


Improving Care Through a Change of Shift Bundle


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Learning Objectives

- Identify the four parts of the practice bundle that was implemented to improve the patient's perception of care in a meaningful and sustainable way.
- Identify the value of both operational changes to care practices and the emphasis on relationships and meaningful connections with all patients.
- Implement the structures required to sustain practices and achieve sustained gains in patient experience over time.


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ABOUT PENN MEDICINE

The University of Pennsylvania Health System was created in 1993 and consists of five hospitals (Hospital of the University of Pennsylvania, Penn Presbyterian Medical Center, Pennsylvania Hospital, Chester County Hospital, Lancaster General Hospital), a faculty practice plan, a primary care provider network, multi-specialty satellite facilities, home care, hospice and a nursing home.

Licensed Beds	1,893
Total Employees	24,293
Total Revenue	\$4.9 Billion
Admissions	83,994
Outpatient Visits	2,837,864
Physicians	2,846
Nurses	5,563

Pennsylvania Hospital- The Nation's First



- ♦ The Nation's first hospital founded by Benjamin Franklin and Dr. Thomas Bond.
- ♦ 520-bed acute care facility that provides a full range of diagnostic and therapeutic medical services.
- ♦ 2,633 Total Employees
- ♦ 980 Registered Nurses
- ♦ Over 29,000 inpatient admissions and 115,000 outpatient visits each year, including over 4,708 births.
- ♦ Expanding programs for cancer, cardiac care, bloodless medicine and surgery.

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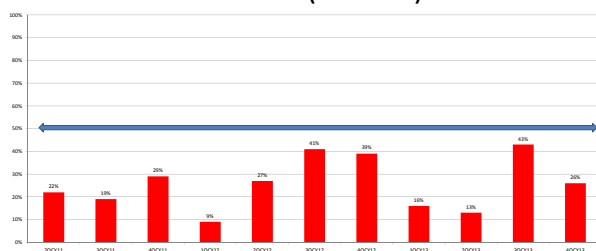
The Purpose of Our Work

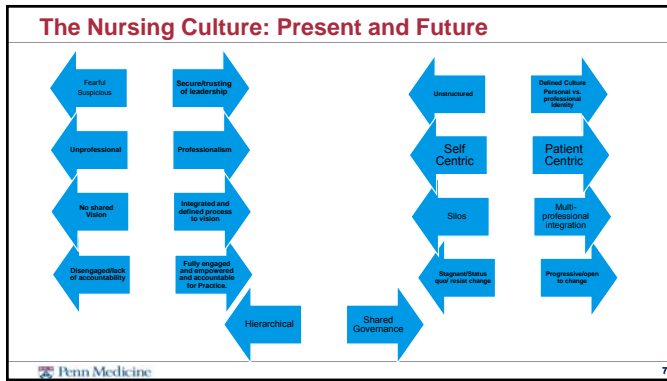
- ♦ Eliminate variations in practice
- ♦ Hand off with transparency and consistency
 - Promote confidence
 - Promote safety
 - Promote patient involvement
- ♦ Improve safety on the units
- ♦ Increase awareness about outcomes

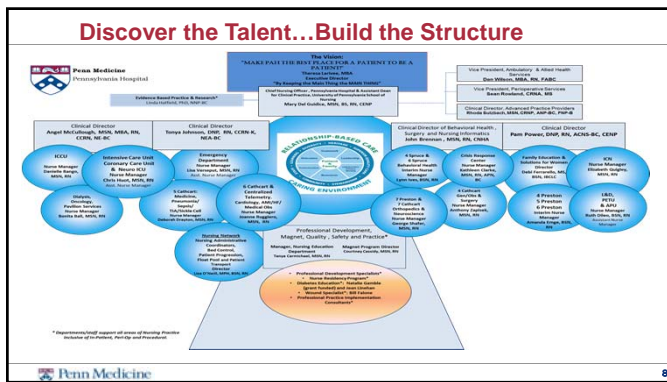


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Communication with Nurses Domain- HCAHPS (% Rank)







Keep the Main Thing the MAIN THING!

Strategy	Cultural Transformation	Organizational Goals
Delivery of Care System	Self Centric → Patient Centric No Shared Vision → Defined shared vision	
Shared Governance	Hierarchical → Shared Governance Disengaged → Engaged Fearful/Suspicious → Trusting Leadership	
The Patient Care Network	Self Centric → Patient Centric	
Multidisciplinary Rounds	Silos → Collegiality/collaboration	
Satisfaction and Engagement: The Patient-The Staff-The Physician	ALL → ALL	
Strengthen UBCL Structure	Silos → Collegiality/collaboration Self Centric → Patient Centric	
Professional Image	Unstructured → Personal vs. professional	
Leadership Development/ Succession Planning	Segment, status quo, resist to change → Progressive/open to change	

Additional Points of Assessment

- ♦ Committed to both Relationship Based Care and Modified Primary Nursing
- ♦ Structure was needed to support both
- ♦ Needed consistent nursing practices across all units in order to define the patient experience
- ♦ Individual initiatives were not making the desired impact



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The Foundation for Our Work

- ♦ Expectation were tied to both Relationship Based Care and our Primary Nursing Model
- ♦ Accountability was established early
 - Qualitative and Quantitative



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What's In A Name?

- **H**- Holistic
- **E**- Evidence Based Practice and Research
- **A**- Advocating
- **R**- Resourcefulness
- **T**- Teamwork



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Rapid Cycle PDSA

The Anatomy of Our Work:



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Methodology for Implementation:

- Started with the **WHY**; the burning platform
- Small interactive groups
- Education provided by nursing leaders including educators
- All RNs, modified for all Nursing Assistants
- Role Play
- Videos of expected hand offs
- Scope of the education was well defined

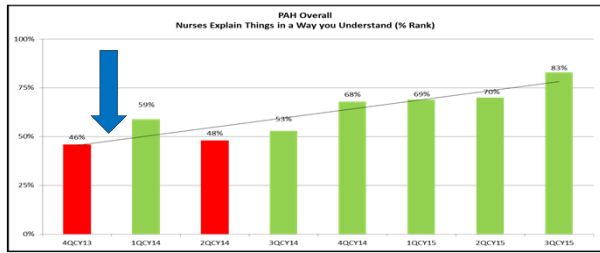
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Rapid Cycle PDSA

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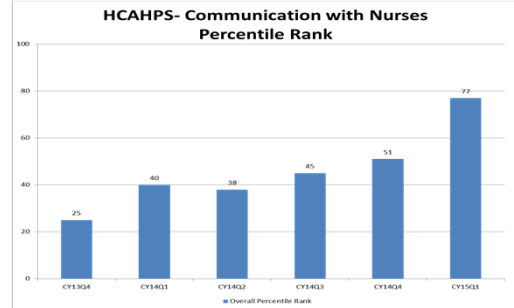
HCAHPS- Nurses Explain Things in A Way You Understand



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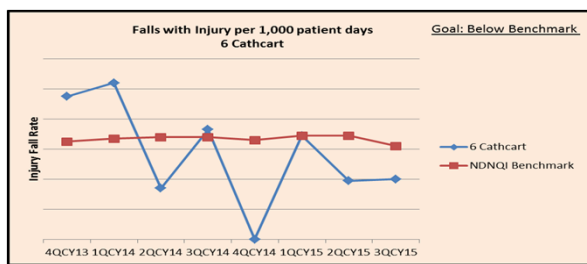
HCAHPS-Communication with Nurses



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Falls with Injury



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Revitalization

Therapeutic Relationship Sessions

- ♦ **120 staff members from November 2014 through March 2015**
 - Focused on 4 inpatient units to maximize impact
 - Managers and Facilitators conducted follow up session
- ♦ **Began in November with another cohort of 250**
 - Includes the ED, Oncology, Critical Care, and Women's Health



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PDSA Continues

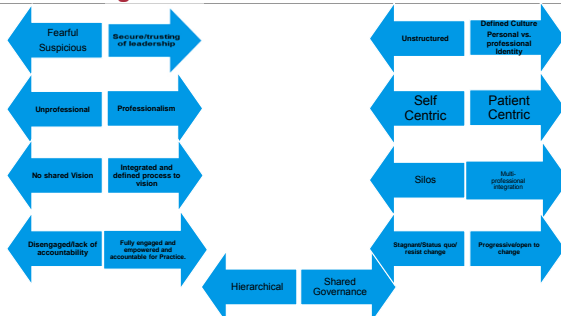
- ♦ **HEART Bundle Clinical Nurse Champions**
 - Representatives from each of the units
 - Review Current State
 - Explored Areas for Growth and Opportunity
 - Developed Refresher Curriculum and Partnered with Leadership to Educate Nursing Body.



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The Nursing Culture: Present and Future



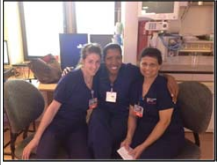
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Current Culture

Patients First at the Nation's First

Through the HEART Bundle



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