Achieving the Triple Aim in Nursing: The Bellin Experience

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December 9, 2014
1:30-2:45 p.m.
Objectives

- Define the production system as it relates to the functional unit of nursing
- Describe how the culture of nursing supports strategies and influences outcomes
- Describe at least three common platforms that impact the Triple Aim measures

Bellin Health

Serving a Market of 636,682 people

Bellin Hospital, a 220-bed community hospital with proven excellence in heart and vascular care, orthopedics and sports medicine, family programs and services, cancer care, and minimally invasive procedures including robotic surgery

Bellin Health Oconto Hospital, a 10-bed critical-access hospital in Oconto

Bellin Medical Group and Bellin Health NorthReach, a 114-member primary care group with 32 clinics and proven excellence in disease management and wellness care

Employer Clinics, 115 clinics located within employer facilities

FastCare Retail Clinics, 4 retail clinics located in grocery and discount retail stores

Physician Partners, Ltd. more than 180 independent specialty physicians and mid-level providers

Bellin Psychiatric Center, a dominant provider of in- and outpatient behavioral health services, staffed by 7 psychiatrists, 4 psychologists and 21 therapists

Unity Hospice, providing hospice and palliative care services
What is the Nursing Infrastructure?

- 3,757 Employees
- 920 nurses
- 60% BSN or higher
- 23% certified in area of specialty
- System structure of shared governance via unit and system-wide councils
- Bellin College part of health system
- Nursing Advancement Program participants ~ 173
  - RN Program ~ 122
  - Team Facilitator Program ~ 37
  - Educator Program ~ 14

Nurses Rock Video
What Features/Functions Should Our Products Have?

What Should We Make?

How Will We Make It?

What Do We Need to Improve/Redesign?

Do People Buy Our Products?

Products and Services

SYSTEM OF PRODUCTION

SYSTEM OF MEASUREMENT

SYSTEM OF IMPROVEMENT

SYSTEM OF LINKED MEASURE

ALIGNMENT AND DEPLOYMENT ROAD MAP

OFFERED/CHosen

PLATFORM PLANNING

BRANDS

Focus

Platform

Knowledge

Action

Results

External Focus

“VOICE OF THE CUSTOMERS”

“VOICE OF THE PROCESS”

Strategic Position

Focus

Platform

Knowledge

Action

Results

“VOICE OF THE MARKETPLACE”

External Focus

High Performance Culture

High Performance Culture

Five Views of the Production System

1. Knowledge of the Individual

2. Functional

3. Department

4. Individual

5. Commonality

Connected Patient Experience - Product

Community Health

Wellness/Prevention

Acute Care

After Care

Package Pricing

High Performance Health Care Model

- Market/Customer Knowledge
- Organizational Knowledge

What Should We Make?

How Will We Make It?

Is It Made Well?

What Do We Need to Improve? Redesign?

Do People Buy Our Products?

External Focus

“VOICE OF THE CUSTOMERS”

“VOICE OF THE PROCESS”

Strategic Position

Focus

Platform

Knowledge

Action

Results

“VOICE OF THE MARKETPLACE”

External Focus
Production System Design: Key Principles

- Align with System Strategy
- Drive commonality
- Build a production system that delivers on the Triple Aim
- Incorporate the patient voice
- Measure outcomes

Common Platforms of Work

- Bedside handoffs with the shift change that incorporate patients and families in the care handoff process.
- In room computing to enhance clinical time at the bedside and provide real time patient information
- Multidisciplinary rounds to enhance care team input and direct communication into the patient care plan
- Patient call backs that assist in smooth transitions of care
- Comfort and safety rounds imbedded in all patient care areas
- Staffing by acuity to provide safe staffing levels with optimal patient outcomes
- Patient voice incorporated into redesign

- Bar coding for safe medication administration
- Video monitoring to assist in keeping 'high risk for falls patients' safe
- Vital sign integration to enhance real time documentation and communication of the patient status
- White boards for patient centered care communication
- High risk for “postop over sedation” protocol in place in all applicable areas
- Use of Nurse Compass for productivity management
- Staff huddles – shift change
- Standard rooming platform across all Epic sites
- MEWS
- RN care coordinators (In progress)
Key Elements for Engaging Nurses

- Building culture
- Setting the stage with cascaded nursing goals
- Embedding performance management
- Measuring success

Building Culture

- A key to an environment of improvement and success
Building Culture

- Nurse Residency Program
- Nursing Advancement Program
- Welcome to new hires
- Hangin’ with Hieb
- Rounding
- Meeting with leaders on the unit
- Employee listening sessions
- Annual NDNQI RN satisfaction survey
- Daisy Award

- Focus groups for strategic direction
- Team Facilitator day away
- System-wide council day away
- Annual Pulse survey
- 3% FTE budget for meetings, innovations, quality work
- Experiment with new nursing roles (centralize expense)
- VIP Awards-Bush Nursing Award

Using Nursing Goals within Councils to Drive Change

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<th>PERFORMANCE OBJECTIVE</th>
<th>ENGAGED STAFF &amp; PARTNERS</th>
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<th>LEVEL OF PERFORMANCE</th>
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Performance and Engagement Process

Plot Performance & Engagement on Grid

Performance/Engagement Matrix

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12/8/2014
Trended Results for the Performance Feedback & Development Process

NDNQI RN Satisfaction Survey
Comprehensive Platform for Engaging Nurses

Three Common Platforms that Impact the Triple Aim
Designing Care Across a Continuum by Incorporating the Patient Voice

Stroke Care Across the Continuum
Safety and Improved Outcomes
Through Innovation

- Giving staff time to redesign
- Setting goals
- Measuring outcomes
- Spreading great innovations

Modified Early Warning System (MEWS)
Impacting Cost through New Roles

- Adding new roles
- Following the IOM report
- Testing new roles that impact population health

Transition from Traditional to Reformed Healthcare

Figure 1. Transition From Traditional to Reformed Healthcare

Nurse Leader, October 2014, Vol. 12, Issue 5, p. 41
RN Care Coordinators

Cost

Gross Patient Revenue & Total Operating Expenses

Gross Patient Revenue & Total Expenses Per Adjusted Patient Day
Results

Bellin Memorial Hospital Nursing Center
Income (Loss) From Operations

Thank you!

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References

- Performance & Engagement Process, Bellin Health (2014)