

Transforming Care at the Bedside

AF4Q + TCAB = A New Era in Nursing... Community by Community

Across the country, doctors, nurses and other health care leaders are exploring ways to improve the quality of care provided in their communities. First introduced in 2001, *Transforming Care at the Bedside* – or TCAB – engages nurses and other frontline hospital workers in testing improvements that can lead to processes that are more consistent, safe and patient-centered. This in turn leads to a more fulfilled workforce. Since 2008, TCAB has been offered to hospitals through *Aligning Forces for Quality* (AF4Q), the Robert Wood Johnson Foundation’s (RWJF) signature effort to lift the overall quality of health care in targeted communities, while also reducing racial and ethnic disparities and providing models for national health reform. Teaming *Aligning Forces for Quality* with TCAB is bringing a new era in nursing to diverse regions.

AF4Q TCAB Goals:

- Improve the quality and safety of patient care and reduce disparities in care.
- Increase the vitality and retention of nurses and frontline staff.
- Engage and improve the patient and family members’ experience of care.
- Improve the effectiveness of the entire care team.

Since its launch by RWJF and the Institute for Healthcare Improvement, TCAB has earned a well-deserved reputation as a program that provides hospitals with an effective model for quality improvement and nurse engagement. Most participating hospitals begin their TCAB efforts on improving the delivery of care in medical and surgical units – where an estimated 35 to 40 percent of unexpected hospital deaths occur and where nurse turnover is the highest. TCAB hospitals (a) engage frontline nurses in the quality improvement process, (b) increase the vitality and retention of nurses, (c) engage patients and improve their experience of care, and (d) improve the effectiveness of the health care team. Hospitals that have implemented TCAB consistently report positive outcomes on the participating units, such as decreased falls and pressure ulcers, increased time spent by nurses in direct patient care and increased patient and nursing satisfaction.

AF4Q TCAB is an exciting quality improvement program being offered to hospitals in select local regions.

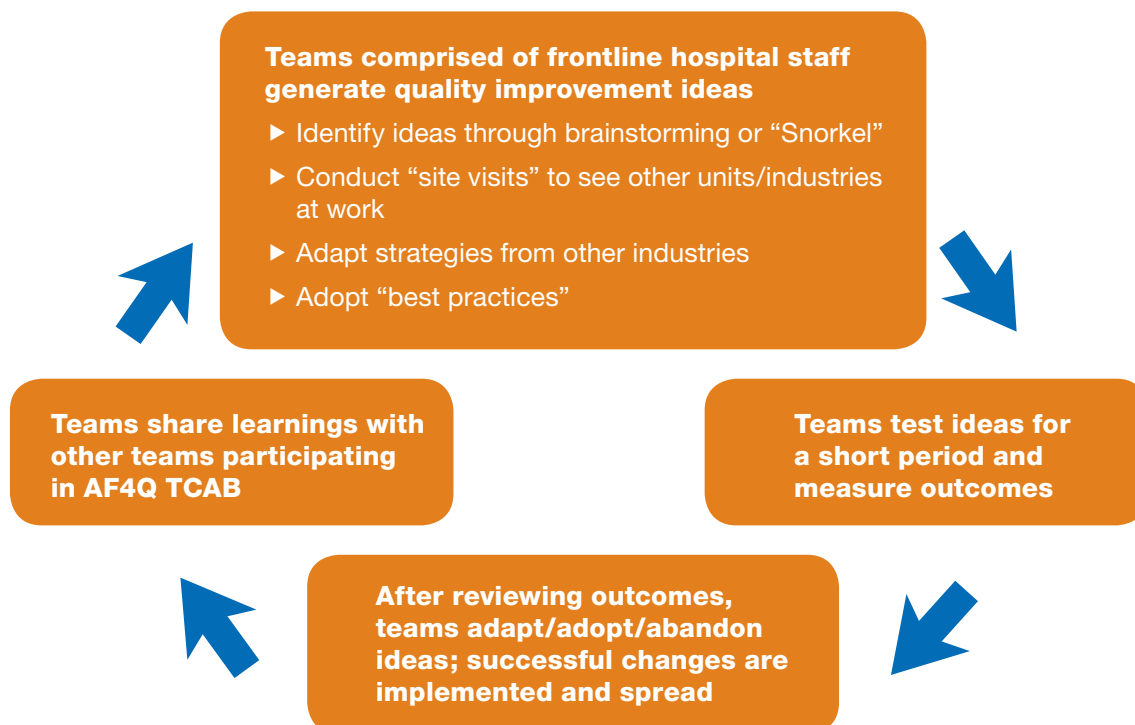
Although traditional TCAB collaboratives focused on medical and surgical units, in AF4Q TCAB, other inpatient and outpatient areas are encouraged to participate. AF4Q TCAB is a joint effort between RWJF and the George Washington University, the national program office (NPO) for Aligning Forces for Quality. The NPO and other national experts and faculty provide training and technical assistance, consultative coaching, tools and strategies developed from the work of previous TCAB initiatives and communications support to participating hospitals. The hospital teams participate in a pre-work conference call and then participate in a three-day training session. After the initial training, the teams are supported through web-based resources, monthly conference calls, coaching and site visits conducted by the local TCAB Regional Clinical Leader (RCL), who is responsible for the day-to-day management of TCAB activities. The duration of the AF4Q TCAB is 18 months, including the initial training.

“Transforming Care at the Bedside is a robust initiative that engages frontline staff with leaders to improve patient care outcomes, staff and patient satisfaction and achieve value in acute care. TCAB connects the clinical staff, support staff and executive team in human caring and the science of improvement.”

– Linda Burnes Bolton, Dr.PH, FAAN Vice President and Chief Nursing Officer, Cedars-Sinai Medical Center

This regional approach to TCAB is an innovative way for hospitals to efficiently use their resources without the expenses of traveling out of state for training. Hospitals are charged a nominal fee to cover expenses by their local AF4Q Alliance, the core, multi-stakeholder leadership alliances leading Aligning Forces in each of the communities. To meet the program requirements for stratifying quality improvement measures by race, ethnicity and language (R/E/L), the national program office will provide training for staff involved in collecting R/E/L data through a web-based interactive seminar.

The AF4Q TCAB Process Made Simple:



TCAB Goals and Four Domains

The goals of AF4Q TCAB are met through systematic work in four domains.

1. Safety and Reliability

Care for hospitalized patients is safe, reliable, effective and equitable.

- » **Premise:** A hospital is able to improve safety when the leadership is visibly committed to change and when staff is empowered to openly share safety information and report adverse events or unsafe conditions.
- » **Measurement:** Tracking falls and pressure ulcers in patients.*
- » **Measurement:** Reducing disparities in care.*

* these are required measures – teams may identify additional areas of improvement and measure results

2. Team Vitality

Effective care teams continually strive for excellence when they work in supportive environments that nurture professional training and career development.

- » **Premise:** Teams with strong vitality strive to reduce or eliminate blame, cynicism, conflict and apathy.
- » **Measurement:** Tracking voluntary turnover and team satisfaction.

3. Patient-Centered Care

Patient-centered care honors the whole person and family and respects individual choices.

- » **Premise:** Patient and family-centered care is essential to cultivating a partnership at the bedside. Nurse and frontline staff should share complete, unbiased information and encourage patients and families to participate in care and decision-making.
- » **Measurement:** Patient satisfaction.

4. Value-Added Care Processes

Care processes are free of waste and promote continuous flow.

- » **Premise:** Staff should be involved in helping to redesign processes to improve flow and reduce waste to distinguish value-added from non-value added processes.
- » **Measurement:** Higher value work and redirected staff hours.



Result Highlights From Previous TCAB Efforts:

Developed a Culture of Innovation:

TCAB units implemented an average of 34 new innovations to their care practices during the course of TCAB.

Higher Staff Satisfaction, Lower Turnover:

Frontline staff on TCAB units reported higher job satisfaction, improved work environments and teams and lower voluntary turnover rates compared to control units.

Fewer Patient Codes: Codes per 1,000 patients decreased nearly 14 percent on TCAB units while increasing on control units.

Decreased Falls With Harm: Overall, falls with harm decreased 22 percent on TCAB units during the course of the program.

Decreased Hospital-Acquired Pressure Ulcers: Hospitals reduced the incidence of pressure ulcers 50–90 percent using evidence-based tools and strategies.

Improved Patient Centered Care and Satisfaction:

Unit managers reported the percent of patients who said they would recommend a hospital increased eight percent on TCAB units compared to control units.

Why Participate?

Hospitals participate in AF4Q TCAB in order to:

- » Improve care processes to consistently deliver safe, high-quality and equitable patient care
- » Foster a culture of transformation
- » Engage staff and build collaborative teams around quality improvement
- » Improve nurse vitality and retention
- » Increase time frontline staff has available to spend in direct care
- » Reduce patient falls and pressure ulcer incidence
- » Create high-leverage change
- » Demonstrate the organization's commitment to achieving high-quality care
- » Be part of the Robert Wood Johnson Foundation's signature effort to improve quality

