

Improving HCAHPS with a “Culture of Quiet”

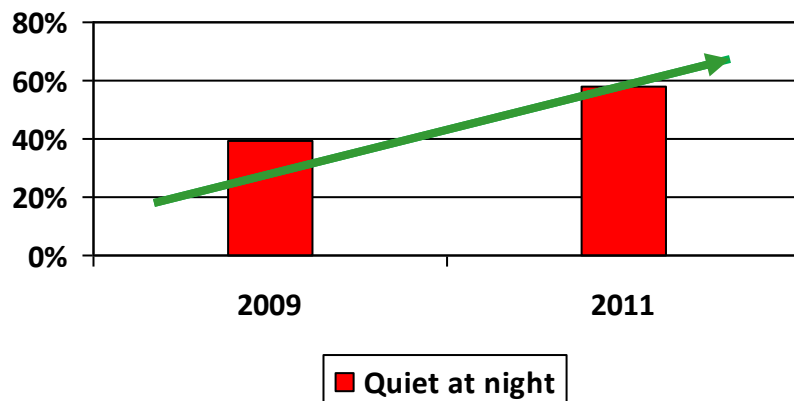
St. Francis Hospital (Puget Sound)

Problem: Surveys showed that the noise level made it difficult for patients to rest.

Innovation:

- Implemented a “culture of quiet.”
- Replaced former complaints with compliments.

Result: HCAHPS quiet at night scores increased from **39%** to **58%**.



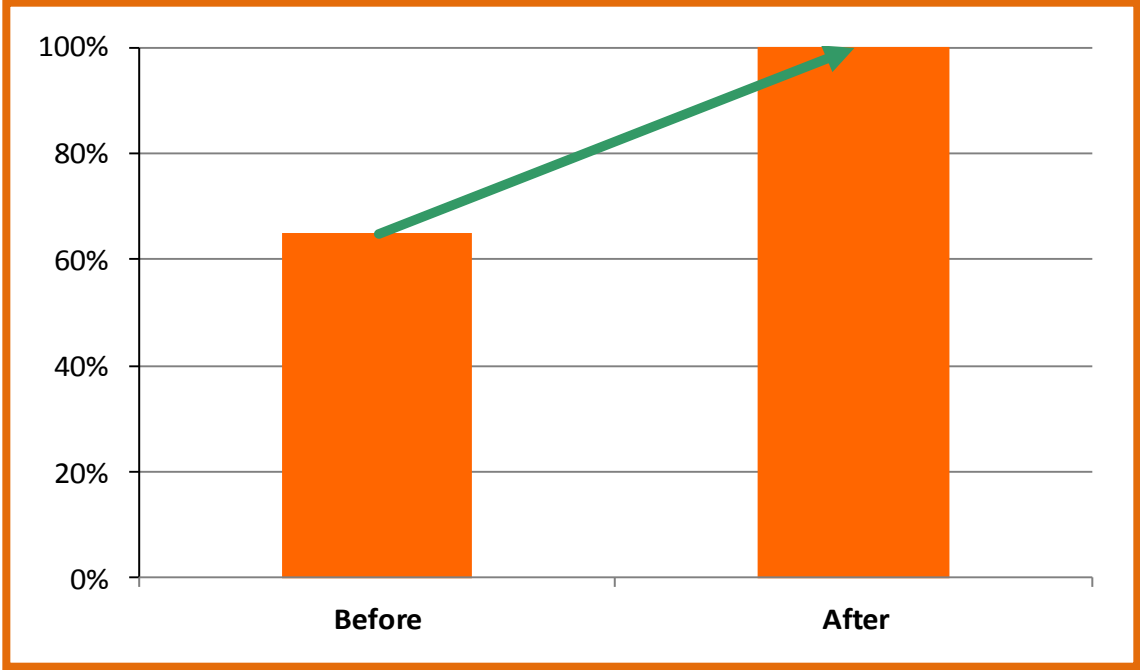
"Culture of Quiet" innovations:

- Added padding on doors
- Dimmed overhead hallway lights and nursing station lights
- Changed wheels on rolling equipment
- Placed signs on the entry doors



Reduced Infection Erie County Medical Center (Western New York)

Reduced potential for infection by increasing IV tube labeling from **65%** to **100%**.



Patient and Family Council Increases HCAHPS Scores

Mercy Health Anderson Hospital (Cincinnati)

HCAHPS scores increased over **20%**

in:

- Communication with nurses
- Help from hospital staff
- Pain control
- Definitely recommend hospital



How we did it: Implemented a patient and Family Council, bringing together

- patients/families,
- volunteers,
- hospital leaders,
- nurses, and
- other department representatives.

“As part of the Patient Family Council, I can relate my experiences – both the positive and the less-than-completely satisfied – to hospital personnel and know that my input will help improve the care and service the hospital is providing.”

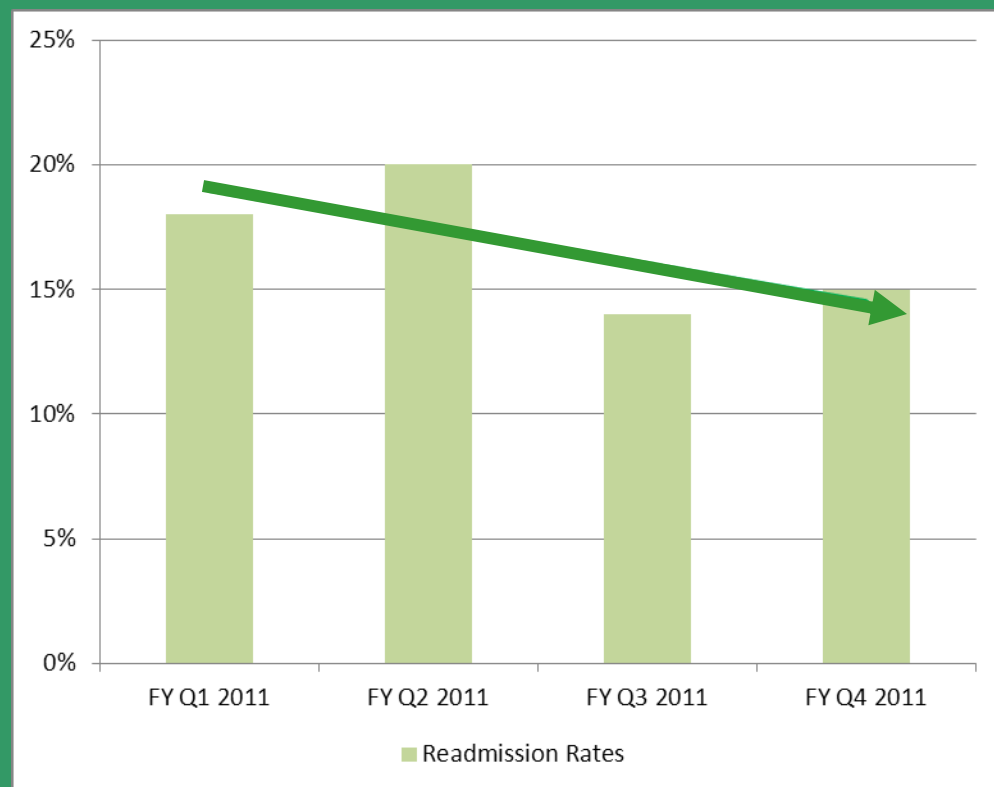
--Council Member

Reduction in Readmission Rates

Southern Maine Medical Center (Maine)

Innovations:

- Standardize multidisciplinary rounds
- Schedule appointments at time of discharge
- Conduct discharge calls to patients within 24-36 hours



Round of Applause



*Congratulations to Erie County
Medical Center (Western New York)
for submitting an article on
**“Family Initiated Rapid Response”
to American Nurse Today.***



“For me as a leader, I consider TCAB a survival tool that is worth the investment.”

Jacquelyn Nefstead, RN, ONC
Ministry Good Samaritan Health Center
Wisconsin

Nurses Increase Patient Safety and Team Vitality

York Hospital (South Central Pennsylvania)

Problem: Nurses were concerned about patient assignments and the provision of safe care.

Innovation: Developed a patient acuity tool to:

- Predict nursing time needed for each patient
- Make staffing assignments

Results:

- Team vitality scores increased to **94%**
- Assignments based on patient needs

What nurses say:

“Now I feel like I know where the sick patients are-where the help is needed.”-RN

“Now I understand why some areas were getting more ancillary help, and why some were fine with very little. Sometimes I would get frustrated before I could even ask, now everyone gets informed.”-NA

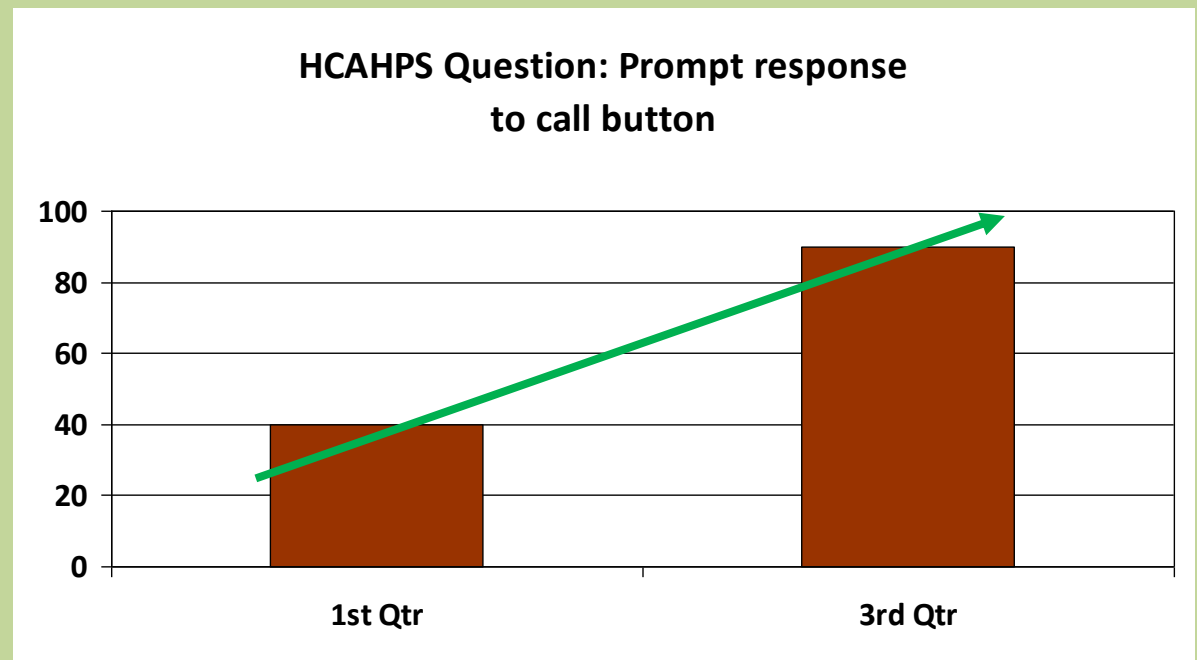
“I just want to know that it’s fair... I want to give my patients the best care, and I never want them to fall, because I don’t have enough help.”-RN

Satisfaction with Call Button Response Time

Lovelace Westside Hospital (Albuquerque)

In purposeful hourly rounding, nurses:

- Enter room every hour
- Anticipate and meet patient needs
- Resolve issues
- Ask patients what they need



Multidisciplinary Discharge Planning at the Bedside

St. Mary's Hospital (Maine)

Multidisciplinary rounding to increase patient and family involvement in discharge planning has had an overwhelmingly positive patient response.



“...Patients appreciate the involvement in their plan of care. It gives them additional opportunities to **understand the diagnosis** they are dealing with and collaborate with providers.”

--RN

Round of Applause



*Congratulations to Eastern Maine
Medical Center (Maine) for having
a poster on*

***“TCAB Return on Investment” at
the Nursing Economic\$ Summit
in June***





Lowest Fall Rates in the City

Mercy Health Anderson Hospital (Cincinnati)

In February 2012, Mercy Health Anderson Hospital was recognized as having the lowest fall rate in the city!

They attribute their success to their participation in TCAB and spreading successful innovations for decreasing falls hospital-wide.

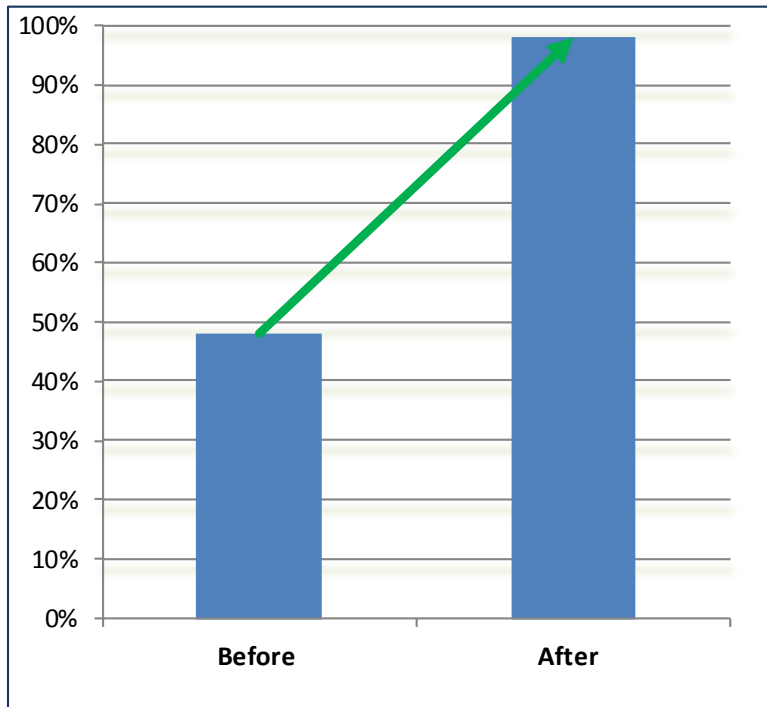
Improved Staff to Staff Communication Wisconsin

RN / CNA COMMUNICATION BOARD

TEAM I	UA	GUA/AC	SPUTUM	WEIGHT	FOLEY IN/OUT	LAST BM			UA	GUA/AC	SPUTUM	WEIGHT	FOLEY IN/OUT	LAST BM		
34A	●	●●			●	8-25			♥ 41A				●			
34B				●		8-24	to be Del'd Home - Pden leg bag		41B	●●	●●		●	8-24		
♥ 36A		●●	●						42A	●			●			
36B				●		8-25			42B		●		●	8-24		
♥ 40A				●	●	8-25			43P	●			●			
40B	●		●						♥ 44A		●		●	8-24		
									44B							

Pneumococcal Vaccination Rates

Lovelace Medical Center (Albuquerque)



Problem: Process for screening and vaccinating patients was not reliable.

Innovations:

- Developed standardized admission form to screen patients
- Send alerts to pharmacy

Results:

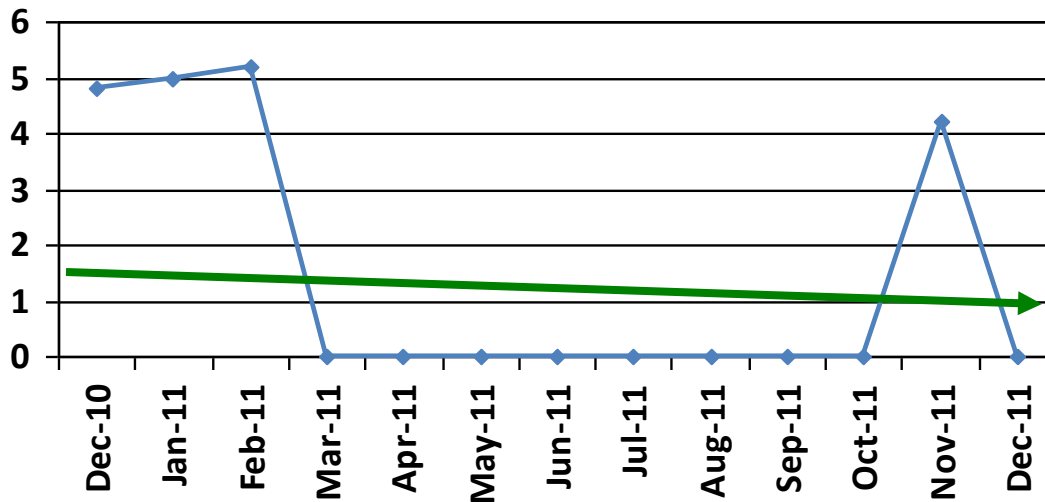
- Pneumococcal vaccination rates increased from **48%** to **98%**
- Process spread hospital-wide

Voluntary RN Turnover

Medina Memorial Hospital (Western New York)

- Decreased nurse turnover rate from 7 FTEs per year to 1 FTE.

Reduced Voluntary RN Turnover
on the TCAB Unit



Innovation:

- Increased nurse satisfaction
- Engagement of nurses in the TCAB process

Round of Applause



Congratulations to Medina Memorial Hospital (Western New York) for submitting an article on

“Spreading TCAB to the Operating Room” to The American Journal of Nursing.



TCAB Hospitals By Alliance

130 hospital teams

Aligning Forces for Quality | Improving Health & Health Care
in Communities Across America

An Initiative of the Robert Wood Johnson Foundation.

Minnesota

Avera Marshall Regional Medical Center
Bethesda Hospital
Buffalo Hospital
Chippewa County-Montevideo Hospital
Cook County North Shore Hospital
Deer River HealthCare Center
Douglas County Hospital
Essentia Health – Fosston
Essentia Health St. Joseph's Medical Center – Brainerd
Essentia Health St. Mary's Medical Center
Fairview-University Medical Center – Mesabi
Gillette Children's Specialty Healthcare
Glencoe Regional Health Services
Hennepin County Medical Center

Hutchinson Area Health Care
Kanabec Hospital
Lake Region Healthcare
LifeCare Medical Center
North Memorial Health Care
Northfield Hospital
Olmsted Medical Center
Ortonville Area Health Services
Owatonna Hospital
Park Nicollet Methodist Hospital
Paynesville Area Health Care System
Prairie Ridge Hospital and Health Services
Queen of Peace Hospital
Redwood Area Hospital
Regina Medical Center
Regions Hospital

Renville County Hospital
Ridgeview Medical Center
RiverView Health
Riverwood Healthcare Center – Aitkin Clinic & Hospital
Sanford Bemidji Medical Center
Sanford Medical Center Thief River Falls
St. Francis Healthcare Campus
St. Francis Regional Medical Center
St. Joseph's Area Health Services Inc.
Tri-County Health Care
Unity Hospital
University of Minnesota Amplatz Children's Hospital
University of Minnesota Medical Center Fairview – Riverside Campus
Windom Area Hospital

Wisconsin

Aspirus Wausau Hospital
Beloit Health System
Boscobel Area Health Care
Divine Savior Healthcare
Froedtert Health Community
Memorial Hospital
Holy Family Memorial Medical Center
Mercy Hospital and Trauma Center

Meriter Hospital
Ministry Good Samaritan Health Center
Monroe Clinic
Oscola Medical Center
Prairie du Chien Memorial Hospital
Reedsburg Area Medical Center
St. Mary's Hospital
Stoughton Hospital

West Michigan

Spectrum Health Gerber Memorial Hospital

Detroit, Mich.

McLaren – Macomb
Sinai-Grace Hospital

Puget Sound, Wash.

MultiCare Tacoma General Hospital
St. Francis Hospital

Oregon

Harney District Hospital
Lake District Hospital
Mercy Medical Center
Mid-Columbia Medical Center
Providence St. Vincent Medical Center
Rogue Valley Medical Center
Tillamook County General Hospital

New Mexico

Dr. Dan C. Trigg Memorial Hospital
Lincoln County Medical Center
Lovelace Medical Center
Lovelace Westside Hospital
Lovelace Women's Hospital
Plains Regional Medical Center
Presbyterian Española Hospital
Presbyterian Hospital
Presbyterian Kaseman Hospital
Socorro General Hospital

Cincinnati, Ohio

Mercy Health Anderson Hospital

Maine

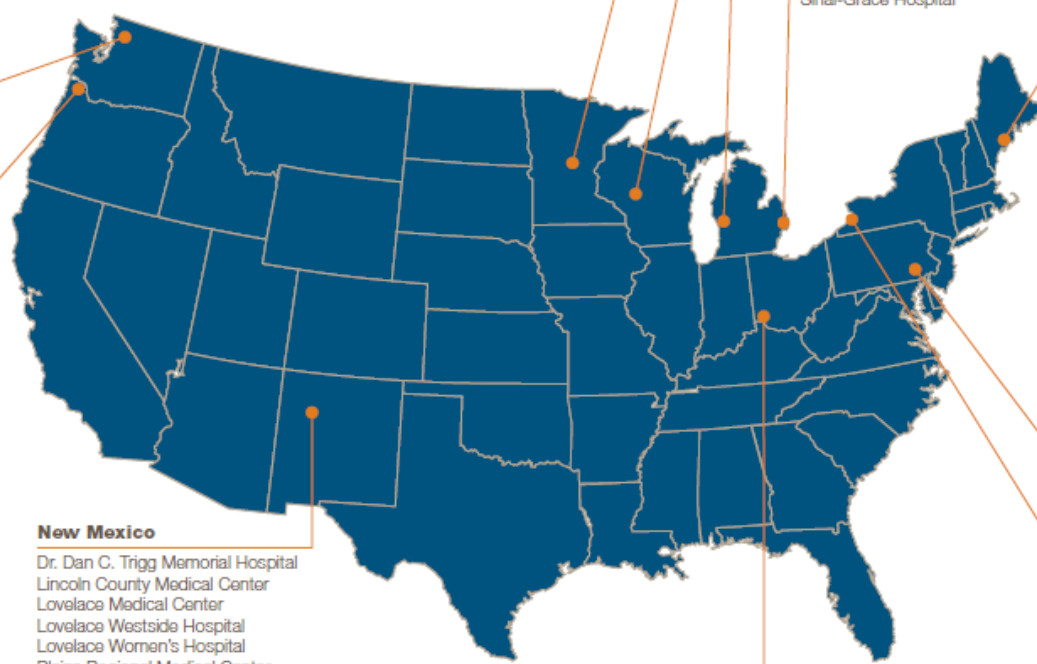
The Aroostook Medical Center
Calais Regional Hospital
Eastern Maine Medical Center
Franklin Memorial Hospital
Goodall Hospital
Houlton Regional Hospital
Inland Hospital
MaineGeneral Medical Center
MaineGeneral Rehabilitation & Nursing Care at Gray Birch
Mercy Hospital
Mid Coast Hospital
New England Rehabilitation Hospital of Portland
Redington-Fairview General Hospital
Southern Maine Medical Center
St. Joseph Healthcare
St. Mary's Regional Medical Center

South Central Pennsylvania

Gettysburg Hospital
York Hospital

Western New York

Brooks Memorial Hospital
Erie County Medical Center Corporation
Jones Memorial Hospital
Kenmore Mercy Hospital
Orleans Community Health - Medina Memorial Hospital
Mercy Hospital of Buffalo
Mount St. Mary's Hospital
Roswell Park Cancer Institute
Sisters of Charity Hospital - St. Joseph Campus

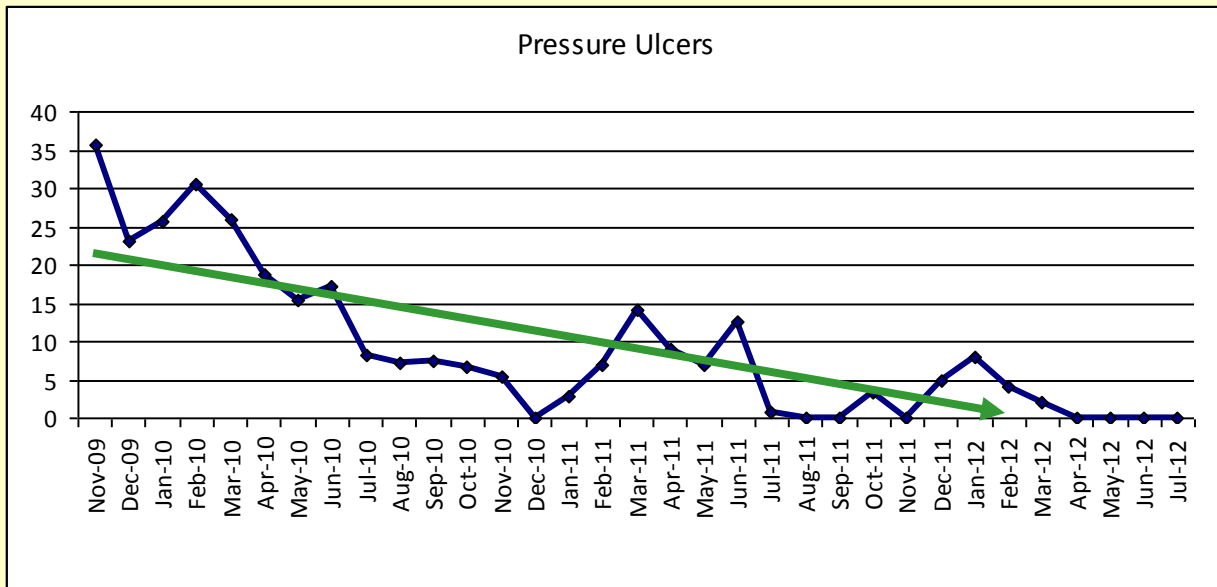


Pressure Ulcer Prevention

Sinai-Grace Hospital (Detroit)

Innovation: 2 staff members conduct a skin assessment upon admission.

Results: A 94% decrease! Decrease from 34.7 per month to 2 per month.



Staff Comments:

- “Helpful to have two people looking.”
- “I can do my wound care immediately.”
- “Time saving, more accurate and provides better care.”

Saving Time at Admission

Lovelace Westside Hospital (Albuquerque)

Saved 4.5 hours of nurse time per month with Patient Welcome Bags.



Impact: More time to spend with patients.

Olmsted Medical Center (Minnesota) featured in the PostBulletin (Rochester, MN)



Michele Jokinen / mjokinen@postbulletin.com

Sheri Peters, a nurse at Olmsted Medical Center, gathers supplies through the "Aligning Forces for Quality Transforming Care at the Bedside" program, which seeks to improve the quality and safety of health care.

Care about Quality

Local hospitals institute bedside program

By Jeff Hansel
jhansel@postbulletin.com

Most human populations left the hunter-gatherer period long ago. But there's a population of U.S. workers still in that process — nurses.

They hunt for swabs, bed pads, linens and cleaning supplies, a time-consuming process.

But that's changing at some Minnesota medical centers, including at least two locally.

An initiative called "Aligning Forces for Quality Transforming Care at the Bedside program" seeks to improve the quality and safety of health care. Goals of the pilot program include

Two examples of a statewide effort

• **Olmsted Medical Center Hospital** first opened in 1955 and became part of Olmsted Medical Center in 1996. It provides 24-hour emergency care, sleep medicine, general surgery, birth center and plastic surgery, according to its website.

• **Owatonna Hospital**, at 136,000 square feet, opened on Oct. 16, 2009. It offers "a full spectrum of services for residents of the region, with specialties in surgery and trauma care," according to its website.

Staff at OMC wore pedometers to measure their activity. One nurse

care," said Debra Brase, communications manager for Owatonna Hospital, part of Allina Hospitals and Clinics.

When its new hospital opened in October 2009, the Owatonna facility added a nursing station so nurses are closer to their patients.

The effort to improve patient safety is supposed to start in the medical-surgical area. But already it's spreading to other departments, such as equipment supply, Olmsted Medical Center's Klenner said.

"It becomes a part of your culture, and that's what we're doing here in med-surg is a culture change," Perry said.

The effort is "a new nurse-led hospital program that empowers front-line staff to work together to identify, pilot, test and adopt new care practices over an 18-month period."

Staff at participating hospitals work

Round of Applause



*Congratulations to St. Francis
Hospital (Puget Sound), for
submitting an article on*

***“Spreading the Principles of
Effective Nurse-Led QI” to
MEDSURG Nursing.***

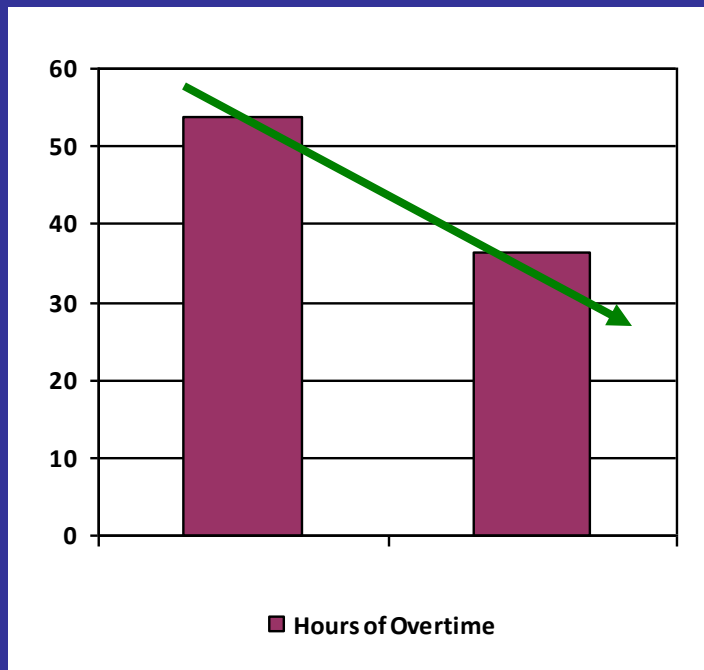


Increased Patient Satisfaction Scores

Medina Memorial Hospital (Western New York)

By regularly updating patient whiteboards, patient satisfaction scores in response to the question “*Did nurse listen and communicate respectfully with you?*” increased over **10%**.

Decrease in Incidental Overtime McLaren-Macomb (Detroit)



Innovation: Standardized change of shift report.

Result: Decreased incidental overtime from **53.75** hours per month to **36.5** hours per month.

Oregon

PATIENT & FAMILY-CENTERED TCAB INNOVATIONS



- **Meal Coupons for New Dads:** Provide meal coupons for hospital cafeteria to new dads so they don't need to leave their new family.
- **Special Care Area:** Created a special wing for patients who are confused, noisy, or at high risk for falls. This allows staff to watch them more carefully while reducing disruption to other patients.
- **NASCAR Admit:** Developed a process called the NASCAR admit to streamline the admission process for patients.



Lost Equipment

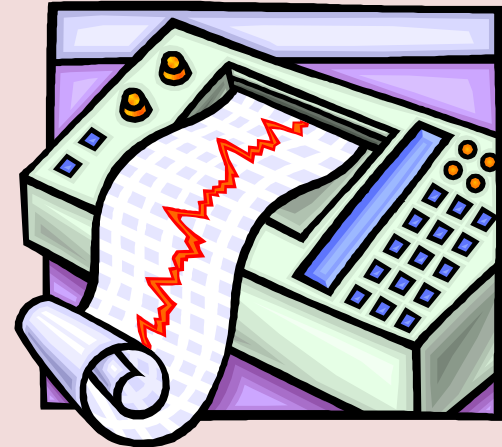
McLaren-Macomb (Detroit)

Problem: Misplaced and lost heart monitors

Innovation: Labeled and assigned heart monitors to each patient room.

Results: Money saved: **\$4500**

Time saved: **Priceless**



Round of Applause



Congratulations to Medina Memorial Hospital (Western New York) for having a poster on
“The Business Case for TCAB” at the Nursing Economic\$ Summit
in June.



Reduced Waste

Ministry Good Samaritan Health Center (Wisconsin)

- *Innovation:* Red Tape Zone marks an area in patient room where gowns or gloves are not required.
- *Results:*
 - Saves time
 - Saves money
 - Increases interaction with patients

	# of gowns used prior	# of gowns used post	Time Saved
Patient #1	18	6	42 min
Patient #2	11	6	42 min
Patient #3	114	44	308 min
Patient #4	11	8	56 min
Patient #5	5	3	21 min
Patient #6	11	5	35 min
Totals	170	72	8.4 hours

TCAB featured in Wisconsin Hospital Association Newsletter:



WHA Transforming Care at the Bedside (TCAB): Second in a series

RN-Physician Rounding a hit with nurses, patients, physicians

By Bethany Schiefelbein, RN, BSN, MA

Nurses, physicians, and patients are improving teamwork and communication at Prairie du Chien Memorial Hospital, a 25-bed critical access hospital in southwest Wisconsin.

RNs and physicians began rounding together to see patients in May, and the feedback has been overwhelmingly positive. RN-Physician Rounding is one endeavor of Prairie du Chien's participation in Transforming Care at the Bedside (TCAB), a program funded by the Aligning Forces for Quality initiative of the Robert Wood Johnson Foundation. In Wisconsin, Aligning Forces for Quality is a grant to the Wisconsin Collaborative for Healthcare Quality, and the

TCAB journey in March at a three-day kickoff education conference. The nursing staff in representation gained the tools and skills necessary to begin the process of transforming patient care at their respective hospital homes.

The TCAB process of change begins with a "Snorkel," a brainstorming technique that encourages front-line staff to generate as many solutions as possible to any care process challenges they see. Prairie du Chien RN, CNA, and HUC staff thought of over 100 solutions to the six challenge themes we first identified. We then voted on and determined when and how we could pilot the solutions. RN-Physician Rounding was one solution to our



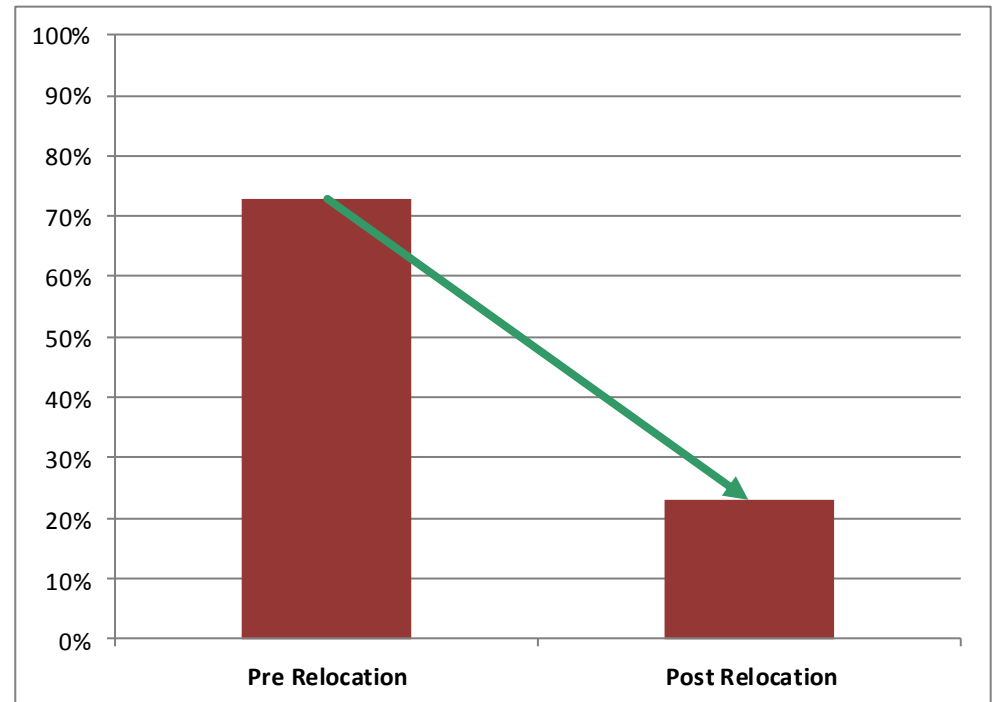


Medication Safety

Olmsted Medical Center (Minnesota)

Innovation: Moved supplies out of the medication room to reduce interruptions to nurses.

Results: Decreased medication variation from **72%** to **23%**.



Round of Applause



*Congratulations to MultiCare
Tacoma General Hospital (Puget
Sound) for submitting an article on
**“Bedside Shift Report” to
American Nurse Today.***



Increased Patient Safety

Spectrum Health System – Gerber Memorial Hospital (West Michigan)

A “no interruption zone” in front of the medication preparation area has decreased the number of interruptions and medication errors.



Decrease in End of Shift Overtime

St. Francis Hospital (Puget Sound)

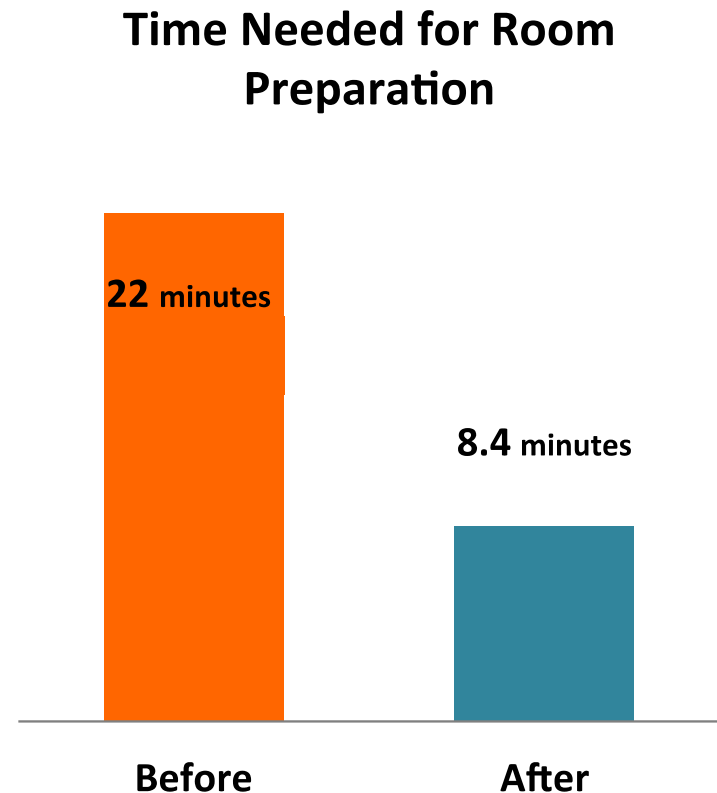
*Bedside reporting decreased End of Shift overtime
and saved **\$32,000.***



Increased Time at the Bedside

Redington-Fairview General Hospital (Maine)

- **Problem:** Wasted staff time spent looking for admission supplies
- **Innovation:** Revised room set-up checklist to include:
 - Patient supplies
 - IV pole/pump
 - Correct bed



“I’ve been a nurse for 33 years, and I think this has been one of the best things I’ve seen as far as giving front-line staff a voice.”

Sheri Peters, Olmsted Medical Center, Minnesota

Round of Applause



*Congratulations to York Hospital
(South Central Pennsylvania) for
having a poster on*

***“Acuity-based Staffing: Using our Best
to Accomplish the Most” at the
National Orthopedic Nurses Congress
in May.***

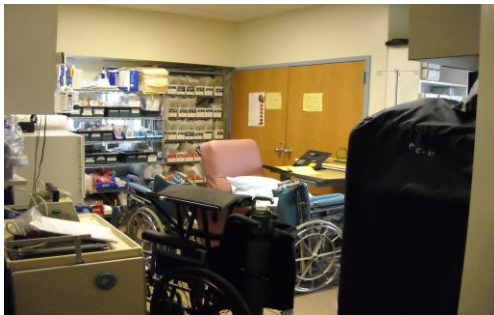


Reduced Waste

Gettysburg Hospital (South Central Pennsylvania)

Problem: Wasted time spent “hunting and gathering” for equipment and supplies.

Innovation: Used LEAN process principles to organize space, supplies and equipment on the unit.



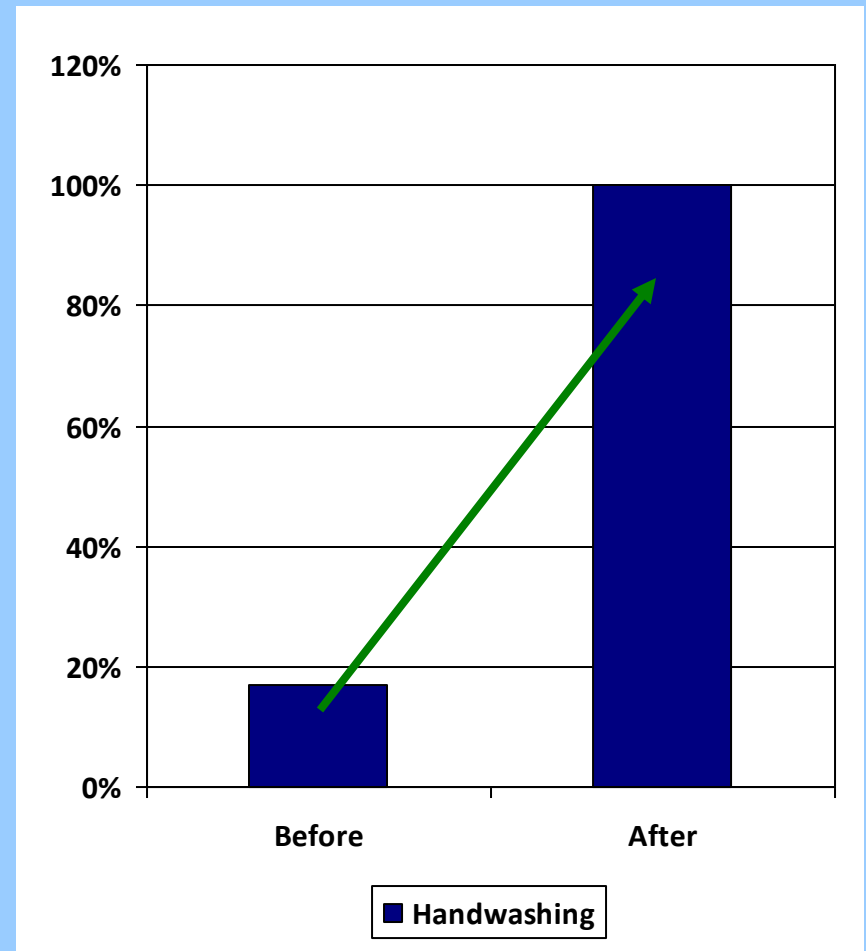
Before

After

Reduced Infection by Increasing Handwashing McLaren-Macomb (Detroit)

Innovation:

- *Handwashing education poster*
- *Handwash signs in every patient room*



Improved Communication

MultiCare Tacoma General Hospital (Puget Sound)

Innovation: Bedside shift report:

- Introduce oncoming staff
- Update the white board
- Include patient and family in report

What Patients Said:

“[Nurses] made sure that they knew everything that was going on. They were very thorough.”

“[Nurses] let me know things that I didn’t know. They were very informative.”

“I always knew what the plan was.”

“I knew the name of my doctors and nurses.”

“They knew me as a person, not just the lady with the hip surgery.”

“I will never go to another hospital.”

Involving the Whole Care Team

Erie County Medical Center (Western New York)

*A unit clerk discovered
overcharging for printer
cartridges.*

Total cost savings = \$150,000