# Transforming Care at the Bedside Collaborative

## *Assessing Strategic Alignment & Establishing Aims*

**Hospital:** _____

**The executive leader/sponsor, day-to-day leader and members of the TCAB team complete this strategic assessment and select the priority projects.**

| TCAB Aims | Which aims are **explicitly** aligned with this year's Strategic Plan for your hospital? | Have you achieved the **best known level of performance** for these TCAB aims? (for at least 6 consecutive months) | Is this a priority project for TCAB for the coming year? |
|---|---|---|---|
| Reduce deaths | Yes [ ]   No [ ] | Zero codes.<br>Yes [ ]   No [ ] | Yes [ ]   No [ ] |
| Prevent harm from high-hazard drug errors | Yes [ ]   No [ ] | Reduce patient harm from high-hazard drugs by at least 50% per year.<br>Yes [ ]   No [ ] | Yes [ ]   No [ ] |
| Prevent patient injuries from falls | Yes [ ]   No [ ] | Incidents of patient harm from falls are reduced to 0.1 (or less) per 1,000 patient days.<br>Yes [ ]   No [ ] | Yes [ ]   No [ ] |
| Prevent hospital acquired pressure ulcers | Yes [ ]   No [ ] | Zero hospital-acquired pressure ulcers.<br>Yes [ ]   No [ ] | Yes [ ]   No [ ] |
| Improve patients' and family members' experience of care | Yes [ ]   No [ ] | 95% of patients are willing to recommend the hospital.<br>Yes [ ]   No [ ] | Yes [ ]   No [ ] |
| Improve teamwork and staff vitality and reduce nursing turnover | Yes [ ]   No [ ] | Annual voluntary turnover is 5% or less.<br>Yes [ ]   No [ ] | Yes [ ]   No [ ] |
| Reduce Readmissions | Yes [ ]   No [ ] | Readmissions within 30 days are reduced to 5% or less.<br>Yes [ ]   No [ ] | Yes [ ]   No [ ] |
| Increase nurses' time in direct care | Yes [ ]   No [ ] | Nurses spend 60% of their time in direct patient care.<br>Yes [ ]   No [ ] | Yes [ ]   No [ ] |

Adapted from Institute for Healthcare Improvement

# Taking Action to Transform Care at the Bedside
## Template for Assessing Strategic Alignment & Execution of Projects to Achieve Aims

**Hospital: _____**

**STEP 2:** **Create Taking Action TCAB aims for the Pilot Unit(s) that are:**

- o   Aligned with the explicit strategic priorities of the organization
- o   A good match for the current will amongst key stakeholders
  - √   What **investments** are we willing to make?
  - √   What activities should we **de-emphasize**?
  - √   What **conflicts** are we willing to resolve?
  - √   What **risks** are we willing to take?
  - √   How much **disruption** in the organization are we willing to support to make the transition to a better performing system?

**Tips for creating aim statements:**

- o   State the aims clearly (What does success look like? What do you want to accomplish? How good, by when?)
- o   Define location or population
- o   Set stretch goals
- o   Include numerical goals/targets

---

**Aim Statements for Pilot Unit(s)**

1.  **Pilot Unit(s) _____      Aim: _____**

   _____

2.  **Pilot Unit(s) _____      Aim: _____**

   _____

3.  **Pilot Unit(s) _____      Aim: _____**

   _____

4.  **Pilot Unit(s) _____      Aim: _____**
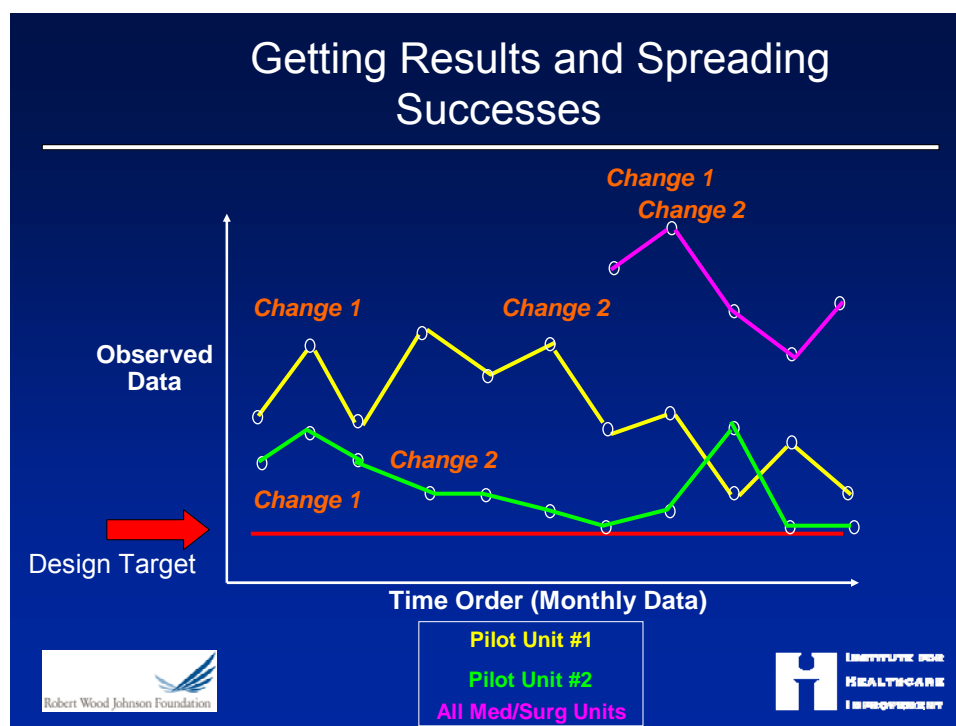
   _____

INSTITUTE FOR
HEALTHCARE
IMPROVEMENT

# Taking Action to Transform Care at the Bedside
## Template for Assessing Strategic Alignment & Execution of Projects to Achieve Aims

**Hospital: _____**


**STEP 3**: **Create an action plan and timeline for testing and implementation for each aim**

- o  What is your current performance?
- o  What is the gap between your results and your desired results?
- o  Define intermediate goals to accelerate the rate of improvement
  - √  Within 6 months aim to reduce the gap by 50%
- o  Use successive "gap reductions" to aid in planning (how many times must we cut the gap in half to reach the aim?)

**Aim:**_____

**Pilot Unit(s):**  _____

**Areas of Focus:**_____

**Current Performance:**_____  **Gap Between Current Performance and Desired Results:** ____

**Six Month Goal:**_____  **(recommend reducing the gap by 50% every six months)**

| Action Plan | Day-to-Day Leader | Who Needs to be Involved? | June    July    Aug    Sept    Oct    Nov |
|---|---|---|---|
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**Hospital:** _____

**STEP 4**:  **Test, Learn….Test, Learn….Test, Learn….**

**STEP 5**:  **Trend Data over Time and Annotate Run Charts**



**STEP 6**:  **Assess progress toward Taking Action to TCAB aims and leverage learning on the pilot unit(s) and across the organization**

Leaders review progress in the context of the entire organization and making linkages throughout the organization.  Specifically this team should:

- o   Make clear connections between the project and strategic priorities
- o   Set the pace with regular reviews (weekly, monthly, quarterly)
- o   Rebalance resources and priorities as needed every 90-120 days
- o   Harvest common themes among projects
- o   Initiate spread of what is learned in each project

**STEP 7**:  **Celebrate Successes!!!**