

ASCO Quality Training Program

Reduce the time spent on non-nursing telephone functions performed by triage nurses

Jennifer Pugh, MSN, RN, NP-C, AOCNP

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Institutional Overview



Medical Oncology Hematology Consultants, PA is a QOPI certified physician owned practice in Newark Delaware. We are affiliated with the US Oncology Network. Our practice currently has 9 physicians and 5 Nurse Practitioners.

Some of the services available to the patients include:

- Bone Marrow and Stem Cell transplant
- Car-T cell Therapy
- Immunotherapy
- Genomic tumor analysis
- Direct Therapies
- Genetic Counseling
- In-office LCSW

We are major contributors to NCI and Pharmaceutical sponsored clinical trials and our affiliation with the US Oncology Network provides expanded access to additional trial options.

Our infusion area includes:

- 32 Infusion chairs
- 3 private bed areas
- 10 blood draw/injection chairs
- 13 full and part-time infusion RNs

We have our own pharmacy that mixes for approximately 1,200 IV patients a month and supplies 100-125 patients with oral chemotherapy drugs monthly through our In-Office Dispensary.

Team members

Jennifer Pugh, MSN, RN, NP-C, AOCNP—Team Lead

Dhaval Shah, MBBS, MD

Lee Ann Ladics, BSN, RN, OCN

Betty Wade, BSN, RN, OCN

Problem Statement

In February 2020, the triage nurses at Medical Oncology Hematology Consultants (MOHC) spent an average of 60 minutes per day on non-nursing functions, resulting in decreased job satisfaction and delay in patient care.

Baseline data summary

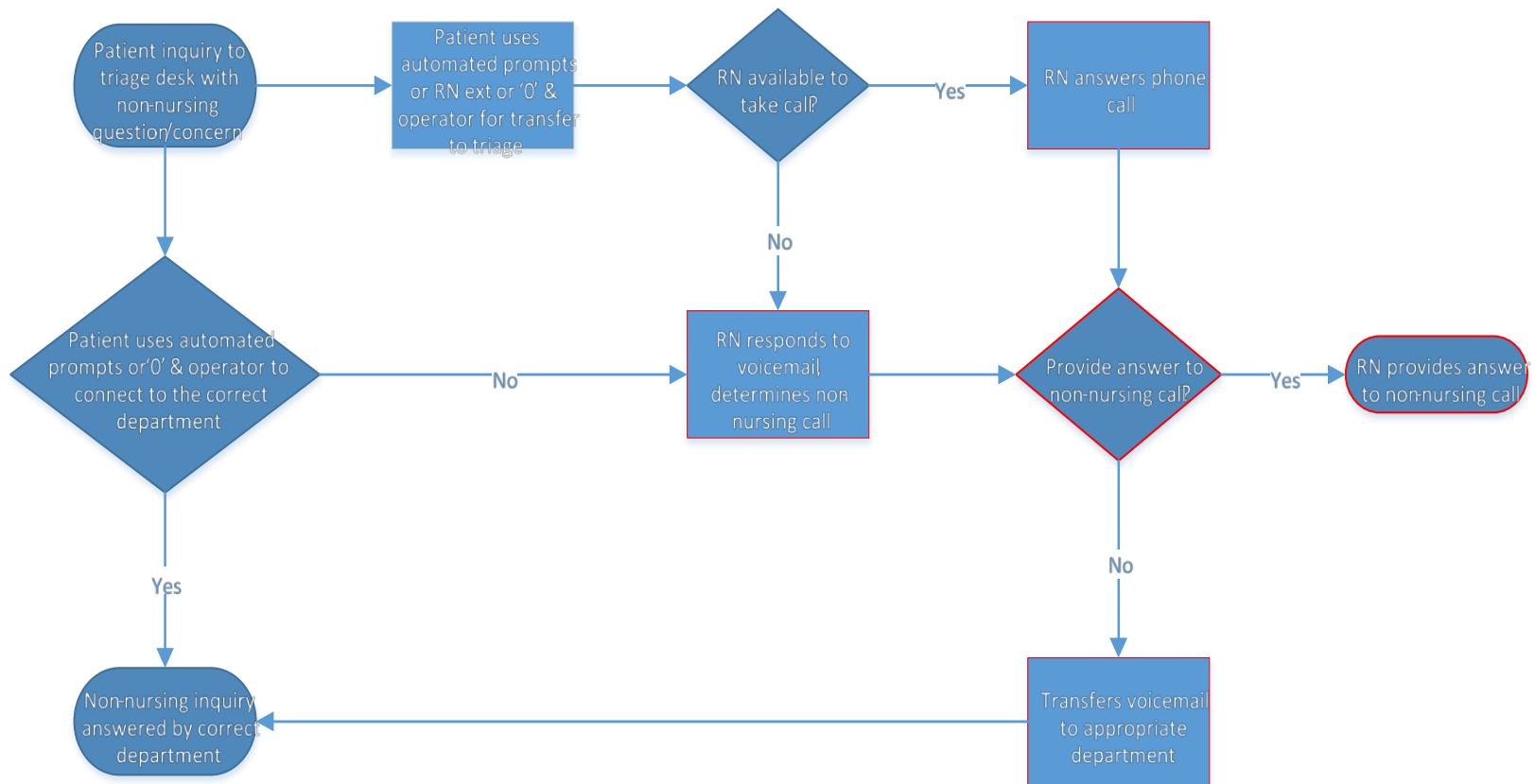
| Item | Description |
|---|--|
| Measure: | 1. Time spent on non-nursing functions 2. Triage nurse job satisfaction |
| Population: <i>(Exclusions, if any)</i> | Triage nurses at MOHC |
| Calculation methodology: <i>(i.e. numerator & denominator)</i> | Average time spent per day for non-nursing functions, over 8 hours a day. |
| Data source: | Triage nurses |
| Data collection frequency: | Daily for the month of February 2020 |
| Data limitations: <i>(if applicable)</i> | Reliability on nurses to accurately document time |

Aim Statement

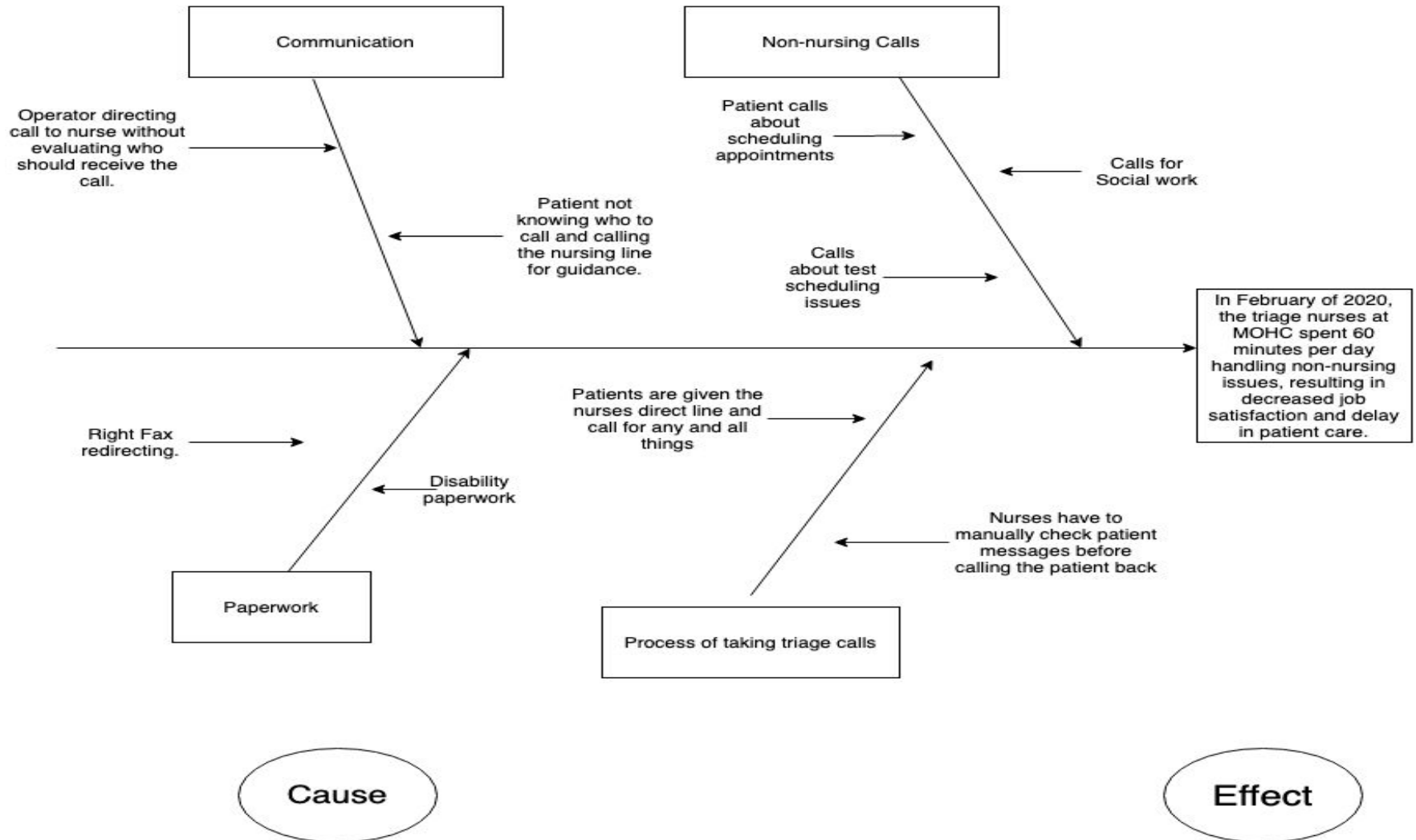
By August 2020, the time spent handling non-nursing functions by the triage team will be reduced from an average of 60 minutes per day to 30 minutes per day.

Process Map

MOHC Consultants Triage Process - Baseline



Cause and Effect



Diagnostic Data

Causes of Time spent on non-nursing functions

Patient Calls about scheduling

Patient Calls about Social Work

Patient Calls about Disability

Time taking off messages

Calls about order clarifications

Calls about precert issues

Patient not knowing who to call for what issue

Right fax redirecting

Operator miss-directing calls

Multidisciplinary Consensus to determine causes.

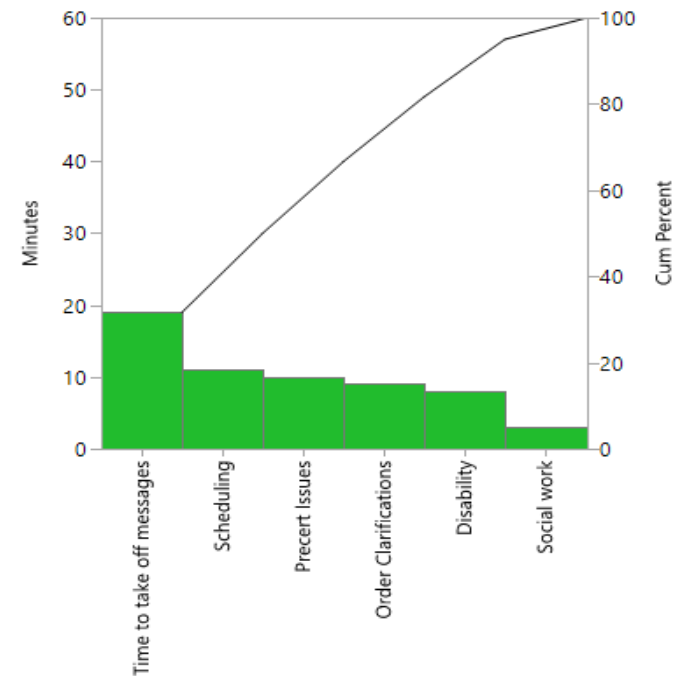
Diagnostic Data

| Phone triage Non-nursing functions | Time in Minutes For an 8 hour day |
|------------------------------------|-----------------------------------|
| Time to take off messages | 19 |
| Scheduling | 11 |
| Precert Issues | 10 |
| Order Clarifications | 9 |
| Disability | 8 |
| Social work | 3 |

Pareto Plot

Freq: Minutes

Plots

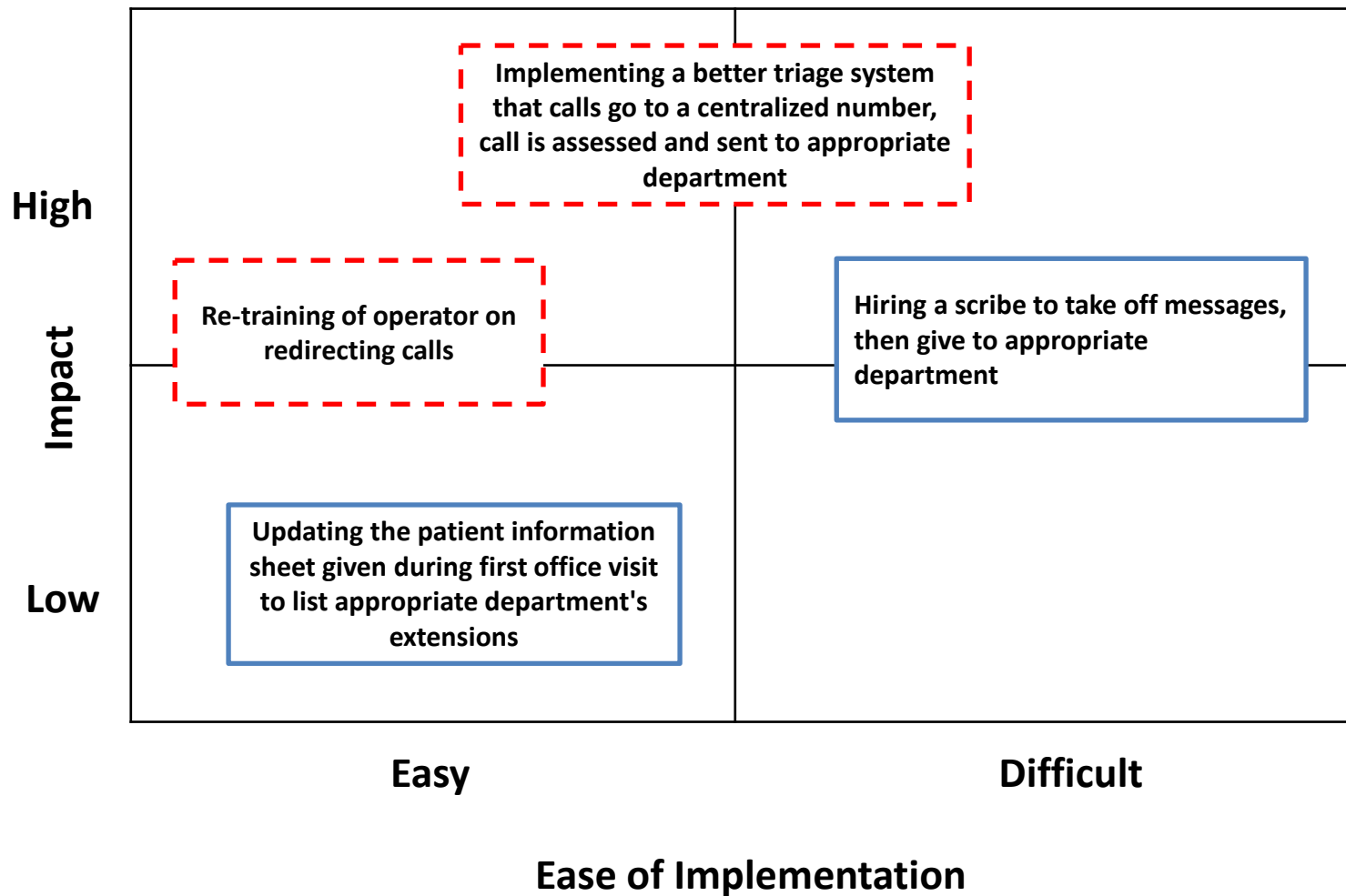


Non-nursing functions

Diagnostic Data summary

| Item | Description |
|---|--|
| Measure: | Scheduling, Precert Issues, Disabilities, Social Work Issues, Time spent taking off Messages, Order Clarifications |
| Patient population: <i>(Exclusions, if any)</i> | MOHC patients, family members, outside facilities |
| Calculation methodology: <i>(i.e. numerator & denominator)</i> | Minutes spent on non-nursing functions by triage team/Total minutes in a work day. |
| Data source: | MOHC triage nursing team |
| Data collection frequency: | Daily over 3 weeks |
| Data limitations: <i>(if applicable)</i> | Reliability of nurses to accurately record data. |

Prioritized List of Changes (Priority/Payoff Matrix)

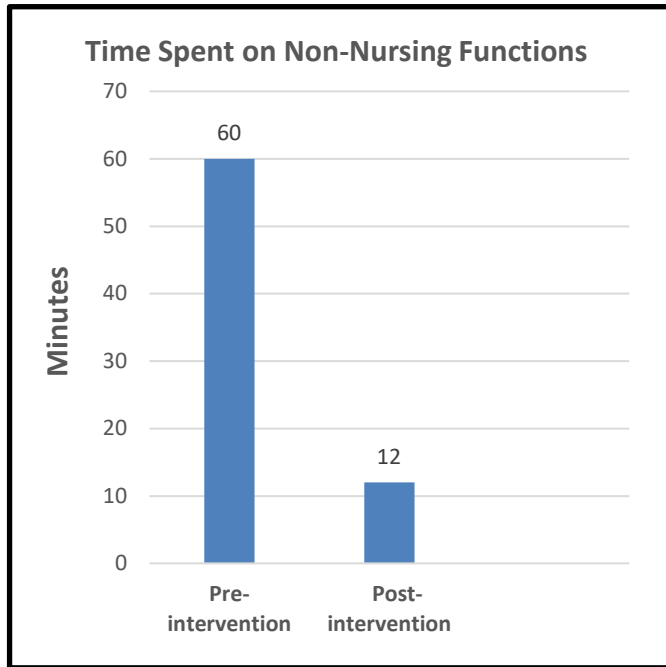


Test of Change PDSA Plan

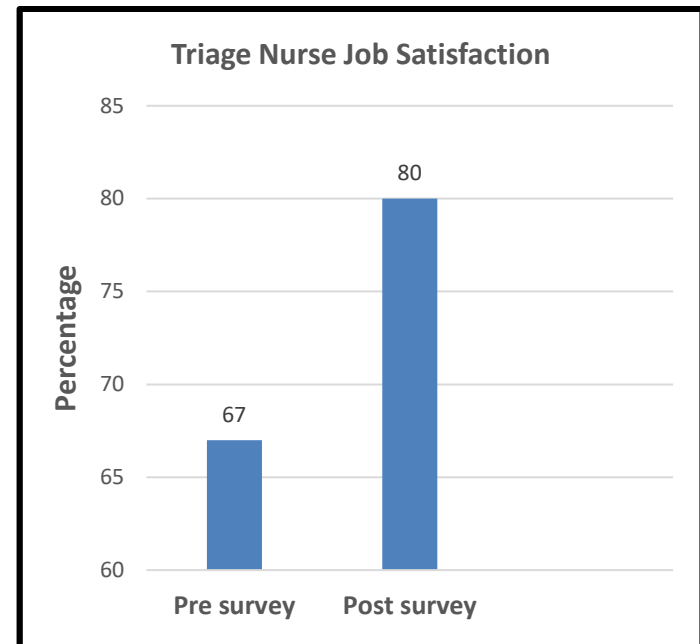
| Date | PDSA Description | Result |
|---------------------|--|--|
| Quarter 1 of 2020 | Assessed and determined a need for a centralized telephone system | Explored telephone triage systems available for oncology practices |
| 3/2020-8/2020 | Implementation of a central telephone triage system | Decreased time spent on non-nursing functions and improved triage nurses' job satisfaction |
| 6/2020 | Re-survey triage nurses for job satisfaction | 13% increase in job satisfaction |
| Ongoing from 8/2020 | Continue to update software and add new options to existing system | Ongoing improvement in patient care and triage nurse job satisfaction. |

Outcome Measure

Change Data



Based on repeat survey with 78% response rate



Based on repeat survey with 13% response rate

Next steps

Sustainability Plan

| Next Steps | Owner |
|---|---------------------|
| Run quarterly reports measuring the call volume for each triage nurse and the types of calls that they are receiving. | Director of Nursing |
| Annual triage nurses' job satisfaction surveys. | Nurse Manager |
| | |
| | |
| | |

Conclusion

During this process, we learned that there are multiple solutions to a problem, and taking time to collect and examine the data, may seem more time-consuming, but does lead to a more concise and successful solution. One of the major challenges that we had during this process, was relying on the triage nurses to accurately collect the data for us. Following this process, we concluded that incorporating a centralized telephone triage system into a large medical practice decreases the amount of time that triage nurses spend on non-nursing functions, thus improving their job satisfaction.

Optimization of triage nurses' time by decreasing non-nursing functions

AIM:

By August 2020, the time spent handling non-nursing issues by the triage team will be reduced from an average of 60 minutes per day to 30 minutes per day.

INTERVENTION:

We implemented a centralized telephone system to streamline incoming office phone calls to two live phone operators who in turn redirected the phone calls to the appropriate departments. We eliminated direct calling to triage nurse extensions.

TEAM:

Jennifer Pugh, MSN, RN, NP-C, AOCNP

Dhaval Shah, MBBS, MD, Oncologist/Hematologist

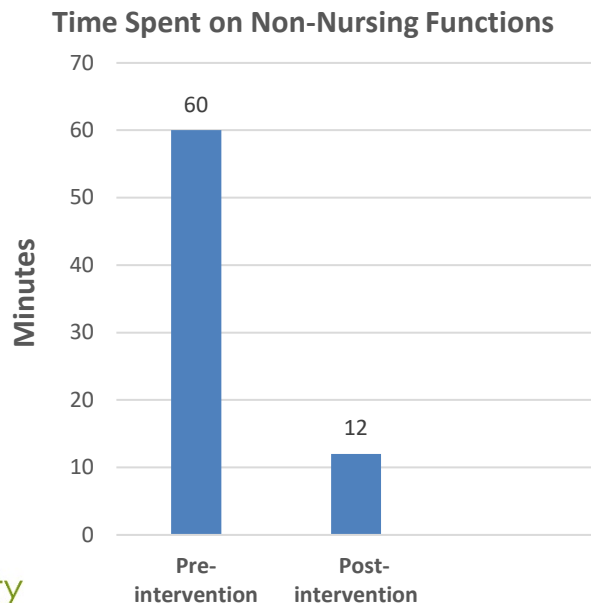
Betty Wade, BSN, RN, OCN, Director of Nursing

Lee Ann Ladics, BSN, RN, OCN, Triage RN

PROJECT SPONSORS:

None

RESULTS:



CONCLUSIONS:

By implementing a new telephone triage system, the time spent on non-nursing triage functions decreased by 78%. The triage nurses' job satisfaction also improved by 13%.

NEXT STEPS:

Run quarterly reports measuring the call volume for each triage nurse and the types of calls that they are receiving. Annual triage nurses' job satisfaction surveys.