Designing for Success

NICU Design Team: Key Stakeholder Communication

Staff Nurse involvement critical to success!
- Developmental Care
- Family Centered Care
- Neonatal Transport
- ECMO Program
- Clinical Nurse Specialist
- Case Manager
- Neonatal Nurse Practitioner
- Nurse Manager & Director
- Physician/Medical Director
- Respiratory Care Practitioner
- Parent of NICU Graduate
- Infection Control & Ancillary Partners

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Facing Our Fears of SFR Design

- Loss of constant, simultaneous patient observation
- Decreased staff communication and availability in emergency
- Family isolation and reduced interaction
- Separation and isolation of staff
- Loss of community and staff social structure
Guiding Vision

A warm, sensitive, family-centered, developmentally supportive environment

that combines research, education, and an extraordinary, collaborative healthcare team to provide state-of-the-art, innovative, patient-focused neonatal healthcare into the 21st century

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Guiding Principles

• Focus on the vision
• Voice of ALL is equal & critical to success
  • Consensus decisions only
  • Design for the future!
• If you can dream it, we can build it!
• Each child coming to the NICU is a new member of their family tree

• Our environment supports, protects, and nourishes the family

“Tree of Life”

Branches of Life
Generations of Love
New Newborn ICU

- **20,000 total square feet for 34 beds** (17 each in two branches)
- **Patient rooms:**
  - 175-180 net sq. ft. per bed
  - 3 dividing walls with 4th half wall
  - Dedicated space for patient, family, RN and Respiratory Care
  - Individualized, adjustable lighting
- **30 single rooms (2 isolation), 2 twin rooms, 2 procedure/ECMO rooms**
Typical SFR

NICU Typical Patient Room

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• Low frequency cell phones:
  – Internal and external calls
  – physiologic monitor alarms
• Nurse call system with alarm type alerts and code blue button
• Physiological monitors at 30% alarm volume and remote viewing screens outside patient rooms
• Infant security system with camera phones
• Individual pagers
One Year Countdown to Moving Day

Our Challenges:

• **Cultural paradigm shift** from open bay to single family room environment
• **Engage all staff** in planning and preparing for the move
• **Partner with and empower all disciplines and departments** to be ready for the move
• **Create excitement and commitment for the move!**

Our Response:

Create the NICU Activation Team!!
Teamwork at Its Best: Planning the Move

NICU Activation Team

• **Members** NICU Design Team

• **Staff Nurses** with expertise/knowledge in:
  – New cardiac monitoring system
  – Low frequency cell phone system
  – Electronic medical record and nursing documentation

• **Night Shift Staff Nurses**

• **Designated Lead** or charge nurses

• **Staff Nurse Chair** unit shared governance council

• **NNP Lead Nurse**
The Beginning: Start Where You Are At!!!

Step One:
Brainstorm all the work to be done before the move!

Step Two:
• Organize work to minimize fear and mobilize the team!
• Identify and implement strategies for communication
• Engage staff as leaders !!!
Teamwork at Its Best: Planning the Move

NICU Activation Team

- **Delivery of Care** Work Team
  - Clerical Support Team
- **Equipment and Supplies** Work Team
- **Orientation** Work Team
- **Memories and Marketing** Work Team
- **Ancillary Services** Work Team
  - Respiratory Care
  - Pharmacy
  - Laboratory (Pathology, Phlebotomy, LIS)
  - Infection Control
  - Radiology
  - Environmental Services
  - Cardinal Healthcare (Pyxis)
Communication
Before the Move

Staff Lead the Way: Everyone Participates!

• Criteria for Effective Leadership of Work Teams
• Nominations for Staff Leader of a Work Team
• Selection of Staff Leader, Co-leader & management team Advisor
• Education day on effective meetings and use of Six Sigma tools to facilitate decision making and change
• Staff volunteers completed 10-12 member Work Teams
• Rest of staff assisted with projects or helped on move day
Delivery of Care Work Team
Leader: Donna Mason

- How to maintain Continuity of Care staffing guidelines
- Orchestrate patient and family relocation on day of the move

Clerical Support Team
Leader: Deb Stecker

- Design functional clerical work areas
- Communication support day of move
Equipment and Supplies
Work Team
Leader: Lydia Boehr

- Integration of new low frequency cell phone system and cardiac monitoring system
- Stocking supply carts and bedsides
- Coordinating move of Pyxis supplies
- Identifying old and purchasing new equipment
- Physical movement of equipment before/during/after move
Ancillary Work Team

Leader: Anna Sichmeller

- Coordinated needs of multiple departments:
  - Respiratory Care Services
  - Pharmacy
  - Laboratory (Pathology, Phlebotomy, Lab Information System)
  - Infection Control
  - Radiology
  - Environmental Services
  - Pyxis supplier

- Identified moving day issues and orientation needs

- Major focus with Environmental Services (noise reduction and infection control)
Memories and Marketing Work Team
Leader: Marilyn Mainz

Memories: Bridge memories from old unit to new for staff and families

- **Graduate artwork** in lobby
- **Branches of Life song** and CD recording
- Special **open houses** for NICU Staff and families of NICU graduates
- **Blessings** for staff, families, and patients: **Protect Us on Our Journey!**
- **Staff** signature/picture **poster**
- **CD** photo and musical memory of **moving day**
- **Party in old unit** with historical staff photos
Memories and Marketing Work Team
Leader: Marilyn Mainz

Marketing: Market beautiful new unit and experienced staff

• Wall of Hope
• Staff t-shirts: Count on us! Over 1400 years experience!
• VIP Reception and Public Open House
• Parent of NICU Graduate speaker at building dedication
• Direct mailings and TV spots
Orientation Work Team
Leader: Kari McGaughey

- Identified orientation needs generated by other Work Teams
- **Full day of orientation for all NICU Staff** prior to move day
- Organized additional orientation days for other disciplines and departments
- **Open tours** conducted for Security, L&D, messenger service, etc.
Keeping It All Together

Communication and Coordination

- **Work Teams** met bi-monthly or monthly
- **NICU Activation Team** met monthly
- **Monthly progress reports** to all NICU staff from Work Team Leaders
- **Construction updates:** Display boards, construction photographs and site tours
Moving Day: Branching Out

The Big Day: November 16, 2005

- Families oriented and moved night before
- Day shift arrived at 0600 and went to new unit to await patient arrival
- Night shift stayed over to move patients starting at 0630
- Entire interdisciplinary team!

Move flawless & completed in less than 2 hours!!
### One Year Later: Staff Response

<table>
<thead>
<tr>
<th>% = Probably Yes and Definitely Yes</th>
<th>Old</th>
<th>New</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriate space for confidential communication.</td>
<td>0%</td>
<td>93%</td>
</tr>
<tr>
<td>Cell phone system improves communication.</td>
<td>N/A</td>
<td>79%</td>
</tr>
<tr>
<td>Parent communication &amp; interaction is satisfying.</td>
<td>89%</td>
<td>97%</td>
</tr>
<tr>
<td>Staff able to interact with one another.</td>
<td>96%</td>
<td>82%</td>
</tr>
<tr>
<td>Staff too isolated from one another.</td>
<td>0%</td>
<td>57%</td>
</tr>
<tr>
<td>Teamwork evident in everyday patient care.</td>
<td>100%</td>
<td>80%</td>
</tr>
<tr>
<td>NICU environment is enjoyable.</td>
<td>46%</td>
<td>97%</td>
</tr>
</tbody>
</table>
Is there anything you miss about the old NICU?
- Seeing and being able to talk/work with everyone
- Staff interaction; more isolated from each other
- Having another nurse nearby to help/communicate with; knowing you’re not “alone” if something were to occur
- Knowing what is going on with all the babies
- Nurses all working in one place and that’s all!

What do you enjoy most about the new NICU?
- How quiet it is! 100% better for development! Healthier babies!
- Individual rooms – the comfortable feeling when a parent makes their babies room their own.
- Tranquility – a peaceful, soothing place to work
- Feel less stressed at the end of the day
- A wonderful place to be in, a place inviting for parents, a place I am proud to show others and say I work in!

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What changes would you make to the NICU?

- More storage for supplies and equipment
- Better cell phone system; activate red emergency buttons
- Code buttons more easily accessible in patient rooms
- Larger suite for surgery and ECMO
- One huge unit vs. two branches so we can help everyone in a crunch

Other Comments:

- Families love it, especially having own space, privacy and quiet
- Families seem calmer, feel comfortable here, visit more often
- Overall the new unit is a blessing
- Everyone sure does seem happier most days!
- Best NICU environment I’ve seen!
- Thank you for helping us to get such a great unit to work in!!
Our Goal Achieved

Create a warm and welcoming environment of healing, support and hope for patients, families and caregivers.

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A small group of thoughtful people could change the world. Indeed, it is the only thing that ever has.

Margaret Mead
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