

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

- 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

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

- 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

- 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 HavesSM
 - Rounding practice. And more practice.

Evidence-Based LeadershipSM (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

- 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 HavesSM with overall organization standards

Evidence-Based LeadershipSM (EBL)

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Leadership Visibility and Ownership

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

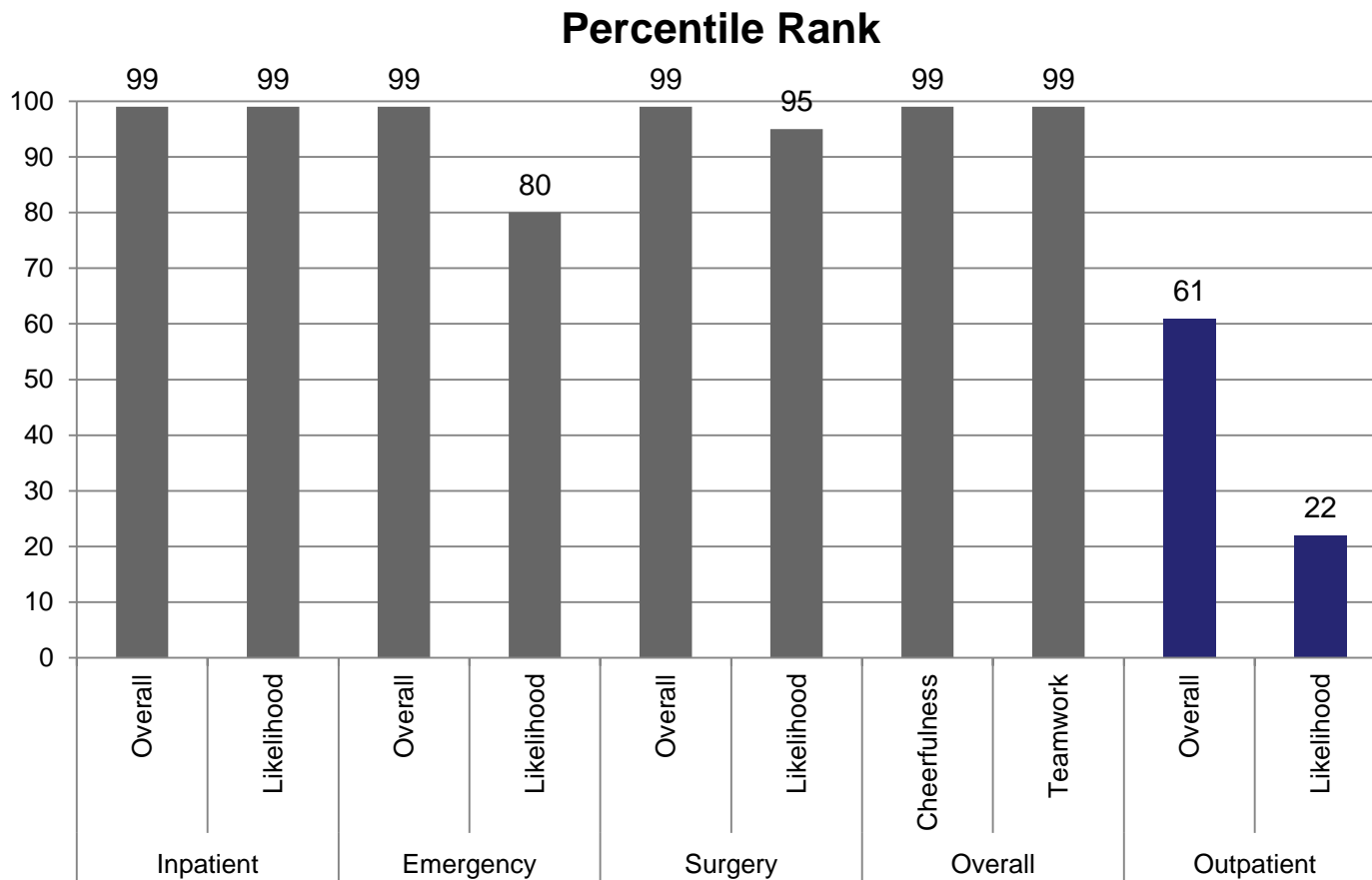


Overall Parent/Patient Satisfaction Percentile Rank

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

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

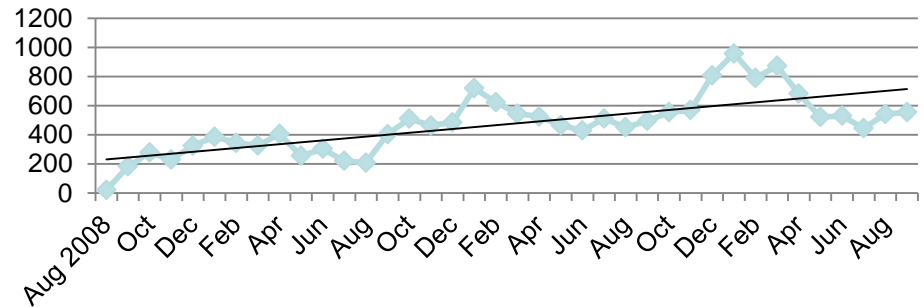
- Patient rounding
- Staff engagement
- Service issue resolution
- Medical staff relationships

Nursing Division Performance

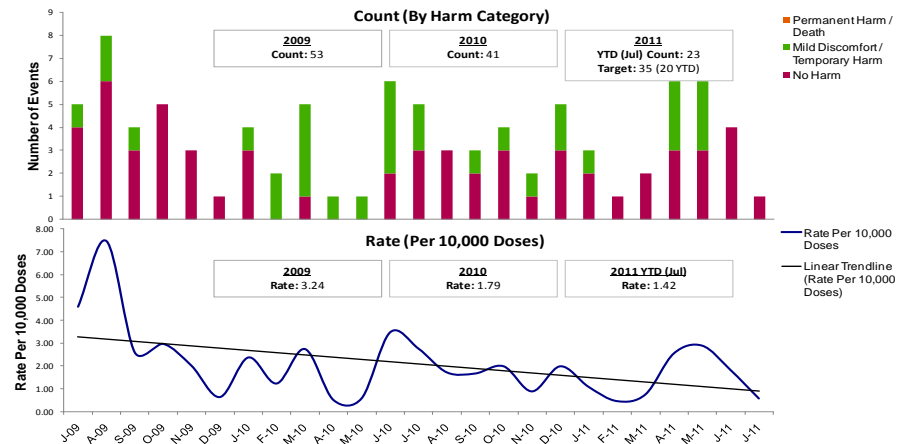
Quality Initiatives

- 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

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

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”
3rd 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 th 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



What about the physicians?

Share the data and outcomes

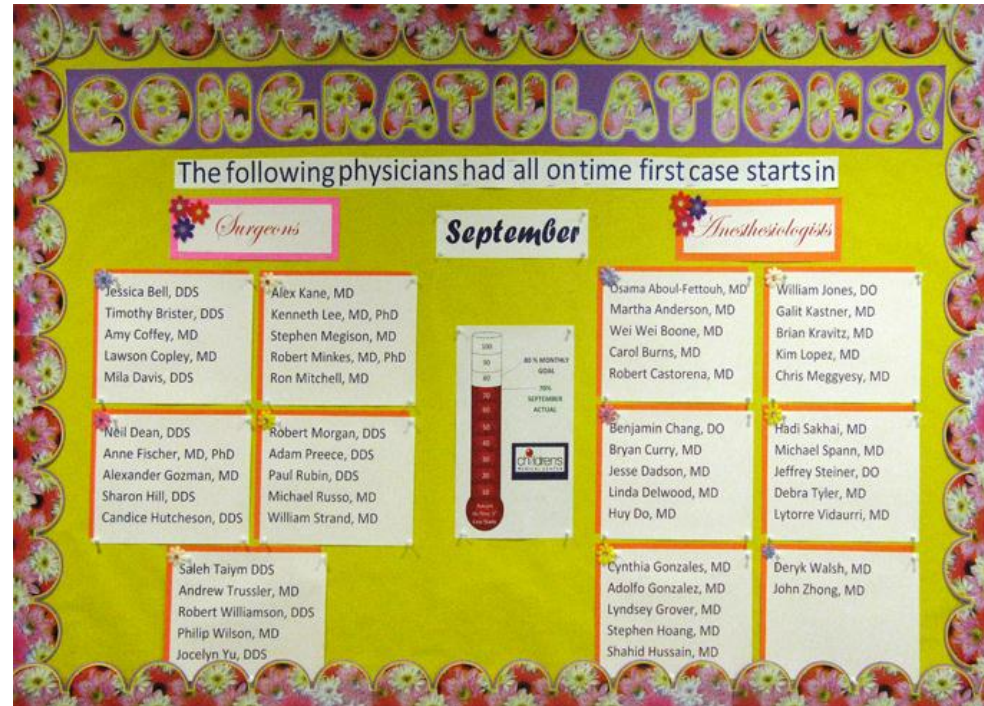
- Parent/Patient Satisfaction information shared with every MD leadership group
- Individual level data if requested

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?

“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

- 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
3rd annual birthday celebration

Patriots 20, Cowboys 16

