A major effort initiated last year is paying off with improved nurse communication scores as rated by their patients. From 2013 to 2014, the needle moved from 21st percentile ranking to 30th percentile based on HCAHPS, a national survey measuring patients' perspectives of hospital care.

According to Mavis Bechtle, RN, MSN, Senior VP and Chief Nursing Officer, any number of initiatives could be contributing to the improved scores, including a renewed focus on the practice of Purposeful Hourly Rounding. "This involves someone from the nursing staff routinely checking on the patient to proactively address any needs they may have," says Bechtle.

With Purposeful Hourly Rounding, nurses address the five “Ps” of patient care including: Pain management, Potty, Positioning the patient for comfort, Personal items – to ensure they are within reach and Privacy.

Training may also be impacting scores. Nurses are attending TeamSTEPPS, a program that focuses on developing communication and teamwork skills to optimize patient outcomes. In addition, whenever possible, patients are receiving their own private rooms. “It’s becoming an expectation, which allows for more candid conversations,” notes Bechtle.

A new software program introduced last year is making an impact as well, by streamlining the hiring process. “We were able to hire more nurses last year, faster,” says Bechtle. “And once we hire them, we are able to retain them. This is the hospital where nurses want to work.”

MetroHealth also happens to be the hospital with healthy employee engagement scores among nurses. “There’s a lot of collaboration. We have good working relationships with all departments and especially with physicians,” explains Melissa Kline, RN, MSN, VP, Associate Chief Nursing Officer. “That’s our top scoring area.”

While nurse communications scores are improving, Katie Carney, RN, BSN, Director of Nursing, Specialty Care, notes there is still a lot of work to be done. “The goal is to achieve 50th percentile by year-end. Each unit has developed action plans around the patient experience to help get us there,” says Carney.

Recognizing it takes a lot to move up in ranking, the nursing team is taking a holistic approach to improve the patient experience. Among other things, they have been resolving issues more quickly resulting in an all-time low of complaints.

Technology will also play a part with the pilot of the Vocera communication system – currently used at ambulatory sites. Vocera enables seamless communication with staff using a device that can be clipped to a uniform. This should also make for a more peaceful environment with fewer overhead pages.

“Based on the progress we’ve made to date and the new approaches we are piloting, we are confident we will continue to see improved scores and provide patients with the quality care they deserve,” says Bechtle.
Each patient room will be private with a dedicated space to accommodate families who will have 24 hour access. A seating area will serve double duty as a resting space where visitors can recline.

Every detail from flooring that will minimize noise, to lighting that will support the patient’s wake and sleep cycles was worked into the plans. Special consideration was given to natural light with floor to ceiling windows planned. “We rely heavily on research to know that whenever a patient has access to views out a window they are less likely to use pain medications,” says Diane Tate-Whatley, Interior Designer with Cannon Design, the firm overseeing interior design aspects of the CCP expansion.

Charting stations with observation windows will be strategically located outside each patient room so nursing staff can monitor patients and provide immediate assistance if needed. Sliding glass doors will promote additional visibility into the room, and at seven feet tall, they will be able to accommodate large medical equipment. In addition, every room is equipped with a spacious private restroom with a sink, toilet and shower facilities.

“The CCP expansion has been a work in progress and it continues to evolve,” explains Walter Jones, Senior VP, Campus Transformation.

“Initially, we were planning on 88 rooms but have cut back to 85 to create space for special rooms where infectious disease medical workers can remove personal protective equipment and shower after caring for patients,” says Walter Jones, Senior VP, Campus Transformation. This became relevant after MetroHealth was designated as the only Ebola Treatment Center in Northeast Ohio.
CCP Open House

Critical Care Pavilion plans include private spaces where medical providers can collaborate with each other and family members to share information and determine next steps in care.

Patient rooms are slightly larger than existing ICU rooms and will have a standardized layout to promote more efficient care. “I love the idea that the rooms are universal,” says Clinical Analyst and former Flow Nurse, Terri Chase. “It will make it much more streamlined to take care of patients.”

Though the Critical Care Pavilion is the newest building on the main campus, many advancements in technology and materials have occurred since it was built in 2004. “We plan to take advantage of those advancements while maintaining classic combinations in design that will stand the test of time,” says Tate-Whatley.

Cannon Design has been collaborating with facilities management, infection prevention and other departments to ensure materials will meet the needs of the hospital. “We are looking at materials that will be low maintenance, durable and easy to clean using strong anti-bacterial products,” explains Tate-Whatley.

Once completed, the Critical Care Pavilion will be over five stories tall and will serve as a cornerstone for our new campus. The ground floor will continue to be home to the emergency department and surgical suites will remain on the first floor.

The second floor will house electrical and heating and cooling systems. The new third floor will house the trauma and neuro ICUs, the surgical intensive care unit, a new surgical step down unit and 43 single occupancy patient rooms.

The fourth (top) floor will be comprised of 42 single occupancy patient rooms and will host a new medical intensive care unit and medical step down unit. Two of the rooms on this floor are being specially designed for an infectious disease containment unit. This new unit will include a lab, areas where staff can put on and remove personal protective equipment and shower after caring for patients. Special charting stations and communication systems enabling visitors to talk with patients are also being planned for this unit.

The CCP expansion is the first major project in MetroHealth’s plans to transform the main campus. Construction is slated to begin May 2015.

“I think family support helps speed up recovery. It’s great to see so much thought was put into developing a special area just for family.”

- Sandi Duke, Clinical Informatics Analyst, RN

“It’s nice to have a large room, especially when you are moving cots in and out with patients that Life Flight brings in.”

- David Reese, Lead Pilot
Metro Life Flight
As MetroHealth undergoes its Transformation, there will be many employment and bidding opportunities for local residents and businesses to pursue. To ensure small business owners, minorities and women understand the process of applying for work, representatives of The Office of Inclusion and Diversity and Supply Chain have been conducting educational outreach meetings to connect with these groups.

“Our System goal is to have 25 percent of the New Project Community Spend go toward a diverse workforce,” says Lourdes Negron-McDaniel, Director, Inclusion and Diversity. “For first-time applicants, the process to bid on work may be intimidating. We are hopeful our guidance will reduce the fear and enable us to attract a highly qualified and capable team.”

Carole Becerra, Manager, Supplier Diversity, has led outreach efforts since 2014. Activities include: seminars on how to do business with MetroHealth, notification of potential bidding opportunities for vendors, and engaging stakeholders in meetings and communication about MetroHealth’s upcoming main campus refresh efforts.

How to do Business with MetroHealth

Students from Case Western Reserve University pursuing their master’s degrees in positive organizational development interviewed 28 employees to discover what they believe are MetroHealth’s positive core strengths.

Here’s what employees like about MetroHealth:

- **Belief in the organization’s enduring resilience and innovative capacities**
- **STAR-IQ values**
- **Commitment to mission, vision and values**
- **Mission to care for the neediest members of the community**
- **Pride in the organization’s commitment to the community and those in need**
- **Pride in the hospital as a national “first-responder” to health crises such as Ebola**
- **Trust in and appreciation for current hospital leadership**
- **Inclusion and diversity**

The interview technique used during the sessions is called *Appreciative Inquiry*, which focuses on identifying the positive attributes that an organization can leverage during a time of change. “It’s important that we don’t forget everything we are doing well, especially when there will be so much change occurring during the physical, clinical, operational and cultural transformation of MetroHealth,” says Pamela Ziss, Thought Leader for the Center for Disruptive And Radical Experimentation (DARE). This input will be used to further explore and experiment with ways to continue engaging and energizing the workforce.

Pamela Ziss, Thought Leader for the Center for Disruptive And Radical Experimentation (DARE)