Improving Staff Satisfaction, Turnover, and Communication on the ACCU: Intermediate Results of a Focused Improvement Workshop (FIW)

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Introduction

- With rising acuity on the ACCU, there was a decline in staff satisfaction and an increase in nursing and APP turnover rates (26% and 30% respectively).
- Recent engagement survey revealed less than ideal rates of 63% and 73.8% for nursing and providers, respectively.
- Cause:
  - Inconsistent communication and escalation of care for deteriorating patients
  - Increase in high-risk transfers to the CICU
- Solution:
  - An FIW to create structured and sustainable approaches (figure 1).

Methods

- 3-day workshop with representation from throughout the institution: Hospital and department leadership, physicians, APPs, nursing staff, patient progression hub, CICU, pharmacy, laboratory medicine, vascular access, and resuscitation team members.
- Objectives (figure 2):
  - Improve nursing workload adjusted census and create countermeasures
  - Create a provider workload scoring tool
  - Create a standard process for escalation of deteriorating patients
  - Redefine available unit resources
  - Re-education and training of protocols
  - Improve all staff satisfaction and engagement
  - Reduce nursing and APP turnover

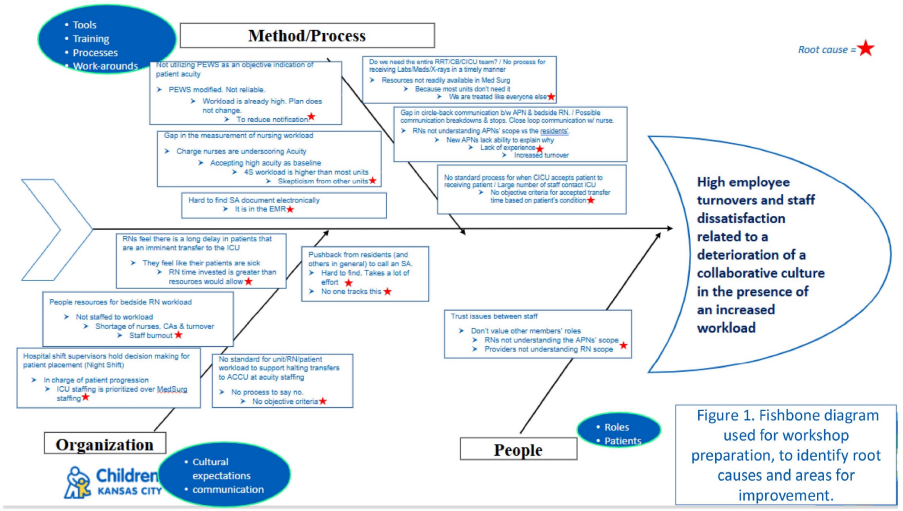

Figure 1. Fishbone diagram used for workshop preparation, to identify root causes and areas for improvement.

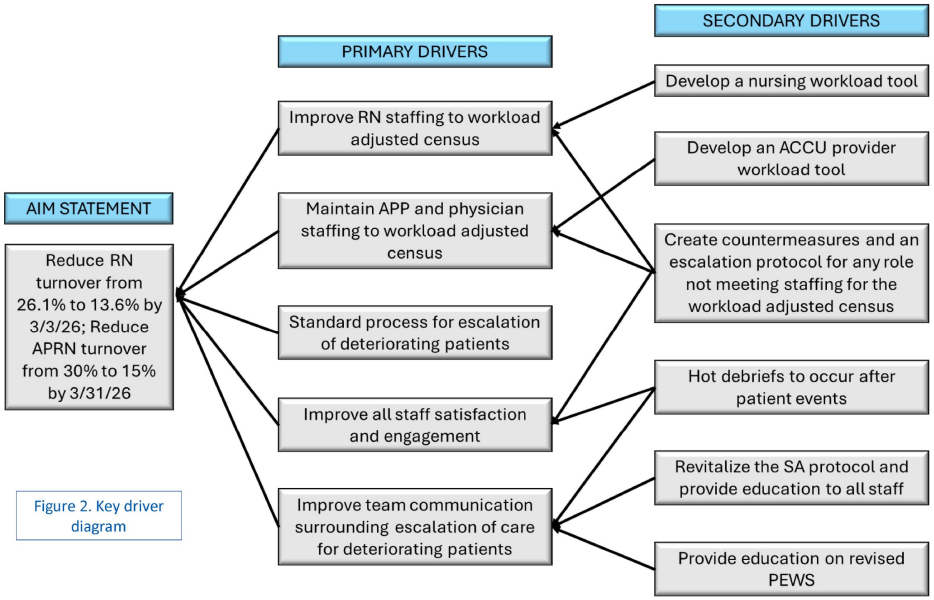

Figure 2. Key driver diagram

Results

- The FIW led to:
  - Development of criteria for CICU to ACCU transfers based on census, staffing considerations, and resources
  - Revitalization of the situation awareness (SA) process
  - Re-education and enforcement of PEWS scoring
  - Establishment of "hot" debriefs
- The 60-day outcome metrics:
  - Nursing staff workload adjusted census at 73% (up from baseline of 62%)
  - Nursing turnover rate down to 17%
- The 60-day process metrics:
  - ACCU provider workload tool use – 85% (target 50%)
  - Staff trained on revised PEWS and SA protocols – 100% (target 65%)
  - Hot debriefs after a patient event – 100% (target 75%)
- Additionally:
  - No delays in CICU to ACCU transfers, showing workload scores don't impact throughput
  - The ACCU accounts for 60% of all SAs hospital wide
  - 50% of SAs resulted in safe and timely transfer
  - There have been no high acuity transfers or arrests on the floor since implementation

Conclusion

- This multi-disciplinary collaboration resulted in successful implementation of standardized processes within the ACCU.
- Intermediate results show that these processes work, as seen by metrics at or above goal at 60 days.
- Subsequent work will include evaluation of rapid bounce backs to the CICU and the discharge process to improve overall flow through the ACCU.

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