1/18	Complete
Wave 1: KPI #2 - 100% of the time PACU/SSU/ASU /RADCU/ADV. ENDO and OCC will have a post 930 bed meeting huddle to discuss daily plan for patients targeted to SSU	OCC, PACU/SSU/ASU /RADCU/ADV. ENDO	8/1/18	Complete
Wave 2: KPI #3 - 100% of the time admissions to SSU will be accompanied with a “safe” RN → RN verbal report using the ‘Safe Handoff Communication Tool’	PACU/SSU/ASU /RADCU/ADV. ENDO	10/1/18	In Progress
Wave 2: KPI #4 - 100% of the time SSU will call for report within 10 minutes of the bed being clean and ready	PACU/SSU/ASU /RADCU/ADV. ENDO	10/1/18	In Progress
Wave 2: KPI #5 - 100% of the time OCC assigns bed within 15 minutes of PACU clicking RTM	OCC and PACU	10/1/18	In Progress
Wave 3: KPI #6 - 100% of the time Transport picks up patient in PACU within 15 minutes	Transport Department	10/1/18	Not Started

Outcomes

PACU/Short Stay Safe Handoffs & Transitions Pulse Survey



Next Steps

- Utilizing ED/R2/P3CD staff to help coach and educate the staff in SSU/PACU/ASU/RADCU to their experience with this process, lessons learned and outcome measures
- Hardwire ideal state target map utilizing multiple waves of joint KPIs (2-3 departments with same KPI)
- Utilize SSU/PACU/ASU/RADCU staff to serve as Champions of this work and help coaching other teams on joint KPI development and implementation

Plan

Do

Study

Act