Living the Dream: Beyond 3rd Magnet® Designation

Session: C934, Track: EPP
October 9, 2015
12:30 PM – 1:30 PM
Janie Garza, BSN, RN, CCRN
Kathy Drescher, DNP, APRN, CNS-CC, CPNP, CNML

Presentation Objectives

- Develop strategies to engage team members in execution of processes to improve patient outcomes.
- Describe tactics to eradicate hospital acquired infections.
- Identify metrics in each Magnet® domain for promoting and sustaining a culture of excellence always.

About Us…

- 585 Bed Tertiary Facility
- Children’s Hospital within a Hospital (150 beds)
- Magnet® Facility (3rd Designation)
Excellence in Practice…Our History

Medical City Achieves Highest Honor in Nursing for 3rd Time

Timeline:
- 2003: 1st Magnet Designation
  - 94th in Nation
  - 9th in State
  - 1st in North Texas
- 2008: Magnet Redesignation
- 2013: 3rd Magnet Designation
  - 1 among 50+ in the world

Excellence in Practice… It takes A Vision...

Professional Practice Model Schematic

- Medical City Human Caring Model: A Pathway for Compassion

About Us...

12 Bed Congenital Heart Surgery Unit
+ 8 Bed Intermediate Care
+ 6 Bed Acute Care Area

ADC: 15

Surgeries: 400 cases/year
- 30% Patients: < 30 days of age
- 58% Patients: < 2 years of age
About Us...
Dallas/ Fort Worth Great 100 Nurses: 8
D Magazine Nursing Excellence Award Winners: 2
Editor, Journal of Extracorporeal Technology
Non MD Generated Articles Published (2014): 2
Board Member, American Board of Perfusion: 1
ECMO COE and Quality Award (2013-2016)
National Hero in a White Coat Winner (2014)

Excellence in Practice... It takes Leadership...
“Leadership is getting someone to do what they don’t want to do, to achieve what they want to achieve.”
Tom Landry

Excellence in Practice... It takes teamwork...
Excellence in Practice... takes having a Voice

“Don’t let the noise of others’ opinions drown out your inner voice. And most important have the courage to follow your heart and intuition.”

Steve Jobs

Excellence in Practice... Evolution of Voice

“One voice can change a room, and if one voice can change a room, then it can change a city, and if it can change a city, it can change a state, and if it change a state, it can change a nation, and if it can change a nation, it can change the world. Your voice can change the world.”

Barack Obama

Culture

Distributed Control and Diversity

Embeddedness

Complexity
“Surprise, emergence, and variability are not enemies to quality patient care but rather keys to innovation.”
(Lindberg, Nash, & Lindberg, 2008)

- Collaborative Rounding
- Nurse Presentation on Rounds
- Family Presence on Rounds
- ECLS Specialist Presentation/ Kardex
- Family Presence during Procedures and Resuscitation Events

“You just have to convince them that everyone else is doing it.”
(Anonymous)

Excellence in Practice... The Magnet® Model

Global Issues in Nursing & Health Care

- Structural Empowerment
- Empirical Outcomes
- Exemplary Professional Practice
- New Knowledge, Innovations & Improvements

Transformational Leadership

Empirical Outcomes

Exemplary Professional Practice

New Knowledge, Innovations & Improvements

Structural Empowerment
Excellence in Practice...The Magnet® Model

Transformational Leadership...

Unit-based Councils
Education, PI, Research, Bereavement & Spirit

Nurse-Physician Collaborative Meetings
Monthly Team Strategy
Bi-monthly Journal Club
Bi-monthly Research
Quarterly Morbidity & Mortality Conference

Team Development
Nurse Leader Book Club
Core Curriculum Courses

Excellence in Practice...

Leadership Development
Book Club Methodology

• Books recommended by team
• Selected book(s) purchased by team members
• Off-site location

Why:
Communication
Network
Socialize
Build Trust

Outcome: No Leadership Turnover

Excellence in Practice...The Magnet® Model

Structural Empowerment...

Open Membership to Unit Councils
has yielded the following processes:

- Red Heart / Blue Heart
- SWI Care
- Neonatal PICC Line Management
- Adoption of EBP Guidelines for HAC Prevention
- Staffing Matrices
- Supply Chain Decisions
- Peer Interviewing & Onboarding of New Team Members
- Team Celebrations
Excellence in Practice…The Magnet® Model

Exemplary Professional Practice...

- Nurse-Family Partnerships:
  Family Presence, Support Group
  Collaborative Rounding

- Nurse Driven Practice Changes:
  Discharge Planning Guide
  OR Hand-offs
  Eye on the Patient
  Infant Feeding Protocol
  PICC Line Care
  Physician/NP Presence during Daily Huddles

Excellence in Practice…The Magnet® Model

Exemplary Professional Practice...

- Nurse Driven Practice Changes:
  OR Hand-offs

Excellence in Practice…Community Partnership

Exemplary Professional Practice...
Excellence in Practice... The Magnet® Model

New Knowledge, Innovations, & Improvements...

If an idea seems new to the individual, it is an innovation (Rogers, 2003)

- Implementation of EBP: Blake Drain
- CLABSI Prevention Innovations: Mud flaps, Double Stopcocks, Peer Audits
- Sponsorship of EBP Fellows: SWI Management
- Onboarding of program-based research nurse: Collaborative Research Protocols
- Simulation for Resuscitation and Anticipatory Care

Excellence in Practice... EBP

Universal Gloving

CLABSI Bundle

If an idea seems new to the individual, it is an innovation. (Rogers, 2003)

Excellence in Practice: Innovations

Lab Draw Guide

Transparent Peer Audits
Excellence in Practice: Innovations
Two Stopcock Technique
Implementation of Mud Flaps

Excellence in Practice... The Magnet® Model
Empirical Outcomes...

 Patient Outcomes:
Program, HAC, Patient Satisfaction (NRC® Picker)

 Nursing/Team Metrics:
NDNQI
Retention/Turnover
Employee Engagement

 COE Designation: ECLS Program

Excellence in Practice... EE Survey
Employee Engagement Survey Results

<table>
<thead>
<tr>
<th></th>
<th>2013 Participation Rate</th>
<th>2013 Employee Engagement Score</th>
<th>2014 Participation Rate</th>
<th>2014 Employee Engagement Score</th>
<th>2015 Participation Rate</th>
<th>2015 Employee Engagement Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Congenital Heart Surgery Unit</td>
<td>87%</td>
<td>88%</td>
<td>100%</td>
<td>66%</td>
<td>100%</td>
<td>93%</td>
</tr>
<tr>
<td>Congenital Heart Surgery Program</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Employee Engagement Survey Results

Congenital Heart Surgery Unit
- 2013 Participation Rate: 87%
- 2013 Employee Engagement Score: 88%
- 2014 Participation Rate: 100%
- 2014 Employee Engagement Score: 66%
- 2015 Participation Rate: 100%
- 2015 Employee Engagement Score: 93%

Congenital Heart Surgery Program
- 2013 Participation Rate: 100%
- 2013 Employee Engagement Score: 100%
- 2014 Participation Rate: 100%
- 2014 Employee Engagement Score: 100%
- 2015 Participation Rate: 100%
- 2015 Employee Engagement Score: 100%

Employee Engagement Survey Results
Excellence in Practice... NDNQI (PES)

Excellence in Practice... NDNQI Results

NDNQI Results: 100% Participation

Excellence in Practice... NDNQI Results

NDNQI Results: 100% Participation

<table>
<thead>
<tr>
<th>(National Mean)</th>
<th>Practice Environment Scale Score</th>
<th>Collegial Nurse-Physician Relationships</th>
<th>Staffing and Resource Adequacy</th>
<th>Nurse Manager Availability and Support</th>
<th>Nursing Foundations for Quality of Care</th>
<th>Nurse Participation in Hospital Affairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>3.2 (3.07)</td>
<td>3.33 (3.32)</td>
<td>3.09 (3.01)</td>
<td>3.20 (3.00)</td>
<td>3.21 (3.12)</td>
<td>3.1 (2.95)</td>
</tr>
<tr>
<td>2013</td>
<td>3.58 (3.12)</td>
<td>3.74 (3.21)</td>
<td>3.4 (3.02)</td>
<td>3.73 (3.15)</td>
<td>3.62 (3.17)</td>
<td>3.42 (2.92)</td>
</tr>
<tr>
<td>2014</td>
<td>3.6 (3.07)</td>
<td>3.7 (3.42)</td>
<td>3.43 (2.91)</td>
<td>3.79 (3.93)</td>
<td>3.61 (3.11)</td>
<td>3.45 (2.95)</td>
</tr>
</tbody>
</table>
Excellence in Practice… RN Hires & Turnover

RN Hires to Accommodate Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total RNs Hired</td>
<td>75</td>
<td>90</td>
<td>110</td>
<td>120</td>
</tr>
<tr>
<td>Total RNs</td>
<td>50</td>
<td>60</td>
<td>70</td>
<td>80</td>
</tr>
<tr>
<td>RNs Hired</td>
<td>30</td>
<td>40</td>
<td>50</td>
<td>60</td>
</tr>
</tbody>
</table>

CHSU RN Turnover Rate

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>0.5%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Budgeted</td>
<td>1.0%</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

1st Year RN Turnover Rate

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Budgeted</td>
<td>1.0%</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

Excellence in Practice… EBP

Innovative Care Delivery

Team Development

EBP Fellow – Research to implement practice change to eliminate Postoperative Wound Dehiscence in High Risk Neonates

Use of simulation for mock codes to improve resuscitation outcomes

Hybrid Simulation: Stepping Outside the Classroom

Medical City Children's Hospital
Innovative Care Delivery
Team Development – Support for Continuing Education

EBP guideline for interim care of pediatric chest drains

Excellence in Practice... EBP
Innovative Care Delivery
EBP guideline for neonatal PICC line care

Excellence in Practice... 365 Days CLABSI Free
Outcomes
Excellence in Practice... Accomplishments

Our Accomplishments
Practice changes to eradicate CAUTIs, VAPS, and CLABSIs

- Family presence / participation in the care paradigm
- Collaborative care delivery
- Collaborative research to improve patient outcomes
- Reduction in turnover

Employee engagement and NDNQI results exceeding benchmarks

- Sustained outcomes
“No one has ever reached the point that there is no room for improvement.”
Dr. H. James Harrington (2007)

Hardwiring a culture of excellence always... means accepting that good is not enough.

“We who stop at good enough shall find success has left them far behind... With good enough the failures rest And lose to those who give their best... Remember and be wise In good enough disaster lies... There is no good enough that's short Of what you can do and ought... Only the best is good enough.”
Author unknown

We would accomplish many more things if we did not think of them as impossible.

References
Britt, R. (Producer). (2015). MCCH CHPHSHU 2015 [Video Recording]. (Available from Medical City Dallas Hospital, 7777 Forest Lane, Dallas, TX 75230)
References (cont’d)


Contact Information

Questions?

Living the Dream: Beyond 3rd Magnet® Designation

Session: C934, Track: EPP
October 9, 2015
12:30 PM – 1:30 PM

Presenter Contact Information:

Name: Janie Garza, BSN, RN, CCRN
Organization: Medical City Children's Hospital
Dallas, Texas
Phone/Email: 972-566-8580 sanjuanita.garza@hcahealthcare.com