

Nurse Knowledge Exchange



-A Shift Change Innovation Developed by the Frontline-

In January 2004, the KP-Innovation Team and IDEO asked the four hospital regions "Within the hospital, where are the opportunities for innovation?" Nurse shift change was unanimously put forth as a process that

could be innovated in a way that is patient-centered, staff-friendly, and helps pave the way for KP HealthConnect implementation. IDEO is a design consulting firm that specializes in innovation and transformation, and has been working with KP on a number of innovations (perinatal, bed management, care experience, etc).

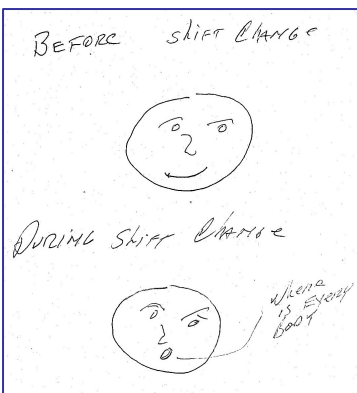
The four KP HealthConnect alpha sites (Baldwin Park/SCAL, Moanalua/HI, South Sacramento/NCAL, and Sunnyside/NW) constructed teams made up of nurses (54%), nurse assistants (10%), ward clerks (10%), physicians (7%) and management (18%) to tackle the shift change challenge using the IDEO methodology.

The research with the MedSurg units at all the hospitals showed major commonalities and opportunities. Below are two archetypical stories from across the system.

"The Need to Prepare"

The oncoming Charge Nurse arrives 30-45 minutes prior to his official shift start time in order to prepare for the oncoming staff. During this time, he gets a

"feel for the floor", confirms staffing plans, organizes the work tasks for oncoming CNAs, and then finally oversees shift report.



"Ghost Town"

Both patients and providers worry about the drop in attention to patient care at shift change time. One patient characterized it

as a "ghost town" and many providers said it was chaos, with all the administrative needs having to be taken care of while patient calls, orders, labs, and other demands continue to pour in.

The Solution

Nursing Knowledge Exchange (NKE) is a system of several ideas that come together to create a nurse shift change that is:

- **Member Centered** - warm and friendly for the patients/families
- **Patient Safe** - handoffs are verbal, face-to-face
- **Team Centered** - increases the strength of the team across shifts
- **Efficient** - nurses are "ready to go" on arrival (no waiting for assignments)
- **Focused** - nurses prepare and receive only the their patients (not the whole unit)

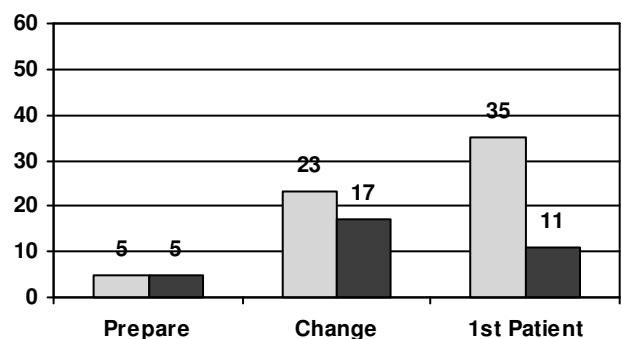
It is made up of four primary components:

- **Bedside Rounds:** Oncoming and outgoing nurses conduct shift change at the bedside with the patient.
- **Patient Goal Board:** Oncoming nurses writes current patient shift goal on a whiteboard for the patient.
- **Previous Shift Prep:** Outgoing charge nurse/manager drafts the nurse-patient assignments for the oncoming shift. Unit assistant prepares "patient packages" for each oncoming nurse.
- **Data Template:** A tool that assists the ongoing nurse in preparing for shift change, and may be passed on to the oncoming nurse for use.

The Pilot Results

Both nurses and patients expressed high satisfaction with the NKE: nurses liked having the "patient packages" at the start of their shift, and the ability to ask questions directly to the outgoing nurse; patients appreciated being involved in the shift change, and meeting the oncoming nurse. Quantitatively, nurses got to see their patient three times faster using NKE.

Baldwin Park



Rapid Scale Up

JCAHO recently approved a goal for 2006 that hospitals should "implement a standardized approach to 'hand off' communications, including an opportunity to ask and respond to questions." NKE fulfills this plus achieves the human-centered care that the Kaiser Nursing Model has put forth.

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