Hourly Rounding in the Emergency Department and Inpatient Areas
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Vice President/Chief Nursing Officer
Baptist Hospital, Miami, Florida

Presentation Objectives

- Describe the art and science of “hourly rounding”
  - Purpose
  - Process

- List expected outcomes of “hourly rounding”
  - Inpatient results
  - Emergency Department results

- Identify the return on investment potential from hourly rounding
You are not alone

• WE ARE JUST LIKE YOU.

• WE HAVE THE SAME CHALLENGES.
WELCOME TO BAPTIST

Hourly Rounding

• A REPETITIVE PATIENT CENTERED ACTIVITY FOR SAFETY, COMFORT, PATIENT SATISFACTION AND EVERYONE’S PEACE OF MIND.

• WITH THESE GOALS IN MIND, WHO WOULDN’T WANT TO ROUND?

• WE HAD GREAT OUTCOMES AND A VISIBLE ROI.
# Introduction to Leadership

- **HEY, EVERYONE, OUR RESULTS ARE NOT SO GOOD!** (IP=74; ED=4)

- **HERE IS WHERE WE NEED TO BE...** (IP=90, ED=50)

- **HERE IS WHY...** (HINT: PATIENT)

- **AND...HERE IS HOW WE ARE GOING TO DO IT!**

# Leadership Development

- **ROUNDING IS AN ART**

- **ROUNDING IS FOR A PURPOSE AND HAS OUTCOMES ASSOCIATED WITH IT**

- **ROUNDING EDUCATION IS A MUST**

- **SCRIPTING**
### Rounding Tools

- Rounding Logs
- White Boards
- Rounding on Rounding
- Rewards and Recognition

### Accountability

- This is the hard part
- It starts at the top
- You need the right people on the bus
- You can’t let up
Service

- Weekly Accountability Tool
- Contains Leader’s Names

Inpatient Rounding

- **ROLL-OUT ON PATIENT CARE CENTERS**
  (“You want me to do what???”)

- **BUY-IN FROM STAFF**
  (“I won’t do it.”)
  (“I can’t possibly have time.”)

- **CHALLENGES...**

- **REMEMBER THAT OUR GOAL WAS TO IMPROVE PATIENT SATISFACTION**
ED Rounding

• “YOU HAVE GOT TO BE KIDDING. OUR NURSES ARE NOT GOING TO DO THAT.”
• SOME OF THEM DIDN’T.
• THEY WEREN’T ON THE RIGHT BUS.

• THE NURSE MANAGERS HAD TO LEAD THIS AND ONCE THEY DECIDED TO DRIVE THE BUS, WE WERE ON OUR WAY.

What does rounding look like?

<table>
<thead>
<tr>
<th>TIME PERIOD</th>
<th>INITIALS OF PERSON ROUNDED</th>
<th>TIME OF ROUNDED VISIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>6-7 AM</td>
<td>0-7-12</td>
<td>10</td>
</tr>
<tr>
<td>7-8 AM</td>
<td>08:00</td>
<td>10</td>
</tr>
<tr>
<td>8-9 AM</td>
<td>09:20</td>
<td>10</td>
</tr>
<tr>
<td>9-10 AM</td>
<td>10:10</td>
<td>10</td>
</tr>
<tr>
<td>10-11 AM</td>
<td>11:00</td>
<td>10</td>
</tr>
<tr>
<td>11-12 AM</td>
<td>12:10</td>
<td>10</td>
</tr>
<tr>
<td>12-1 PM</td>
<td>1:00</td>
<td>10</td>
</tr>
<tr>
<td>1-2 PM</td>
<td>2:00</td>
<td>10</td>
</tr>
<tr>
<td>2-3 PM</td>
<td>3:00</td>
<td>10</td>
</tr>
</tbody>
</table>
What does ED Rounding look like?

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<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>7-8 AM</td>
<td>PC</td>
<td>07:30</td>
</tr>
<tr>
<td>8-9 AM</td>
<td>NS</td>
<td>08:00</td>
</tr>
<tr>
<td>9-10 AM</td>
<td>BS</td>
<td>09:15</td>
</tr>
<tr>
<td>10-11 AM</td>
<td>NS</td>
<td>10:23</td>
</tr>
<tr>
<td>11-12 AM</td>
<td>BS</td>
<td>11:45</td>
</tr>
<tr>
<td>1-2 PM</td>
<td>NS</td>
<td>12:30</td>
</tr>
</tbody>
</table>

Baptist Hospital

Welcome to the Emergency Center
Your Clinical Team includes:

- Jenny
- Dr. Esin
- Fausta

Our ED Goal for Today is: Pain Control

If you need additional assistance, please call Ext. 66555 for the Assistant Nurse Manager on duty.
What does Rounding look like?

My Dad recently came through the ED. He was very scared and was instantly put at ease by your staff. Please thank Rafael, Val, Jenny and Rosy.

The doctors and nurses were very professional and caring. From the moment I entered the Emergency Department my fears were alleviated by the concern demonstrated by the staff.
Linking Outcomes and ROI

- WE STARTED OUR HOURLY Rounding adventure with the intention of improving patient satisfaction.

- WE HAVE REALIZED THERE IS A return on our investment in hourly rounding beyond improved patient satisfaction scores.

Service - Patient Satisfaction Percentile Ranking

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Other Miami Dade Comparison

July 2006 - June 2007
Published March 21, 2008 on www.hospitalcompare.hhs.gov

[Bar chart showing patients who gave their hospital rating of 9 or 10.]

National Average: 63%

*Other Miami Dade hospitals data not available: Douglas Gardens Hospital, Larkin Community Hospital, Palm Springs General Hospital, Westchester Hospital

Adult Emergency Department
April Satisfaction Scores

APRIL WAS AT THE 2nd PERCENTILE

[Pie chart showing ratings.]

11% VP
7% P
14% F
28% G
41% VG

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Adult Emergency Department
August Satisfaction Scores

AUGUST IS AT
THE 79th PERCENTILE

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Service - Adult ED Satisfaction Score
October 2006 to August 2007

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People
NDNQI RN Survey Job Enjoyment Scale T-Score
Baptist Hospital All Units Average

<table>
<thead>
<tr>
<th>Year</th>
<th>T-Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>42</td>
</tr>
<tr>
<td>2006</td>
<td>44</td>
</tr>
<tr>
<td>2007</td>
<td>52</td>
</tr>
</tbody>
</table>

T-Score:
- <40 low satisfaction; 40-60 mod. Satisfaction
- >60 high satisfaction

Top Quartile 60

Service – Medical Staff Satisfaction

- Overall Satisfaction 94th percentile up from 74th percentile
- Satisfaction with Nursing 89th percentile from 57th percentile
- Would you recommend to friends/family 96th percentile
- Collaborate discussions around the Pillars.
- You have service and quality in common.
Patient Falls/ADJ Admission

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Falls with Significant Injury

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Falls = $3.9 Million (Settlement value only)

<table>
<thead>
<tr>
<th>2002-present</th>
<th>Total</th>
<th>Mean</th>
<th>Median</th>
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</thead>
<tbody>
<tr>
<td>Hip (5)</td>
<td>$675,000.</td>
<td>$135,000.</td>
<td>$100,000.</td>
</tr>
<tr>
<td>Head/brain (4)</td>
<td>$2,605,000.</td>
<td>$651,250.</td>
<td>$465,000.</td>
</tr>
<tr>
<td>Shoulder (3)</td>
<td>$165,000.</td>
<td>$55,500.</td>
<td>$50,000.</td>
</tr>
<tr>
<td>Bilateral Tib-fib (1)</td>
<td>$400,000.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased care (1) needs</td>
<td>$55,000.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Pressure Ulcer

% of Adjusted Admissions

Hourly Rounding Initiated

<table>
<thead>
<tr>
<th>Year</th>
<th>Total reports</th>
<th>Hospital acquired</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>1.5</td>
<td>0.5</td>
</tr>
<tr>
<td>2004</td>
<td>1.25</td>
<td>0.75</td>
</tr>
<tr>
<td>2005</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td>2006</td>
<td>0.75</td>
<td>0.5</td>
</tr>
<tr>
<td>2007</td>
<td>0.5</td>
<td>0.25</td>
</tr>
<tr>
<td>2008</td>
<td>0.25</td>
<td>0</td>
</tr>
</tbody>
</table>

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**Decubitus Ulcers**  (Settlement value only)

<table>
<thead>
<tr>
<th>2002- present</th>
<th>Total</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decubitus (8)</td>
<td>$1,265,000.</td>
<td>$158,125.</td>
</tr>
<tr>
<td>Ulcers</td>
<td></td>
<td></td>
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</tbody>
</table>

**Letters of Intent and Open Law Suits**  
(Average number open claims)
Good News

- WE HAVE JUST BEEN INFORMED THAT OUR INSURER HAS REDUCED THE AMOUNT OF INSURANCE WE ARE REQUIRED TO CARRY BY SEVERAL MILLION DOLLARS.

ED Lobby Rounding

- WE WANTED TO REDUCE LWBS.
- IT MEANT WE WOULD NEED TO ROUND IN THE LOBBY.
- HOW DO YOU DO THAT?
- INTRODUCING HUDDLE ROUNDS.
- REQUIRING ROUNDDING LOGS.
- ASSIGNING HOURLY ROUNDS.

- IT WORKS!!
Service

Goal #2  Reduce Emergency Department LWBT

Goal = 5.5%

ROI - Emergency Department Hourly Rounding

ED Annual Volume  57,500
Average Patient Revenue  $474
Beginning  8.4%
Current  5.0%
ROI  $926,670
Finance – Hospital Margin

<table>
<thead>
<tr>
<th></th>
<th>'07 Actual</th>
<th>'07 Budget</th>
<th>'06 Actual</th>
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<tbody>
<tr>
<td>Margin</td>
<td>7.7%</td>
<td>3.3%</td>
<td>2.3%</td>
</tr>
</tbody>
</table>

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Growth

Thank You!

Becky Montesino, RN, BSN, MS
VP/CNO, Baptist Hospital, Miami, FL