

TARGET ZERO

EVERY PATIENT · EVERY TEAM MEMBER · EVERY DAY



Duke Raleigh Hospital

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BACKGROUND

Executive leaders brainstormed with both patient safety and quality teams to develop a way to share real-time data with frontline staff regarding harm events that occurred in inpatient units. Before Target Zero, units received data on harm events several weeks after the event, which made it hard for them to connect the harm that occurred with the specific patient or employee.

AIM

Identify preventable harm events that occur in real time to enable our front line staff to be innovative, develop solutions, and be empowered to lead improvement efforts.



"It helps me understand why it happened and what we can do to prevent it because I actually remember the patient and their situation when we discuss the event."



DESIGN

We decided to follow 6 different harms on our Target Zero boards. These are: Pressure injuries, falls with injury, Cdiff, CAUTI, CLABSI, and employee injuries. We can't have a true safety culture without focusing on patient AND employee safety, so this was a critical piece for Target Zero. We started by launching the Target Zero boards on the inpatients units.

The Target Zero boards needed to be visually appealing, easy to understand, interactive, and in the location where daily huddles occur. An additional part of our vision was to place the boards at the nurse's station, where they would be visible to patients and visitors. The stickers are color-coded to identify the harm that occurred for that week. If there are zero harms the units receive a gold star. The teams use this opportunity to discuss each event and brainstorm ways they can prevent future harm.

LESSONS LEARNED

- The data for each of the harms must be reliable, accurate, and able to be shared weekly, so figuring this out was the first step in our process.
- Keep it simple.
- Start small so you can easily make adjustments along the way.
- Get buy-in from the managers and frontline staff at the very beginning of the process.
- Celebrate your successes!
- Talk about it every chance you get (senior leader rounds, patient safety rounds, daily safety briefings, etc.)
- Know who your champions are.

PROCESS

We found a way to collect, verify, and distribute the data every week. The patient safety team emails the Target Zero data to Duke Raleigh leaders every Monday. The boards are updated and the harms are discussed every Tuesday morning by the unit leader during the shift huddle. The teams continue to discuss each harm event during shift huddles throughout the week. Patient safety and executive leaders update a hospital-wide board weekly and each harm is discussed during our daily safety briefing.



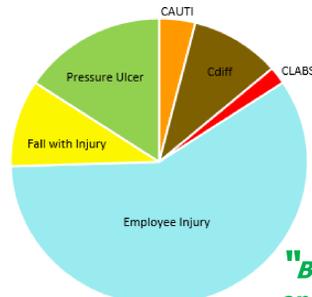
Hey everyone,
Here are your Target Zero's for Week 11 (Sept 10 - Sept 16). Please review the injuries for all areas and share the lessons learned with your teams. You can find details about the harms below the table.
Please update your boards tomorrow morning during your shift huddle/brief. Use this time to talk about each specific case with your team, brainstorm opportunities for improvement, and celebrate your successes.
Please incorporate the Target Zero board into every huddle/brief to make sure all staff are able to participate and provide feedback.

9/10-9/16 (Wk 11)	Employee Injury	Cdiff	Pressure Ulcer	CLABSI	Falls with Injury	CAUTI	Total
ICU	1	0	0	0	0	0	1
NSU	0	0	0	0	0	0	0
PCU	0	0	0	0	0	0	0
3rd	0	0	0	0	0	0	0
4th	2	0	0	0	0	0	2
5th	0	1	0	0	1	0	2
Total	3	1	0	0	1	0	5

Employee Injury
1. ICU - RN's arms exposed to patient's blood while doing chest compressions.
2. 5th - RN suffered needlestick while giving Lovens - holding tissue with left hand and syringe in right when patient involuntarily jerked and hit RN's right arm causing her to stick herself with the injection needle.
3. 4th - RN scratched by patient while holding patient steady who was high falls risk. Pt was physically and verbally abusive.
Cdiff
1. 5th - Pt admitted with soft formed stool initially met all appropriate criteria for testing, tested positive.
Falls with Injury
1. 5th - Pt requested privacy in bathroom, RN left bathroom door cracked and began talking with patient's spouse. Pt fell in bathroom resulting in swollen area to right temporal area of head - ice pack applied, CT negative. Pt stated she got dizzy immediately before falling.
Please celebrate your successes and share the lessons learned from the two employee injuries for this week! Let us know if you have any questions.

OUTCOMES

We've successfully built Target Zero into our daily work and it's been incredible to see the excitement around our journey to Zero Harm, and now we're more focused than ever. The real time focus on the Target Zero data has brought forward creative ideas and performance improvement from the frontline staff. The lessons learned and practice changes have been shared from unit to unit. Target Zero has changed the way we think about preventing harm. Unit leaders have embraced the concept



"Before Target Zero the data shared was just another number on a scorecard but now we remember every single case."

LOOKING AHEAD

- Promote physician engagement
- Permanent Target Zero section in The Pulse
- Quarterly awards (best outcomes, most improved)
- Upcoming areas (ED, OR, SDS, PAT)