Institute for Healthcare Improvement

How-to Guide: Improving Transitions from the Hospital to Community Settings to Reduce Avoidable Rehospitalizations

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The Institute for Healthcare Improvement (IHI) is an independent not-for-profit organization that works with health care providers and leaders throughout the world to achieve safe and effective health care. IHI focuses on motivating and building the will for change, identifying and testing new models of care in partnership with both patients and health care professionals, and ensuring the broadest possible adoption of best practices and effective innovations. Founded in 1991 and based in Cambridge, Massachusetts, IHI mobilizes teams, organizations, and increasingly nations, through its staff of more than 100 people and partnerships with hundreds of faculty around the world.

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Table of Contents

I. Introduction p. 1
II. Key Changes p. 6
   1. Perform an Enhanced Assessment of Post-Hospital Needs p. 8
   2. Provide Effective Teaching and Facilitate Enhanced Learning p. 16
   3. Ensure Post-Hospital Care Follow-up p. 24
   4. Provide Real-Time Handover Communications p. 32
III. Design Elements p. 42
IV. Infrastructure and Strategy to Achieve Results p. 49
   Step 1. Provide Executive Leadership p. 49
   Step 2. Convene a Cross-Continuum Team p. 50
   Step 3. Identify Opportunities for Improvement p. 50
   Step 4. Use the Model for Improvement p. 53
       Question 1: What are we trying to accomplish?
       Question 2: How will we know that a change is an improvement?
       Question 3: What changes can we make that will result in improvement?
       Using PDSA Cycles for learning and Improvement
   Step 5. Implementation, Scale-up, and Spread p. 63
V. Case Studies p. 68
VI. System of Measures p. 86
VII. Resources p. 93
VIII. References p. 138
I. Introduction

Delivering high-quality, patient-centered health care requires crucial contributions from many parts of the care continuum, including the effective coordination of transitions between providers and care settings. Poor coordination of care across settings too often results in rehospitalizations, many of which are avoidable. Importantly, working to reduce avoidable rehospitalizations is one tangible step toward achieving broader delivery system transformation.

The Institute for Healthcare Improvement (IHI) has a substantial track record of working with clinicians and staff in clinical settings and health care systems to improve transitions in care after patients are discharged from the hospital and to reduce avoidable rehospitalizations. IHI gained much of its initial expertise by leading an ambitious system-redesign initiative called Transforming Care at the Bedside (TCAB). Funded by the Robert Wood Johnson Foundation, TCAB enabled IHI to work initially with a few high-performing hospital teams to create, test, and implement changes that dramatically improved teamwork and care processes in medical/surgical units. One of the most promising TCAB innovations was improving discharge processes for patients with heart failure (see the TCAB How-to Guide: Creating an Ideal Transition Home for Patients with Heart Failure for a summary of the “vital few” promising changes to improve transitions in care after discharge from the hospital and additional guidance for front-line teams to reliably implement these changes).

In 2009, IHI began a strategic partnership with the American College of Cardiology to launch the Hospital to Home (H2H) initiative. The goal is to reduce all-cause readmission rates among patients discharged with heart failure or acute myocardial infarction by 20 percent by December 2012. H2H leverages an array of national initiatives intended to reduce readmissions and catalyze action to improve patients’ care transitions.

IHI is also leading a groundbreaking multistate, multistakeholder initiative called STate Action on Avoidable Rehospitalizations (STAAR). The aim is to dramatically reduce rehospitalization rates in states or regions by simultaneously supporting quality improvement efforts at the front lines of care while working in parallel with state leaders to initiate systemic reforms to overcome barriers to improvement. Since 2009, STAAR's work in Massachusetts, Michigan, and Washington has been funded through a generous grant provided by The Commonwealth Fund, a private foundation supporting independent research on health policy reform and a high-performance health system.
The Case for Creating an Ideal Transition Home and Reducing Avoidable Rehospitalizations

Hospitalizations account for nearly one-third of the total $2 trillion spent on health care in the United States. In the majority of cases, hospitalization is necessary and appropriate. However, experts estimate that 20 percent of US hospitalizations are rehospitalizations within 30 days of discharge. According to an analysis conducted by the Medicare Payment Advisory Committee (MedPAC), up to 76 percent of rehospitalizations occurring within 30 days in the Medicare population are potentially avoidable. Avoidable hospitalizations and rehospitalizations are frequent, potentially harmful and expensive, and represent a significant area of waste and inefficiency in the current delivery system.

Poorly executed care transitions negatively affect patients’ health, well-being, and family resources and unnecessarily increase health care system costs. Continuity in patients’ medical care is especially critical following a hospital discharge. For older patients with multiple chronic conditions, this "handoff" takes on even greater importance. Research shows that one-quarter to one-third of these patients return to the hospital due to complications that could have been prevented. Unplanned rehospitalizations may signal a failure in hospital discharge processes, patients’ ability to manage self-care, and the quality of care in the next community setting (office practices, home health care agency, and skilled nursing facilities).

How-to Guide: Improving Transitions from the Hospital to Community Settings to Reduce Avoidable Rehospitalizations

This How-to Guide is designed to support hospital-based teams and their community partners in co-designing and reliably implementing improved care processes to ensure that patients who have been discharged from the hospital have an ideal transition home or to the next community care setting.

Based on the growing body of evidence and IHI’s experience to date in improving transitions in care after a hospitalization and reducing avoidable rehospitalizations, IHI has developed a conceptual framework or roadmap (Figure 1) that depicts the cumulative effect of key interventions to improve the care of patients throughout the 30 days after patients are discharged from a hospital or post-acute skilled nursing facility.
The transition from the hospital to post-acute care settings, which is depicted in the red box in Figure 1, has emerged as an important priority in IHI’s work to reduce avoidable rehospitalizations and it is a major focus of this How-to Guide. Guidance for leveraging the key design elements to improve care transitions (depicted in the green box in Figure 1) is also included in this How-to Guide.

Transitions in care after hospitalization involve both an improved transition out of the hospital (and from post-acute care and rehabilitation facilities) as well as an activated and reliable reception into the next setting of care such as a primary care practice, home health care agency, or a skilled nursing facility. These transitions in care after a hospitalization are depicted in Figure 2. An example of an activated receiver is a physician’s office with a specified process for scheduling post-hospital follow-up visits within 2 to 4 days of discharge. “Although the care that prevents rehospitalization occurs largely outside of the hospital, it starts in the hospital.”

5
Figure 2: Process Changes to Achieve an Ideal Transition from the Hospital (or SNF) to Home

The processes to improve care transitions from hospitals or SNFs to home from are highlighted by the red boxes in Figure 2. IHI provides additional How-to Guides for the other process changes and improvements recommended for clinical office practices, skilled nursing facilities, and home health care agencies. These How-to Guides are designed to assist clinicians and staff in office practices, skilled nursing facilities, and home health care agencies in developing processes that ensure a timely and reliable transition into each of the community care settings.

- **How-to Guide: Improving Transitions from the Hospital to Skilled Nursing Facilities to Reduce Avoidable Rehospitalizations**
- **How-to Guide: Improving Transitions from the Hospital to the Clinical Office Practice to Reduce Avoidable Rehospitalizations**
- **How-to Guide: Improving Transitions from the Hospital to Home Health Care to Reduce Avoidable Rehospitalizations**
Section V of this How-to Guide also includes guidance on a recommended infrastructure and strategies for achieving results. Case studies in Section VI give detailed descriptions of how two different organizations implemented successful strategies to reliably implement the changes recommended in this How-to Guide to achieve results in reducing avoidable readmissions.
II. Key Changes

This How-to Guide outlines four recommended changes for improving the transition from the hospital (or SNF) to home or to a community care setting, with the goal of reducing avoidable hospital readmissions (Figure 3).

Figure 3: Key Changes to Improve the Transition to Home or to a Community Care Setting

<table>
<thead>
<tr>
<th>1. Perform an Enhanced Assessment of Post-Hospital Needs</th>
</tr>
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<tbody>
<tr>
<td>A. Involve the patient, family caregiver(s), and community provider(s) as full partners in completing a needs assessment of the patient’s home-going needs.</td>
</tr>
<tr>
<td>B. Reconcile medications upon admission.</td>
</tr>
<tr>
<td>C. Create a customized discharge plan based on the assessment.</td>
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<table>
<thead>
<tr>
<th>2. Provide Effective Teaching and Facilitate Enhanced Learning</th>
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<tbody>
<tr>
<td>A. Involve all learners in patient education.</td>
</tr>
<tr>
<td>B. Use Teach Back regularly throughout the hospital stay to assess the patient’s and family caregivers’ understanding of discharge instructions and ability to perform self-care.</td>
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<tr>
<th>3. Ensure Post-Hospital Care Follow-up</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Assess the patient’s medical and social risk for readmission and finalize the customized discharge plan.</td>
</tr>
<tr>
<td>B. Prior to discharge, schedule timely follow-up care and initiate clinical and social services as indicated from the assessment of post-hospital needs and the capabilities of patients and family caregivers.</td>
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<table>
<thead>
<tr>
<th>4. Provide Real-Time Handover Communications</th>
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</thead>
<tbody>
<tr>
<td>A. Give patient and family members a patient-friendly post-hospital care plan that includes a clear medication list.</td>
</tr>
<tr>
<td>B. Provide customized, real-time critical information to the next clinical care provider(s).</td>
</tr>
<tr>
<td>C. For high-risk patients, a clinician calls the individual(s) listed as the patient’s next clinical care provider(s) to discuss the patient’s status and plan of care.</td>
</tr>
</tbody>
</table>
Note: There is significant alignment regarding these four recommended process improvements among other key research and improvement initiatives (BOOST, RED, and H2H) that aim to improve the discharge processes in hospitals.
1. Perform an Enhanced Assessment of Post-Hospital Needs

**Recommended Changes:**

1A. Involve the patient, family caregiver(s), and community provider(s) as full partners in completing a needs assessment of the patient’s home-going needs.

1B. Reconcile medications upon admission.

1C. Create a customized discharge plan based on the assessment.

Before beginning this improvement work, most teams believe that they are already performing enhanced assessments on admission. However, after completing the Diagnostic Review, team members gain new insights into what they are missing. Clinicians should ask themselves,

"**How can we gain a deeper understanding of the comprehensive post-discharge needs of the patient through an ongoing dialogue with the patient, family caregivers, and community providers?**"

An initial assessment should be completed upon admission, but ongoing assessment of home-going needs should occur throughout hospitalization.

**Typical failures** in the assessment of discharge needs include the following:

- Excluding the patient and family caregivers in assessing needs, identifying resources, and planning for discharge, leading to poor understanding of the patient’s capacity to function in the home environment;
- Lack of probing around unrealistic patient and family optimism to manage at home;
- Lack of understanding of the patient’s functional ability, physical and cognitive health status, and social and financial concerns, which results in transfer to a care setting that does not meet the patient’s needs;
- Not addressing the whole patient (e.g., focusing on one condition, missing underlying depression, social needs, etc.);
- Not addressing palliative care or end-of-life issues, including advance directives or planning beyond Do Not Resuscitate (DNR) status;
• Medication errors, polypharmacy, and incomplete medication reconciliation; and
• Labeling the patient as noncompliant and not recognizing the care team’s responsibility for facilitating self-care management.

**What are your typical failures and opportunities for improvement?**

• Review the findings from the Diagnostic Review (Step 3 in Section IV. Infrastructure and Strategy to Achieve Results) with front-line improvement team(s) on pilot unit(s). Periodically repeat the Diagnostic Review to continually learn about opportunities for improvement.

• Use the Observation Guide: Observing Current Processes for an Admission Assessment (Figure 4) to learn about opportunities to improve the admission assessment.

**Figure 4: Observation Guide: Observing Current Processes for an Admission Assessment**
(How-to Guide Resources, page 94)

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**Recommended Changes**

1A. **Involve the patient, family caregiver(s), and community provider(s) as full partners in completing a needs assessment of the patient’s home-going needs.**

“Family caregivers” is the phrase used in this How-to Guide to represent those individuals who are directly involved in care of the patient at home or at other community care settings. Visitors to the hospital are not necessarily the persons who best understand the home environment limitations, issues of transferring to another care setting, or who will help the patient with self-care at home.9,10 “Community providers” are all of the clinicians and staff (e.g., home health care and palliative care nurses; primary care providers and specialists; skilled nursing facility staff; staff in elder and mental health services or community agencies) who have a role in the care of the patient when they are at home or in a skilled nursing facility.
The post-hospital needs assessment should include the following:

- Cognitive and functional capabilities and needs;
- Ability to perform self-care and monitor health status at home or in the community setting as needed (e.g., weight, symptom log, and blood sugar monitoring); in other words, the patient and/or identified family caregiver(s) are able to show that they understand what they need to do to care for the patient at home;
- The care capacity of the home environment, including whether there is a willing, available, physically and mentally competent family caregiver(s) where and when needed;
- Sources of primary care, specialty care, and home health care;
- Access to social and financial resources; and
- Community supports, such as Meals on Wheels.

The involvement of patients and family caregivers is an essential step in assessing the post-discharge needs of patients. In the admission assessment, during bedside change of shift reports and in ongoing conversations with patients and family caregivers, clinicians should utilize open-ended statements or questions to discover contributing causes for unplanned admissions or readmissions and worries about going home. Whiteboards in the patients' rooms can be utilized to facilitate these conversations among the care team, patients, and family caregivers (see Figure 5). This information about the home-going needs of patients should be brought to the daily multidisciplinary care rounds. Asking the following questions of patients and family caregivers will help to assess the comprehensive home-going needs of patients:

- **How do you think you became sick enough to come back to the hospital?**
- **Have you had any problems taking your medications?**
- **Describe your typical meals at home.**
- **Did you see your doctor or another clinician in the office before you came back to the hospital?**
- **What are you worried about when going home or to a skilled nursing facility?**
Involving community providers who have a role in the care of the patient in the community is critical to obtaining a comprehensive picture of the home-going needs of patients. The hospital-based team and the community providers need to co-design processes to reliably obtain this information after the patient is admitted to the hospital. A few successful approaches are listed here.

- If the admitting nurse cannot reach all of the community providers, this task should be assigned, specifying who on the care team will follow through on this task.
- Upon admission, develop processes to get timely and relevant information from community providers about the patient situation (e.g., medication lists) and insight about the patient’s ability to provide self-care and advanced directive intentions.
- If the patient is in a home health care agency or utilizes a specific pharmacy, contact agency staff and the pharmacist as they may have the most updated and

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**Figure 5: Examples of Whiteboards in Patient Rooms**

<table>
<thead>
<tr>
<th>5a: St. Luke’s Hospital, Cedar Rapids, IA</th>
<th>5b: Sinai Grace Hospital, Detroit, MI</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1" alt="Whiteboard Image" /></td>
<td><img src="image2" alt="Whiteboard Image" /></td>
</tr>
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**Involving community providers** who have a role in the care of the patient in the community is critical to obtaining a comprehensive picture of the home-going needs of patients. The hospital-based team and the community providers need to co-design processes to reliably obtain this information after the patient is admitted to the hospital. A few successful approaches are listed here.

- If the admitting nurse cannot reach all of the community providers, this task should be assigned, specifying who on the care team will follow through on this task.
- Upon admission, develop processes to get timely and relevant information from community providers about the patient situation (e.g., medication lists) and insight about the patient’s ability to provide self-care and advanced directive intentions.
- If the patient is in a home health care agency or utilizes a specific pharmacy, contact agency staff and the pharmacist as they may have the most updated and
accurate medication list as well as information on the patient’s history of filling and following medication regimens.

- Many hospital-based teams are collaborating with staff in skilled nursing facilities to standardize the use of these communication tools to facilitate transfers to and from the community-based care facilities. INTERACT is a quality improvement program designed to improve the early identification, assessment, documentation, and communication about changes in the status of residents in skilled nursing facilities. The goal of INTERACT is to improve care and reduce the frequency of potentially avoidable transfers to the acute hospital. The tools are available on the INTERACT website (www.interact2.net).

1B. Reconcile medications upon admission.

An accurate medication use history and reconciliation with admission orders on admission to the hospital is an important component of safe patient care both during the hospital stay and at transition from the hospital to community settings.

- When taking the patient’s medication history, involve the patient, family caregivers, the clinical care provider and/or primary care physician, and, if possible, pharmacists from the patient’s local pharmacy, to ensure the history is complete and accurate on admission.

- If the patient has had home health care services, contact the home health care agency for a list of current medications; often agency staff have been in the home and have the most up-to-date and accurate list.

- All medications should be reconciled on admission by a suitably trained professional and a record of the reconciliation should be part of the medical record. The correct list at admission is crucial to the subsequent success with medication reconciliation.

1C. Create a customized discharge plan based on the assessment.

A customized and structured discharge plan based on patient needs “reduces readmission rates for older people admitted to the hospital with a medical condition.” The person designated to be accountable for the effective discharge of the patient (e.g., the patient’s primary nurse, a
case manager, a discharge planner, a discharge coach, or a hospitalist) should initiate the patient’s plan of care based on the enhanced assessment.\textsuperscript{14}

Suggestions for creating a customized discharge plan are listed below.

- Expand the focus of daily discharge rounds to multidisciplinary rounds, for which there is a dual focus on optimizing the hospital care and discharging the patient, and a focus on initiating the post-acute care plan with the aim of reducing avoidable readmissions.

- To facilitate communications among the care team, the patient and family caregivers use the whiteboard in the patient’s room to communicate: the daily goals for the hospital care, the expected discharge date, the post-hospital care plan, and patient and family caregiver questions, concerns, and worries. (See examples of whiteboards in Figures 5a, 5b and 6). If multidisciplinary rounds do not occur at the bedside, this information should be regularly communicated to the multidisciplinary care team at daily rounds.

- All members of the care team should contribute information about the each patient’s post-discharge needs and these needs should ideally be summarized into one centralized care plan to be used in multidisciplinary rounds.

- Be proactive in initiating advanced illness planning and palliative care referrals for patients who have had numerous rehospitalizations. If you do not currently have a palliative care program in your hospital, the Center to Advance Palliative Care website contains a wealth of resources and information (www.capc.org).

- As the patient approaches the discharge date, the multidisciplinary care team should ask the question – \textit{Do we think this patient is likely to be readmitted in the next 30 days? If so, why?} If the care team assesses that the patient is likely to be readmitted, what plans can be initiated to better support the patient at home or in the next setting of care?

- Communicate as early as possible with agencies if referrals for home health care, skilled nursing facilities, care managers, or a transitions coach or APN are under consideration.\textsuperscript{4,39}
Figure 6: Example of Discharge Planning at the Patient’s Bedside
Virginia Mason Medical Center, Seattle, WA

www.ihi.org/knowledge/Pages/ImprovementStories/ShesGotaTicketToGoHome.aspx

Provide a way for patients and family caregiver(s) to keep track of the key things they need to know as the patient transitions home — for example, the "Going Home" form (Figure 7). Care team members should assist patients and family caregiver(s) in completing the form.

Figure 7: Going Home: What You Need to Know (How-to Guide Resources, page 96)

Available at www.nextstepincare.org/left_top_menu/Caregiver_Home/.
For more information on creating a customized discharge plan, please refer to the following resources:


For Patients: Leaving the Hospital and Going Where? United Hospital Fund Next Step in Care Campaign. Available at www.nextstepincare.org/nextstepincare.org/left_top_menu/Caregiver_Home/Leaving_the_Hospital?tr=y&auid=8100367&tr=y&auid=8251293.

For Providers: Hospital Discharge Planning – First Steps with Family Caregivers. United Hospital Fund Next Step in Care Campaign. Available at www.nextstepincare.org/uploads/File/Guides/Provider/Provider_Hospital_Discharge_Planning.pdf?tr=y&auid=8100387&tr=y&auid=8251301.

**Recommended Process Measures for Performing an Enhanced Assessment of Post-Hospital Needs** (How-to Guide, page 86)

Use the recommended process measures below to determine how reliably patients and family caregivers and community providers are included in assessing post-discharge needs.

- Percent of admissions where patients and family caregivers are included in assessing post-discharge needs.

- Percent of admissions where community providers (e.g., home health care providers, primary care providers, and nurses and staff in skilled nursing facilities) are included in assessing post-discharge needs.
2. Provide Effective Teaching and Facilitate Enhanced Learning

Recommended Changes:

2A. Involve all learners in patient education.

2B. Use Teach Back regularly throughout the hospital stay to assess the patient’s and family caregivers’ understanding of discharge instructions and ability to perform self-care.

The 2007 MedPAC Report notes that patient adherence with discharge instructions affects the rate of rehospitalization. However, the ability of patients to follow instructions provided at discharge is hindered by the complexities of medical issues, jargon used in the health care setting, and the stress associated with hospitalization. Literacy is a stronger predictor of health status than age, income, employment status, educational level, or racial or ethnic group. The problem is universal; all patients may struggle with comprehension in the stressful circumstances surrounding health care activities, worries, and distractions.

“How can we gain a deeper understanding of patient and family caregiver understanding and comprehension of the clinical condition and self-care needs after discharge?”

Effectively teaching all patients about their conditions, medications, and care processes requires careful design and use of patient teaching and written materials to enhance understanding of what is taught. Cross-continuum teams should strongly consider redesigning printed teaching materials for patient and family caregivers for use in all clinical settings. These materials should include necessary (not nice-to-know) content, simple layout and design, clear illustrations and appropriate reading level. Partner with patients and family caregivers to test and revise these materials. Use these two universal principles for health literacy in developing these written materials.

Reader-friendly written materials: Simple words (one to two syllables), font size 14 point, short sentences (four to six words), short paragraphs (two to three sentences), no medical jargon, consistent language, two-word explanations (e.g., water pill or blood pressure pill), remove ranges, and use abundant white space and pictures or visual aids.
Content redesign: Focus on what the patient needs to know, delivered in easy-to-understand formats.

For more information on redesigning patient teaching print materials, please refer to the following resources:

- **Simplified Heart Failure Patient Teaching Materials.** University of North Carolina at Chapel Hill. Available at [www.nchealthliteracy.org/communication.html](http://www.nchealthliteracy.org/communication.html). The patient-friendly teaching materials, *Heart Failure Self-Management – Caring for Your Heart: Living Well with Heart Failure*, include detailed images and clear, low-health-literacy appropriate language.

- **Easy-to-Read Written Materials.** US Health Resources and Services Administration. Available at [www.hrsa.gov/healthliteracy](http://www.hrsa.gov/healthliteracy). The health literacy section of the website contains free and easy-to-read health brochures and information in various languages.

**Typical failures** found in patient and family caregiver education include the following:

- Assuming that the patient is the key learner;

- Providing written discharge instructions that are confusing, contradictory to other instructions, or not tailored to a patient’s level of health literacy or current health status;

- Failure to ask clarifying questions about instructions and plan of care: and non-adherence of patients regarding self-care, diet, medications, therapies, daily weights, follow-up, and testing, due to patient and family caregiver confusion.

**What are your typical failures and opportunities for improvement?**

- Evaluate through observation the effectiveness of the current discharge teaching process for patient understanding of self-care. Use the Observation Guide: Observing Current Processes for Patient Teaching (Figure 8).

Figure 8: **Observation Guide: Observing Current Processes for Patient Teaching** (How-to Guide Resources, page 99)
Recommended Changes

2A. Involve all learners in patient education.

Patients, family caregiver(s), and other care providers should actively participate in learning about the patients care plan at home or in the next setting of care. Suggestions for identifying and engaging family caregivers and others who will be helping with their care after discharge from the hospital are included here.

- Visitors to the hospital are not necessarily the persons who best understand the home environment limitations, issues of transferring to another care setting, or who will help the patient with self-care at home.9,10 The following questions are useful in discovering critical information and who the key learners may be:

  Who lives with you?
  Who helps you with your medications?
  Who makes your doctor’s appointment?
  How will you get to your doctor’s appointment?
  Who prepares your meals; who cooks?
  Who does the housework?
  Who does the grocery shopping?
  Who else do you want involved in your care?

- Identify who should be present when doing teaching. Noting the key learner(s) in the patient’s chart or electronic health record, and the plan of care on the whiteboard in the patient's room, have proven helpful. Patient and family permission to post information in the room is needed.

- Engage all learners and use Teach Back in teaching about post-discharge plans and instructions about home care.

2B. Use Teach Back and health literacy principles regularly throughout the hospital stay to assess the patient’s and family caregivers’ understanding of discharge instructions and ability to perform self-care.

Patients experience several challenges with learning about their participation in their own care after leaving the hospital. Patients are often very sick and struggling to understand in a busy environment of unfamiliar language, processes, and concepts. In growing numbers, hospitalized
patients are older and suffer multiple chronic conditions and have more complex treatments requiring numerous medications, self-care activities, and the help of other individuals and caregivers. Patient teaching has become dependent on historical methods with too little consideration for what the patient can absorb at the time. The paradigm needs to shift from focusing on what clinicians are teaching patients to focusing on what patients and their family caregivers are learning.

Guidelines for WHAT to teach:

- Use Ask Me 3™, which outlines three simple but essential questions that patients should ask their providers to formulate patient teaching: 1) What's my main problem? 2) What should I do for that problem? and 3) Why is that important? Ask Me 3™ also encourages patients to advocate to get this information about their care, and reinforces with providers the need to maximize patient and family understanding.¹⁹

- During the acute care hospitalization only essential education is recommended.²⁰ Focus on key need-to-know points, only what is vital (not nice-to-know).

- Emphasize what the patient should do, what action to take.

- The tool depicted in Figure 9 below provides key educational topics for patients with Heart Failure, COPD, Stroke, Chronic Kidney Disease, and Mental Health diagnoses.

Figure 9: Key Educational Topics for High-Volume Clinical Conditions (How-to Guide Resources, page 101)
Guidelines for HOW to teach:

- Ask patients and family caregiver(s) how they learn best. Provide as many educational resource alternatives as possible, including written material, videos, audio recordings, face-to-face discussions, and interpretive services.\(^\text{21}\)

- Slow down when speaking to the patient and family, and break messages into short statements. Use easy-to-learn segments of critical information to help patients and family caregivers master the learning more easily.

- Use plain language and eliminate medical jargon. Ensure verbal words and written words match.

- If written materials are used, highlight or circle key information.

- Avoid duplication of paperwork in materials patients take home.

- Provide office practices and skilled nursing facilities with a copy of the patient education packet. Use the same material, if possible, or build on each others’ content.

Using Teach Back to Assess Patient and Family Caregiver Understanding

Teach Back involves asking the patient or family caregiver to recall and restate in their own words what they thought they heard during education or other instructions. According to the published literature, the practice of asking patients to recall and restate what they have been told is one of the eleven top patient safety practices.\(^\text{22}\) “Return demonstration” or “show back” is also a form of “closing the loop” where the patient is asked to demonstrate to the clinician how he or she will do what was taught. This technique is used routinely in diabetic education and physical therapy. Use Teach Back to assess the patient’s and key learners’ ability and confidence to perform self-care, take medications, or access help and close the gaps in understanding.\(^\text{20,23}\)

- Explain needed information to all key learners (the patient and family caregivers).

- Stop and check for understanding using Teach Back: Ask in a non-shaming way for the individual to explain in his or her own words what was understood. For example, “I want to make sure I explained everything to you clearly. Could you explain to me in your own words…?”
• Check for understanding by the patient after each segment or portion of the information. For example, after telling the patient how to take his/her “water pill” and again after explaining the reasons to call the doctor.

• Patients and caregivers should not feel Teach Back is a test. The emphasis is on how well you explain the concepts, placing the responsibility on the teacher not the learner.

• If a gap in understanding is identified, offer additional teaching or explanation followed by a second request for the patient to explain back in their own words. Emphasize what they must do when they get home.

• Use multiple opportunities while the patient is in the hospital for review of important information to increase patient and family caregiver recall and confidence.

• If the patient and/or family caregiver cannot Teach Back, inform the care providers in the next care setting and adjust the transition plan accordingly.

Use Teach Back or return demonstration to assess the patient’s (or family caregiver’s) ability to fill prescriptions and adhere to medications. Non-adherence to a medication regimen may be driven by literacy skills, ineffective teaching, and lack of resources to purchase medications and secure transportation. Consider using a standardized template to prompt nurses and other clinicians to document the patient’s understanding of what was taught, for example, a formatted Teach Back note in the patient’s chart (Figure 10).
Many hospital teams have spread Teach Back competencies to all nursing staff and built this into yearly competency validation process. Teach Back must be practiced and role playing Teach Back is an excellent learning opportunity.

A full description of this Teach Back Competency Assessment Program can be found on page 103 in the Resources Section.
Recommended Process Measures (How-to Guide Resources, page 86)

Use these measures to determine the effectiveness of Teach Back training processes:

- Percent of observations of nurses teaching patient or other identified learner where Teach Back is used to assess understanding.

- Percent of patients who can Teach Back 75 percent or more of what they are taught when content is broken into easy-to-learn segments.
3. Ensure Post-Hospital Care Follow-Up

**Recommended Changes:**

3A. Assess the patient’s medical and social risk for readmission and finalize the customized discharge plan.

3B. Prior to discharge, schedule timely follow-up care and initiate clinical and social services as indicated from the assessment of post-hospital needs and the capabilities of patients and family caregivers.

A high percentage of rehospitalizations occur in the immediate days or weeks following discharge. A national Medicare analysis found 50 percent of patients who were rehospitalized within 30 days had no intervening physician visit between discharge and rehospitalization. The Phillips meta-analysis found that comprehensive discharge planning and post-discharge support reduced rehospitalization by 25 percent overall. Strategies included single home visit, increased clinic follow-up, and home visits. In 15 of 18 trials that evaluated cost, multidisciplinary strategies were identified as a key intervention. Surveys of the published evidence reveals the current body of published interventions to reduce rehospitalizations.

“How can we develop a post-acute care plan based on the assessed needs and capabilities of the patient and family caregivers?”

**Typical failures** following discharge from the hospital include the following:

- Medication errors and complexity;
- Discharge instructions that are confusing, contradictory to other instructions, or not tailored to a patient’s level of health literacy;
- Lack of scheduled follow-up appointment with appropriate care providers, including specialists;
- Follow-up visit scheduled too long after hospitalization;
- Follow-up visit made the sole responsibility of the patient;
- Inability of patient to keep follow-up appointments because of illness or transportation issues;
- Multiple clinical care providers, resulting in patient confusion about which provider is in charge;
- Lack of social support and community services for patients;
- Patients’ inability to carry out self-care activities (e.g., medications, therapies, daily weights or treatments) because of their lack of comprehension about what they need to do to care for themselves or because they lack resources to comply with self-care plans (financial constraints, lack of transportation, etc.); and
- Inconsistent information being given by various clinical providers (including medication discrepancies).

What are your typical failures and opportunities for improvement?
- Chart the number of readmissions on each day after patients are discharged from the hospital and create a histogram to show patterns. Review these patterns to inform your improvement efforts to initiate a plan of care for each patient to meet assessed needs. See Figure 12 below for an example.

Figure 12: Sample Histogram Showing the Frequency of Readmissions
• Assess whether the patient’s discharge plan is received by the primary care physician and specialists before the patient’s scheduled follow-up office visit. Verify the usefulness of the discharge information with these physicians. This could occur during cross-continuum team meetings.

Recommended Changes

3A. **Assess the patient’s medical and social risk for readmission and finalize the customized discharge plan.**

Completing a comprehensive assessment of the post-hospital needs, which began on admission, is an ongoing process that requires the multidisciplinary team to build upon the information throughout the hospital stay to create the individualized discharge plan. Use the findings from this ongoing assessment and the assessment of the patient or family caregiver’s understanding of self-care needs to determine the timing and type of follow-up care required by physicians and other health care providers and additional community-based supports needed.

Although a number of risk-assessment tools are reported in the literature, there are inconsistencies regarding which characteristics and/or variables are most predictive of patients who are at risk for rehospitalization. Eric Coleman, MD, offers the following guidance regarding identification of patients at high risk for admission:

> “Ideally a risk tool would not only identify those at high risk for readmission but more precisely those who have modifiable risk. In other words, risk tools should be aligned with what we understand about how our interventions work and for which patients our interventions work best. In the case of Heart Failure, we should be careful to not assume that the primary readmission for heart failure is after all… the heart. Low health literacy, cognitive impairment, change in health status for a family caregiver, and more may be greater contributors than Left Ventricular ejection fraction. “Asking the patient directly to describe in her or his own words the factors that led to the hospitalization and where they need our support may provide greater insight into risk for return.” The data elements or variables in risk tools available are largely similar. Some require more advanced data capabilities than others. There are inconsistencies regarding which characteristics are most predictive. One possible explanation is that nonpatient
factors may have a larger role in readmission rates, such as the health care system and access.”

Figure 13 below provides a practical way to assess the patient’s risk for rehospitalization. Ongoing review of patients who are readmitted may add important insights which may inform adaptation to your own criteria for assessing a patient’s risk for readmission.

**Figure 13: Categories of a Patient’s Risk of Rehospitalization**

<table>
<thead>
<tr>
<th>High-Risk Patients</th>
<th>Moderate-Risk Patients</th>
<th>Low-Risk Patients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient has been admitted two or more times in the past year</td>
<td>Patient has been admitted once in the past year</td>
<td>Patient has had no other hospital admissions in the past year</td>
</tr>
<tr>
<td>Patient or family caregiver is unable to Teach Back, or the patient or family caregiver has a low degree of confidence to carry out self-care at home</td>
<td>Patient or family caregiver is able to Teach Back most of discharge information and has a moderate degree of confidence to carry out self-care at home</td>
<td>Patient or family caregiver has a high degree of confidence and can Teach Back how to carry out self-care at home</td>
</tr>
</tbody>
</table>

Suggestions for developing a post-acute care plan based on the assessed needs and capabilities of the patient and family caregivers are listed below.

- Develop one comprehensive assessment of post-acute care needs (patient’s needs and capabilities) that integrates input from all members of the care team.

- Change the focus on daily multidisciplinary rounds (MDR) to include a dual focus of optimizing care in the hospital and decreasing the length of stay, while simultaneously planning to meet the post-discharge care needs of patients and prevent readmissions.

- A proposed agenda for MDR or Patient Care Rounds is as follows:
  - What are the goals/reasons for this admission? Are the health care team’s and the patient’s and family’s goals the same?
  - What needs to happen during this hospitalization? What are the criteria that determines the patient’s readiness for discharge?
  - What is the likelihood that this patient will be readmitted in 30 days? If the
likelihood is high, why?

- What post-acute care plan should be put in place for the patient to mitigate potential problems? Take into consideration the needs and capabilities of the patient and family caregiver(s).

- Initiate the appropriate follow-up care and self-management supports as soon as possible.

3B. Prior to discharge, schedule timely follow-up care and initiate clinical and social services as indicated from the assessment of post-hospital needs and the capabilities of patients and family caregivers.

Scheduling follow-up physician office visits and initiation of home health care and community resources before the patient leaves the hospital is recommended. Teams have succeeded in successfully scheduling appointments by partnering with providers to create a simplified process for scheduling and by getting patient input regarding the best times for them to arrange transportation. Front-loading clinical and support services in the immediate post-hospitalization period has proven to be effective in decreasing rehospitalizations rates for patients with heart failure. Hospital staff should create processes for assigning patients to a primary care provider if they do not have one.

Post-discharge follow-up phone calls have been frequently been cited as a cost-effective method to assess how the patient and family caregivers are managing self-care needs after discharge from the hospital. These phone calls are generally conducted by clinical staff in the hospital or in clinical settings outside the hospital (e.g., heart failure clinics or primary care), by advanced practice nurses or care managers or by staff in call centers. During the calls, the nurses should use Teach Back to verify that the patient: 1) has filled all prescription(s), knows how and when to take medication(s), and understands other critical elements of self-care; 2) recalls why, when, and how to recognize the worsening symptoms and when and whom to call for help; and 3) confirms the date and time of the follow-up physician appointment and has arranged transportation for the visit.

Figure 14 below provides guidance for initiating a post-acute care plan for each level of patients’ risk for readmission.
In a study by Balaban et al, research reports that patients who received an outreach call after discharge had a higher rate of attendance at the scheduled follow-up office visit and had fewer undesirable post-discharge outcomes. 37
Two evidence-based transitional care models for patients who have been discharged from the hospital have shown to be effective in improving care and in reducing avoidable readmissions.

- **The Care Transitions Intervention™ Transitions Coach (Coleman) Model.** Available at [www.caretransitions.org](http://www.caretransitions.org). A “Transition Coach” encourage patients to take a more active role in their care and empowers them with skills, tools, and confidence to ensure their needs are met during the transition from hospital to home.


Patients who are assessed to be at high risk for readmission should ideally have some form of supplemental intensive care management after discharge from the hospital and in some cases ongoing care management. For more information on a sampling of intensive care management programs for high-risk patients, refer to the following resources:

- **Advanced Practice Nurse-Driven Transitional Care (Naylor Model)** (as described earlier)


- **Heart Failure Clinics** provide a combination of chronic care and disease management principles, home telemonitoring and work closely with primary care providers. A review of 18 randomized studies showed a reduction in hospital readmissions or shortening of hospitalization with heart failure clinics. [Gustafsson F, Arnold JM. Heart failure clinics and outpatient management: Review of the
Evidence and call for quality assurance. *European Heart Journal.*


- *Visiting Nurse Service of New York (VNSNY).* Available at [www.vnsny.org](http://www.vnsny.org). Focus is on the first 30 days of a patient’s transition from one care setting to another, aimed at reducing the number of handovers. It includes all settings: referring provider and facility, VNSNY Care Team, the primary physician and patient/family, community and long-term care/skilled nursing facility.

**Recommended Measures (Data Reporting Guidelines, How-to Guide Resources, page 86)**

Use this measure to determine the reliability of the processes for scheduling follow-up office visit appointments for patients discharged from the hospital.

- Percent of patients discharged who had a follow-up visit with a physician scheduled before being discharged.
4. Provide Real-Time Handover Communications

**Recommended Changes:**

4A. Give patient and family members a patient-friendly post-hospital care plan which includes a clear medication list.

4B. Provide customized, real-time critical information to the next clinical care provider(s).

4C. For high-risk patients, a clinician calls the individual(s) listed as the patient’s next clinical provider(s) to discuss the patient’s status and plan of care.

Clinicians across the health care continuum often provide care without the benefit of having complete information about the patient’s condition. Don’t confuse communication with information. Inadequate transfer of information (the “handover”) during care transitions plays a significant role in the problems of quality and safety for patients, contributing to duplication of tests and greater use of acute care services.

*How can we effectively communicate post-acute care plans to patients and community-based providers of care?*

There are a few critical elements of patient information that should be available at the time of discharge to community providers. The hospital care team and clinical providers in the next settings of care should agree on the information needed and design reliable processes for information handovers. Written handover communication for high-risk patients is insufficient; direct verbal communication allows for inquiry and clarification.

Patients and families are better able to participate in next steps after hospitalization when they have clear, specific, easy-to-read information. Resources and tools are available to help clinicians provide pertinent information for patients and family caregivers in user-friendly formats.

**Typical failures** in handover communication include the following:

- Unaddressed medication discrepancies;
• Discharge plan not communicated in a timely fashion or does not adequately convey important anticipated next steps to the nursing home team, home health care nurses, primary care physician, or family caregiver;

• Current and baseline functional status of the patient are not described, making it difficult to assess progress and prognosis, and the handover discussion is not driven by data;

• Discharge instructions are missing, inadequate, incomplete, or illegible;

• The patient is returning home without essential equipment (e.g., scale, supplemental oxygen, or equipment used to suction respiratory secretions);

• Care processes are unraveling as the patient leaves the hospital (e.g., poorly understood or unidentified cognition issues emerge and the patient is no longer able to manage medications, or the family caregiver is no longer available);

• Lack of an emergency plan with the phone number the patient should call first; and

• Lack of awareness of weaknesses in the patient’s social support and the financial implications for the patient of the cost and access to medications.

What are your typical failures and opportunities for improvement?

• Assess the usefulness of handover information through ongoing dialogue with members of the cross-continuum team.

• Review feedback from patients and family members regarding the usefulness of the written discharge plan (HCAHPS scores and narrative feedback).

• Spend one to three hours with a patient on the last day of the hospital stay to identify what went well and what didn’t work as planned and predicted during the hospitalization. Use the Observation Guide: Observing Current Discharge Processes (Figure 15) to capture information about what was observed.

Figure 15: Observation Guide: Observing Current Discharge Processes (How-to Guide Resources, page 106)
Recommended Changes

4A. **Give patient and family members a patient-friendly post-hospital care plan which includes a clear medication list.**

The process of medication reconciliation upon discharge complements the process of medication reconciliation upon admission, although key differences between the two processes exist. All medications should be reconciled on discharge by a suitably trained professional, and a detailed record should be part of the handover report to the next caregivers. On discharge, patients and family caregivers should receive a clear, updated, reconciled, and patient-friendly medication list. This medication list should include clearly stated instructions for how the patient should take the medications and should highlight new medications or changes. The medication list should help the patient and family understand the following:

- The name of each medication (as the patient and family know it) and the reason for taking it;
- Pre-hospital medications that the patient should discontinue (a red stop sign to indicate when a medication should be stopped can be helpful);
- Changes in the dose or frequency compared with pre-hospital instructions;
- Pre-hospital medications that are to be continued with the same instructions;
- Medications and over-the-counter medications that should not be taken; and
- If the patient is being transferred to a skilled nursing facility, reconcile medication discrepancies with the formulary of the community facility.

Encourage patients and families to use a tool or document that does not require reliance on memory, such as a personalized medication list. Figures 16 and 17 provide resources to help patients understand when and how to take their medications.
The post-hospital follow-up care presents a critical opportunity to address the conditions that precipitated the hospitalization or rehospitalization and prepare the patient and family caregivers for self-care activities. Suggestions for helping patients and family caregivers to transition to home are noted below:

- Ensure that the patient and family caregivers assisting the patient with self-care are present for discharge instructions; ensure they are engaged in the plan and discharge instructions and fully understand what to do once the patient is discharged.

- Provide the patient and family caregivers with written information about what to expect once the patient returns home: easy-to-read self-care instructions, a medication card listing current medications, a list of reasons to call for help, and telephone numbers to call for emergent needs and non-emergent questions. Inform the patient what information to take to follow-up appointments.
- Explore community support systems as needed and provide patients with potential resources to support their ongoing care needs (e.g., Aging Services Networks, Community Centers).

- Plan ahead to keep the patient safe and comfortable on the trip home. Consider the amount of pain medication required to keep the patient comfortable. Investigate whether needed prescriptions can be filled before the patient goes home.

Resources for developing patient-friendly post-hospital care plans:

- *Taking Care of Myself: A Guide for When I Leave the Hospital*, a toolkit (Figure 18) from the Agency for Healthcare Research and Quality (AHRQ) helps patients by answering such questions as: Whom do I contact if I have a problem?; What is my diagnosis?; What medicines have I been prescribed and when should I take them?; Which foods should I eat and what exercises should I do? Which should I avoid?; When are my next medical appointments, and what should I know about them?; What medicines can I safely take for headaches or other health problems?

- Project BOOST has developed a Transition Record (Figure 19) to help patients successfully address situations the patient is likely to encounter after leaving the hospital.

Figure 18: AHRQ Toolkit - *Taking Care of Myself: A Guide for When I Leave the Hospital* (How-to Guide Resources, page 109)

Available at [www.ahrq.gov/qual/goinghomeguide.htm](http://www.ahrq.gov/qual/goinghomeguide.htm). Print copies of the bilingual guide (English/Spanish) are available by sending an email to ahrqpubs@ahrq.hhs.gov.
Figure 19: **BOOST Patient PASS: A Transition Record** (How-to Guide Resources, page 112)

![Patient PASS: A Transition Record](image)

Available at [www.hospitalmedicine.org/ResourceRoomRedesign/RR_CareTransitions/html_CC/12ClinicalTools/01_Toolkits.cfm](http://www.hospitalmedicine.org/ResourceRoomRedesign/RR_CareTransitions/html_CC/12ClinicalTools/01_Toolkits.cfm).

4B. **Provide customized, real-time critical information to the next clinical care provider(s).**

Identify the patient’s care providers (e.g., physicians, home health care clinicians, and other care providers) and transmit critical information to them at the time of discharge. Ideally, the transmission of critical information precedes or is sent at the time of discharge. Provide an easy-access phone number in the hospital for the clinical care providers to use when questions arise.

Practitioners need an understanding of the patient’s baseline functional status, active medical and behavioral health problems, medication regimen, goals, family or support resources, durable medical equipment needs, pending labs and other tests, and the patient’s or family caregivers’ ability and confidence in providing self-care. Without this critical information, providers may duplicate services, overlook important aspects of the care plan, or convey conflicting information to the patient. The “Transitions of Care Consensus Policy Statement” provides guiding principles that address the physician’s accountability for creating the discharge summary and for managing care transitions between inpatient and outpatient settings. These principles could be used by the multidisciplinary care team to guide planning post-hospital follow-up for all patients.

Leaders of the Hospital to Home (H2H) Initiative has drafted guidance for completing a discharge summary to communicate the patient’s care plan and to contribute to the coordination of care (Figure 20).
Discharge Summary and Care Coordination

Discharge summaries serve as the primary vehicle for communicating a patient’s care plan once they leave the hospital. They are often the only documentation between a hospital and a patient’s next setting of care. Here are core components of a discharge summary gathered from sources relevant to improving care coordination.

Important Parts of a Discharge Summary

The Joint Commission recommends 6 components for a complete discharge summary.\(^1\)

1. Reason for hospitalization
2. Significant findings
3. Procedures and treatment provided
4. Patient’s discharge condition
5. Patient and family instructions (as appropriate)
6. Attending physician’s signature

The National Quality Forum (NQF) recommends 2 fields be included:\(^2\)

7. A comprehensive and reconciled medication list
8. List of acute medical issues, tests, and studies for which confirmed results were unavailable at the time of discharge and that require follow-up.

Here are 5 additional components identified by experts for inclusion:

9. Final diagnoses (primary and secondary)
10. Discharge destination
11. Follow-up appointments
12. Anticipated problems and suggested interventions
13. Documentation of patient education

Important Note

Every facility has a different discharge summary and there is no one standard format. The most important aspect to a discharge summary is that it is done quickly and that the clinicians who need it, have it at the right time in a patient’s care.

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\(^1\) The Joint Commission. Standard IM.6.10, EP.7.
If the patient is transitioning to home and will be receiving care in a primary care office or specialty practice:

- Ensure that the real-time critical information is sent at the time of discharge and the discharge summary is received by the practice prior to the patient’s first follow-up visit.

- Arrange for access to patient discharge instructions in the office practice or encourage the patient or family member to take the discharge instructions to the follow-up office visit.

If the patient is transitioning to a home health care agency, long-term care (LTC), skilled nursing facility, or other care setting in the community, there are some issues to consider when establishing processes for communicating important information about patients at the time of discharge.

- Consider establishing a home health care, skilled nursing facility, or long-term care liaison that will based in the hospital. For example, one home health care agency provides a hospital-based liaison to assist physicians in daily patient reviews to determine qualification for home health care.

- Work with these liaisons to standardize critical information to be included in a handover communication tool.

- Ask care teams in the receiving care setting for their preferred format and mode of communication and specific information needs.

- Share patient education materials and educational processes across care settings.

- Offer education for the staff in the LTC or SNF, home health care agencies, and community agencies to create bidirectional communication and feedback processes for coordination and greater understanding of the patient and/or family caregiver needs.

The complexity of handovers suggests we need to consider standardized handover forms for the community, region, and state. Figures 21, 22, and 23 are examples of transition forms that have been used a variety of organizations and communities.
4C. For high-risk patients, a clinician calls the individual(s) listed as the patient’s next clinical care provider(s) to discuss the patient’s status and plan of care.

Written handover communication for high-risk patients however is insufficient. We should not assume written information will provide all the needed details. Direct verbal communication is needed in these high-risk cases to allow for dialogue about the patient’s clinical status as well as opportunities for inquiry and clarification about the plan of care. A personal phone call or “warm handover” communication with the next clinical provider provides a mechanism for
bidirectional communication and a better understanding of the patient and family caregiver needs.

**Recommended Measures** ([Data Reporting Guidelines](#), How-to Guide Resources, page 86)

Use these measures to determine the reliability of your processes for providing patients and their outpatient care providers with timely and appropriate information.

- Percent of patients discharged who receive a customized discharge plan written in patient-friendly language at the time of discharge.

- Percent of discharges where critical information is transmitted at the time of discharge to the next site of care (e.g., home health, long-term care facility, rehabilitation care, physician office).
III. Design Elements

The design elements or principles for improving care transitions and coordination of care after patients are discharged from the hospital include: 1) patient and family caregiver engagement, 2) cross-continuum team collaboration, and 3) health information exchange and shared care plans. These cross-cutting principles are catalysts for the successful implementation of the key strategies and changes to improve care transitions and to reduce avoidable rehospitalizations.

Patient and Family Caregiver Engagement

Engagement with patients and their family caregivers takes many forms, including partnerships in treatment and shared care planning, improving care across the continuum, redesigning care and service processes, and optimizing communication between health care providers and patients and their family caregivers.

At the annual IHI National Forum in 2002, Don Berwick asked, “Are patients and families someone to whom we provide care? Or, are they active partners in managing or redesigning their care?” If we truly want to transform care processes, patients and families know the “white spaces” between services and locations of care. Patients and family caregivers should be engaged in choices, planning, and decisions about their care. We also need them engaged in the redesign of care processes if we are to achieve patient- and family-centered care.

The challenges for health care leaders “Start Before You Are Ready!” has been stated by Jim Anderson, former Chairman of the Board at Cincinnati Children's Hospital and Medical Center. Figure 24 is a document on which IHI collaborated with leaders at Cincinnati Children’s Hospital to develop a readiness assessment for Partnering with Patients and Families to Accelerate Improvement.

Figure 24. Readiness Assessment (How-to Guide Resources, page 120)
At St. Luke’s Hospital in Cedar Rapids, Iowa, the Patient and Family Advisory Council (FAC) for Heart Care Services is dedicated to helping the service fulfill its mission: “To give the health care we’d like our loved ones to receive” and to support the principles and practice of family-centered care. Functions of the FAC include providing input and feedback on ways to improve:

- Patient and family experience;
- Delivery of services for patients and families;
- Educational programs, classes, and written materials for patients;
- Program development such as for the transitions in care team;
- Education/orientation of hospital associates;
- Facility design or renovation;
- Reviewing accomplishments and setting goals; and
- Recruiting new members.

For more information on partnering with patients and families to transform care refer to:


Cross-Continuum Team Collaboration

Cross-continuum team collaboration is a transformational hallmark of the STAAR initiative that promotes the paradigm shift from site-specific care to patient-centered care, where the focus is on the patient’s experience over time. Understanding mutual interdependencies between care settings, the hospital-based teams co-design care processes with their community-based clinicians and staff and collaborate to improve patients’ transition out of the hospital and reception into community settings of care. This collaborative teamwork reinforces that readmissions are not solely a hospital problem.

Leadership for successful cross-continuum teams varies. Some are initiated by hospital executives who invite representatives from community-based sites of care and community agencies that received their patients to learn and test changes in collaboration with hospital-based teams. Quality Improvement Organizations (QIOs) are bringing together hospitals, nursing homes, patient advocacy organizations, and other stakeholders in community coalitions where in many cases leadership arises from a community-based leader. Regardless of the initial leadership, the purpose of the cross-continuum team collaboration is to work together toward a common goal and to co-design care transition processes that keep patients safe during the transitions between care settings and to coordinate the care of patients.

The cross-continuum team should meet regularly to facilitate communications and collaboration, assess progress, remove barriers to progress, and support improvement efforts of the front-line teams in all clinical settings. In the STAAR initiative, a few key roles for cross-continuum teams are emerging and are delineated below.

**Oversight Role**

- Identify opportunities and establish aims to improve care transitions.
  - Surface failures and diagnose systemic gaps in care transitions and identify and/or test new ideas;
  - Review and analyze the readmission data and data about patient/family experiences;
  - Complete periodic diagnostic reviews of cases where patients have been readmitted to engage all clinicians and staff in the community and to continually learn about opportunities for improvement; and
Create a common aim and look at linkages of processes where cooperation is required.

- Build capability to partner with patients and family caregivers.
  - Add patients and family caregivers to the cross-continuum team to enhance the focus on patient/family experiences and to enable their participation in improving care processes.
- Build capability and capacity in partnering across organizational boundaries.
  - Develop mutual familiarity with the characteristics and needs of each setting by having members from the cross-continuum team visit each others’ sites to observe patient care processes during transitions (e.g., hospital and home care nurses shadow each other in the hospital and home visits); and
  - Rotate meetings in the different sites.

**Portfolio Management**

- Review the comprehensive results and progress over time and support the work of front-line clinicians and staff in the hospital, office practice settings, home health care, and skilled nursing facilities in the co-design and implementation of processes to improve transitions in care.
- Manage a portfolio of community-wide improvement initiatives and review progress of each initiative. Examples of community-wide initiatives include:
  - Create universal handover forms/formats to improve communication and coordination of patient care among all clinical settings;
  - Develop a common evidence-based patient education approach in all clinical settings (e.g., health literacy strategies);
  - Create universal teaching materials for the most common clinical conditions for use in all clinical settings; and
  - Create universal self-management tools to be used in all clinical settings to support patients and family caregivers.
- Facilitate collaboration along with payers and post-acute care providers to determine eligibility criteria for intensive care management and how to determine the clinical provider who is “in charge of coordinating care” for various patient populations (Care Transitions Intervention, APN Transitional Care, HF Clinic, Patient-Centered Home, Evercare, etc.).
Health Information Exchange and Shared Care Plans

Health information technology (HIT) and the systems to enable the exchange of electronic information within and across settings in a community (i.e., interoperability) can have a dramatic effect on the coordination and communication of information among providers and between providers and patients. While hospitals have had electronic systems to support financial and management systems for a long time, fewer have electronic clinical information systems that support quality of patient care. Other settings across the continuum of care have only recently begun to adapt and implement HIT systems that include clinical information. Recent national initiatives — such as the Health Information Technology for Economic and Clinical Health (HITECH) Act (P.L. 111-5) that has as its goal the adoption of HIT in hospitals and office practices around the country — are helping to accelerate the use of HIT more broadly across the health care system. Some insights about the current and potential impact of HIT on the components of IHI’s Roadmap for Improving Transitions in Care after Hospitalization and Reducing Avoidable Rehospitalizations (Figure 1) are addressed in this section of the How-to Guide.

Transition from Hospital to Home

During the hospitalization, the ability of clinicians and staff to complete an enhanced assessment and create a post-discharge care plan can be done more consistently and easily if they have immediate access to information about the patient from a number of sources, including primary care and other community providers as well as from members of the care team within the hospital. Medication reconciliation is more effectively accomplished with shared access to patient records across providers. Information gained about the patient during Teach Back sessions, whether conducted in the hospital or in the primary care office, can become part of a continuous documentation of a patient’s and their family caregivers’ ability to understand how to take care of the patient with the use of shared information systems. Shared care plans, such as the Patient Powered system developed in Whatcom County, Washington, can be the vehicle for engaging patients in the development of their care plans and also in the active management of their health in an ongoing way. With shared care plans, patients have direct access to their medical information and designate others with whom they want to share the information.
Post-Acute Care Patient Activation

The ability of clinicians and staff in skilled nursing facilities, home health care, and primary care practices to effectively receive the patient following a hospitalization depends on their having access to information about the patient’s course of treatment and the care plan developed during the hospitalization. The timely transmission of the discharge summary is often a key roadblock that can be addressed through shared access to the patient’s medical record and the key recommendations for follow-up care by the discharging physician.

HIT systems can also play a role in standardizing patient-focused information about the illness and ensuring that the patient receives complementary information across settings and sites of care. In addition HIT has the potential to capture how effectively the patient and family caregivers are able to Teach Back what they are learning, share that information with clinicians across settings, and link engagement strategies to the level of patient activation.

Evidence-Based Care in Community Care Settings (Better Models of Care)

Information technology enables clinicians and staff in all settings to better manage care for their patients by having access to information about medication history, past treatments, outstanding tests, patient and family understanding of and ability to care for the patient, and patterns of hospitalization and ED use. For example, information technology enhances the ability of primary care practices to practice population management (i.e., to understand the needs of entire populations of patients with specific clinical conditions or multiple clinical conditions and provide proactive care to meet those needs).

Alternative or Supplemental Care for High-Risk Patients

Technology and information systems can be used to provide enhanced care to those at high risk of readmission by enabling not only daily monitoring of key clinical information about the patient, but also daily contact between the patient and his or her care team. For example, a number of approaches to providing enhanced or supplemental care to high-risk patients combine intensive contact and support with some type of telemedicine.

In spite of the potential that HIT has to impact improvements in transitions in care, there are a number of limitations of current HIT systems, including the lack of connectivity between different HIT systems in different settings (e.g., between hospitals and practices or skilled nursing facilities). Even within a single care setting such as a hospital, the systems for data exchange
are not transparent and do not encompass all of the elements. Most hospitals have fragmented care plans by discipline (different ones for MDs, RNs, pharmacists, etc.). While the HITECH Act also provides funding to support the state and regional efforts that will enable the transfer of electronic data across all settings and sites of care, fully functioning systems are not widespread. The Office of the National Coordinator recently released a Request for Information (RFI) on Governance of the Nationwide Health Information Network to a common set of “rules of the road” for privacy, security, business and technical requirements that will help create the necessary foundation to enable the nation’s electronic health information exchange capacity to grow.42

In addition to the technical issues that need to be solved, there are other challenges that need to be addressed in order to fully maximize these systems to help providers and patients improve transitions, including better partnership between IT vendors and quality improvement experts and overcoming the conflict between vendor business strategies and the needs of providers within and/or across regions.
IV. Infrastructure and Strategy to Achieve Results

Step 1. Executive Leadership

The Executive Sponsor links the goals of improving transitions in care and reducing readmissions to the strategic priorities of the organization. The sponsor provides oversight and guidance to the improvement teams’ work. Depending on the size and organizational structure of the hospital or health care system, typical Executive Sponsors may include Chief Executive or Chief Operating Officers, Patient Safety Officers, Medical Directors, Nurse Executives, or Community Leaders.

If reducing readmissions and improving readmissions lack strategic priority, the chances of achieving lasting results lessen. These strategic questions may help frame the initiative:

- Is reducing the hospital’s readmission rate a strategic priority? What competing commitments might interfere with this work?
- What initiatives or other projects to reduce readmissions are already underway or planned? Are they aligned?
- What resources and expertise in quality improvement and data analysis will support improvement efforts?
- How will leaders provide oversight and accountability for the improvement projects?

The Executive Sponsor should also select a Day-to-Day Leader who coordinates project activities; helps lead the cross-continuum team; provides guidance to the front-line improvement team(s); and communicates progress to the Executive Sponsor on a regular basis. The Day-to-Day Leader is often a quality improvement leader, a nurse director, or a director of case management.

The Executive Sponsor guides breakthrough performance. IHI’s white paper *Execution of Strategic Improvement Initiatives to Produce System-Level Results*, contains four components to achieve results:\(^4^4\)

1. Set priorities and breakthrough performance goals;
2. Develop a portfolio of projects to support the goals;
3. Deploy resources appropriate for the aim; and

4. Establish an oversight and learning system to produce desired change.\(^4\)

**Step 2. Convene a Cross-Continuum Collaboration Team**

A multistakeholder team that is composed of representatives from across the care continuum, including patients and family caregivers, provides leadership and oversight for the portfolio of projects. This team co-designs the processes to improve transitions in care. It identifies “sender” and “receiver” relationships for every step of the patient journey across the care continuum. Collectively, team members explore ideal information flow as the patient moves from one setting to the next. Cross-continuum collaboration team membership may include:

- Patients and family caregivers (*ideally these are not retired health care professionals*)
- Hospital staff such as nurse managers, nurse educators, and staff nurses; hospital physicians or hospitalists; case managers; pharmacists; discharge planners; or quality improvement leaders
- Staff from skilled nursing facilities and long-term care centers
- Office practice representatives like primary care physicians and specialists; nurses or nurse practitioners; or practice administrators
- Home health nurses and staff; palliative care, hospice nurses and staff
- Community pharmacists
- Community social services agencies staff such as case managers or staff from elder services

**Step 3. Identify Improvement Opportunities**

The first cross-continuum collaboration team or multistakeholder team meets and defines its aspirations and purpose. It develops a plan to manage the improvement portfolio and clarifies its aim (e.g., to reduce rehospitalizations by 30 percent). Early team tasks include a diagnostic assessment (see Step 3a, below) and review of historic data like readmission rates, transfers from long-term care centers to hospitals, patient perception data, home health admissions to acute care, and the like.
Step 3a. An in-depth medical record review of the last five rehospitalizations yields rich information. The Diagnostic Worksheet helps make sense of these findings (Figure 25).

Figure 25: Diagnostic Worksheet (Part 1) (How-to Guide Resources, page 122)

- Interview five patients recently readmitted (ideally, while in the hospital) and their family members. If possible, interview the same patients whose charts were reviewed. Next, conduct interviews with community clinicians who know the readmitted patient (e.g., physicians, nurses in the skilled nursing facility, home health nurses, etc.). Identify problem areas from their perspective. Transcribe information from these interviews onto Part 2 of the Diagnostic Worksheet (Figure 26).

Figure 26: Diagnostic Worksheet (Part 2) (How-to Guide Resources, page 124)


St. Luke’s Hospital in Cedar Rapids, Iowa, Diagnostic Review revealed this patient story:

James, a 68-year-old man, lives at home with Martha, his wife of 48 years. He was admitted to the hospital with shortness of breath and diagnosed with pneumonia and underlying onset of heart failure. He and Martha were provided with instructions about new medications and diet before discharge and asked
to see his physician in the office in two weeks. A few days after returning home, Martha reminded James to schedule his visit to the physician’s office, but James had difficulty reaching the scheduler. Finally, he was able to set up a visit for three weeks later.

James didn’t mention to Martha that he took the three-day supply of Lasix the hospital sent home with him but never filled his prescription; he felt well again and thought the expense unnecessary. When he noticed swelling in his legs, he didn’t want to bother the “busy doctor” and dreaded the ordeal of calling the office again.

After 11 days, James was readmitted to the hospital with increased shortness of breath, marked edema of his lower legs, a weight gain of 25 pounds, and mildly elevated brain natriuretic peptide (BNP), a marker of cardiac insufficiency. His hospital stay went well, but James’ stress level was high, his blood pressure was elevated, and another drug was added to his medication regimen.

While James was in the hospital, Martha was admitted for an emergent surgery. After his discharge, James began eating in fast food restaurants as he worried about his wife, juggled visits to Martha’s bedside, and managed a roofing project on their home. The day Martha came home from the hospital, James was readmitted with exacerbation of heart failure.

Step 3b. Review patient experience data about communications and discharge preparations.

Trend the data for the questions below from the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) patient response data in a time series chart for the entire hospital, by month, for the last 12 months (www.hcahpsonline.org). Refer to Patient Experience Measures, page 87).

- “Did hospital staff talk with you about whether you would have the help you needed when you left the hospital?” (HCAHPS Q19)

- “Did you get information in writing about what symptoms or health problems to look out for after you left the hospital?” (HCAHPS Q20)
Step 3c. Trend the 30-day all-cause readmission and the number of patients admitted to observation status in time series charts.

Collect historical data and display monthly all-cause readmission rates in a time series chart. Display data for the last 12 months, if possible. Consider segmenting readmissions rates by patients with certain diagnoses like heart failure. Additional outcome measures are recommended.

**Recommended Readmissions Measures**

- 30-day all-cause readmissions
- Readmissions count
- 30-day all-cause readmissions for a specific clinical condition
- The number of patients admitted for observation status

**Step 4. Use the Model for Improvement**

Developed by Associates in Process Improvement, the Model for Improvement (Figure 27) is a simple yet powerful tool for accelerating improvement that has been used successfully by hundreds of health care organizations.

The model has two parts:

- Three fundamental questions that guide improvement teams to 1) set clear aims, 2) establish measures that show if changes lead to improvement, and 3) identify changes that are likely to lead to improvement.
- The Plan-Do-Study-Act (PDSA) cycle to conduct small-scale tests of change in real work settings — by planning a test, trying it, observing the results, and acting on what is learned. This is the scientific method, used for action-oriented process improvement.
Question 1: What are we trying to accomplish?

Craft an aim statement to guide the work. Aim statements communicate what a team hopes to accomplish and the magnitude of its change. Aim statements have four parts to them: what the team expects to do; by when; for whom, and states the measurable goals.

Example aim statements:

1. St. Elsewhere Hospital will improve transitions home for all patients as measured by a decrease in the 30-day all-cause hospital readmission rate from 12% to 8% percent or less within 24 months.

   We will start our improvement work with patients on 4W and 5S. We will expect to see a decrease in the readmission rates for patients discharged from those units of at least 10% within 12 months.

2. Shady Oaks Hospital will improve transitions home for all heart failure patients as measured by a reduction in unplanned 30-day all-cause readmission rates for heart failure patients (decreasing the rate from 25% to 15% or less in 18 months).
For more on setting aims, please refer to: www.ihi.org/knowledge/Pages/HowtoImprove/ScienceofImprovementSettingAims.aspx.

**How to Select Pilot Units or a Pilot Population**

Based on what is learned about 30-day all-cause readmission data, select one or two medical/surgical units where readmissions occur the most. If one patient population accounts for a large percent of the readmissions (e.g., heart failure patients; patients transferred from long-term care centers) it may help to focus initially on this patient segment.

**How to Form an Improvement Team**

Front-line improvement team(s) vary from hospital to hospital. Ideally, involve individuals who actively assess patients, teach and facilitate patient education, communicate essential information during handovers to the next care setting, and arrange post-hospital care follow-up. Front-line improvement team(s) will initially test the 4 Key Changes on the unit(s). A typical front-line improvement team includes:

- A Day-to-Day Leader for each pilot unit who will drive the work on their respective unit(s);
- Patients and family members;
- Physician champions (this person may be a cardiologist, intensivist, hospitalist, primary care physician, or specialist, depending on the specific unit selected);
- Nurse manager, staff nurses, case managers, clinical nurse specialists, and nurse educators;
- Social workers and/or discharge planners;
- Pharmacists; and
- Clinicians and staff from community settings.

**Question 2: How will we know that a change is an improvement?**

Data to reduce readmissions and rehospitalizations is best for learning not judgment. Outcome, process, and balancing measures inform improvement. Outcome measures directly
relate to the aim — in this case, to reduce readmissions or rehospitalizations. Process measures reflect how work gets done around the key changes. Balancing measures help ensure that we are not causing detriment to an important part of the system. When data is displayed in a time series graph or in a run chart trends and improvement are easy to observe (Figure 28).

A comprehensive list of all of the measures can be found in the System Measures Section on page 86.

**Figure 28: Example Run Charts for Outcome Measures for Readmission, Patient Experience, and Balancing Measures**

![Example Run Charts](image)

**Question 3: What changes can we make that will result in improvement?**

Select the changes needed to bring about improvement from among the Key Changes outlined in section II.

The key changes represent the temporal journal of a patient hospital stay. First, the patient is admitted and the key change for avoiding a subsequent readmission is an assessment of the specific patient needs at discharge. The second key change occurs during the hospital stay and involves using Teach Back to improve teaching and assess patient or the designated learners understanding. The third key change is preparing for follow up after discharge. The
final change provides the person who receives the patient information needed. All changes should be reliably implemented and scaled up across the hospital to reduce readmissions.

Figure 29: Flowchart of Key Changes

Using PDSA Cycles for Learning and Improvement

The engine of improvement is the Plan-Do-Study-Act (PDSA) cycle. A team conducts small-scale tests of change in real work settings — by planning a test, trying it, observing the results, and acting on what is learned. This is the scientific method, used for action-oriented process improvement.

Additionally, observation may inform improvement because it yields significant learning as a team tests and then implements changes.45-48 The key change descriptions include suggestions for observation.

Why Test Changes?

- To increase your belief that the change will result in improvement
- To decide which of several proposed changes will lead to the desired improvement
- To evaluate how much improvement can be expected from the change
- To decide whether the proposed change will work in the actual environment of interest
- To decide which combinations of changes will have the desired effects on the important measures of quality
- To evaluate costs, social impact, and side effects from a proposed change
- To minimize resistance upon implementation
How to Test a Change

A first test of change usually happens on a small scale (e.g., using Teach Back with one nurse or one patient or for one day). Use a Plan-Do Study-Act format and predict what will happen as a result of trying something different. Observe the results, learn from them, and continue to the next test. Use iterative PDSA cycles to test under a variety of conditions. This improves the team’s belief that the change will work reliably when implemented. See the PDSA Worksheet (Figures 30 and 31).

Figure 30: PDSA Worksheet (How-to Guide Resources, page 127)

![PDSA Worksheet](image)

Figure 31: Example Completed PDSA Worksheet (How-to Guide Resources, page 128)

![Example Completed PDSA Worksheet](image)

Most changes require a series of successive tests before implementation. Testing may include adding more staff to try the change, adding a variety of types of patients and families, or testing on different shifts, on the weekdays and on the weekends, when short staffed, well staffed, on days with many admissions, few admissions, etc. The point is to learn as much as possible and create a process that is reliable as. A series tests are outlined below.

Example of Iterative PDSA Cycles to Improve Patient Understanding Using Teach Back

- **Cycle 1**: One nurse, on one day, tests whether using Teach Back with one patient who has heart failure (HF) helps the patient learn the reasons to call the
The nurse learned that materials were confusing to the patient.

- **Cycle 2**: Nurse revises the teaching materials to identify key points by circling them. The nurse runs a second PDSA cycle with the same patient the next day and the patient can Teach Back the signs and symptoms, when and how to call his doctor.

- **Cycle 3**: The nurse expands Teach Back to two patients, one has a designated learner, his daughter.

- **Cycle 4**: The nurse tries a cycle of setting a learning appointment with a designated learner. This cycle is later abandoned due to complexity.

- **Cycle 5**: Nurse expands Teach Back to all patients with heart failure and spreads out the Teach Back sessions over several days during the stay.

- **Cycle 6**: Nurse expands Teach Back to all her patients and designated learners.

- **Cycle 7**: Teach Back is introduced to the weekend staff and two nurses from each shift are trained. Nurses begin sharing results of learning in shift report to coordinate who teaches what.

- **Cycle 8**: The nurse manager observes that staff struggle with how to ask the patients to Teach Back and develops 3 alternative scripts for testing.

- **Cycle 9**: Staff try the scripts and like two of the three, they adopt those two.
Test to Increase Process Reliability

David Garvin defines reliability as failure free operation over time. Processes should get desired results every time, for every appropriate patient. As PDSA cycles ramp up, make sure to precisely specify the work, who does what, when, how, where, etc. To make processes more reliable make use of human factors principles (e.g., build on existing habits, use checklists to avoid relying on memory, foolproof the process so that it is impossible to do the wrong thing, use standard protocols and training). To increase reliability, for example, consider auto-reminders for Teach Back and documentation. Another method for developing reliability is to interview staff about how they do particular work, like patient teaching and the use of Teach Back. If the responses vary, this may reveal a lack of reliability in how the work is done. Peer observers and coaches help to build new competencies among the staff.

Make sure there is a process in place that identifies failures (e.g., a patient is ready for discharge but never received any Teach Back during their stay, or a patient cannot Teach Back important aspects of their self-care and nothing was changed in the discharge plan).
Institute for Healthcare Improvement
How-to Guide: Improving Transitions from the Hospital to Community Settings to Reduce Avoidable Rehospitalizations

Learn where failures occur and then use problem-solving to design solutions redundancies or remedies if they occur.

_Improving Reliability of Teach Back:_ When redesigning your patient education processes to teach patients about home-going instructions (as described in the example PDSA cycles above), work with staff who conduct the tests to precisely describe the work. The following questions may help improve reliability and specify work. Below is an example of how to customize the questions around Teach Back.

- **Who will do it (be specific — e.g., include the name of the nurse assigned to the patient)?**
- **What will they do (e.g., use Ask Me 3™ framework to organize teaching for all patients and each patient is asked [in a non-shaming way] to describe in their own words what was learned)?** Learning is documented in the patient’s record so that at discharge, details on the patient’s ability to Teach Back the key points can be transferred to the next site of care.
- **When will they do it (e.g., during second hourly rounding of shift)?**
- **Where will they do it (e.g., in the patient’s room)?**
- **How do they do it (include tools that are used — e.g., Teach Back documentation tool kept in patient’s chart)?**
- **How often will they do it (e.g., once each day)?**
- **Why should they do it (e.g., to enhance learning and identify patients who are at risk for problems while caring for themselves post-discharge)?**

Continue to test the process under a variety of conditions (e.g., different nurses, different kinds of patients). Adapt the change iteratively until it optimally meets the needs of both patients and staff and a high level of reliability is achieved (i.e., the process works as designed at least 95 percent of the time).

Learn from failure as well as from success. Understanding common failures (situations when a process is not executed as expected) helps the team to (re)design the new processes to eliminate those failures.
Learning from a failed test:

The nurses used the Ask Me 3™ framework and Teach Back with all patients. A nurse caring for a patient with chronic depression was unsure about the relevant Teach Back questions to assist her with patient education. The nurses, physicians, and social workers met to delineate the relevant Teach Back questions for patients with mental health conditions and redesigned education.

After successful testing under varying conditions with desired results, document the process so there is no ambiguity and all involved can articulate the exact same steps in the process.

Use Data, Displayed Over Time, to Understand Progress

Use data to assess process reliability. For example, display in a time series graph the percentage of patients who can Teach Back two-thirds or more educational material. Another useful measure is the percentage of observations of teaching opportunities where nurses use Teach Back. Annotate graphs to note when specific changes are implemented. Continue to collect and display this data to see whether your changes result in improvement. Augment quantitative data with information from asking patients about their experience (consider using the Diagnostic Worksheet, How-to Guide Resources, page 122).

Track whether new and improved processes are executed as expected with process measures. Learn whether and how specific changes work as planned. Figure 32 shows an example of an annotated time series graph for a process measure for Provide Effective Teaching and Facilitate Enhanced Learning. The annotations show when specific changes were tested or implemented.

Figure 32: Example Time Series Graph for Process Measure
When data suggest a lack of process reliability — ask the people who do the job what barriers they face. Identify opportunities to execute the new processes more reliably. Avoid blaming staff who do the work. Assume the problem is from poor process design. Work with the team to fix it. For example, if the team observes that nurses are not using Teach Back, the team should ask nurses about barriers to using Teach Back and then improve the likelihood Teach Back will be used.

Note, for example, how the data in the graph above (Figure 32) enables the team to see when performance declined and test new interventions to improve reliability. Share data with unit staff, physicians, and senior leaders. Reflect on lessons learned from both successful and unsuccessful tests of change.

**Step 5. Implementation, Scale-up, and Spread**

**Implementation of Changes**

After testing a change on a small scale, learning from each test, and refining the change through several PDSA cycles, the team should broadly implement the change to make it permanent and routine. This usually requires revisions to written policies, hiring, training, compensation, equipment, and other aspects of the organization’s infrastructure that were not engaged in the testing phase. Pay attention to communication (i.e., publicizing the benefits of the change), documenting improvement, as well as keeping in contact with the pilot team to support it during implementation.

*Implementation Example:* During the testing process, a few nurses learned Teach Back. Once the processes and support materials have been adapted so that these nurses teach the identified learners effectively over 90 percent of the time, those processes should be implemented across the unit. Making these processes the default system (i.e., the way the work is done rather than the way a few nurses do the work from time to time) requires a training system for all nurses currently on the unit, and changes to orientation programs for new nurses. To scale up the change across the hospital might require changes to an IT documentation system. Communication to all staff about new expectations for teaching and learning might be developed to generate interest in implementing the redesigned process in other parts of the hospital (e.g., in other units or service lines) or with other disciplines (like physicians, or pharmacists) in preparation for spread.
During implementation, attend to social aspects of the change as well as the technical infrastructure. Leaders need to communicate the why as well as the how of the change, and address questions and concerns. It is common for processes to work reliably during testing and less reliably, temporarily, during implementation because a larger group, some unfamiliar and/or unsympathetic with the purpose, must implement a change. There may be resistance, or simply confusion. It may take some cycles of testing to put in place an effective infrastructure to support the change(s). After implementation, continue to monitor whether processes are reliable and act on that information to adapt the processes and the related infrastructure to support the change. Make it easy to do the right thing, and hard to do the wrong thing.

Tips for Sustaining Improvements

- Communicate aims and successful changes that achieved the desired results (e.g., newsletters, storyboards, patient stories, etc.).
- “Hardwire” processes so that the new processes are difficult to reverse (e.g., IT template, yearly competencies, role descriptions, policies and procedures).
- Assign ownership for oversight and ongoing quality control to “hold the gains.”
- Assign responsibility for ongoing measurement of processes and outcomes.

Planning for Scale-up of Changes

Scale-up involves overcoming system and infrastructure issues that arise during implementation. For example, after pilot testing Teach Back, a hospital unit identified this as a successful improvement in patient learning. The hospital leadership then undertakes a deliberate implementation of this change in the whole hospital. The infrastructure required to sustain Teach Back on a unit may be different from the infrastructure required for implementation throughout the hospital (i.e., documentation in the electronic medical record or annual competency training). If there are barriers to scale up they should be noted and removed, if possible.

An important leadership consideration is whether staff have adequate time and resources to adopt the changes. Are the changes developed at the pilot level scalable to the entire
organization? For example, using Teach Back for all patients may mean that nurses and other staff redesign activities and free up time to reliably implement this new competency.

**Spreading Changes**

Leaders should plan for spreading the improvement developed in the pilot population or unit during the early stages of the initiative. After successful implementation of the Key Changes, leaders develop a spread plan. Even though the changes have been tested and implemented, spread efforts benefit from testing and adaptation (using PDSA cycles) in new patient populations or organizations.

Successful spread of reliable processes requires leaders to commit sufficient resources to support spread. Pilot unit staff also play an important role in spread activities by 1) making the case that the changes contribute to better patient transitions and reduced readmissions, and 2) generating information and materials that leaders can package to ease spread. They may teach and mentor others.

A key responsibility of leaders is to develop a plan and timetable for spread and then to measure and monitor progress. Figure 33 shows an example of a tool to monitor spread of changes. This tool allows a leader to visualize spread progress of each change and the spread of changes across the locations.

**Figure 33: Tool to Monitor Spread**
Leaders would want to determine if further guidance and support might accelerate progress and results. It is recommended that outcome measures be reported and tracked at the hospital or system level as well as at the unit level in order to provide leaders, unit managers, and front-line staff with regular feedback on their progress.

Books and articles:


Web tools and resources:

*On Demand Presentation: An Introduction to the Model for Improvement*. Institute for Healthcare Improvement. Available at:
www.ihi.org/offerings/VirtualPrograms/OnDemand/ImprovementModelIntro/Pages/default.aspx.

Quality Improvement 101-106. IHI Open School for Health Professions. Available at www.ihi.org/offerings/IHIOpenSchool/Courses/Pages/default.aspx. The Institute for Healthcare Improvement offers online courses, through the IHI Open School for Health Professions, that are available free to medical students and residents and for a subscription fee for health care professionals.
V. Case Studies

Case Study 1: St. Luke’s Hospital ................................. p. 69

Case Study 2: University of California at San Francisco .... p. 78
Case Study 1: St. Luke’s Hospital (Cedar Rapids, Iowa)

In 2006 St. Luke’s joined the IHI Transition to Home Collaborative. Prior to the IHI work, an improvement team focused on heart failure (HF) had been chartered (in 2001) and had already implemented the following:

- Standardized care through order sets;
- Patients identified via daily BNP reports;
- Outpatient heart failure education class; and
- Scheduling the follow-up physician office visit for patients before discharge.

Following the Collaborative kick-off, the team was expanded to include a home health care representative, a family member of a heart failure patient, a long-term/skilled care representative, and an outpatient physician clinic representative. This enhanced team, more broadly representing the patient’s continuum of care, has played a major role in developing and testing changes to improve transitions out of the hospital for heart failure patients. The St. Luke’s Patient and Family Advisory Council, formed in 2007, also provided valuable insight to the team in the design of the ideal transition to home.

The cross-continuum team continually makes improvements by aggregating the experiences of the patients, families, and caregivers. Readmissions are monitored and failures are reviewed by the cross-continuum team to assess opportunities for improvement.

Key Changes Implemented

1. Perform an Enhanced Assessment of Post-Hospital Needs

The patient care units conduct bedside reports to involve the patient and family caregivers as partners in the care. In addition, a daily discharge huddle is facilitated with the RN caring for the patient, the charge nurse, and unit-based case manager. Daily goals are reviewed and written on the whiteboards in each patient room, providing an opportunity to review the plan for the day, anticipate discharge needs, and determine what it will take to get the patient home safely. A section of the whiteboard is reserved for the patient or family to write questions for the care team. The whiteboard (24 in. x 36 in., see Figure 35 below) was developed by the Patient and Family Advisory Council and has been adopted by all medical/surgical areas.
During the admission process, the patient is asked which family caregiver(s) they want to have present when discharge information is discussed. This information and the anticipated discharge date are both documented on the whiteboard to enhance the patient’s and family caregivers’ ability to plan for the transition to home.

Key Learning to Date

The team at St. Luke’s Hospital learned that building relationships with their patients helped them to discover more critical information about patient and family caregiver needs and fears about going home. The hospital initiated a “Take 5” program, where nurses visit informally with the patient each day — to connect on a personal basis, thereby building a relationship to better discover needs, wants, fears, and barriers.

2. Provide Effective Teaching and Facilitate Enhanced Learning

The cross-continuum team revised the patient education processes and materials to incorporate health literacy concepts and to ensure that the same care instructions are given to patients, in a
consistent manner, across the continuum of care: in the hospital, with the home health care agency, in long-term care settings, and in the heart failure clinic.

- Written materials were redesigned to incorporate plain language, appropriate use of color, and only the “need to know” concepts. The team solicited feedback from patients and family caregivers during the testing of draft materials as well as through focus groups, and with the outpatient heart failure class participants.

- Teach Back, the process of asking patients to recall and restate in their own words what they have been taught, was incorporated into the patient education standards at several key times: at the patient’s bedside during their hospital stay, during the 24- to 48-hour post-discharge follow-up visit by Home Health, and during the follow-up phone call to the patient seven days post-discharge.

- A yearly nurse competency validation on health literacy and Teach Back has been implemented. This includes role-playing on educating patients with structured observation and peer-to-peer critique on the key components of Teach Back: shame-free questioning, positive tone, plain language, and avoiding the phrase “do you understand.”

Specified Teach Back questions (the “need to know” elements) have been tested and implemented for heart failure and COPD and are being tested for other conditions. A patient teaching flowsheet is set up to address the use of Teach Back and documentation addresses the Teach Back results.

Patients with heart failure and their family caregivers are given a 12-month calendar at discharge (Figure 39). The calendar includes information and reminders on maintaining health, a designated space for tracking daily patient weight, and the dates of upcoming educational classes on heart failure for the patient and family.

Examples of St. Luke’s patient teaching tools follow.

- Heart Failure Magnet: To help patients remember the signs and symptoms that signal a need to contact their physicians and to ensure they know who to call (Figure 36)

- Heart Failure Zones: Gives patients and families a simple way to assess when they are in good shape or starting to decline (Figure 37)
- Low Sodium Eating Plan: Patient-friendly instructions on how to use less salt as they plan their eating from day to day (Figure 38)

- Calendar: A place to document daily weights, with friendly reminders about seasonal challenges and the St. Luke’s HF class schedule (Figure 39)

Figure 36: Heart Failure Magnet — St. Luke’s Hospital (How-to Guide Resources, page 131)

Figure 37: Heart Failure Zones — St. Luke’s Hospital (How-to Guide Resources, page 132)

Figure 38: Low Sodium Eating Plan — St. Luke’s Hospital (How-to Guide Resources, page 133)
Figure 39: Patient Calendar Example — St. Luke’s Hospital (How-to Guide Resources, page 137)

Key Learning to Date

In 2008, the team noticed varying staff skills and reliability in use of Teach Back and added a yearly nurse competency validation on health literacy and Teach Back that includes a demonstration video and interactive role-playing on effective patient education. Staff read scenarios and role play with a second staff member, and then critique each other in effective, patient-centered techniques. In addition to the medical-condition-specific Teach Back questions, Teach Back is also encouraged as a technique in daily practice for checking patient understanding of things such as the use of call-lights, therapy treatments, and medications, and to assess the effectiveness of staff-to-staff communication. As more patient and family caregivers participated in helping redesign whiteboards, teaching materials, and patient education processes, team members saw the true benefits of including patients and family caregivers as partners in redesigning these materials and the transition processes.

3. Ensure Post-Hospital Care Follow-up

Partnership with physician offices resulted in redesign of scheduling post-discharge visits to allow office visits within three to five days for all HF patients. In 2007, the rate of adherence was 5 percent to 10 percent. Cases were reviewed with the physician groups to increase awareness of the need for the visit. The improvement was slow. The key was agreement on a standing order from the cardiology specialty groups and hospitalist for an appointment within three to five days after discharge. The local cardiology specialty group does provide a HF clinic. The APN works closely with these clinic nurses and communication flows in both directions to keep the team informed on patient needs.
St. Luke’s partnered with its home health care agency to provide complementary post-hospital home assessment within 24 to 48 hours after discharge to all patients with heart failure, regardless of whether they qualified for home health care. This process has benefited patients by providing greater support and education, including additional reinforcement and in-home assessment (e.g., medication reconciliation, adherence to self-care regimen, or need for further home health care services). Often during that home visit, the nurse can observe social support issues that were not as evident in the hospital. During the visits, the nurses use the same patient education tools from the hospital to verify patient understanding of self-care through Teach Back. The patient is asked where in the house their critical discharge information (such as the magnet, pictured above) is located. The home visits are paid for by a joint effort of the hospital and VNA, but patients often convert to a certified home visit when new needs are uncovered during the complementary visit. Tests of this process change began in November 2006 and were hardwired in January 2007. In 2010, approximately 75 percent of patients with heart failure discharged to home receive a home visit. About 11 percent of patients refuse the visits and some patients are still missed if they have a short stay over a weekend.

The APN sees the patient in the hospital and conducts a follow-up phone call seven to nine days post-discharge. During this call, the APN assesses satisfaction with the discharge instructions and also uses Teach Back to determine the patient and/or caregiver understanding of the critical self-care instructions.

Key Learning to Date

By the end of the first year of work, the cross-continuum team became a powerful force in building cross-setting relationships, facilitating focus on common aims and values for all parties and making a difference for patients and families.

4. Provide Customized Communications to Community Care Providers, Patients, and Family Caregivers

St. Luke’s partnered with the hospital’s home health care agency (VNA) and two long-term care facilities to standardize and enhance the quality of the handoff communication process, including co-designing the interagency transfer form to meet both the sender’s (hospital) and receiver’s (next site of care) needs. St. Luke’s provides education to long-term and skilled care nurses, as well as to the certified nursing assistants (CNAs), on heart failure and the transition to home process. The CNA education has proved especially important since they may observe patient symptoms in the facilities and are often responsible for weighing patients.
Medication reconciliation is a joint physician and nurse responsibility. The physician is provided with a report at discharge to reconcile the home medication list with medications prescribed while the patient was in the hospital. The nurse puts the reconciled medication list in the patient’s discharge instructions. A second nurse double-checks, comparing the orders to the discharge instructions.

In August 2007, review of readmitted patients helped staff realize the need for referral to palliative care for patients with advanced stages of disease. Criteria for referral continue to be tested, but initial changes have increased referrals from less than 5 percent to over 20 percent. A full-time physician, social worker, and nurses have been added to the program. Discussions between the medical director of palliative care and attending physicians have enhanced their understanding of the program and potential benefits to patients. In late 2008, an advanced practice nurse (APN) for the outpatient setting was added to the palliative care program in response to many requests for assistance with palliative care discussions with patients in the physician offices.

*Key Learning to Date*

Palliative care services in the hospital and community are needed by a higher percentage of patients than previously understood before embarking on improving the transition processes. The work requires an intense and explicit focus on patient- and family-centered care, and a keen awareness of the home environment.

*Barriers Encountered*

- Criteria for certifying patients for home health care services are problematic. Some patients refuse the needed support because they fear being “homebound.” Support in the home can easily unravel and patient status can quickly deteriorate. Having home health care staff visit the home in the first 24 to 48 hours after discharge can provide the needed support to prevent a readmission.

- Physician clinic access can impact the ability to schedule a follow-up appointment three to five days after discharge. Working with the clinic to allow for some open appointments is important.

*Breakthroughs and Key Lessons Learned*
• Leadership engagement and support is essential.

• Participation in the early IHI TCAB initiative made a difference.

• This work has to be done in tandem with compliance to Centers for Medicare & Medicaid Services (CMS) Core Measures.

• Patients and family caregivers help transform care in profound and unexpected ways.

• Involving the front-line staff in the changes helps them understand why it is important and grows ownership by engaging them in redesign.

• Ongoing monitoring of processes is important to hardwiring the best practices.

• Ongoing data provided by the Quality Department helps drive the work.

• Using patient stories unleashes energy and participation that becomes evident in process and outcome results.

Results: Outcome Measures

Figure 40: Results: Outcome Measures
Results: Process Measures

Figure 41: Results: Process Measures

Case Study 2: University of California at San Francisco

In October 2008, with funding from the Gordon and Betty Moore Foundation, the University of California at San Francisco (UCSF) joined with IHI and three other San Francisco Bay Area hospitals to reduce 30-day and 90-day readmissions for elderly heart failure patients. Starting off as participants in IHI’s Transforming Care at the Bedside initiative, clinicians and staff at UCSF worked to test, implement, and spread four key changes for creating an ideal transition home.

In addition to the technical assistance from IHI, UCSF received funding from the Moore Foundation for two part-time heart failure nurses to coordinate a disease management program. Their initial focus was on discharge planning, but quickly expanded to include care coordination across the continuum. These UCSF team leaders paid particular attention to communication — they identified the key stakeholders across the system and met with each of them to explain the program and its goals; they wrote and distributed weekly newsletters to share stories and information about their progress; and they reached outside of the hospital to share information and ideas with cross-continuum providers such as home health care agencies, skilled nursing facilities, and primary care physicians. The team believes that this unwavering commitment to sharing information, telling stories, and understanding the role of the whole system in keeping patients safe at home has been instrumental to their success.

The UCSF senior leadership has additionally supported the HF program by starting a Heart Failure Readmissions Task Force led by Associate Chief Medical Officer, Adrienne Green, MD, and Director of Quality Improvement and Regulatory Affairs, Brigid Ide, RN, MS. This task force tracks various metrics, identifies and assists with barriers, and facilitates system changes to improve care for patients throughout UCSF.

Key Changes Implemented

1. Perform an Enhanced Assessment of Post-Hospital Needs

Nurses complete admission assessment with patients and families within 24 hours of admission; primary care physicians and other members of the care team are notified of the admission; pharmacists and physicians reconcile medications upon admission; and referrals for smoking

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\(^{1}\) While UCSF is not a participant in the STAAR initiative, this case study represents results that were achieved by implementing IHI’s recommended changes in an academic medical center.
cessation counseling, case management, social services, and dietary consultations are initiated when indicated.

**Key Learning to Date**

About a year into the project, the team at USCF began to realize that the enhanced assessments were not being reliably completed. They assumed that since admission assessments were already a part of the existing process that the assessments were being completed, but when they looked at the data they found that about one-third of their patients were not being adequately assessed within 24 hours. This prompted the team to investigate why and, using an anonymous survey tool, they harvested information from nurses on the barriers to prompt completion of assessments and uncovered actionable issues. This information was shared with leadership and a separate task force was chartered to address the barriers. Since bigger solutions would take time, the problems led them to think about focusing on the specific needs of their high-risk patients — to make the key components of assessment reliable for them. For example, they realized that, in particular, failure to assess promptly was resulting in delayed consults for dietary consultations and for physical or occupational therapy.

2. **Provide Effective Teaching and Facilitate Enhanced Learning**

The heart failure nurses assessed and redesigned their patient education materials and processes in accordance with health literacy principles. Materials were reviewed by a select group of cardiologists, hospitalists, dietitians, and a geriatric clinical nurse specialist (CNS) and included a general overview of heart failure, heart failure zones, a guide to living with heart failure, a low salt eating plan, daily weight charts, fluid restriction, and information on falls prevention. Four essential HF teaching documents are available on the UCSF Patient and Family Education website for anyone to order — in four different languages.

Patients are given a Heart Failure Discharge Binder with thorough (and patient-friendly) education on HF disease, medications, and self-management (including weight charts and nutrition labels). Materials are customized for each patient with the name and phone number of the physician to call with questions and for follow-up care, and patients are coached on how to talk to physicians when they are having symptoms that need attention.

The heart failure nurses identify the primary learners on admission and ensure that the learners have the right information about the patient’s post-discharge needs; Teach Back is used during
the inpatient stay and during outpatient follow-up calls to assess patient and family understanding of discharge instructions and the ability to perform self-care.

To institute Teach Back as a standard of care, the HF nurses started by training and educating nurses on three pilot units to use Teach Back in their daily work. They then taught home health care nurses, SNF staff, and others about the Teach Back technique and its benefits and recruited three to four Teach Back “champions” on each unit to help train and resource the Teach Back technique for staff nurses. Once they felt confident that the technique could be broadly adapted across the institution, they developed specific competencies for staff nurses in the Teach Back technique.

Key Learning to Date

Shifting the focus of education from what nurses and other educators were teaching to what patients were learning has been transformative for the hospital. It quickly became clear that this change was ripe for spreading across the hospital for the care of all patients, not just heart failure patients.

The team leaders found that the educational materials needed a complete overhaul. They brought in multidisciplinary partners (physicians, pharmacists, dieticians) to make sure materials met everyone’s needs (staff, patients and families, and others). For example, patients needed information on which physician to call and for what, which led the team to incorporate doctors’ names and phone numbers within the educational materials. Patients also need coaching on how to talk to physicians when they are in the “yellow zone,” so scripts were developed and included in the educational packets. The materials revisions took months, but the team was very pleased with the results.

3. Ensure Post-Hospital Care Follow-up

To ensure appropriate post-acute follow-up care, the primary care team schedules a follow-up appointment (within seven days of discharge) with the assistance of the scheduler; the Case Manager prompts home health care orders from the primary care team; and the HF nurse verifies the follow-up appointment and home health care orders prior to discharge. (Home health care referrals have increased from about 51 percent in 2009 to about 73 percent at the end of 2010 into the beginning of 2011.)

The HF nurses call patients that have been discharged to home within three to five days after discharge, and again within 30 days after discharge. On the first follow-up call, the patient is
Institute for Healthcare Improvement
How-to Guide: Improving Transitions from the Hospital to Community Settings to Reduce Avoidable Rehospitalizations

asked if they were discharged with a follow-up appointment and, if so, the date of the appointment.

In August 2010, UCSF launched GeriTraCCC, a new service designed to provide transitional care to older heart failure patients at risk for post-discharge complications. GeriTraCCC provides post-discharge house calls and works with the home health nurses and with each member of the team to smooth the patient’s transition and facilitate care of geriatric issues which may be impeding his or her optimal care at home. Criteria for referral include:

- Prior admission within six months;
- Scheduled follow-up appointment that was missed or unable to attend;
- Cognitive concerns;
- Caregiver adequacy concerns;
- Complicated change in medications; and
- Seen by inpatient Palliative Care Service or needing post-discharge palliative care follow-up for symptom management or goals of care.

**Key Learning to Date**

An early “a-ha” moment came when the team realized that while a scheduler was routinely making follow-up appointments for patients before discharge, no system was in place to inform those patients that appointments had been made. This led to a better understanding of information flow across the system.

4. Provide Real-Time Handover Communications

Each service is working to improve communication with outside providers. Health Information Services does audits each quarter and reviews a number of patient records to see if discharge summaries were complete within 14 days. BOOST hospitalists are working on an electronic discharge summary form that will help solve medication and other issues with outpatient providers. The HF nurses email the inpatient team, case manager, and UCSF primary care physician to notify that their patient is being followed by the UCSF Heart Failure Program on admission, and they continue to communicate with this team about issues and concerns that surface during the hospital stay and on follow-up calls with patients. On discharge, a sticker with
an easily identifiable logo is placed on the transition record for heart failure patients, with the names and contact information for the HF nurses.

Medication reconciliation is completed by pharmacists and the bedside nurse at the time of discharge. Work is underway to pilot test a new patient-friendly medication card.

**Key Learning to Date**

Given the opportunity, care teams have lots of information to share with one another. The team leaders started notifying patients’ care teams (attending physicians and residents, primary care team, specialists, and case managers) about the Heart Failure Program’s services to their patients. This has resulted in important patient information being shared across the team (for example, issues around expectations on who was managing a patient’s psychiatric medications).

Lack of communication is the source of many problems that lead to readmissions. Home health care and SNFs welcome opportunities to improve handoff communication, share materials, and change practice in support of better patient care. When it became clear that these providers didn’t always know which patients were in the UCSF Heart Failure Program, the team devised a sticker with an easily identifiable logo that is placed on the transition record and includes the HF nurses’ names and contact information.

5. **Improve Connections to the Palliative Care Program**

As the team began looking more deeply into data on frequently readmitted patients, they realized that there were few opportunities for very sick HF patients to have the difficult discussions with their doctors about goals of care. The team connected with UCSF’s well-establish palliative care program, which had been used primarily for oncology patients, and worked with that team to expand services to HF patients and their families. The team leaders are now certified trainers in end-of-life nursing education, helping them effectively support more goals of care and end-of-life discussions.

6. **Collaborate with Post-Hospital Community Providers** (HF clinics, primary care physicians, home health care agencies, and skilled nursing facilities)

The UCSF team found that their colleagues receiving patients into the next site of care (particularly SNF and home health care) were thrilled to coordinate and cooperate on reducing
readmissions. They shared educational materials and the UCSF team provided in-services on HF to their colleagues, both of which were very well received.

7. Provide Supplemental Discharge Teaching

Through close connections with their patients and observations of individual needs and trends, the UCSF team continually identified new ways to help patients stay safely at home, including:

- Education on falls prevention;
- Brochures on spiritual care and palliative care;
- Letter summarizes patient status updates to primary care physician; and
- Patient script for calling the doctor for symptoms in the “yellow warning zone” (to help patients communicate about warning signals to their physicians).

Barriers Encountered

- Different systems on different units: The team initiated standardized systems for HF Program patients (heart failure folders, discharge checklist, whiteboards in patient rooms, daily weights, sticker on transition record).
- Misconception of palliative care: Physicians were reluctant to order palliative care consults (which is often thought of as a request for hospice care); through continued education, the palliative care team consults have increased.
- Follow-up appointments: It is often difficult to schedule a follow-up appointment within one week of discharge; now the team is promoting follow-up appointments with primary care physicians and have seen improvement. High-risk patients are now able to schedule an appointment with a nurse practitioner in the clinic immediately post-discharge.
- Discharge process: The redesigned discharge process aimed to address unreliable processes for medication reconciliation, lack of coordinated communications, and variability of processes on units, and now also includes utilization of Teach Back and guidance for ordering consults and services needed.

Breakthroughs and Key Lessons Learned

- Collaboration with IHI provided an essential start and guidance throughout the process
• Building a relationship and trust is key — and it takes time; patients with HF and other chronic diseases require more than simply teaching (must get patient “buy-in”)

• Importance of palliative care and goals of care discussions

• Power of the patient story to learn from and drive change

• Results are not immediate; it takes time to show improvement

• Teach Back works; a focus on health literacy is necessary

• Senior leadership support is essential

• Communication, communication, communication

Results: Outcome Measures

Figure 42: Results: Outcome Measures
For UCSF heart failure patients, 30-day all-cause readmissions have declined since the launch of this initiative, from about 24 percent in 2009 to about 19 percent in 2010, and continue to decline towards the current goal of 16 percent or less. This data suggests that the team averted approximately 41 admissions in calendar year 2010. In an analysis of the financial impact to Medicare for reducing 30-day readmissions, if UCSF maintained a 16 percent readmission rate it would mean a savings of approximately $1 million annually for Medicare.

Results: Process Measures

Figure 43: Results: Process Measures
VI. System Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Description</th>
<th>Numerator</th>
<th>Denominator</th>
<th>Data Collection Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>30-Day All-Cause Readmissions</td>
<td>Percent of discharges with readmission for any cause within 30 days</td>
<td>Number of discharges with readmission for any cause within 30 days of discharge</td>
<td>The number of discharges in the month</td>
<td>Write a report to run no sooner than 31 days after the end of the measurement month. This report will:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Exclusion: Planned readmissions (e.g., chemotherapy schedule, rehab, planned surgery)</td>
<td>Exclusions: Labor and Delivery, transfers to another acute care hospital, patients who die before discharge</td>
<td>1a. Pull all the discharges in the measurement month</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1b. Remove exclusions (transfers to other acute care, deceased before discharge, Labor and Delivery)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>The number of discharges after you remove the exclusions is your denominator (or “index discharges”).</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2a. Through the unique medical record identifier, identify those (index) discharges that resulted in readmissions within 30 days of the discharge</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2b. Remove exclusions (planned readmissions like chemotherapy, radiation, rehab, planned surgery, renal dialysis)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>The number of (index) discharges that resulted in readmissions within 30 days will be your numerator.</strong></td>
</tr>
<tr>
<td>Readmissions Count</td>
<td>Number of readmissions (numerator for % readmissions)</td>
<td>N/A</td>
<td>N/A</td>
<td>Use the numerator specified in the measure above</td>
</tr>
<tr>
<td>30-Day All-Cause Readmissions for a Specific Clinical Condition</td>
<td>Percent of discharges with a specific clinical condition readmitted for any cause within 30 days of discharge</td>
<td>Number of discharges with a specific clinical condition readmitted for any cause within 30 days of discharge</td>
<td>Number of discharges in the month with the specific clinical condition</td>
<td><strong>See above</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Exclusion: Planned readmissions (e.g., chemotherapy schedule, rehab, planned surgery)</td>
<td>Exclusions: Labor and Delivery, transfers to another acute care hospital, patients who die before discharge</td>
<td></td>
</tr>
</tbody>
</table>
## Outcome Measures: Patient Experience

<table>
<thead>
<tr>
<th>Measure</th>
<th>Description</th>
<th>Numerator</th>
<th>Denominator</th>
<th>Data Collection Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HCAHPS Discharge Question 19 (Q19)</strong></td>
<td>“Did hospital staff talk with you about whether you would have the help you needed when you left the hospital?”</td>
<td>Number patients surveyed in the month who answered, “yes”</td>
<td>Number of surveys completed in the month for the hospital with an answer for this question</td>
<td>Collect data on routine follow-up phone calls.</td>
</tr>
<tr>
<td><strong>HCAHPS Discharge Question 20 (Q20)</strong></td>
<td>“Did you get information in writing about what symptoms or health problems to look out for after you left the hospital?”</td>
<td>Number patients surveyed in the month who answered, “yes”</td>
<td>Number of surveys completed in the month for the hospital with an answer for this question</td>
<td>Collect data on routine follow-up phone calls.</td>
</tr>
</tbody>
</table>
| **Patient Experience: Care Transitions Measures (Pilot unit data) (CTM3)** | Three questions asked on follow-up phone call:  
1) The hospital staff took my preferences and those of my family or caregiver into account in deciding what my health care needs would be when I left the hospital.  
2) When I left the hospital, I had a good understanding of the things I was responsible for in managing my health.  
3) When I left the hospital, I clearly understood the purpose for taking each of my medications. | Calculate the sum of responses across the 3 items. Responses are scored:  
Strongly Disagree = 1  
Disagree = 2  
Agree = 3  
Strongly Agree = 4 | Number of questions answered across all patients asked | Collect data on routine follow-up phone calls. |

*This measure is taken from Dr. Coleman’s Care Transitions ProgramSM: [www.caretransitions.org](http://www.caretransitions.org)*

Sample 20 patients: If you have less than 20 discharges per month, report 100%.

Response options: Strongly Disagree, Disagree, Agree, Strongly Agree, or Don’t Know/Don’t Remember/Not Applicable

Do not count in your denominator questions where the patient responded don’t know/remember or not applicable.

If disagree, ask (and document) what their concerns were.
### Balancing Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Description</th>
<th>Numerator</th>
<th>Denominator</th>
<th>Data Collection Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>30-Day All-Cause Readmission to Observation Status</td>
<td>Percent of patients readmitted to observation status within 30 days of a hospital discharge</td>
<td>Number of discharges with readmission to observation status for any cause within 30 days of discharge</td>
<td>The number of discharges in the month Exclusions: Labor and Delivery, transfers to another acute care hospital, patients who die before discharge</td>
<td>Write a report to run no sooner than 31 days after the end of the measurement month. This report will: 1a. Pull all the discharges in the measurement month 1b. Remove exclusions (transfers to other acute care, deceased before discharge, Labor and Delivery) The number of discharges after you remove the exclusions is your denominator (or “index discharges”). 2. Through the unique medical record identifier, identify those (index) discharges that resulted in admission to observation status within 30 days of the discharge The number of (index) discharges that resulted in observation status admission within 30 days will be your numerator.</td>
</tr>
<tr>
<td>Count of Observation Admissions within 30 Days of Hospital Discharge</td>
<td>Number of patients admitted to observation status within 30 days of a hospital discharge</td>
<td>Number of discharges with readmission to observation status for any cause within 30 days of discharge</td>
<td>NA</td>
<td>Use the numerator specified in the measure above</td>
</tr>
</tbody>
</table>
## Balancing Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Description</th>
<th>Numerator</th>
<th>Denominator</th>
<th>Data Collection Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Room Visits within 30 Days of Hospital Discharge</td>
<td>Percentage of patients who have ED Visit within 30 days of hospital discharge</td>
<td>Number of patients with ED visit within 30 days of hospital discharge</td>
<td>The number of discharges in the month Exclusions: Labor and Delivery, transfers to another acute care hospital, patients who die before discharge</td>
<td>Write a report to run no sooner than 31 days after the end of the measurement month. This report will: 1a. Pull all the discharges in the measurement month 1b. Remove exclusions (transfers to other acute care, deceased before discharge, Labor and Delivery) The number of discharges after you remove the exclusions is your denominator (or “index discharges”). 2. Through the unique medical record identifier, identify those (index) discharges that resulted in an ER Visit within 30 days of the discharge The number of (index) discharges that resulted in ER visits within 30 days will be your numerator.</td>
</tr>
<tr>
<td>Measure</td>
<td>Description</td>
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<td>Denominator</td>
<td>Data Collection Strategy</td>
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</tr>
<tr>
<td>Patient and Family Involvement in Early Assessment for Post-Discharge Needs</td>
<td>“Family” is defined by the patient and includes any individual(s) who provide support. “Family caregivers” is the phrase used to represent those family members who are directly involved in care of the patient outside the hospital or other community institutions. Consider asking patients and families a set of (open-ended) questions — feel free to adopt, adapt, or abandon those suggested below:</td>
<td>Number of admissions in sample where patients and families were included in assessing post-discharge needs</td>
<td>Number of admissions in the sample</td>
<td>• Option 1: Review charts of 10 to 20 patients discharged from the pilot unit: 2 to 5 per week for 4 weeks a month&lt;br&gt;• Option 2: Build data collection into discharge process — i.e., at discharge, review record to determine if patients and families were included in an assessment for post-discharge needs&lt;br&gt;Enter data monthly</td>
</tr>
<tr>
<td>Patient Teach Back</td>
<td>Percent of observations of nurses teaching patient or other identified learner where Teach Back is used to assess understanding</td>
<td>Number of observations of nurses where Teach Back is used to assess understanding</td>
<td>Number of observations of nurses teaching</td>
<td>Observe 10 to 20 teaching opportunities from the pilot unit: 2 to 5 per week for 4 weeks a month&lt;br&gt;Enter data monthly</td>
</tr>
</tbody>
</table>
## Process Measures

<table>
<thead>
<tr>
<th>Measure</th>
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<th>Denominator</th>
<th>Data Collection Strategy</th>
</tr>
</thead>
</table>
| **Timely Handover Communication** Measure: Percent of time critical information is transmitted at the time of discharge to the next site of care (e.g., home health, long-term care facility, rehab care, physician office) | Decide in advance what “critical information” should be included in the real-time transfer information. The Transitions of Care Consensus Policy Statement suggests the following:  
  - Principle diagnosis and problem list.  
  - Medication list (reconciliation), including over-the-counter medications/herbals, allergies, and drug interactions  
  - Clear identification of the medical home, transferring coordinating physician/institution, and the contact information  
  - Patient’s cognitive status  
  - Test results/pending results | Number of patients in the sample where critical information is transmitted at the time of discharge to the next site of care (e.g., home health, long-term care facility, rehab care, physician office) | Number of patients in the sample                                                                 | • Option 1: Review charts of 10 to 20 patients discharged from the pilot unit: 2 to 5 per week for 4 weeks a month  
• Option 2: Build data collection into discharge process – for example, collect copies of the transfer forms and count them up, or keep a tally sheet.  

Enter data monthly                                                                                     |
| **Patient-Friendly Post-Hospital Care Plan** Measure: Percent of patients discharged who receive a customized post-hospital care plan written in patient-friendly language at the time of discharge |                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Number of patients in the sample who receive a customized post-hospital care plan written in patient-friendly language at the time of discharge | Number of patients in the sample                                                                                   | • Option 1: Review charts of 10 to 20 patients discharged from the pilot unit: 2 to 5 per week for 4 weeks a month  
• Option 2: Build data collection into discharge process – for example, collect copies of the care plans and count them up, or keep a tally sheet.  

Enter data monthly                                                                                       |
### Process Measures

<table>
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<tr>
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<th>Denominator</th>
<th>Data Collection Strategy</th>
</tr>
</thead>
</table>
| **Post-Hospital Care Follow-up** | Measure: Percent of patients discharged who had a follow-up visit scheduled before being discharged in accordance with their level of assessed risk | Number of patients in the sample who had a follow-up visit scheduled before being discharged in accordance with their level of assessed risk | Number of patients in the sample       | - Option 1: Review charts of 10 to 20 patients discharged from the pilot unit: 2 to 5 per week for 4 weeks a month  
- Option 2: Build data collection into discharge process – i.e., at discharge, review record to determine if appointments were made in accordance with risk assessment  
Enter data monthly |
## VI. How-to Guide Resources

<table>
<thead>
<tr>
<th>Resource</th>
<th>Page</th>
<th>Return To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Observation Guide: Observing Current Processes for an Admission Assessment</td>
<td>94</td>
<td>9</td>
</tr>
<tr>
<td>Going Home: What You Need to Know</td>
<td>96</td>
<td>14</td>
</tr>
<tr>
<td>Observation Guide: Observing Current Processes for Patient Teaching</td>
<td>99</td>
<td>17</td>
</tr>
<tr>
<td>Key Educational Topics for High-Volume Clinical Conditions</td>
<td>101</td>
<td>19</td>
</tr>
<tr>
<td>Teach Back Competency Validation</td>
<td>103</td>
<td>22</td>
</tr>
<tr>
<td>Observation Guide: Observing Current Discharge Processes</td>
<td>106</td>
<td>33</td>
</tr>
<tr>
<td>How to Create a Pill Card</td>
<td>108</td>
<td>35</td>
</tr>
<tr>
<td>User-Friendly Medication Card</td>
<td>108</td>
<td>35</td>
</tr>
<tr>
<td>Taking Care of Myself: A Guide for When I Leave the Hospital</td>
<td>109</td>
<td>36</td>
</tr>
<tr>
<td>BOOST Patient PASS: A Transition Record</td>
<td>112</td>
<td>37</td>
</tr>
<tr>
<td>Michigan Ticket to Ride</td>
<td>113</td>
<td>40</td>
</tr>
<tr>
<td>Puget Sound Heart Failure Care Transition Summary Form</td>
<td>115</td>
<td>40</td>
</tr>
<tr>
<td>Akron Regional Hospital Association Post-Acute Transfer Form</td>
<td>116</td>
<td>40</td>
</tr>
<tr>
<td>Readiness Assessment/Partnering with Patients and Families to Accelerate Improvement</td>
<td>120</td>
<td>42</td>
</tr>
<tr>
<td>Diagnostic Worksheet: Part 1</td>
<td>122</td>
<td>51</td>
</tr>
<tr>
<td>Diagnostic Worksheet: Part 2</td>
<td>124</td>
<td>51</td>
</tr>
<tr>
<td>PDSA Worksheet</td>
<td>127</td>
<td>58</td>
</tr>
<tr>
<td>Example: Completed PDSA Worksheet</td>
<td>128</td>
<td>58</td>
</tr>
<tr>
<td>Spread Tracker Template</td>
<td>130</td>
<td>66</td>
</tr>
<tr>
<td>Heart Failure Magnet – St. Luke’s Hospital</td>
<td>131</td>
<td>72</td>
</tr>
<tr>
<td>Heart Failure Zones – St. Luke’s Hospital</td>
<td>132</td>
<td>72</td>
</tr>
<tr>
<td>Low Sodium Eating Plan – St. Luke’s Hospital</td>
<td>133</td>
<td>72</td>
</tr>
<tr>
<td>Patient Calendar Example – St. Luke’s Hospital</td>
<td>137</td>
<td>73</td>
</tr>
</tbody>
</table>
## Observation Guide: Observing Current Processes for an Admission Assessment

*Observe three admission assessments as they are currently done by nurses and physicians. Reflect on what you observed to discover what went well and where there are opportunities for improvement.*

### What do you predict you will observe?

<table>
<thead>
<tr>
<th>Did the care team member(s)…</th>
<th>Patient # 1</th>
<th>Patient # 2</th>
<th>Patient # 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ask patients and family members about the contributing factors for this admission?</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Ask community caregivers about their assessment of the patient and home-going needs?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ask if there were “family” caregivers who should be involved in discharge planning and education regarding the plan for home health care or care in a community setting?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete the medication reconciliation processes?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assess the patient’s cognitive and psychological status?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assess the patient’s current functional status?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assess the patient’s values, needs, and preferences?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assess the format in which patient and family caregivers learn best (e.g., written material, verbal discussion, video)?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assess the patient’s ability to pay for medications and supplies or equipment?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assess the patient’s ability to perform self-care and monitor health status (e.g., weight, blood pressure, blood glucose levels, etc.)?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create an individualized plan of care based on the assessment of the patient’s needs for the post-acute care?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Observation Guide: Observing Current Processes for an Admission Assessment

Reflections after observations are completed (to be shared with the entire team):

What did you learn?

How did your observations compare to the predictions?

What, if anything, surprised you?

What new questions do you have? What are you curious about?

What assumptions about patient education that you held previously are now challenged?

As a result of the findings from these observations, what do you plan to test?

1.

2.

3.

4.

5.
## Going Home: What You Need to Know

### Admission

- **Date of admission**: 
- **Reason for admission**: 
- **What was done during this hospital stay**:  
  - [ ] Testing and monitoring
  - [ ] Surgery
  - [ ] Rehabilitation
  - [ ] Other: 

### Discharge

- **Date patient will be discharged**: 
- **Diagnosis at discharge**: 
- **Medications at discharge** (you can use the medication form to help you organize the list of medication your family member is prescribed upon discharge)
- **Does the patient need to have someone accompany him or her home?**  
  - [ ] Yes
  - [ ] No
- **If yes, who will that person be?**
- **How will the patient get home?**  
  - [ ] Private car / taxi
  - [ ] Public transportation (such as subway or bus)
  - [ ] Paratransit (such as Access-A-Ride)
  - [ ] Ambulance
  - [ ] Other: 
- **Are plans made for this transportation?**  
  - [ ] Yes
  - [ ] No
- **If yes, date and time of transportation**: 
- **Cost**: 

### Services and Supplies

#### Medical Equipment

- **Does the patient need special medical equipment or supplies?**  
  - [ ] Yes
  - [ ] No
- **If yes, what type of medical equipment? (Check all that apply)**  
  - [ ] Cane
  - [ ] Colostomy care supplies
  - [ ] Wheelchair
  - [ ] Oxygen
  - [ ] Hospital bed
  - [ ] IV setup
  - [ ] Walker
  - [ ] Respirator
  - [ ] Other (such as diapers or disposable gloves)
- **Was this medical equipment ordered?**  
  - [ ] Yes
  - [ ] No
- **If yes, from where**: 
- **Telephone number**: 
- **Plans for delivery**: 
- **Special Instructions**: 
- **Other notes (rental, co-pay, delivery)**: 

#### Home Care Services

- **Is the patient being referred for home care services?**  
  - [ ] Yes
  - [ ] No
- **If yes, what type? (Check all that apply)**  
  - [ ] Nursing (for medical tasks like wound care)
  - [ ] Physical therapy (PT)
  - [ ] Occupational therapy (OT)
  - [ ] Speech therapy
  - [ ] Home health aide (attendant)
  - [ ] Other (such as Meals on Wheels)
- **Name of home care agency**: 
- **Telephone number**: 
- **Date and time of first visit**: 
- **Reason for this visit**: 

---

Institute for Healthcare Improvement, June 2012
Follow Up
Special Foods and Diet

Does the patient need any special foods or diet? ☐ Yes ☐ No
If yes, what foods or diet? ________________________________

Are there limitations on activity, such as bathing or lifting heavy items? ☐ Yes ☐ No
If yes, what are these limitations? ________________________________
Notes and questions: ________________________________

Medical Tests

Did the patient have any medical tests (for example, CT-scan, X-rays, blood or urine tests) for which you don’t have results? ☐ Yes ☐ No
If yes, what are these tests? ________________________________

Test 1. When should this test result be ready? ________________
Who should I call for the result? ________________________________

Test 2. When should this test result be ready? ________________
Who should I call for the result? ________________________________

If there are more tests for which you do not have results, please attach a separate sheet with the information as shown above.

Appointments

Does the patient have any follow up appointments outside the home? ☐ Yes ☐ No
If yes, please answer these questions for each appointment:

1. Follow up appointment
   Who is the appointment with? ________________________________
   What is the reason for this appointment? ________________________________
   What date is the appointment? ________________________________
   What time is the appointment? ________________________________
   Where is the appointment? ________________________________
   Telephone number for the appointment: ________________________________
   How will the patient get to the appointment (transportation)? ________________________________
Notes and questions: ________________________________

2. Follow up appointment
   Who is the appointment with? ________________________________
   What is the reason for this appointment? ________________________________
   What date is the appointment? ________________________________
   What time is the appointment? ________________________________
   Where is the appointment? ________________________________
   Telephone number for the appointment: ________________________________
   How will the patient get to the appointment (transportation)? ________________________________
Notes and questions: ________________________________

If there are more follow up appointments, please attach a separate sheet with the information as shown above.
Family Caregiver Notes

Questions? Concerns? Please call the discharge planner or health care team member who helped make this plan.

You can reach this person at ______________________

Other notes: ______________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Name of family caregiver: ______________________

Name of discharge planner who helped make this plan: ______________________

Date this plan was made and discussed: ______________________

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**Observation Guide: Observing Current Processes for Patient Teaching**

*Observe patient teaching as it exists today. Observe three teaching sessions (done in the usual way) conducted by nurses or physicians. Reflect on what you observed to discover what went well and where there are opportunities for improvement.*

**What do you predict you will observe?**

<table>
<thead>
<tr>
<th>Did the care team member(s)….</th>
<th>Patient # 1</th>
<th>Patient # 2</th>
<th>Patient # 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use simple language and terminology?</td>
<td>Yes/No</td>
<td>Yes/No</td>
<td>Yes/No</td>
</tr>
<tr>
<td>Use patient-friendly teaching materials?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Request the patient Teach Back what was understood in the patient’s own words?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use non-shaming language in the Teach Back request?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Display a warm attitude?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use a friendly tone of voice?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Display comfortable body language?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ask “Do you understand?” or “Do you have any questions? (THEY SHOULD NOT)</td>
<td></td>
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<tr>
<td>Use teaching materials in the patient’s language of choice?</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Observation Guide: Observing Current Processes for Patient Teaching

Reflections after observations are completed (to be shared with the entire team):

What did you learn?

How did your observations compare to the predictions?

What, if anything, surprised you?

What new questions do you have? What are you curious about?

What assumptions about patient education that you held previously are now challenged?

As a result of the findings from these observations, what do you plan to test?

1. 
2. 
3. 
4.
### Key Educational Topics for High-Volume Clinical Conditions

**St. Luke’s Hospital, Cedar Rapids, Iowa, 2011**

Pick an educational topic to teach your patient/family. Narrow it down to four or more teaching points: the “must haves” or “vital few” for the patient/family to know when discharged.

<table>
<thead>
<tr>
<th>Generic</th>
<th>Heart Failure</th>
<th>COPD</th>
<th>Stroke</th>
<th>Chronic Kidney Disease</th>
<th>Mental Health</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Patient should explain diagnosis and health problems for which they need care.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• General understanding of disease process and self-care</td>
<td>How would you explain heart failure to your family?</td>
<td>Tell me what you know about your COPD.</td>
<td>Do you know what happens when you have a stroke?</td>
<td>What do you need to do every day when you get home?</td>
<td></td>
</tr>
<tr>
<td>• Identify reason for hospitalization and current medical diagnosis</td>
<td></td>
<td></td>
<td></td>
<td>• Monitor B/P</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Weigh daily – in the morning before breakfast; compare to yesterday’s weight</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Eat a balanced diet; monitor and limit your intake of protein, salt, and sugar</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Reduce or stop drinking alcohol</td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td>• Eat low-salt food</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>• Balance activity with rest periods</td>
<td></td>
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<tr>
<td><strong>Patient should explain danger signs — what signs and symptoms to watch for.</strong></td>
<td></td>
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</tr>
<tr>
<td>Who would you call if…?</td>
<td>What symptoms would you report to your doctor?</td>
<td>Which signs or symptoms should you watch for?</td>
<td>Do you know why early recognition and treatment of stroke is important?</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>• Wheezing and coughing more than normal</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Increase and more shortness of breath than normal</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Changes in phlegm (color, texture, or amount)</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Using rescue inhaler or inhaler more than normal</td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td></td>
<td>• Feeling more tired than normal</td>
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<td></td>
<td></td>
<td>• Unable to do usual activity</td>
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<td></td>
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</tr>
<tr>
<td></td>
<td>What are you going to watch for when you get home?</td>
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<tr>
<td></td>
<td>• B/P</td>
<td></td>
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<tr>
<td></td>
<td>• Swelling of legs, hands, face, or stomach</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>• Maintaining stable weight – no weight gain of more than 3 lbs. in one day</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Activity ability</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Urination</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td></td>
<td>Tell me how you would describe your condition to someone.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Generic</td>
<td>Heart Failure</td>
<td>COPD</td>
<td>Stroke</td>
<td>Chronic Kidney Disease</td>
<td>Mental Health</td>
</tr>
<tr>
<td>---------</td>
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<td>------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>Patient should explain what to do if danger/red flags/signs or symptoms occur.</td>
<td>• What weight gain would you report to your doctor?</td>
<td>What would you do if you were using your inhaler more than normal?</td>
<td>• What signs or symptoms should you watch for to indicate you may be having a stroke?</td>
<td>What symptoms would tell you to call your physician?</td>
<td>• What is your plan of action for worrisome symptoms or situations?</td>
</tr>
<tr>
<td></td>
<td>• What is the call to action (what to watch for)?</td>
<td>- Five symptoms related to FAST</td>
<td>- B/P – top number over 180, bottom number over 100</td>
<td>• What should you watch for?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• What would you do if they occur?</td>
<td>- Confusion, trouble speaking or seeing, dizziness</td>
<td>• More shortness of breath than usual</td>
<td>• What would you do if this happens?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• When would you call...?</td>
<td>- Weakness or numbness</td>
<td>• Weight gain of 5 lbs. or more in 3 days</td>
<td>• When would you call?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• What would you do if...?</td>
<td>- B/P above targets</td>
<td>• Swelling in legs, ankles, stomach, hands, or face</td>
<td>• Who would you call?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Name three warning signs indicating the need to call your doctor? 911?</td>
<td>Explain why you should call 911 instead of driving to the hospital if you are having a stroke.</td>
<td>• Not able to eat</td>
<td>• What would you do if...?</td>
<td></td>
</tr>
<tr>
<td>Patient should explain key medications for principal diagnosis.</td>
<td>What is the name of your water pill?</td>
<td>Do you know the name of your rescue inhaler?</td>
<td>Can you describe the medication(s) you are taking to help prevent a stroke?</td>
<td>What is your schedule for taking your medications?</td>
<td>What situations should you avoid?</td>
</tr>
<tr>
<td></td>
<td>• Tell me what you know about...</td>
<td>• Show me how to use your inhaler.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Can you tell me your medication schedule?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Patient should explain key points of eating plan.</td>
<td>What foods should you avoid?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Patient should explain follow-up appointments.</td>
<td>When will you see your physician next?</td>
<td>When will you see your physician next?</td>
<td>When will you see your physician next?</td>
<td>When is your next follow-up appointment and with whom?</td>
<td>Why is it important to keep your follow-up appointments?</td>
</tr>
<tr>
<td></td>
<td>• Importance of filling prescription</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Importance of scheduled follow-up appointments</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
Teach Back Competency Validation

Nursing Competency Assessment

- Annual competency validation day
- Methodology
  - The learning station will use discussion, role playing, and patient teaching scenarios to help RN’s communicate effectively to patient/family.
- Each participant will participate in a role-play providing education to a patient. The following will be assessed:
  - Ability to do Teach Back in a shame-free way (e.g., tone is positive)
  - Utilizes plain language for explanations
  - Does not ask patient, “Do you understand?”

Staff Competency Validation for Teach Back

- Uses statements such as:
  - “I want to make sure I explained everything clearly to you. Can you please explain it back to me in your own words?”
  - “I want to make sure I did a good job explaining this to you because it can be very confusing. Can you tell me what changes we decided to make and how you will take your medicine now?”
- If needed, participant will clarify and reinforce the explanation to improve patient understanding

Practice Sessions

- The scenarios are outlined below; they are identified with “B” for bad example and “G” for good example.
- Divide into groups of 2 to 3 people. Have one person be the nurse (who will read the scenario from the card), one person be the patient/family member and, if possible, a third to be the observer.
- Provide the nurse with several different scenarios to role play with.
- After going through the process with a few of the scenarios, have a debriefing with the group.

Evaluation/Discussion Questions

- What was the patient’s reaction?
- What was it like for you as the nurse doing Teach Back?
- Did it feel like extra work?
- How would you build Teach Back into the daily work?
- How could you use Teach Back to communicate to the team?
Teach Back Practice #1-B
Read the following exactly as written as if you are teaching a patient.

I am going to talk to you about the signs of heart failure. The signs of heart failure are:
- Dyspnea on exertion
- Weight gain from fluid retention
- Edema in your lower extremities and abdomen
- Fatigue
- Dry, hacky cough
- Difficulty breathing when supine

Do you understand the signs you will be looking for?

Teach Back Practice #1-G
Read the following as written as if you are teaching a patient.

I am going to talk to you about the signs of heart failure. The signs of heart failure are:
- Shortness of breath
- Weight gain from fluid build-up
- Swelling in feet, ankles, legs, or stomach
- Dry hacky cough
- Feeling more tired, no energy

I know we just talked about a lot of things. Your wife wasn’t able to be with us today. When she asks you what we talked about, what are you going to tell her?

Teach Back Practice #2-B
Read the following as if you are quizzing the patient. You are making the patient feel like they are on the spot by asking them to repeat the information you just told them. It sounds like a test for the patient.

I’m going to talk to you about what you need to do every day at home to control your heart failure.

Every day:
- Weigh yourself in the morning before breakfast and write it down
- Take your medication the way you should
- Check for swelling in your feet, ankles, legs, and stomach
- Eat low-salt food
- Balance activity and rest periods.

List four things for me that you are going to do every day?

Teach Back Practice #2-G
Read the following as written as if you are teaching a patient.

I’m going to talk to you about what you need to do every day at home to control your heart failure.

Every day:
I teach people about this every day, and sometimes I go over it quickly or may not make myself clear. I want to make sure you know what you need to do. So, can you tell me some things you will do each day?

Teach Back Practice #2-G

Read the following as written as if you are teaching a patient.

I'm going to talk to you about what you need to do every day at home to control your heart failure.

Every day:
- Weigh yourself in the morning before breakfast and write it down
- Take your medication the way you should
- Check for swelling in your feet, ankles, legs, and stomach
- Eat low-salt food
- Balance activity and rest periods

We just discussed a lot of things for you to do every day. You might be doing some of these already. Have you already been doing any of these things? What do you think will be the hardest one for you to do at home?
Observation Guide: Observing Current Discharge Processes

Observe three patients on the day of discharge (i.e., last day of the hospital stay). Spend one to three hours with each patient and family members to discover what went well, what didn’t work as planned or predicted and opportunities for improvement.

What do you predict you will observe?

<table>
<thead>
<tr>
<th>Did the care team member(s)…</th>
<th>Patient # 1</th>
<th>Patient # 2</th>
<th>Patient # 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess the patient’s clinical status and determine readiness for discharge?</td>
<td>☐ ☐</td>
<td>☐ ☐</td>
<td>☐ ☐</td>
</tr>
<tr>
<td>Reconcile medications prior to completing instructions for the medication regimen prior to discharge?</td>
<td>☐ ☐</td>
<td>☐ ☐</td>
<td>☐ ☐</td>
</tr>
<tr>
<td>Initiate plans to ensure that the patient has the essential supplies and equipment for identified post-acute care needs?</td>
<td>☐ ☐</td>
<td>☐ ☐</td>
<td>☐ ☐</td>
</tr>
<tr>
<td>Provide a patient-friendly summary of home health care instructions tailored to the patient’s and/or family caregiver’s level of health literacy?</td>
<td>☐ ☐</td>
<td>☐ ☐</td>
<td>☐ ☐</td>
</tr>
<tr>
<td>Use Teach Back to assess the patient’s understanding of the critical elements for self-care and medications?</td>
<td>☐ ☐</td>
<td>☐ ☐</td>
<td>☐ ☐</td>
</tr>
<tr>
<td>Arrange for the patient’s transportation home or to a community setting?</td>
<td>☐ ☐</td>
<td>☐ ☐</td>
<td>☐ ☐</td>
</tr>
<tr>
<td>Arrange follow-up appointments in collaboration with the patient and/or family caregivers?</td>
<td>☐ ☐</td>
<td>☐ ☐</td>
<td>☐ ☐</td>
</tr>
<tr>
<td>Encounter any last minute problems causing delays in discharging the patient?</td>
<td>☐ ☐</td>
<td>☐ ☐</td>
<td>☐ ☐</td>
</tr>
</tbody>
</table>
Observation Guide: Observing Current Discharge Processes
Reflections after observations are completed (to be shared with the entire team):

What did you learn?

How did your observations compare to the predictions?

What, if anything, surprised you?

What new questions do you have? What are you curious about?

What assumptions about patient education that you held previously are now challenged?

As a result of the findings from these observations, what do you plan to test?

1.

2.

3.

4.

5.
How to Create A Pill Card (AHRQ)

Name: Sarah Smith  
Date Created: 12/15/07  
Pharmacy phone number: 123-456-7890

<table>
<thead>
<tr>
<th>Name</th>
<th>Used For</th>
<th>Instructions</th>
<th>Morning</th>
<th>Afternoon</th>
<th>Evening</th>
<th>Night</th>
</tr>
</thead>
<tbody>
<tr>
<td>Simvastatin</td>
<td>Cholesterol</td>
<td>Take 1 pill at night</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Furosemide</td>
<td>Fluid</td>
<td>Take 2 pills in the morning and 2 pills in the evening</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insulin 70/30</td>
<td>Diabetes (Sugar)</td>
<td>Inject 24 units before breakfast and 12 units before dinner</td>
<td>24 units</td>
<td>12 units</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

User-Friendly Medication Card (IHC)

Personal Medicine Record for: _
- Use a pencil.
- Do not list medicines I will take for less than two weeks (example: antibiotics).
- List all medicines I take, including prescriptions, eye drops, inhalers/asthma inhalers, oxygen, creams and ointments, birth control pills, etc.

<table>
<thead>
<tr>
<th>Date added or changed</th>
<th>Medicine</th>
<th>How much? (Strength/Dosage)</th>
<th>How often do I take it?</th>
<th>What is it for?</th>
<th>Doctor who prescribed it</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Over-the-Counter Medicines (medicines you can buy without a doctor’s order): _
- Antacids (for heartburn or indigestion)  
- Antibiotics  
- Aspirin  
- Allergy medicine, antihistamines  
- Carbolic acid (for burns)  
- Cough drops  
- Decongestants and cold medicines  
- Diet pills  
- Essiac, herbal supplements, vitamins  
- Vitamins, minerals  
- Pain relievers or fever medicine  
- Nasal spray  
- Other (list)
To use this guide you should:

- Talk with the hospital staff about each of the items that are listed in the guide.
- Take the completed guide home with you. It will help you to take care of yourself when you go home.
- Share the guide with your family members and others who want to help you. The guide will help them know how to help take care of you.
- Bring the guide to all of your doctor appointments so the doctor knows what you have been doing to care for yourself since you left the hospital.

The guide is adapted from Project Re-Engagement Initiative (REI), which was funded by AHQ and co-led by Marjorie A. Holmgren, MD, and colleagues at Denver Veterans Medical Center. Additional tools for implementing Project REI are currently being developed.

---

Taking Care of Myself: A Guide for When I Leave the Hospital

When you leave the hospital, there are a lot of things you need to do to take care of yourself. You need to see your doctor, take your medicines, exercise, eat healthy foods, and know whom to call with questions or problems. This guide helps you keep track of all the things you need to do.

- My name: ____________________________
- When I’m leaving the hospital: ____________________________
- If I have questions or problems, I should call: ____________________________
- Phone number: ____________________________
- If I have a serious health problem, I should call: ____________________________
- Phone number: ____________________________

Bring this plan to all your medical appointments.

---

What is my medical problem?

What are my medication allergies?

Where is my pharmacy?

What exercises are good for me?

What should I eat?

What activities or foods should I avoid?
### What medicines do I need to take?

Each day, follow this schedule:

<table>
<thead>
<tr>
<th>Morning Medicines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicine name (generic and name brand) and amount</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Afternoon Medicines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicine name (generic and name brand) and amount</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Evening Medicines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicine name (generic and name brand) and amount</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Bedtime Medicines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicine name (generic and name brand) and amount</td>
</tr>
</tbody>
</table>
### What other medicines can I take?

<table>
<thead>
<tr>
<th>Medicine name and amount</th>
<th>How much do I take?</th>
<th>How do I take this medicine?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### When are my next appointments?

<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Doctor's name</th>
<th>Specialty</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Address</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Reason for appointment</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Doctor's phone number</th>
</tr>
</thead>
</table>

### Questions for my appointment

Check any of the boxes below and write notes to remember what to discuss with your doctor.

I have questions about:

- [ ] My medicines
- [ ] My test results
- [ ] My pain
- [ ] Feeling stressed
- [ ] Other questions or concerns

---

### When are my next appointments?

<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Doctor's name</th>
<th>Specialty</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Address</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Reason for appointment</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Doctor's phone number</th>
</tr>
</thead>
</table>

### Questions for my appointment

Check any of the boxes below and write notes to remember what to discuss with your doctor.

I have questions about:

- [ ] My medicines
- [ ] My test results
- [ ] My pain
- [ ] Feeling stressed
- [ ] Other questions or concerns
### Patient PASS: A Transition Record

**Patient Preparation to Address Situations (after discharge) Successfully**

<table>
<thead>
<tr>
<th>I was in the hospital because</th>
<th>I should ...</th>
<th>Important contact information:</th>
</tr>
</thead>
<tbody>
<tr>
<td>If I have the following problems ...</td>
<td>...</td>
<td>1. My primary doctor:</td>
</tr>
<tr>
<td>1. ______________________</td>
<td>1. _____________________</td>
<td>(____) ____________________</td>
</tr>
<tr>
<td>2. ______________________</td>
<td>2. _____________________</td>
<td>__________________________</td>
</tr>
<tr>
<td>3. ______________________</td>
<td>3. _____________________</td>
<td>__________________________</td>
</tr>
<tr>
<td>4. ______________________</td>
<td>4. _____________________</td>
<td>__________________________</td>
</tr>
<tr>
<td>5. ______________________</td>
<td>5. _____________________</td>
<td>__________________________</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Important contact information:</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. My hospital doctor:</td>
</tr>
<tr>
<td>(____) ____________________</td>
</tr>
<tr>
<td>3. My visiting nurse:</td>
</tr>
<tr>
<td>__________________________</td>
</tr>
<tr>
<td>4. My pharmacy:</td>
</tr>
<tr>
<td>(____) ____________________</td>
</tr>
<tr>
<td>5. Other: ____________________</td>
</tr>
</tbody>
</table>

**My appointments:**

<table>
<thead>
<tr>
<th>On: <strong>/</strong>/__ at <strong>:</strong> am/pm For:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. ____________________________</td>
</tr>
<tr>
<td>2. ____________________________</td>
</tr>
<tr>
<td>3. ____________________________</td>
</tr>
<tr>
<td>4. ____________________________</td>
</tr>
</tbody>
</table>

**Tests and issues I need to talk with my doctor(s) about at my clinic visit:**

| 1. ____________________________ |
| 2. ____________________________ |
| 3. ____________________________ |
| 4. ____________________________ |
| 5. ____________________________ |

I understand my treatment plan. I feel able and willing to participate actively in my care:

______________________________
Patient/Caregiver Signature

______________________________
Provider Signature

_____/____/____
Date

**Other instructions:**

1. ____________________________
2. ____________________________
3. ____________________________
# Michigan Ticket to Ride: Transition Form

**Coming from:**
- [ ] Extended care
- [ ] Home care
- [ ] Hospital
- [ ] Acute rehabilitation
- [ ] Assisted living
- [ ] Hospice

**Transition To:**
- [ ] Extended care
- [ ] Home care
- [ ] Hospital
- [ ] Acute rehabilitation
- [ ] Assisted living
- [ ] Hospice

## Demographic Information (Please attach the patient's face sheet)

<table>
<thead>
<tr>
<th>Field</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td></td>
</tr>
<tr>
<td>Transition coordinator</td>
<td></td>
</tr>
<tr>
<td>Phone#</td>
<td></td>
</tr>
<tr>
<td>Pt. name</td>
<td></td>
</tr>
<tr>
<td>DOB</td>
<td></td>
</tr>
<tr>
<td>Address of care</td>
<td></td>
</tr>
<tr>
<td>Contact person</td>
<td></td>
</tr>
<tr>
<td>Relation</td>
<td></td>
</tr>
<tr>
<td>Guardian</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td></td>
</tr>
<tr>
<td>Phone #</td>
<td></td>
</tr>
<tr>
<td>Durable Power of Attorney - Name</td>
<td></td>
</tr>
<tr>
<td>Phone #</td>
<td></td>
</tr>
<tr>
<td>Advance directive (attach)</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Full code</td>
<td></td>
</tr>
<tr>
<td>No code/DNR</td>
<td></td>
</tr>
<tr>
<td>Comfort measures only</td>
<td></td>
</tr>
<tr>
<td>Palliative care</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Discussed with patient/family</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Hospice care discussion</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Primary Care Physician - Name</td>
<td></td>
</tr>
<tr>
<td>Phone #</td>
<td></td>
</tr>
</tbody>
</table>

**Follow-up appt made?**
- [ ] Yes
- [ ] No
- If yes, appointment date/time ________________________

**Primary diagnosis**
__________________________

**Secondary diagnosis**
__________________________

**Surgical/Special procedures during admission**
- [ ] No
- [ ] Yes
- If yes, procedure ____________________________
- Date ____________________________

**Procedure**
__________________________

**Date**
________

**Procedure**
__________________________

**Date**
________

---

**Complete this section if patient will require home healthcare**

**Ordering MD signature**
__________________________

**Date**
________

**Reason for home care referral**
__________________________

**Homebound due to**
__________________________

- [ ] Skilled Nursing
- [ ] Physical Therapy
- [ ] Occupational Therapy
- [ ] Speech Therapy
- [ ] Wound
- [ ] Pressure Ulcers
- [ ] Medical Social Work
- [ ] Home Health Aid
- [ ] Telehealth
- [ ] Dietician
- [ ] Hospice

**Incision Care**
__________________________

- [ ] Staples
- [ ] Glue
- [ ] Sutures
- [ ] Steri Strips
- [ ] Do not remove
- [ ] Remove

**Labs to be drawn**
__________________________

**Report lab results to**
__________________________

**Phone#**
________

- [ ] Attach significant lab results and the medication reconciliation form including last dose and time administered

**Additional diagnoses or information**
__________________________

---

**Complete this section if patient will be transitioned to an extended care facility or long term acute care setting**

**Aids sent with the patient**
- [ ] N/A
- [ ] Glasses
- [ ] Dentures (□ Upper □ Lower)
- [ ] Hearing aids
- [ ] Artificial limbs ________
- [ ] Other ________

**Infection Control Precautions**
- [ ] N/A
- [ ] Contact
- [ ] Droplet
- [ ] Airborne
- [ ] MRSA
- [ ] VRE
- [ ] C. Diff

**Describe reason**
__________________________

**Culture date**
________

**Result**
__________________________

If behavioral issue identified - **Trigger**
__________________________

**Duration**
________

Please attach the following documents
- [ ] Recent chest x-ray
- [ ] Advance Directive
- [ ] DPOA
- [ ] Guardianship papers
- [ ] Medication reconciliation form including last dose and time administered
- [ ] 3877 & 3678 OBRA Pre-screen
- [ ] Other significant findings
__________________________

---

**Complete this section if patient will be transitioned to an acute care facility**

- [ ] Attach medication reconciliation form including last dose and time administered
- [ ] Attach significant lab results

---

Institute for Healthcare Improvement, June 2012  Page 113
Michigan Ticket to Ride: Transition Form

GENERAL INFORMATION: (Please Complete on All Patients)

Vital Signs
Temp:_______  Pulse:_______  Resp:_______  BP:_______  Pulse Ox: (if applicable)_______  Height _______  Weight _______

Pain Intensity (please circle the number that corresponds to the patient's pain)

<table>
<thead>
<tr>
<th>Location: _____________________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>S/A</td>
</tr>
<tr>
<td>Mild</td>
</tr>
</tbody>
</table>

Communication
☐ N/A  ☐ Blind  ☐ Hard of hearing  ☐ Speech problems  ☐ Unable to understand  ☐ Unable to be understood  ☐ Unable to Read  ☐ Foreign language ________________________________

Cognitive Status:
☐ A&D x 1 2 3 4 5 6 Recent change in mental status  ☐ Confused  ☐ Able to Participate  ☐ Delirious  ☐ Dementia/Alzheimer’s  ☐ Comatose

Behavior:
☐ N/A  ☐ Inappropriate behaviors _____________________________  ☐ Mentally Ill  ☐ Verbally abusive  ☐ Physically combative  ☐ Family/Support issues _____________________________  ☐ Behavioral intervention _____________________________

Restrains: _____________________________  ☐ Sitter  ☐ Resists care (explain) _____________________________  ☐ OBRA Status: ☐ Exempt  ☐ Attached

Physical Functioning:
☐ Independent  ☐ Ambulates _______ feet  ☐ Bed rest  ☐ Walker  ☐ Wheelchair  ☐ Walks/transfers with assist (1 or 2)
☐ Non-ambulatory  ☐ Total assist  ☐ Restrictions _____________________________  ☐ Fall Risk  ☐ Elopement Risk

Smoking History:
☐ No  ☐ Yes  ☐ Quit Date: _____________________________

Immunizations
☐ Influenza Yes (date) _______  ☐ No  ☐ Pneumococcal Yes (date) _______  ☐ No Other: _____________________________ Date: _____________________________

Nutrition
☐ N/A  ☐ Special _____________________________  ☐ Feeds Self  ☐ Dysphagia  ☐ Needs Assistance  ☐ PPN/TPN _____________________________

Feeding Tube: Type: ☐ PEG-G-Tube  ☐ PEJ-J-Tube  Method of Administration: ☐ Bolus/Syringe  ☐ Gravity  ☐ Pump  ☐ Oral Formula Name: _____________________________

* Therapeutic equivalent formula may be used  Frequency: _____________________________

Rate of Pump: _____________________________  ☐ Flush/Flushing Order: _____________________________

Skin
☐ N/A  ☐ Red areas (location) _____________________________  ☐ Incision (location) _____________________________
☐ Open areas  ☐ Rash  ☐ Pressure Ulcer (stage/location/size) _____________________________

G/I/GU
☐ N/A  ☐ Incontinent (☐ Urine  ☐ Bowel)  Date of Last Bowel Movement _____________________________  ☐ Ostomy appliance size: _____________________________
☐ Bowel/Bladder catheter: Type: ☐ Foley  ☐ Suprapubic  Size: _____________________________ Date inserted _______ or Date changed _______ or Date discontinued _______

DME/Special Care
☐ N/A  ☐ Hemodialysis  ☐ Peritoneal Dialysis  ☐ Chest X-Ray (see attached)  ☐ Oxygen _______ (# liters)  ☐ Nasal  ☐ Mask
☐ Trachectomy _______ (size)  ☐ Suctioning  ☐ Vent (attach copy of settings)  ☐ BiPAP  ☐ CPAP  ☐ IV Date inserted: ____________
☐ PICC Line Date inserted: _____________________________  ☐ External Length: _______  ☐ Central Line Date inserted: _____________________________

Length: _____________________________  ☐ External Length: _____________________________  ☐ Central Line Date inserted: _____________________________

DME Co: _____________________________  Ortho equipment: _____________________________  Phone: _____________________________
### Puget Sound Heart Failure Care Transition Summary Form

**Institute for Healthcare Improvement,**

**June 2012**

**Page 115**

---

**Patient Name:** John Doe  
**Date of Birth:** 04/20/33  
**Medical Record Number:** 222222

**Care Facility:** Harbourview  
**Faculty Type:** Hospital

**Admitted (MM/DD/YY):** 07/02/09  
**Discharged (MM/DD/YY):** 07/07/09  
**This Form Completed (MM/DD/YY):** 07/07/09

**Heart Failure Diagnoses:** Check Each Category: may be provisional or established diagnosis
- Acute on Chronic AND
- Systolic (EF < 40%) Heart Failure

**Heart Failure Care Essentials:** assigned on admission or upon discovery of Heart Failure
- ACE/ARB ORDERED
- SMOKE CESSATION ADVICE DOCUMENTED (or N/A)
- LVEF DOCUMENTED
- QUALITATIVE: Quantitative listed

**Check Each of the Required Elements of Teaching Completed and Documented in the Chart:**
- **What to do for worsening symptoms**
- **Daily weight and Goal weight**
- **Activity level and limitations**
- **Follow-up appointment**

**Who was Primary Person Taught in Addition to Patient?**
- **Spouse**
  - **Name:** Jane Doe

<table>
<thead>
<tr>
<th>Medication</th>
<th>Dosage</th>
<th>Lab Value at or near discharge</th>
<th>Important Lab Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACE Inhibitor</td>
<td>Lisinopril 10 mg bid</td>
<td><strong>Hemoglobin:</strong> 12.2 g/dl</td>
<td><strong>Sodium:</strong> 138 mmol/L</td>
</tr>
<tr>
<td>ARB</td>
<td>None</td>
<td><strong>INR/Goal:</strong> 3.2</td>
<td><strong>Potassium:</strong> 4.8 mmol/L</td>
</tr>
<tr>
<td>Diuretic</td>
<td>Furosemide 40 mg bid</td>
<td><strong>BUN:</strong> 44 mg/dl</td>
<td><strong>Creatinine:</strong> 1.3 mg/dl</td>
</tr>
<tr>
<td>Beta Blocker</td>
<td>Carvedilol 12.5 mg bid</td>
<td><strong>Diatesin:</strong> 0.125 mg every 7 days</td>
<td><strong>BNP:</strong> 450 pg/ml</td>
</tr>
<tr>
<td>Aldosterone Antagonist</td>
<td>Spironolactone 25 mg daily</td>
<td><strong>Creatinine:</strong> 1.3 mg/dl</td>
<td><strong>BNP:</strong> 450 pg/ml</td>
</tr>
<tr>
<td>Digoxin</td>
<td><strong>Warfarin Adjusted dose</strong></td>
<td><strong>BNP:</strong> 450 pg/ml</td>
<td><strong>BNP:</strong> 450 pg/ml</td>
</tr>
</tbody>
</table>

**Device Therapy:** ICD and Pacer  
**End of Life Decisions:** Other

**Body Weight:** 78 Kg  
**Discharge Weight:** 74 Kg  
**Goal Weight:** 74 Kg

**Special Highlights of Hospital Course:**
- Had transient fever attributed to sepsis, cultures negative

**Health and Social Support**
- **Patient Discharged To:** Home
- **Who Provides the Care at Home:** Spouse
- **Contact Name:** Jane Doe  
  - **Phone:** (206) 333-1111

**Assessed Concerns and Limitations to Care**
- Cannot afford medications
- Deficit in learning
- Deficit in ability to achieve or self-care
- None

**Clinical and Social Risks for Readmission:**
- **Host:** 2: Patient Failed Teach back
- **Intermediate:** Patient hospitalized once in the last year
- **Low**

**Hospital Handoff Transition Plan**
- **Post Discharge Call Completed at 48 hours:**
- **Appointment for High Risk PT at 48-72 Hrs:**
- **Patient Scheduled Win 70 Post Discharge:**

**Greatest Concerns**
- **Patient/Caregiver:** Patient needs to understand adherence to care plan
- **Provider:** Medications must be tailored to affordability

**Whom to Call for Questions?**
- **Name:** Kathy Lee, RN  
  - **Role:** CHF Clinic RN
- **Phone:** (206) 444-2222  
  - **Fax:** (206) 444-2223

**This Form Given/Completed by:** Jane Doe and Dr. Smith  
**This Form Completed by:** Kathy Lee, RN
## SPECIAL CARE ORDERS

- ENEMAS PRN
- O2 LITER FLOW
- IV CARE/IVC
- Date
- Length: Site: Verified by X-ray: YES NO
- WOUND CARE/DRESSING CHANGES

## MEDICAL INFORMATION

### PATIENT'S NAME
- LAST
- FIRST

### PROGNOSIS
- GOOD
- FAIR
- POOR

### PATIENT AWARE
- YES
- NO

### RESPONSIBLE PARTY AWARE
- YES
- NO

### REHABILITATION POTENTIAL REQUIRED FOR ADMISSION
- GOOD
- FAIR
- POOR

### HISTORY AND PHYSICAL (MUST BE WITHIN 5 DAYS OF DISCHARGE)
- YES
- NO (If no, please explain)

## DIET AND NUTRITIONAL NEEDS

- DIET
- HYPERALIMENTATION
- SUPPLEMENTS
- TUBE FEEDINGS

## ALLERGIES (LIST):

## DISCHARGE MEDICATIONS

### DOSE/FREQUENCY/ROUTE

### SAFETY

- RESTRAINTS
- SIDERALS
- SITTER
- ISOLATION
- WANDER
- HIGH RISK FOR FALLS

### THERAPIES

- PT
- OT
- ST
- WT

### ACTIVITY/WEIGHT BEARING (WB)

- UP AD LIE
- UP WITH ASSIST
- BED REST
- HOB UP 30 DEGREES
- WALK AS TOLERATED
- NON-WEIGHT-BEARING
- TOE TOUCH - WB
- PARTIAL - WB

### ASSISTIVE DEVICES

- CANE
- WALKER
- WHEELEDCHAIR
- CRUTCHES

### FOLLOW UP APPOINTMENTS:

## PHYSICIAN INFORMATION

To the best of my knowledge, all information provided is true and accurate.

The patient's stay is for convalescence and is expected to be less than 30 days in duration:

- YES
- NO

I certify that in-patient care is required at a level of:

- LT ACUTE CARE
- ACUTE REHAB
- SNF
- ICF
- ASSISTED LIVING
- HOME CARE
- HOSPICE CARE

and approve the plan of care and discharge path.

### PHYSICIAN SIGNATURE

### DATE

### PRINT PHYSICIAN NAME

### PHYSICIAN WILL FOLLOW
- YES
- NO

### DISCHARGE DATE FROM HOSPITAL

### ATTENDING PHYSICIAN NAME

### PHONE

### PAGER

### SEE ATTACHED FOR ADDITIONAL ORDERS
### DEMOGRAPHICS ON PATIENT

#### PATIENT INFORMATION

- **Patient Name**: 
- **Telephone**: 
- **Address**: 
- **City**: 
- **State**: 
- **Zip Code**: 
- **Age**: 
- **Birthdate**: 
- **Sex**: M/F 
- **Marital Status**: Single/Divorced/Widowed/Other 
- **Social Security #**: 
- **Medicare #**: 
- **Medicaid #**: 
- **Other Insurance**: 
- **INS #**: 
- **AUTH #**: 
- **In Patient**: Y/N 
- **Hospital Admission Dates**: 
- **Previous Living Arrangements**: 
  - Lives Alone: 
  - Family: 
  - Home with Care Giver: 
  - Agency: 
- **Primary Contact**: 
- **DPOA**: 
- **DPCA**: 
- **Legal Guardian**: 
- **Relationship to Patient**: 
- **Address**: 
- **City**: 
- **State**: 
- **Zip Code**: 
- **Home Phone**: 
- **Work Phone**: 
- **Cell Phone**: 
- **Secondary Contact Name**: 
- **Relation**: 
- **Phone**: 
- **Who was notified of transfer?**: 

### Activities of Daily Living

<table>
<thead>
<tr>
<th>Activity</th>
<th>Independent</th>
<th>Supervision</th>
<th>Assist</th>
<th>Unable to Do</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turns Self</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Eats</td>
<td></td>
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<tr>
<td>Beds in Wheelchair</td>
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<tr>
<td>Transfers</td>
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<tr>
<td>Ambulation</td>
<td></td>
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<tr>
<td>Bathing</td>
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<tr>
<td>Feeding</td>
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<tr>
<td>Dressing</td>
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<tr>
<td>Dental Care</td>
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<tr>
<td>Shaving</td>
<td></td>
<td></td>
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<tr>
<td>Bathroom</td>
<td></td>
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<tr>
<td>Bedside Commode</td>
<td></td>
<td></td>
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</tbody>
</table>

#### Height | Weight | Date

<table>
<thead>
<tr>
<th>Continent Bladder</th>
<th>Y/N</th>
<th>Yes</th>
<th>No</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catheter Size</td>
<td></td>
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<tr>
<td>Type</td>
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<tr>
<td>Date Inserted/Changed</td>
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<tr>
<td>Continent Bowel</td>
<td>Y/N</td>
<td>Yes</td>
<td>No</td>
<td>Last BM</td>
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<tr>
<td>Ostomy - Type</td>
<td>Date Changed</td>
<td></td>
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</tbody>
</table>

#### Appétite/Nutritional

<table>
<thead>
<tr>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Hyperalimentation</th>
<th>Feeding Tube</th>
<th>Constipation</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>NO</td>
<td></td>
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</tbody>
</table>

#### Disabilities

<table>
<thead>
<tr>
<th>Amputation</th>
<th>Prosthesis</th>
<th>Paralysis</th>
<th>Hearing Impairment</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>NO</td>
<td>YES</td>
<td>YES</td>
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</tbody>
</table>

#### Mental Status

<table>
<thead>
<tr>
<th>Alert</th>
<th>Cooperative</th>
<th>Oriented</th>
<th>Belligerent</th>
<th>Disoriented</th>
<th>Combative</th>
<th>Forgetful</th>
<th>Noisy</th>
<th>Unresponsive</th>
<th>Abusive</th>
<th>Depressed</th>
<th>Passive</th>
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</thead>
<tbody>
<tr>
<td>Chart Form</td>
<td>Content Needed for Admission</td>
<td>Check Off</td>
<td></td>
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<tr>
<td>Post Acute Skilled Transfer Form</td>
<td>Make sure the secondary payer source area is completed</td>
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<tr>
<td>MARs</td>
<td>Include the most recent MAR and MARs that have the last dose of an IV med, injections or any chemo (IV or PO). Documentation of blood transfusions</td>
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<tr>
<td>PT, OT, Speech &amp; Respiratory Therapy</td>
<td>Include the evaluation and notes for last week of stay</td>
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<tr>
<td>Nutrition Evaluation Form</td>
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<tr>
<td>Medications</td>
<td>If not individually listed on form, attach computerized listing</td>
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<tr>
<td>DNR Order Sheet</td>
<td>Either the state form or the hospital form if applicable</td>
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<tr>
<td>Advanced Directives</td>
<td>Copies of Living Will and/or Durable Power of Attorney for Health Care if on chart</td>
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<tr>
<td>Physician’s Progress Notes</td>
<td>Notes from last 3-4 days</td>
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<tr>
<td>Nurse’s notes/Social Work Notes</td>
<td>Notes from last 2 days; include discharge planning notes; notes including detail on PICC line insertion</td>
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<tr>
<td>Consultations</td>
<td>A copy of each consult</td>
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<tr>
<td>Laboratory Results</td>
<td>Most recent labs, including UA, C&amp;S, CBC, electrolytes, labs used to track dosing of meds (ex; Theophylline/Dilantin level, INRs), MANToux</td>
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<tr>
<td>CXR, EKG</td>
<td>Include most recent</td>
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<tr>
<td>Cookie Swallow, MRIs, CT Scans</td>
<td>If done, most recent</td>
<td></td>
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<tr>
<td>H&amp;P and Nursing Assessment with home med sheet</td>
<td>If H&amp;P is dated prior to 5 days before discharge, physician must review, sign, and date</td>
<td></td>
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<tr>
<td>PASARRF ID</td>
<td>Completed Form &amp; results</td>
<td></td>
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</tr>
</tbody>
</table>
## Readiness Assessment

Name of Organization_____________________________

<table>
<thead>
<tr>
<th>Area</th>
<th>Current Experience: Make a mark (an X, a circle, or anything that is easy to read) in the box that best describes your team or organization’s experience.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data transparency</td>
<td>We have not discussed the possibility of sharing performance data with patients and family members.</td>
</tr>
<tr>
<td></td>
<td>Our team is comfortable with sharing improvement data with patients and families related to current improvement project.</td>
</tr>
<tr>
<td></td>
<td>This organization has experience with sharing performance data with patients and families.</td>
</tr>
<tr>
<td>Flexibility around the aims and specific changes of the improvement project</td>
<td>We have limited ability to refine the project’s aims or planned changes.</td>
</tr>
<tr>
<td></td>
<td>We have some flexibility to refine the project’s aims and the planned changes.</td>
</tr>
<tr>
<td></td>
<td>We are open to changing both the aims and specific changes that we test based on patient and family team members’ perspective.</td>
</tr>
<tr>
<td>Underlying fears and concerns</td>
<td>We have not discussed our concerns about involving patient and families on improvement teams.</td>
</tr>
<tr>
<td></td>
<td>We have identified several concerns related to involving patients and families on improvement teams but have no plan for how to address or manage them.</td>
</tr>
<tr>
<td></td>
<td>We have a plan to manage and/or mitigate issues that may arise due to patient and family member involvement on our team.</td>
</tr>
<tr>
<td>Perceived value and purpose of patient/family involvement</td>
<td>There is no clear agreement that patient and family involvement on improvement teams is necessary to achieve our current improvement aim.</td>
</tr>
<tr>
<td></td>
<td>A few of us believe patient and family involvement would be beneficial to our improvement work, but there is not universal consensus.</td>
</tr>
<tr>
<td></td>
<td>There is clear recognition that patient and family involvement is critical to achieving our current improvement aim.</td>
</tr>
<tr>
<td><strong>Senior leadership support for patient and family involvement</strong></td>
<td>Senior leadership do not consider patient and family involvement a top priority.</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Experience with patient and family involvement</strong></td>
<td>Beyond patient satisfaction surveys or focus groups our organization does not have a formal method for patient/family feedback.</td>
</tr>
<tr>
<td><strong>Collaboration and teamwork</strong></td>
<td>Staff in this organization occasionally work in multidisciplinary teams to provide care.</td>
</tr>
</tbody>
</table>

1. What supports moving in this direction?

2. What are your current challenges?

3. How confident are you on successfully involving patients and families on your team (1-10 scale)?
## Diagnostic Worksheet: In-depth Review of Patients Who Were Readmitted

### Part 1: Chart Reviews of Patients

Conduct chart reviews of the last five readmitted patients. Reviewers should be physicians or nurses experienced in the clinical setting and in chart review for quality and safety. Reviewers should not look to assign blame, but rather to discover opportunities to improve the care of patients. Worksheet Part 3 is a reference list of typical failures. The intent is to learn how we might prevent these failures that we once thought impossible to prevent.

<table>
<thead>
<tr>
<th>Question</th>
<th>Patient #1</th>
<th>Patient #2</th>
<th>Patient #3</th>
<th>Patient #4</th>
<th>Patient #5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of days between the last discharge and this readmission date?</td>
<td>_____ days</td>
<td>_____ days</td>
<td>_____ days</td>
<td>_____ days</td>
<td>_____ days</td>
</tr>
<tr>
<td>Was the follow-up physician visit scheduled prior to discharge?</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>If yes, was the patient able to attend the office visit?</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Were there any urgent clinic/ED visits before readmission?</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Functional status of the patient on discharge?</td>
<td>Comments:</td>
<td>Comments:</td>
<td>Comments:</td>
<td>Comments:</td>
<td>Comments:</td>
</tr>
<tr>
<td>Was a clear discharge plan documented?</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Was evidence of “Teach Back” documented</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>List any documented reason/s for readmission</td>
<td>Comments:</td>
<td>Comments:</td>
<td>Comments:</td>
<td>Comments:</td>
<td>Comments:</td>
</tr>
<tr>
<td>Did any social conditions (transportation, lack of money for medication, lack of housing) contribute to the readmission?</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>
## Diagnostic Worksheet: In-depth Review of Patients Who Were Readmitted

### Part 1: Reflective Summary of Chart Review Findings

**What did you learn?**

**What themes emerged?**

**What, if anything, surprised you?**

**What new questions do you have?**

**What are you curious about?**

**What do you think you should do next?**

**What assumptions about readmissions that you held previously are now challenged?**
Diagnostic Worksheet: In-depth Review of Patients Who Were Readmitted
Part 2: Interviews with Patients, Family Members, and Care Team Members in the Community
If possible, conduct the interviews on the same patients from the chart review. Use a separate worksheet for each interview.

Ask Patients and Family Members:
How do you think you became sick enough to come back to the hospital?

Did you see your doctor or the doctor’s nurse in the office before you came back to the hospital?
Yes [ ] If yes, which doctor (PCP or specialist) did you see? No [ ] If no, why not?

Describe any difficulties you had to get an appointment or getting to that office visit.

Has anything gotten in the way of your taking your medicines?

How do you take your medicines and set up your pills each day?

Describe your typical meals since you got home.

Ask Care Team Members in the Community:
What do you think caused this patient to be readmitted?

After talking to the care team members about why they think the patient was readmitted, write a brief story about the patient’s circumstances that contributed to the readmission.
Diagnostic Worksheet: In-depth Review of Patients Who Were Readmitted
Part 2: Summary of Interview Findings

What did you learn?

What themes emerged?

What, if anything, surprised you?

What new questions do you have?

What are you curious about?

What do you think you should do next?

What assumptions about readmissions that you held previously are now challenged?
Diagnostic Worksheet: In-depth Review of Patients Who Were Readmitted
Part 3: List of Typical Failures in Discharge Preparations

Typical failures associated with patient assessment:
- Failure to actively include the patient and family caregivers in identifying needs, resources, and planning for the discharge;
- Unrealistic optimism of patient and family to manage at home;
- Failure to recognize worsening clinical status in the hospital;
- Lack of understanding of the patient’s physical and cognitive functional health status may result in a transfer to a care venue that does not meet the patient’s needs;
- Not addressing whole patient (underlying depression, etc.);
- No advance directive or planning beyond DNR status;
- Medication errors and adverse drug events; and
- Multiple drugs exceed patient’s ability to manage.

Typical failures found in patient and family caregiver education:
- Assuming the patient is the key learner;
- Written discharge instructions that are confusing, contradictory to other instructions, or not tailored to a patient’s level of health literacy or current health status;
- Failure to ask clarifying questions on instructions and plan of care; and
- Non-adherent patients (resulting in unplanned readmissions): lack of compliance with self-care, diet, medications, therapies, daily weights, follow-up and testing; or lack of adherence due to patient and/or family-caregiver confusion.

Typical failures in handover communication:
- Poor hospital care (evidence-based care missing/incomplete);
- Medication discrepancies;
- Discharge plan not communicated in a timely fashion or adequately conveying important anticipated next steps;
- Poor communication of the care plan to the nursing home team, home health care team, primary care physician, or family caregiver;
- Current and baseline functional status of patient rarely described, making it difficult to assess progress and prognosis;
- Discharge instructions missing, inadequate, incomplete, or illegible;
- Patient returning home without essential equipment (e.g., scale, supplemental oxygen, or equipment used to suction respiratory secretions);
- Having the care provided by the facility unravel as the patient leaves the hospital (e.g., poorly understood cognition issues emerge); and
- Poor understanding that social support is lacking.

Typical failures following discharge from the hospital:
- Medication errors;
- Discharge instructions that are confusing, contradictory to other instructions, or are not tailored to a patient's level of health literacy;
- No follow-up appointment or follow-up needed with additional physician expertise;
- Follow-up too long after hospitalization;
- Follow-up is the responsibility of the patient;
- Inability to keep follow-up appointments because of illness or transportation issues;
- Lack of an emergency plan with number the patient should call first;
- Multiple care providers; patient believes someone is in charge;
- Lack of social support; and
- Patient lack of adherence to self-care (e.g., medications, therapies, daily weights, or wound care) because of poor understanding or confusion about needed care, transportation, how to get appointments, or how to access or pay for medications.
Act Plan
Study Do

PDSA Worksheet

DATE __________

Change or idea evaluated: ____________________________

Objective for this PDSA Cycle: ____________________________

What question(s) do we want to answer on this PDSA cycle?

------------------------------------------------------------------

Plan:

Plan to answer questions (test the change or evaluate the idea): Who, What, When, Where

Plan for collection of data needed to answer questions: Who, What, When, Where

Predictions (for each question listed, what will happen if plan is carried out? Discuss theories)

Do:

Carry out the Plan; document problems and unexpected observations; collect data and begin analysis.

Study:

Complete analysis of data: What were the answers to the questions in the plan (compare to predictions)? Summarize what was learned.

Act:

What changes are to be made? Plan for the next cycle
Example Completed PDSA Worksheet  DATE: 8/10/2010

Change or idea evaluated: **Use HF Zone handout to improve patient learning**

Objective for this PDSA Cycle: **Improve patient understanding of HF self-care by using the zone worksheet, improve nurse teaching skills**

What question(s) do we want to answer on this PDSA cycle?

If we use health literacy principles and teach-back, will (1) our nurses be comfortable using the teach-back technique, and (2) our patients have a better understanding of their care?

Plan:

**Plan to answer questions (test the change or evaluate the idea): Who, What, When, Where**

Emily will talk to Jane (a nurse we know is interested in this project) and ask her to try the change

A HF patient with sufficient cognitive ability (Jane will decide) will be identified on August 10

Jane will use HF zone handout example from St. Luke’s as teaching tool

Jane will ask four St. Luke’s sample questions:
- What is the name of your water pill?
- What weight gain should you report to your doctor?
- What foods should you avoid?
- Do you know what symptoms to report to your doctor?

**Plan for collection of data needed to answer questions: Who, What, When, Where**

Jane will write down which answers patients were able to Teach Back successfully and which they had trouble with and come to the next team meeting on the 11th and report on her experience

Predictions (for each question listed, what will happen if plan is carried out? Discuss theories)

1) Nurse may have trouble remembering not to say “do you understand”
   But will like the change, be able to use the technique, and
2) The patient will be able to teach back (will choose someone with sufficient cognitive Ability for the test)

Do:

**Carry out the Plan; document problems and unexpected observations; collect data and begin analysis.**

There wasn’t an appropriate patient on the 10th, but there was on the 11, Jane reported to the team the next day that the patient was able to teach back three of the four questions – had trouble remembering weight gain to report to doctor. Jane reported that she really liked the new teaching style and wanted to practice it with other patients.
Study:
Complete analysis of data; What were the answers to the questions in the plan (compare to predictions)? Summarize what was learned.

Jane reported that she did say “do you understand” a couple of times and then would catch herself, but she had explained the test in advance to the patient and they liked the idea, too.

Act:
What changes are to be made? Plan for the next cycle
Find one or more patients willing to work with Jane on redesigning patient materials and continue to test the Teach Back technique – Jane will try on more patients and try to recruit another nurse to test with her. Will report back at next meeting. Jane will create a paper tool that will help her keep track of which items the patients teach back so that she can continue to collect the data.
### Spread Tracker Template

A=Planning  B=Start  C=In Progress  D=Fully Implemented

<table>
<thead>
<tr>
<th></th>
<th>Pilot Unit 1</th>
<th>Pilot Unit 2</th>
<th>Spread Unit 1</th>
<th>Spread Unit 2</th>
<th>Spread Unit 3</th>
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Signs of Heart Failure

If you have one or more of these symptoms:

- Weight gain of 3 pounds in 1 day or
- Weight gain of 5 pounds or more in 1 week
- More shortness of breath
- More swelling of your feet, ankles, legs or stomach
- Feeling more tired – no energy
- Dry, hacking cough
- Harder to breathe when lying down
- Chest pain

Call doctor ______________________
at ______________________________
### EVERY DAY

Every day:
- Weigh yourself in the morning before breakfast and write it down.
- Take your medicine the way you should.
- Check for swelling in your feet, ankles, legs and stomach
- Eat low salt food
- Balance activity and rest periods

**Which Heart Failure Zone are you today?** Green, Yellow or Red

### GREEN ZONE

**All Clear**  
*This zone is your goal*

Your symptoms are under control

You have:
- No shortness of breath
- No weight gain more than 2 pounds
  (it may change 1 or 2 pounds some days)
- No swelling of your feet, ankles, legs or stomach
- No chest pain

### YELLOW ZONE

**Caution**  
*This zone is a warning*

Call your doctor's office if:
- You have a weight gain of 3 pounds in 1 day or a weight gain of 5 pounds or more in 1 week
- More shortness of breath
- More swelling of your feet, ankles, legs, or stomach
- Feeling more tired. No energy
- Dry hacky cough
- Dizziness
- Feeling uneasy, you know something is not right
- It is harder for you to breathe when lying down. You are needing to sleep sitting up in a chair

### RED ZONE

**EMERGENCY**  

Go to the emergency room or call 911 if you have any of the following:
- Struggling to breathe. Unrelieved shortness of breath while sitting still
- Have chest pain
- Have confusion or can’t think clearly
Low Sodium Eating Plan
2,000mg Sodium

Salt is also called “sodium” and is found in most foods you eat.

Why do you need to limit sodium in your diet?
Sodium acts like a sponge and makes your body hold onto water. Eating too much sodium can cause you to gain weight, make your legs swell, and cause water to collect in your lungs.

How much sodium can you have each day?
Doctors recommend that you eat less than 2000mg of sodium each day. This means taking the salt shaker off of your table and paying attention to the types of foods you eat.

The First Steps...
1. Do not add salt to foods when you cook or at the table
2. Use herbs and seasonings like Mrs. Dash that are sodium free
3. Start with fresh foods
4. Do not use instant foods that come in a can, bag, or box

Eat Less Added Salt

Choose this:
Mrs. Dash
Spices
Herbs
Lemon Juice
Hot Sauce
Fresh Garlic, Onion, Green Pepper
Ketchup labeled “No Salt Added”

Do not choose this:
Salt
Seasoning Salts
Meat tenderizer
Soy Sauce
Garlic Salt
Bottled Salad Dressing
Olives
Relishes
Cheese Sauce

Onion Powder
Garlic Powder
Oil and Vinegar
Pepper

Sea Salt
Mustard
Ketchup
BBQ Sauce
Onion Salt
Bouillon
Sauerkraut
Pickles
Onion Soup Mix
Eat Less Salty Snacks

Choose this:
- Crackers labeled “Hint of Salt”
- Unsalted nuts
- Unsalted popcorn (air popped, also available in microwaveable)
- Unsalted potato or tortilla chips
- Fruit
- Raw Vegetables

Do not choose this:
- Salted crackers
- Salted popcorn
- Salted nuts
- Pretzels
- Salted chips
- Jerky

Eat Less Canned Food

Choose this:
- Homemade soup made with low sodium bouillon or homemade stock
- Fresh or Frozen Vegetables
- Tomato Juice labeled “Low Sodium”
- Canned Vegetables labeled “No Salt Added”
- Canned Tuna or Salmon labeled “Low Sodium” or “Very Low Sodium”
- Canned Fruit

Do not choose this:
- Canned soups
- Canned fish (tuna, salmon, sardines)
- Canned vegetables
- Canned meat (chicken, beef, Spam)
- Canned entrees (pastas, stews)
- Baked Beans, Pork and Beans
- Canned vegetable juice
**Eat Less Cured Food**

**Choose this:**
- Fresh Meat
- Peanut Butter
- Eggs, Egg Substitute
- Dried Beans

**Do not choose this:**
- Ham
- Salt pork
- Bacon
- Sausage
- Frozen Chicken Breasts
- Cold cuts (Luncheon Meat)

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**Eat Less Processed Food**

**Choose this:**
- Swiss cheese
- Milk
- Yogurt
- TV Dinners with less than 600mg sodium (Healthy Choice, Lean Cuisine, Smart Ones)
- Quick cooking or Old Fashioned Oatmeal
- Cream of Wheat
- Puffed Corn, Puffed Rice
- Shredded Wheat

**Do not choose this:**
- Cheese
- TV Dinners (More than 600mg sodium)
- Box Meals (Hamburger Pasta Meals, Macaroni and Cheese)
- Instant Rice Mixes
- Instant Noodle Mixes
- Cake Mixes
- Pre-made cakes and pies
- Fast Food
### June 2010

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**Heart Failure Workshop June 26**

Find the local farmer's market to get fresh vegetables. At picnics have fresh hamburger instead of bratwurst or hot dogs.

**Heart Failure Workshop**  
9:00 a.m. to 12:00 p.m.  
FREE  
Heart Center  
Classrooms 3rd Floor

Have you taken a walk yet today?

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**St. Luke's Hospital Iowa Health System**  
A better place to be
VIII. References


