

It Takes a Team: Optimization of Transitional Care Management Project 2019

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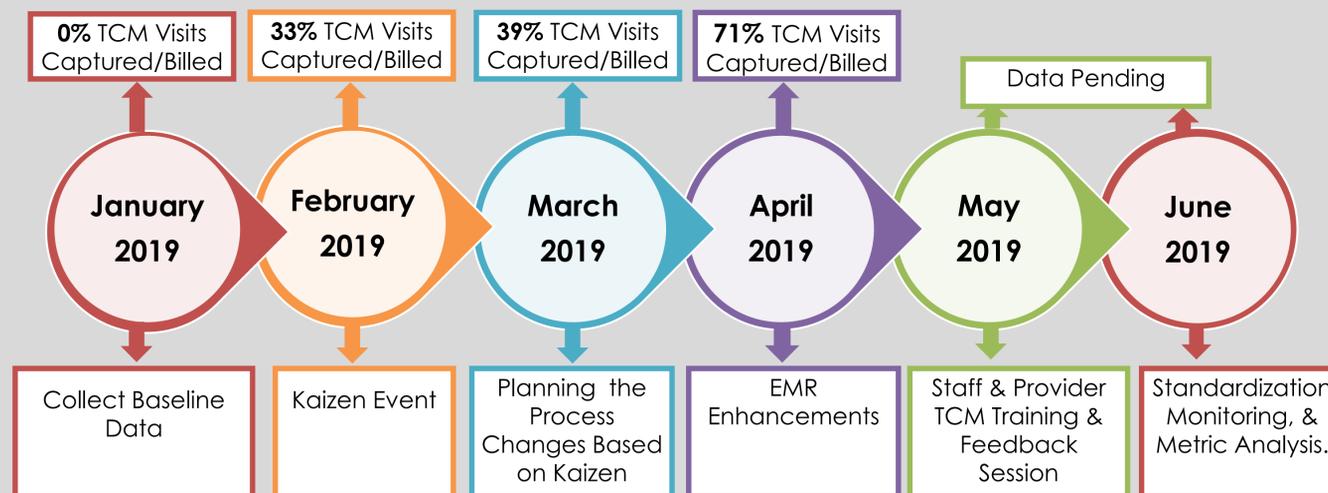
Objective

Divine Savior Healthcare's (DSH) objective was to improve coordination of care for patients post-hospitalization and post-nursing home discharge through standardization and optimization of Transitional Care Management (TCM) services.

Background

Prior to the TCM performance improvement project, Divine Savior Healthcare was not capturing all hospital and skilled nursing facility discharges for TCM visits. DSH lacked an organized system which negatively impacted the patient experience and missed opportunities to prevent readmissions. In addition, lack of TCM billable visits resulted in lost revenue. Improving TCM rates can reduce the total number of readmissions, improve customer service scores, and assist DSH in favorable contract negotiations with payers.

Project Timeline and Metrics



Actions Taken

The strategy began with a multidisciplinary staff Kaizen event to analyze the current TCM workflow for gaps and areas of breakdown. Then, as a team, a new workflow was developed to improve coordination and to close performance gaps. During the new workflow implementation process, DSH used additional strategies to support TCM including enhancements of the electronic medical record, staff education, and data analysis of TCM visits captured and billed.

Analysis

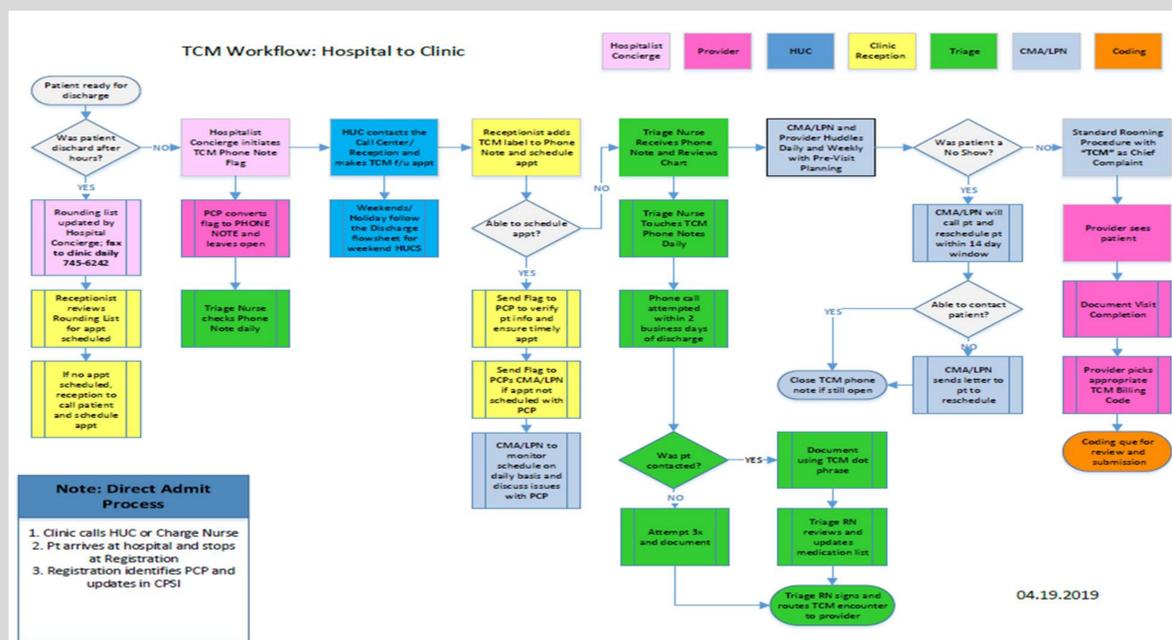
Result: An increase in the overall rate of TCM captured/billed visits that went from 0% to 71%.

Discussions with staff in late January and early February brought attention to the TCM process. This resulted in improved metrics in February due to the Hawthorne Effect. The Kaizen event on February 27th, with the entire project team, provided the opportunity to work together to:

1. Study the current TCM state
2. Create a plan for an optimized process

The Kaizen event, itself, resulted in an increase of 38% in TCM visits captured/billed. In this case, it was essential to have both staff members and providers meeting together, side by side, during the Kaizen event to achieve the optimal outcome. This project provides a template for improvement of collaborative processes in healthcare.

THE FLOW CHART FOR THE IMPROVED TCM HOSPITAL TO CLINIC PROCESS



Acknowledgements

Thank you to the team:

- | | |
|----------------------|--------------------|
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Next Steps

Next steps include:

- Continuing to implement the workflow
- Strategizing to sustain the gains achieved
- Making changes in the process according to staff, provider, and patient feedback
- Continuing to monitor the process
- Providing individual coaching for providers as needed