

# Displaying Clinical Excellence on Hospital Units: Transparency Drives Interdisciplinary Approaches to Improving Patient Care Outcomes



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# Objectives

- Describe a process designed to enhance clinical nurses' understanding of empirical outcomes.
- Demonstrate how the innovative, transparent strategy results in improved patient outcomes.

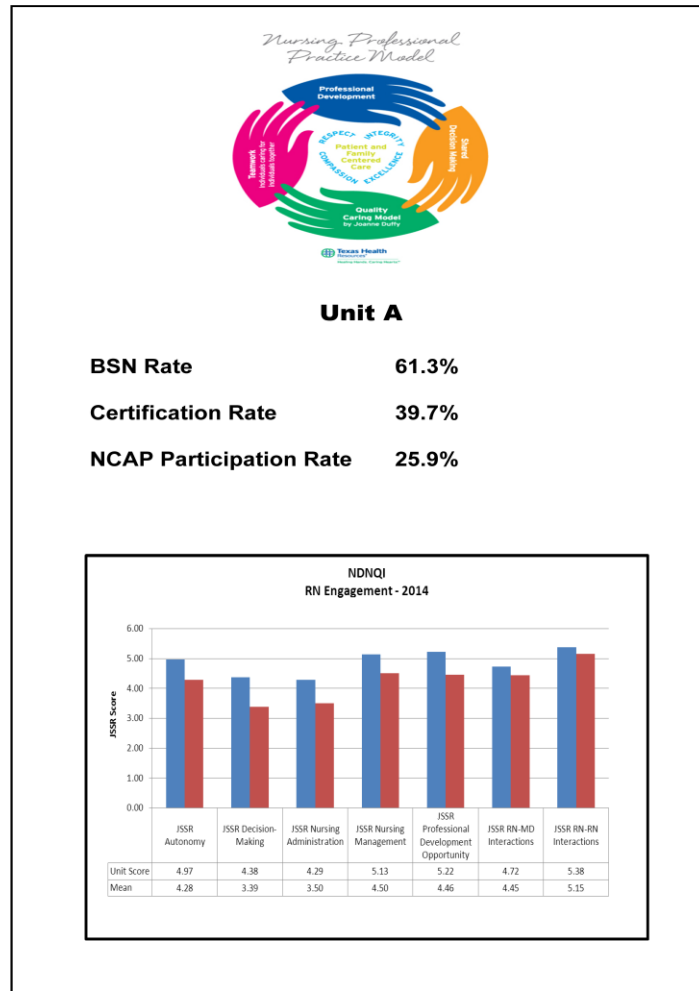
# Background

- 726 bed, tertiary care facility
- 3<sup>rd</sup> Magnet Designation in 2014
- Nurses must see their baseline and outcome data
- Nurses must understand empirical outcomes
- Nurses must translate improving empirical outcomes to improving practice

# Clinical Excellence Boards

- Exhibits 8 quarters of unit specific, benchmarked data
- Includes Nursing Quality Data, RN Engagement, Patient Satisfaction, and Professional Development
- Green stars denote data above the benchmark for a majority of the time
- Displayed in 100% of nursing units

# Clinical Excellence Boards



Professional Practice Model



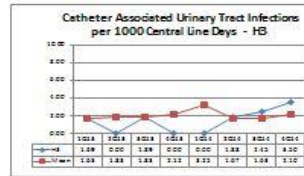
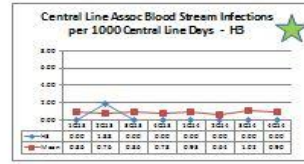
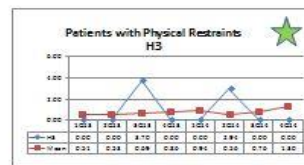
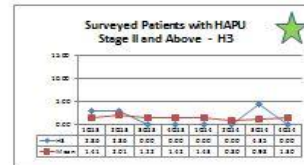
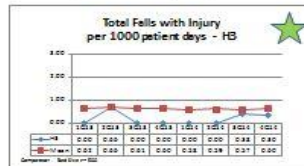
Professional Development



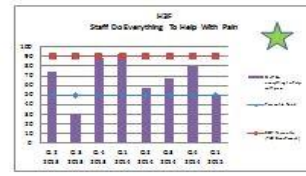
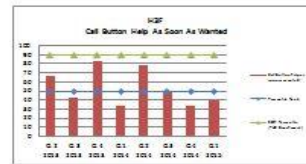
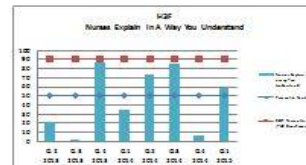
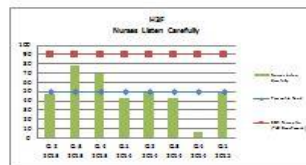
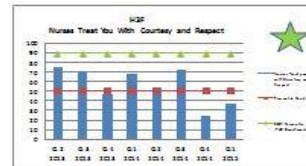
RN Engagement

# Clinical Excellence Boards

## Nursing Sensitive Quality



## Patient Satisfaction Outcomes



What are nursing sensitive outcomes?

Nursing sensitive outcomes tell us about the nursing care we are providing for our patients. They tell us if we are providing quality care.

Why do we need nursing sensitive outcomes?

Nursing sensitive outcomes are methods to measure the effectiveness of our nursing care. As we implement new interventions, we can measure whether we make a difference for our patients.

The goal is for our Unit Based Council to analyze data that has been collected and work towards improving the nursing sensitive outcomes for our patients.

Diane Nelson



Perform above the benchmark at least 5 out of 8 quarters

This unit has 6 GREEN stars out of 10 possible

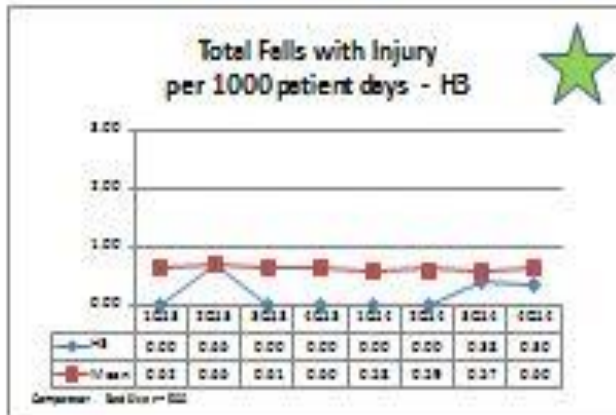
Unit recognition



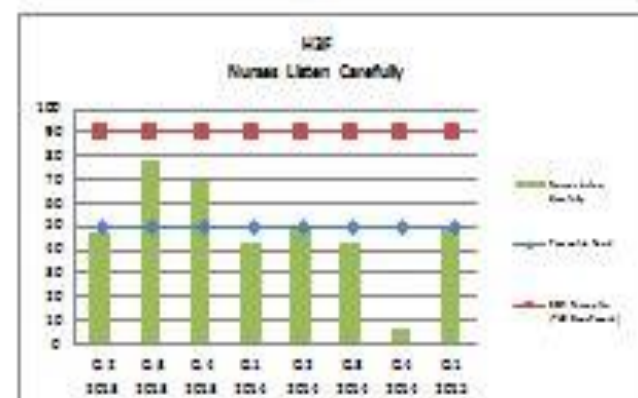
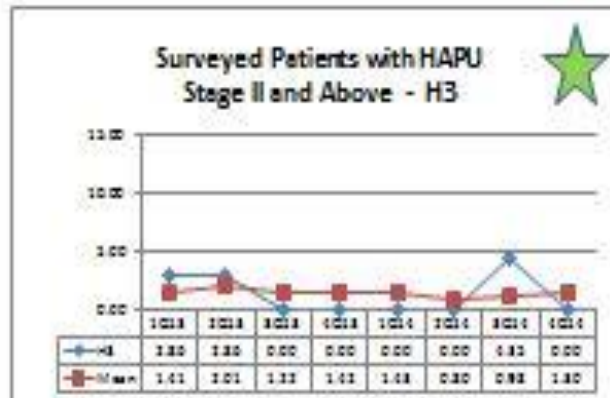
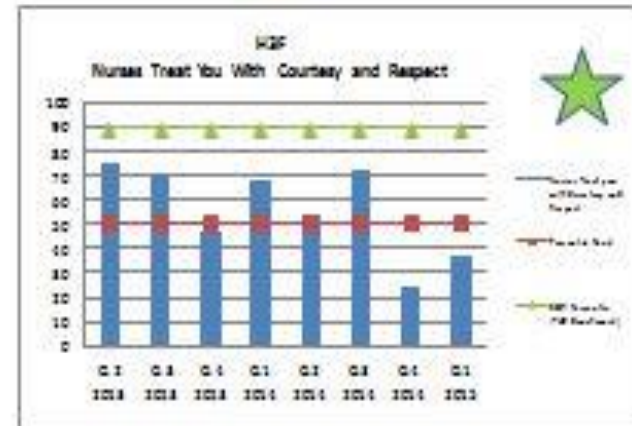


# Clinical Excellence Boards

## Nursing Sensitive Quality



## Patient Satisfaction Outcomes





**CLINICAL**

**HIP TO BE TRAUMA**

**EXCELLENCE**

Two informational posters are displayed on the bulletin board. The poster on the left contains a flowchart and text. The poster on the right features a circular logo with four colored segments (blue, green, yellow, red) and a barcode at the bottom.





# Nursing Score Card

- Nursing Score Card is on 1 page
- Shows compiled data from Clinical Excellence Boards
- Color coded for easy interpretation
- Easy visualization of trends
- Shared in council and committee meetings
- Identifies struggling units

# Nursing Score Card



## Nursing KPI Scorecard

| May 2015  |         |         |                |   |   |                         |
|---|---------|---------|----------------|---|---|-------------------------|
| Stretch Touch Below Touch                           |         |         |                |   |   |                         |
| QUALITY INDICATORS - Monthly                        | Touch   | Stretch | Actual         | Not Met Month   | Not Met Prev 2 Months   | Not Met 7/12 Months     |
| VTE (Quarterly YTD 2015)                            | 99.50%  | 100.00% | 100.0%         | -   | -   | -                       |
| CAUTI   | 2.99    | 2.85    | 0.93           | MSICU,H3,3JS  | -   | -                       |
| PATIENT SATISFACTION (Percentile Ranking)           | Touch   | Stretch | Actual         | Not Met Month   | Not Met Prev 2 Months   | Not Met 7/12 Months     |
| Nurse Communication                                 | 60      | 90      | 82             | H2,H3,H5,H6,H8,MSICU,PCU,R4,R5,R6,ED                                  | H2,H3,H5,H6,H8,MSICU,R4,R5,R6,ED                                      | NA                      |
| Cleanliness of Hospital                             | 75      | 90      | 37             | C3,C4,CCU,H2,H3,H5,H6,H8,2JN,2JS,3JN,NSICU,R4,R5,R6,R3,TICU           | CT3,CT4,CCU,H2,H3,H5,H6,H8,2JN,2JS,MSICU,NSICU,R4,R5,R6,R3,TICU       | NA                      |
| Quietness of Hospital                               | 75      | 90      | 52             | C3,C4,CCU,CVICU,H2,H3,H5,H6,H7,H8,2JS,3JN,3JS,NSICU,PCU,R4,R5,R6,TICU | CT3,CT4,CCU,CVICU,H3,H5,H6,H7,H8,2JS,3JN,3JS,NSICU,PCU,R4,R5,R6,TICU  | NA                      |
| IP-CAHPS Index Percentile Rank                      | 60      | 90      | 58             | H2,H3,H5,H6,H7,H8,3JS,MSICU,PCU,R4,R5,R6                              | H2,H3,H5,H6,H7,H8,3JS,R4,R5   | NA                      |
| ED-Overall Score (THFW)                             | 75      | 90      | 94             | -   | -   | NA                      |
| ED-Overall Score (Burleson)                         | 75      | 90      | 98             | -   | -   | NA                      |
| ED-Overall Score (WillowPark)                       | 75      | 90      | 99             | -   | -   | NA                      |
| OP-Overall Score                                    | 75      | 90      | 91             | Blox,CV Diag, CV Med,Hyprbar,Klab/Ben, OU Med,PDAC,Rad                | Blox,BurICTS,CV Diag, FamRsrc,Hyprbar, Klab/Ben,OPAssess, OUMDSRV,Rad | NA                      |
| AMB-Overall Score                                   | 60      | 90      | 66             | CathLab,OUSurg,SpecProc   | OUSurg,RAD,SpecProc   | NA                      |
| NON-NDNQI NURSING SENSITIVE INDICATORS              | Touch   | Stretch | Actual         | Not Met Month   | Not Met Prev 2 Months   | Not Met 7/12 Months     |
| First Case On Time Starts Peri-Op                   | 60%     | 70%     | 48%            | x   | x   | x                       |
| Turnover Time Peri-Op                               | ≤34 min | ≤30 min | 24 min         | -   | -   | -                       |
| Breastfeeding Rate (exclusive) Women's              | 81.9%   | 90%     | 82%            | -   | -   | x                       |
| Elective Deliveries <39 weeks gestation Women's     | 5%      | 0%      | 8%             | -   | -   | -                       |
| Retention Rate (>1 Year) Ambulatory (Avg)           | 90%     | 95%     | 79.2%          | Vain Clinic   | -   | -                       |
| Quarterly Data                                      |         |         |                |   |   |                         |
| NDNQI NURSING SENSITIVE INDICATORS (Quarterly Data) | 4Q2014  |         |                |   |   |                         |
| Measure   | Touch   | Stretch | Not Met 4Qtr   | Not Met Previous 2 Qtrs   |   | Not Met 5 of 8 Qtrs     |
| HAPU (stage 2 and above) Critical Care Units        | 4.00    | 0       | MSICU,CCU,PCU  | MSICU,CVICU   |   | CVICU,MSICU             |
| HAPU (stage 2 and above) Non Critical Care          | 1.30    | 0       | H6,R4,R6,CT3   | -   |   | R4,CT3,CT4              |
| Restraints Critical Care Units                      | 17.00   | 0       | MSICU,CCU,TICU | CVICU,MSICU,NSICU   |   | CVICU,MSICU, NSICU,TICU |
| Restraints Non Critical Care                        | 1.30    | 0       | H6             | H6  |   | H6,3JS                  |
| Falls (injury) Critical Care Units                  | 0.02    | 0       | -              | -   |   | -                       |
| Falls (injury) Non Critical Care                    | 0.07    | 0       | H3             | -   |   | H5,R5,3JS               |
| Professional Development                            | Touch   | Stretch | Actual         |   |   |                         |
| RN Education - % BSN or Higher (Direct Care)        | 62%     | 70%     | 65.20%         |   |   |                         |
| RN Education - % BSN or Higher (All)                | 65%     | 70%     | 66.40%         |   |   |                         |
| RN Certification *ANCC Approved (Direct Care)       | 43%     | 45%     | 29.00%         |   |   |                         |
| RN Certification *ANCC Approved (Nurse Managers)    | 43%     | 45%     | 59.00%         |   |   |                         |
| NCAP Participation *RN by Application only          | 15%     | 20%     | 14.80%         |   |   |                         |
| NCAP 4 Participation *RN by Application only        |         |         | 9.40%          |   |   |                         |



# Nursing Score Card



## Nursing KPI Scorecard

| May 2015   |        |         |        |   |  |                     |
|--|--------|---------|--------|---|--|---------------------|
| <div>Stretch</div> <div>Touch</div> <div>Below Touch</div> |        |         |        |   |  |                     |
| QUALITY INDICATORS - Monthly                               | Touch  | Stretch | Actual | Not Met Month   | Not Met Prev 2 Months  | Not Met 7/12 Months |
| VTE (Quarterly YTD 2015)                                   | 99.50% | 100.00% | 100.0% | -   | -  | -                   |
| CAUTI  | 2.99   | 2.85    | 0.93   | MSICU,H3,3JS  | -  | -                   |
| PATIENT SATISFACTION (Percentile Ranking)                  | Touch  | Stretch |        | Not Met Month   | Not Met Prev 2 Months  | Not Met 7/12 Months |
| Nurse Communication  | 60     | 90      | 82     | H2,H3,H5,H6,H8,MSICU,PCU,R4,R5,R6,ED                                  | H2,H3,H5,H6,H8,MSICU,R4,R5,R6,ED                                     | NA                  |
| Cleanliness of Hospital                                    | 75     | 90      | 37     | C3,C4,CCU,H2,H3,H5,H6,H8,2JN,2JS,3JN,NSICU,R4,R5,R6,R3,TICU           | CT3,CT4,CCU,H2,H3,H5,H6,H8,2JN,2JS,MSICU,NSICU,R4,R5,R6,R3,TICU      | NA                  |
| Quietness of Hospital                                      | 75     | 90      | 52     | C3,C4,CCU,CVICU,H2,H3,H5,H6,H7,H8,2JS,3JN,3JS,NSICU,PCU,R4,R5,R6,TICU | CT3,CT4,CCU,CVICU,H3,H5,H6,H7,H8,2JS,3JN,3JS,NSICU,PCU,R4,R5,R6,TICU | NA                  |
| IP-HCAHPS Index Percentile Rank                            | 60     | 90      | 58     | H2,H3,H5,H6,H7,H8,3JS,MSICU,PCU,R4,R5,R6                              | H2,H3,H5,H6,H7,H8,3JS,R4,R5  | NA                  |
| ED-Overall Score (THFW)                                    | 75     | 90      | 94     | -   | -  | NA                  |
| ED-Overall Score (Burlison)                                | 75     | 90      | 98     | -   | -  | NA                  |
| ED-Overall Score (WillowPark)                              | 75     | 90      | 99     | -   | -  | NA                  |
| OP-Overall Score   | 75     | 90      | 91     | Blox,CV Diag, CV Med,Hyprbar,Klab/Ben, OU Med,PDAC,Rad                | Blox,BurICTS,CVDiag, FamRsrc,Hyprbar, Klab/Ben,OPAssess, OUMDSRV,Rad | NA                  |
| AMB-Overall Score  | 60     | 90      | 66     | CathLab,OUSurg,SpecProc   | OUSurg,RAD,SpecProc  | NA                  |



# Nursing Score Card

October 2015

| NON-NDNQI    NURSING SENSITIVE INDICATORS                                     |                              | Touch            | Stretch |                 | Not Met Month           | Not Met Prev 2 Months | Not Met 7/12 Months |
|---|------------------------------|------------------|---------|-----------------|-------------------------|-----------------------|---------------------|
| First Case On Time Starts   | Peri-Op                      | 60%              | 70%     | 32%             | x                       | x                     | x                   |
| Turnover Time   | Peri-Op                      | ≤34 min          | ≤30 min | 21%             | -                       | -                     | -                   |
| Breastfeeding Rate (exclusive)  | Women's                      | 81.9%            | 90%     | 91%             | -                       | -                     | -                   |
| Elective Deliveries <39 weeks   | Women's                      | 5%               | 0%      | 4%              | x                       | x                     | -                   |
| Retention Rate ( >1 Year) <span style="color:red">Sep</span> Ambulatory (Avg) |                              | 90%              | 95%     | 100.0%          | x                       | x                     | -                   |
| Quarterly Data  |                              |                  |         |                 |                         |                       |                     |
| NDNQI   | NURSING SENSITIVE INDICATORS | (Quarterly Data) |         | 2Q2015          |                         |                       |                     |
| Measure   |                              | Touch            | Stretch | Not Met 2Qtr    | Not Met Previous 2 Qtrs |                       | Not Met 5 of 8 Qtrs |
| HAPU <i>(stage 2 and above)</i>   | Critical Care Units          | 4.00             | 0       | CVICU,MSICU,PCU | MSICU                   |                       | MSICU               |
| HAPU <i>(stage 2 and above)</i>   | Non Critical Care            | 1.30             | 0       | H2,H5,H7,CT4,R6 | R4,R6                   |                       | R4,R6               |
| Restraints  | Critical Care Units          | 17.00            | 0       | MSICU,NSICU     | -                       |                       | MSICU               |
| Restraints  | Non Critical Care            | 1.30             | 0       | H5              | -                       |                       | -                   |
| Falls <i>(Injury)</i>   | Critical Care Units          | 0.02             | 0       | -               | -                       |                       | -                   |
| Falls <i>(Injury)</i>   | Non Critical Care            | 0.07             | 0       | -               | -                       |                       | -                   |

# Nursing Score Card

October 2015

| NON-NDNQI                                      | NURSING SENSITIVE INDICATORS                  | Touch   | Stretch |                 | Not Met Month           | Not Met Prev 2 Months | Not Met 7/12 Months |
|--|---|---------|---------|-----------------|-------------------------|-----------------------|---------------------|
| First Case On Time Starts                      | Peri-Op                                       | 60%     | 70%     | 32%             | x                       | x                     | x                   |
| Turnover Time                                  | Peri-Op                                       | ≤34 min | ≤30 min | 21%             | -                       | -                     | -                   |
| Breastfeeding Rate (exclusive)                 | Women's                                       | 81.9%   | 90%     | 91%             | -                       | -                     | -                   |
| Elective Deliveries <39 weeks                  | Women's                                       | 5%      | 0%      | 4%              | x                       | x                     | -                   |
| Retention Rate ( >1 Year) <span>  Sep</span>   | Ambulatory (Avg)                              | 90%     | 95%     | 100.0%          | x                       | x                     | -                   |
| Quarterly Data                                 |   |         |         |                 |                         |                       |                     |
| NDNQI  | NURSING SENSITIVE INDICATORS (Quarterly Data) | 2Q2015  |         |                 |                         |                       |                     |
| Measure  |   | Touch   | Stretch | Not Met 2Qtr    | Not Met Previous 2 Qtrs |                       | Not Met 5 of 8 Qtrs |
| HAPU (stage 2 and above)                       | Critical Care Units                           | 4.00    | 0       | CVICU,MSICU,PCU | MSICU                   |                       | MSICU               |
| HAPU (stage 2 and above)                       | Non Critical Care                             | 1.30    | 0       | H2,H5,H7,CT4,R6 | R4,R6                   |                       | R4,R6               |
| Restraints                                     | Critical Care Units                           | 17.00   | 0       | MSICU,NSICU     | -                       |                       | MSICU               |
| Restraints                                     | Non Critical Care                             | 1.30    | 0       | H5              | -                       |                       | -                   |
| Falls (Injury)                                 | Critical Care Units                           | 0.02    | 0       | -               | -                       |                       | -                   |
| Falls (Injury)                                 | Non Critical Care                             | 0.07    | 0       | -               | -                       |                       | -                   |
| Professional Development                       |   | Touch   | Stretch | Actual          |                         |                       |                     |
| RN Education - % BSN or Higher                 | (Direct Care)                                 | 62%     | 70%     | 63.60%          |                         |                       |                     |
| RN Education - % BSN or Higher                 | (All)   | 65%     | 70%     | 65.80%          |                         |                       |                     |
| RN Certification <span>  *ANCC Approved</span> | (Direct Care)                                 | 43%     | 45%     | 27.50%          |                         |                       |                     |
| RN Certification <span>  *ANCC Approved</span> | (Nurse Managers)                              | 43%     | 45%     | 58.80%          |                         |                       |                     |
| NCAP Participation                             | *RN by Application only                       | 15%     | 20%     | 15.50%          |                         |                       |                     |
| NCAP 4 Participation                           | *RN by Application only                       |         |         | 10.50%          |                         | 10/14/2015            |                     |





# Implementation of Sustainable Change

- Magnet Champions create Clinical Excellence Boards and provide education
- Inter-disciplinary teams tour 100% of nursing units to validate understanding of data
- Unit Based Councils develop measureable goals based on unit quality data
- Nurses sustain excellent clinical care – 4 units with 10 stars





# Implementation of Sustainable Change

## Clinical Excellence Board Rating Tool

The purpose of the Clinical Excellence Board is to showcase the differences you make in the lives of our patients, by displaying unit specific empirical outcomes. The Clinical Excellence Board will help to prepare us develop goals and speak about unit successes and opportunities.

Unit name \_\_\_\_\_

Reviewer \_\_\_\_\_

| Required Elements   | Yes       | No        |
|---|-----------|-----------|
| Unit Specific Nursing Sensitive Outcomes (restraints, falls, pressure ulcers, VAP, CLABSI, CAUTI) |           |           |
| Unit Specific Nursing Engagement scores   |           |           |
| Unit Specific Patient Satisfaction  |           |           |
| Unit specific BSN Percentage Rate   |           |           |
| Unit specific Certification Rate  |           |           |
| Clarity (Does it make sense)  | Clear     | Not Clear |
| Creativity  | Scale 1-5 |           |

Interview comments

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# Evaluation: Unit Based Council Outcomes

- 100% of Unit Based Councils established measureable goals
- 60% of Unit Based Councils *reported improved* professional development
  - 55% certification
  - 50% RN-BSN
- 86% of Unit Based Councils reported improved patient satisfaction
  - 72% patient satisfaction
  - 75% quietness
  - 83% collaboration and teamwork

