“Daily Huddle- Improving Communication, Coordination, & Quality Patient Care”

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Disclosures:

☐ I have no actual or potential conflict of interest in relation to this program/presentation.
Objectives:

- Benefits of a Daily Huddle
- Identify initial problems or delays in department
- How to engage the entire department
- Expectations and responsibilities of all Team Members
- Improving communication by eliminating failures/gaps
- How to fulfill the patient’s expectations
- Ensuring timely delivery of care

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Introduction/ History

- Older department with Siemens machines and paper charts
  - (Department Sq. ft. difference….3,000 then vs. 19,000 now)
  - Private Practice
- Joint Venture & Partnership- November 14, 2014
  - Plan to move into New Cancer Center sometime late 2015
    - New Cancer Center location, new machines, & a new EMR!!!!!
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**Department Staff:**
- Radiation Oncologists
- NPs
- Nurses
- Lead RT & Radiation Therapists
- Dosimetrist
- Medical Physicists
- Clerical
- Administrator-Managers

**Equipment:**
- Truebeam® Linear Accelerators (2)
- Siemens Somatom CT Simulator (1)
- GammaMed HDR Unit (1)

**Record & Verify:**
- ARIA 15.5 (Full-scale Cloud)

**TPS:**
- ECLIPSE 15.5 (Full-scale Cloud)
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**Pros of an EMR system**

- Everyone has access to patients’ charts
- Demonstrate Meaningful Use (MIPS/MACRA)
- Standardization of Workflow
  - Documents, RX Templates, Encounters, Schedules, etc… all at the click of a button
- Improved Privacy & Protection
- Team Member/Group Task pads

**Cons of an EMR system**

- Recording enormous amounts of data might lead to entering incorrect/missing info
- Less patient interaction
- Additional training for EMR upgrades
- IT malfunctions
  - Risk of system being hacked
  - System glitches/ power outages
- Cost

Realization of Problems: Why are patients being delayed?

**Internal issues**

- Care Paths and Task Pads
  - Both create a standardized workflow, but it promotes the mentality that “It’s not my problem anymore. It’s not on my task list!”
  - Task pads create silos between team member groups within the departments
  - Unable to recall how many patients were in the mix (CT Sim to New Start period)

**External Issues**

- Multiple uncontrollable problems… well maybe some of them are controllable?
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In the competitive market today, patient care is all about quality care with rapid access.
- ACRO, ACR, ASTRO, DNV, JACHO, etc. Benchmarks
- Advisory Board Benchmarks
- Hospital Partner Benchmarks

Put yourself in the Patient’s perspective….
- If you had cancer, would you want to wait a lengthy time before you get any type of treatment?
- What is the patients first impressions?
- Patient satisfaction goes a long way.

Solution to the problem…..Let’s Start a Daily Huddle!
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What is a Huddle?
- Creates effective communication between teammates
- Eliminates barriers and roadblocks
- Short period of time with only the important facts
- Not a meeting to have lengthy discussions (take issues off-line)
- Not just another meeting to attend
- Tracks progress so that one can analyze the successes/failures
- Short Answer: Time set aside each day to gain knowledge about the past, present, and immediate future.

Why should you start a Daily Huddle in your department?
- Many successful leaders use this tactic in their companies
  - John D. Rockefeller, Standard Oil Company & Steve Jobs, Apple Inc.
    - 10 Rockefeller Habits….solid business tactics
- Four Reasons:
  - Patient Focus/ Team Focus
  - Accountability
  - Leadership and Purpose/Value
  - Change Enablement
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How can we convince staff that we need to implement a mandatory Daily Huddle?
- Meetings are sometimes associated as negative, long, and boring.
  - Short meetings can address problems and actually save time
- Patient care is a Team Approach.
- Fulfill patient expectations = increased patient satisfaction
- Multiple critical events need to be completed in patient care timeline
  - Not all staff have access to all the puzzle pieces
  - Helps to let everyone know the “Big Picture.”

Why is it so important for everyone to know the “Big Picture?”
- Answer: It reduces the lack of communication or issues
  - Staff can become frustrated when they are left in the dark.
  - Mistakes can be made.
  - Delay of patient care
  - Employee satisfaction
    - A happy employee = increases productivity & efficiency = better patient care!
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Huddle Guidelines:
- Time and frequency?
- Location?
- Attendants?
- Who is going to lead the Huddle?
- What is the agenda or topics discussed?

Daily Huddle Implementation:
- Set aside dedicated time for your Daily Huddle.
  - 15 minutes…..no more!
- Set aside a dedicated place for your Daily Huddle.
  - Conference Room, Dosimetry, Treatment Vaults, Front Office, etc.
- Make sure key players are at each Daily Huddle.
  - Need at least one designated person from each department area
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Daily Huddle Implementation:
- Designate a Team Leader
  - “Quarterback”
- Elect a Time Keeper/ Referee to take issues offline
- Use a checklist or template on what to review
- Develop a strong team culture
  - Communication is key!
  - Engage and empower staff. We all have a responsibility to give the best patient care.
  - Have fun, but keep it in check!

Expectations for all Team Members:
- Each Staff discipline needs to know what they are responsible for bringing to the Daily Huddle.
  - Front Office, Nursing, Therapists, Dosimetry, Physics, Physicians/NPs
  - No “Shoe-String Employees.” Always have a backup plan for Daily Huddle.
- Ensure Patient timelines/priorities are clear and concise for each Team Member.
  - Treatment Start dates, Goal dates, specific tasks to be completed by, etc.
  - Ensures thorough and top notch quality work is being completed and not rushed.
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Department Checklist Template:
- Cancellations/Breaks from previous day
- HPs ok to be treated today?
- HP Consults or emergency work-ins?
- Physicians on staff for the day
- CT Sims, New Starts, SBRTs, HDRs
- Late shift hours
- Review Visual Patient List- “Pending Patient Starts”
- Open floor for additional issues, problems, and or announcements

Review Visual Patient List:
- “Pending Patient Starts” Task List
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Review Visual Patient List…. “Pending Patient Starts” Task List

- “Verify Start Scheduled” Task is active after every CT Sim
- Built into initial Pre-Planning Care Path

What Are Some Potential Failures?

- Team buy-in with the daily huddle
- Off topic dialogue that steers the meeting off course
- Too many topics are being discussed
- Daily Huddle goes over the allotted time
- Don’t micro-manage tasks
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Awareness of multiple issues causing patient delay:
- Chemo Scheduling
- Dental Extractions
- Diagnostic Scans
- Biopsy
- Pathology
- Port/Peg placement
- Patient delaying
- Staffing Issues

QI Projects:
- Started a Multidisciplinary Breast Clinic
- Started a Chemo/Radiation Weekly Coordination Meeting
- Addressed issues at Cancer Committee
  - Oncology Strategic Planning Committee
- Locum services/ Staffing for other Depts.
- Metric Results From Daily Huddle
  - “Consult to Treatment Start”

Examples of how this process has been beneficial:
- Reduce Pathology times
- Started MDC for Breast Patients
- Increased Patient satisfaction
- Reduce Imaging delays
- Reduce Dental Extraction delays
- Proactively address operational frustrations with Physician Partners
- Started “Walk-In-Clinic” for Cancer Patients
- Obtained a dedicated Ambulance Transport for department
- Reduce Consult to Treatment Start
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Quotes from staff:

- “I feel blind for the day, if I miss Huddle!”
  Tyson Judy R.T. (R)(T), Lead Therapist

- “It helps me to appreciate and understand what other issues different Team Members in the department have to go through in the care process. It (Huddle) was the best thing we ever did!”
  Sharon Ross, RN

- “It is an excellent way to provide insight on how to manage and prioritize treatment plans.”
  Donna Fitzgerald, CMD & Matt Holmes, CMD

- “It is a great way for me to tie up loose ends and provide direction for my day.”
  Dr. Prem Raja, M.D. (Radiation Oncologist)
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Continual Process Refinement:
- Daily Huddle is fluid, living, breathing, always evolving
  - Must adapt to change over time
- Old problems will be fixed, and new problems will always arise.
- It is always an ongoing process to achieve better quality care and efficiency
- This has also been used as a Disaster/Crisis Command Center
  - Machines down, weather events, etc.

Conclusion:
- Daily Huddle is a great way to:
  - Engage staff in communication
    - An EMR will never replace human communication
  - Improve coordination internally and externally
    - One Team, All In!
  - It can be introduced into any work setting or discipline
  - Helps to proactively address concerns or bottlenecks
  - Helps to stay on track and achieve goals/benchmarks
  - Improve patients’ overall care
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- **Resources**
  - [https://www.playbookhq.co/blog/how-to-run-a-kick-ass-daily-huddle-meeting-aka-daily-standup-daily-scrum](https://www.playbookhq.co/blog/how-to-run-a-kick-ass-daily-huddle-meeting-aka-daily-standup-daily-scrum)
  - [https://cepc.ucsf.edu/healthy-huddles](https://cepc.ucsf.edu/healthy-huddles)
  - Daily Huddle IHITool.pdf

Questions?
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