Early Intervention to impact outcomes: Implementing the role of the “Crisis Nurse” as a quality and safety initiative

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• 551-bed Academic/Quaternary Care Medical Center in central Pennsylvania
• The Medical Center campus also includes:
  - Penn State College of Medicine
  - Penn State Hershey Cancer Institute
  - Penn State Hershey Children’s Hospital

Learning Objectives

• Session Objective One: Describe the advantages of implementing the role of the Crisis RN for a Department of Nursing

• Session Objective Two: Identify strategies for implementing the role of the crisis nurse
Background/Problem

- Nurse Leaders met with clinical nurse members to share trended data in preparation budget.
  - Review of trended data
  - Overtime
  - Incidental work time
  - FTE leakage
  - Core to contingency staffing ratios
  - RN and PCA fill rate
  - Overarching Solucient benchmarks for the Department of Nursing
- During the council meeting clinical nurse input was sought and a theme emerged.

Clinical nurses relayed that having a clinical nurse resource for a short duration of time (30-45 minutes) during bursts of clinical activity where the unit received a bolus of patient or unplanned clinical crises would provide for more efficient nursing care, enhance the quality of care and improve the care delivery environment for clinical nurses.

CNO/Directors of Nursing met with clinical nurses from each work area within the Department of Nursing to evaluate trended data with clinical nurse input into staffing patterns, staffing distribution and related issues. Similar theme emerged of having a clinical nurse resource for a short duration of time (30-45 minutes) to assist with an increase in workload that was unexpected or an extra pair of hands.

Nurse Leaders and clinical nurses reviewed trended data. The data highlighted the need to implement a proactive patient management role to improve care delivery, optimize patient outcomes and enhance collaboration with the interdisciplinary team.

Goal

- Evaluated the literature for emerging roles to support the care delivery system.
- This resulted in crafting the crisis nurse role to flexibly integrate clinically across all adult inpatient levels of care: critical care, intermediate, and adult medical/surgical units.
- The position was intended to supplement the support of the clinical nurse to optimize outcomes to support the care delivery system.

Strategy to efficiently leverage staffing resources to decrease expenses while optimizing patient outcomes.

Interprofessional teamwork, sophisticated nursing judgment and innovation.
Intervention
- CNO Commissioned 6 week pilot
- Created job description and appropriate salary structure to ensure that the role would support the needs of the organization and the care delivery system
- Successfully acquired 9.6 FTE's resources to permanently be hired into the Crisis Nurse Coordinator role in support of the care delivery system.
- Interview for Hire

Support of the Nursing Care Delivery System
- Interprofessional Collaboration
- Staffing and Scheduling
- Quality and Safety Outcomes
- Integrated Technology
- Care Transitions

Role Overview
- Baccalaureate prepared nurses
- Competence in critical care nursing
- Integrate clinically across all adult inpatient levels of care: critical care, intermediate, and adult medical/surgical units 24/7
- Role supplements the support of the clinical nurse to optimize outcomes and ensure clinical efficiency
- Off-shift: serves as a resource to be leveraged by the House Manager to support Adult Rapid Responses, Adult Code Blue and other clinical scenarios that require high-level support.
Crisis Nurse Role

- Assesses and plans for clinical needs of all patients and facilitates the care of the patients in a qualified, professional manner.
- Coaches and mentors clinical bedside staff on improving effective clinical practice.
- Ensures support services and resources are available and adequate to support clinical care.
- Shows ability to think beyond the present situation to anticipate, predict and resolve potential issues before the problem occurs.
- Uses past experience as a predictor of future performance.
- Thinks pro-actively.
- Motivates others to high levels of performance through coaching, encouragement and development.
- Delegates authority and responsibility appropriately along defined lines.
- Establishes systems and programs for effectively monitoring and assessing the effectiveness of clinical care of patients.
- Conducts critical reviews of major activities and successful and unsuccessful outcomes.

Participants:

Outcomes and Impacts:

- Decrease in house-called Codes when correlated to Crisis RN assessments.
- Progressive decrease in house-called codes and rapid responses when Crisis RN in attendance.
Outcomes and Impacts:

House called RR and Codes decrease with Crisis Nurse intervention despite increase in patient days (IP and observations days)

QUESTIONS?

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