Creating A Niche: Medical-Surgical Nurses Role in Successful Program Development (Oral)

Eileen Sacco MSN, RN, CNRN, ONC
Lehigh Valley Health Network, Eileen.Sacco@lvhn.org

Follow this and additional works at: http://scholarlyworks.lvhn.org/patient-care-services-nursing

Part of the Nursing Commons

Published In/Presented At
Sacco, E. (2012, October 4-7). Creating A Niche: Medical-Surgical Nurses Role in Successful Program Development. Presented at: The AMSN 21st Annual Convention, Salt Lake City, UT.

This Presentation is brought to you for free and open access by LVHN Scholarly Works. It has been accepted for inclusion in LVHN Scholarly Works by an authorized administrator. For more information, please contact LibraryServices@lvhn.org.
Creating a NICHE: Medical-Surgical Nurses’ Role in Successful Program Development

Eileen Sacco, MSN, RN, CNRN, ONC
Director, Patient Care Services
Disclosure

Ms. Sacco has no vested interests associated with this presentation to report.
Objectives

▪ Explore the challenges and opportunities associated with the design and implementation of a NICHE program in an academic, community Magnet™ Hospital

▪ Identify effective leadership strategies to empower staff nurses to exceed program goals and positively impact outcomes for the inpatient geriatric population
Who We Are

- Largest academic community hospital in PA
- Largest Level 1 Trauma Center in region
- Certified Stroke Center
- Employees – 11,500
- Medical Staff – 1,200+
- Nurses – 2,334

- Magnet Hospital
- 163,000 ED visits
- 68,602 admissions
- 981 acute care beds
- 3 hospital campuses
- 8 health centers
- Revenues over $2 Billion
Quality Milestones

2007
- America's Best Hospitals for cancer care, digestive disorders, endocrinology, heart care and heart surgery, kidney disease, orthopedics-U.S. News & World Report
- Leapfrog Top Hospital- The Leapfrog Group
- Primary Stroke Center- Joint Commission
- Best 100 Companies to Work For- FORTUNE
- Top 100 Integrated Health Networks- Verispans
- 100 Most Wired and 25 Most Wireless Hospitals- Hospitals & Health Networks

2008
- America's Best Hospitals for digestive disorders, geriatrics, and heart care and heart surgery-U.S. News & World Report
- Nation's Highest Heart Attack Survival Rate-Centers for Medicare and Medicaid Services (CMS)
- Leapfrog Top Hospital- The Leapfrog Group
- Burn Care Re-verification for Adults and Children-American Burn Association and the American College of Surgeons
- Best 100 Companies to Work For- FORTUNE
- 100 Best Places to Work in Healthcare- Modern Healthcare
- Blue Distinction Center for Complex and Rare Cancers-Highmark Blue Shield
- Top 100 Integrated Health Networks- Verispans
- 100 Most Wired and 25 Most Wireless Hospitals- Hospitals & Health Networks
- First LEED-Certified Inpatient Facility in Pa.- U.S. Green Building Council

2009
- America's Best Hospitals for geriatrics, and urology-U.S. News & World Report
- Pennsylvania's Highest Heart Attack Survival Rate-Centers for Medicare and Medicaid Services (CMS)
- Accredited Chest Pain Center- Society of Chest Pain Centers
- Best 100 Companies to Work For- FORTUNE
- Leapfrog Top Hospital- The Leapfrog Group
- Full Accreditation- Association for the Accreditation of Human Research Protection Programs (AAHRPP)
- Outstanding Program Achievement Award- American College of Surgeons' Commission on Cancer (CoC)
- Get With the Guidelines- Stroke Gold Performance Achievement Award- American Stroke Association
- 100 Most Wired and 25 Most Wireless Hospitals- Hospitals & Health Networks
- EPA Mid-Atlantic Region Environmental Achievement Award- U.S. Environmental Protection Agency
- One of the 10 Best Hospitals in America- Becker's Hospital Review

2010
- America's Best Hospitals for endocrinology, gastroenterology and geriatrics- U.S. News & World Report
- No. 1 in PA and No. 2 in the Nation for Heart Attack Results- Centers for Medicare and Medicaid Services (CMS)
- Top 5 Academic Medical Centers in U.S.- University HealthSystem Consortium (UHC)
- NCI Community Cancer Centers Program- National Cancer Institute, U.S. National Institutes of Health
- 100 Most Wired and 25 Most Wireless Hospitals- Hospitals & Health Networks
- Top 100 Integrated Health Networks- SDI
- Leapfrog Top Hospital- The Leapfrog Group
- One of the 30 Best Hospitals in America- Becker's Hospital Review
- 100 Best Places to Work in Healthcare- Becker's Hospital Review
- Carolyn Boone Lewis Living the Vision- American Hospital Association (AHA)

2011
- America's Best Hospitals for endocrinology, gastroenterology and geriatrics- U.S. News & World Report
- No. 1 and No. 2 Hospitals in the Region- U.S. News & World Report
- Magnet Hospital redesignation for nursing excellence- American Nursing Credentialing Center
- Top Performer on Key Quality Measures- Joint Commission
- Architecture and Design Award for environmentally friendly healthcare- GreenCare
- Top 100 Integrated Health Networks- Verispans
- 100 Most Wired Hospitals- Hospitals & Health Networks
- 100 Best Places to Work in Healthcare- Becker's Hospital Review
Creating Our NICHE
Testing solutions
Advancing care
Changing policy
Six participating healthcare systems

Rapid implementation of models to:

- Effectively and efficiently care for hospitalized patients
- Offer alternatives to hospitalization for Medicare beneficiaries
- Transition patients out of the hospital effectively
Participation based on commitment to implement a minimum of 2 EBP elder care programs

- Palliative care already well developed
- NICHE and CTI selected for implementation
- ACE tracker to be investigated
Nurses Improving Care for Healthsystem Elders (NICHE)

Program of the Hartford Institute for Geriatric Nursing at New York University College of Nursing
NICHE

- National geriatric nursing program addressing needs of hospitalized older adults
- NICHE designation
  - 300 hospitals
  - 40 states
  - Canada
NICHE Mission

- Stimulate change in culture
- Achieve patient-centered care for older adults
- Customize training
- Support planning and implementation
- Sustain geriatric programs
Why Consider NICHE Program?

- Enhance nursing and interdisciplinary knowledge and skills
- Improve clinical outcomes
- Gain greater patient and family satisfaction
Improving Geriatric Nursing Competence
Improving Care for Hospitalized Older Adults *is* Good Business!

- Core consumers of hospital care
- Hospitalization increases risks
- Nurses influence care deliver and outcomes
Our NICHE Journey
Goals

- Align network priorities with economic climate
- Enhance medical-surgical nurse knowledge
- Improve outcomes and quality of care
- Enhance collaborative interdisciplinary care across continuum
- Strengthen geriatric service line
Early Program Development

- Leadership team formation
- Shared vision development
- Geriatric Institutional Assessment Profile completion
- Nursing competency tools defined
Our Team

- Physician champion
- Senior nursing leadership
- Education specialist
- Administrator for Quality and EBP
- Advanced practice nurse
- Nurse manager
- Medical-surgical direct care nurse
Proposal

- Administrative commitment
- Training and commitment from leadership team
- Pilot unit
- Cost projection
Mission/Vision Statement

To provide patient-centered, evidence-based, interdisciplinary, exemplary, and compassionate care to our geriatric patients in our acute and sub-acute settings throughout the health network guided by our mission to heal, comfort, and care for the people of our community, and driven by our passion for better mission.
Current Practice Environment

- 2008 retrospective analysis
  - 49% of inpatient admissions > age 65

- 2010 Geriatric Institutional Assessment Profile (GIAP)
  - Low knowledge base
  - High attitude, concern, and interest
Current Practice Environment: Pilot Unit

- 18 bed medical telemetry unit
- Primary admissions: Internal Medicine and Family Practice Service Lines
- Significant older adult population
- 44% medical-surgical nurses ≤ 2 years experience
Challenges to Implementation

- Competing priorities
- Staff engagement
- Compensation
- Time commitment
- Leadership support
- Technical support
- Ancillary staff education
- Unit expansion
Opportunities for Medical-Surgical Nurses

- Strengthen collaboration
- Provide continuing education for licensure
- Expand knowledge and skill
- Empower nurses to change practice environment
Opportunities for Medical-Surgical Nurses (cont)

- Use nurse-driven strategies to impact care and outcomes
- Recognize specialty as Geriatric Resource Nurse (GRN)
- Impact future network service line initiatives
Strategies for Implementation

- Gain financial support for education
- Establish goals and timeline
- Identify unit nurse champions
- Employ strategies to sustain motivation
Success Strategies

- Physician champion and senior nursing leadership support for program funding
- Designation as a NICHE hospital
- Current culture supportive of professional development
- Senior nurse leadership to engage direct care medical-surgical nurses
- Goal setting by unit leadership
We Did It!

- 13 out of 16 staff RNs completed training
- NICHE training extended to interdisciplinary team
- Weekly “Notes on NICHE”
- Celebration honoring GRNs
- Monthly Geri Rounds
- Wall of Fame
It’s Always About our Patients!

- PI indicator: reduce patient falls
- Fall reduction strategies:
  - Pre/post test to measure knowledge
  - Unit education with focus on NICHE concepts
  - Geriatric education modules for non-licensed staff
  - Bi-monthly geriatric rounds
Outcomes

- Unit staff acknowledge confidence and empowerment
- Unit fall rate: Overall reduction

<table>
<thead>
<tr>
<th></th>
<th>FY 2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5.2</td>
<td>4.0</td>
<td>4.2</td>
</tr>
</tbody>
</table>
### Outcomes

- **Overall nursing satisfaction (Press Ganey)**

<table>
<thead>
<tr>
<th></th>
<th>FY 2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>87.9</td>
<td>85.8</td>
<td>89.03</td>
</tr>
</tbody>
</table>
Next Steps in the Journey

- Roll out GRN curriculum to units caring for older adults
- Support geriatric nurse specialty certification
- Implement geriatric-related evidence-based nurse driven protocols
Next Steps in the Journey (cont)

- Consider dedicated Acute Care of the Elderly (ACE) unit
- Develop Network continuing education opportunities
Navigating the Journey – Recalculating and Rest Stops…

- Leadership team turnover
- Limited resources for technical staff education
- Unit expansion and staff attrition
- NICHE program resource changes
The Road Well Traveled

- **Geriatric Resources Nurses (GRNs)**
  - 86 RNs completed GRN training
  - 8 departments across 3 campuses

- **Geriatric Rounds**
  - Contact hours obtained

- **Delirium Assessment**
  - EBP study to select tool (CAM)
The Road Well Traveled (cont)

- Geriatric Patient Care Associates (GPCA) education series developed
- EBP FellowS² Program participation
- Local and national conference presentations
- ‘Partnering In Your Care’ initiative
Future Destinations

- Continued roll-out throughout Network
- New educational opportunities
- Network NICHE conference 2013
- NICHE extension to our SNF partners
Take Home

To provide outstanding care to our community, we must continually enhance our elder care across the continuum by empowering medical-surgical nurses to embrace their practice and champion successful program implementation.
References


Questions?

Contact Information:

Eileen Sacco, MSN, RN, CNRN, ONC
Eileen.Sacco@lvhn.org
610-402-8496