

Provide templates to guide staff ideas

Orange Regional uses staff input to implement organizational priorities

Orange Regional Medical Center's "Freedom Within Structure" process



Request ideas on specific challenges

Hourly rounding	Nurse empathy
Nurse-to-nurse communication	Bedside shift report



Provide exemplars to help staff

Staff encouraged to customize the practices within the toolkits to fit with each unit's workflow



Staff develop new trainings

iPads used to create videos demonstrating the right and wrong ways to perform practices on their unit.



Celebrate success

Orange Oscars allow excellent staff implementations and new best practices to be celebrated



CASE EXAMPLE

Orange Regional Medical Center

- 383-bed hospital located in Middletown, New York
- Epic EHR
- ▶ CNO provided shared governance councils copies of two Nursing Executive Center toolkits, Building Peer Accountability and The Patient Experience Toolkit; asked unit councils to use the toolkits to optimize four strategic priorities: hourly rounding, bedside handoffs, nurse-to-nurse communication, and nurse empathy; staff encouraged to customize practices to best fit with each unit's workflow
- ▶ During implementation, each unit council was loaned an iPad and directed to make humorous and educational videos demonstrating the "right" and "wrong" ways to perform the practices on their unit
- ▶ House-wide "Orange Oscars" awards ceremony showcased best videos and practice modifications; staff voted on various awards; recipients each given two movie tickets as prize
- ▶ Unit work on strategic priorities has contributed to above-the-benchmark performance on patient experience metrics

Implementation exemplars provided to unit councils

Joint Bedside Report Template	Building Peer Accountability
In-the-Moment Communication Scripting	Building Peer Accountability
Empathy-Building Simulation Scenarios	The Patient Experience Toolkit
Hourly Rounding Design and Implementation Guide	The Patient Experience Toolkit

Overview: This tool equips frontline managers to introduce (or re-introduce) hourly rounding on their units. The goal of this tool is to ensure managers have a systematic method for soliciting frontline staff input into the hourly rounding process—with the objective of directly investing frontline staff in the success of hourly rounding.

Type of exercise: Workflow modification

Time required:

Step	Approximate Time Allocation	Owner
Hourly Rounding Design Process	Approximately 4 hours across 2-week period, including meeting with frontline staff	Frontline Staff and Manager/Educator
Preparing to Give Feedback on Hourly Rounding	Approximately 30 minutes	Frontline Staff
Hourly Rounding	Between 2 and 5 minutes per patient	Frontline Staff

Targeted skill:

- Meeting real-time patient needs
- Proactively addressing anticipated needs

Guided staff input yields positive results

Sample unit practice modifications



Hourly rounding in perioperative unit

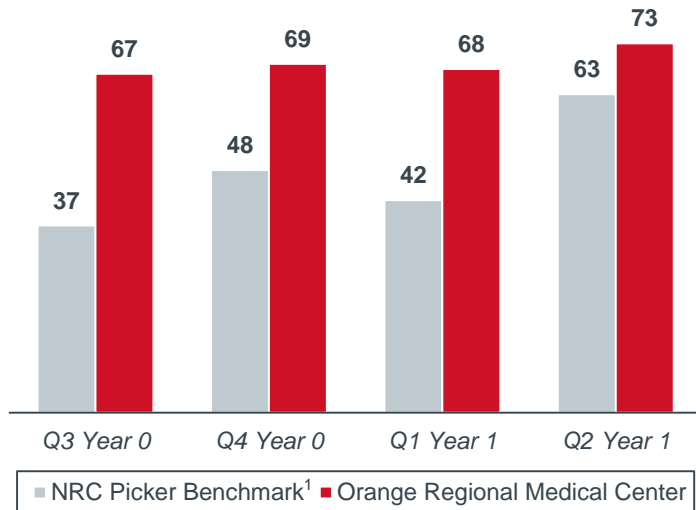
Staff update family members on patient status in the OR as part of hourly rounds



Bedside shift report in oncology unit

Staff perform initial discussion near patient's doorway using workstation on wheels, finish handoff at bedside with patient

Patient satisfaction: Overall rating of hospital



1) National benchmark from patient satisfaction survey solution developed by NRC Health.