2023 VIZIENT CONNECTIONS SUMMIT
TOGETHER
we will soar
SEPT. 18–21, 2023
WYNN, LAS VEGAS
vizient.

uchealth

Innovating the future: New clinical roles and care models

Kathy Howell, MBA, BSN, RN, NEA-BC
Chief Nursing Executive

Ellen Seymour, MBA
Director of Clinical Strategy

UCHealth, Aurora, CO

Disclosure of Financial Relationships

Vizient, Inc., Jointly Accredited for Interprofessional Continuing Education, defines companies to be ineligible as those whose primary business is producing, marketing, selling, re-selling, or distributing healthcare products used by or on patients.

An individual is considered to have a relevant financial relationship if the educational content an individual can control is related to the business lines or products of the ineligible company.

No one in a position to control the content of this educational activity has relevant financial relationships with ineligible companies.

Learning Objectives

- Describe innovative support roles to ensure nursing work top-of-scope.
- Identify opportunities that leverage nursing expertise through technology to create new care delivery models
- Describe strategies to launch novel innovations with a cost-neutral approach

uchealth

Innovating the future: New clinical roles and care models

Kathy Howell, MBA, BSN, RN, NEA-BC
Chief Nursing Executive

Ellen Seymour, MBA
Director of Clinical Strategy

UCHealth, Aurora, CO

The Six Hard Truths About the Nursing Workforce

1. Waning organizational loyalty has eroded bedside RN longevity.
2. Staff need work-life balance. Without it, they will not stay with you.
3. Care models that rely disproportionately on RNs are no longer sustainable.
4. Assistive personnel can’t be overlooked anymore – they are critical to team-based care.
5. Overreliance on contract labor is unsustainable.
6. Staffing is a zero-sum game, and everyone is your competitor for nursing talent.

Source: Advisory Board, December 14, 2021

Listening to the Frontline

CNO listening sessions with frontline nurses yield consistent themes

- Nurses spend an increasing amount of time away from the bedside to manage technology
- Staffing concerns – not enough nurses or support staff

UCHealth Virtual Health Center

- Consistently challenges conventional practice to find new ways to support clinicians and extend our care beyond the walls of the hospital

Innovating the Future: Guiding Principles

- ✓Ensure top-of-scope nursing practice
- ✓Surround nursing teams with support
- ✓Leverage technology to integrate data and virtual nursing into the care team
- ✓Create cost-neutral solutions
- ✓Restore the joy of nursing

Innovation Partners

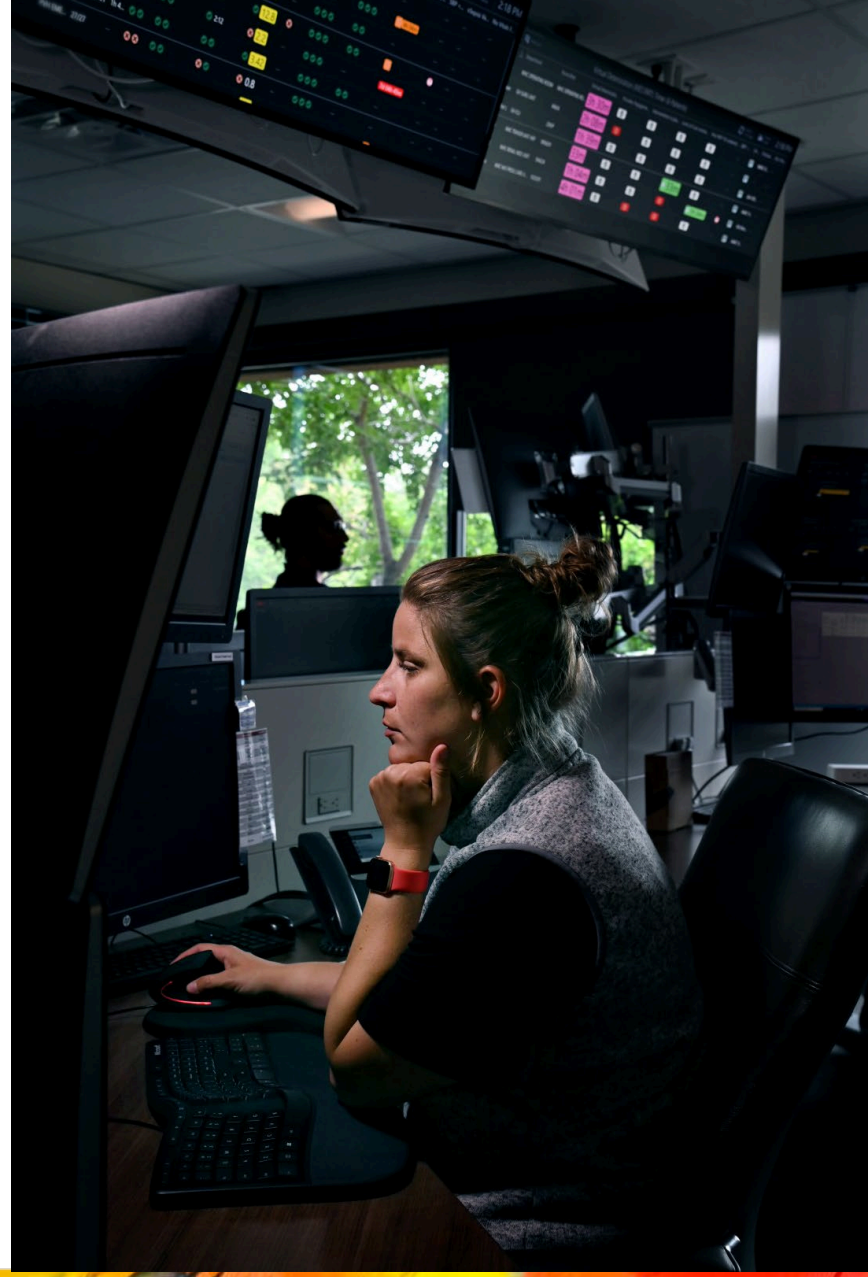
Frontline leaders and staff
- Key driver of problem identification, generating solutions and cultural engagement

Virtual Health Center
- Innovation hub with a centralized care team that creates economies of scale

Chief Information Officer
- Fail fast philosophy encourages rapid innovation

Finance
- Early, close collaboration ensures understanding of and adherence to financial constraints

Professional Development
- Rapidly develops clinical education



Innovative Roles

Role	Description	Cost impact
Patient Care Assistant	• Works as a nursing support team member in the same role as a CNA	• Same pay rate as CNA
Patient Technology Tech	• Supports use and maintenance of patient care technology such as telemetry, wearables, safety view cameras, and other medical equipment	• Costs allocated to departments
Behavioral Health Specialist	• Provides crisis intervention and milieu management to help maintain patient and staff safety	• Costs allocated to departments
Mobility Tech	• Conducts patient mobility checks, increases mobility during hospitalization, assists with ADLs when appropriate	• Same pay rate as CNA
Virtual Wound Care Nurse	• Reviews new wound-care consults and patients with existing pressure injuries and surveils patients who are at risk for skin breakdown	• Increased number of patients seen with same amount of staff
Virtual Sepsis/Deterioration Nurse	• Provides surveillance monitoring that is utilized to promote patient safety and provide early clinical intervention(s).	• Costs allocated to individual hospitals
Virtual Admission Nurse	• Completes admission documentation for all new admissions and transfers	• Costs allocated to departments

Patient Care Assistant

- Provide on-the-job training in an acute care setting for individuals interested in working in health care
  - 6-week onsite training, including online learning, hands-on skills labs and skills practice shifts
- Recruit candidates from local communities targeting underemployed, diverse, and community college candidates
- PCAs are prepared to work as a nursing support team member in the same role as a CNA

350+
Hired in 2 years

Patient Technology Technician

What is a patient technology technician?

- 24/7 role that supports frontline staff with the use and maintenance of patient care technology
  - Telemetry, wearables, virtual sitter cameras, other medical equipment
- Augments frontline staff, provides staff more time for patient care, and increases the ability for nurses and nursing assistants to work at the top of scope

10 hours
Nursing time saved per shift

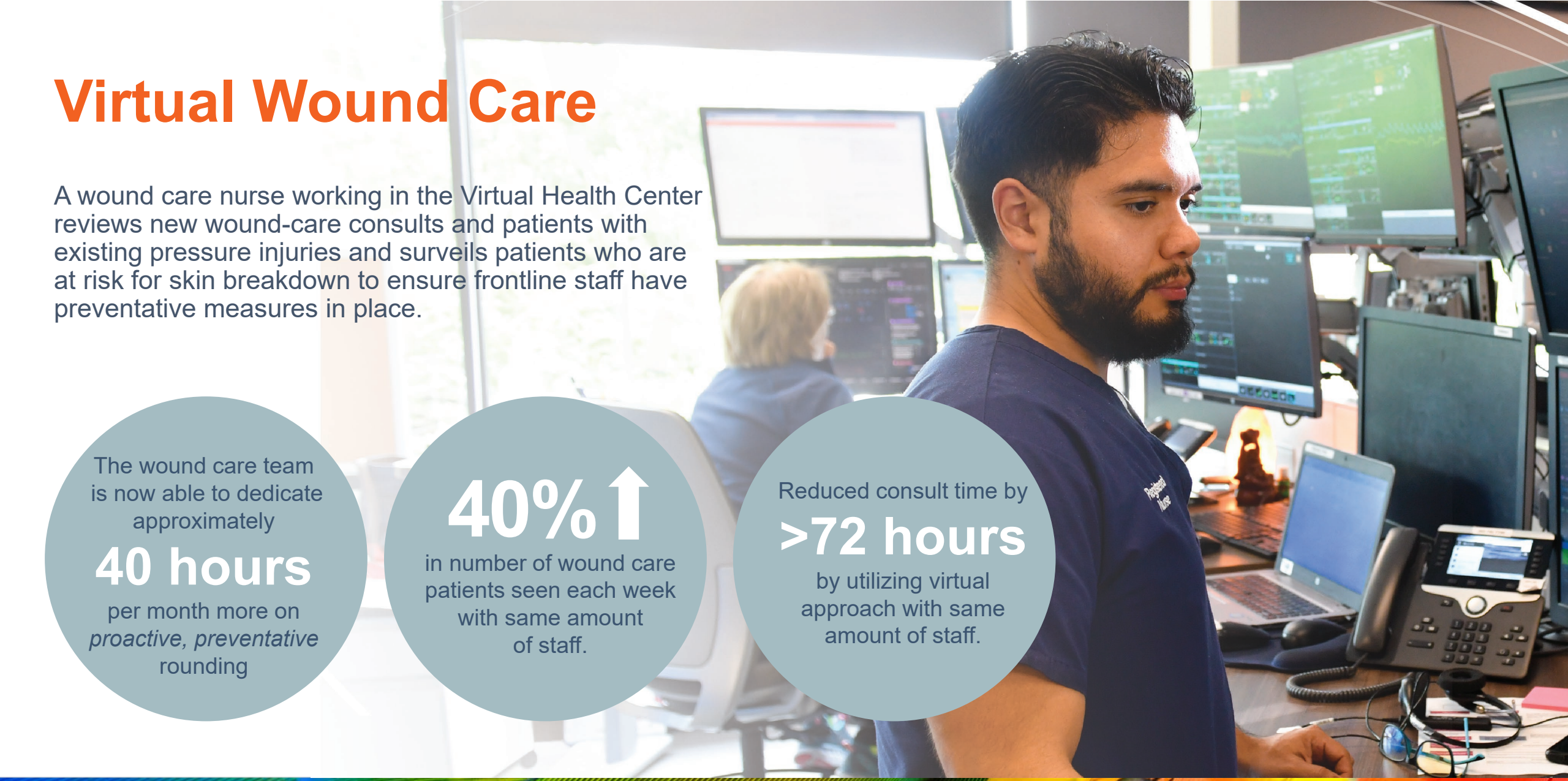
82%↑
Satisfaction regarding time spent managing technology

62%↓
Telemetry hotline calls

Patient Technology Technician

Virtual Wound Care

A wound care nurse working in the Virtual Health Center reviews new wound-care consults and patients with existing pressure injuries and surveils patients who are at risk for skin breakdown to ensure frontline staff have preventative measures in place.



The wound care team is now able to dedicate approximately

40 hours

per month more on *proactive, preventative* rounding

40% ⬆

in number of wound care patients seen each week with same amount of staff.

Reduced consult time by

>72 hours

by utilizing virtual approach with same amount of staff.

Virtual Wound Care

Virtual Sepsis and Deterioration

Covering the 12 UCHealth Hospitals with 1,805 beds in scope:

CODE blue events:
⬇ 25% - 40%

30% ⬆
Sepsis identification

Mortality index decreased from
1.01 to 0.92

786 lives
Saved this year with virtual sepsis & deterioration

Partners in Care

Bring the joy of nursing back to the bedside

Surround nurses with support to empower top-of-scope practice.

Remove barriers to efficient patient care

Enhance care team with innovative support roles such as patient technology technician, mobility tech, and behavioral health specialists.

Increase total care hours

While the skill mix may look different, patients benefit from receiving more attention from our bedside teams

Innovative Care Models

Empower frontline teams to design their ideal care teams utilizing guiding principles related to team-based care, quality, patient experience, and financial stewardship.

Design the day

Current state

- Create a list of all care required for the patient population and designate what must be done by a RN and what can be completed by a support role

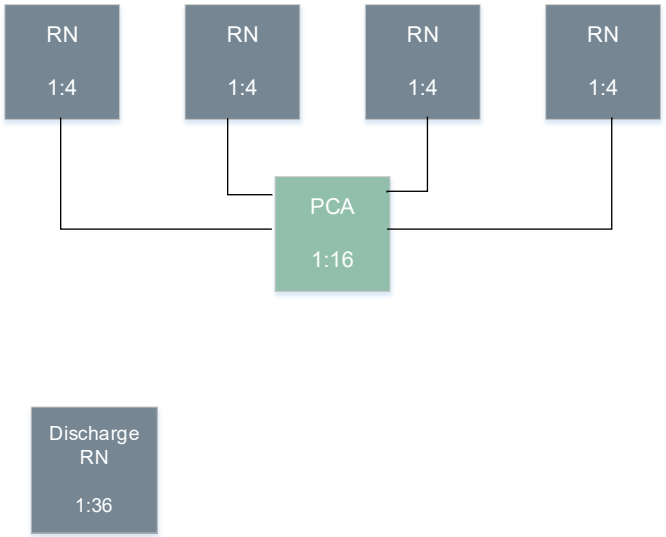
Future state

- Build the team: decide which nursing support roles to include to meet the unique care needs of patient population/
- Map out the day hour-by-hour. Does night shift look different?

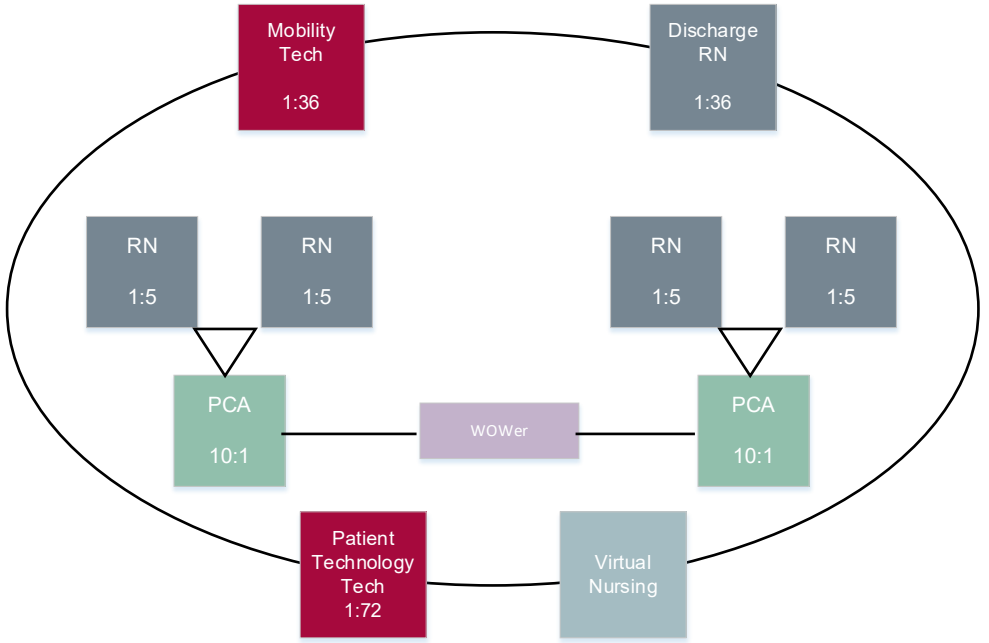
Design the day: Partners in Care		
	Traditional	**Innovation limit**
Financial target	Hours per unit of service	Dollars per unit of service
RN ratio	1:4-5	1:5-6
Support staff	1:12-16 support staff	Customize support staff

Partners in Care

Traditional day shift



Partners in Care day shift



Partners in Care

Partners in Care Impact

0%
Nurse turnover due to Partners in Care

10%⬆
Average increase in Patient Experience scores

65%⬇
Agency nurse utilization

15%⬇
RNs than traditional model. RN/Assistant skill mix change from 75/25 to 60/40

Lessons Learned

- Focus on the frontline
- Allow nurses to design their care model to meet the needs of their unique patient population
- Challenge conventional practice to find new ways to support clinicians
- Establish financial guardrails and let teams be creative
- Nurses can thrive with the right support

Listen to The Nurses' Station podcast

Innovation at the bedside: Partners in Care

Key Takeaways

- We can’t hire our way out of the nursing shortage
- Innovative support roles are key to allowing nurses to work at top-of-scope
- Virtual nursing is an integral component of the future of care models
- Partner with Finance throughout the project to ensure innovations are supported

Questions?

uchealth

Contact:

Kathy Howell, katherine.Howell@uchealth.org

Ellen Seymour, ellen.seymour@uchealth.org

This educational session is enabled through the generous support of the Vizient Member Networks program.