Practice Partners
Model of Care Delivery

Medical/Surgical Units
Providence Medical Center
Sisters of Charity of Leavenworth Health System

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Acknowledgements

 Internal Mentors:
  ● Karen King, RN MSN MA, NEA-BC
    Vice President Patient Care Services
    Chief Nurse Executive
  ● Anne Healy, RN BSN MSA, NE-BC
    Director, Medical-Surgical Services

 CNA Champions:
  ● Bethanie Hill
  ● Robert Gray
  ● Dawn Mendence
Presentation Overview

- History
- Analysis and Definition
- Process
- Results
Introduction

- History:
  - December, 2008:
    - Providence Medical Center selected to participate in the Clinical Scene Investigators (“CSI”) Project
    - Project leaders chosen
  - January, 2009:
    - Project concept developed utilizing identified quality, safety, and patient and staff satisfaction issues
Analysis –
Root Causes Necessitating Change

- Miscommunication
- Lack of responsiveness
- Delayed or inaccurate interventions
Critical to Quality

- Quality of care
- Patient safety
- Patient satisfaction
- Staff Satisfaction
AIM Statement

- Develop and implement a model of nursing care delivery in which the RN and CNA function as practice partners to achieve optimal patient outcomes, improve patient safety, and improve patient and staff satisfaction.
Wading Pools

○ Standardized CNA change-of-shift format:
  ● Exchange of information
  ● Walking rounds
  ● Verification of information
  ● Collaborative discussion

○ Enhanced CNA competencies
  ● Revised Position Description
  ● Professional development day
    ○ Procedure software education and testing
    ○ Hands-on demonstration and practice
  ● Competency validation
Welcome to Our Day!
Lots of Wading Pools

- Standardized RN change-of-shift format:
  - Demographics
  - Assessment
  - Tests and procedures
  - Alerts
  - Status

- Teambuilding
  - Monthly staff meet activity
  - Commitment statements

- A Pilot
Post-Pilot Results

- CNA Change-of-Shift Report
  - Miscommunication:

![Communication Errors during Report](chart)

- # per patient per report
- Total # per day
Post-Pilot Results

- CNA Change-of-Shift Report
  - Staff Satisfaction:

![Staff Satisfaction with Report Process](image)

- Pre implementation • Post implementation
The Olympic Pool

- From a single team to a department
<table>
<thead>
<tr>
<th></th>
<th>Pre-project</th>
<th>Post-project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Care HPPD</td>
<td>7.18</td>
<td>8.26</td>
</tr>
<tr>
<td>RN Skill Mix</td>
<td>70%</td>
<td>53%</td>
</tr>
<tr>
<td>CNA Skill Mix</td>
<td>30%</td>
<td>47%</td>
</tr>
<tr>
<td>Productivity YTD (PPE 5/29/10)</td>
<td></td>
<td>102.55%</td>
</tr>
<tr>
<td>Projected annual salary $ savings</td>
<td></td>
<td>$230,096</td>
</tr>
</tbody>
</table>
Post-Project Results

Patient Safety

# of occurrences per 1000 patient days

- med errors: 4.438 in Feb-May '09, 3.716 in Feb-May '10, 3.179 in May '10
- falls with injury: 1.076 in Feb-May '09, 0.845 in Feb-May '10, 0.67 in May '10
- restraint usage: 0.67 in Feb-May '09, 0.51 in Feb-May '10, 0.00 in May '10
Post-Project Results

RN Satisfaction

- CNA has enough time to perform tasks/meet patient needs
- CNA and I are a team
- Report provides accurate information
- Call lights are answered promptly
- Current model delivers highest quality

Likert Scale Score

Pre-project vs. Post-project
Post-Project Results

CNA Satisfaction

<table>
<thead>
<tr>
<th>Statement</th>
<th>Likert Scale Score</th>
<th>Pre-project</th>
<th>Post-project</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have enough time to perform tasks/meet patient needs</td>
<td>4.00</td>
<td>4.50</td>
<td>5.00</td>
</tr>
<tr>
<td>RN and I are a team</td>
<td>3.50</td>
<td>3.75</td>
<td>4.00</td>
</tr>
<tr>
<td>Report provides accurate information</td>
<td>3.25</td>
<td>3.50</td>
<td>4.00</td>
</tr>
<tr>
<td>Call lights are answered promptly</td>
<td>2.75</td>
<td>3.00</td>
<td>3.50</td>
</tr>
<tr>
<td>Current model delivers highest quality</td>
<td>2.50</td>
<td>2.75</td>
<td>3.00</td>
</tr>
<tr>
<td>I feel I am an important part of patient's POC</td>
<td>2.25</td>
<td>2.50</td>
<td>3.00</td>
</tr>
</tbody>
</table>

Likert Scale Score:
- 0.00 = Strongly Disagree
- 1.00 = Disagree
- 2.00 = Neither Agree nor Disagree
- 3.00 = Agree
- 4.00 = Strongly Agree
- 5.00 = Strongly Strongly Agree
Lessons Learned

- Voice of the Customer is critical!
- Changing culture is hard work and takes time
- Resistance can come from unexpected places
- Competency validation is a complex process
Next Steps

- A new wading pool - Shift focus from task-based patient care to relationship-based
- Improve patient satisfaction (HCAHPS scores) related to:
  - Communication with nurses
  - Responsiveness of staff
  - Pain Management
For More Information

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