

Southern California CSI Academy Projects Achieve Significant Clinical and Fiscal Success

Implementation of a new care delivery model and staffing grid by nurses at Sharp Memorial Hospital in San Diego focused on improving patient, nurse and staff satisfaction, helping cut the number of patient falls in half and the incidence of staff injuries 81 percent in one year.

An ICU diary program introduced by nurses at UC San Diego Health's Sulpizio Cardiovascular Center and Jacobs Medical Center helped minimize post-intensive care syndrome (PICS) and increase patient referrals to the post-ICU recovery clinic. The diaries also improved satisfaction and decreased anxiety for patients and families.

These are just two of the quality improvement initiatives developed by staff nurses at eight San Diego-area hospitals to address diverse healthcare challenges as part of AACN Clinical Scene Investigator (CSI) Academy. The 16-month, hospital-based nurse leadership and innovation training program empowers nurses to lead their peers in change projects that improve clinical and fiscal outcomes.

In addition to Sharp Memorial, Sulpizio and Jacobs, participating hospitals included Rady Children's Hospital; Sharp Chula Vista Medical Center; Sharp Grossmont Hospital; Sharp Mary Birch Hospital for Women & Newborns; and UC San Diego Health – Hillcrest Medical Center.

At the conclusion of the program, these San Diego CSI Academy teams reported a variety of clinical successes from their initiatives, including:

- A 100 percent decrease in occurrence of venous thromboembolism (VTE) in pediatric patients and adoption of a revised VTE prevention protocol hospital-wide

- Elimination of postpartum hemorrhage events requiring massive blood transfusions
- A 75 percent reduction in the rate of superficial surgical site infections (SSIs) in postoperative cesarean patients

In tandem with improving patient outcomes, the CSI Academy teams documented an anticipated positive fiscal impact of nearly \$3.9 million annually.

New Care Delivery Model

Besides boosting satisfaction and minimizing patient falls, the care delivery and staffing project at Sharp Memorial Hospital increased staff perception of adequate staffing 43 percent.

"The project came about because we felt our unit's current staffing model wasn't utilizing our resources to their full capability," says CSI team member Rendell Beltran, advanced clinician in the hospital's 7 West Progressive Care Unit.

"Our nursing assistants were spread thin amongst the nurses and their patient assignments," he says, "which in turn led to both patient and staff dissatisfaction. Low responsiveness to call lights and increased wait times are just a few of the many examples."

Beltran says the unit adjusted its staffing composition by adding nursing assistants and using a team-work approach. "The positive changes we've seen are improved call light responsiveness, increased patient satisfaction scores and decreases in falls, CAUTI and *C. diff.*"



ICU Diaries

Tamara Norton, CN III, in the Cardiovascular ICU at Sulpizio Cardiovascular Center, says her hospital had already



been discussing incorporation of a diary project when the opportunity arose to participate in AACN CSI Academy. Her team chose to partner on the project with CSI nurses at sister facility Jacobs Medical Center.

Diary projects encourage staff and families to document their feelings and impressions during a patient's stay, to help minimize the psychological and emotional effects that patients often experience after an ICU stay. The diaries also provide peace of mind for family members.

"Patients' loved ones felt the diaries would be helpful in allowing them to go home and rest," Norton says. "They said it would be beneficial to read the diary upon their return and be assured they knew what had occurred in their absence."

Norton adds that many family members were excited about the project. "We encouraged them to write and add significant events that occurred during the day, newspaper clippings, pictures, hand prints of children or grandchildren."

"I believe in the diary project," she says, "because it is beneficial to our patients in helping them put together the puzzle arising from memory loss that occurs while in the ICU. And for many of the nurses, the writing offers emotional and mental relief to the difficult job of nursing."

Access these and other AACN CSI Academy projects at www.aacn.org/csiprojects. 