

Promoting a System Wide Nursing Orientation Program for large Corporate Healthcare

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This presenter has no conflicts of interest in this presentation

Objectives

1. Discuss the role of the DNP administrator in leading organizations toward systemized programming
2. Demonstrate the skill of collaborative practice
3. Implement programs which align with strategic goals and compliance to regulatory agencies

Fairview Health System

- *Pressure on healthcare to reduce costs*

1. Fairview Health System consists of

- A large academic medical center, University of Minnesota Medical Center – which includes inpatient acute care, adults and pediatrics, and behavioral services 1700 licensed bed -
- 4 community hospitals ranging in size from 54-390 licensed beds
- 1525 staffed beds in Fairview System
- 100 Clinics
- 22,000 employees (Over 3353 FTE's or 4810 RN positions, plus paraprofessionals)

Background

- After a period of low volumes of hiring from 2008-2010, Fairview began to experience nursing staff shortages
- Ability to on-board staff was limited to individual hospital and clinics orientation program schedule, usually every two weeks or once per month (clinic)

Background

1. Demand was high for more rapid approaches to on-boarding
2. Competing demand to lower costs associated with any non-patient care resources (education)

Assessment of Program Requirements

- *Nursing Process is so handy*
- Each hospital had their own orientation program for nursing staff and their own curriculum.
 - Number of educators involved = 3.85 FTE's support these programs
- Electronic Health Record orientation was managed by a separate group of educators, but coordinated with each entity's program

Purpose of New System Nursing Orientation

1. Create, implement and *structure* sustainment for a structurally aligned, collaborative, evidence based, and resource sensitive, standardized approach for a Fairview Health System Central Nurse Orientation Program. The program will include all inpatient and outpatient nursing staff roles, for example, RN-LPN-NA-MA-ERT and others as appropriate. The program will be structured to maximize efficient use of all resources and be organized according to need. I.e. the first day will meet the needs of 100% of system nursing staff, the second 90% etc.

Collaboration

- *High competence in collaboration required*
1. Collaboration is a “*dynamic, interpersonal process in which two or more individuals make a commitment to each other to interact authentically and constructively to solve problems and to learn from each other in order to accomplish identified goals, purposes, or outcomes. The individuals recognize and articulate the shared values that make this commitment possible*” (Hamric, Spross, Hanson, 2000)

Collaboration as a complex concept

- *Includes:*

1. Parallel communication and functioning
2. Information exchange
3. Coordination
4. Consultation
5. Co-management
6. Referral



Scope of Work

- Achieve alignment across the Fairview System for a central nursing orientation program
- Include business critical information utilizing a clear platform
 - Fairview's Nursing Vision/Mission/Values (*to be developed*)
 - Strategic Directions
 - Critical Thinking
 - Fairview's *Professional Nursing Practice Model*
 - Teamwork
 - Nursing Professional Responsibilities and Accountability for practice

Scope of work

- Maintain resource sensitivity and efficiency with regards to Fairview budget priorities, people and other resources
- Utilize subject matter experts for evidenced based learning content
- Maximize the use of the Learning Management System (LMS)
- Create a program that offers weekly start dates
- Incorporate EPIC training
- Accommodates to prior experience as possible

Metrics

Critical to plan for the volume needed

| Classification | Number hired | % RN |
|---|--------------|--------------|
| Administration Nursing | 6 | 83% |
| ED | 76 | 89.5% |
| Home care | 78 | 96% |
| Inpatient (includes Behavioral, Periop) | 791 | 66% |
| Outpatient | 157 | 86% |
| Total | 1109 | 72.6% |
| | | |

Metrics

- *Understand the skill mix of those attending*

| Entity | Number Hired for Nursing Roles in 18 months | % for each entity |
|-------------------------|---|-------------------|
| Ridges | 157 | 14% |
| Southdale | 200 | 18% |
| Amplatz | 130 | 44% |
| University East Bank | 240 | |
| University West Bank | 117 | |
| Northland | 9 | 1% |
| Lakes | 30 | 2.6% |
| Various clinics | 149 | 13.4% |
| Home Health and Hospice | 77 | 7% |
| Total | 1109 | 100% |

Metrics

- *Understand seasonal hiring patterns*
- Reviewed the historical metrics to determine the distribution of hiring throughout the year
 - Maximum and Minimum
 - Average attendance
 - Allow for growth of program
- This step allowed for assessment of training space availability to accommodate weekly program

Identify Limitations and Barriers

- Location, availability and size of the classroom space needed on a weekly basis
 - Determined implementation date at new education facility. Need to move to new facilities by May to prevent further congestion of classroom space at UMMC needed for other programs
- Evaluating open access Computer Lab in newly designed learning space for completion of e-learning during SNO program separate from EPIC training rooms to maximize flexibility and efficiencies
- Availability of (used) equipment for training purpose for beds, IV pumps, glucometer, safe patient handling if located off-site
 - Examining this issue for cost, availability, options, and moving into new education space
- Availability of content experts to deliver content on a weekly basis

Curriculum Planning

- *Curriculum Mapping - criteria*

1. Standardization of core nursing professional accountability and responsibility related to quality patient care.
2. Promote consistency in messages that align with system policies and strategic objectives
3. Meet or exceed regulatory requirements
4. Eliminate redundancy of content

Meet or Exceed Regulatory Requirements

- *Tools and Steps*

- Develop a spreadsheet of the orientation requirements as determined by compliance standards
 - Reviewed Joint Commission, CMS, Minnesota Dept. of Health to determine requirements
 - Align topics to address the requirements
 - Determine objectives, methods, job codes which apply to regulation
 - Map content in systematic way that creates efficient presentations and maximizes participant involvement in content
 - Handouts are available of our content map

Plan

- *Develop plan and communicate to Nursing leadership*

| RN Central Nursing Orientation Agenda 2012 | | | | | | | | |
|--|------------------------------------|--|------------------------------|------------------------------|-----------|-----------------------|------------------------------|----------------------------|
| NEW | CNO Day 1 | | CNO Day 2 | | CNO Day 3 | | CNO Day 4 | |
| All in one week | 0800-0810 | Welcome | | | | | | |
| | 0810-0900 | Leadership Fairview Nursing Professional Model | | | | | | |
| | 0900-1000 | Communication, TeamSTEPPS /SBAR | 0730-1200 | EPIC | 0730-1130 | EPIC | 0730-1130 | EPIC |
| | 1000-1015 | Break | | | | | | |
| | 1015-1100 | Delegation, Scope of Practice, Accountability | | | | | | |
| | 11:00-1130 | Risk Management | | | | | | |
| | 1130-1215 | Lunch | 1200-1245 | Lunch | 1130-1200 | Lunch | 1130-1200 | Lunch |
| | 1215-1315 | NPSG/Patient Satisfaction/Dashboard | 1245-1315 | Ethics-Spiritual Health | 1200-1400 | Glycemic Management | 1200-1300 | Library resources/Policies |
| | 1315-1415 | Glucose Meter includes e-learning | 1315-1345 | Organ, Tissue & Eye Donation | 1400-1415 | Break | 1300-1330 | Language Services |
| | 1415-1430 | Break | 1345-1400 | Break | 1415-1600 | SPH / Fall Prevention | 1345-1400 | Break |
| 1430-1530 | De-escalation & Restraints | 1400-1600 | Vascular Access and IV pumps | | | 1400-1430 | Emergency Response | |
| 1530-1630 | Suicide Prevention and Precautions | | | | | 1430-1530 | O2 Delivery + Ambu Checkoff | |
| | | | | | | 1430-1600 | Simulation and Documentation | |

Plan Alignment with Paraprofessional requirements

PARAPROFESSIONAL SNO Agenda 2012

NEW-Monday
All in one week

| SNO Day 1- Tuesday | | SNO Day 2- Wednesday | | SNO Day 3-Thursday | | | | | |
|--------------------|--|----------------------|---|--------------------|--|-----------|-----------------|-----------|-----------------------------------|
| 0800-0840 | Welcome-orientation overview | 0800-1130 | Para Day 2 - Dress code, Patient ID, 24 hr. clock, equipment safety, infection prev.-bio-burden, glucometer cleaning, telephone/deck etiquette, FormsOnDemand,LMS , Intranet, email | 0800-1130 | Para Day 3- White boards, hourly rounding, fall risk, skin care and positioning, attendant role, vital signs, blood admin. (para role), communication within the care team Computer time to start LMS lessons | | | | |
| 0840-0900 | Leadership Fairview Nursing Professional Model | | | | | | | | |
| 0900-0945 | Communication, TeamSTEPPS /SBAR | | | | | | | | |
| 0945-1000 | Break | | | | | | | | |
| 1000-1030 | Language Services | | | | | | | | |
| 1030-1115 | Risk Management | 1130-1230 | Lunch | 1130-1215 | Lunch | | | | |
| 1115-1215 | Lunch | | | | | | | | |
| 1215-1315 | Glucose Meter Includes e-learning | | | | | 1230-1630 | HUC/NA/NST EPIC | 1215-1430 | Safe Pt. Handling/Fall Prevention |
| 1315-1400 | NPSG/Pat Satisfaction | | | | | | | | |
| 1400-1415 | Break | | | | | | | | |
| 1415-1445 | Delegation, Scope of Practice, Accountability | | | | | | | | |
| 1445-1515 | Emergency Response | | | | | | | | |
| 1515-1600 | Suicide/De-escalation and Restraints | | | | | | | | |

| NA/NST by eLearning - 1.25 hours to complete included in plan | | HUC by eLearning- 1.25 hours to complete included in plan | | |
|---|----------------------|---|--------------|---------------------------|
| Required Learning | 45 minutes | Required Learning | 45 minutes | Assigned by HR |
| Corporate Compliance | 60 minutes | Corporate Compliance | 60 minutes | |
| HIPAA Priv. for caregivers | 15 minutes | HIPAA Priv. for Caregivers | 15 minutes | |
| Raz. Waste Nursing Ancillary per entity | 20 minutes | | | Assigned in SNO or entity |
| NPSG Infection Prevention | 15 minutes | | | |
| Bloodborne Pathogen | 10 minutes | | | |
| Pressure Ulcer Prevention per entity | 40 minutes | | | |
| Total time | 3 hrs 25 min. | Total time | 2 hrs | |

Plan for Education Space

- *Renovation for new education program*
- Located old facility in organization that could be converted to education space
- Collaborated with EHR education team, System Nursing Orientation program, Fairview Real-estate, architect, IT technology, facility planning, construction, supply chain and audio visual experts

Plan Budget and Complete Cost Analysis

- *Return on Investment*

1. Critical thinking through each element of a program will lead to cost analysis and allow for calculation of return on investment

Table 1: Projected Savings of New System SNO (reviewed 1/26/2012)

| Entity | Number Hired for Nursing Roles per year | % for each entity | Approximate Costs associated with CNO, 2011 | Extra costs | Savings | Projected cost associated with CNO 2012 |
|----------------------------|---|-------------------|---|---------------------|------------------|---|
| Ridges | 105 | 14% | \$58,800 | \$ 18,900.00 | | |
| Southdale | 133 | 18% | \$98,420 | | | |
| Amplatz | 87 | | | | | |
| University East Bank | 160 | | | | | |
| University West Bank | 78 | 44% | \$344,500 | | \$104,000 | |
| Northland | 6 | 1% | \$1,920 | \$2,520 | | |
| Lakes | 20 | 2.60% | \$24,000 | | \$10,800 | |
| Various clinics | 99 | 13.40% | \$63,360 | \$9,900 | | |
| Home Health and Hospice | 51 | 7% | NA | NA | NA | |
| Total cost per year | 739 | 100% | \$591,000 | \$ 31,320.00 | \$114,800 | \$507,520 |

Table 2: Projected Educator Personnel Costs for SNO

| Personnel costs | FTE | 2011 Total costs current educator for CNO and other projects | Total costs educator and support for New CNO | Educator value deployed to other projects |
|---|--|---|---|--|
| Each Entity has personnel | 3.8 | \$ 395,200.00 | | |
| Need at System SNO site | 2 | | \$ 147,200.00 | |
| Need Administrative Support - New Position | 1 | | \$ 52,000.00 | |
| Entity specific education resources | 1.8 | | | |
| Totals | | \$ 395,200.00 | \$ 199,200.00 | \$ 196,000.00 |
| Expert Faculty support - SPH, Risk, "Life source" | Note: travel costs reduced and decreased frequency improves availability beyond SNO | | | |

Table 3: Summary of Savings

| Item | Cost 2011 | Est. Cost System SNO | Savings |
|---|----------------------|----------------------|----------------------|
| Cost estimate per year for new hires | \$ 591,000.00 | \$ 507,520.00 | \$ 83,480.00 |
| Cost for educators (not just SNO) | \$ 395,200.00 | \$ 199,200.00 | |
| Rental cost of C361 & touchdown offices | | | \$ 19,620.00 |
| Total Saved | \$ 986,200.00 | \$ 706,720.00 | \$ 103,100.00 |

Table 4: Projected Construction Costs

| | | | |
|---|----------------------|--|--|
| For both Epic and CNO training space | | | |
| Construction Costs | \$1,200,000.00 | | |
| SNO space | \$ 600,000.00 | | |
| SNO Technology Costs | \$ 20,000.00 | | |
| Teleconferencing capability | \$ 125,000.00 | optional - also need IT support on all sites during program | |
| EPIC Training space | \$ 600,000.00 | | |
| Total construction costs | \$ 1,345,000.00 | | |
| Total construction costs r/t SNO program | \$ 620,000.00 | 6.01ROI | |

Calculating Return on Investment (ROI)

- *No special formula needed*

1. Projected costs = \$620,000

2. Projected savings = \$103,100

3. $\$620,000 / \$103,100 = 6.01$ years to ROI