

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

Organization: The Johns Hopkins Hospital

Type: Acute Care

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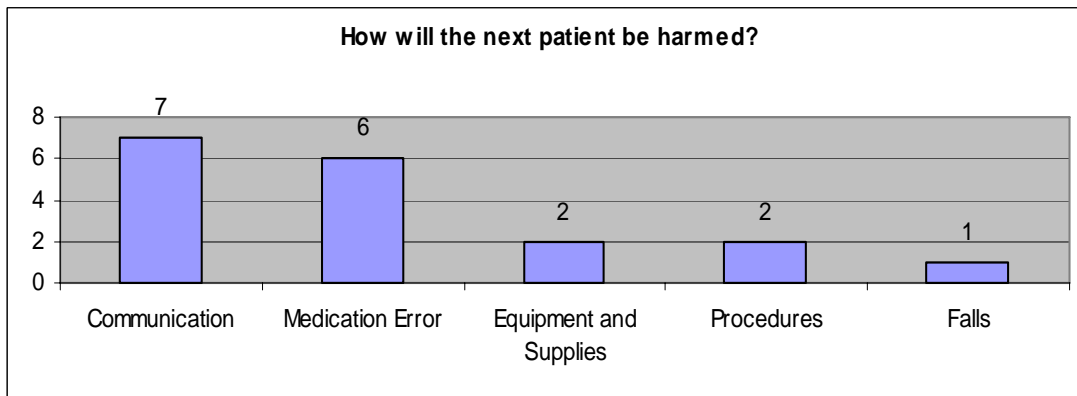
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IDENTIFICATION:

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?



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