Redefining “Time” to Meet Nursing’s Evolving Demands

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Objectives

• Examine the concept of non-productive time.
• Discuss possible solutions to discontinue the use of the concept non-productive time.
• Describe the opportunities that nurses have to impact safety, service and financial outcomes as a result of nonproductive time.

Redefining Time?
Healthcare

Definition and History

• Productive
  • A measure of the efficiency of a person, machine, factory system etc. in converting inputs into useful outputs

• Nonproductive
  • Time not directly associated with manufacturing operations or performance of a job or task

Other Terms

• Direct care
  • Time with patients and families

• Hours per patient day (HPPD)
  • The total number of nursing staff providing care divided by the total number of patients in a given day.
  • This number helps to reflect the actual amount of patients on a unit and determine staffing levels.
Why Discuss This Topic?

We must be more than the most trusted profession.
We must shift the conversation to our real role in healthcare.

"Nurses are quality agents who ensure safe passage through a complex healthcare system."

-- South Shore Hospital CSIs --
Who?

- Nurse managers
- Healthcare organizations
- Professional organizations
- Others?

Requirements for Success

"Better: a surgeon’s notes on performance"³
Atul Gawande

- Diligence
- Doing Right
- Ingenuity

Why? If We Reframe the Concepts...

Could it:
- Improve patient outcomes?
- Reduce reimbursement losses?
- Develop nursing leaders?
- Result in nurses seen as a profession and not a commodity?
- Lead to the ability to demonstrate outcomes and financial impact of nursing’s work?
American Association of Critical Care Nurses

Mission
Patients and their families rely on nurses at the most vulnerable times of their lives. Acute and critical care nurses rely on AACN for expert knowledge and the influence to fulfill their promise to patients and their families. AACN drives excellence because nothing less is acceptable.

American Association of Critical Care Nurses

Vision
AACN is dedicated to creating a healthcare system driven by the needs of patients and families where acute and critical care nurses make their optimal contribution.

Clinical Scene Investigator (CSI) Academy
• 16-month nursing leadership and innovation training program
• Empowers hospital-based staff nurses as clinician leaders & change agents
• Initiatives measurably improve patient & fiscal outcomes
• Quality science project that each team selects
CSI Academy Objectives

Provide staff nurses with the knowledge and support needed for them to become influential leaders who are able to guide and partner with their peers to create unit-based change that is easily scaled hospital-wide for larger impact.

• Demonstrate the components of innovative project management
• Develop, plan and implement an innovative project that targets a patient/family or clinical outcomes on a unit
• Create measureable improvements in patient/family, clinical or organizational outcomes
• Effective communication, collaboration, and innovation

CSI Academy

• Designed as “experiential” workshops
• Staff nurses working at the bedside are given time to work in teams and across teams
• Carefully outlined sequence of learnings upon which to build confidence and move projects forward
CSI Academy

Staff nurses
• Closest to patients
• Unique perspective
• Innovators
• Key to achieving and sustaining change
• Often lack skills, time away from patient care, organizational leadership support to create solutions

CSI Academy Curriculum

• Problem Identification
• Strategic Communication
• Project Implementation
• Business case for quality
• Data collection and analysis
• Social Entrepreneurship
• Scaling & Sustaining Projects
CSI Academy

• Teams identify the project
• Plan the details
• Use social entrepreneurship to move project forward
• Learn to: Celebrate, Scale, and Inspire
• Share results at “Innovation Conference”
• CSI Innovation Database www.aacn.org/csi

Total Fiscal Impact/Cost Avoidance of 66 CSI teams who have completed program is over $35 million dollars!!
Patients’ and families’ lives that have been improved??

Priceless!!!
Beth Israel Deaconess Medical Center CSIs
“Because of the positive response from staff concerning our project, nursing administration has expressed interest in exploring other staff nurse driven projects.”

-- Tufts Medical Center CSIs --
Barriers

- No benchmarks for calculations or best practices
- Definitions not standardized
- Nurses are paid an hourly wage vs. salaried
- Budget categories
- Speak the language
- Others?

Budgeting Ideas

- Increase/utilize float team
- Increase/utilize hourly team members
- Hold meetings when staffing is best
- 40 hours vs. 36 hours
- Personnel not counted cover for relief of staff nurses
- Other ideas?
Why Discuss Nonproductive Time?

It Matters

• Change the paradigm
• Nursing’s mission
• Leverage country’s 3 million nurses
• A win-win

“Never lose an opportunity of urging, a practical beginning, however small, for it is wonderful often in such matters the mustard-seed germinates and roots itself”

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References


Questions? Insights? Discussion?

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