

2023 VIZIENT CONNECTIONS SUMMIT

TOGETHER
we will soar

SEPT. 18–21, 2023
WYNN, LAS VEGAS

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**THE QUEEN'S
MEDICAL CENTER
WEST O'AHU**

A Digital Learning & Engagement System Improves Culture and Reliability

Dianna Motley, RN, BSN, MHRM

Director of Critical Care - Emergency Services

Robin Kalohelani, RN, MSN/Ed, CCM

Vice President of Operations, Associate Chief Nursing Officer

The Queen's Medical Center — West Oahu, Ewa Beach, Hawaii

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Learning Objectives

- Describe a strategy to increase team engagement and patient safety and create a healthy environment in the emergency department.
- Discuss creating a culture of accountability through transparent and real-time communication and performance benchmarking using an interactive, digital team communication board.

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The Queen's Health System

Our Mission: to fulfill the intent of Queen Emma and King Kamehameha IV to provide in perpetuity quality health care services to improve the well-being of Native Hawaiians and all of the people of Hawaii

About Us



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The Queen's Medical Center – West O`ahu Emergency Department

- West O`ahu campus: 104 beds
- Emergency Department (ED)
 - 26-bed ED
 - 60,000 patients annually
 - 15% admission rate
 - Over 120 team members



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FY 2023 Volumes

QMC-WO FY23 Volume = 59,191 visits

	QMC-WO	Benchmark All EDs	Benchmark 40-60k
Visits per Care Space (23)	2574	1149	1195
Visits per Care Space Inc. Hallway and Other (46)	1287	1149	1195
Visits per Sq Ft (13,051)	4.5	2.4	2.5

Benchmarking data from EDBA 2021 report

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Reality After the Pandemic



Morale

< 20% of the ED
team reported
feeling "fully
engaged"

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Creating a Highly Reliable Safety Culture



Building relationships



Sharing information transparently



Creating a safe reporting and learning environment



Forming accountable teams and principled leadership

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Project Overview



Leveraging an interactive digital staff communication board



Share knowledge & comparative data



Increase staff engagement



Promote a healthy care environment



Improve patient safety outcomes through high reliability principles

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Instant notification process to the manager



Manager accountability



Regular updates were provided to the staff until issues were resolved



Forum for managers to share patient safety data transparently



Healthy competition to drive improvement



Coupled communication with meaningful recognition



Engaged team while creating habits to sustain optimal care practices

Adoption of Interactive Digital Communication & Huddle Board

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Building Relationships

1. Kudos & Shout-Outs

2. Issues

3. Community

4. Make Me Laugh

5. Metrics

6. Pharmacy

7. ED Education

8. Retired Updates

June 2023 Kudos (#kudos)

+ Add an issue

Jada for assisting with expediting discharges

👍 0 📅 6/26/23

Shayne for always doing charge rounds and taking care of all her nurses

👍 0 📅 6/26/23

Jada for showing me how to open the kudos section on the lens board

👍 0 📅 6/26/23

Cari for being a good float and covering everyone's lunch as timely as possible

👍 0 📅 6/26/23

--thanks Jada for making sure report was called and pt was ready for transfer before going to your break

👍 0 📅 6/26/23

thank you Jada for offering me a lunch break while in the back pod!! -Gemel

👍 0 📅 6/26/23

to Gemel for being a great pod mate in back pod. He is a real sharp shooter with IVs

May 2023 Kudos

+ Add an issue

Jon S. Thank you for taking over my ED patient for a time, while I dealt with my ICU patient.

👍 0 📅 5/29/23

Shout out to Chris for being calm under pressure on an exceptionally crazy night shift 5/21

👍 0 📅 5/22/23

Thanks Miko for being super helpful tonight!!! I appreciate you!

👍 0 📅 5/26/23

many thanks to Lina for helping me out when I was slammed in the back pod

👍 0 📅 5/5/23

Mariah and Nikki, thank you so much for helping me with my patients in backpod when I got super busy. HUGE HELP!!!

👍 0 📅 5/5/23

Charisse! Welcome back, you didn't skip a beat, so glad to have you back!!!

👍 0 📅 5/7/23

April 2023 Kudos

+ Add an issue

Jared & Miko in back pod tonight! You guys were on the moves, thank you for all your help!!!

👍 0 📅 4/29/23

Great work, feedback, and collaboration from Pam Iqra Malu and all of the Fast Track Lead team! I think we are going a really good job and problem solving as we go! -Jada

👍 0 📅 4/26/23

Dewey for being my right hand man in back pod tonight!!! MVP!!! -Lina

👍 0 📅 4/17/23

Chris: You are calm with a plan for everything! Thank you for your leadership Easter nightshift!

👍 0 📅 4/10/23

Shout out to Dom Ej Mike Gemel and all of security for helping with H15 when he got a little rowdy. Everyone did a great job at keeping the pt and our staff safe! :) -Jada

👍 0 📅 4/26/23

March 2023 Kudos

+ Add an issue

Mariah, i heart you so much!!!! Working with you is always a good day!

👍 1 📅 3/30/23

PAM ~ Thank you for doing an astonishing job as charge on 3-29! Way to go speaking up for patient safety!!!

👍 0 📅 3/30/23

MEGAN is a ROCKSTAR!! So cool and calm when dealing with an ER that is literally busting at the seams!!! Thank you for all your hard work!!

👍 0 📅 3/30/23

CARI: Thank you so much for remaining calm during an extremely challenging day as charge!! YOU ROCK!!

👍 0 📅 3/25/23

Thanks Axel for being an awesome float tec & helping me with some 'persistent' patients all night long! 🙌

👍 1 📅 3/29/23

ANNETTE: "I am so thankful to Annette ER RN for taking care of me. She worked so hard. God bless you." ~

February 2023 Kudos

+ Add an issue

Shawn from CT is so helpful! Thank you for always hooking the patients back up. It helps us out so much.

👍 1 📅 2/19/23

Masha & Cari: thank you for rolling with the punches and figuring out flow on Day 1 of vertical flow go-live :-)

👍 0 📅 2/15/23

Vero: for your leadership one day 1 of Vertical Flow go-live! Thank you for your suggestions and dedication :-)

👍 0 📅 2/15/23

Marvelyn: for been so flexible in figuring out the next schedule for the USs ~ Marni

👍 0 📅 2/13/23

Noemi, Vero, Annette, thanks for bringing me up under your proverbial wings. Mahalo -Noe

👍 0 📅 2/11/23

"I just wanted to let you know that my nurse last night, Jessie, was really great. And so is my nurse today. Thank

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Seal rewards



THE QUEEN'S SEAL REWARD ITEMS



5
Seals



Badge Reel

10
Seals



\$5 Food/Beverage Card

10
Seals



Reusable Shopping Tote

15
Seals



Scrub Cooler Lunch Bag

35
Seals



Beach Towel

40
Seals



Umbrella

45
Seals



Stainless Steel Water Bottle

50
Seals



Portable Phone Charger

55
Seals



Beach/Lawn Chair

60
Seals



Waterproof Backpack

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Safe Reporting Environment

The image shows a Kanban board with three columns: 'Identified (#issues)', 'In Progress', and 'Completed'. Each column contains several issue cards with details like dates, likes, and comments.

Identified (#issues)	In Progress	Completed
<p>Can we consider having keypad access for amb bay and back pod door (by clean utility) to minimize risk of psych patients eloping? 6/29/23</p>	<p>We need better office chairs at the nursing stations - many of ours are stuck too high, too low, or the back is broken. 4/25/23</p>	<p>Can we get a large Digital Clock for the pneumatic tube systems 4/10/23</p>
<p>Can we get wired bedside monitors to FT1 and FT2? 6/21/23</p>	<p>more slippahs for patients please 6/25/23</p>	<p>please order dome mirrors for the other end of the hall of H11 and on the corner of Front Pod heading into Fast Track 6/21/23</p>
	<p>For peds pts the timed and required assessments won't go away even after they are completed. This is new since April 11th 4/12/23</p>	<p>All the scanners are broken/missing again, especially in the back pod 6/26/23</p>
	<p>Vital signs don't pull over in star since we changed to "FT" rooms 5/29/23</p>	<p>order more oral/rectal thermometers 5/21/23</p>
	<p>MD requesting Eye Burr for ED 7/7/23</p>	<p>Could we try and use beds 1 and 2 for actual holds? Very little room to work with with the new C beds in there now 5/26/23</p>
	<p>We need a corneal burr tool. 3/16/23</p>	<p>order pulse ox cords for dynamaps please 6/13/23</p>
	<p>Dedicated call light for Intake 1 and 2 for those who actually answer call</p>	<p>order more seizure pads</p>

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Safe Reporting Environment

Parking Lot

Concerns or issues requiring additional thought or time before processing the upgrade.

- 0 likes | 12/11/22
- Bring back the old EHR The new version is distracting and too many clicks. Who chooses the layout? | 1 like | 12/11/22 | 1 comment
- ED worklist (checklist) in EHR I think floors has worklist already?? | 0 likes | 11/28/22 | 1 comment
- Can dietary get on board with text or an online meal request for staff to use. It's time consuming waiting to talk to a person just to order chef specials for everyone. | 0 likes | 10/16/22 | 3 comments
- I think it's a safety issue that 2c is blocking the fire doors... when is JCO coming?

Dianna Elizabeth Motley

Thank you for bringing this to our attention however, sorry but tiger texting will not be possible. First, food ordering will need another system (Health touch system) in order to calculate nutrients/calories based on diet orders and secondly, just like medication orders to pharmacy or laboratory results, food ordering will need to be sent to trained staff which is centralized in dietary call center (conceirge).

8 months ago - [Edit](#) - [Delete](#)

Kristi Lyn Legaarden

reached back out to Dietary 11/08/2022

8 months ago

Kristi Lyn Legaarden

emailed Chef Arin 10/17/2022

9 months ago

Anonymous (Reporter)

Can dietary get on board with texting or an online meal request for staff to use. It's time consuming waiting to talk to a person just to order chef specials for everyone.

9 months ago

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Sharing Information Transparently

BCMA Compliance

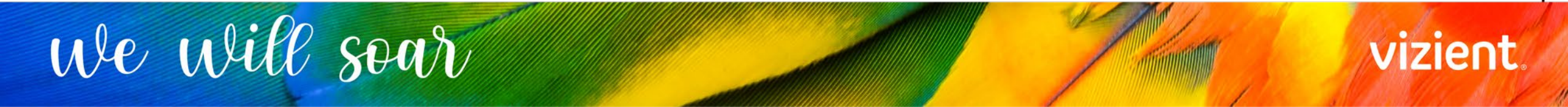
Added: November 11



Great job on improving our BCMA Compliance. The names below have the best compliance and in appreciation for your dedication please see Dianna for a \$5 coffee card.

	98.82%	98.24%
	100.00%	99.48%
	100.00%	97.79%
	100.00%	100.00%
	100.00%	100.00%
	100.00%	100.00%
	100.00%	100.00%
	100.00%	100.00%
	100.00%	99.19%
	100.00%	100.00%
	100.00%	100.00%
	100.00%	100.00%
	100.00%	100.00%
	100.00%	99.46%
	100.00%	98.04%
	100.00%	100.00%
	100.00%	100.00%
	100.00%	98.97%

BCMA: Bar Code Medication Administration



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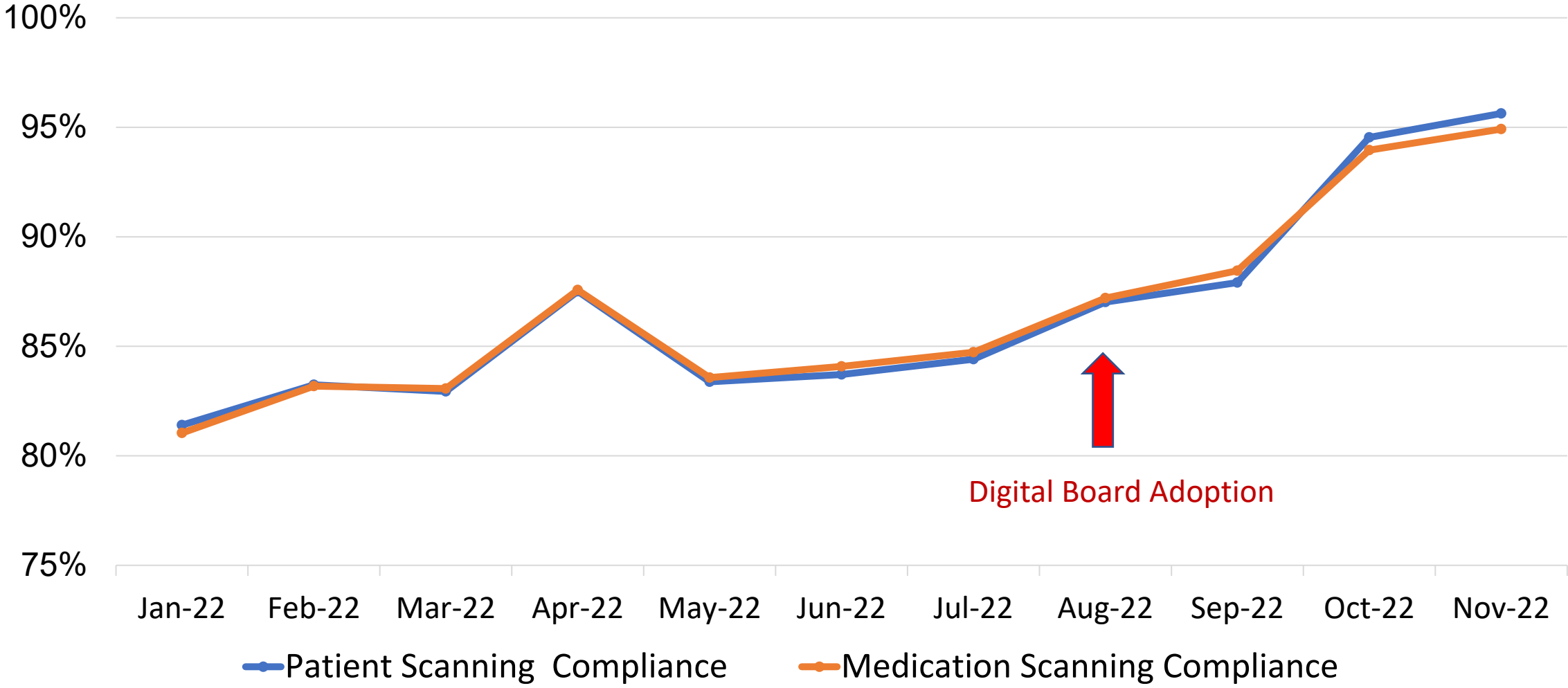
Provider	Patient Scanning	Med Scanning
	100.00%	100.00%
	100.00%	98.80%
	100.00%	100.00%
	100.00%	99.61%
	100.00%	100.00%
	100.00%	100.00%
	100.00%	99.28%
	100.00%	100.00%
	100.00%	98.63%
	100.00%	99.25%
	100.00%	100.00%
	100.00%	99.59%
	100.00%	100.00%
	100.00%	100.00%
	100.00%	100.00%
	100.00%	100.00%
	100.00%	100.00%
	100.00%	100.00%
	100.00%	100.00%
	100.00%	100.00%
	100.00%	98.08%
	100.00%	98.02%
	100.00%	100.00%
	100.00%	99.55%
	100.00%	100.00%
	100.00%	100.00%
	99.55%	96.88%
	99.48%	97.94%
	99.44%	98.88%

Provider	Patient Scanning	Med Scanning
	99.29%	99.29%
	99.28%	98.92%
	99.28%	99.28%
	99.28%	99.28%
	99.25%	99.25%
	99.25%	100.00%
	99.24%	99.24%
	99.22%	99.22%
	99.16%	98.32%
	99.12%	98.67%
	99.10%	100.00%
	98.95%	98.60%
	98.77%	99.39%
	98.75%	98.75%
	98.36%	98.36%
	98.11%	98.11%
	97.84%	97.84%
	97.57%	97.09%
	97.36%	96.04%
	97.32%	97.32%
	97.03%	95.05%
	96.84%	96.84%
	96.56%	95.19%
	96.47%	96.47%
	96.17%	95.69%
	96.15%	95.60%
	95.88%	95.88%

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Medication Safety: BCMA Utilization Improvement in ED



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ED Nurse's Week!!!

Added: October 26



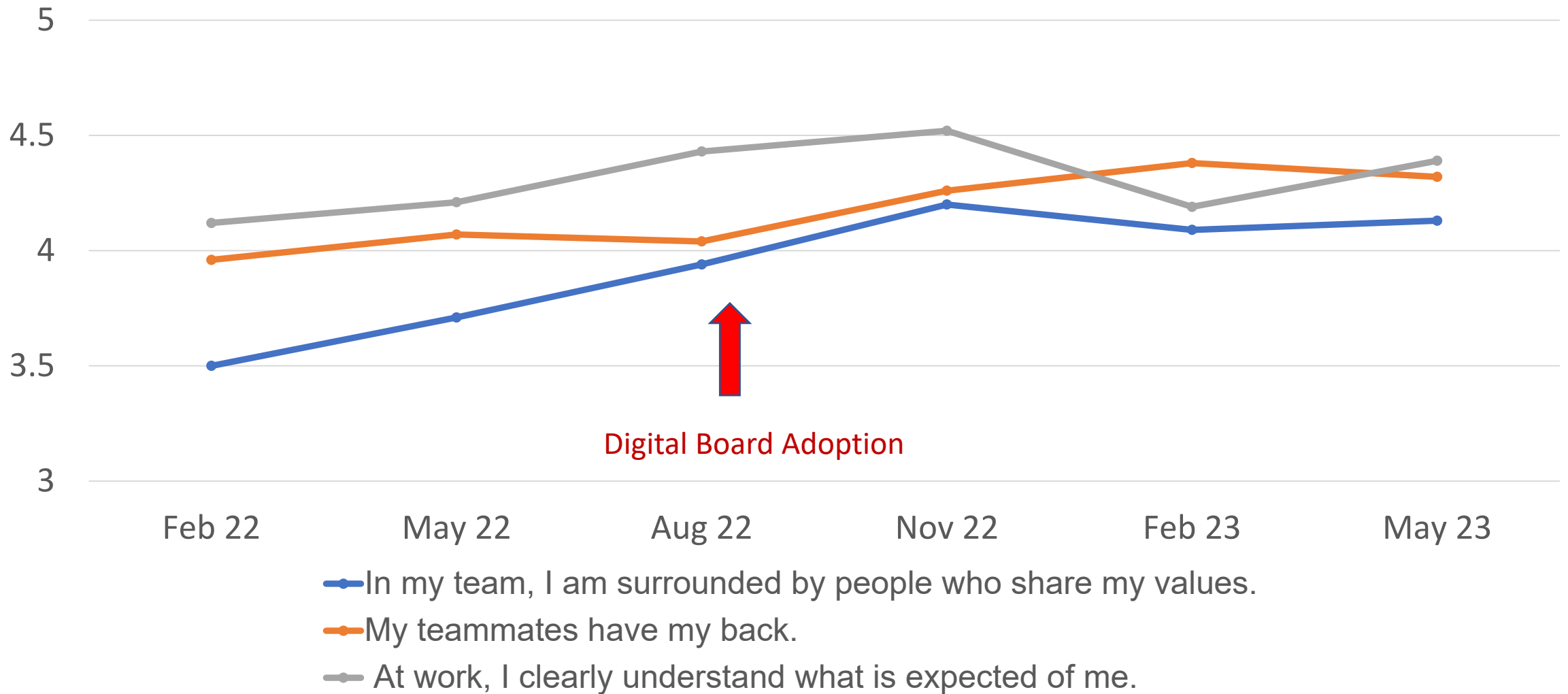
We know we messed-up and we are so, so sorry.
We made these little jellyfish air plants for you ♥
Please see Dianna & Kristi for your gift.



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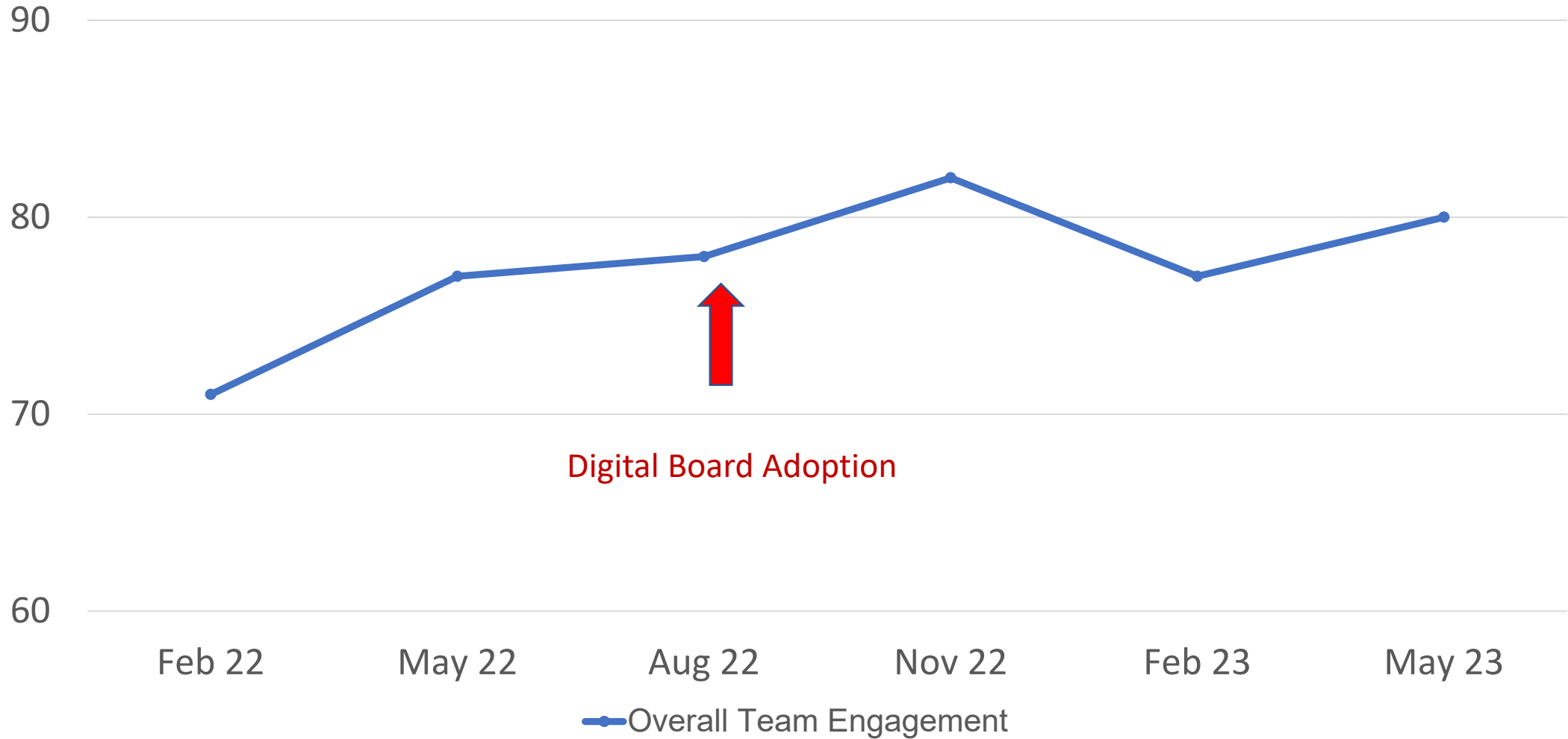
Overall Team Engagement



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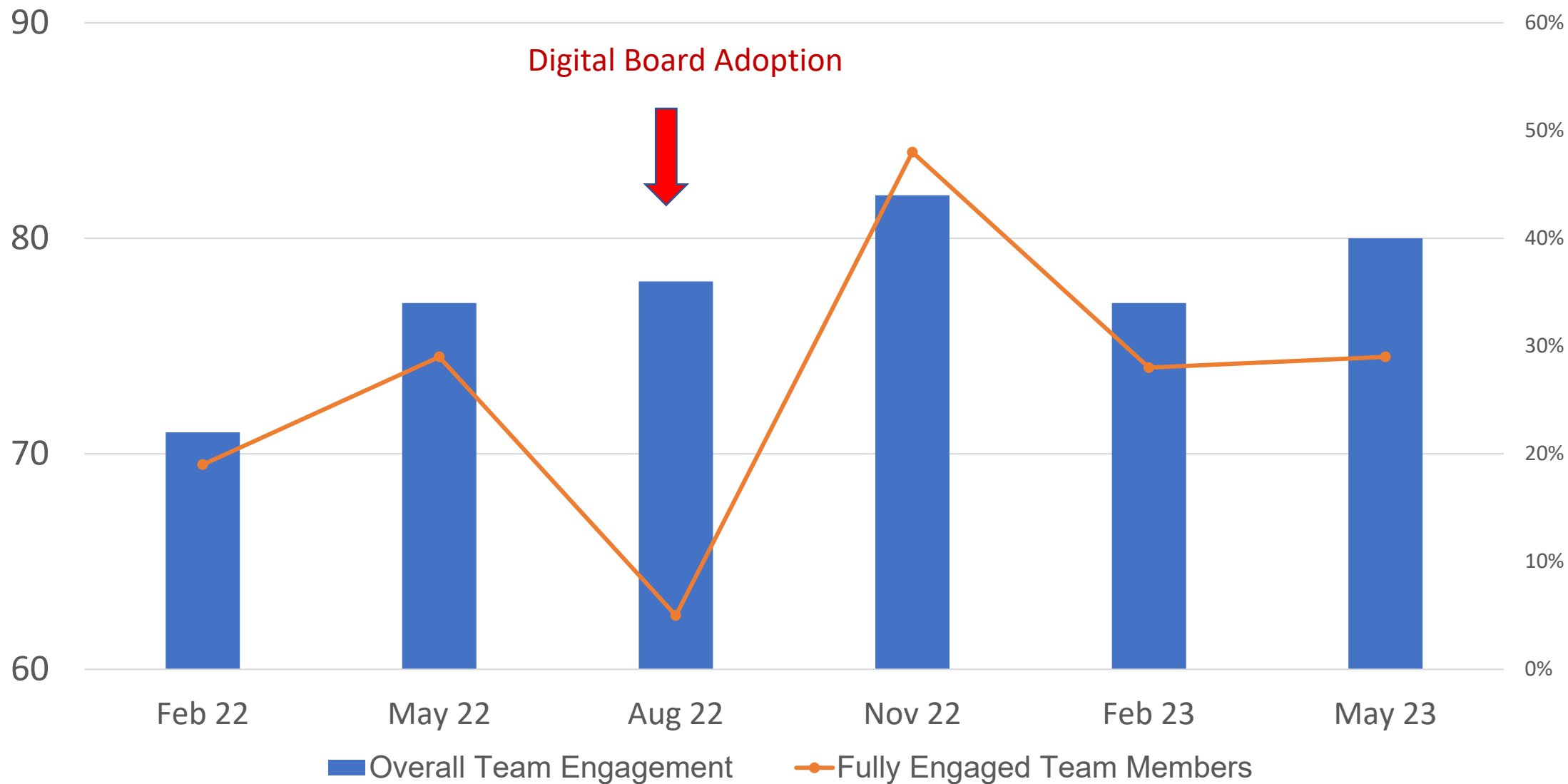
Overall Team Engagement Scores



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Team Engagement Scores



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Outcomes and Impact Continued



Focused approach to improved patient care



Efficient and engaged team with highly effective communication



Hub to host team wins, concerns, progress, and improvements



Transformed the ED from a reactive culture towards safety problems to a proactive team



Provide high quality and safe care using the principles of high reliability

Outcomes & Impact

HEARD: The staff also reported feeling heard and enjoyed how they can easily escalate and report any concerns.

SAFE / HEALTHY ENVIRONMENT: Caregivers reported feeling safe to raise concerns and issues using the electronic board.

ACCOUNTABLE: Focused approach for team improvement.

TEAMWORK & COLLABORATION: Manager able to better understand priorities and the needs of all staff.

LEARNING CULTURE TO IMPROVE: Transformed the ED from a reactive culture towards safety problems to a proactive team.

CONTINUED IMPROVEMENT: Provide high quality and safe care using the principles of high reliability.

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Uniquely Innovative



STANDARDIZE
WORK



IMPROVE
COMMUNICATION



BUILD CULTURE
WHILE CAPTURING
AND MANAGING
IMPROVEMENT
IDEAS IN REAL TIME



UTILIZING
TRANSPARENT
BENCHMARKING
DATA TO RAPIDLY
IMPROVE A CORE
NURSING
SAFETY PRACTICE

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Lessons Learned

- Keep communication concise.
- Staff escalation of issues actually makes it easier for management to be accountable.
- Don't let the board go stale. Switch it up daily if possible.
- Run through the board with new staff upon hire.

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Key Takeaways

- Generational learning
- Accountability
- Every voice heard and valued
- Safe and reliable environment
- Identify 1-3 super users to manage the board

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Questions?



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