



Using the Lean Management System to Improve Teamwork in the Golden Hour

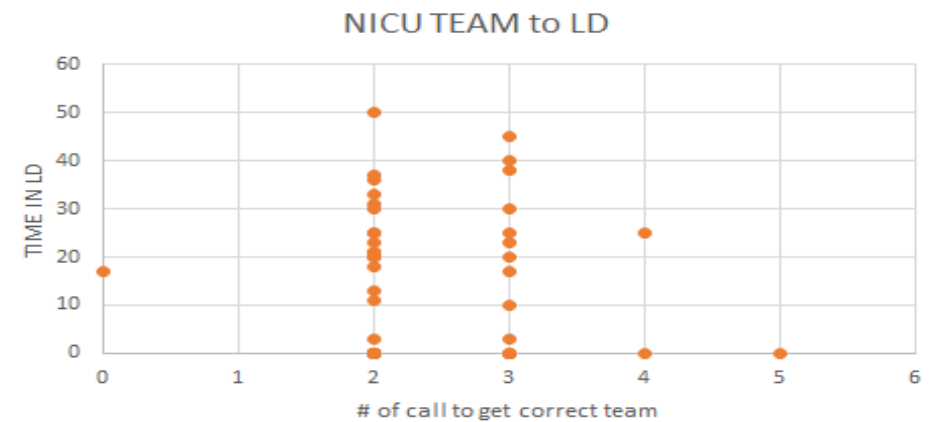
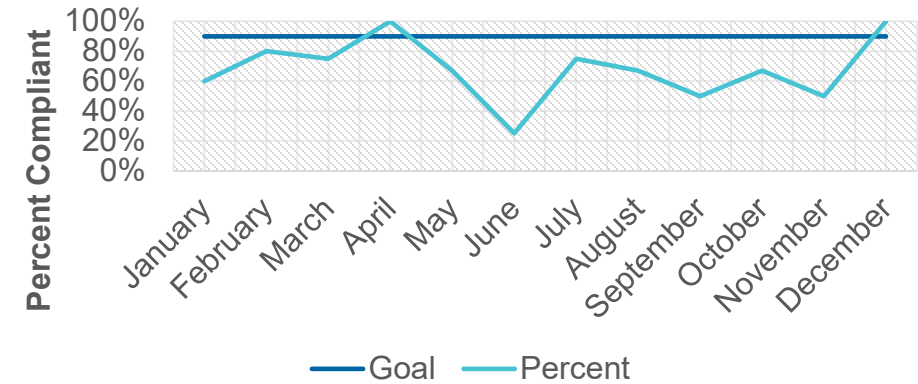
Presented by: Susan Aucott, MD &
Kristin Trawinski MSN, RN

Date: January 26, 2022

Defining the Opportunity for Improvement

- What problems were identified?
- Varied practices based on data collection
- Lack of role clarification
- Manual documentation/collection of data
- Communication from L&D to NICU team
- Varied neonatal code cards that were stocked by staff
- Omni beds frequently not opened to warm bed properly
- Omni beds closed at various points on admission

NICU Admissions by Month 2020



Defining the Opportunity for Improvement

- Lucy was born weighing 1.11 kg. She is now a thriving, happy 5 year old
- In 2020 we admitted 53 babies under 1500 grams
- 55% of these babies met the standard of eutermic admission temperature of 36.5 -37.5
- Hypothermia has a direct impact on morbidity and mortality for this patient population



PLAN

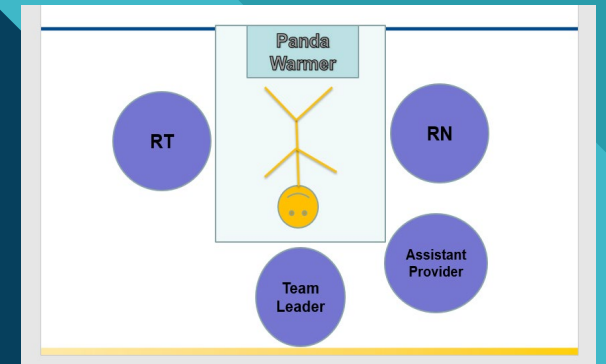
What Are We Trying To Accomplish?

- *Using the Lean Management System, we will design and implement an evidence-based team approach to standardize care of newborns <1500 grams during the Golden Hour. We will accomplish this by improving percentage of eutermic temperatures from 55% to 90% by December 31, 2021.*
- *This process aligns with our core competency of redesigning care with the AIM of Better Health. We are redesigning care to continue to provide best health outcomes to our patients and the community we care for.*



What Changes Did We Make to Solve for the Problem?

- *Created a multidisciplinary role Job Instruction Breakdown sheet*
- *Education Specialist researched best practices and tools from other organizations*
- *Simulation in situ, utilizing the NICU team to understand roles, timing, and gaps in knowledge*
- *Standardized where team members stand, and implemented timers to track our time management*
- *Created a step by step guide for each individual role involved*
- *Created EPIC checklist to pull reports from EPIC*



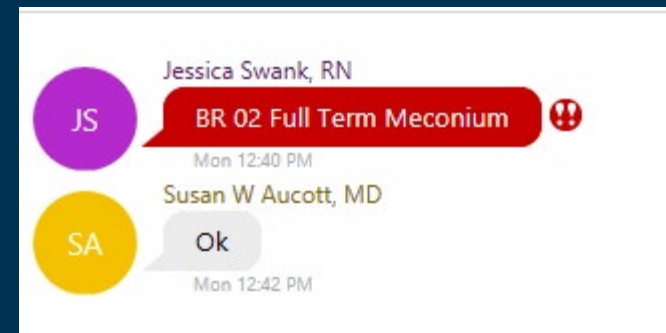
What Changes Did We Make to Solve for the Problem?



- **Neonatal Code Carts**
- Purchased new designated Neonatal Code Carts
- Worked with distribution, pharmacy and EPIC to have the same standard of replacing carts and tracking expired supplies as the rest of the hospital
- Standardized each drawer for easy use as taught in the Neonatal Resuscitation Program



- **Calls from L&D to NICU for deliveries**
- Worked with EPIC analysts, L&D, Education Specialists and NICU to create an urgent chat in EPIC to minimize calls and get the right team when needed
- Creating educational tip-sheet for staff
- Roll out in January 25



Stakeholders



Neonatologists



**Advanced
Practitioners**



NICU Nursing



Techs



**Delivery Room
Assessment
Nurse**



Respiratory



L&D Nurses



Obstetricians

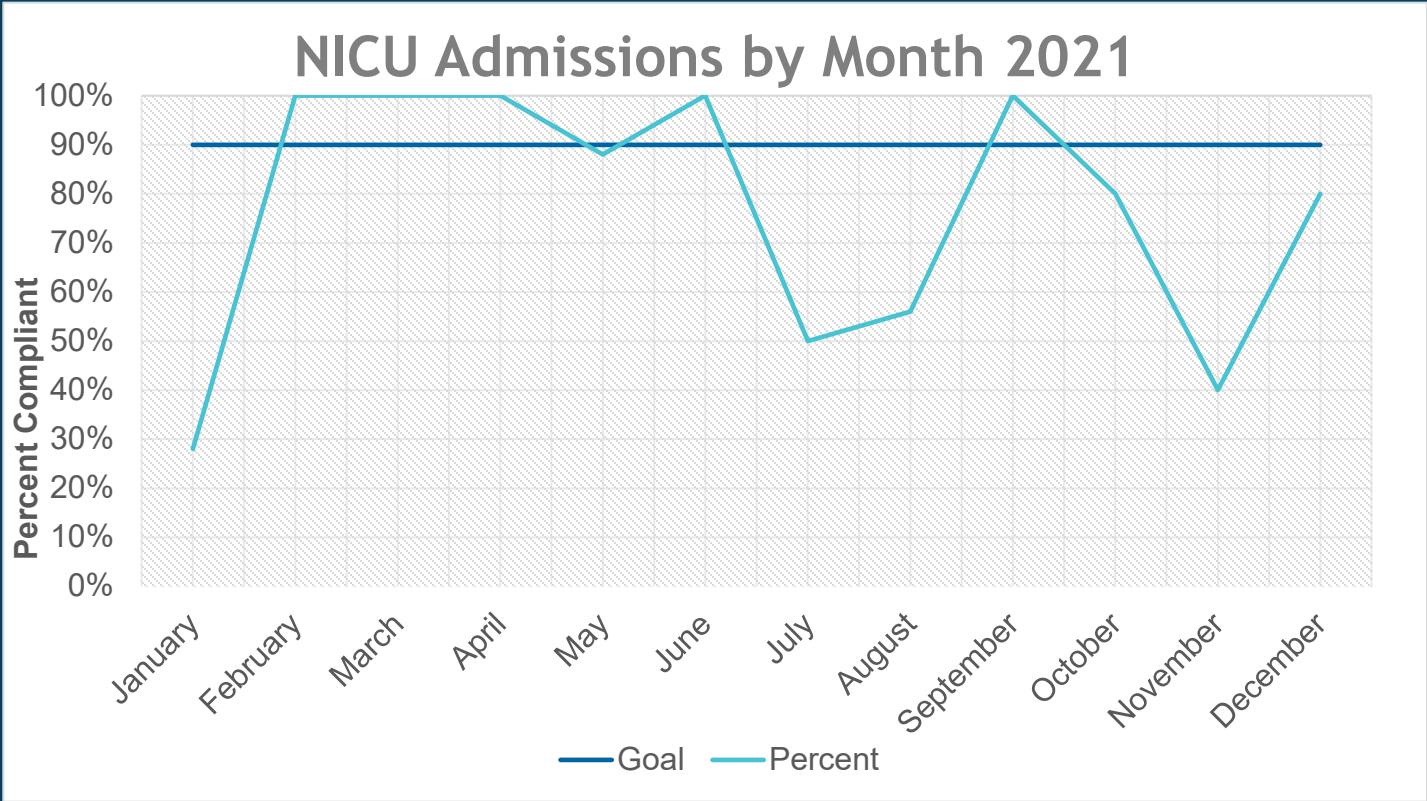


Distribution



IT/EMR

Outcomes & Lessons Learned



Achieved 78%

Key Points:

- 68 babies born in 2021
- 53 in 2020
- 46 in 2019
- OB stat babies
- ELBW difficult to maintain temperatures
- Education on isolette management in this population
- Managing temperatures above 37.5



Next Steps

- *JIBS training for all disciplines using in situ simulation*
- *Real time process confirmation*
- *Debriefing*
- *Building into our orientation for new employees for all disciplines*





QUESTIONS?

COMMENTS?