Aligning the GRN Program with the organization goals: a win-win opportunity

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Northside Hospital

- 852-bed, not-for-profit
- 150 locations across Georgia
- 3 acute care hospitals in Atlanta, Cherokee and Forsyth County
- Northside Hospital leads the U.S. in newborn deliveries
- Diagnoses and treats the most cancer cases in Georgia and performs the most surgeries in Georgia
- Ranked #4 on the U.S. News list of the Best Hospitals in Georgia
- The only Georgia hospital on the Forbes list of America’s Best Employers
- More than 2,500 physicians and 11,000 employees
- Serve nearly 2 million patient visits annually across a full range of medical services

Objectives

- Describe steps on how to align the GRN Program with the organization’s goals
- Discuss Northside Hospital’s experience implementing a GRN Program
Getting Started

- GRN Program implementation was part of the action plan after our hospital received NICHE designation in 2012
  - Leadership Support for GRN model

- Culture of institution
  - Staff lead Initiatives
  - “Super Users”
  - Clinical Guideline Teams with staff nurses representation
  - Lay out of our units
  - Patient population

Finding the Way in a World of Competing Priorities

- What are the Organization’s priorities?
  - Legal or regulatory?
  - Imperative for organization?
  - Annual Performance Goals?
  - High cost?

- What are our team’s priorities?
  - Are those areas within our team scope to impact?
  - Are we ready?
    - Strategic plan
    - Long-range vision
    - Visibility for the team

Measuring Outcomes

- Not everything important can be measured
- Ground to “stand on”
  - Improve quality?
  - Reduce cost?
- Data
  - Helps to focus energy where is most needed and when is most needed
Alignment

- Need
- Preparation
- Response

The GRN Program Experience

Finding the Way

**Is there a need?**
- Increase number of Certified Nurses
- Recruit help to implement PI initiatives at unit level

**Are we prepared to respond?**
- GRN curriculum (no added cost for prep courses)
- Continuing education for recertification
- Add a performance improvement, unit based project to GRN Program

**Can we measure outcomes?**
- Number of gerontology certified nurses before and after the GRN program
- At least 10 nurses complete GRN program, which includes PI Project
GRN Program Pilot

**Application Process**
- Participation voluntary, manager approval needed
- RN must have 2 years or more of nursing experience
- Currently working in inpatient units/departments caring for patients 65 and older
  - In 2016, the program was open to outpatient nurses as well

**Program Requirement**
- Complete GRN modules
- Complete 10 extra hours of Gerontology Education (their choice)
- Attend live discussions
- Commit to certification at the end of the program
- Commit to develop a PI project in collaboration, with unit manager
- Attend graduation and poster presentation session
- Duration of the Program: 6 months

Online class time, live discussions & certification fees are paid by Northside Hospital

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GRN Program First Year Outcomes

1. Increase in Gerontology Certification from 0 to 14
2. 16 nurses completed GRN Program with PI Projects

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GRN Program Outcomes 2014-2015

Increase from “0” to 29 nurses with gerontology certification; PI Project dropped on 2nd year

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• ANCC gives the hospital a unique code
• Individual nurses use the code in place of traditional payment methods to apply certification
• If a nurse fails the first time, one retest is available at no additional cost
  – Reduce test-taking anxiety
  – Eliminate financial barriers

GRN PI Projects Examples

• Communication
  Mobility
• Delirium
• PCT training
• Skin Care
• Sleep promotion
• Falls
• Volunteer Training

GRN Organization-wide Projects

• Nurse Driven Mobility Protocol
• “65 and Up” Volunteer Program
• “Age-related changes” education
• NICHE Teams leadership
• Nurse Driven Delirium Protocol
• Nursing Internship
  – Med-Surg
  – ICU
  – Surgical Services

• GRN education is required:
  – Nurses working at Forsyth
  – ACE Unit
  – Transition of Care RN
Continuous Education

Next Steps

• GRN Role expansion:
  – Educator
  – Change/Quality Agent

PLUS

– Clinician
– Peer Consultant

Here we go again...

• Need
  – Organization Goal
    • Reduce Medicare Spending per Beneficiary
      – Hospital measure, reported as a ratio
      – Total Parts A and B spending for 3 days prior to hospital admission to 30 days post discharge (Home Health, Hospice Services, SNF, Durable Medical Carrier)
  – Team Goal
    • Expand role of GRN
      – Coordination care is known to reduce cost of care and improve quality
GRN Role Development
Next Steps

- Pilot a program utilizing Geriatric Resource Nurses as transition of care agents

- Outcomes to measure:
  - Hospital acquired complication
  - 30 day Readmissions
  - Transfers to skilled nursing facilities

GRN Program Interest

Conclusion

- Aligning the GRN Program with our organization goals has helped us to:
  - Obtain leadership buy in and support for the program
  - Increase the number of Gerontology Certified Nurses from 0 to 29
  - Contribute to quality improvement activities related to older adult care at the organization and unit level
  - Offer support for implementation of nurse driven programs
  - Promote NICHE and the GRN role
  - Stir passion for older adult care
“This program gave me the opportunity to feel passionate about my work. I came from showing up 3 days a week to feeling I could actually make a difference……it helped me to find my “NICHE”!

J.D, GRN class of 2014