Use of Transformational Leadership in Creating & Implementing a Clinical Coordinator Role

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&
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What has been happening in Healthcare??

Organization

- Demands are intensifying
  - Control costs
  - Sustain/improve quality of care
  - Higher acuity/more complex medical problems

- VBP/Pay for Performance
  - LOS
  - Hospital Readmissions
  - Patient Satisfaction
What has been happening in Healthcare??

Nursing Perspective:

- Higher acuteness patients
  - Multiple co-morbidities
  - More medications
  - Longer life expectancy
- Increased responsibilities
  - Failure to rescue
  - Anticipate problems
- Increased interruptions
  - Everyone needs the nurse

Across the department, improvement opportunities were identified relating to deficits in the coordination of care.
What’s in the Name??

Bender, Connelly, Glaser and Brown, 2012; Chisari, 2013; Erickson, Ditomassi, & Adams, 2012; Hajewski & Shirey, 2014; Pruitt & Sportman, 2013;
History and Evolution of the Role

- **IOM (2010)** nurses should be playing a key role in these changes
  
- **ANA (2011)** care coordination highlighted as a key tool in improving patient health, satisfaction, and controlling costs

**Literature:**

- SR of 21 Randomized Control Trials highlighting transitional care interventions, included content related to coordination of care of the patient from the hospital to discharge and the inclusion of noted improvements in decreasing readmission rates (Naylor et al. 2011)

- RCT highlighted the implementation of a nursing role focused on coordination of care and the discharge process and follow up aimed to improve patient satisfaction practice, decrease hospital length of stay, hospital readmissions, and poor outcomes (Robles et al. 2011)

- March of 2012, Massachusetts General implemented Attending Nurse into 12 of their 41 inpatient units, advance standardized processes, improved workflow, reduce costs, improve quality. Early results: 5% increase in LOS 3% decrease in readmission, pt. sat scores increased at more than double the rate of other like units (Chisari, 2013)
More Evidence....

- Nursing roles focused on care coordination beneficial additions to patient care practice model
- Acute care environment is highlighted as an areas of much need for improvement
- Measurable benefits include quality measures:
  - Patient satisfaction (efficiency, communication and follow-up care)
  - Staff satisfaction
  - Hospital readmissions
  - Length of stay

Bender, Connelly, Erickson, Ditomassi, & Adams, 2012; Hajewski & Shirey, 2014; Glaser, & Brown, 2012; Pruitt & Sportsman, 2013
Clinical Coordinator Program Formation

- After lit review and many conference calls to Mass General and several other institutions...
- 3 Medical/Surgical Units were selected
  - Since have had several more phases of implementation
  - Total of 9 units as of 11/15
- Clinical Coordinator Interest Form
- Selection/Union approval
- Developed Education Days
Responsibilities:

- Consistent point of contact for pt. & family
- Facilitates comprehensive care plan
- Assures progress towards goals
- Identifies & uses best practice to promote family and pt. focused care
- Supports educational needs
- Coordinates & participates interdisciplinary rounds
- Facilitates barriers to plan of care
- Communicates plan of care to care team
Clinical Coordinator Role Guidelines

- Assigned for a specific time period by NM/designee
- Clinical knowledge, leadership skills, emotional intelligence

**Core Competencies:**
- Effective Communication Skills
- Organization & Priority Setting
- Effective at Teambuilding & Collaborating
- Resiliency
- Clinical Competence
- Critical Thinking Skills
- High Emotional Intelligence
Education Days

Clinical Coordinator Orientation
Day One
September 29, 2014
Biomedical Research Tower
Room 130

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30am-7:30am</td>
<td>Breakfast &amp; Introductions</td>
<td>Jackie Beck</td>
</tr>
<tr>
<td>7:30am-8:30am</td>
<td>Clinical Coordinator Role: History, Evidence, Reason for Implementation</td>
<td>Debbie Francis</td>
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<tr>
<td>8:30am-9:30am</td>
<td>Role Expectations Unit Breakout Sessions</td>
<td>Kim Brown</td>
</tr>
<tr>
<td>9:30am-10:45am</td>
<td>Break</td>
<td></td>
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<tr>
<td>10:45am-11:30am</td>
<td>Video Scenarios Highlighting Role Necessity</td>
<td>Kim &amp; Debbie</td>
</tr>
<tr>
<td>10:30am-11:30am</td>
<td>A Day in the Life</td>
<td>Debbie</td>
</tr>
<tr>
<td>11:30am-12:00pm</td>
<td>Ross Clinical Coordinator</td>
<td>Okema</td>
</tr>
<tr>
<td>12:00pm-1:00pm</td>
<td>Lunch</td>
<td></td>
</tr>
<tr>
<td>1:30pm-2:00pm</td>
<td>Myers-Briggs: How to Influence People</td>
<td>Tamara Tandy</td>
</tr>
<tr>
<td>2:00pm-3:30pm</td>
<td>Wrap up Reflection</td>
<td>All</td>
</tr>
</tbody>
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Clinical Coordinator Orientation
Day Two
September 30, 2014
Biomedical Research Tower
Room 130

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Presenter</th>
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<tbody>
<tr>
<td>7:00am-7:30am</td>
<td>Breakfast &amp; Introductions</td>
<td>All</td>
</tr>
<tr>
<td>7:30am-8:30am</td>
<td>Minimog Guidelines</td>
<td>Sara Wagner</td>
</tr>
<tr>
<td>9:00am-10:00am</td>
<td>Quality Data</td>
<td>Debbie &amp; Kim</td>
</tr>
<tr>
<td>10:00am-10:15am</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>10:15am-11:15pm</td>
<td>Gino’s Presentation Massachusetts General</td>
<td></td>
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<tr>
<td>11:15am-12:15pm</td>
<td>Lunch</td>
<td></td>
</tr>
<tr>
<td>12:15pm-2:15pm</td>
<td>5 Imporatntos to change SCARF Model</td>
<td>Tamara Tandy</td>
</tr>
<tr>
<td>2:15pm-2:30pm</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>2:30pm-3:30pm</td>
<td>Role Clarification: Case Management Social Worker Charge RN Supervisor Wrap up</td>
<td>All</td>
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THE OHIO STATE UNIVERSITY
WEXNER MEDICAL CENTER
Overall Measurements of Success

- Patient satisfaction:

<table>
<thead>
<tr>
<th>Nursing Communication</th>
<th>During this hospital stay, how often did nurses explain things in a way you could understand?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>During this hospital stay, how often did nurses listen carefully to you?</td>
</tr>
<tr>
<td></td>
<td>During this hospital stay, how often did nurses treat you with courtesy and respect?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Doctor Communication</th>
<th>During this hospital stay, how often did doctors explain things in a way you could understand?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>During this hospital stay, how often did doctors listen carefully to you?</td>
</tr>
<tr>
<td></td>
<td>During this hospital stay, how often did doctors treat you with courtesy and respect?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Communication Related to Medication</th>
<th>Before giving you any new medicine, how often did hospital staff describe possible side effects in a way you could understand?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Before giving you any new medicine, how often did hospital staff tell you what the medicine was for?</td>
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</table>

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<thead>
<tr>
<th>Transition of Care</th>
<th>During this hospital stay, staff took my preferences and those of my family or caregiver into account in deciding what my healthcare needs would be when I left.</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>When I left the hospital, I had a good understanding of the things I was responsible for in managing my health.</td>
</tr>
<tr>
<td></td>
<td>When I left the hospital, I clearly understood the purpose for taking each of my medications.</td>
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</table>

- Patient length of stay
- Patient re-admission

Like to capture staff satisfaction in future
Keeping the momentum going....

- Weekly lunch meetings: Fridays at noon
- Visits to units
- Monthly meeting with senior leadership (first 6 months)
- Social Work & Case Management Meetings and f/u
- Open to unit individuality (rounding, hours, areas of focus)
Preliminary Outcomes: End of May 2015
Data

- All three units are >100% productivity
- All three units have a higher gain from operations than budgeted
- As a group, there was a 2.7% increase in overall patient satisfaction

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Pre Intervention</th>
<th>Change 10/14-5/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>65.8%</td>
<td>2.7%</td>
</tr>
<tr>
<td>Doctor Communication</td>
<td>73.7</td>
<td>4.1%</td>
</tr>
<tr>
<td>Nursing Communication</td>
<td>77.4%</td>
<td>1.4%</td>
</tr>
<tr>
<td>Discharge</td>
<td>83.8%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Transitions</td>
<td>52.1%</td>
<td>6.0%</td>
</tr>
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</table>
Preliminary Outcomes: End of May Data

- Readmission rates for the units are declining as shown below:
Preliminary Outcomes: End of May Data

- Length of Stay for 3 Units
Anecdotal Feedback and Improvements

All positive from:

- Provider groups/ Staff nurses/ Unit, Department, and Organizational Leadership/
  Patients

Examples:

- Patient discharge phone call feedback, patient calls & notes to units
- Contact with pt./families coming to the unit (step down/ICU), ED
- Increase in MD/RN rounding
- Pt. advocate (service not seeing pt. for several days)
- Coordination of DC pain management plan
- Facilitation of delays (MRI, PICC placement, Complex education)
- Increased efficiency of DC time on some units (urology: foleys out in am rounds)
- Go between consultative services (Derm/plastics)
- Looking at acuity on Hepatology unit
- Role delineation/clarification
- Clarifying and fixing duplicate, confusing, outdated orders
Quotes by Patients, Staff & Physicians:

• “I wish there was a clinical coordinator on every unit where I had patients. It really helps the whole team to be on the same page” Physician

• “As a bedside nurse, it is great to have them as a resource for tough issues so that I can focus on the patient, knowing that issue is being worked out” Staff Nurse

• “I feel like everybody knows what’s going on with me” Patient

• “It really makes a positive impact to have a clinical coordinator with the team on rounds” Case Management
What’s to come.....

- Expand to OSU East in 2016
- Use of a Clinical Nurse Leader role in the Clinical Coordinator role
- Quality, consultative, ambulatory collaboration
- Process improvement on going....
References


