

Nurse Teams Celebrate Success with Innovative Quality Program

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Back in April 2012, I shared with Oregon Healthcare News readers about an innovative strategy for transforming front-line nursing care in hospitals, called Transforming Care at the Bedside (TCAB). As a refresher, TCAB is intended to make inpatient care safer, more reliable, and more focused on the patient by engaging patients and their family members in their own

care, improving the efficiency of care processes, and supporting more effective teamwork among nurses and other staff to lead quality improvement efforts.

I'm pleased to update you on the success of this program. This March, twelve care teams from seven Oregon hospitals celebrated their improvements in prevention of falls, falls with harm, pressure ulcers, and promotion of team vitality.

Team vitality the assessment of frontline staff empowerment, engagement and perception of a work environment that is supportive of high-quality patient care. It is measured by a survey to staff, in which they rate statements such as: "If I have an idea about how to make things better on this unit, the manager and other staff are willing to try it," and "My ideas really seem to count."

The most notable areas of improvement included access to supplies and equipment needed, response by support services,

speaking up about a patient safety concern, and colleagues willing to try a good idea. For instance, there was an overall average 10% improvement in positive responses to the statement, "Care professionals communicate complete patient information during hand-offs."

Another notable improvement was a 60 percent overall decline in patient falls. Two hospitals actually went four months at zero patient falls, and one reached five months. All hospitals saw a decrease in falls. In the category of falls with harm to the patient, hospitals went between seven and 15 months without a case.

Many hospital teams also saw their rate of pressure ulcers decrease. One hospital clocked 13 months with no pressure ulcers, two more went 10 months, and three other teams had six or more months of no pressure ulcers.

This work was accomplished with combination of in-person peer-to-peer sharing, and regular webcasts where teams from around the state would collaborate and share what

was working (or not working) for them. These conversations not only helped spur creative solutions to frontline challenges, but also fostered a sense of community from nurse teams across Oregon. Some of the most successful innovations that were successfully tested and implemented began during these conversations. Those innovations include: New scrub choices for nursing teams; a leadership team adopting the TCAB approach to management meetings; TCAB pins worn by the TCAB team members; a “traveling TCAB school” (where teams brought treats to other departments and educated them about TCAB); daily hospital-wide five-minute huddles to discuss pertinent patient safety information; new whiteboards for patient rooms; and many more.

Led by the Robert Wood Johnson Foundation (RWJF), TCAB’s focus is on improving the delivery of care in medical/surgical units—where most of the nation’s inpatient care is delivered, where an estimated 35 to 40 percent of unexpected hospital deaths occur, and where nurse turnover can be high.

for front-line staff and strengthening the link between effective nursing care and better clinical outcomes are essential elements of the TCAB initiative. Not only that, but TCAB relies on nurses to lead the improvement efforts within their institution. Ultimately, however, the success of the initiative depends on the commitment of leaders at all levels of the organization—from senior executives who set strategic priorities, to mid-level clinical leaders who empower staff and orchestrate change, to front-line leaders and staff who redesign care processes to achieve outcomes of unprecedented quality for patients.

As Oregon and the nation look at improving care, it is important that we have local models of reform that provide value for everyone. This program shows that we are committed to improving patient safety and increasing efficiency to provide consistent outcomes. What these teams have learned during the last 18 months will help ensure their success in the future.

Oregon Hospitals Participating in TCAB include:

- Lake District Hospital
- Mercy Medical Center
- Mid-Columbia Medical Center
- Providence St. Vincent Medical Center (5 teams)
- Rogue Valley Medical Center (2 teams)
- Tillamook County General Hospital

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