

## Living the Dream: Beyond 3<sup>rd</sup> Magnet® Designation

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

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### 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*.

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### About Us...

Dallas



- 585 Bed Tertiary Facility
- Children's Hospital within a Hospital (150 beds)
- Magnet® Facility (3<sup>rd</sup> Designation)

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**Excellence in Practice...Our History**

**DALLAS/FORT WORTH HEALTHCARE Daily**

07/10/2013 by Bradford Pearson  
Nursing

**Medical City Achieves Highest Honor in Nursing for 3<sup>rd</sup> Time**

**Timeline:**

- 2003**  
1<sup>st</sup> Magnet Designation  
94<sup>th</sup> in Nation  
9<sup>th</sup> in State  
1<sup>st</sup> in North Texas
- 2008**  
Magnet Redesignation
- 2013**  
3<sup>rd</sup> Magnet Designation  
1 among 50+ in the world

**Triple Crown Winner**




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**Excellence in Practice... It takes A Vision...**

**Professional Practice Model Schematic**

❖ Medical City Human Caring Model: A Pathway for Compassion (2011)



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**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

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### 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)



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### 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

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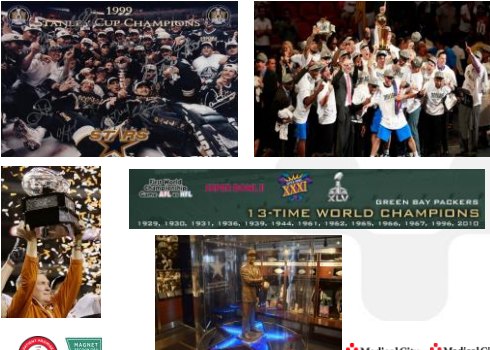
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### Excellence in Practice... It takes teamwork...



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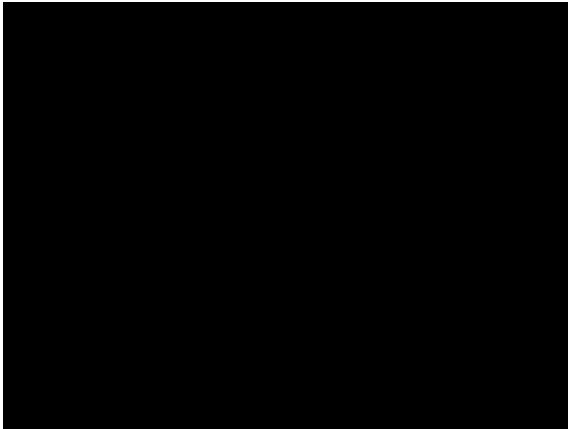
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**Excellence in Practice...takes having a Voice**

"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

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**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

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## Excellence in Practice... Evolution of Voice

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

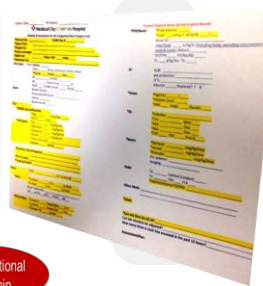
- 📌 Collaborative Rounding
- 📌 Nurse Presentation on Rounds
- 📌 Family Presence on Rounds
- 📌 ECLS Specialist Presentation/ Kardex
- 📌 Family Presence during Procedures and Resuscitation Events

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## Excellence in Practice... Evolution of Voice

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

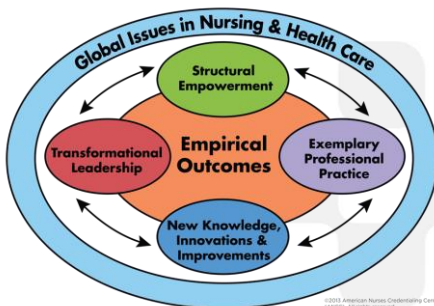


Transformational Leadership

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## Excellence in Practice... The Magnet® Model



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**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

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**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

192 pages 229 pages 416 pages 225 pages

Outcome: *No Leadership Turnover*

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**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

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## Excellence in Practice...The Magnet® Model

Exemplary Professional Practice...

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

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## Excellence in Practice...The Magnet® Model

Exemplary Professional Practice...

Exemplary  
Professional  
Practice

📍 **Nurse Driven Practice Changes:**  
OR Hand-offs

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## Excellence in Practice... Community Partnership

Exemplary  
Professional  
Practice

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### Excellence in Practice...The Magnet® Model

#### New Knowledge, Innovations, & Improvements...

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

New Knowledge, Innovations, & Improvements

- 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

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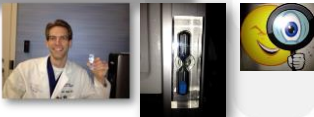
### Excellence in Practice... EBP

#### Universal Gloving



New Knowledge, Innovations, & Improvements

#### CLABSI Bundle



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

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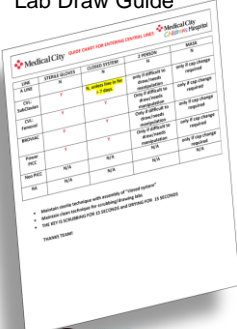
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### Excellence in Practice: Innovations


#### Lab Draw Guide



#### Transparent Peer Audits



New Knowledge, Innovations, & Improvements



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### Excellence in Practice: Innovations

#### Two Stopcock Technique



New Knowledge, Innovations, & Improvements

#### Implementation of Mud Flaps



Mud Flap

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### Excellence in Practice...The Magnet® Model

#### Empirical Outcomes...

Empirical Outcomes

- Patient Outcomes:**  
Program, HAC, Patient Satisfaction (NRC® Picker)
- Nursing/Team Metrics:**  
NDNQI  
Retention/Turnover  
Employee Engagement
- COE Designation:** ECLS Program

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### Excellence in Practice... EE Survey

#### Employee Engagement Survey Results

Empirical Outcomes

	2013 Participation Rate	2013 Employee Engagement Score	2014 Participation Rate	2014 Employee Engagement Score	2015 Participation Rate	2015 Employee Engagement Score
Congenital Heart Surgery Unit	87%	83%	100%	88%	100%	93%
Congenital Heart Surgery Program	100%	100%	100%	100%	100%	100%



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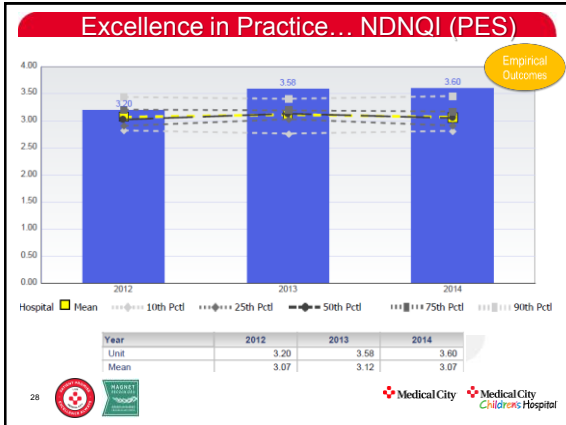
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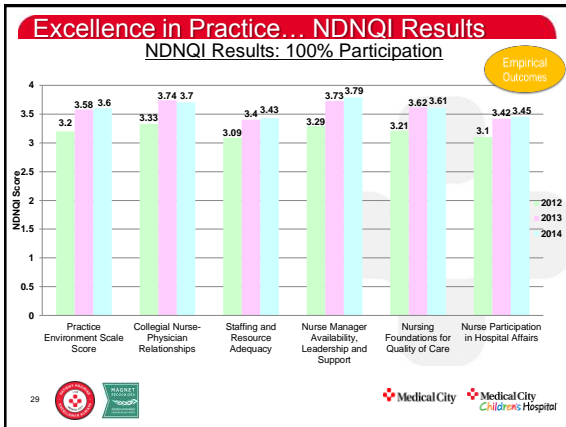
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### Excellence in Practice... NDNQI Results

#### NDNQI Results: 100% Participation

	Practice Environment Scale Score	Collegial Nurse-Physician Relationships	Staffing and Resource Adequacy	Nurse Manager Availability, Leadership and Support	Nursing Foundations for Quality of Care	Nurse Participation in Hospital Affairs
2012	3.2 (3.07)	3.33 (3.32)	3.09 (3.01)	3.29 (3.00)	3.21 (3.12)	3.1 (2.90)
2013	3.58 (3.12)	3.74 (3.21)	3.4 (3.02)	3.73 (3.15)	3.62 (3.17)	3.42 (2.92)
2014	3.6 (3.07)	3.7 (3.42)	3.43 (2.91)	3.79 (2.99)	3.61 (3.11)	3.45 (2.90)

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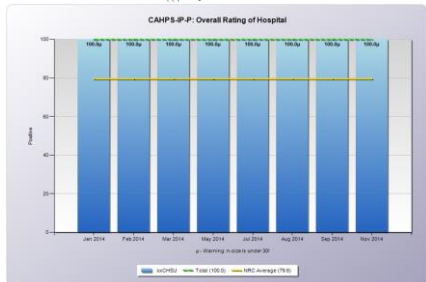
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## Excellence in Practice... Patient Satisfaction

National Research Corporation (NRC Picker Results)

Empirical Outcomes



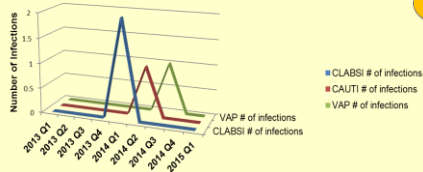
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## Excellence in Practice... Outcomes: HACs

Empirical Outcomes



	2013 Q1	2013 Q2	2013 Q3	2013 Q4	2014 Q1	2014 Q2	2014 Q3	2014 Q4	2015 Q1
CLABSI # of infections	0	0	0	0	2	0	0	0	0
CAUTI # of infections	0	0	0	0	0	1	0	0	0
VAP # of infections	0	0	0	0	0	0	1	0	0

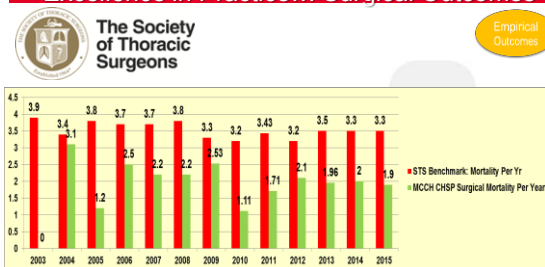
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## Excellence in Practice... Surgical Outcomes

Empirical Outcomes



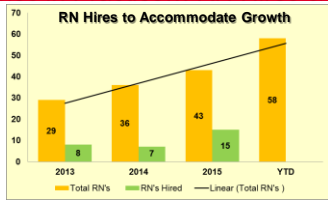
STS National Database™ Participant 2015

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## Excellence in Practice... RN Hires & Turnover



Empirical Outcomes

CHSU RN Turnover Rate	Magnet Organization Characteristics Pediatrics Turnover Rate (287 beds)	Magnet Organization Characteristics Turnover Rate (501-600 beds)	2015 National Healthcare Retention Report
2014	6.8%	9.21	10.06%
2015 YTD	5.0%		16.4%

1st Year RN Turnover Rate	
2014	0 %
2015 YTD	0 %

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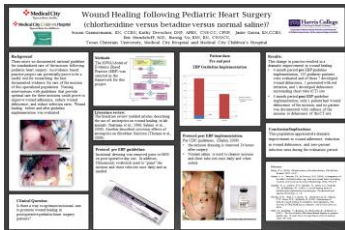
## Excellence in Practice... EBP

### Innovative Care Delivery

#### Team Development

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

Exemplary Professional Practice



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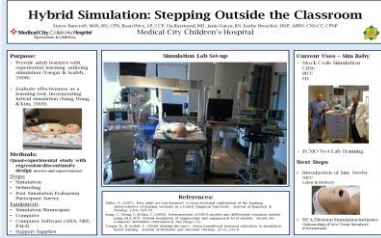
## Excellence in Practice... EBP

### Innovative Care Delivery

#### Team Development

Use of simulation for mock codes to improve resuscitation outcomes

Exemplary Professional Practice



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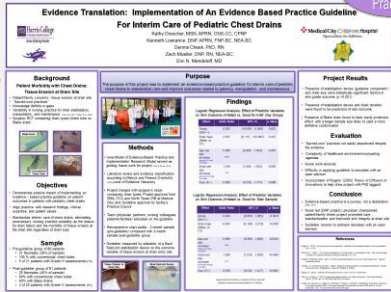
## Excellence in Practice... EBP

### Innovative Care Delivery

Team Development – Support for Continuing Education

Exemplary  
Professional  
Practice

EBP guideline for  
interim care  
of pediatric  
chest drains



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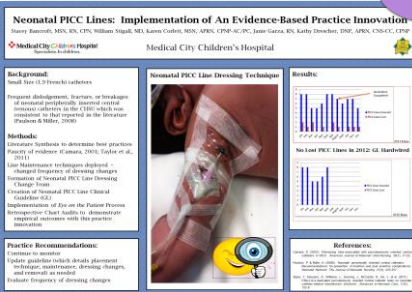
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## Excellence in Practice... EBP

### Innovative Care Delivery

EBP guideline for neonatal PICC line care

Exemplary  
Professional  
Practice



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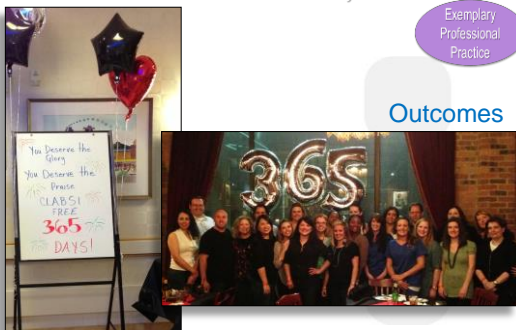


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## Excellence in Practice... 365 Days CLABSI Free

Exemplary  
Professional  
Practice

Outcomes



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## Excellence in Practice... 600 Days CLABSI Free



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## Excellence in Practice...



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## 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

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## References (cont'd)

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- Yin, J., Schweizer, M., Herwaldt, L., Pottinger, J., & Perencevich, E. (2013). Benefits of universal gloving on hospital-acquired infections in acute care pediatric units. *Pediatrics*, 131(5), e1515-e1520. doi: 10.1542/peds.2012-3389

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## Contact Information

### Questions?

### Living the Dream: Beyond 3<sup>rd</sup> Magnet® Designation

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