

Improving House-Staff Interdepartmental Communication

Introduction/Problem

- “Reaching the right person” at “the right time” can be a challenge for primary teams, consultants, and house-staff in different departments.
- Better workflow could improve house-staff satisfaction and patient care.
- Varied approaches and directories have been developed without standardization. For example, the Internal Medicine resident “Wiki” is not available to all departments. No data exists on the current state of communication at BIDMC between house-staff.
- A complementary hospital initiative (Mobile Heartbeat) aims to improve communication by enabling secure texting among primary team members.

Aim/Goal

Assess the current state of interdepartmental communication between house-staff at BIDMC on East and West Campus. Design a practical and impactful intervention(s) and complete our 1st PDSA cycle by July 2019 at which time we will share lessons learned. Help the house-staff!

The Team

- **Team Leaders:** Alexei Kudla MD, Nadim Choudhury MD MBA, Nathaniel I. Sugiyama MD
- **The Team:** Barbara Lam MD, Kimi Ghaderi MD, Caitlin Darrell MD, Erika Sigman MD, Staci Saunders MD, Claire Sokas MD, Jinhui Zhao MD, Hila Calev MD, Asish Misra MD, Phoebe Mitchell MD, Rachel Blake MD, Noah Haroian MD, Daniel Taupin MD, Ginger Jiang MD, Timothy Becker MD, Ron Mercer MD, Mike Luo MD, Amalie Thavikulwat MD
- **Represented:** Anesthesia, Radiology, Internal Medicine, Surgery, OBGYN, Neurology, Pathology, Psychiatry
- **Sponsors:** HSQIC – special thanks to Lish Clark MD and Jesse Yang MD
- **Collaborators:** Ali Wang, BIDMC Innovations Dept

Progress to Date

- 07/18 - House-Staff Quality Improvement Council (HSQIC) meetings commenced
- 09/18 - Formed team to tackle interdepartmental communication
- 10/19 - Outlined problem, scope, aims statement, timeline, and survey as next step
- 11/18 - Discussed collaboration and synergies with BIDMC innovations team
- 12/18 - Created survey to assess state of communication between House Staff
 - Presented progress at HSQIC Meeting
- 01/19 - Resident and fellow survey returned **140 Responses!**
- 02/19 - Analyzed data, reviewed results with team, HSQIC, and innovations team
- 03/19 - PICK analysis - universal house-staff Wiki chosen as intervention

Results

MOST SIGNIFICANT INTERDEPARTMENTAL COMMUNICATION CHALLENGES FACED IN DAILY WORKFLOW



Figure 1: Based on 140 resident and fellow survey responses, several key communication challenges were identified. These shaped our intervention and next steps.

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More Results/Progress to Date

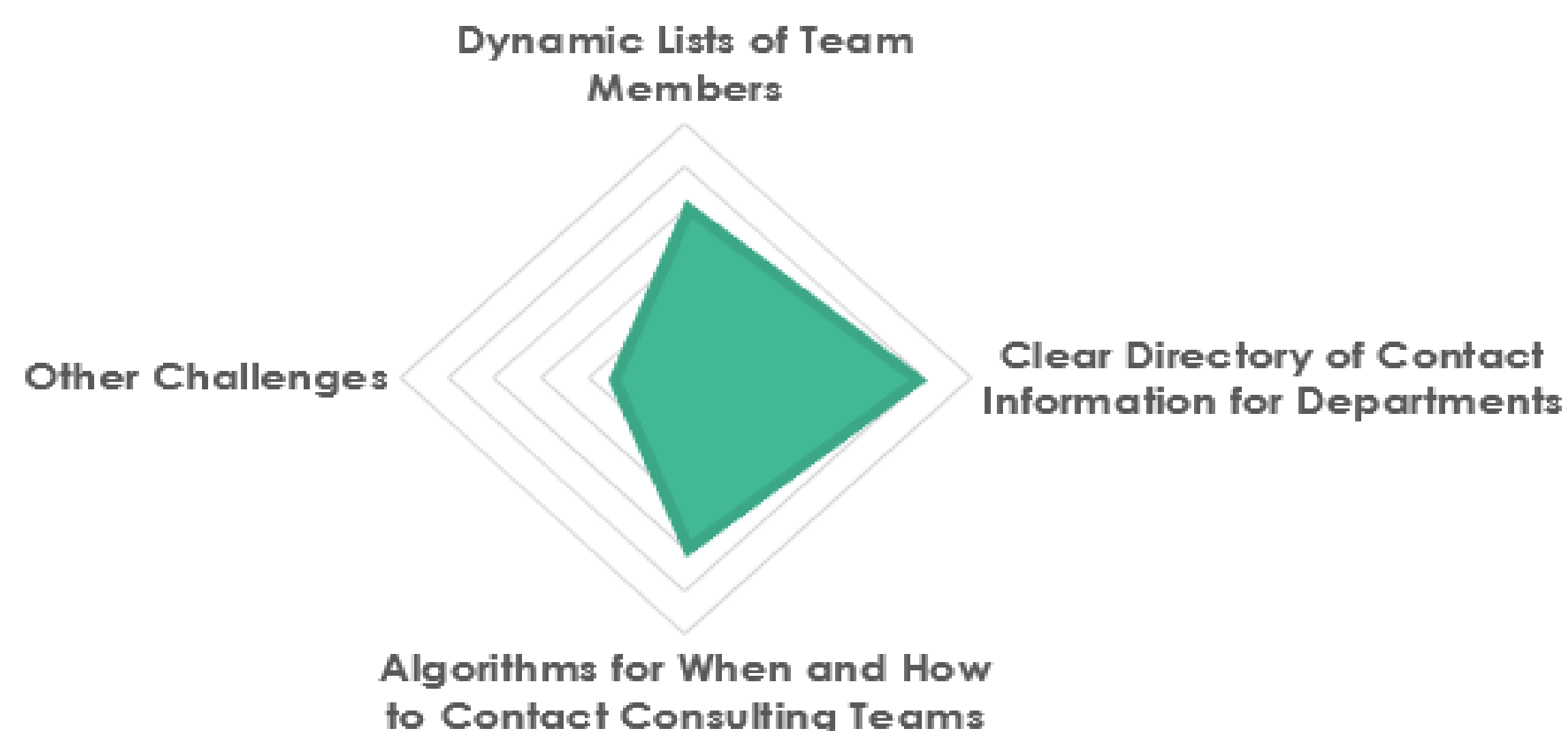


Figure 2: Suggested improvements from survey



Figure 3: Excellent distribution of input across departments and PGY

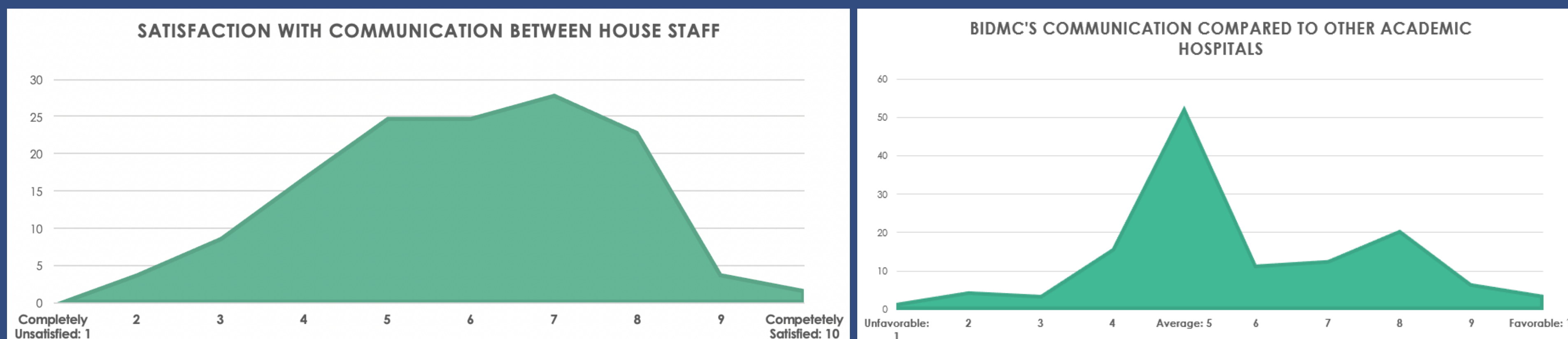


Figure 4: House-staff satisfaction with communication... Room for improvement!

Lessons Learned

- Confirmed interdepartmental communication is an important issue for house-staff (*touched a nerve!*)
- Identified an improvement opportunity to augment current IT infrastructure and algorithms to target bottlenecks
- Selected universal house-staff directory (Wiki) as the most impactful and practical intervention to complement ongoing hospital initiatives (Mobile Heartbeat) with potential incorporation into the app

Next Steps

- Finalize Measures:
 - Outcome measures – house-staff satisfaction with communication systems
 - Process measures – number of visits to directory / number of recommendations for improvements to directory / percentage of users relying on other communication directories
 - Balance measures – errant pages and phone calls at select locations
- Establish standard information to include in House-staff Directory
- Create directory and disseminate
- Plan for sustainability, leadership from each department to update
- Collect pre/post data on impact
- Complete first PDSA cycle, summarize and refine

For more information, contact:

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