

THE ORGANIZATION

Bed Size: 351

Number of Sites/Locations: One

Academic or Community: Community

THE TEAM

Description: Joint Center Inter-professional Team

Multidisciplinary: Yes

Established: 2014

Care Setting: Memorial Hermann Joint Center- The Woodlands Hospital

Patients: Elective hip and knee replacement patients; Post-surgical orthopedic and/or trauma as capacity allows

TEAM STRUCTURE

Location: Team works in a unit arranged in two patient care neighborhoods: one with 12 patient rooms surrounding a patient care work station and one with six rooms and a rehabilitation gym surrounding the work station.

Outcomes Access: Team receives monthly data on discharge disposition, Foley catheter out within 24 hours, transfusion rates, and SSIs; weekly data HCAHPS; and data on physical therapy evaluations done day of surgery and ambulation 250'.

Shared Goals: Length of stay, discharge disposition, CAUTI prevention/Foley catheter out within 24 hours, transfusion rates, SSIs, physical therapy evaluations day of surgery, ambulation 250'.

Team Incentives: Staff receives recognition for quality, safety, and patient experience in various ways, but there are no team-level incentives.

Team Building Example(s): Entire team wears standardized uniform, all inter-professional team members participate in unit staff meetings and staff-led transforming care at the bedside meetings, and unit celebrations are open to all team members.

TEAM PERFORMANCE

Team Contributions to Improving Value and Enhancing Care

- Team of RNs, PCAs, PT/OT staff, case management, unit leadership, administration, marketing, pre-admission and OR staff, surgeons, dietary, laboratory, radiology, and transportation partners met bi-weekly to design an "ideal patient experience."
- At every step of the patient experience, safety, quality care and efficiency are a priority.
- Required pre-procedure education class for the patient and a "coach" sets expectations for each step of the experience including pain management options, physical therapy expectations, and post-discharge therapy options.
- Goal is to have post-discharge therapy scheduled prior to the procedure/admission.

Team Impact on Delivering Care that Reduces Patient Suffering

- Part of the goal in creating the "ideal patient experience," was to relieve patient anxiety of joint replacement process.
- Patients continually comment on the benefits of the pre-procedure education class.
- A program coordinator calls patient the night before the procedure to answer any last minute questions.
- On the day of admission, coordinator visits the patient in the pre-operative area. Family members are given a choice to wait in the surgical waiting area or to wait in the Joint Center room for surgeon follow-up.
- Every care team member has a goal of easing suffering related to lack of knowledge, anxiety, pain, etc. with every patient encounter.
- PT/OT and nursing/PCAs work together with ADLs, ambulation, and therapy.
- With the exception of medication administration, all aspects of care belong to all care givers. It takes the entire team to proactively anticipate patient needs and provide an exceptional level of safe, quality care.
- Sustained HCAHPS results of 99th percentile for each of eight domains for two consecutive years.

Outcome Highlights

PATIENT EXPERIENCE

Overall Patient Experience

- FY15 and FY16 composite HCAHPS score of 99th percentile
- All eight domains in the 98th or 99th percentile for each FY end

Patient Evaluation of Teamwork

- All eight domains of HCAHPS in the 98th or 99th percentile for each FY end

SAFETY, CLINICAL, OPERATIONAL, COST

Safety

- Fall prevention
 - FY15: Seven falls
 - FY16: One fall

Clinical Process

- Medical Power Plan Usage
- Acute Pain Medical Power Plan Usage

Clinical Outcomes

- CAUTI prevention bundle: Zero CAUTIs for two years
- Transfusion rates
- Surgical Site Infections for hips and knees: 0.01% in FY16

Operational

- Average Length of Stay
- Discharge Disposition

ENGAGEMENT

Overall Team Member Engagement

- FY16 Press Ganey engagement score of 4.92 (Tier 1)
- Action readiness score of 96%

Team Perception of Teamwork

- FY16 Press Ganey engagement score of 5.0 on “My work unit works well together”