



# KKH Leadership Rounding - Using a evidence-based leadership method to improve the Patient Experience

Singapore Healthcare Management 2017



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## Project Background

Leadership Rounding is the process improvement platform that helps KKH measure, continually improve and sustain patient safety, quality of care and patient experience – a critical piece towards a high reliability organization.



### References –

1. Rounding for Outcomes, from <https://www.studergroup.com/resources/healthcare-tools/must-haves/rounding-for-outcomes>
2. Merlino, J. (2015). Service fanatics: how to build superior patient experience the Cleveland Clinic way. New York: McGraw-Hill Education
3. Cleveland Clinic. "Leadership Rounds June 2012." YouTube. December 27, 2013 Accessed June 22, 2017. <https://www.youtube.com/watch?v=-yLKaHi4f4Q>

## Methodology

### Pre-Rounding

- Conduct pre-rounding briefing.
- EXCO members receive instructions on assigned locations and they are also informed on the focus topic for that month's rounding.
- To get different perspectives on the situation on the ground, a clinician is paired with a non-clinical EXCO member and they will round at areas not in his/her area of specialty.

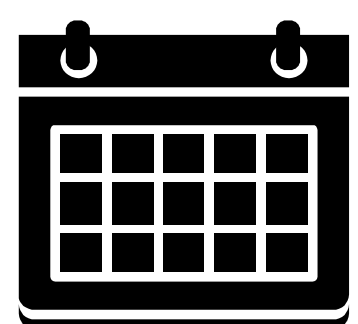
### Rounding

- EXCO members round at assigned areas for about an hour.
- The focus of questions during rounding:
  - Build relationship with patient and staff
  - Identify process improvement areas ("What can we do more for staff and patient safety?")
  - Ensure that key behaviour standards in the organization are "hardwired" or being consistently executed (i.e. hand hygiene).

### Post Rounding

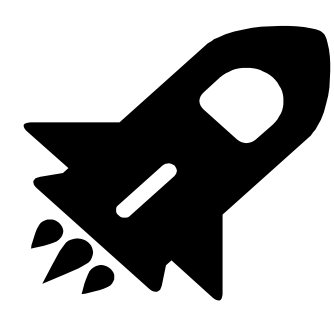
- EXCO members return to the meeting location for a debrief session and collectively discuss the rounding experience and share patient and care team stories.
- These include feedback on areas of focus, staff for recognition/coaching, issues for follow-up and recurring items to monitor for process improvement across the hospital.

## Key Figures at a Glance (Jan 2016 to Mar 2017)



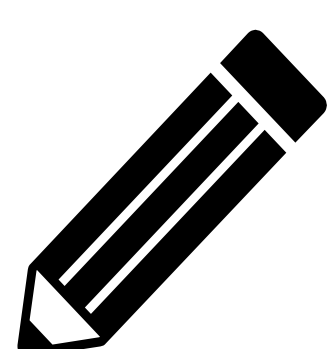
### 15 EXCO Rounding

We held 15 sessions from Jan '16-Mar '17. Including 2 Night Rounding and 1 Weekend Rounding



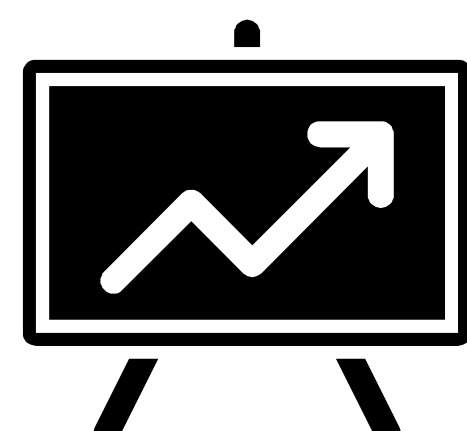
### 113 Areas Rounded

No. of areas rounded including offices in Boon Siew Building and Surbana One.



### 661 Issues Raised

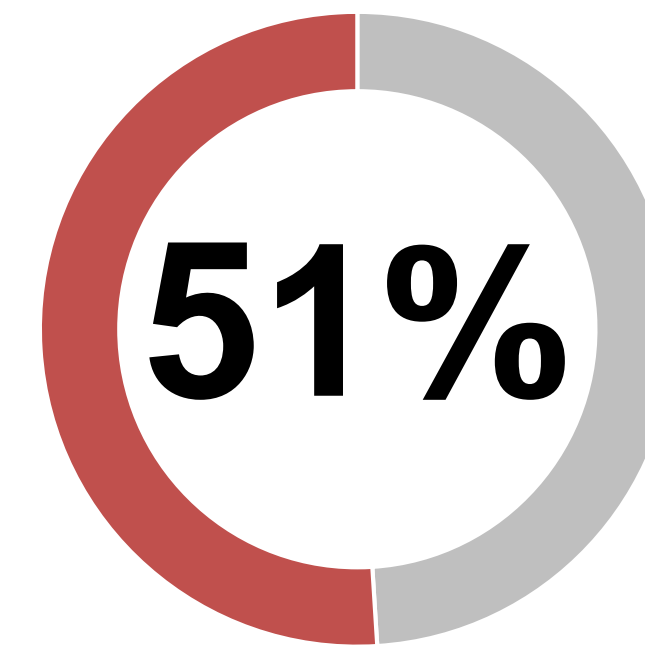
A total of 15 one-hour rounding during 15 months yielded 661 issues.



### 40 Workgroups Formed

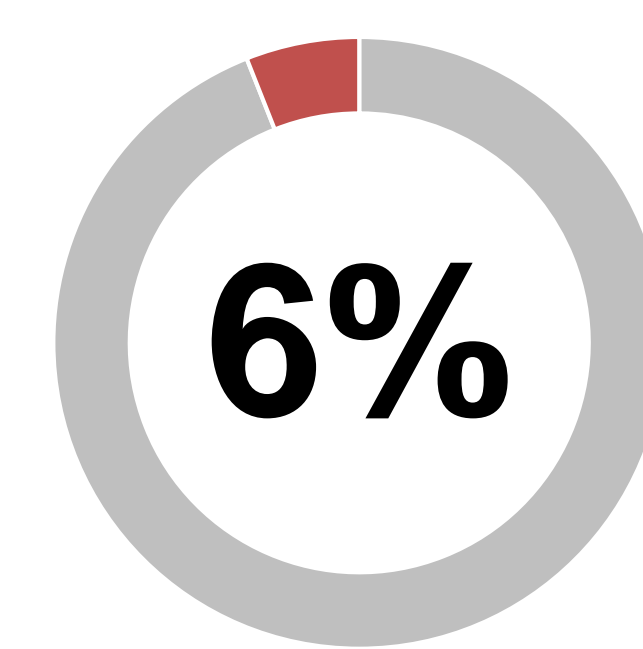
Workgroups has been formed to look into issues

## Status of Issues Raised



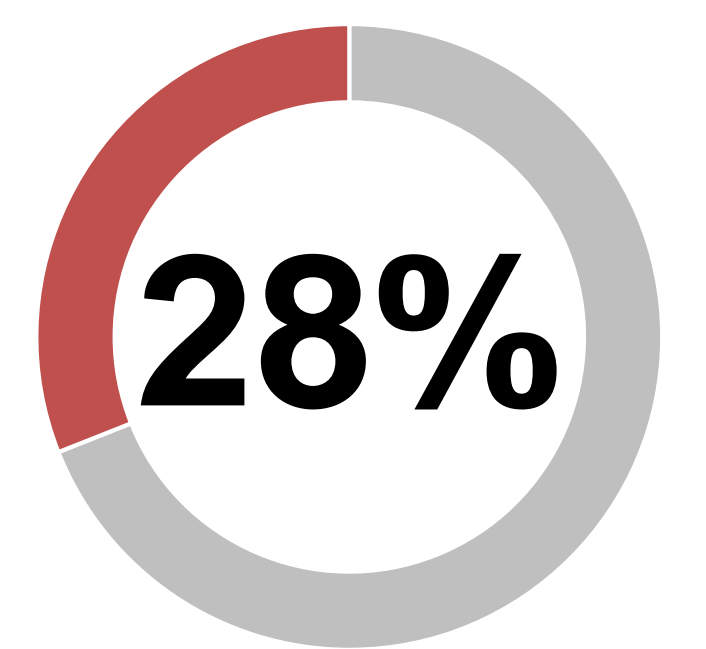
### Issues Closed

Action has been taken & requires monitoring to ensure resolution



### Workgroup Formed

Workgroup has been formed to look into issue



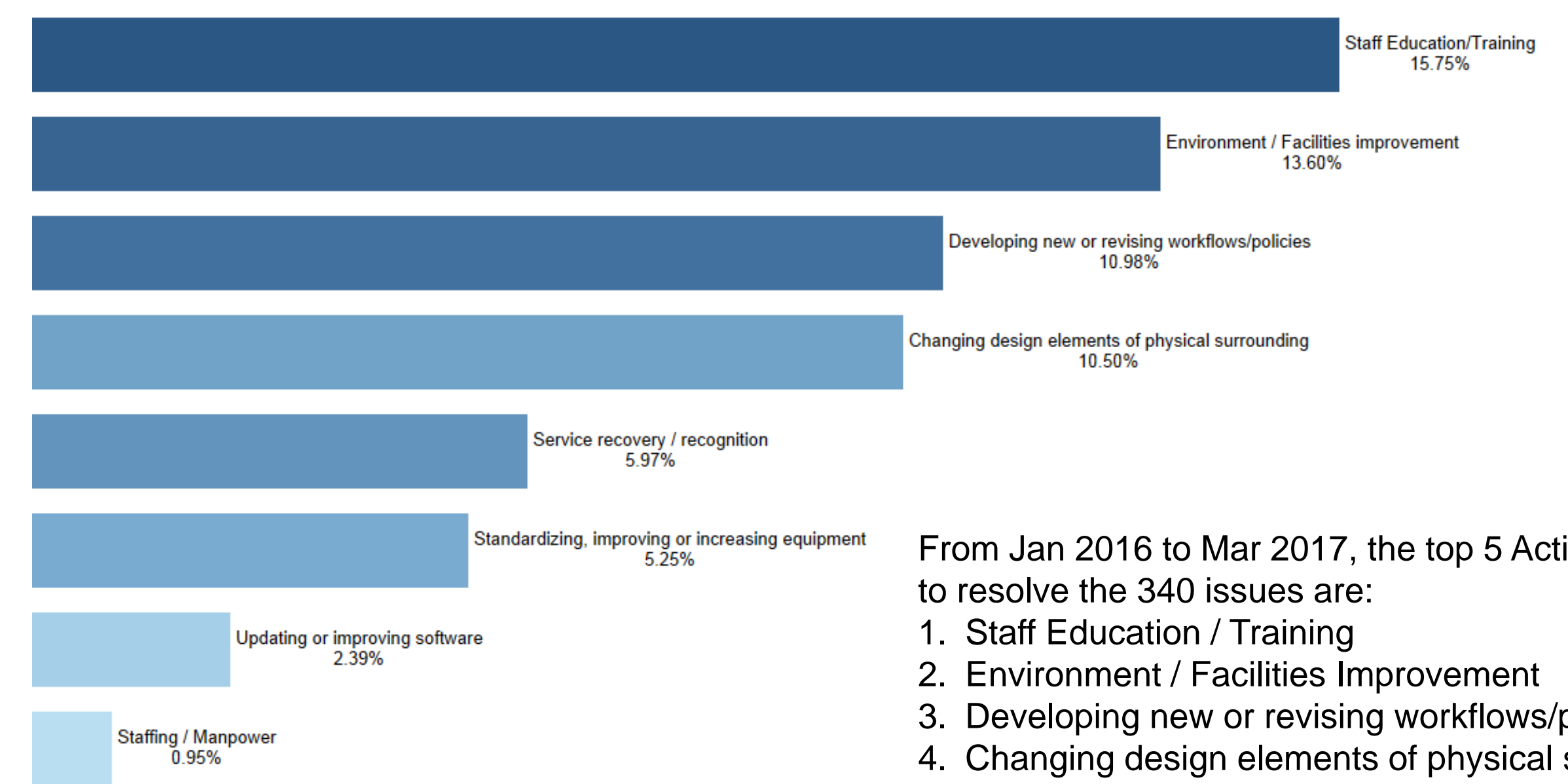
### Follow Up

Pending updates from action officer

Note: Status of remaining issues include:

1. Assessment done and no further actions
2. Keep in view

## Actions Taken to resolve the Issues Raised



From Jan 2016 to Mar 2017, the top 5 Actions Taken to resolve the 340 issues are:

1. Staff Education / Training
2. Environment / Facilities Improvement
3. Developing new or revising workflows/policies
4. Changing design elements of physical surrounding
5. Service Recovery / Recognition

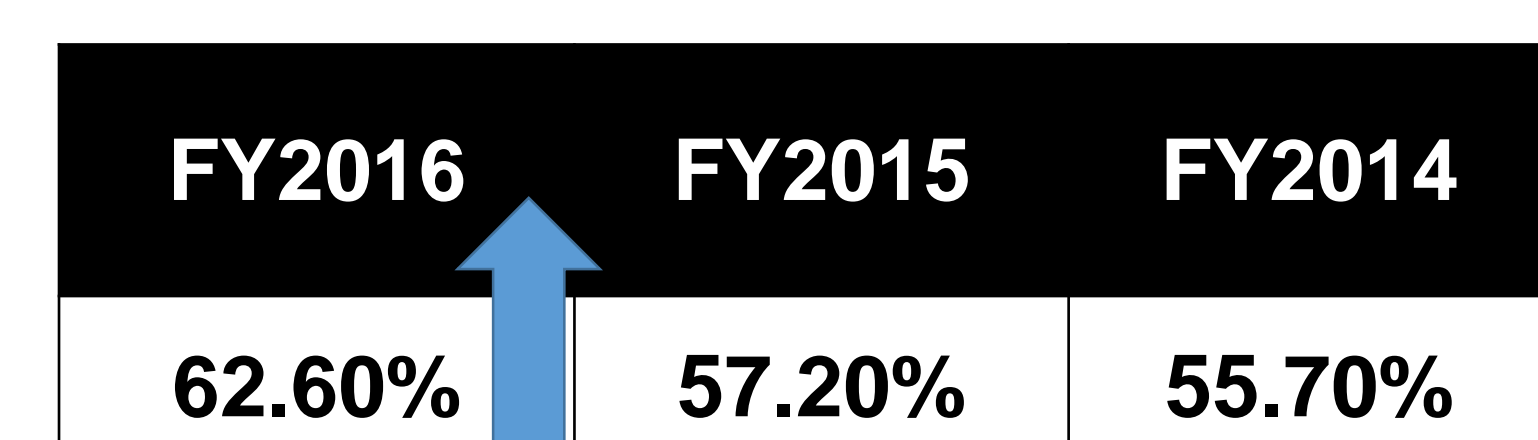
### Few Key Issues raised and Improved

<b>1. Occupational Safety for staff handling chemotherapy.</b> All staff handling chemo drugs to go for annual health screening at SGH.	<b>2. Facilities Improvement and mending works</b> About 52 improvement and mending works have been carried out.	<b>3. Protocol on management of cytotoxic spillage</b> A workflow put in place to ensure that all staff in the oncology units of managing cytotoxic spillage on caregivers.
<b>4. Patients with special needs –</b> Workgroup is formed to look into the hospital experience of young patients with special needs such as Autism Spectrum Disorder (ASD).	<b>5. Parents co-sleeping in baby's cot</b> Workgroup formed to look into communicating with caregivers that co-sleeping in baby's cot is strictly prohibited	<b>6. Management approval of certain critical nutritional products</b> for rare metabolic conditions to be kept in KKH formulary

## Results and Spreading

1. KKH maintained number 1 rank in Customer Satisfaction Index of Singapore (CSISG) and improved score to 71.2 in 2016.

2. Leadership Rounding started since FY2015 January (falls under 4th Qtr of Financial Year). We observed an uptrend results of % of patients who strongly recommend KKH services:



3. Sharing of KKH Leadership Rounding to other healthcare institutions. On 9 December 2016, management staff from NCCS and Sengkang Health visited KKH to observe Leadership Rounding.