

BACKGROUND

- **Site:**
 - Stollery Children's Hospital Neonatal Intensive Care Unit, Royal Alexandra Hospital site
 - 1500 admissions per year
 - 69 patient beds
 - Three multidisciplinary care teams with a combination of level II and level III patients
- **Previous state:**
 - Care teams assigned based on location of patients
 - Patients frequently changed care teams to accommodate nursing assignments, physical space
 - Imbalance of patient census and acuity across care teams
- **Kaizen event:**
 - Dfn: focused activity or group project with a specific aim for improvement

OBJECTIVES

The objective of this project is to improve consistency of patient care and to balance the workload across the three care teams in the NICU



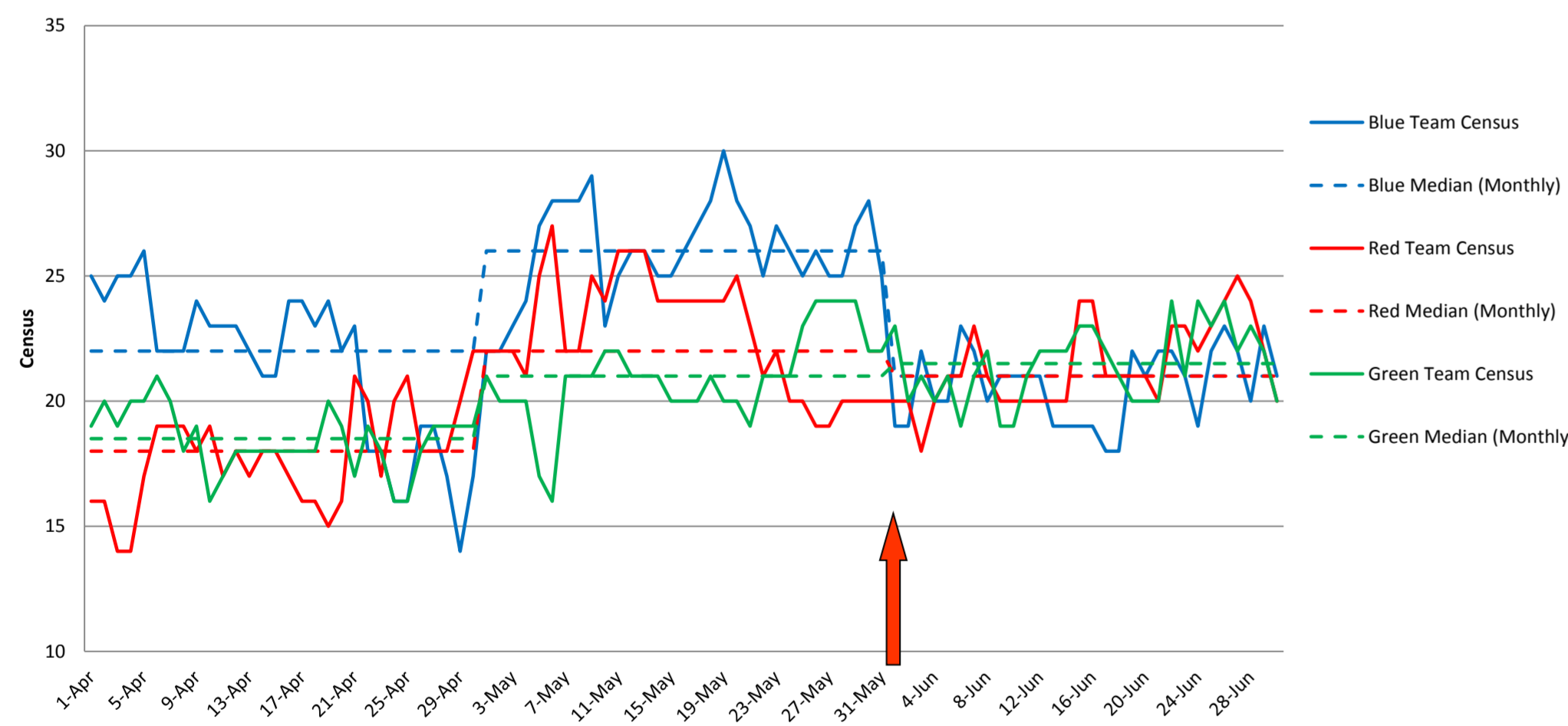
DESIGN

- Kaizen event held with large group of multidisciplinary stakeholders
- Patients assigned to a care team on admission, based on existing workload of each team
- Care teams follow each patient from admission to discharge
- Communication and education strategies executed prior to the change
- Feedback strategies were put in place and provided frequent opportunities for process review
- Pilot project lasting three months
- Objective data:
 - patient movement across care teams
 - patient acuity and census across care teams
 - time required to complete daily patient rounds
- Qualitative data:
 - family satisfaction survey
 - staff survey

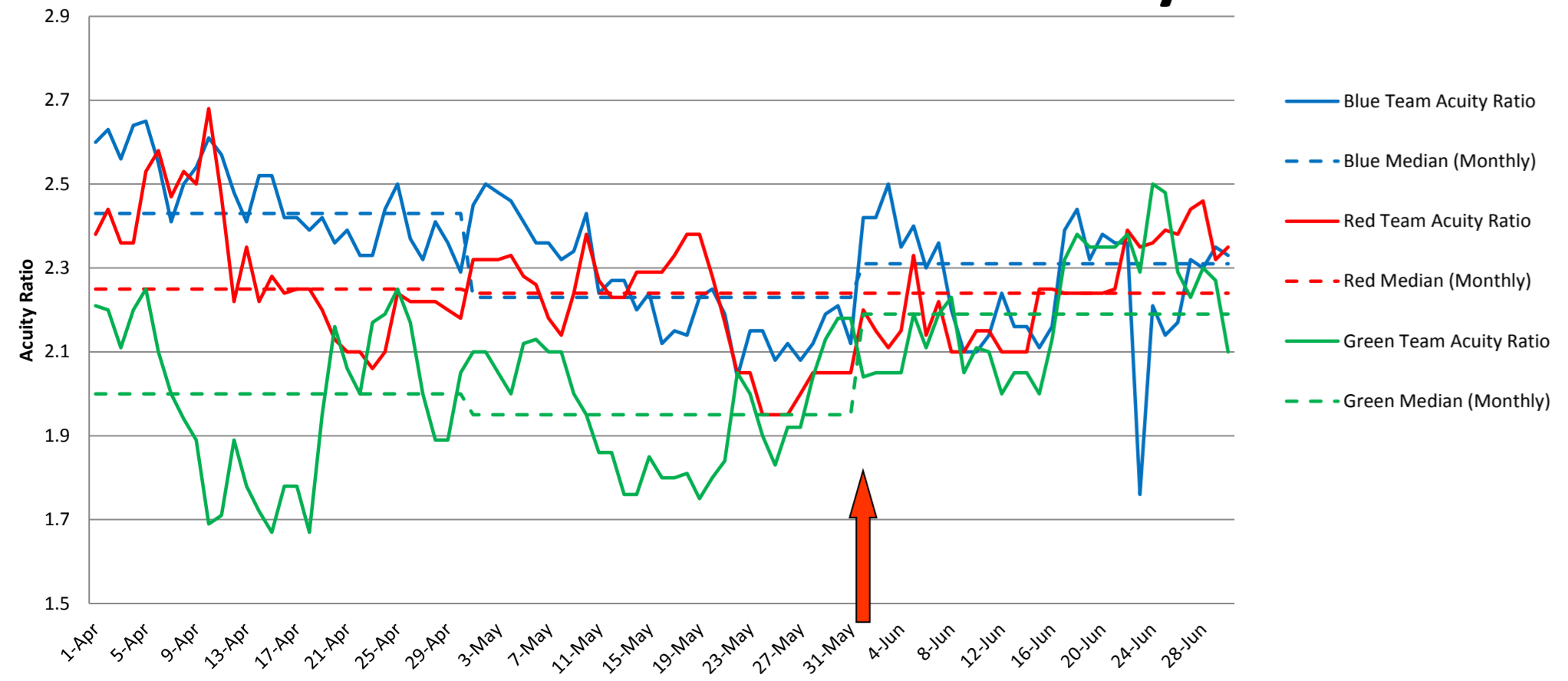
RESULTS

- Reduction of patient moves across care teams from 40% to 0.3%
- Diminished variance of patient census and patient acuity across care teams
- Average number of patient moves during hospitalization reduced from 1.4 to 1.27 per patient
- Time required to complete daily patient rounds across the three teams reduced by 7.5 man-hours per day
- Thirty-five percent response rate to staff survey with overall positive response to changes focused on improving patient and family experience
- Family satisfaction survey demonstrated a trend toward increased satisfaction

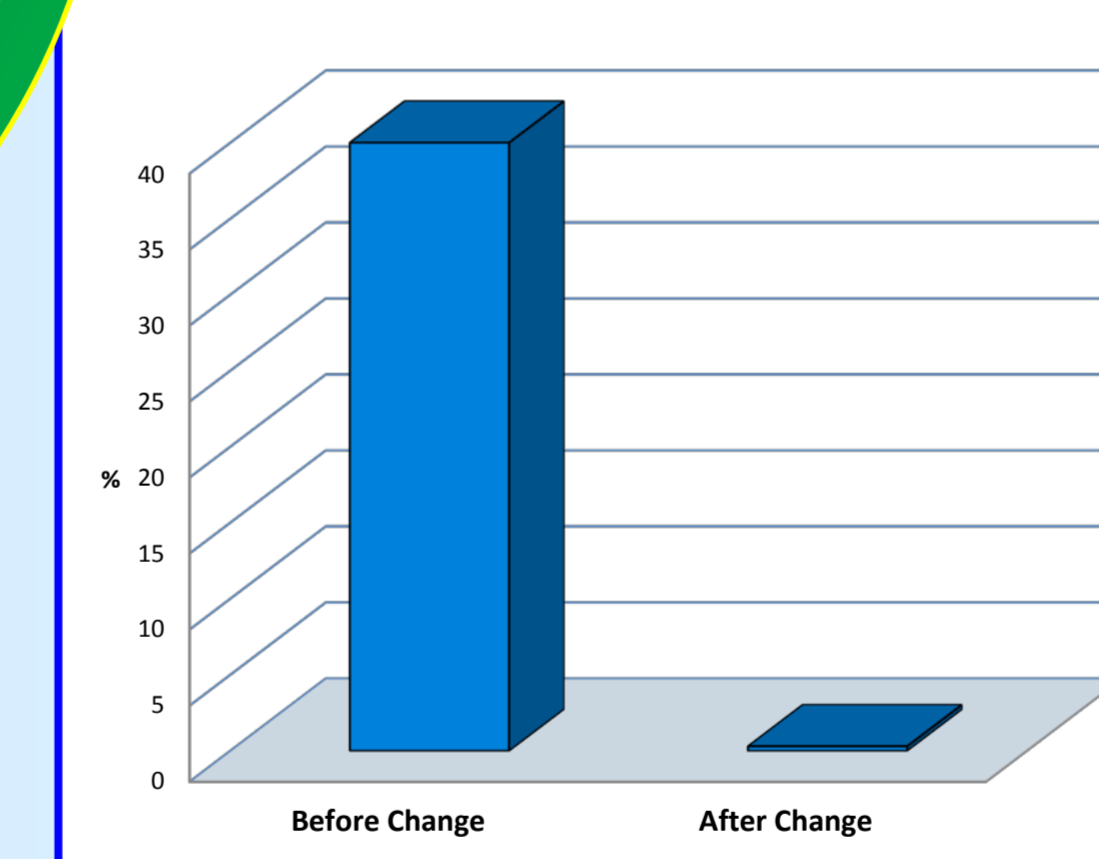
Care Teams Patient Census



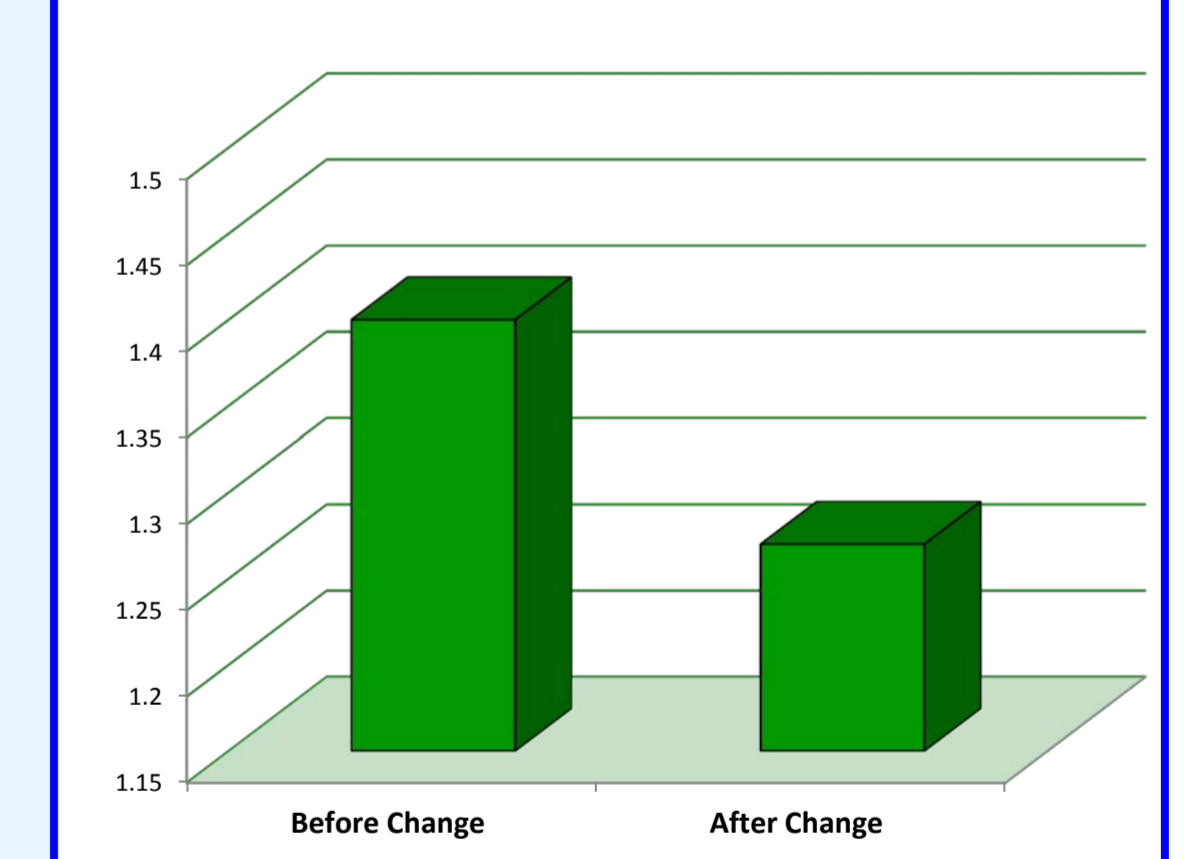
Care Teams Patient Acuity



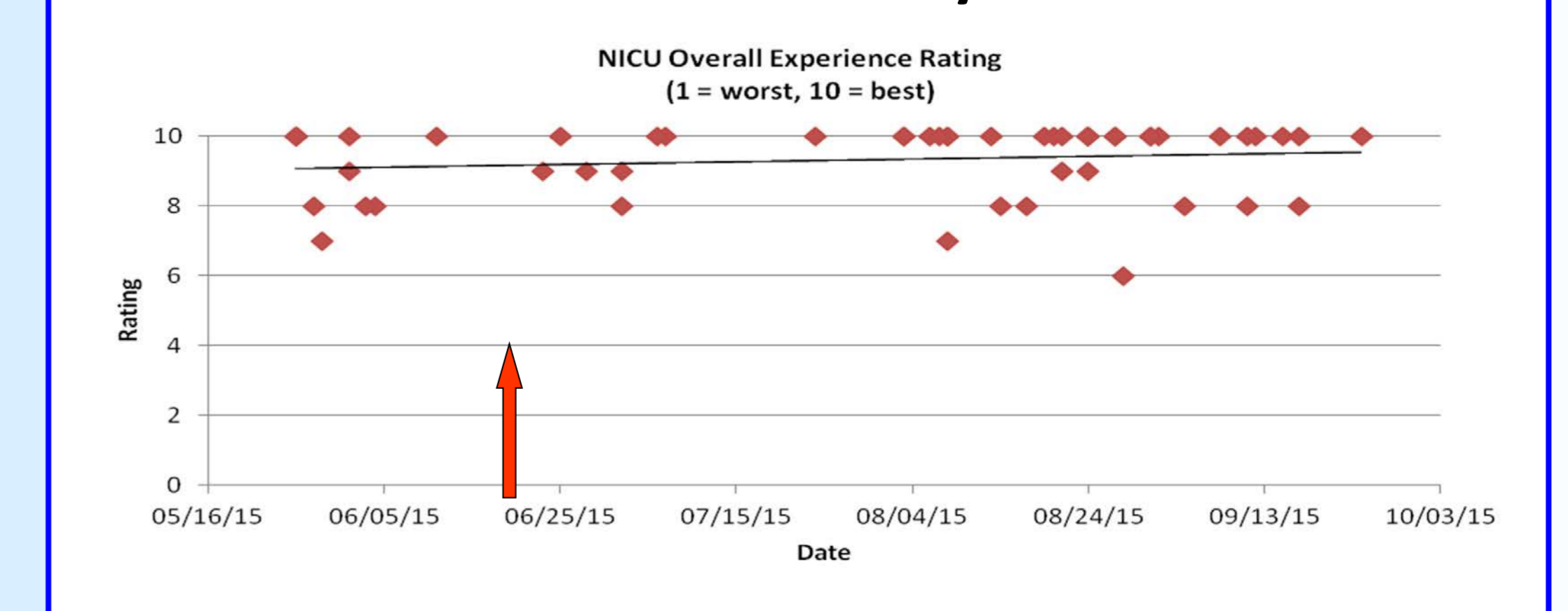
Patient Moves Across Care Teams



Average moves per patient



Parent Survey



ACKNOWLEDGEMENTS

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