Articulating Nurses’ World-Class Leadership Practices: Utilizing IHI Triple Aim and Magnet as a Framework

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Conflict of Interest

• We have no disclosures to report.
About Us: UCLA Health

Ronald Reagan UCLA Medical Center
UCLA
• 466 Beds
• On the Magnet Journey

Mattel Children’s Hospital UCLA
• 206 Beds
• On the Magnet Journey

Resnick Neuropsychiatric Hospital at UCLA
• 74 Beds
• On the Magnet Journey

Background: UCLA Magnet Journey

• MPD role: from entity to system
  - Transition from 2008 to 2014 Manual
  - Recruitment of team
• Acquisition of clinics
• Opportunity to align with organizational strategy
  - Making Magnet a part of the organizational framework
  - Moving beyond Magnet for Magnet’s sake
• Shift in organizational focus to population health
  - Introduction of MOVERS quality framework
  - Design and implementation of ACO

STRUCTURE

ORGANIZATIONAL GOALS OVERSIGHT TEAM

HEALTH SYSTEM EXECUTIVE TEAM

Performance Excellence
Data Analytics (Crimson, Cogito)
Physician Quality Officers
Nursing Alignment (Magnet)
Clinical Documentation Improvement
Opportunities

• Population health
• Care coordination
• Outcome measurement in ambulatory
• Showcasing nursing’s critical role in the future healthcare system

Positioning Magnet in the broader context

• Helping nurses understand their role in healthcare reform
• The Triple Quadruple Aim?
  • Adding “meaning in work” to the framework for achieving high-quality care


Sample Tool

<table>
<thead>
<tr>
<th>Category</th>
<th>Activity</th>
<th>Time Per Week (in hours)</th>
<th>Outcome Magnet Component (Circle One)</th>
<th>Triple Goal (Circle One)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing care coordination</td>
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<td>Patient care coordination</td>
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### CUSP Project – Population Health

**UCLA-RR Colorectal Surgery**

<table>
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<tr>
<th>Colorectal Readmission %</th>
<th>Q3 2012</th>
<th>Q4 2012</th>
<th>Q1 2013</th>
<th>Q2 2013</th>
<th>Q3 2013</th>
<th>Q4 2013</th>
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<tbody>
<tr>
<td>Readmission %</td>
<td>18%</td>
<td>10.6%</td>
<td>13%</td>
<td>12.9%</td>
<td>14%</td>
<td>3.77%</td>
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**Readmission Rate %**

- **Fall 2012 CUSP Team Interventions:** Initiated
Patient Engagement Project - Experience

Reducing CLABSIs - Cost

Improving Turnover - Meaningfulness
Future Directions

- Expansion of nurse care coordination in ambulatory areas
- CNS position approved for ambulatory service line
- Nursing involvement on ACO redesign team
- Clinical surveillance team – registered nurses
- Creation of dashboard for consistent display of quality outcomes across hospital units
- Enhancement of nursing presence in health system quality department

Questions?

Email Jennifer at jzanotti@mednet.ucla.edu

Thank you!