



Nurse-provider rounding pilot boosts communication and NPS at UCI Health



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INTERACTIVE STUDY

DURING UCI HEALTH'S FOUR-MONTH PILOT PROJECT:

13.4%[↑]

GOOD COMMUNICATION BETWEEN
DOCTORS AND NURSES IMPROVED

7.3%[↑]

IMPROVED NURSE-PATIENT
COMMUNICATION SCORES

6.5 pts[↑]

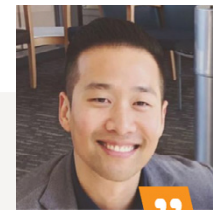
INCREASE IN NPS

SUMMARY

UCI Health, the only academic health system in Orange County, California, is composed of nationally regarded physicians, nurses, researchers, clinicians, educators, and students dedicated to discovering new medical frontiers, teaching future healers, and delivering the finest evidence-based care. The organization is advancing toward becoming the friendliest, most accessible academic health system in the nation.

OPPORTUNITY

As part of their effort to become the friendliest, most accessible academic health system in the nation, UCI Health leaders have recognized that effective communication between care teams is important for patient-centered care and overall hospital performance. UCI Health built a four-month pilot program to address communication gaps in specific units that need improvement and to build cohesive care teams. To validate the data, they established a four-month pause of the pilot as well.



“Healthcare issues are based on communication breakdowns, so if we can improve something around that, it’s a win for all.”

—Justin Wang, MS, Manager of
UCI Experience and Operations



SOLUTIONS AND RESULTS

Recognizing a gap. After COVID, leaders at UCI Health recognized the value of getting back to basics and looking at how they could impact employee retention and increase meaningful employment to avoid burnout. Understanding that low engagement for providers and employees correlated directly to lower patient-experience scores, leaders set out to evaluate key patient-experience drivers. They decided to focus on their "good communication between physicians and nursing" metric.

The pilot. The Tower Medical Surgical units are in the oldest part of the hospital, with double-occupancy rooms where patients with challenging care issues go for longer-term stays. UCI Health experience team leaders decided to start within the Tower units and initiated conversations with the Chair of Hospitalist Medicine, Medical Surgical Nursing Director, frontline nursing, and physician teams about various frustrations they've encountered regarding the patient experience.

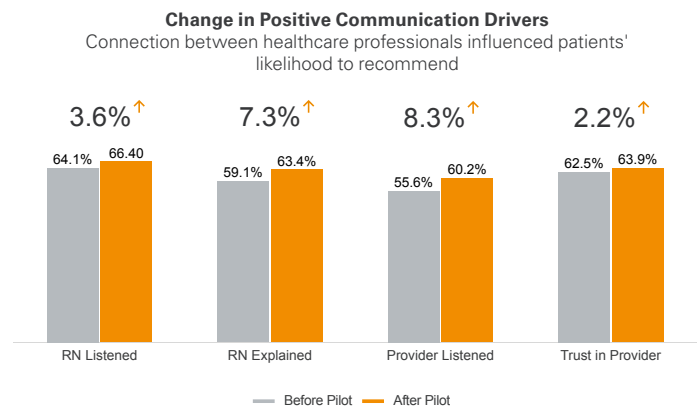
The fundamental issue identified by team members was the lack of timely communication of care plans, which impacted their ability to update patients and their family members. This in turn negatively affected their rounding compliance and team communication scores.

A steering committee came up with a pilot rounding workflow agreed upon by providers and nursing teams. Team leaders

communicated expectations, and as their frontline team implemented these changes, they were accompanied by a team of nurse and physician champions on each floor.

The results. From a qualitative standpoint, the feedback from nursing teams to providers recounted more engagement and collaboration than ever. In just four months, UCI Health saw increased scores in the pilot units while other Medical Surgical units saw scores related to communication and listening decline.

UCI Health also saw an increased Net Promoter Score for the pilot units.

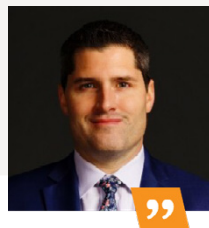


Date: Sept-Dec 2022, Measurement: % positive (key driver of NPS) N=103-208

Leveraging NRC Health tools

"Using NRC Health's real-time data allows us to make actionable changes within a few days. Looking at data a month later doesn't help. So now we're able to get the data within 72 hours for our inpatient areas, and we're able to see that what we're implementing with this work is helping improve our processes."

—Brad Giafaglione, MBA, Director of UCI Experience and Operations



The pause. To flush out the data in another profound way, UCI Health put the pilot on pause for four months. Just as quickly as scores had increased during the pilot, they fell during a pause of the program.

- Provider and nurse communication – 16.9% decrease
- RN listened – 18.7% decrease
- RN explained – 15.6% decrease
- Provider listened – 14.8% decrease
- Trust in provider – 13.5% decrease

UCI Health Experience team leaders admit that it is crucial to have the right executive sponsorship and stakeholders involved throughout an improvement pilot like this.