

THE ORGANIZATION

Bed Size: 186

Number of Sites/Locations: One main hospital; three cancer centers; numerous clinic practices

Academic or Community: Community

THE TEAM

Description: Duke Women's Cancer Care Raleigh

Multidisciplinary: Yes

Established: 2015

Care Setting: Outpatient clinic/treatment

Patients: Female cancer patients

TEAM STRUCTURE

Location: All team members now work in the same space, but were in multiple locations for the duration of the project. One of the key objectives of the project included how to bring all team members together to work in one clinic.

Outcomes Access: Team has access to clinical outcomes and patient experience data through a balanced scorecard and the Press Ganey Improvement Portal. The manager shares this information with the team via monthly meetings and unit postings.

Shared Goals: The team has specific metrics related to clinical quality, customer service, finance, and work culture that are monitored on an ongoing basis.

Team Incentives: Team members have a vested interest in success, as they have ultimately created their own workplace.

Team Building Example(s): More than 100 individuals—including 10-12 project champions—were actively involved in creating the comprehensive, one-stop women's cancer clinic. All were invited to provide feedback and take ownership. Individuals were frequently and publicly recognized for role-model behavior. Small celebrations were held for milestone successes.

TEAM PERFORMANCE

Team Contributions to Improving Value and Enhancing Care

- Chemo suite with a chair arrangement that optimizes comfort and visibility.
- On-site phlebotomy suite and full-service lab that provides results while patient is still in exam room with physician.
- A pharmacy to mix the chemo in-house (eliminates courier waits) and on-site biopsies with 24-hour pathology results.
- Affiliation with a local practice of renowned breast surgeons, to complete the multi-disciplinary complement of physicians.
- Patients can meet with their Medical Oncologist, Surgical Oncologist, Radiation Oncologist and Radiologist simultaneously.
- On-site mammograms (with 3D viewers), ultrasound, and CT with dedicated entrances for routine vs. diagnostic studies.
- A no-charge boutique of wigs, scarves and other look-good-feel-good items.
- Breast prosthesis fitting, family counseling, genetics, social work, dieticians, clinical research and patient navigators on site.

Team Impact on Delivering Care that Reduces Patient Suffering

- Clinic allows patients access to numerous services they may not have otherwise been able to obtain.
- PT/lymphedema suite specifically for pain management.
- Breast prostheses designed with built-in cooling mechanisms to help the patient heal from surgery or pain from radiation.
- Dedicated phone triage allows patients in pain to reach someone when needed for symptom management.
- Providers accommodate acute-need patients daily if they need to be seen.
- Support groups to assist patients with additional areas of suffering that are a result of their cancer.
- Reserved patient parking along edge of the building to minimize inconvenience.
- Streamlined processes so that patients can schedule all necessary services on the same day.
- Warm blankets, robes, large private dressing rooms and comfortable female-only sub-wait areas.
- In the process of creating a healing garden on the grounds of the clinic.
- Will soon launch a series of public panel discussions to "ask a doctor anything" about breakthroughs in women's cancers.

Outcome Highlights

PATIENT EXPERIENCE

Overall Patient Experience

- Team is comprised of four different clinics within one building. They are considered separate clinics, but are often viewed as one cohesive team because of the manner in which they work together to meet patients' needs.
- FY16
 - Overall mean score of 95.2 (higher than "All Facilities" mean of 90.7)

Patient Evaluation of Teamwork

- "Staff worked together to care for you" mean score of 96.7 (higher than "All Facilities" mean of 93.2)

SAFETY, CLINICAL, OPERATIONAL, COST

Safety

- 92% hand hygiene compliance
- Radiation Oncology
 - 0.24 patient falls with injury per 1,000 visits
 - 84.2% influenza immunizations
 - Zero preventable medication related SRS events with patient impact
- Hematology Oncology
 - 0.17 patient falls with injury per 1,000 visits
 - 83.5% influenza immunizations
 - One preventable medication related SRS event with patient impact
- Hospital-wide usage of Alaris infusion pump guard rails during infusions is up in 2016
 - Medical Oncology usage 85.82% in July 2016
 - Hematology Oncology usage 77.17% in July 2016

Clinical Process

- 100% compliance on waiting 24 hours after a patient's last chemotherapy to give pegfilgrastim

Clinical Outcomes

- Press Ganey pain control score (to date) for 2016 is 94.1% (94th percentile)

Operational

- Radiation Oncology: 4,170 total arrived visits and 99.8% closed encounters within three business days
- Hematology Oncology: 5,727 total arrived visits and 91.9% closed encounters within three business days

Cost to Patient

- Radiation Oncology: 70.6% co-payment collection
- Hematology Oncology: 73.7% co-payment collection

ENGAGEMENT

Overall Team Member Engagement

- Physician satisfaction improved, particularly with those who physically relocated and converted from a private practice model to a hospital-based clinic structure.
- Staff work culture improved throughout the course of the project, in spite of multiple office moves due to construction.
- In the most recent engagement survey, during what was arguably the most stressful timeframe of the project (just before go-live), the staff scored a Tier 1, the highest rating possible.

Team Perception of Teamwork

- Team defines teamwork as pitching in and supporting one another toward a common goal—without pessimism, without defensiveness, and without blame.
- Cohesive team dynamic fosters team members seeking out opportunities to collaborate on improving patient outcomes.