

## In Basket Management:

**Empowering Nurses to be  
First Responders for Patient Messages**

**Providing the Right Care at the Right Time**

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### Background

- More email messages sent by patients
- Many messages do not need physician input

“What are the lab hours?”  
 “Can I get an appointment?”  
 “Did my prescription get refilled?”  
 “I can’t see my results.”

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### Session Presenters

- Maia Patel, MD, ScM**
  - Family Medicine
- Dones Trojillo, MSN, RN**
  - Consultant, Nurse Informatics

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### Background

- Focus groups and patient satisfaction surveys
  - Faster response times highly desired
- But physicians were already working all-out...

2015 – 2016 Groundwork → 2017 Pilot and Launch → 2018 Q1- Q3 AFM Q4 – OB/Gyn & Peds → 2019 Medical & Surgical Specialties

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### Session Objectives

- Share our evolution of In Basket Management
- Discuss methods and performance metrics
- Highlight milestones and attributes to success

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### Prior State

- ✓ Message routing was set up correctly in 2008
- ✓ Incoming Call Center and Secure Messages are routed to MSG pool
- ✗ Physicians were edited into MSG pools alongside nurses

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### Prior State

**X**

- Bottlenecking in overloaded physician In Baskets
- Unclear responsibility, duplication of work
- Longer response times
- Lower satisfaction for both physicians and patients

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### Metrics

- ✓ **Hours to First Touch** for each incoming message
- ✓ **% Screened Out**  
= messages handled to completion without any physician input

**One Touch Resolution**  
= messages researched and staged well enough that physician doesn't have to send message back for more triage

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### Implementation

- Our In Basket Message Management project launched in August 2017
- To meet the needs of our rapidly growing membership
- To achieve our operations goals to:
  - "Deliver exceptional care"
  - "Deliver an extraordinary consumer experience"

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### Metrics

- Metrics for In Basket Management project applied only to incoming Advice/Nurse Triage calls and Secure Messages
- Tableau report created with collaboration between physicians and analysts validating ability to track message detail
- Weekly and monthly performance metrics reporting

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### Training and Tools

- High-touch Training
  - Initially in-person for primary care, then live via web
- Case-based Training
  - Patient vignettes were used to train each new functionality
- System Tools
  - System SmartPhrases and QuickActions created specifically for Secure Message replies

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### Results

- **83% decrease** in the time to first touch
- Messages arriving during business hours are handled in less than 4 hours, down from regional baseline of 22 hours

Incoming Messages Call Center & Secure Messages	2017 Baseline	2018
% Screened Out = Entirely managed by RN, message never seen by provider	14%	40%
Time to 1st Touch (overall)	27 hours	9 hours
Time to 1st Touch (business hours)	22 hours	3 hours

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### Results

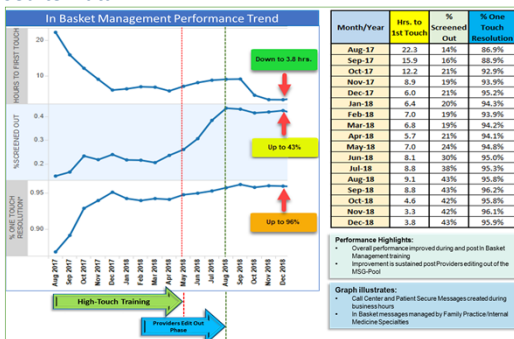
- **207% increase** in the number of messages able to be handled entirely by nurses
- Top-performing nurses screening out 70% of all incoming messages

Incoming Messages Call Center & Secure Messages	2017 Baseline	2018
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### Summary

- Data drives performance
- Clearly-defined scope of practice empowers nurses to work at the top of their licensure
- Increased number of messages handled entirely by nurses allows physicians to focus on patient care
- Standardized secure message management across specialties facilitates cross-departmental coverage and consistent patient service experience
- Faster response time improves member satisfaction

### Results Data



### Thank You!

**HOPE Team**  
**Mona Gahunia, DO, Associate Medical Director**  
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**ECOS Training Team**  
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**Jaclynn Haymon, MPA, RN**  
 Hongyan Shen, Data Analyst  
 Jennifer Quillin, Business Process Consultant

### Quality Control

- Training for Nurse Managers on In Basket Dashboard
- Chart Audits by nurse managers
- SmartText tool for physicians
  - .messagemanagement leaves nothing in the chart
- Follow through training addressing deficiencies
- Ongoing trainings for new hires

Q&A