

THE ORGANIZATION

Bed Size: 460

Number of Sites/Locations: Two hospitals; three clinical centers; 14 outpatient buildings; 13 satellite transplant clinics

Academic or Community: Academic

THE TEAM

Description: University of Texas Southwestern Medical Center (UTSW) Kidney/Liver Team

Multidisciplinary: Yes

Established: 2006

Care Setting: Hospital-based outpatient setting

Patients: Advanced chronic kidney disease, end-stage renal and liver failure, kidney transplant, liver transplant, and hepatobiliary surgery patients

TEAM STRUCTURE

Location: The team works together to care for patients as they transition in and out of William P. Clements Jr. University Hospital and into the UTSW Kidney/Liver Clinic.

Outcomes Access: Scientific Registry of Transplant Recipients data, CKD clinic data, patient charges, overtime costs, and Press Ganey results are reviewed monthly; Quality Assurance and Performance Improvement data is reviewed quarterly.

Shared Goals: Schedule patients within 14 days of referral, ensure at least 95% of patients leave clinic with next appointment scheduled, encourage timeliness of returning patient phone calls and resolving patient issues.

Team Incentives: Quality, safety, experience, and efficiency goals are part of each employee's annual review and impact each employee's merit raise. Monthly breakfast if Press Ganey overall scores greater than 95th percentile.

Team Building Example(s): Shared governance, "Owning the Business" initiative (i.e., all clinic and transplant staff work together to address patient experience issues), clinic and transplant staff developed bulletin board with team photos/roles.

TEAM PERFORMANCE

Team Contributions to Improving Value and Enhancing Care

- The Kidney/Liver Clinic at UTSW works together to improve the patient experience, ensure safety, and provide efficient care for patients.
- Team keeps patients informed about delays, explains the plan of care, and thanks them for choosing UTSW.
- Patient's next appointment is scheduled at check-out so that they leave knowing the date and time of their next follow-up.
- Improved workflow by having clinic nurse or transplant coordinator discharging the patient clean the rooms after all visits to avoid delaying care for the next patient. This reduced patient waiting times and overall movement through the visit.

Team Impact on Delivering Care that Reduces Patient Suffering

- Team focuses on decreasing suffering for each patient by reducing wait time in the clinic as well as completing transplant evaluation testing and expediting consultations to facilitate wait listing.
- Follow-up phone calls are made to patients by team members the next business day to ensure all questions are answered and that they understand their instructions.
- During follow-up calls, team confirms the date of their next clinic visit, that the patient was able to obtain prescriptions, and that they have business cards for the physician and clinic. These follow-up phone calls have decreased patient anxiety and confusion, and have improved satisfaction.
- To improve convenience and to provide cost savings to the patient, patients are given the option to have lab orders sent to locations closer to their home. There are thirteen satellite clinics throughout Texas where patients can meet with providers and social work.
- Team strives to group multiple appointments together in an effort to provide patient-centered care.

Outcome Highlights

PATIENT EXPERIENCE

Overall Patient Experience

- Press Ganey overall mean rank (compared to university-based sites) has been at the 95th percentile since January 2016; however, the last four months the team has been ranked at the 99th percentile.
- In the 4th quarter of 2013, the team's overall rank (compared to university-based sites) was at the 16th percentile. For the second quarter of 2016, the team's overall rank is at the 99th percentile.

Patient Evaluation of Teamwork

- Press Ganey mean rank score for "Staff worked together to care for you" (compared to university-based sites) has been at the 89th percentile since January 2016; however, the last five months the team has been ranked at the 95th percentile or higher—with two months being at the 99th percentile.
- The team receives many positive comments both from patients in the clinic and on surveys.

SAFETY, CLINICAL, OPERATIONAL, COST

Safety

- ABO verification by two health professionals prior to listing.
- Accurate entry of patient information.

Clinical Process

- Length of stay during admission for kidney transplant goal is 5 days.
- Length of stay during admission for liver transplant goal is 10 days.
- Goal is 100% for the Model for End-Stage Liver Disease (MELD) reporting and accuracy. The data entry is checked by two nurses (MELD scores ≥ 20 are verified within two hours and MELD scores <20 are verified the next business day.)
- Post-transplant utilizes a "next review" system to implement a dated review of labs results and clinical visits, ensuring all patients are within follow up protocol. Goal is 100% compliance.
- Ureteral stent placement is confirmed with the surgeon post-operative day one and documented in the patient's chart. This ensures communication to the team and timely scheduling of stent removal. Goal is 100% compliance.
- Immunosuppression is to be administered on the unit preoperatively. Goal is 100% compliance.

Clinical Outcomes

- Readmission rate within 30 days of transplant discharge goal is 30% or less for both kidney and liver transplant patients.
- Graft survival and patient survival at one year post-transplant. Goal is ratio (i.e., observed events/expected events) < 1 .

Operational

- Referral to listing in 60 days or less for kidney transplants and 30 days or less for liver transplants. Goal is 100%.

Cost to Patient

- Patient charge reconciliation is done daily to ensure charge accuracy.
- Visit-level charges are reviewed monthly for consistency as these charges could impact the out of pocket costs for patients.
- Length of stay and readmission rates are reviewed quarterly.
- For additional cost savings to the patient lab orders are sent to locations closer to patient's home. There are thirteen satellite clinics throughout Texas where patients can meet with providers and social work.

ENGAGEMENT

Overall Team Member Engagement

- Team meets regularly for "Owning the Business" meetings where team addresses issues that can improve patient care.

Team Perception of Teamwork

- The Kidney/Liver Clinic team perceives teamwork as vital to the success of patient outcomes and experience.
- Team strives to continuously identify ways to improve teamwork. For example, the team read *The 17 Essential Qualities of a Team Player* by John C. Maxwell and discussed how members could improve individually to elevate the team.