Using our “NICHE” Journey on the “Pathway to Excellence”

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Broward Health Imperial Point, NICHE Coordinator

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Pathway to Excellence, Senior RN Specialist

Our Mission
The mission of Broward Health is to provide quality healthcare to the people we serve and support the needs of all physicians and employees.

OUR VISION
The vision of Broward Health is to provide world class healthcare to all we serve.
FIVE STAR VALUES

★ Accountability for positive outcomes
★ Exceptional service to our community
★ Collaborative organizational team
★ Fostering an innovative environment
★ Valuing our employee family

Services Offered

Awards & Recognition

• Pathway to Excellence Designation
• NICHE Exemplar Designated Hospital – Tier II
• ANA Quality Poster Presentation, Annual Convention
• TJC Heart Failure & Primary Stroke Certification
• Clinical Practice Recognition
• NICHE Quality Podium & Posters
• The Daisy Award – Extraordinary nursing care
### Dr. Jean Watson’s Human Caring Theory

![Image](image1.png)

### Employee Participation Response Rate

- **Data Collection Period**
  - October 4 – October 25, 2015

- **Response Rates**
  - Press Ganey Average: 65%
  - Broward Health: 93%
  - Broward Health Imperial Point: 100%

- **Peer Comparison**
  - All Facility Data Base: 973 facilities, 518,867 Employees
Broward Health Imperial Point
EPS Performance

55th percentile in 2007, Broward Health Imperial Point has had statistically significant gains on every subsequent survey, reaching the 98th percentile in the All Facilities database in 2015.

NICHE Designation Timeline

• 2009: Geriatric Coordinator position created
  Clinical Education began search for geriatric care focus “certification”
• 2010: GIAP Completed
  NICHE Coordinator Selected
  BEERS assessment
  NICHE Rounding
  GRN Training Completed

NICHE Designation Timeline

• 2012: NICHE Annual Conference podium presentation by BHIP Geriatric Care Coordinator, Clinical Education, NICHE Site Coordinator
• 2014: GPCA Training completed
• 2015: Exemplar Status Designation
  1st Annual South Florida Regional Conference
GPCA Training

Sandra Caine and Rajdaye Williams, both PCU PCAs, earned their Geriatric Patient Care Assistant (GPCA) pins for completing 20 contact hours of older adult care training from the NICHE program. The next NICHE GPCA seminar is Friday, February 26. For information contact Paulette Sepe, Ext. 8716.

1st Annual South Florida Regional NICHE Conference

Overview Of NICHE Practices At Broward Health Imperial Point

- Geriatric Emergency Department
- Geriatric Coordinator/Outreach Program
- Medication Reconciliation
- Care Calling
- GPCA
- GRN
Strategically Located Private Rooms

- Adjacent to the nurses’ station for close monitoring
- Decreased environmental stimuli
- Softened colors and tones of the room
- Ambient lighting and spot light
- Less noise using phones/limited overhead paging

Care Calling

A form of effective nursing communication between nurses, geriatric patients, and primary caregivers

*Involvement of the geriatric patient is paramount*

Background

In 2014, Care Calling was born out of a need to improve nursing care to patients and family on PCU

Embraces Jean Watson’s Theory of Human Caring
- Instill faith & hope and honor others
- Develop helping – trusting – caring relationships
- Create a healing environment for the physical and spiritual self which respects human dignity
Goal/ Objective

- Obtain valuable insight into medical history and preferences
- Increase family involvement and satisfaction
- Diminish doubts and anxiety
- Improve patient & family satisfaction
- Inspire care action that is more humanized

Care Call Process

- Once per shift
- Topics of discussion
  - Medications
  - Plan of care
  - Procedures/testing
  - Discharge planning
- Identification of best time to contact family
- Education documentation
Data HCAHPS

<table>
<thead>
<tr>
<th></th>
<th>August 2014</th>
<th>December 2014</th>
<th>July 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>76%</td>
<td>85%</td>
<td>81%</td>
</tr>
<tr>
<td>Nursing communication</td>
<td>77%</td>
<td>79%</td>
<td>81%</td>
</tr>
<tr>
<td>Medication Communication</td>
<td>57%</td>
<td>63%</td>
<td>76%</td>
</tr>
<tr>
<td>Discharge Information</td>
<td>79%</td>
<td>78%</td>
<td>77%</td>
</tr>
</tbody>
</table>

Benefits of Care Calling

- Fostered high level of confidence among family members regarding nursing care
  - Relationship development between family & nursing staff
  - Reduction in number of calls from family
  - Reduction of family’s anxiety
- Medication clarification with family members upon admission

Benefits of Care Calling

- Heightened education provided to family
- Readiness for discharge
- Overwhelming positive feedback from family
Introducing...

Clevelett Douglas, GRN

Opportunities for Improvement

- Inconsistency of Process
  - Inability to confirm, upon admission, family contact information
  - Incorrect home medication review in ED
  - Incorrect information from facilities
- Omission of Care Call documentation in patient EMR
- HIPAA
  - Lack of Decision Maker
  - Lack of Family Involvement
  - Complicated family dynamics
- Nursing staff compliance

Future of Care Calling

- Collaboration among interdisciplinary team in obtaining accurate family information
- Implementing Care Calling Moment
  - Coumadin story
- Expanding Care Calling to all nursing units
- Monitoring tool
• Care Calling demonstrates empowerment of nurses
• Attributes in place, but required structure
• Pathway to Excellence provided that structure
• (Patience will discuss framework)

BHIP Pathway To Excellence Journey Timeline

• **2012**: October - Nursing Leadership Committed to Pathway Journey
  – July Determined Gaps
  – September - Submitted Pre-application to ANCC
  – October- 2nd Gap Analysis Conducted, pre-application accepted
  – December- Developed and Implemented plan to address missing elements determined by Gap Analysis
BHIP Pathway To Excellence Journey
Timeline

• **2014**: January-April: Prepared written documents
  - May: Submitted documents to the ANCC
  - June-July: Document reviewed by ANCC
  - August: Document approved by ANCC
  - September: ANCC Board of Commissions approved application and survey results for Pathway designation
  - October: Pathway designation awarded by ANCC

• **2015**: May: Attended Pathway Conference to receive formal recognition from the ANCC
BHIP

- [https://www.youtube.com/watch?v=7C0i1i9pZms](https://www.youtube.com/watch?v=7C0i1i9pZms)

PATHWAY TO EXCELLENCE

Patience Harris, BSN, RN
Senior RN Pathway Specialist

Innovate. Involve. Inspire.

The ART and SCIENCE of NURSING EXCELLENCE
ANCC

ANCC … A global leader in credentialing services

Promotes

nursing excellence

quality care

and improved outcomes

Pathway to Excellence Mission

PATHWAY TO EXCELLENCE

guides the positive transformation of practice environments in multiple settings to build global community healthcare organizations committed to nursing workplace excellence.

PATHWAY TO EXCELLENCE®

Framework to:

• Create practice environment that fosters a culture of engagement and empowerment
• Give the frontline nurses a voice
• Encourage nurses’ participation in improving outcomes, implementation of EBP and research findings in patient care areas
• Create a culture of sustainability
• Foster interprofessional collaboration
• Protect and improve workforce wellbeing
Positive practice environments “impact health service delivery, health worker performance, and patient outcomes. A safe work environment is critical if patient safety is to be guaranteed and good practice supported.”

INTERNATIONAL COUNCIL OF NURSES

Transforming work environment of nurses, positioning nurses to lead change and advance health are essential to improve safety.

THE FUTURE OF NURSING: LEADERS CHALLENGE ADVANCE HEALTH (2011)

As nurses are the largest component of the health care workforce, and are also strongly involved in the detection and prevention of errors and adverse events, they and their work environment are critical elements of stronger patient safety defenses.


Solid foundation = culture of sustainability

“Pathway began with nursing, but it’s moved so far beyond that. Our outcomes continue to improve, our employees advance into leadership roles within the system, and our survey results keep getting better. Results are so dramatic, it’s even given us the courage to look at pursuing Magnet® designation. None of this would have happened without Pathway.”

S. Todd Atkinson, CNOR Broward Health Imperial Point

History of Pathway to Excellence® (Pathway)

2003 Texas Nurse Friendly (TNF) Program
2007 TNF acquired by ANCC and renamed it Pathway to Excellence
2010 International program and Pathway to Excellence in Long Term Care (LTC) launched

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Pathway

- Attainable for organizations in different types of settings, but not just for small hospitals
- 34 states, international organizations
- Critical access hospital 13 beds, international hospital with 1800+ beds

Disturbing Facts

- High rates of burnout characterized by "emotional exhaustion" (Cordes & Dougherty, 1993; Maslach, Schaufeli, & Leiter, 1996)
- Nurses planning to leave their current job - 14% in the US to 49% in Finland and Greece (RN4CAST study - Aiken et al., 2012)
- Nurses' intention to leave the profession - 4% to 54% (Proctor et al., 2015)
- 44% of the U.S. hospital workforce overall was highly engaged (Towers Watson Global Workforce Study)

The Burnout – Engagement Continuum

Exhaustion
Cynicism
Inefficacy

Vigor
Dedication
Absorption

(Maslach, 1982; Maslach, Schaufeli & Leiter, 2001)
Engaged and empowered staff drive initiatives to improve safety and minimize cost

Success is when patient safety and other organizational outcomes are owned and becomes the responsibility of every single employee.

Pathway Standards

1. Nurses control the practice of nursing.
2. The work environment is safe and healthy.
3. Systems are in place to address patient care and practice concerns.
4. Orientation prepares nurses for the work environment.
5. The CNO is qualified and participates at all levels of the organization.
6. Professional development is provided and used.
7. Equitable compensation is provided.
8. Nurses are recognized for achievements.
9. A balanced lifestyle is encouraged.
10. Collaborative relationships are valued and supported.
11. Nurse managers are competent and accountable.
12. A quality program and evidence-based practices are used.

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<thead>
<tr>
<th>Pathway Standards</th>
<th>NICHE Program Goals</th>
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<tbody>
<tr>
<td>1. Nurses control the practice of nursing</td>
<td>Improve Patient outcomes</td>
</tr>
<tr>
<td>2. The work environment is safe and healthy</td>
<td>Improve patient experience</td>
</tr>
<tr>
<td>3. Systems are in place to address patient care and practice concerns</td>
<td>Promote staff effectiveness and satisfaction</td>
</tr>
<tr>
<td>4. Orientation prepares nurses for the work environment</td>
<td>Establish leadership as a provider of care to older adults</td>
</tr>
<tr>
<td>5. The CNO is qualified and participates at all levels of the organization</td>
<td>Provide fiscally responsible care</td>
</tr>
<tr>
<td>6. Professional development is provided and used</td>
<td>Increase collegial networks</td>
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<tr>
<td>7. Equitable compensation is provided</td>
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Benefits to the Nurse

- Nurses feel valued
- Provides opportunities for nurse engagement and input
- Environment that supports quality nursing practice
- Promotes a more collegial interprofessional collaboration

Higher job satisfaction = better patient experience

Giving employees a voice in shared governance improved job satisfaction from 76% in 2013 to 96% just two years later. Higher nurse and CNA satisfaction led to higher patient satisfaction, rising from 86% to 93% in three years. For the first time in its history, Meridian Sub-Acute Rehabilitation Center at Wall has waiting lists for both patient admissions and nursing positions.

Patricia Worth, RN, MS, ANP-BC, NAA BC
CNO AND VICE PRESIDENT OF NURSE CARE SERVICES
Meridian Sub-Acute Rehabilitation
Wall, NJ

Benefits to Patients

“Staff at all levels talk about how proud they are to be part of this organization—and patients actually say they came to us because we received this designation.”
Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS)

Pathway promotes environments where nurses work collaboratively to provide:
- High quality care
- A positive patient experience

With the HCAHPS survey asking how patients perceive their hospital experience, results demonstrate that these qualities are evident in patients’ perception of the care they receive in Pathway hospitals*.

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<tr>
<th>Percent Favorable</th>
<th>Pathway Hospitals</th>
<th>Non-Pathway Hospitals</th>
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<tbody>
<tr>
<td>Overall Hospital Rating (9 or 10)</td>
<td>72.9 ± 6.2</td>
<td>70.5 ± 9.1</td>
</tr>
<tr>
<td>Willingness to Recommend (Yes)</td>
<td>73.8 ± 6.5</td>
<td>70.9 ± 10.0</td>
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*preliminary, unpublished analysis

Benefits to Organizations

- Validation by objective external review
  “Being designated helps strengthen our position with hospitals and healthcare systems as we evolve into accountable care organizations. The designation objectively validates to external entities that our organization has the correct structure and processes in place to support quality, best practices, a culture of safety, and innovation. The designation has given us a competitive edge in the marketplace and provided added credibility beyond other competing facilities.” – Linda Bowersox

- Cost saving
  - Improve nurse retention and attract top talent
  - Improve safety

- Creates a culture of sustainability

The Application Process

- Validation achieved through Confidential Nurse Survey
- Voice of workforce to achieve designation

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Resources

- Self-Assessment Tool
- Narrated PPT – Pathway Overview
- Pathway Overview Video
- Pathway Orientation Center
- Recorded Modules
- Pathway Toolkit (Kindle version now available)
- Pathway Learning Communities – Coming soon!
http://www.nursecredentialing.org/Pathway/PathwayEligibility/PPT
http://www.nursecredentialing.org/Pathway.asp
patience.harris@ana.org

Questions?