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Connecting the Data Dots:
Nursing, Quality & IT Working Together to Create Tools that Work

D A T A

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Objectives

- Identify methods to engage staff in data interpretation, application and display.
- Describe how structured action plan templates can be used as a coaching mechanism and process for improved outcomes.

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Our Story

2009-2011
- Period of significant organizational change including:
  - Changes in leadership
  - Implementation of EMR: ambulatory, then in-patient 6 months later
- Clinical outcomes not meeting targets

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Our Story *continued*

- No standardized approach to sharing data or action planning
- Nurses not conversant with unit data or outcomes
- Existing Dashboard:
  - Restricted access
  - No zone for nurse sensitive quality metrics
  - Format unattractive and hard to read
  - Inconsistent display from metric to metric
- Working towards Magnet re-designation- ultimately withdrew

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Taking Action: Getting Organized

- CNO and CQO advocated for data transparency
- Formed Nursing/Quality/IT Task Force to explore options to improve Dashboard format
- Began exploring all aspects of "data fluency" of direct care nurses

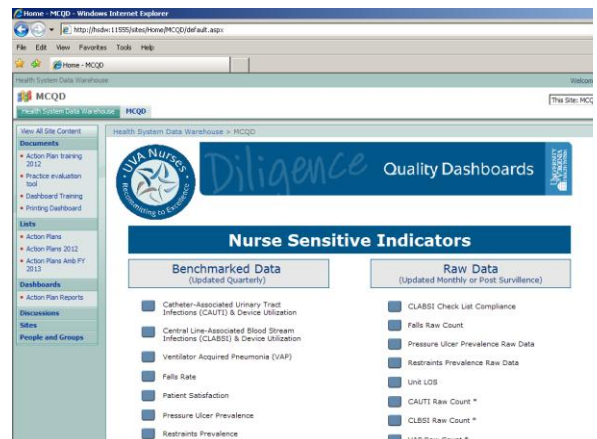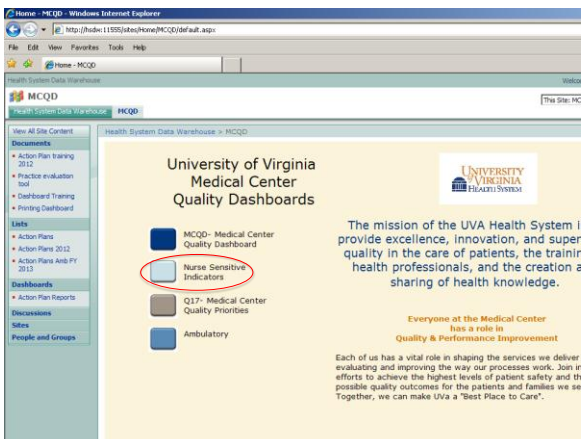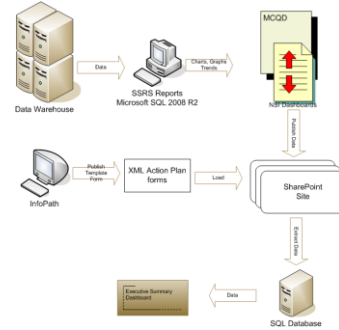Taking Action: Forging Partnerships

Goals

- Easy to interpret data
- Ability to view trends
- Enable transparency
- Drive performance improvement
- Focus on priorities
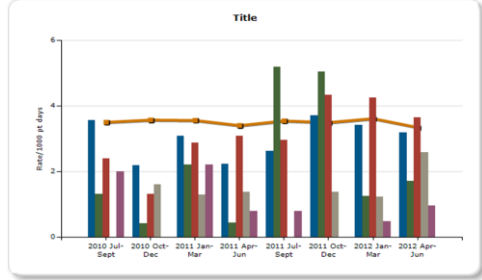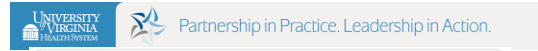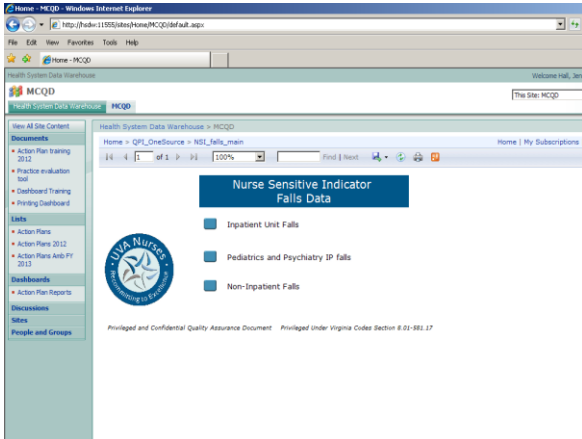- Provide mechanisms for accountability

Strategies

- Improve the presentation of the data
- Provide mechanism for units to interact with data and dashboard to improve fluency
- Improve the action plan functionality
- Increase leaders' skill with action planning process
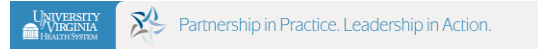- "One stop shopping"

Technology Used

The Unit Quality Poster Plan

- Activity for interaction
- Connect actions to outcomes
- Structured approach
- Coaching
- Bribe with cute bulletin board materials

Nurse Sensitive Indicators
Actions that our unit has taken to improve our nurse-sensitive clinical indicator

Outcomes related to these actions

Patient Satisfaction
Actions that our unit has taken to improve nurse-sensitive patient satisfaction scores

Outcomes related to these actions

Certification and Professional Development
Actions that our unit has taken to encourage certification or other PD activities

Outcomes related to these actions

Nursing Research
Examples of how your area is involved in nursing research

Outcomes of your research

Other special projects that our unit/area can brag about:

Example of Poster Content

Nurse Sensitive Indicators

Actions:
- Unit based champions actively engage in evaluating best practices through weekly use of audit tools and in the moment feedback.

Outcomes:
- **Now we are exceeding** benchmark performance for:
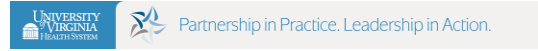 - Falls
  - HAPU
  - Restraint use
  - CLABSI

Patient Satisfaction

Actions:
- Implementation of Bedside Report

Outcomes:
- Improvement in "Careful Listening" scores from 88.6 last quarter to 92.4 this quarter (**Exceeding** benchmark!)

2/11/2013

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Action planning

- GOAL: provide a tool that will provide structure and information to support success
- Sought input on action planning content from CNO, Admins, Directors
- Conducted focus groups with managers to hear feedback on usability and functionality

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Action planning

- Metric Leads created organization level plan for each metric
- Provided 3-5 best practices for each metric
- IT and QPI partners worked together to build
  - Custom forms for each metric
  - Pre-populated with best practices
  - Links to clinical resources: Procedures, policies, guidelines

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Action Planning Implementation

- Mandatory classes in January/February 2012.
- Communicated process goals to nurse managers:
  - New data posted to dashboard, email alert sent
  - Two week window to update action plans and unit boards with fresh data
  - "Outperforming" metrics only require a streamlined process
- Practice Evaluation tool to audit best practices (linked)

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Action Plan form

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Evaluating & Reinforcing

- 1:1 coaching provided to nurse managers
- Additional training by metric to assist managers with action planning skill
- End user feedback and coaching observations taken back to task force to improve form
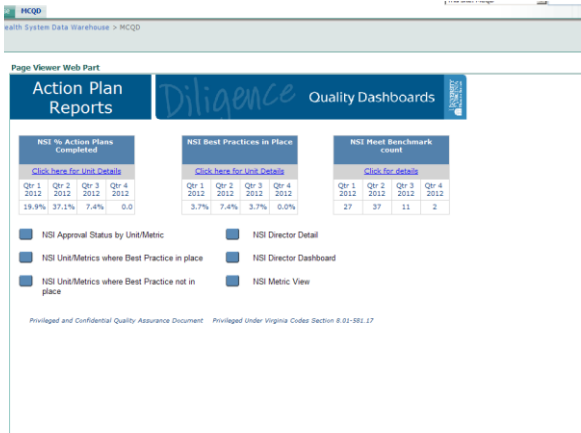
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Action Planning Accountability

- Directors and Administrators needed a snapshot view
  - By area
  - By Metric
  - By Manager

Lessons Learned

1. Assume nothing
2. Everything takes much longer than planned
3. Appreciate the emotional impact of transparency
4. Educate educate educate:
   - How to find the unit level data
   - Basic graph interpretation
   - Basic quality methodology
   - What is an "outcome"
   - SMART goal writing
   - Connect specific practices to outcomes
   - repeat
5. Must have an accountability loop

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Acknowledgements

- Holly Hintz, MSN, RN, NE-BC
- Stacy Crowell, MHA, RT(R)
- Katherine Couvillon, BS
- Christine Kelly, BS, RHIA
- Li Jin, PhD, MS
- Sam Hilsman, BA
- Marlene Jones, BS

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Questions?