

How do you problem solve on a busy inpatient unit?

The Problem

Everyday life for our inpatient staff consist of multiple competing priorities, a lot of pressure, things feel scattered and are constantly changing. And yet, the things we have to do aren't going away.



"How can we go about this work in a different way? One that is more effective and is actually more supportive to all of you. I believe that way is by implementing a Daily Management System."

— Marsha Maurer, Chief Nursing Officer,
Senior Vice President, Patient Care Services

Goal

Create a supportive environment to solve problems and improve performance locally

The Team

Sponsors	Project Directors	Steering Committee	Standard Calendar Team
Marsha Maurer Alice Lee	Kimberly Eng BB Wood	Co-Chairs: Elena Canacari, Cindy Phelan Members: Anissa Bernardo, Laurie Bloom, Mary Jo Brogna, Jane Foley, Jaime Levash, Kim Sulmonte, Phyllis West	Team Leader: Alison Small Team: Jenn Barsamian, Pam Browall, Elena Canacari, Mary Francis Cedorchuk, Sue Dorion, Jane Foley, Chris Garabedian, Tracey Lee, Jaime Levash, Michelle Mercurio, Cindy Phelan, Kristin Russell, John Ryan, Michelle Sheppard, Connie Shulkin-O'Brien, Kim Sulmonte, Phyllis West, Allison Wang

The Interventions



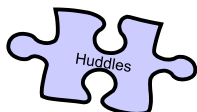
Step 1 – No Meeting Zone

- Standardize calendars to create space for dedicated improvement time
 - 2 hours, 3 days per week
 - No meetings booked during this time
- Who? Nurse Manager, Clinical Nurse Specialist, Resource RN



Step 2 – Daily Metrics

- Track metrics daily to make problems visual and facilitate problem solving
- Start with 1 'People' metric that is meaningful to staff and 1 'Quality' metric that can improve care for patient
- Fresh daily metrics vs. old rolled up data
 - What staff remember within the last 24 hrs
 - Metric in staff/unit control
 - Metric important to the staff



Step 3 – Huddles

- Create a disciplined problem solving culture where root causes are found and systemic process based improvements are implemented
- Huddle and problem solve around metrics at a predictable time for 5 – 10 minutes
- Situational awareness and improvement focus

Example Metrics

- Did every PCT receive report from RN
- Did you get a meal break today?
- Is your patient assignment manageable/safe?
- Were you paged for Rounds today?
- Did each PCT get an RN report
- Did you get out on time?

Progress to Date

- Green or Red**
Are we meeting our goal?
- Trend Chart**
How are we doing compared to goal?
- If not meeting goal —**
What was the reason?
- Action Plan**
What are our next steps?



CC6

Learn & Spread



Daily Metrics Components

Daily Management System on CC6 (began 1/13/2014)

Expanding to 3 additional units to learn and improve the standard package before rolling out to all of PCS

Lessons Learned

- Select metrics that are meaningful to staff
- Engage staff through the manual process of filling in the metrics by hand
- Make problems visual to help facilitate problem solving
- Once goals are reached, change the target or measure to keep metrics fresh
- Management commitment and support of problems that are important to staff
- Regular huddles make a new routine to teach a new way of thinking

Next Steps

