Solution: Weinberg 4C CUSP: Cohorting, Multidisciplinary Rounds and Daily Goals

Organization: The Johns Hopkins Hospital  
Type: Acute Care

Primary Contact: Paula S. Kent, RN, MSN, MBA, Patient Safety Coordinator  
E-mail: pkent2@jhmi.edu  
Phone: 443.287.0018

IDENTIFICATION:
In February 2008, a safety team was established on Weinberg 4C (W4C) at the Johns Hopkins Hospital as part of the Comprehensive Unit-based Safety Program (CUSP). The W4C staff received Science of Safety training as part of the CUSP process. Following this education, a 2-question survey was administered:
1) In what way can the next patient be harmed?
2) What can be done to prevent this harm?

![Diagram showing how the next patient will be harmed](image)

Factors contributing to poor communication included:
- 8 teams rounding simultaneously prevents nursing participation
- Surgeons not present on unit (in the Operating Room)
- Residents overwhelmed with volume of pages and often unable to respond
- Geography & architecture
- Technology:
  - Building not able to transmit and receive pages in all areas (dead zones)
  - Pagers & Provider Order Entry tend to decrease direct communication

Poor teamwork between RNs & MDs on W4C is thought to lead to:
- Nurse dissatisfaction & high nurse turnover
- Resident dissatisfaction
- Confusion regarding plan of care
- Decreased patient satisfaction
- Poorer clinical outcomes
PROCESS:
In February of 2008, monthly meetings of the multidisciplinary CUSP team including all levels of staff began. W4C is an inpatient surgical unit providing care to more than 8 services which presents numerous challenges for teamwork and communication.

SOLUTION:
In April 2008, the W4C team implemented the following program interventions:
- Cohorted Cameron Blue Service patients on W4C required support from:
  - Surgical leadership
  - Attending Physicians
  - Nursing coordinators
  - Cameron Blue Nurse Practitioner
  - Staff nurses on W4C
- Nurses round with Cameron Blue team at 6 AM
- Daily goals developed during rounds, recorded on team-based form
- Workgroup developed to build on cohorting initiative, enhance care coordination/patient flow
- Monthly pizza lunches to debrief staff

Enhanced coordination/communication were benefits of the following interventions:
- Cohorting
- Daily goals
- Monthly debrief meetings
- Care coordination/patient flow workgroup

The CUSP Program Interventions have provided:
- Improved dialogue between Cameron Blue Providers and Weinberg 4C Nursing Staff
- Better familiarity of staff with Cameron Blue Service and plans of care

The CUSP Program interventions including cohorting, RN-MD rounding and clear patient centered goals help to provide:
- Well-coordinated and focused care
- A healthy work environment
- Nurse & physician satisfaction

In part, this is evidenced by improved scores for teamwork and safety domains on the Safety Attitudes Questionnaire which is administered every 12 -18 months at The Johns Hopkins Hospital.

Future direction for this CUSP team includes the following:
- Continued interdisciplinary approach
- Continue processes