Multidisciplinary Team Approach to Improve Throughput and Patient Experience

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Background
- The delayed discharges in healthcare settings can impact the delivery of safe patient care, patient satisfaction, hospital and Emergency room throughput.
- Discharge delays caused by barriers like communication and coordination of care are a global health care problem.
- Efficient throughput processes are a vital part of providing cost effective, safe quality care.

Local Problem
- West 4, an Ortho and Trauma unit, identified the need to safely discharge patients in an earlier time to avoid delays and overcrowding in recovery and emergency rooms.
- Patient experience was affected due to delay in getting beds for ED and PACU patients.
- Goal is to discharge 25% of patients before noon.

Methods
- Setting: 32 bedded Ortho Trauma Surgical unit at a 273-bed suburban community medical center in Midwest.
- Sample: West 4 patients.
- Interventions:
  - The implementation of the Throughput Rounds began in Q1 of 2022 with an initial meeting among the stakeholders: nursing, case management, social work, nurse manager, physical and occupational therapists, and physician advisor to identify discharge barriers and opportunities.
  - Capacity huddle at 0300, 0810 and at 1330 to identify discharge barriers and to expedite pending tests/procedures.
  - Throughput rounds at 0900 on Weekdays with Multidisciplinary team to facilitate early discharges.
  - Leader Rounding by using cipher I-pad.
  - Quarter back Initiative by shared governance to partner with physicians to round with nurses.
  - Physicians entering Estimated discharge date in Epic.
  - Education was provided to all the staff to cover all the key elements of Throughput Rounds.
  - The quality department monitored the pre noon discharge data.

Results
- The implementation of Throughput Rounds was successful in improving pre noon discharges in West 4.
- Pre-Noon discharge result is shown in figure 2.
- Patient Experience results are shown in figure 3 and 4.

Conclusions
- Pre-noon discharge percentage improved compared to 4Q 2021.
- Significant improvement in patient experience score for 3Q 2022 compared to Q1 AND Q2 2022.
- Received great support and collaboration from Multidisciplinary team.
- A targeted intervention can significantly improve early discharges. Reinforcement is needed for these gains to be sustainable.

Implications for Practice
- Promoted interdisciplinary relationship and communication among Multidisciplinary team.
- Improved patient experience : West 4 met patient experience goal for 3Q 2022.
- Early discharges can positively impact patient experience and throughput. Recommend to include ED patient’s left without seen and PACU bed wait times in future studies.

References:

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