



# sentara nurse

## Over a Decade of Sustained Excellence



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### Introduction

As of December 2015, Sentara Williamsburg Regional Medical Center has achieved and sustained over eleven years without a single case of Ventilator Associated Pneumonia/Ventilator Associated Event (VAP/VAE). The rate has been zero for over 140 consecutive months with the last VAP occurring in January 2004. This unprecedented track record of exemplary performance is attributed to a hospital-wide effort to create and sustain a culture of accountability with emphasis on consistent, reliable, performance by all members of a highly-effective, interdisciplinary team.



### Significance

Professional nurses thrive in an environment that empowers them by providing opportunities for autonomy, accountability, and control over their practice. Through development of an interdisciplinary partnership council, the work environment was transformed into a healthy, collaborative practice environment where nurses and their professional colleagues work together to drive excellence through evidence-based standards, professional influence, and a culture of safety and accountability. While the initial attention was aimed at reducing the rate of VAP, the strategies have since led to significant improvements in safety and quality initiatives as well as the overall work environment.

### Objectives

- Create an interdisciplinary partnership council to evaluate and implement evidence-based practice guidelines aimed at improving care for ventilator patients.
- Create, implement, and sustain organizational structure, processes, and resources to support clinical autonomy and decision-making.
- Implement measures to decrease ventilator days and to reach and maintain a goal of zero VAP/VAE.
- Develop staff resources to support best practice.

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### Methods

- Establish an interdisciplinary, interprofessional partnership council to evaluate and implement evidence-based practice guidelines.
  - Best Practice Team includes Pulmonologist, Nursing, Infection Prevention, Respiratory Therapy, Pharmacy, Nutrition
  - Team sets expectations and evaluates compliance
  - Develop/implement order sets & protocols aimed at best practice
  - Intensivist added in 2005
- Implement VAP prevention bundle based on Institute for Healthcare Improvement (IHI) Guidelines
  - Initial implementation in 2004
  - VAP Bundle regularly reviewed & updated as evidence changed
  - Compliance with bundle elements monitored twice daily and verified by Clinical Effectiveness department
  - Create a dashboard to post and share bundle compliance rates at the unit, hospital, and system level
- Implement daily interdisciplinary rounds
  - Reinforce education, expectations, & compliance
  - Address any fallouts in real time

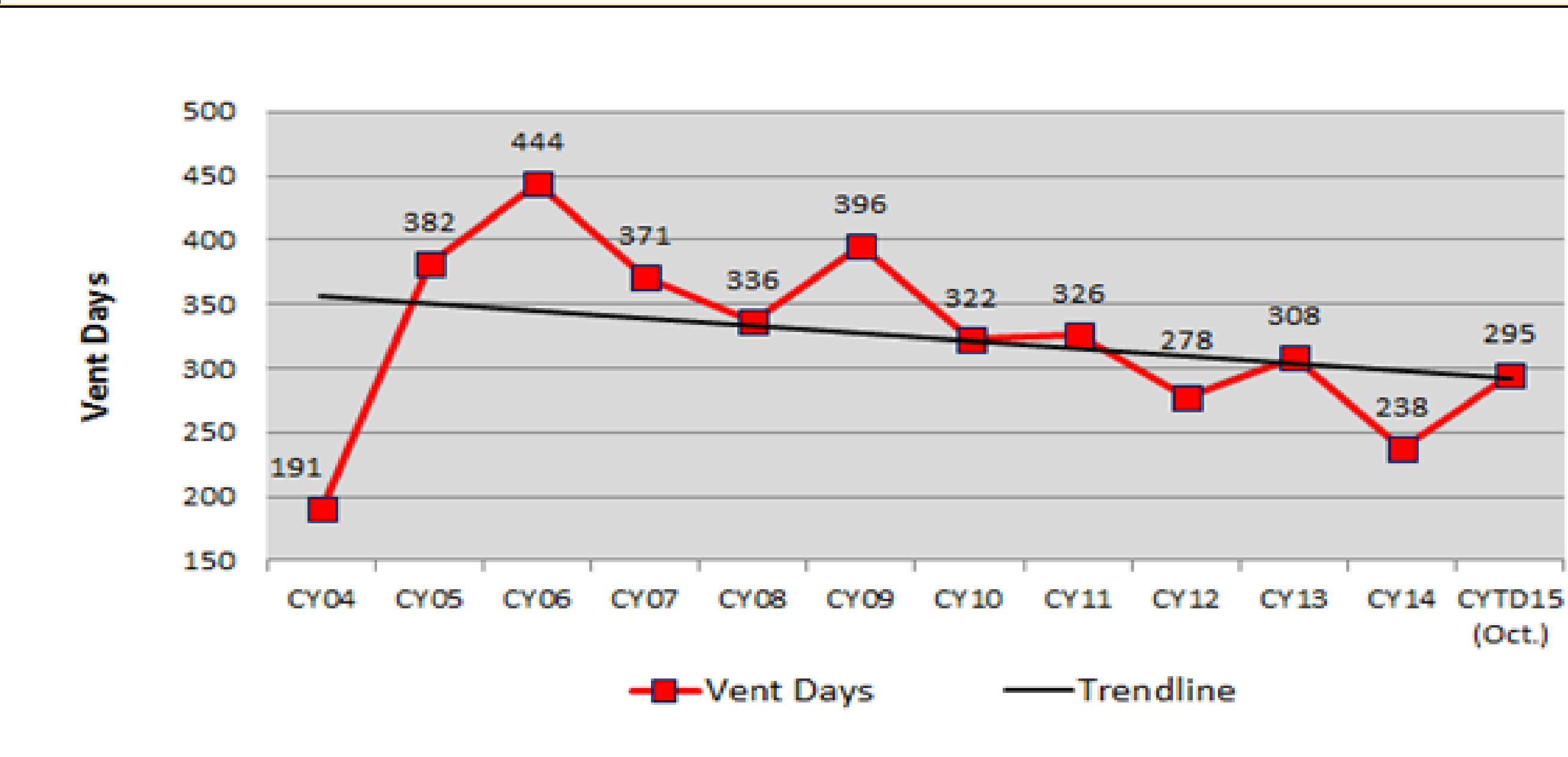
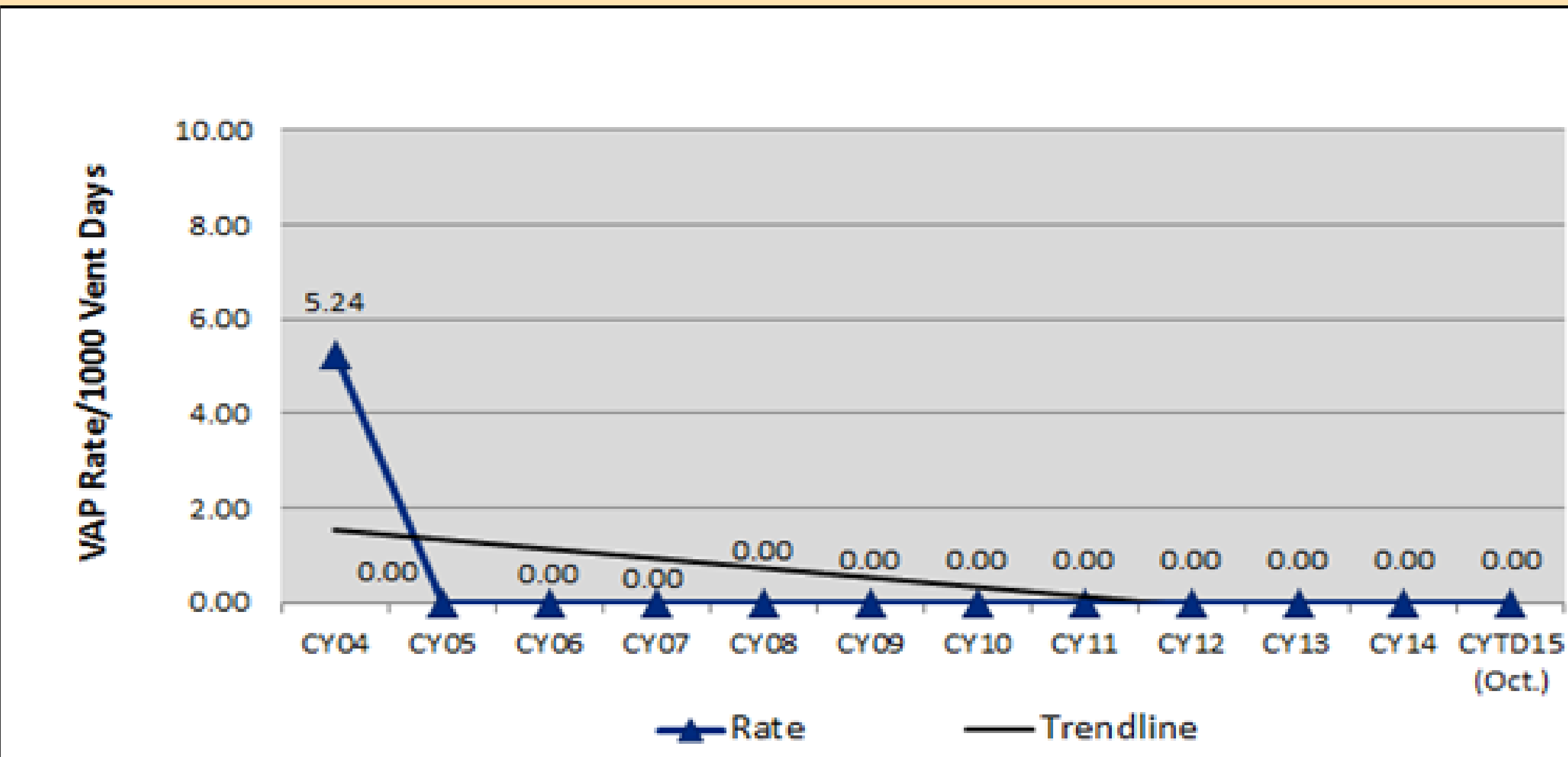


- Incorporate Culture Change Methodology
  - Set crystal clear expectations
  - Make sure all involved have the knowledge to perform what is expected
  - Inspect what you expect!!
- Implement change of shift huddles & safety coach program
- Utilize technology to promote best practice
  - Electronic Medical Record/Computerized Physician Order Entry
- Establish goals for device utilization ratio (DUR) & VAP
  - Based on CDC NHSN benchmarks & historical performance



### Results

There have been **zero** cases of VAP/VAE's at SWRMC for over eleven years. Ventilator days have also decreased from baseline.



Additional Unanticipated Benefits:

- Decreased ICU length of stay
- Decreased Central-Line Associated Blood Stream Infections
- Decreased Catheter-Associated Urinary Tract Infections

### Conclusions/Recommendations

- The formation of an interdisciplinary partnership council led to an autonomous work environment where teamwork, collaboration, and an unprecedented commitment to excellence permeate practice.
- The primary goal of eliminating VAP/VAEs has been achieved and sustained for over a decade, leading to recognition for excellence at both the state and national level.
  - Recognized by the IHI Partnership for Patients
  - Best Practice Blueprint AHA 2009
- Nurse and Patient Satisfaction Scores consistently above 90<sup>th</sup> percentile.

#### Acknowledgements:

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