

# ***Staff Nurses Empowerment to Improves the Work Environment & Patient Care***

## **Nursing Innovation Center: Making the Business Case for**

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*Speaker*

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# Bi-State Nursing Workforce Innovation Center

- Launched in August 2008
- Funders:
  - Partner's Investing in Nursing's Future (PIN) Grant from the Robert Wood Johnson Foundation and the Northwest Health Foundation
  - Health Care Foundation of Greater Kansas City
  - REACH Healthcare Foundation
  - Children's Mercy Hospitals and Clinics
  - University of Missouri-Kansas City School of Nursing



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# Bi-State Nursing Workforce Innovation Center

## *Mission:*

To ensure that the Greater Kansas City metropolitan area has the nursing resources to provide quality care through innovation using collaborations and key partnerships.

Lacey SR, McEniry M, Cox KS, Olney A. Planning and creating a new Bi-State Nursing Workforce Center through unique partnerships. *Journal of Nursing Administration*. 2009;39(9):399-404.



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# Objectives

- Describe the Innovation Center's model for engaging nurses using social entrepreneurship and leadership content.
- Discuss business methods used to determine ROI with each nurse-led project.



# Nurse-Driven Programs

- Transforming Care at the Bedside (TCAB)
- Integrated Nurse Leadership Program (INLP)
- Clinical Scene Investigator (CSI) Academy

Kliger J, Lacey SR, Olney A, Cox KS, O'Neil E. Nurse driven programs to improve patient outcomes: Transforming Care at the Bedside, Integrated Nurse Leadership Program, and the Clinical Scene Investigator Academy. *Journal of Nursing Administration*. 2010;40(3):109-114.



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# Institute of Medicine (IOM): The Future of Nursing

1. Remove scope of practice barriers.
2. Expand opportunities for nurses to lead and diffuse collaborative improvement efforts.
3. Implement nurse residency programs.
4. Increase the proportion of nurses with a baccalaureate degree to 80% by 2020.
5. Double the number of nurses with a doctorate by 2020.
6. Ensure that nurses engage in lifelong learning.
7. Prepare and enable nurses to lead change to advance health.
8. Build an infrastructure for the collection and analysis of interprofessional health care workforce data.

Institute of Medicine. *The Future of Nursing: Leading Change, Advancing Health*. Washington, DC: National Academies Press; 2010.



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# IOM and the CSI Academy

- *Expand opportunities for nurses to lead and diffuse collaborative improvement efforts.*
  - The overall goals of the CSI Academy are help staff nurses to create sustainable process change, to sustain these improvements over time, and to determine how to spread the improved process throughout the organization.



# CSI Curriculum

- CSI teams consisted of 2 to 4 nurses
  - 23 CSIs in the inaugural cohort
- 9 didactic sessions over 16 months
- Session topics:
  - Leadership skills
  - Social entrepreneurship
  - Project implementation and evaluation
  - Data collection and analysis



# The Business Case: Hospital 1



- P.E.P It Up!
- Pain education books increased parents' understanding of their child's pain management.



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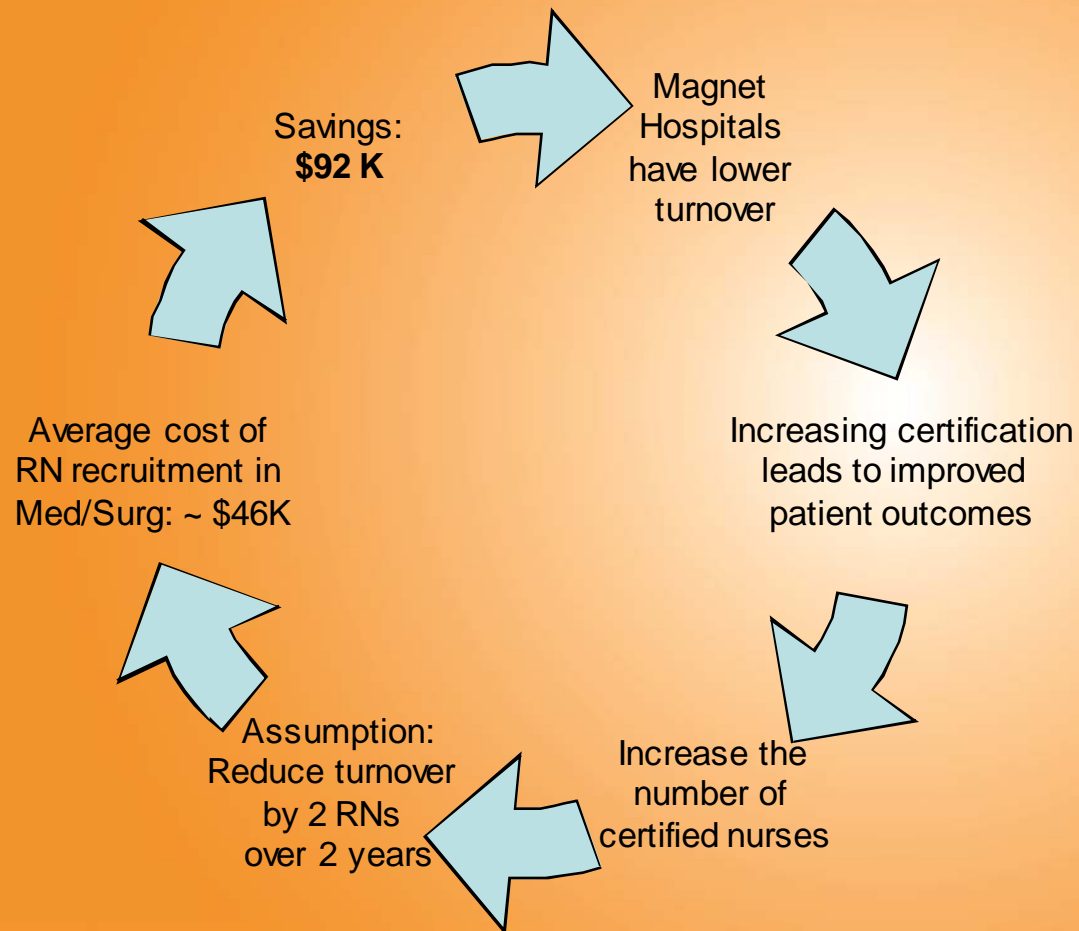


# The Business Case: Hospital 2

- Critical Access Hospital
- Fast Track to Success
- Outcomes:
  - Addition of Med-Surg float nurse 10a-10p
  - Addition of ED float nurse from 2p-10p
  - No overhead paging in hospital
  - Improved employee time utilization
  - Improved satisfaction related to admit/discharge timeliness
  - CSI personal leadership growth



# The Business Case: Hospital 3



- Breaking Down Barriers and Raising up Nursing
- Certified nurses on the pilot unit increased from 1 to 19 (3% to 54%)







# The Business Case: Hospital 4

- The Amazing Race to Unit Excellence
- Implementing a practice council on an identified unit
- Nursing turnover decreased

*"There is a stronger connection between the day shift and night shift, more open communication. We have more appreciation for each others ideas and understand that one person's ideas can really impact the entire unit."*

Savings:  
**\$92 K**

Magnet  
Hospitals  
have lower  
turnover

Average cost of  
RN recruitment in  
Med/Surg:~ \$46K

Assumption:  
Reduce turnover  
by 2 RNs  
over 2 years





# The Business Case: Hospital 5

- Model of Care Delivery
- Implement team-based nursing
- Change of shift communication errors decreased from 117.85 to 5.95
- Medication errors, falls with injury, and restraint usage decreased.
- Projected annual savings: **\$230,096**



# The Business Case: Hospital 6

- Show Me Your Skin: Reducing Pressure Ulcers
- Grid cameras to document ulcers, turn schedules, and identification of at-risk patients
- Depending on severity of a pressure ulcer, it costs between \$3,000 to \$43,000 to treat.
- Reduced pressure ulcers from 31 to 11.
- Savings estimated: **\$60,000-\$860,000**



# The Business Case: Hospital 7

- Heels' Angels: Taking the Pressure Off
- Reducing heel ulcers
- Heel ulcers decreased from 43 to 21 (51%)
- Estimated savings: **\$66,000-\$946,000**



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# Clinical Scene Investigators

- Children's Mercy Hospitals and Clinics
  - Kim Periman, RN, BSN, CPN
  - Jennifer Williams, RN, CPN
  - Michelle Beisly, RN, BSN, CPN
  - Brittney Hunter, RN, BSN, CPN
- Lafayette Regional Health Center
  - Lisa Marie Buenaflor, RN
  - Terri Fletcher, RN
- Saint Luke's Hospital of Kansas City
  - Andrea Helt, ADN, RN, CMSRN
  - Amber Clark, ADN, RN, CMSRN
  - Jessica Carney, ADN, RN, CMSRN
- Providence Medical Center
  - Tricia Schwind, RN, BSN
  - Sarah Miller, RN, BSN, CMSRN
  - Tiffany Day, RN, BSN, CMSRN
- Truman Medical Centers
  - Kris Gillespie, RN, APCM
  - Charlotte Ginnings, RN, BSN
  - Hope Anikwe, RN
- University of Kansas Hospital
  - Amanda B. Gartner, RN, MSN  
CCRN - CMC
  - Akiko Kubo, BSN, RN, CCRN
  - Leah Dickter, RN, MSN, PCCN
  - Elisa van Daalen, MSNc, BSN, RN
- The Kansas City VA Medical Center
  - Angela Steele-Story, RN, BSN
  - Cathy Ramsey, RN, BSN
  - Carmen L. Terrada, RN, MSN, NP-C, CWCN
  - Denise Washington-Harris, RN, BSN





# It's all about the Benjamins!



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# Upcoming Programs

- Regional Nurse Network (RN<sup>2</sup>)
- Additional CSI Cohorts in 2011



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# For more information...

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