



Summary

Organization

BayCare Health System

Industry

Health Care

Business Problem

A variety of clinical and administrative issues

Methodology

Work-Out

Benefits/Results

- Improved clinical decision-making ability
- Additional revenue from patient collections
- Increased bed availability
- More effective photo-therapy training
- Improved early recognition of cardiac arrest symptoms
- Established ED quick registration process

BayCare Health System uses the results-oriented Work-Out methodology to solve a variety of problems across their nine-hospital system. Work-Out helps participants who are closest to the problem evaluate and implement solutions quickly, often in a single day. Below are a few of BayCare's many successful Work-Outs.

Decision Matrix for New Drug Therapies

St. Joseph's Hospital

Business Problem: The Outpatient Infusion Center at St. Joseph's noticed an increase in patient referrals for therapeutic drugs, as well as an increase in the introduction of new therapeutic drugs, such as autoimmune suppressant modulators. The center did not have a formal decision-making process that ensured consistent administration of these expensive therapies.

Work-Out Solution: In one day, the Work-Out team drafted a Decision Making Matrix that was equally weighted for service, outcome and cost indicators, all within an ethical context. The team also proposed a new Process Flow and an Action Plan for piloting the new process and matrix.

Benefit: In addition to an undetermined amount of cost avoidance, the Decision Making Matrix gave formal credence to a process that, prior to the Work-Out, was subjective and had no documentation or administrative support.

Inpatient Responsibility Collections

Morton Plant Hospital

Business Problem: When several insurance policies began to require additional financial responsibility from patients for inpatient stays, Morton Plant Hospital found that payment was sometimes difficult to collect from patients after discharge.

Work-Out Solution: Building on a similar project from another hospital, the Work-Out team developed a process to collect a larger portion of the patient's responsibility while the patient is

still in the hospital. The new process included upfront communication with patients about payment expectations during their stay, and convenient payment options that patients, or their families, can use prior to discharge.

Benefit: The improvements resulted in enhanced patient communication, and well-defined responsibilities for hospital staff in regard to payment collection. As a result, the hospital projects an average of \$150,000 per year that would have been difficult to collect otherwise.

Onsite Ambulance Coordinator Process

St. Joseph's Hospital

Business Problem: At St. Joseph's Hospital, adult patients who require ambulance transport from the hospital to other care facilities were transported late in the day and without priority. This caused long waits for beds in the hospital's Emergency Center, Post-Anesthesia Care Unit and critical care units.

Work-Out Solution: The Work-Out team formalized an Action Plan for an early transport process.

The plan called for an ambulance company employee to work onsite at the hospital and coordinate patient transfers. The team also revised the transport form and leveraged existing interdisciplinary bed briefing meetings, three times daily, to support the new process.

Benefit: Despite an increase in patient volumes, the number of early transfers (between 11 a.m. and 2 p.m.) increased by 18 percent in six weeks. This not only resulted in a corresponding increase in bed availability for the hospital, but also increased the accuracy of transfer paperwork and simplified communication between the ambulance company and its onsite representative.

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"When we first invited team members to be a part of the Work-Out, there were ambiguous feelings because some of them believed they had tried to solve the problem for years and nothing had worked. When we were done, 100 percent of the team members commented on what a great experience it was, and how refreshing it was that we took the bureaucracy out and put it in the hands of the workers to make a process that would work."

— Jolinda Schrag
BayCare Health System

Phototherapy Education at Home

BayCare HomeCare

Business Problem: When parents were asked to administer phototherapy at home to alleviate infant jaundice, many found that the training process was confusing. This resulted in frustration, and follow-up calls to both pediatricians and BayCare HomeCare personnel.

Work-Out Solution: A nine-person cross-functional team of clinicians, HomeCare and Durable Medical Equipment personnel gathered for a one-day Work-Out. The team devised several improvements to the "at-home" education process including the use of an instructional video tape, and a flashcard that parents could reference. But the most rewarding change came in the guise of a teddy bear, which the DME delivery driver could use to demonstrate proper use of the phototherapy equipment.

Benefit: The "BayCare Bear" eliminated most follow-up questions from parents, and became the standard training method for all phototherapy cases. In addition, BayCare lets families keep the bear as a token of good will.



The BayCare Bear serves as a baby "stand-in" to help parents understand how to administer phototherapy.

Rapid Response Team

St. Anthony's Hospital

Business Problem: Failure to properly identify an inpatient's deteriorating condition often leads to a Code Blue situation. As part of a nationwide campaign to detect early symptoms of cardiac arrest, St. Anthony's Hospital commissioned a Work-Out project to design a Rapid Response Team. The RRT would be called upon to help bedside nurses assess a patient's condition, and communicate to physicians in an effort to prevent patients from reaching Code Blue status.

Work-Out Solution: The Work-Out team developed a Rapid Response Team policy. It specified the clinical indicators that should trigger a nurse or other staff member to assemble the RRT. The policy also detailed team members' roles and responsibilities, the best way to notify the team, and the metrics to be used to track the impact of the RRT.

Benefit: Although the number of floor codes varies each month, the Rapid Response Team succeeded in improving patient care, as evidenced by a 97 percent decrease in floor codes per 1000 patient days. In addition, the number of patients with multiple codes decreased by at least two-thirds.

ED Patient Registration Process

Morton Plant Hospital

Business Problem: Emergency Department patients at Morton Plant Hospital often experienced long waits because ED nurses were responsible for both registering and triaging patients. This "double-duty" caused a bottleneck in the process flow that impacted customer and employee satisfaction.

Work-Out Solution: A Work-Out team met for one day to improve the flow of patients through the ED. First, the team pared down the questions asked during registration. By asking only five demographic and insurance-related questions, the team was able to shift patient registration to non-clinical ED staff instead of nurses. Second, the team designed a patient information packet with contact and discharge information that patients took with them throughout the ED. Having this information readily available to ED staff further streamlined the process flow.

Benefit: Both patients and employees have been more satisfied with the ED patient flow, and the solution has been implemented throughout the BayCare system.