



The American Organization of Nurse Executives

AONE/RWJF Transforming Care at the Bedside (TCAB)

Carol A. Watson, PhD, RN, CENP
Clinical Professor
October 21, 2009

National Initiative

- ❑ Transforming Care at the Bedside (TCAB) is a national initiative sponsored by the Robert Wood Johnson Foundation (RWJF) whose goal is to address quality of care on medical and surgical units.
 - ❑ The program engages leaders at all levels of the organization while focusing on the work at the unit level.
-

Addressing Quality Problems on Medical and Surgical Units

- ❑ From 1981-2004, the average length of stay in hospitals has declined from 7.6 to 5.6 days (AHA, 2006)
- ❑ Patient turnover rates have increased to as high as 40% of the midnight census (Norrish and Rundall, 2001)
- ❑ Most of the nation's inpatient care is delivered in medical/surgical units, where an estimated 35 to 40 percent of unexpected hospital deaths occur
- ❑ Studies (Aiken et al, 2002; Needleman et al, 2002; Seago, 2001 and Kovner, 2002) show that lower nurse-to-patient staffing ratios are associated with higher rates of adverse events

Addressing Quality Problems on Medical and Surgical Units

- ❑ National RN Turnover Rates ranged from 13.9% to 16.8% in 2004 and from 12.1% to 13.5% in 2005; generally nursing turnover is the highest on medical and surgical units (AHA)
 - ❑ Total time all health care workers (not just nurses) spent in direct patient care on a med/surg unit is a median of 1.7 hours in a 12 hour period (IOM, Keeping Patients Safe, 2004)
-

Strategic Objectives for TCAB

To develop one or more models of care at the bedside on medical and surgical units that will result in:

- Safe & reliable care
 - Patient-centered care
 - Value-added care (efficient)
 - Vitality & teamwork
-

History of TCAB

- ❑ Initiated by the Robert Wood Johnson Foundation (RWJF) in partnership with the Institute for Healthcare Improvement (IHI)
 - Phase I: 2003-2004 (3 pilot sites)
 - Phase II: 2004-2006 (13 pilot sites)
 - Phase III: 2006-2008 (10 pilot sites)
 - ❑ Integrated into an IHI learning & innovation community in 2005
-

Successful TCAB Innovations

- ❑ Multidisciplinary rounds at the patient's bedside, which include the patient and family members.
 - ❑ Standardizing change of shift reports and improving handoffs.
 - ❑ Use of a color-coded system used to balance RN patient load.
 - ❑ Transforming the discharge process into an ideal transition home.
 - ❑ Streamlining documentation and creating forms for all disciplines to use.
 - ❑ Creating more liberalized diets where patient choice and preferred meal times are honored.
 - ❑ Rapid response teams to effectively intervene when a patient's condition deteriorates.
-

Select Results to Date for IHI TCAB Pilot Units

- ❑ Nine TCAB pilot units have gone five successive months or more without a full resuscitation code
 - ❑ Three TCAB pilot units have gone six successive months without moderate or severe harm from falls
 - ❑ Average turnover rates for RNs and advanced practice nurses on the TCAB pilots units at all TCAB sites dropped from 5.8 percent in 2003 to 3.4 percent in 2006 (58% decrease)
 - ❑ The percentage of time registered nurses spent in direct patient care at TCAB hospitals increased from approximately 40 percent in 2004 to greater than 50 percent in 2006
-

TCAB Outcome Measures

- ☐ Safe & Reliable Care:
 - Harm from falls: <1/10,000 admission
 - Codes on unit: 0
 - Adverse events: <5/1,000 PD
 - ☐ Patient-Centered Care:
 - Willing to Recommend: 95% Top box
 - ☐ Value-added Care:
 - Nurses Time in Direct Patient Care: 70%
 - ☐ Vitality & Teamwork:
 - Voluntary Turnover: <5%/year
 - Team Development: 95% Top box
-

AONE TCAB Phase I

- ❑ **January 2007** – AONE received almost \$1 million from the Robert Wood Johnson Foundation (RWJF) to disseminate the Transforming Care at the Bedside (TCAB) project with 50 hospitals nationwide
 - ❑ **July 2007** – AONE received a second grant for \$600,000 to support 18 additional hospitals and related projects
-

The “Disseminating TCAB Project”

AONE’s Project Goal: To identify the key tools and processes of TCAB that can be shared and replicated by other hospitals.

AONE TCAB Hospitals

- 68 participating hospitals
 - 12 rural
 - 50 urban & suburban
 - 11 academic medical centers
 - 33 Magnet or on Magnet journey

 - Two cohorts of 34 hospitals each
-

Robert Wood Johnson
Foundation

★ = Cohort Two

TCAB Themes

- Safe and Reliable Care
 - Vitality and Teamwork
 - Patient-Centered Care
 - Value-Added Care Processes
 - **Transformational Leadership**
 - **Nurse Autonomy and Ownership of Practice**
-

The TCAB Process

- Front-line team generates new ideas : *Not the quality department, not the CNO*
 - ✓ Brainstorming or “Snorkel”
 - ✓ Adapting strategies from other industries
 - ✓ Adapting “best practices”
 - ✓ Conducting site visits
 - Testing ideas and measuring outcomes : Rapid-cycle testing that facilitates change using PDSA-“one nurse, one patient, one shift” & “what will we do by next Tuesday?”
 - Implementing and spreading Successful Changes
 - Collaborative learning
-

AONE TCAB Phase II

- New partnership with RWJF beginning 2009 with its Aligning Forces for Quality national initiative in 14 communities across the U.S
 - AONE is providing technical assistance to over 135 hospitals for four years
-

AONE TCAB Phase II

- Offering three TCAB program options to hospitals:
 - Traditional TCAB program—a combination of face-to-face & virtual meetings
 - Virtual TCAB program
 - Menu selection of TCAB topics
-

Review Test

Click on the ICON link below and respond to the question to record your participation.

[ICON](#)
