

6) Unified Plan of Care: A Plan With and For Our Patients

North Shore Medical Center

Duncan Phillips, MBA, Director, Kaizen Promotion Office; dphillip9@partners.org

PROJECT DESCRIPTION

Our hospital aims to provide the perfect patient experience based on evidenced based medical practices. To achieve this, we have worked to formalize the creation, review and implementation of a patient's plan of care that connects the clinical care team to the patient. Using a comprehensive team-based approach, the critical elements of a patient's plan of care are communicated through a series of interactions between the clinical team and the patient (and family). This work was developed using lean-based process improvement techniques that focused on the voice of the customer, utilizing observational data to drive and sustain change throughout our organization.

The team recognized that patient a patient's plan should begin the moment the clinical provider first interacts with the patient and their family. This is the foundation from which the patient's plan of care is developed. Interactions between a patient and the care team (e.g. physician examination, nursing assessments, or case manager interviews) generate the critical elements to develop the patient's plan of care. During each of these encounters the patient's concerns and goals should be at the center of the discussion. Our work is the merger of these individual plans into a single unified patient plan of care that incorporates each element from the care team.

We have developed an intervention bundle that leads to a unified plan of care. The team shares information, asks questions, and provides the "voice to the patient" at two established standard clinical huddles each day (9AM and 2 PM). After these huddle, the physician updates the patient's plan of care, which is then communicated back the patient (and family) and carried out by all members of the clinical team.

As the patient's plan changes through their stay, the plan of care is reassessed and adjusted to achieve the clinical goals of the patient. Any changes are shared during a standardized RN/RN bedside hand-off which involves the patient, therefore linking back to the patient's goals. Finally, families are kept abreast of the plan of care through the use of patient communication boards that are located in every patient room.

The ultimate goal of the unified plan of care is to reflect the desires of the patient (and their family) so that every medical patient's hospitalization is clinically excellent, respectful, and an opportunity to heal.

OUTCOMES ACHIEVED

- 100% of all NSMC medical patients receive a Multi-disciplinary huddle at both 9AM and 2PM.
- 100 % of all NSMC medical patients have their RN/ RN shift hand off conducted at the bedside.
- 100% of patients surveyed indicated they are "very satisfied" with their level of involvement with the development of their plan of care.

LESSONS LEARNED

- Establishing a dedicated point in time for the clinical team to gather and discuss the patient's plan of care reduces the number of follow-up pages and interruptions that is typical of a process without such huddles.
- Helping clinical staff adhere to a standard script for reporting patient information requires regular "real-time" clinician to clinician coaching and mentoring.
- The use of observational data provides a foundation from which clinical staff can see their progression and adjust their methods to meet process requirements.