



# Improving the Post-Discharge Call Centre Process to Support Quality Initiatives

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## Description

At Humber River Hospital, we are on the journey of high reliability and improving the quality of care we provide to our diverse community. The patient voice is critical for improvement.

Leveraging our Post-Discharge Call Centre (PDCC), we gather feedback from patients about their hospital experience. After running the PDCC program for four years (on average 990 surveys per month), we were faced with a longer than expected lag time between discharge date and reporting results back to staff and senior leadership.

## Aim

Reduce turn-around-time to contact patients and generate reports by 50% within one month of implementation.

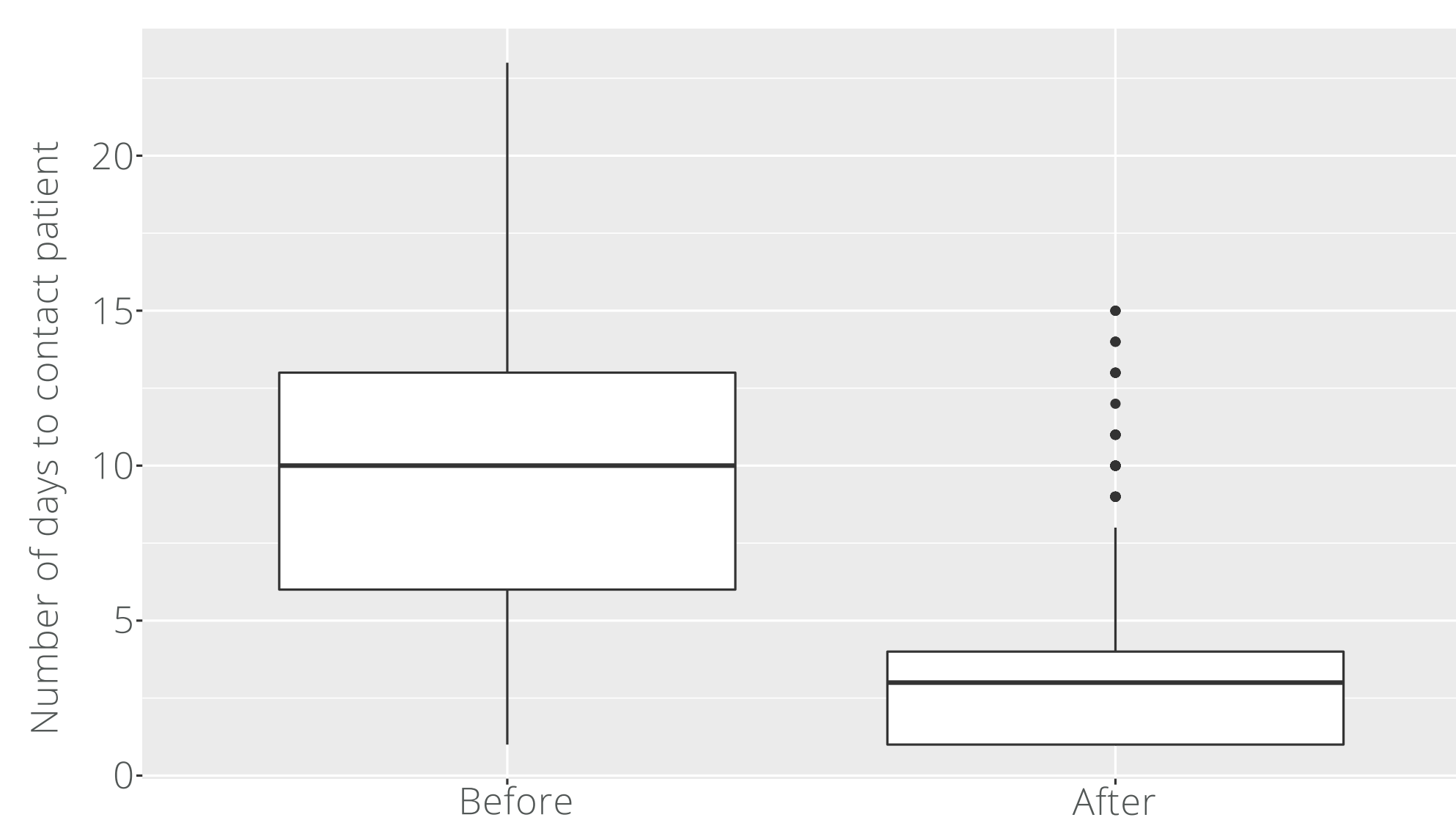
## Actions Taken

Using the model for improvement and user-centred design, we implemented the following interventions:

- Modified the calling process to better match the user's workflow and mental model.
- Automated the data analysis, as well as the report's creation and dissemination.
- Simplified the report's content and layout.
- Tested changes before implementation

## Summary of Results

- Decreased time to contact patients from approximately ten to three days (66% reduction)
- Decreased time to generate reports from three weeks to one week (66% reduction)
- Eliminated backlog of calls and data entry tasks
- Eliminated task of transcribing paper surveys into survey system
- Increased accessibility of results to front-line staff

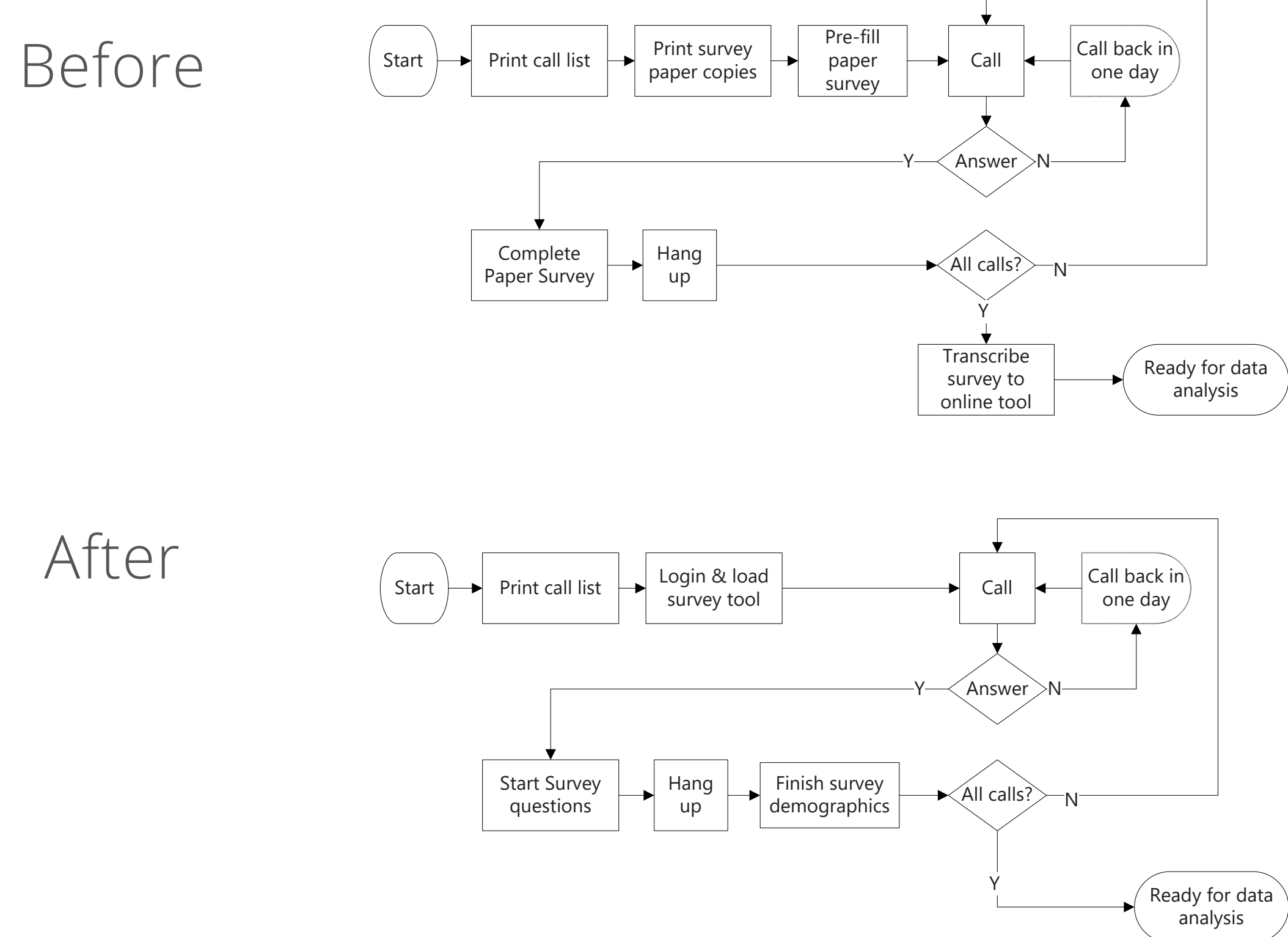


On average, patients were reached significantly sooner after changes were made to the post-discharge call centre process (M=3.14 days, SE=0.047), than before the changes (M=9.50 days, SE=0.097),  $t(3656.1) = 58.92, p < 0.0001, r = 0.698$ .

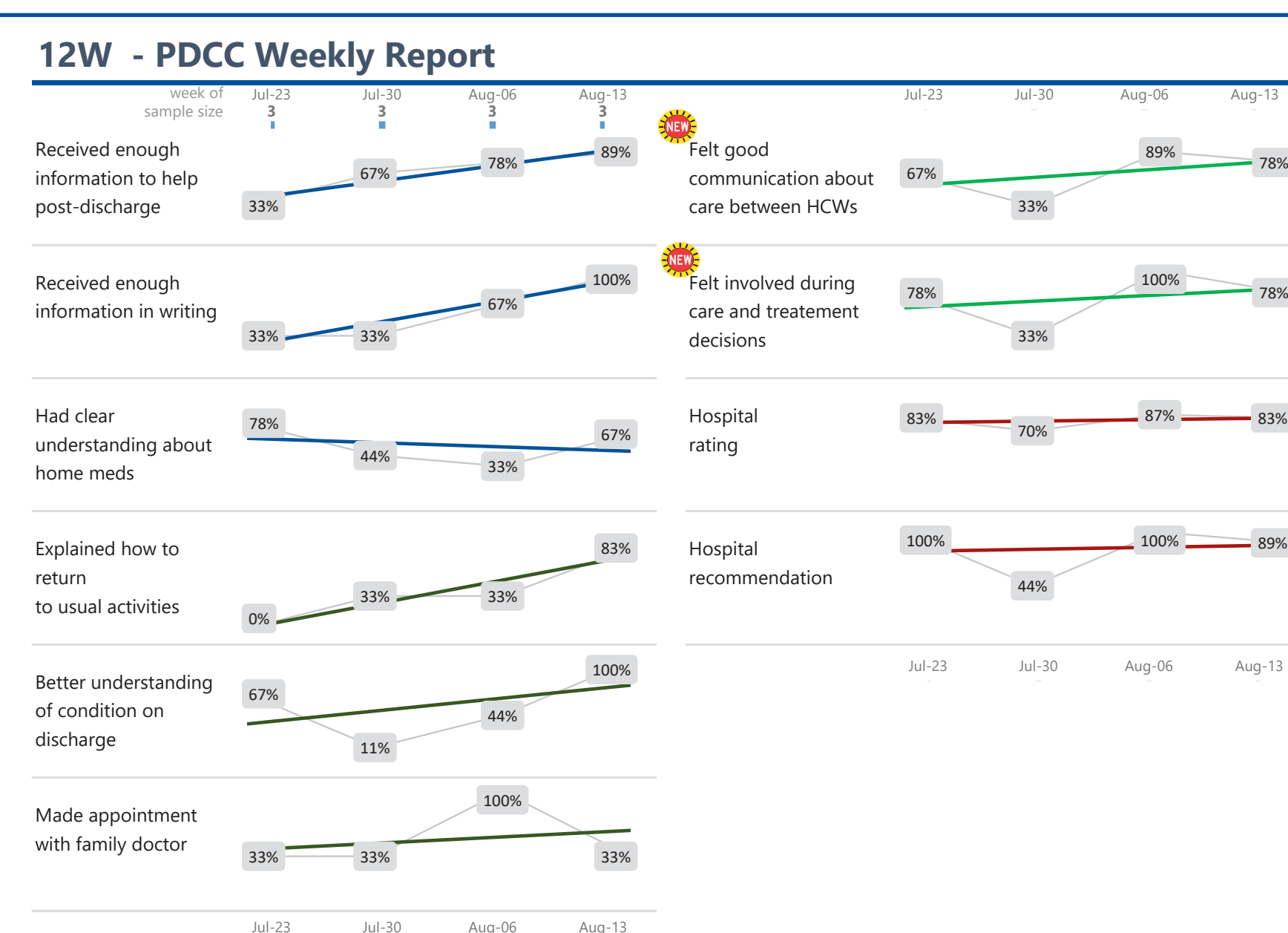
**Figure 2. Box-plot comparing mean number of days to reach patients before and after changes.**

	Before	After
Average lag time contact patients	9.50 days	3.14 days
Report lag time	More than 3 weeks	1 week
Data collection	Paper and digital	Digital
Data analysis & reporting	Manual	Automatic
Dashboard focus	Narrative	Trending & scores
Trending baseline	Previous quarter	Last four weeks
Survey communication	Emailed full raw survey results	Accessible on intranet. Analyzed data reports. Printable dashboards for each unit.
Data entry	Free text	Forcing function to improve data integrity.

**Table 1. Comparison metrics before and after changes were implemented.**



**Figure 1. Workflow process before and after changes were implemented.**



**Figure 3. Update report, showing last four weeks with a trend line for each metric.**