



The RN Labor Management Initiative provided program support to several medical-surgical units seeking to implement Transforming Care at the Bedside (TCAB), a program aimed at increasing the amount of time members of the health care team spend with patients.

The Challenge

Hospitals face increasing pressure to improve the quality and safety of patient care, reduce inefficiencies in work processes, increase staff satisfaction and improve retention rates. Making quality improvements often requires altering daily work processes so frontline staff can spend more time providing direct patient care.

The Solution

In 2010, TCAB was piloted in medical-surgical units at several 1199 RN institutions, including Beth Israel Brooklyn 3N, Montefiore North 3N, and North Shore Forest Hills 4N. The initiative was later rolled out to Beth Israel Brooklyn IN and Beth Israel Petrie 7 Linsky. Developed by the Robert Wood Johnson Foundation and the Institute for Healthcare Improvement, TCAB aims to improve patient care and satisfaction. It creates a framework for multidisciplinary teams to work together, review data related to work processes, analyze problems, implement changes, and evaluate outcomes. Each hospital formed a TCAB team with representatives from all areas of patient care, including nurses, managers, physicians, pharmacists, therapists, nursing assistants and transporters. With assistance from the RN Labor Management Initiative, the teams conducted RN Time Studies to evaluate the amount of time nurses engaged in non-value-added activities. PDA-based software tracked the tasks that took nurses away from the bedside. Solutions were then developed for the problems identified. For instance, one TCAB team found that RNs were spending approximately 30 minutes more per trip than the national average waiting for patients' medications at the pharmacy. It worked with the pharmacy and IT departments to replace its paper medication request program with an electronic process. The new system decreases the number of trips staff make to the pharmacy and increases the efficiency of pharmacy runners.

The Results

TCAB increased the amount of time nurses spent delivering direct patient care and improved satisfaction scores. At Beth Israel Brooklyn, for instance (see chart), nurses spent 35% more time on daily assessment and 40% more on discharge processes, and RN satisfaction scores were significantly improved.

