



## Background

- Construction and renovation of health care facilities are on the rise
- 61% of hospital leaders report plans to renovate existing facilities<sup>1</sup>
- 51% are aiming to build entirely new facilities<sup>1</sup>
- Health care workers face numerous challenges during such transitions<sup>2,3</sup>
  - New and advanced technology
  - New staff when expanding bed capacity
  - Updated workflows
  - Wayfinding throughout new facility
- Online questionnaires are commonly used for feedback, but research is variable on its effectiveness
  - Low response rates<sup>4</sup>
    - Survey fatigue, time constraints, forgetfulness<sup>5-7</sup>

## Gap

Despite extensive pre-move training, no structured, real-time method existed to capture frontline concerns during initial hospital transition

## Purpose

To design and implement a structured, real-time feedback system to capture frontline nursing concerns during transition to a new hospital environment

## Intervention

### Creating a "PICU Report Card"

- Reviewing existing literature did not result in any novel tools or methods for obtaining feedback in the initial days/weeks of working in a new facility or unit
- Unit leaders brainstormed how they could best support clinical staff to escalate concerns, issues, or suggestions upon moving into the new hospital
- A report card style template was created
- Report card draft was reviewed and edited by the unit's full nursing leadership team (Figure 1)

### Raising Awareness

- One week prior to hospital move, an announcement was made about the report cards during pre-shift huddle
  - Emphasis was placed on the fact that nursing leadership would review these report cards daily
- Emails were also sent describing the report card process to all nursing staff in the unit, noting that report cards would be available to be turned in at the end of their shift
- Upon the hospital move, signs were placed throughout the unit to remind staff to complete their report cards

Figure 1: Report Card

## Key Elements of Report Card

- Background Information**
  - Name (to assist with follow up if needed)
  - Assignment Room Number(s)
  - Date
- Subjects and Overall Grade**
  - This section resembles that of a true report card
  - Numerous sections of "subjects" included departments such as pharmacy, equipment, etc.
  - "Grades" were then assigned based on how staff felt the specific "subjects" were performing
  - The main purpose of this initial section was to have staff reflect on their shift and note any concerns
- Open Ended Questions**
  - Staff were able to share what was going well, areas for improvement, and any immediate safety concerns
- Reminder was noted to follow existing incident report completion based on institutional guidance and education

## Results

- In total, **193 unique findings** were reported in the initial transition period (Figure 2)
  - 50 equipment
  - 39 pharmacy/lab/blood bank
  - 30 environmental
  - 30 technology
  - 18 miscellaneous
  - 12 communication
  - 11 staffing/security
  - 3 infection control
- True volume was likely higher due to duplicate reporting of the same finding more than once

## Impact and System Improvements

- Report Card Tracker** (Figure 3)
  - An easy to create document that helped leadership assign, prioritize, and track completion status of reported concerns, issues, and suggestions
  - Newly completed report card findings would be uploaded into the tracker to be reviewed by nursing and medical leadership daily
- Interdisciplinary Adaptation**
  - Physician/APP and Respiratory Therapy adopted the report card style for their staff in the days following the hospital move
- Workflow Improvements**
  - Modified report card pick-up and drop-off: Added four more locations for staff to pick-up and drop off completed report cards as opposed to one central area throughout the unit
  - Added an additional four spots for physician/APPs located within their team workrooms

## Conclusion

- A new facility may appear safe and move-in ready, but unit and system level issues will occur once the new facility is stressed to capacity
- This simple, structured feedback tool enabled rapid identification and resolution of almost 200 frontline concerns, issues, and suggestions
- This approach offers a scalable, low-burden strategy to solicit feedback from frontline staff during stressful transition periods
- More work should be done to evaluate methods for obtaining feedback during highly stressful times such as a unit or hospital move

## References

## Acknowledgements

Thank you to the nursing leadership team in the PICU at Children's Healthcare of Atlanta, Arthur M. Blank Hospital, for helping make this project a success, and all the staff that provided feedback to improve care during this stressful transition period.

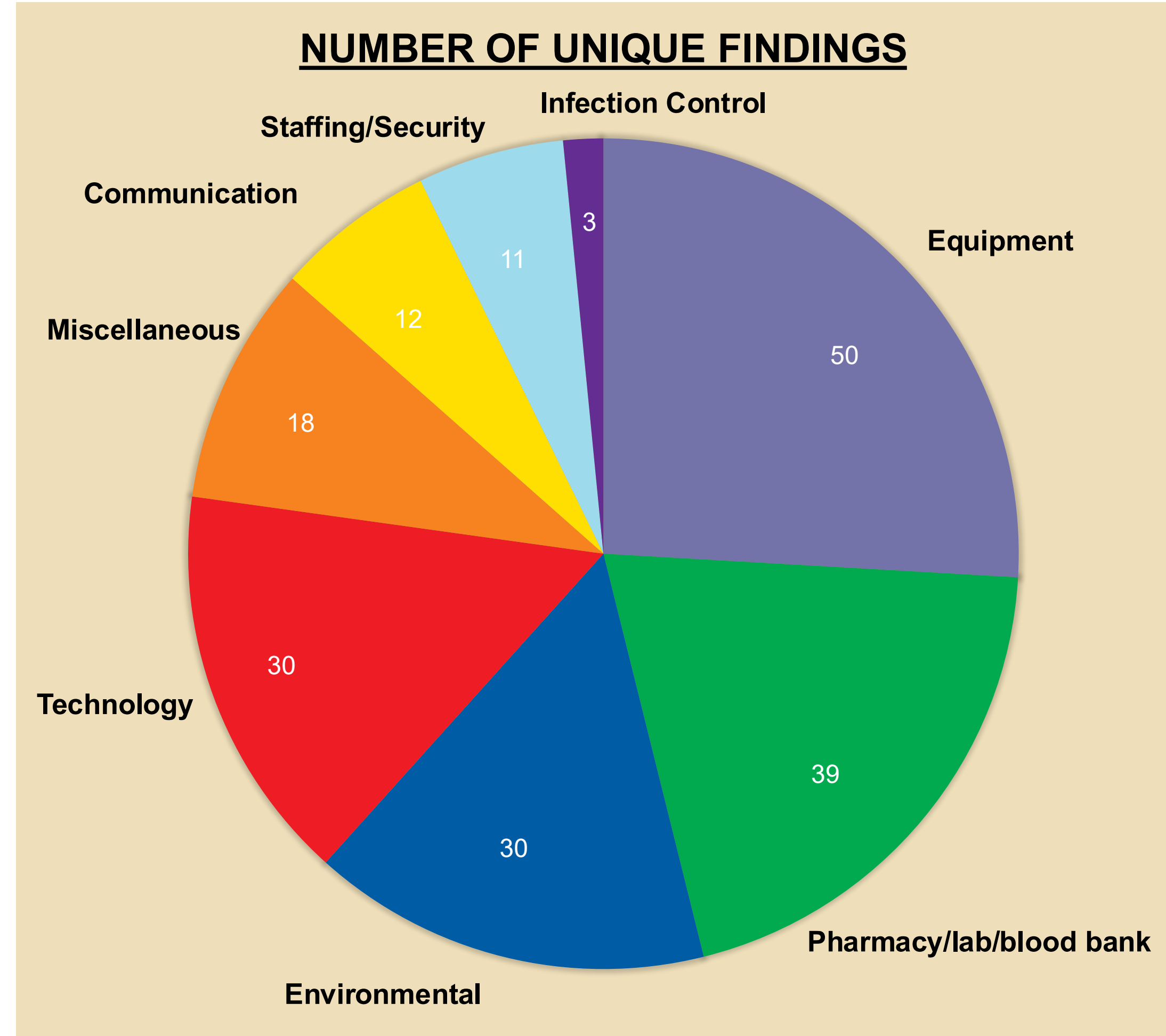


Figure 2: Report Card Results

Report Card Findings/Improvement Initiatives									
#	Concern	Immediate Safety Threat?	Escalate to Unit Medical Director for Assistance?	Category	Priority Level	Status	Owner	Next Steps	Notes
1	The nurse server is too messy. The patient care bins, gowns, masks, and gloves seem to be thrown in there all together.	No	No	Environmental	Low	In-Progress	Nurse Manager	BB2 has been mocked up with ideal bins, would like to socialize design with weekend and night shifters this weekend and then we will order bins next week	
2	Some monitors are alarming when a vital sign is within the alarm range.	No	No	Information Systems and Technology	Low	Completed	System	Continue to assess and see if it's the same rooms	
3	Hand sanitizer is in a challenging spot. Located on opposite side of wall when you walk in.	Yes	No	Infection Control	High	In-Progress	System/ARN	Administrative resource nurse (ARN) aware. ARN will add one to each nurse server too, escalating to system level.	
4	There is no Precedex or ropiprepine in the Omnicell	Yes	No	Pharmacy/Lab/Blood Bank	High	Completed	Assistant Nurse Manager	Check all Omnicells to verify stock of these medications	Medications were stocked in all four Omnicells
5	BB2 vital sign lights outside of the room are not working	Yes	No	Information Systems and Technology	Medium	Completed	Assistant Nurse Manager	Working now!	
6	BB2 remote control buttons weren't working	No	No	Information Systems and Technology	Low	Completed	Nurse Educator	Escalate to Information Systems and Technology	Ticket placed on 9/30

Figure 3: Report Card Tracker