



Aligning Care Excellence (ACE)

Frequently asked questions

OVERVIEW

Prisma Health Greenville Memorial Hospital is embarking on a journey to elevate the way care is delivered. Called Aligning Care Excellence (ACE), this effort will result in predictable hospital stays that are safe, reliable and coordinated by making fundamental changes to patient throughput at Greenville Memorial Hospital.

FREQUENTLY ASKED QUESTIONS

Q: How will ACE change the way care is delivered?

A: ACE involves the creation and implementation of a hospital operating system that:

- Emphasizes a culture of continuous improvement
- Places the patient at the center of all activities
- Creates new processes and roles
- Leverages existing technology to identify opportunities for improvement

Q: Who is leading this project?

A: ACE is being led by interdisciplinary teams throughout Greenville Memorial Hospital. However, it will take the commitment of every team member to ensure ACE's success. In addition, four workgroups have been formed to focus on specific portions of the project:

Target length of stay workgroup

- Analyzes and makes decisions related to target length of stay
- Develops and maintains length of stay reference guides for each unit
- Composed of physicians, nurses and Case Management team members

Care coordination model workgroup

- Defines the care coordination model for Greenville Memorial Hospital, and makes it operational
- Develops clear roles and responsibilities for all care coordination model resources
- Ensures team members are trained and educated on the care coordination model

Status now action planning (SNAP) workgroup

- Leads the development of SNAP huddles, which will occur each shift on nursing units to progress patient care

Operational rounding workgroup

- Leads the development of 30-minute, weekly rounds that empower and motivate team members to identify and problem-solve operational challenges and barriers within their departments

Q: What visible changes will I begin to see?

A: As ACE ramps up efforts, you will begin to see, and in many cases participate in, several efforts, including:

SNAP huddles

- Focus on timely clinical progression, including length of stay and throughput
- Identify barriers to patient progression and discharge
- Assign ownership to appropriate team members
- Daily escalation of barriers to unit medical directors and senior leadership

Operational rounding

- Provide framework to connect and escalate problems to senior leaders
- Continuous process improvement through communication, problem-solving and collaboration

Q: How long will this change take?

A: We anticipate launching our new care delivery model at Greenville Memorial Hospital in spring 2020. However, there are several milestones planned along the way, including:

- Leader connect session #1; workgroups begin (June 2019)
- SNAP huddles begin; length of stay guides created (August 2019)
- Leader connect session #2 (August 2019)
- Operational rounding begins (fall 2019)
- Full operational go live (spring 2020)

Q: What impact will this have on patients?

A: Through formal physician and nurse oversight, ACE will lead to:

- Increased patient satisfaction
- Improved coordination of care
- Shorter time spent in the hospital

Q: What are leader connect sessions?

A: Leader connect sessions are events that will bring together leaders from around the hospital to discuss the changes which will be put in place as part of this transformation. Each session includes:

- An opportunity to engage with the ACE leadership team
- A timeline of upcoming events and milestones
- Progress updates
- Details on how, as a leader, you can get involved