

THE ORGANIZATION

Bed Size: 929

Number of Sites/Locations: Two

Academic or Community: Academic

THE TEAM

Description: 5 West Patient Care Team: Abdominal Transplant/Urology/Plastic Surgery

Multidisciplinary: Yes

Established: 2011

Care Setting: Inpatient acute care unit

Patients: Surgery and medicine patients

TEAM STRUCTURE

Location: Though much of the work is done on the unit, some team members have offices in other locations with an unofficial “home base” on the unit. Team meets once daily for rounds to review the plan of care for each patient.

Outcomes Access: Infection rates, core measure outcomes, length of stay, NDNQI, HCAHPS, Press Ganey, costs for labor and supplies, and revenue are shared monthly via email, intranet web-site, and via unit/service/organizational meetings.

Shared Goals: Improve EOS scores to high tier 1 (>4.57), keep turnover less than 12%, exceed NDNQI benchmarks for skin, restraints, and falls, meet unit Press Ganey mean target goal of 91.0, hospital Press Ganey target goal of 75th percentile.

Team Incentives: Organizational incentive payment program; team/unit recognition for achieving patient experience and quality metrics; unit/service line recognition at leadership meetings; certificates of recognition, features in quarterly employee newsletters, “Carolina Care Dollar” awards for mention on patient surveys, annual “End of the Year” awards for best care.

Team Building Example(s): Nutrition lecture, yoga demonstration, resiliency training, social activities (e.g., pot luck dinner, holiday cookie exchange, strawberry picking, wine and design party, afternoon at a local park, dinners at local restaurants).

TEAM PERFORMANCE

Team Contributions to Improving Value and Enhancing Care

- Charge nurse/clinical nurse teamwork reduces wait time for patient requests/call bells. Having an extra set of eyes keeping track of the sickest patients helps catch declining trends quicker and utilize resources sooner, which improves outcomes.
- NAs and RNs take ownership of outcomes and care plans, and value each other’s contributions. There are no “NA” tasks any RN is not willing to do. All staff members give baths, take patients to the bathroom, and ambulate patients.
- Pharmacy and nursing partnered to create medication side effect cards and other teaching materials that are reviewed each shift with patients to help them learn their medications more quickly and expedite the discharge process.
- Staff completed a quality project to standardize discharge home care supplies for urology patients. Each week health unit coordinators build discharge supply bags, making it more efficient for RNs to give supplies to patients.
- Implemented a CAUTI initiative that pairs two providers (RN-RN or RN-NA) for every catheter insertion to prevent infections. This has improved teamwork, particularly between RNs and NAs.

Team Impact on Delivering Care that Reduces Patient Suffering

- “Communication and Patient Planning” (CAPP) rounds improve communication among the interdisciplinary team:
 - Rounds are held daily and are attended by nurses, physicians, case managers, chaplains, and pharmacists.
 - Patient progression is the focus and the concerns of every patient are addressed.
 - Nurses elicit patient feedback and serve as advocates for them during CAPP meetings.
 - Following the meetings, nurses update their patients and ensure that needed interventions are “checked off” during the shift. This has been a satisfier for both patients and staff.
 - As each patient is reviewed, teammates add information when something is missed and offer new perspectives.

Outcome Highlights

PATIENT EXPERIENCE

Overall Patient Experience

- 5 West ended FY15 & FY16 as #1 in the hospital for HCAHPS scores.
- 5 West FY16 top box score for HCAHPS overall was 89% (surpassing the organizational stretch goal of 75%).
- Press Ganey overall mean score was 91.5 (99th percentile), exceeding the organizational stretch goal of 75th percentile.

Patient Evaluation of Teamwork

- FY16 Press Ganey mean score for “Staff worked together to care for you” was 96.4 (98th percentile for the 600+ database).

SAFETY, CLINICAL, OPERATIONAL, COST

Safety

- Hospital-acquired pressure injuries
 - Only two hospital-acquired pressure injuries for the 5 West team since 2011
 - 5 West met or exceeded NDNQI top 25th percentile for unit acquired pressure ulcers >Stage 1 for six of the last eight quarters
- Bar code scanning compliance
 - 5 West outperforms the organization’s compliance with medication scanning (i.e., 88.5%) at 96.4%
 - 5 West outperforms the organization’s compliance with patient scanning (i.e., 91.3%) at 98.2%
- Falls rates: 169 days without a fall after implementing the falls prevention initiative
- Hand hygiene compliance: 5 West team greater than 97% compliance for this initiative

Clinical Process

- 5 West has met or exceeded the NDNQI top 25th percentile in 10 of the last 12 quarters for skin, injury falls, and restraints.

Clinical Outcomes

- 5 West had 0% certified nurses in 2012 and had an all-time high of 69.5% in FY16
- Length of Stay
 - In 2011 decreased LOS for liver transplant patients from 14 days to less than eight—lowest in UHC comparison group
 - Maintained outcomes for more than two years and published results in issue of Progress in Transplantation

Cost to Patient

- Despite being almost 7% less than budgeted days in volume, the 5 West team flexed staffing and monitored expenses to end FY16 with a Productivity of 100.36% (Goal = 100%) and a Budget Index of 98.53% (Goal ≥ 98%).
- Team was 5.6% under budget in FY16 for med/surg supply costs.

ENGAGEMENT

Overall Team Member Engagement

- 5 West has been a Tier I scoring unit on the Press Ganey Engagement survey for the past five years.
- Last year, overall score on the survey was 4.57 and Engagement Indicator was 4.63, which is 0.20 higher than the National Top Decile average for 2015 and 0.44 higher than the National Magnet Organization average.
- Outperformed the benchmarks for employee, manager, and organizational domains.

Team Perception of Teamwork

- On the 2015 Press Ganey Engagement survey, 5 West had an overall Teamwork score of 4.38, which was 0.35 higher than the National Top Decile on Engagement average for 2015 and 0.52 higher than the National Magnet Organization average.
- For the question “My work unit works well together,” score was 4.62 (92% favorable; 8% Neutral).
- For the question “The person I report to encourages teamwork,” score was 4.84 (97% favorable; 3% Neutral).
- On 2015 AHRQ Patient Safety Culture survey, team scored 90% for “teamwork within units,” compared to a benchmark of teaching hospitals at 79%.