



The influential voice of Nebraska's hospitals

Quality Residency Capstone

Crete Area Medical Center

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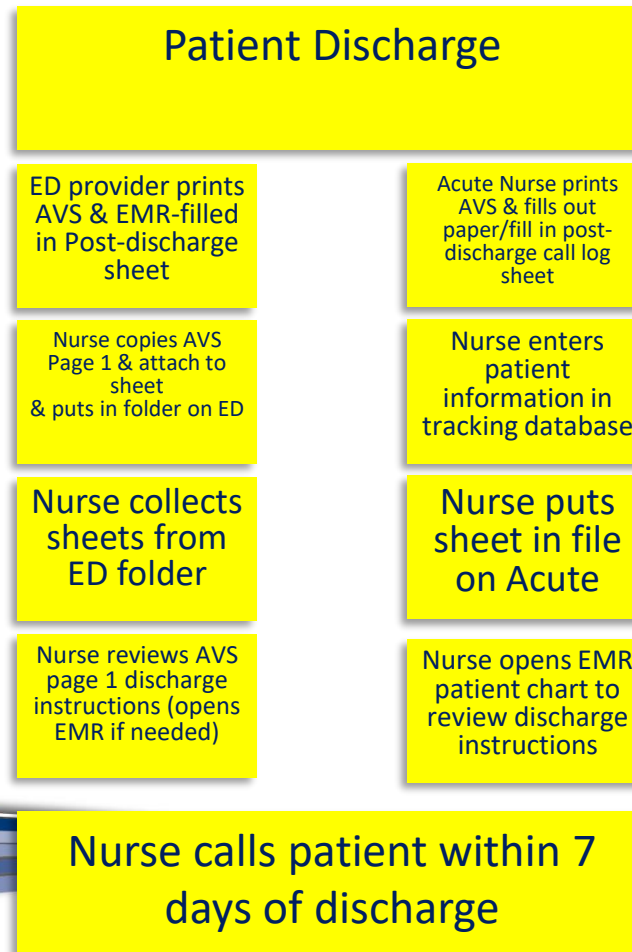
October 3, 2022

Background

- 15 bed Critical Access Hospital with 5 Emergency rooms
- Post-discharge telephone calls were to be completed by Acute and ED nurses within 7 days of discharge for ED, Inpatient, Observation, and Postpartum patients that were discharged to home
 - Large stacks of incomplete questionnaires
 - Low percentage of calls attempted
- Post-discharge call sheets with redundant questions
 - ED had 1 page with 10 questions
 - Acute (MedSurg & Postpartum) had 2 pages with 9 questions

Background - Process Map

Discharge through First call attempt



Background - Process Map

First call attempt to completion

Nurse calls patient within 7 days of discharge

Patient Answers

ED sheet –
Patient asked
9 questions

Call result
(reached)
charted in EMR

Acute sheet –
patient asked
12 questions

Call result
(reached) charted
in database on
shared drive

Patient not reached

Attempt info written on sheet
& sheet returned to ED folder
or Acute pile

Nurse makes total of 3 call
attempt within 7 days of
discharge

ED sheet –
Call result (unable
to contact)
charted in EMR

Acute Sheet –
Call result (unable to
contact) charted in
database on shared
drive

Telephone number invalid

ED sheet –
Call result (unable to
contact - # problem)
charted in EMR

Acute Sheet –
Call result (unable to
contact - # problem)
charted in database
on shared drive

Team

- Quality and Health Services Coordinators
- Chief Nursing Officer
- Acute Care Manager
- Acute & ED Nurses
- Paramedics

AIM Statement

- To increase the percentage of post-discharge calls attempted to 90% for all ED, MedSurg, and Postpartum patients discharged home by July 1, 2023.

Measures

- Establishing Measures
 - Percentage of post-discharge calls attempted
 - Timing of post-discharge call attempts
 - Baseline data required 3 attempts in 7 days
 - Initial change data required 1 attempt within 48 hours and second attempt within 5 days
 - Final change data required 2 attempts within 48 hours of discharge
 - Percentage of patients reached by post-discharge call
 - Percentage of patients unreached and unattempted
 - Percentage of discharged call logs recorded in computer and on paper

Selecting Changes

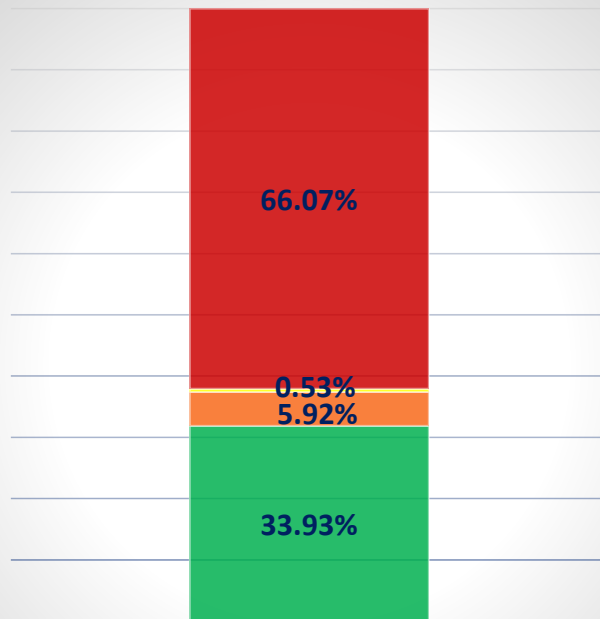
- Staff Training
 - Research findings – why & when to do phone calls
 - Helping patients with questions/referrals – Triage book, transferring calls, community resources, documentation in EMR
- Scripted Questionnaire/Call Log rewritten
 - Scripted Questionnaire was rewritten to be short & concise based on probable patient needs as determined by research & regulations
- Limit call attempts (number and time frame)
 - Initially 1 attempt within 48 hours of discharge and second attempt within 5 days
 - Final goal of 2 attempts within 48 hours of discharge
- All nurses and paramedics assigned calls by charge nurse every day
- Responsibility for all units shared equally with all units

PDSA

- Plan
 - Researched journal articles & studies
 - Surveyed staff for barriers and suggestions
 - Scripted Questionnaire updated
 - Acquired Baseline data
 - Database to track attempts and results developed
 - Changes implemented in stages over 5 weeks

Baseline Measures

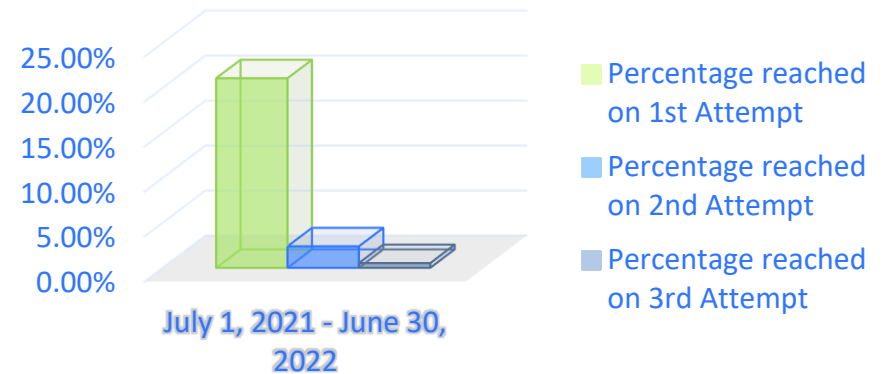
Percentage of Discharged to Home patients calls attempted



JULY 1, 2021 - JUNE 30, 2022

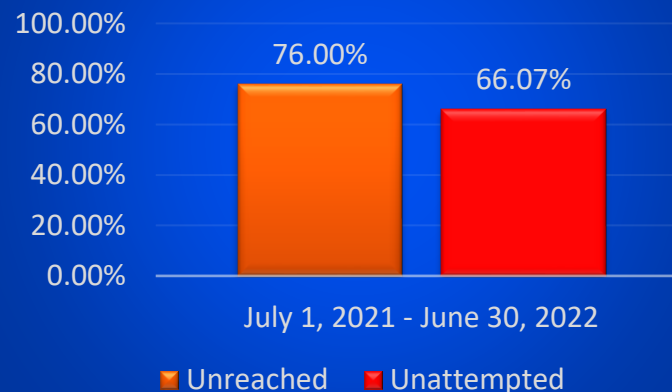
- Percentage Unattempted
- Percentage 3rd Call Attempted
- Percentage 2nd Call Attempted
- Percentage 1st Call Attempted

Percentage of patients reached by attempt



July 1, 2021 - June 30, 2022

Percentage of Patient Unreached vs Unattempted



July 1, 2021 - June 30, 2022

- Unreached
- Unattempted

PDSA

- Do
 - Tracking Database with weekly tracking implemented 7/1
 - Staff Training
 - Acute/ED/Postpartum Nurses presentation 7/5
 - Paramedic Meeting presentation 7/19
 - Print-outs of education topics identified supplied 7/20
 - Acute/ED/Postpartum Nurses feedback 8/2
 - Limited number of attempts implemented 7/20
 - Established times to call implemented 7/20
 - Updated Phone Call Scripts/Call Log implemented 7/20
 - Updates/edits made per feedback – 7/21-8/3
 - Charge nurse assignments implemented 8/2
 - Two call attempts within 48 hours implemented 8/12

PDSA

- Study
 - Will track the post-discharge telephone call attempts using tracking excel database
 - Will update/edit Phone Call Script/Call Log per feedback

PDSA

- Act
 - Nurses & Paramedics attempting post-discharge telephone calls daily
 - Patient needs addressed by appropriate department(s)
 - Quick reference sheets available to nurses/paramedics

Implementing Change

- Tracking Database with weekly tracking
- Limited number of attempts
- Established times to call
 - Times of day
 - Time since discharge
- Staff Training
- Quick-reference sheets
- Updated Phone Call Scripts/Call Log
- Charge nurse assignments

Phone Call Scripts



POST DISCHARGE PHONE CALL LOG

Patient Sticker

Patient Name: _____

MRN: _____ CSN: _____

HAR: _____ DOB (Age): _____ ()

Guardian/Parent/Spouse: _____

Discharge Date: _____

Phone #: _____

Diagnosis: _____

Preferred Language: ☐ English ☐ Spanish

☐ Other _____

☐ ED ☐ Inpatient ☐ Observation ☐ SNF

Attempts to Contact:

Date: _____ Time: _____ Initial _____ ☐ No Answer ☐ Left Message ☐ Other _____ ☐ Completed

Date: _____ Time: _____ Initial _____ ☐ No Answer ☐ Left Message ☐ Other _____ ☐ Completed

- Introduction: My name is _____ I am a nurse/paramedic calling from Crete Area Medical Center Hospital/ER. We want to check how you are doing after your recent visit. Is this a good time?
- Have your symptoms improved? ☐ NA ☐ Yes ☐ No (review d/c instructions; Triage Book)
 - If not, how are you managing your symptoms? ☐ Medication ☐ Heat/Ice ☐ Elevation ☐ Other _____
- Have you filled your prescription(s)? ☐ NA ☐ Yes ☐ No (Reason: _____)
 - If cannot afford: (Recommend discount program; request alternative from PCP/ED Provider)
- Has your follow-up appointment with your doctor been scheduled? ☐ NA ☐ Yes ☐ No
 - If your doctor is at our clinic, would you like me to transfer you to scheduling? (xfer to 798a/Spanish-790a)
 - Alternative: "I'm sorry, I don't see open appointment times. Can I have someone from scheduling call you back?" ☐ Yes (Message to Scheduling) ☐ No
- Do you have any questions regarding your discharge instructions? ☐ Yes (review) ☐ No
- What other questions can I help you with?

Signature of caller _____ / _____ / _____

Date Time

Follow-up Actions: ☐ Message to Clinic/PCP ☐ Message to Scheduling

☐ Service Recovery/Complaints (Enter BSafe/Message to leader)

Thank you for your concerns. I apologize. I will follow up with our manager. Would you like someone to call you back? ☐ Yes ☐ No

Comments: _____



MOM & BABY POST DISCHARGE PHONE CALL LOG

Mom Sticker

Patient Name: _____

MRN: _____ CSN: _____

HAR: _____ DOB (Age): _____ ()

Baby Sticker

Patient Name: _____

MRN: _____ CSN: _____

HAR: _____ DOB (Age): _____ ()

Guardian/Parent/Spouse: _____

Discharge Date: _____

Phone #: _____

Preferred Language: ☐ English ☐ Spanish

☐ Other _____

☐ Vaginal ☐ C-section

Baby: ☐ Girl ☐ Boy (☐ Circ)

Feeding: ☐ Breast ☐ Formula ☐ Both

Complication: ☐ Bleeding ☐ Pain ☐ _____

Attempts to Contact:

Date: _____ Time: _____ Initial _____ ☐ No Answer ☐ Left Message ☐ Other _____ ☐ Completed

Date: _____ Time: _____ Initial _____ ☐ No Answer ☐ Left Message ☐ Other _____ ☐ Completed

- Introduction: My name is _____ I am a nurse/paramedic calling from Crete Area Medical Center Hospital/ER. We want to check how you are doing after your recent visit. Is this a good time?
- If complications: Have your symptoms improved? ☐ Yes ☐ No (review d/c instructions; Triage Book)
 - If not, how are you managing your symptoms? ☐ Medication ☐ Heat/Ice ☐ Elevation ☐ Other _____
- Has feeding (breast/bottle/both) been going well? ☐ NA ☐ Yes ☐ No
 - If no: Would you like to see our Lactation Consultant in our clinic? ☐ Yes (xfer to 798a/Spanish-790a) ☐ No (OB/Gyn Triage Book; refer to Sixpence, Milkworks)
- Does your baby sleep Alone, on his/her Back, in a Crib or bassinet? ☐ NA ☐ Yes ☐ No (review)
- Before you went home from the hospital, did you learn about Abusive Head Trauma commonly known as Shaken Baby Syndrome? ☐ Yes ☐ No (review; dontshake.org)
- Did you receive information on the CRYing Plan? ☐ Yes ☐ No (review)
 - Do you have the CRYing Plan ready to use for when you are feeling frustrated with your baby's crying? ☐ Yes ☐ No (review)
- Do you have any questions regarding your discharge instructions? ☐ Yes (review) ☐ No
- What other questions can I help you with?

Signature of caller _____ / _____ / _____

Date Time

Follow-up Actions: ☐ Message to Clinic/PCP ☐ Message to Scheduling

☐ Service Recovery/Complaints (Enter BSafe/Message to leader)

Thank you for your concerns. I apologize. I will follow up with our manager. Would you like someone to call you back? ☐ Yes ☐ No

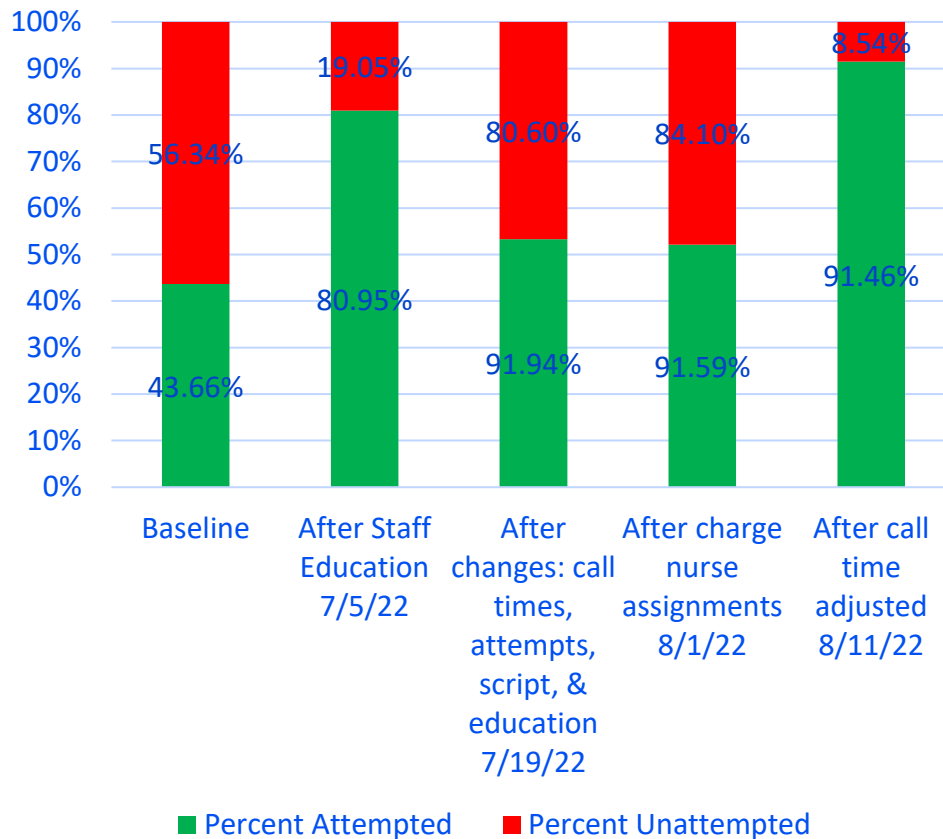
Comments: _____

Data

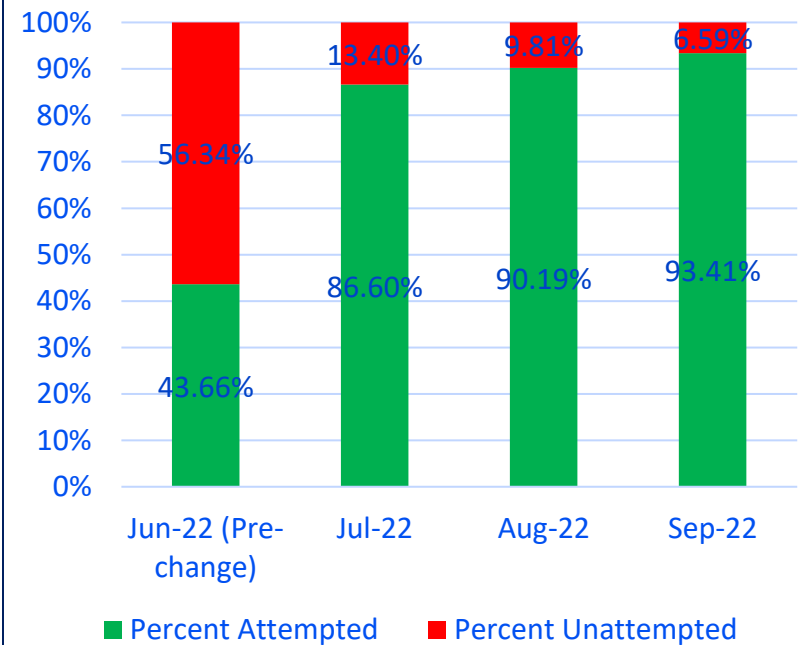
- Percentage of first post-discharge call attempts within 48 hours of discharge
- Percentage of second post-discharge call attempts within 5 days of discharge
 - Changed to 48 hours
- Percentage of patients reached by post-discharge phone call
- Percentage of call log papers returned to be counted
- Percentage of call logs charted

Progress Data Attempted calls

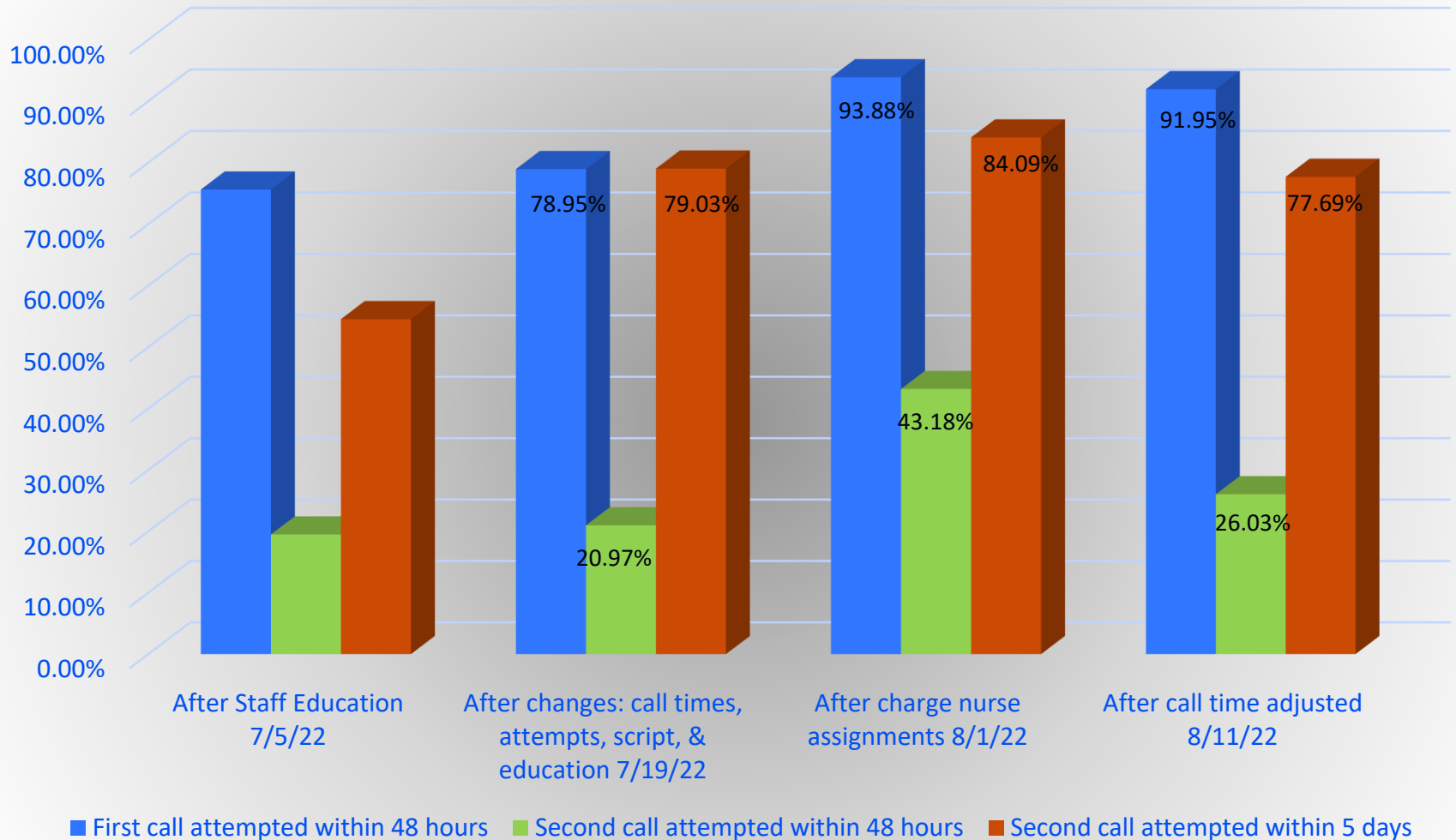
Differences post change
implementation



Differences by month

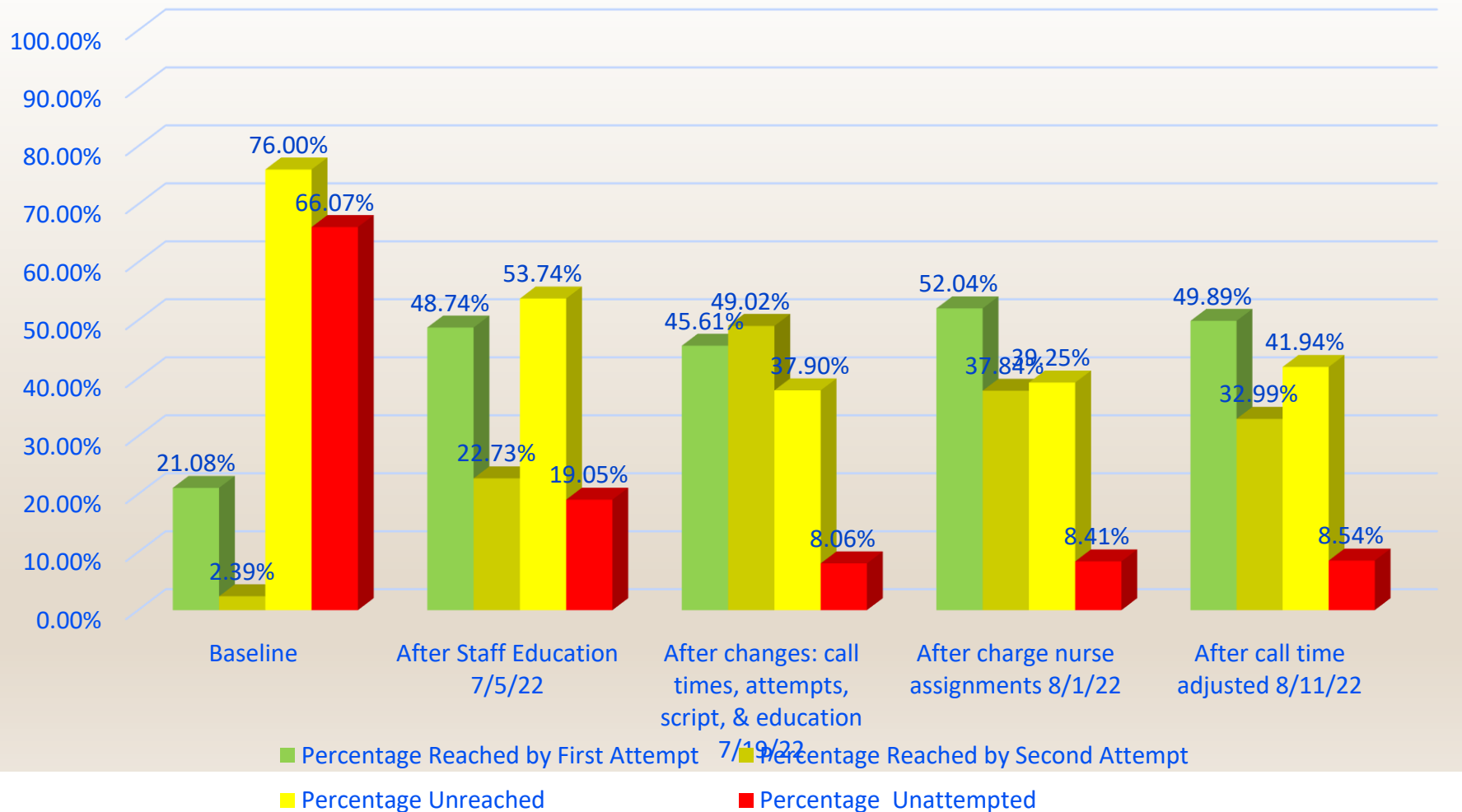


Progress Data Time of Calls



Progress Data

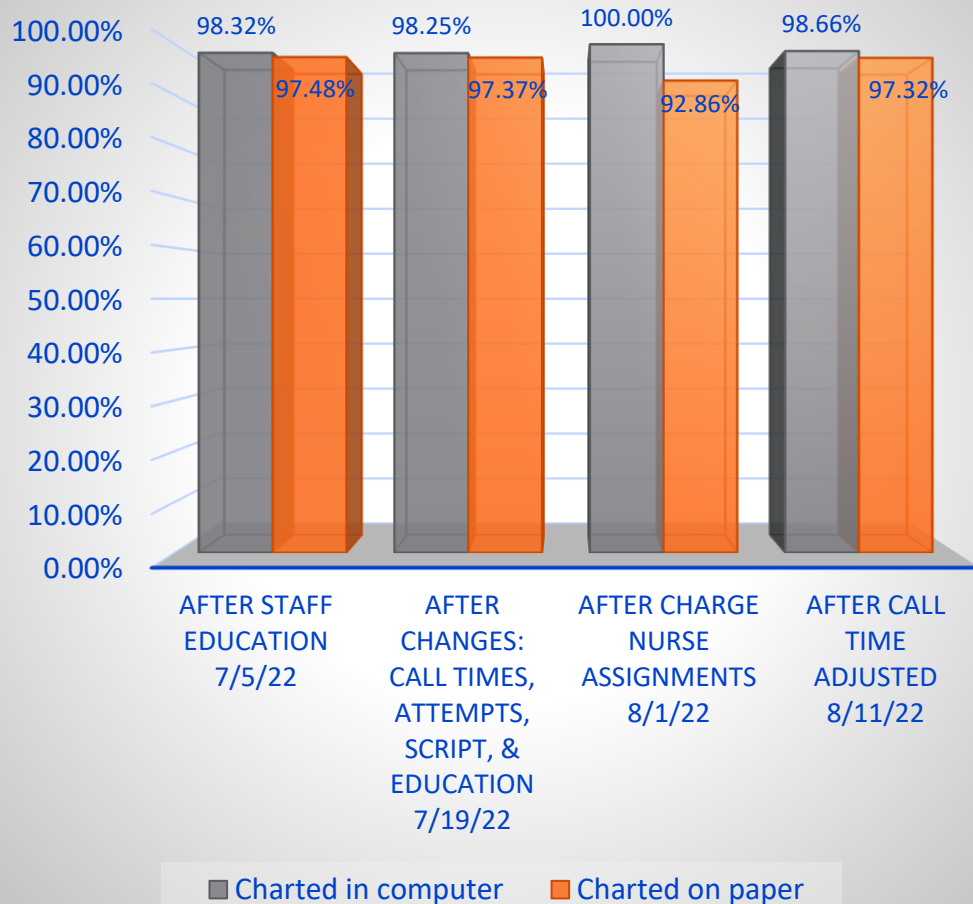
Patients Reached



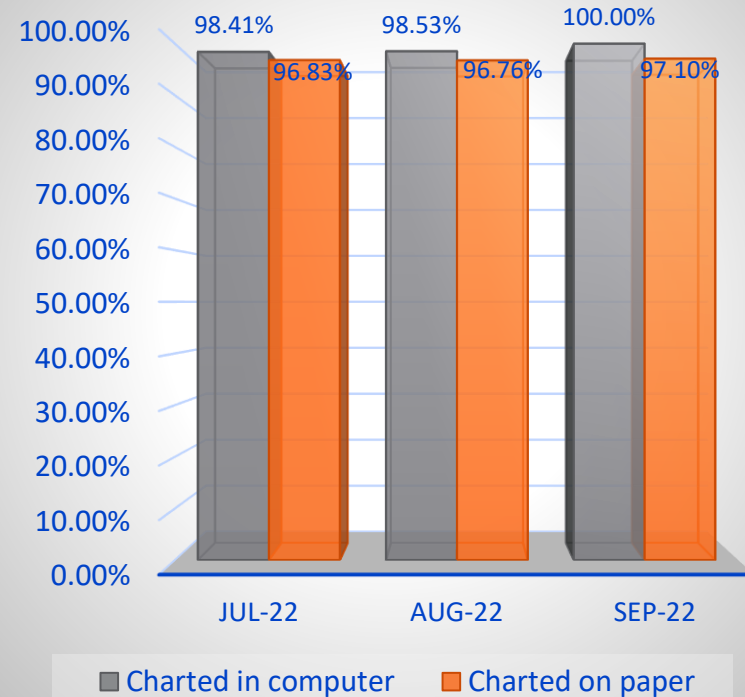
Progress Data

Charting Method

Charting post changes



Charting post changes



Progress Data - Process Map



Discharge to first call attempt

Patient Discharge

ED provider prints
AVS & EMR-filled in
Post-discharge sheet

Acute Nurse prints AVS &
fills out paper/fill in post-
discharge call log sheet

Nurse enters patient
information in tracking
database & puts sheet in file
on Acute

Nurse/paramedic copies AVS Page 1 & attach to sheet
& puts in folder on ED

Charge Nurse collects sheets from ED folder & Acute file

Charge nurse assigns each nurse/paramedic on shift sheets to call

Nurse review discharge instructions from copy of AVS first page & EMR if
needed

Nurse/paramedic calls patient next day

First Call attempt to completion

Patient
Answers

ED &
MedSurg
sheet –
Patient
asked 6
questions

Postpartu
m sheet –
patient
asked 8
questions

ED patient -
Call result
(reached)
charted in
EMR

Acute patient -
Call result
(reached)
charted in
database on
shared drive

Patient not
reached

Attempt
info
written
on sheet

ED sheet –
Call result
(unable to
contact)
charted in
EMR

Acute Sheet –
Call result
(unable to
contact)
charted in
database on
shared drive

Telephone
number
invalid

ED sheet –
Call result
(unable to
contact - #
problem)
charted in EMR

Acute Sheet –
Call result
(unable to
contact - #
problem)
charted in
database on
shared drive

Sheet returned
to file to be
called again

Nurse/paramedic
makes total of 2 call
attempt within 2 days
of discharge

Spreading Changes

- Continued focus on maintaining improvement
- EMR system generated reports to list patients to be called and increase ease of documentation
- Script/Call Log integration into EMR system for electronic charting of discharge follow-up

Phone Call Scripts

Auto filled by EMR

POST DISCHARGE PHONE CALL LOG

Name: **PATIENT NAME**

MRN: 00000000

Date of Birth: 00/00/0000 (AGE)

CMS: 0000000000

Department: CAMC Emergency/Acute

Class: Inpatient/Observation/Emergency

Discharge Date: 00/00/00 (Today's Date)

Relationship: Patient contact (from Demographics)

Phone #: 000-000-0000

Preferred Language: LANGUAGE (from Demographics)

Diagnosis: DIAGNOSIS (from AVS)

(DIAGNOSIS continued if needed)

1. Introduction: My name is _____, I am a nurse/paramedic calling from Crete Area Medical Center Hospital/ER. We want to check how you are doing after your recent visit. Is this a good time?
2. Has your **CHIEF COMPLAINT** improved? ☐ NA ☐ Yes ☐ No (review d/c instructions; Triage Book)
a. If not, how are you managing your symptoms? ☐ Medication ☐ Heat/Ice ☐ Elevation ☐ Other
Comments: _____
3. Have you filled your prescription for **DISCHARGE MED RX**? ☐ NA ☐ Yes ☐ No (Reason: _____)
a. If cannot afford: (Recommend discount program; request alternative from PCP/ED Provider)
Comments: _____
4. **FOLLOW UP RECOMMENDED**
Has your follow-up appointment been scheduled? ☐ NA ☐ Yes ☐ No
Have you gone to your follow up appointment? ☐ NA (review recommendation) ☐ Yes ☐ No
a. If your doctor is at our clinic, would you like me to transfer you to scheduling? (xfer to 7980/Spanish-7901)
b. Alternative: "I'm sorry, I don't see open appointment times. Can I have someone from scheduling call you back?" ☐ Yes (Message to Scheduling) ☐ No
Comments: _____
5. Do you have any questions regarding your discharge instructions? ☐ Yes (review) ☐ No
Discharge Instructions: **DISCHARGE INSTRUCTIONS** (from AVS - English only)
Comments: _____
6. What other questions can I help you with?
Comments: _____

_____/_____/_____
Signature of caller Date Time

Attempts to Contact:

Date: _____ Time: _____ Initial _____ ☐ No Answer ☐ Left Message ☐ Other _____ ☐ Charted
Date: _____ Time: _____ Initial _____ ☐ No Answer ☐ Left Message ☐ Other _____ ☐ Charted

Follow-up Actions: ☐ Message to Clinic/PCP ☐ Message to Scheduling

☐ **Service Recovery/Complaints (Enter BSafe/Message to leader)**

Thank you for your concerns. I apologize. I will follow up with our manager.

Would you like someone to call you back? ☐ Yes ☐ No

Comments: _____

MOM & BABY POST DISCHARGE PHONE CALL LOG

Name: **PATIENT NAME**

MRN: 00000000

Date of Birth: 00/00/0000

CMS: 0000000000

Baby Gender: FEMALE/MALE

Baby DOB: 00/00/0000

Discharge Date: 00/00/00 (Today's Date)

Relationship: Patient contact (from Demographics)

Preferred Language: LANGUAGE

Phone #: 000-000-0000

Birth: VAGINAL/CESAREAN (from delivery summary)

Mom's Follow-up: FOLLOW UP (from AVS)

Baby's Follow-up: FOLLOW UP (from AVS)

1. Introduction: My name is _____, I am a nurse/paramedic calling from Crete Area Medical Center Hospital/ER. We want to check how you are doing after your recent visit. Is this a good time?
2. Complications: **DIAGNOSIS**
Circ: YES/NO (CIRCUMCISION Dx on baby)
Have your symptoms improved? ☐ Yes ☐ No (review d/c instructions; Triage Book)
a. If not, how are you managing your symptoms? ☐ Medication ☐ Heat/Ice ☐ Elevation ☐ Other
Comments: _____
3. Feeding: **BREAST/BOTTLE/BOTH** (from OBSTRIK)
Has feeding (breast/bottle/both) been going well? ☐ NA ☐ Yes ☐ No
a. If no: Would you like to see our Lactation Consultant in our clinic? ☐ Yes (xfer to 7980/Spanish-7901) ☐ No (OB/Gyn Triage Book; refer to Sixpence, Milkworks)
Comments: _____
4. Does your baby sleep Alone, on his/her Back, in a Crib or bassinet? ☐ NA ☐ Yes ☐ No (review)
Comments: _____
5. Before you went home from the hospital, did you learn about Abusive Head Trauma commonly known as Shaken Baby Syndrome? ☐ Yes ☐ No (review; dontshake.org)
6. Did you receive information on the CRYing Plan? ☐ Yes ☐ No (review)
a. Do you have the CRYing Plan ready to use for when you are feeling frustrated with your baby's crying? ☐ Yes ☐ No (review)
7. Do you have any questions regarding your discharge instructions? ☐ Yes (review) ☐ No
Comments: _____
8. What other questions can I help you with?
Comments: _____

_____/_____/_____
Signature of caller Date Time

Attempts to Contact:

Date: _____ Time: _____ Initial _____ ☐ No Answer ☐ Left Message ☐ Other _____ ☐ Charted
Date: _____ Time: _____ Initial _____ ☐ No Answer ☐ Left Message ☐ Other _____ ☐ Charted

Follow-up Actions: ☐ Message to Clinic/PCP ☐ Message to Scheduling

☐ **Service Recovery/Complaints (Enter BSafe/Message to leader)**

Thank you for your concerns. I apologize. I will follow up with our manager.

Would you like someone to call you back? ☐ Yes ☐ No

Comments: _____

Final Goal - Process Map

Discharge to completion

Patient Discharge

Electronic call log created in EMR & patient's info will auto-generate on report

Charge nurse assigns discharged patients to staff to call from EMR report

Nurse/Paramedic calls patient within 48 hours of discharge

Patient Answers

ED/MedSurg
sheet – Patient
asked 6 questions

Mom & Baby
sheet – Patient
asked 8 questions

Patient given
as needed
assistance

Call result
(reached)
charted in EMR

Patient not reached

Attempt info charted in EMR
(name remains on electronic
report)

Nurse/paramedic makes
second call attempt within 48
hours of discharge

Call result
(reached)
charted in EMR

Call result (unable
to contact)
charted in EMR

Telephone number invalid

Call result (unable
to reach) charted
in EMR

Questions?

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References

- IHI: The Science of Improvement: How to Improve
<http://www.ihi.org/resources/Pages/HowtoImprove/ScienceofImprovementHowtoImprove.aspx>
- Langley GL, Nolan KM, Nolan TW, Norman CL, Provost LP. *The Improvement Guide: A Practical Approach to Enhancing Organizational Performance* (2nd edition). San Francisco: Jossey-Bass Publishers; 2009.
- The Plan-Do-Study-Act (PDSA) cycle was published by W. Edwards Deming in *The New Economics for Industry, Government, and Education* [Cambridge, MA: The MIT Press; 2000]. For more on the development of the PDSA cycle and how it differs from PDCA, see: Moen RD, Norman CL. Circling back: Clearing up myths about the Deming cycle and seeing how it keeps evolving. *Quality Progress*. November 2010.