Is there a nurse in the house?

ICN Conference
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The Effect of Improvement on Nursing Productivity, Engagement and Retention

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The Challenge

The need to prepare for the next shift

The oncoming Charge Nurse arrives 30-45 minutes prior to his official shift start time in order to prepare for the oncoming staff. During this time, he gets a "feel for the floor", confirms staffing plans, organizes the work tasks for oncoming CNAs, and then finally oversees shift report.

"Ghost Town"

Both patients and providers worry about the drop in attention to patient care at shift change time. One patient characterized it as a "ghost town" and many providers said it was chaos, with all the administrative needs having to be taken care of while patient calls, orders, labs, and other demands continue to pour in.

Effect of improvement on nursing
The Intervention: Nurse Knowledge Exchange

Before Change

During Change

- Bedside Round: Outgoing and oncoming nurses meet at bedside to turnover care. Face-to-face shift change. Structured Report Out*
- Patient Care Board: a whiteboard in the patient’s room where daily goals and projected discharge info are written during bedside round. Teach Back**

During Shift


Improvement Principles & Frameworks

Fundamental Concept of Improvement:
“Every system is perfectly designed to achieve exactly the results it achieves”

Principles of Improvement:
- Understanding work in terms of processes and systems
- Developing solutions by teams of health care providers and patients
- Focusing on patient needs
- Testing and measuring effects of changes
- Shared learning
Is there a nurse in the house?

Metrics - One Month Post Go-Live

Hospital A

<table>
<thead>
<tr>
<th>Prepare</th>
<th>Change</th>
<th>1st Patient</th>
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Hospital B

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Hospital C

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<th>1st Patient</th>
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<td>6</td>
<td>21</td>
</tr>
<tr>
<td></td>
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<td>42</td>
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</table>

Prepare: Time from arrival on unit to when the nurse receives first patient report out
Change: Time from the first patient report out to the last patient report out
1st Patient: Time is taken from arrival on unit until the nurse physically sees their first patient

Outcomes Metrics: Pilot Slide

Days Between Falls - 4W SoSAC

Days Between Falls

- Post-Implementation
- Pre-Implementation
- Linear (Pre-Implementation)
- Linear (Post-Implementation)

Effect of improvement on nursing
Engaging a Workforce

Worker Engagement

- "I believe in my work"
- "I can do a good job"
- "I like my team"
- "I have a future"
- "I feel appreciated"
- "My opinions matter"

Clear Expectations

- Do I have a future here?
- What tasks am I responsible for?
- How do I affect quality outcomes?

Future Possibilities

- Do I have the skills I need?

Capacity Development

- How am I doing so far?

Reward & Recognition

- Am I fairly evaluated?

Feedback

- Am I have a future here?

Evaluation

- Employee Engagement (...or lack thereof)

USAID Applying Science to Strengthen and Improve Systems

Effect of improvement on nursing