

# Children's Medical Center of Dallas at Legacy

Building a Culture of  
Quality, Service and Family  
Centered Care



**Children's Medical Center of Dallas at Legacy**

72 bed pediatric hospital and multi-specialty care center

# Overview

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- Background of Children's Medical Center Dallas at Legacy
  - Organization structure and relationship with Children's Dallas
  - Considerations before opening
- Our Journey to Excellence
- Our Outcomes
  - Case Study in Engaging Staff: Acute Care, Emergency, and Intensive Care Units
- What About the Physicians?

# Organization Overview

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## Children's Medical Center Dallas

- An academic medical center with 98 years of history
- Partnership with UTSW Medical School
- Level I Trauma Center
- Unique position as the leading provider of high acuity services and a safety net hospital

## Children's at Legacy

- 72 bed hospital and multi-specialty care center
- Primary focus is patient care
- Shared governance, license and medical staff



Children's Medical Center of Dallas  
"Making Life Better for Children"

# Considerations Before Opening

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- High expectations internally and a demanding market externally
- Significant number of staff assumed a transfer to Legacy
- Opportunity to establish a culture around quality, service and family centered care
- Support from the organization to use Legacy as a “pilot” for several initiatives



Children's Medical Center at Legacy  
Under Construction - Spring of 2008

# Pre-Opening Activities

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- Evaluation of 'service models'
- Hiring practices
  - Interview process included 'technical' evaluation and 'cultural' fit
  - 70% of Legacy staff to be external hires
- "Legacy" orientation
  - Three day orientation focused on quality, service and family centered care
  - Foundation service training and expectations
- Implementation of prioritized Must Haves<sup>SM</sup>
  - Rounding practice. And more practice.

# Evidence-Based Leadership<sup>SM</sup> (EBL)

Foundation

Breakthrough

## STUDER GROUP:



### Aligned Goals

- ▼ Implement an organization-wide staff/leadership evaluation system to hardwire objective accountability
- ▼ *Principle 2 & 7*
- ▼ Create process to assist leaders in developing skills and leadership competencies necessary to attain desired results
- ▼ *Principle 4 & 8*

### Aligned Behavior

- ▼ **Rounding**
- ▼ **Thank You Notes**
- ▼ Employee Selection
- ▼ **Pre and Post Phone Calls**
- ▼ **Key Words at Key Times**
- ▼ *Principle 3, 5, 6, & 9*
- ▼ Re-recruit high and middle performers
- ▼ Move low performers up or out
- ▼ *Principle 4*

### Aligned Process

- ▼ Agendas by pillar
- ▼ Peer interviewing
- ▼ **30/90 day sessions**
- ▼ Pillar goals
- ▼ *Principle 1 & 2*
- ▼ Leader Eval Mgr (LEM)
- ▼ Staff Eval Mgr (SEM)
- ▼ Discharge Call Manager (DCM)
- ▼ Rounding Mgr
- ▼ Idea Express

# Operating Practices

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- Transparency of information
  - Monthly town halls offered to all staff
  - Scorecards published weekly
  - Leadership team visibility to scouting report issues
- Modified hiring practices
  - Behavioral interviewing adopted across hospital
- Orientation continues but now also includes a “buddy”
- No Guest Relations function on campus
- Further alignment of Must Haves<sup>SM</sup> with overall organization standards

# Evidence-Based Leadership<sup>SM</sup> (EBL)

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# Leadership Visibility and Ownership

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Initial practices focused on reviews and discussion

- Weekly rounding report reviews with entire leadership team
- Customized staff rounds

Recent practice focuses on scouting report reviews

Each leader maintains their own rounding logs and checklists

- Validation rounds



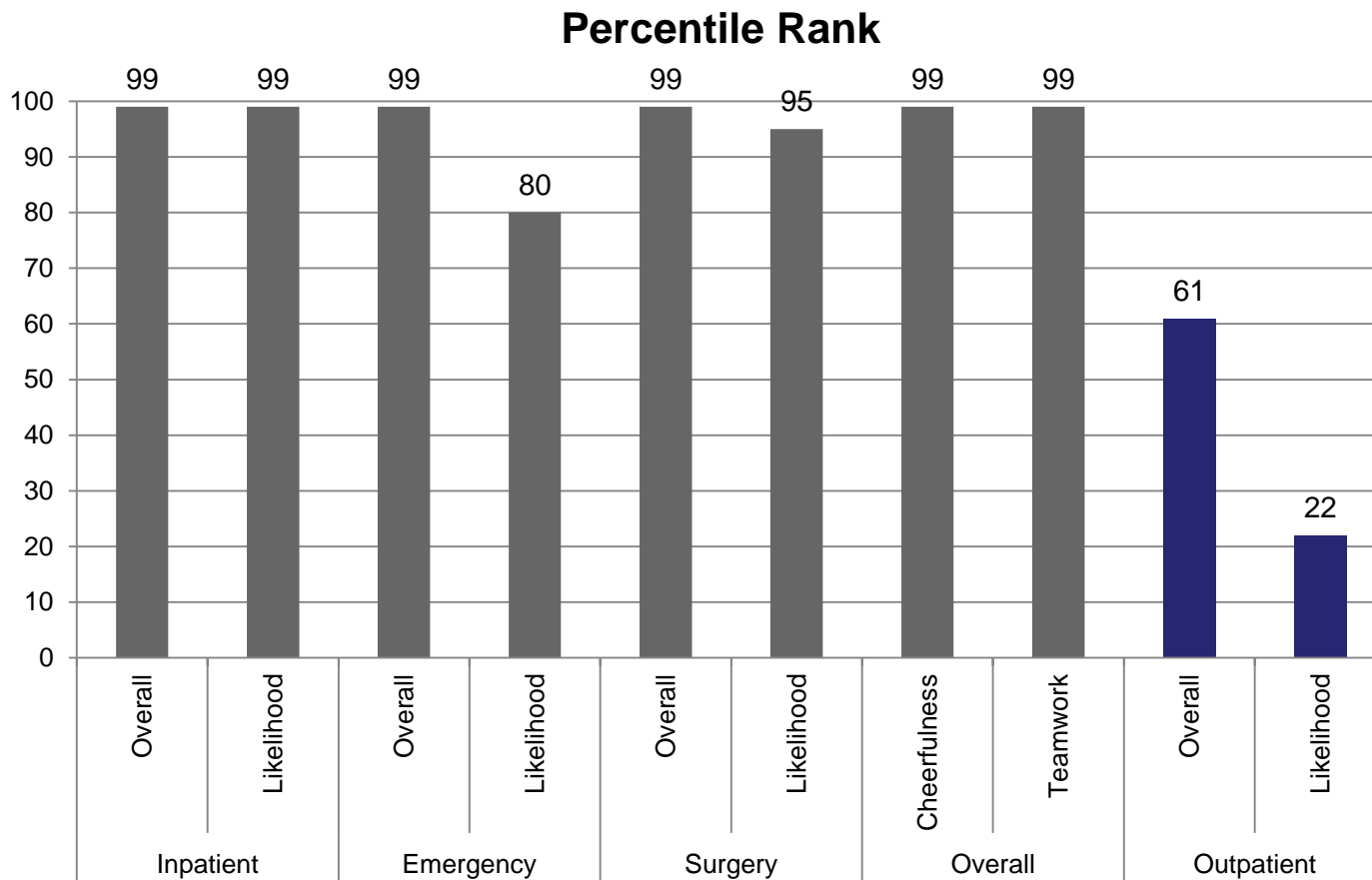
# Overall Parent/Patient Satisfaction Percentile Rank

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| Area               | 2009 | 2010 | 2011 |
|--------------------|------|------|------|
| Acute Care/ICU     | 99   | 99   | 99   |
| Emergency Services | 99   | 87   | 99   |
| Surgical Services  | 99   | 97   | 97   |

**Source: Press Ganey Children's Peer Group  
Benchmarking Period, Period Ending August 31, 2011**

# Overall Satisfaction and Likelihood to Recommend Since Opening



**Source: Press Ganey Children's Peer Group  
Benchmarking Period, Period Ending August 31, 2011**

# Acute Care/ICU Case Study

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## **Rapid growth presents staffing and quality challenges**

- Growth from 24 beds to 72 beds since opening
- Addition of ICU in 2010
- Highly seasonal volume presents staffing issues
- Rapid growth requires constant on-boarding and orientation

## **Focus on Quality and Safety**

- Pediatric Early Warning System (PEWS) used since day one
- ICU Resource team

## **Leadership Focus**

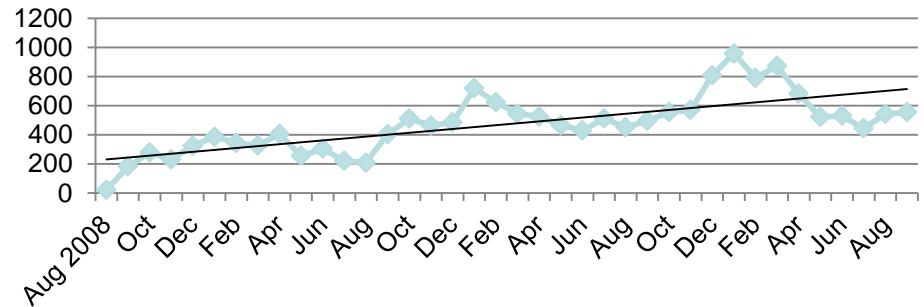
- Patient rounding
- Staff engagement
- Service issue resolution
- Medical staff relationships

# Nursing Division Performance

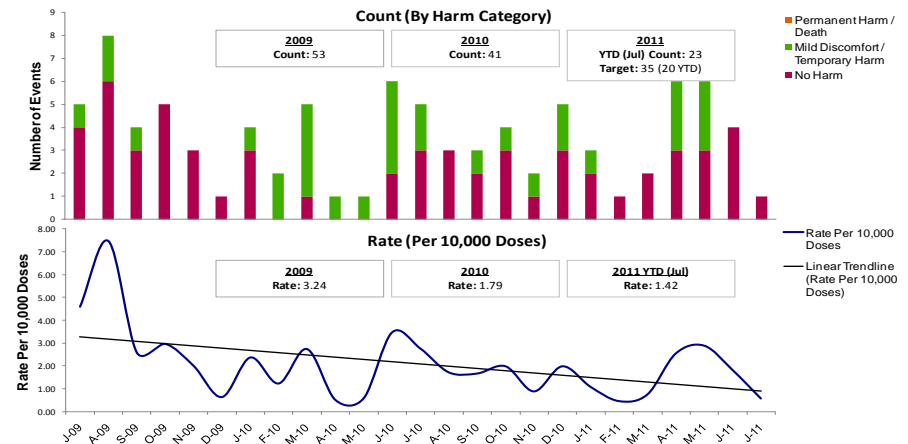
## Quality Initiatives

- Implementation of EMR
- Improvement in Medication Safety and Medication Scanning (99% compliance)
- PEWS in place

## Legacy Inpatient Pt Days



Inpatient Growth from 24 beds to 72 beds..



..and yet, medication safety has improved.

# Nursing Division Performance

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## Service/Family Centered Care Initiatives

- Nurse manager rounding
- Bed side shift change
- Hourly rounding implemented in January 2011
  - Reduction in PIV infiltrates that cause harm
  - Improvement in pain documentation
  - Maintenance of satisfaction results
  - Zero CPR or respiratory events



Family Centered Rounds

# Nursing Division Leadership Tools

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## Staff Engagement

- Unit councils and shared governance in place
- Staff visibility to leadership issues
  - “Cancellation” tracking and staff visibility
- Opportunities for daily feedback

## Measuring Staff Engagement

- Annual Employee Opinion Survey
- National Data Nursing Quality Indicators
- Turnover Rate
- Transfer Rate



Staff participating in “FUN Committee”  
3<sup>rd</sup> annual birthday celebration

# Nursing Division Performance Tools

## Electronic staff feedback

- By manager
- Questions align with rounding philosophy

## Legacy Data

jopatr

- [Home](#)
- [Staff Recognition](#)
- [Staff Satisfaction Survey - Jon Patrick](#)
- [Staff Satisfaction Survey - Andrea Biermeier](#)
- [Staff Satisfaction Survey - Karen Lettre](#)
- [Polls](#)
- [My account](#)
- [Search](#)
- ▷ [Create content](#)
- [Recent posts](#)
- ▷ [Administer](#)
- [Log out](#)

### Search

Search this site:

### Who's online

There are currently *1 user* and *0 guests* online.

Online users

- [jopatr](#)

### Satisfaction Survey - Jon Patrick

[Go to form](#) 831 reads

### Satisfaction Survey - Andrea Biermeier

[Go to form](#) 74 reads

### Satisfaction Survey - Karen Lettre

[Go to form](#) 21 reads

### Staff Recognition

Please use this form to formally recognize Staff Members that have gone above and beyond! Please Include Name and Situation

[Go to form](#) 64 reads





# Nursing Division Performance Tools

## Electronic staff feedback

- By manager
- Questions align with rounding philosophy

Shift: \*

7am to 7pm - Days  7pm to 7am - Nights

Shift Date: \* Oct 13 2011

The date of the shift you are evaluating.

Shift Unit: \* PICU

Where you worked.

Float Shift?: \* No

Did you work somewhere outside your home unit?

Overall enjoyment of the Workday...: \*

1  2  3  4  5

I was treated with respect & courtesy by all members of our team...: \*

1  2  3  4  5

Others were approachable with questions and/or suggestions...: \*

1  2  3  4  5

Ease of working with MDs / NPs...: \*

1  2  3  4  5

Communication ...: \*

1  2  3  4  5

Part of a team...: \*

1  2  3  4  5

I felt appreciated / recognized for my efforts...: \*

1  2  3  4  5

What prevented or contributed to it being a great workday?:

1= not worth it at all  
2= poor  
3= fair  
4= good  
5= excellent

# Nursing Division Performance Tools

**Employee - Main**

Dept: All  
 Floor: All  
 Admin: All  
 Roles: All  
 Mgr: All

Reset

**On Next Shift:**

- Brown, Dorothy
- Dugenio, Wolfreza
- Grohs, Christine
- Jabile, Ruby
- Kim, Ginny
- McLaughlin, Tiffany
- Mora-Jean, Jeanette
- Ventura, Vivienne

Anderson, Crystal  
 Anderson, Jenara  
 Arnold, Kristie  
 Balon-Welsh, Jan  
 Barrett, Violette  
 Blanco-Pascual, Tricia  
 Blaukat, Diane  
 Boniol, Mary  
 Bost, Chloe  
 Bowen, Tonya  
 Boyett, Scotty  
 Brown, Jennifer  
 Buquiz, Maria  
 Burris, Rachael  
 Cartier, Jacqueline  
 Chapman, Tom  
 Chelf, Angela  
 Cochran, Dean  
 Colbert, Jessalynn  
 Cooper, Brigitte  
 Cooper, Lesley  
 Davis, Karla  
 Decur, Karen  
 Dickson, Tammy  
 Dossett, DeRhonda  
 Doyle, Deborah  
 Drouillard, Dawn  
 Dudley, Shannon

Decision Support Totals  
 Timeline Report  
 Next Shift Decision Report

User: jopat

**Events Admin Sup** | **Staff Information** | **Private Info**

Save *Crystal Anderson*

|   | Event      | To | Hours | Date       | Request PTO                         | No PTO                              | Volunteered                         | Method         | Comments              | User   |
|---|------------|----|-------|------------|-------------------------------------|-------------------------------------|-------------------------------------|----------------|-----------------------|--------|
| ▶ | Called Off |    | 12    | 4/1/2011   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Historical Dat |                       | ASTRAI |
|   | Called Off |    | 12    | 4/22/2011  | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Other (see C   | requested 2nd call    | ASTRAI |
|   | Called Off |    | 12    | 4/24/2011  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Historical Dat |                       | ASTRAI |
|   | Oriented   | f  | 12    | 5/5/2011   | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | Charge (see    |                       | SSTONE |
|   | Called Off |    | 7     | 5/6/2011   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Admin (seeC    | Decision to transfer  | AHOWES |
|   | Called Off |    | 12    | 5/11/2011  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Volunteered    |                       | AHOWES |
|   | Oriented   | f  | 10    | 5/20/2011  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | Volunteered    |                       | LSTROH |
|   | Called Off |    | 12    | 5/19/2011  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | Historical Dat |                       | LSTROH |
|   | Floated    | j  | 11    | 5/26/2011  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | Volunteered    |                       | LSTROH |
|   | Floated    | j  | 12    | 5/29/2011  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | Charge (see    | Chg Shawn             | LSTROH |
|   | Floated    | j  | 12    | 5/30/2011  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | Other (see C   | continuity/only 1     | LSTROH |
|   | Floated    | j  | 12    | 6/7/2011   | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | Total Hours    | ACS staff late sick   | AHOWES |
|   | Called Off |    | 1     | 6/23/2011  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Volunteered    | low census            | MELRUE |
|   | Floated    | j  | 4     | 7/4/2011   | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            |                |                       | Jeande |
|   | Floated    | f  | 7     | 7/24/2011  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | Charge (see    | ED staff volunteere   | melrue |
|   | Called Off |    | 12    | 8/15/2011  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            |                | Low census (entere    | MELRUE |
|   | Floated    | f  | 12    | 8/27/2011  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | Historical Dat |                       | LSTROH |
|   | Called Off |    | 0     | 9/23/2011  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | Charge (see    | will be in at this we | LSTROH |
|   | Called Off |    | 3     | 9/25/2011  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            |                |                       | SSTONE |
| * |            |    | 0     | 10/13/2011 | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |                |                       |        |

Record: 1 of 19

# Nursing Division Staff Feedback

## Employee Opinion Survey Results\*

| Category                                   | CMCL | Nat'l | Percentile or Percent Favorable |
|--|------|-------|---------------------------------|
| Commitment Indicator                       | 4.47 | 4.27  | 99 <sup>th</sup> Percentile     |
| Children's cares about quality improvement | 4.63 | -     | 98% Favorable Response          |
| Children's value great service             | 4.66 | -     | 96% Favorable Response          |
| Children's delivers safe, error-free care  | 4.72 | -     | 98% Favorable Response          |
| Children's cares about it's customers      | 4.81 | -     | 99% Favorable Response          |

## National Nursing Data Quality Indicators\*\*

|                       |       |       |   |
|-----------------------|-------|-------|---|
| Satisfied with my job | 73.6  | 63.87 | - |
| Job enjoyment scale   | 66.37 | 57.1  | - |

\*2010 Employee Opinion Survey: Source, Morehead and Associates; 5 point scale

\*\*Source: NDNQI Survey Results; T-Score Comparison; >60=high satisfaction

# Our Relentless Pursuit of Quality

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# What about the physicians?

## Share the data and outcomes

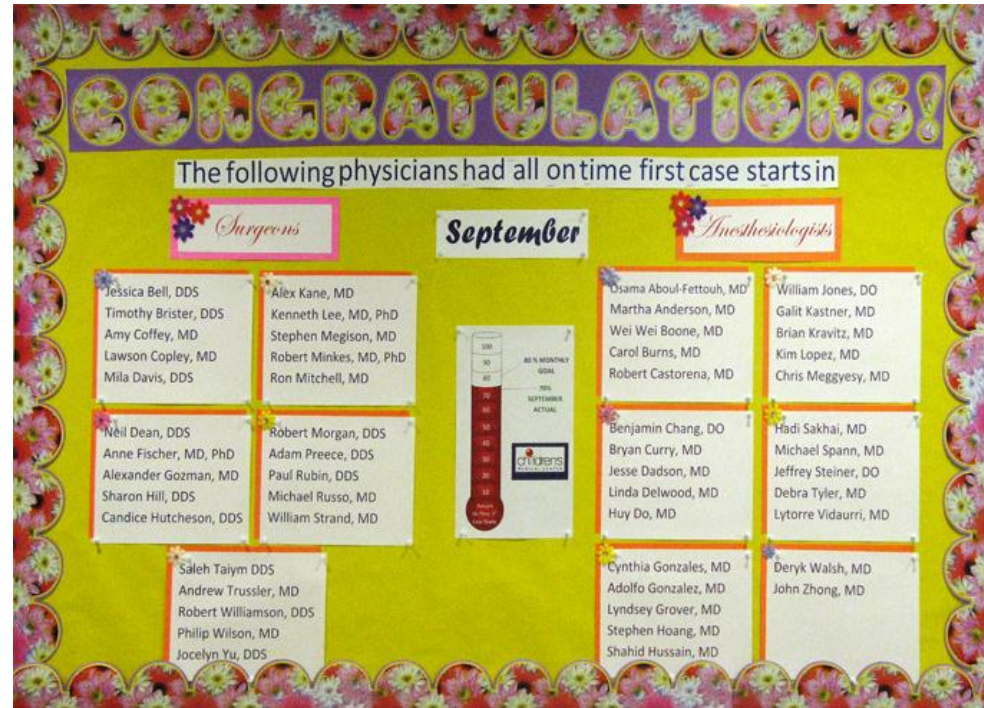
- Parent/Patient Satisfaction information shared with every MD leadership group
- Individual level data if requested

## Include the physicians in everything

- Invitations to town halls
- E-mail distribution lists
- FUN Committee events

## Focus on the positive

- Physician community wants reward and recognition as well
- It's also called peer pressure



Children's Medical Center at Legacy

83% on-time start percent - #1 in CHCA for 2010

# What about the physicians?

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“Thank you for sending the roll of lifesavers and note from the patient satisfaction comment, it's nice to be recognized.

But please in the future send the candy but not the glitter. I went to pass around the candy to the staff, and now I have glitter on my hands and face, shirt, tie, pants, and all over the office. My wife is going to wonder where I have been all day.”



“Lifesaver” Award given to staff named in Press Ganey Comments

# Closing Thoughts

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- Communicate consistent messages consistently
  - Communication is a process that never ends
  - Consistency of message
  - Variety of forums
- Make fun part of the culture
  - Formalize fun!
- Praise publicly, coach privately
- Without leadership discipline, tactics will fail
  - You must be committed to everything you start



Kids dunking the leadership team  
3<sup>rd</sup> annual birthday celebration

# Patriots 20, Cowboys 16

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