

Staff Rounding Overview

Timeframe – 2-3 hours per week

- 2-3 staff per day, 5 minutes each, 30 minutes per day (assumes 15 minutes to round and 15 minutes to follow-up)
- First priority of all rounds
- Employee rounds cannot be delegated

Tools

1. Rounding log
2. Business cards
3. Instant recognition awards
4. Service recovery tools
5. Patient satisfaction survey
6. Employee satisfaction survey
7. Employee lists and shift schedules

Key Words

- Connect with employee
- What's working well today?
- Are there any individuals or physicians whom I should recognize?
- What could we be doing better?
- Do you have the tools and equipment to do your job?

Patient Rounding Overview

Timeframe – 5 minutes per patient

- Initially every inpatient at least once during their stay
- End goal – round on every patient, every day
- Outpatients – sampling of patients based on volumes
- Patient rounds can be delegated, but not at first

Tools

1. Rounding log
2. Business cards
3. Instant recognition rewards
4. Service recovery tools
5. Patient satisfaction survey results
6. Actual patient satisfaction survey questions
7. Patient list

Key Words

- Introduce rounding
- Two very specific questions – ex. Pain mgmt: How many times in the last 24 hours have you had to press the call light for pain medication?
- Any staff that have done a nice job?

Ancillary Rounding Overview

Timeframe – 60-90 minutes per week

- 10-15 minutes per department
- High volume customer or high risk/high impact – 5-6 departments per week, rotate 1 other department in weekly
- Round on person that will give you the best information – could be unit secretary

Tools

1. Internal customer surveys
2. Business cards
3. Log of issues
4. Instant reward and recognition tools
5. Service recovery tools
6. Rounding log

Key Words

- Relationship builder
- Clarify expectations
- Review what has been accomplished
- What is working well?
- Anyone I can recognize?
- What are opportunities for improvement? Any ideas on how we could improve?

Senior Leader Rounding Overview

Timeframe – 60-90 minutes per week

1. Direct Reports – 5 minutes each
2. Departments – 2-3 departments per week, each dept round 10-15 min/follow-up 15 min
 - Director provides Scouting Report in advance
 - Established rounding time helpful
 - Send feedback to department director via email
3. Ensure Direct Reports are rounding
 - Ask specific questions – you will know who is rounding and who is not
 - Keep logs for reference.

Tools

1. Scouting Report from department leader
2. Business cards
3. Instant recognition rewards
4. Service recovery tools
5. Patient satisfaction results
6. Employee surveys

Key Words

1. Direct Report Rounding
 - Connect with employee
 - What's working well?
 - Do you have the tools and equipment to do your job?
 - Seek opportunities to reward/recognize
2. Department Rounding
 - What's working well?
 - Seek opportunities to reward/recognize

Rounding Tips

Staff Rounding

1. **Communication.** Let people know you are rounding. Explain what you will be doing and why at a staff meeting.
2. **Make a plan.** Don't start rounding until you have a plan. Think about what you want to accomplish.
3. **Make a date.** Prepare a schedule and stick to it.
4. **Start small.** Don't let the prospect of rounding overwhelm you. Begin with things you feel comfortable doing.
5. **Practice.** Consider actually role-playing with other leaders or with your coach.
6. **Follow up and follow through.** Use the rounding logs to ensure that you not only take action on what you find, but that you communicate back to let staff know you have done it.
7. **Reward often, but honestly.** Start off rewarding as much as possible. It may seem obvious to you, but if everyone is not doing it and you want it to be done, reward those who are. Others will begin. Only reward and recognize employees who deserve it. This sends a very strong message.
8. **Take a second look.** Use rounding as an opportunity to view your department through different eyes. Listen to what employees are saying. Observe them as they go about their daily routine. Do the same when you visit patients.
9. **Manage up.** Take the opportunity to let staff know more about senior leaders and other leaders. Share good things senior leaders are doing. Never fall into the blaming trap or we/they syndrome.
10. **If you have a small department.** Consider "rounding while working". This might mean shifting focus during part of a regular work time to ensure that you are focusing on the rounding goals and objectives.

Patient Rounding

1. **Make a Plan.** Don't start rounding until you have a plan. Think about what you want to accomplish.
2. **Speak to Score.** Try to phrase your questions and conversations with words that are used in the survey. Also, be sure to know if certain questions are weighted more.
3. **Be Ready For Recovery.** Know the Service Recovery procedures and have immediate recovery items ready to use if needed. Be on the watch for any trends and issues that you find.
4. **Coach and Mentor.** When rounding on patients, leaders should take the opportunity to engage staff. Some leaders actually ask different staff members to accompany them on their daily rounds.
5. **Do It Every Day.** Inpatient nurse leaders should be rounding on all new patients daily. Outpatient departments and specialty patient area leaders should determine what schedule is best for them.
6. **Follow Up and Follow Through.** Use the rounding logs to ensure that you not only take action on what you find, but that you communicate back to let staff know you have done it. Be careful and don't get caught up in fixing the big issues when solving little ones can have an impact on staff. Get small wins then go for big ones.
7. **Real Time Rewards.** Be on the lookout for opportunities to let staff know about the great things they are doing. Try to take the time to immediately give feedback on what you have heard.

Ancillary Rounding

1. **Make a Plan.** Think about what you want to accomplish. Talk to your staff about areas they feel need focus.
2. **Practice.** Consider actually role-playing with an employee from your area or with your coach.
3. **Just Do It.** Stay committed. Don't fall into the trap of finding excuses not to round. Everyone is busy and feels uncomfortable at first. The results are worth the effort.
4. **Follow Up and Follow Through.** Use the rounding logs to ensure that you not only take action on what you find, but that you communicate back to let staff know you have done it.
5. **Capture the Wins.** Use the time you have with this department to break down any perceived, or real, barriers that might exist between your department and this one. Acknowledge staff in the departments you serve who operate within your department's guidelines or requests.
6. **Don't Be Defensive.** Expect to hear some negative feedback or to run up against issues that are not easily solved. Look at this as an opportunity to look at things through your customer's eyes. It is also important to not fall into the blame game syndrome. It is important to be supportive and manage up other leaders.
7. **Take it Home.** Use information you get while rounding to reinforce behaviors in your own department. Be sure to highlight staff who were mentioned during your rounds or who are doing the things you want.

Senior Leader

1. **Make a Plan.** Ask your assistant to schedule rounds on your calendar and respect those times as non-negotiable. Have directors complete scouting log in advance
2. **Practice.** Implement role-playing with other leaders.
3. **Communicate.** Let people know you are rounding. Educate the organization about the benefits of rounding and inform them in advance that you will be out on the floors.
4. **Just Do It.** Don't fall into the trap of finding excuses not to round. Everyone feels uncomfortable at first. Stick with it. The results are worth the effort.
5. **Follow Up and Follow Through.** Use the rounding logs to ensure that you not only take action on what you find, but that you communicate back to let staff know you have done it. Don't get caught up in fixing big issues when solving little ones can have an impact on staff.
6. **Capture the Wins.** Use the time you have with staff to position your middle managers for success and break down any perceived, or real, barriers between staff and administration. Highlight staff that are doing the things you want.
7. **Hold People Accountable.** Put rounding on leadership meeting agendas.
8. **Expect Tough Questions and Don't Be Afraid to Give Tough Answers.** Take the time to think through possible questions/issues and come up with some answers.
9. **Support Other Leaders.** Be supportive. Be careful not to undermine direct reports.
10. **Manage Up.** Take the opportunity to let staff know more about the good things their leader is doing for them. When you congratulate someone be sure to let him or her know that the leader told you about his or her success.