# Creating a Healing Environment

Physician and Administrator Experience

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# Stimulus for Change

- Move to patient-centered care
- Regulations
- Improving Veteran satisfaction
- Improving employee satisfaction



# Challenges

- Culture change resistance
- System change
- Expense
- Who has the time?



# Long-term Care

- Goal was to change from an institutional to a home environment
- From nursing homes to community living centers (CLCs)
- CLCs are not hospitals but are on a medical center campus



# **Artifacts of Change**

- · Published by CMS in 2006
- · Based on published literature
- Tool created to help inventory and score baseline and progress of change
- Serves as a guide for leadership, patients, family and staff
- VA adopted and adapted



# Overcoming Resistance to Change

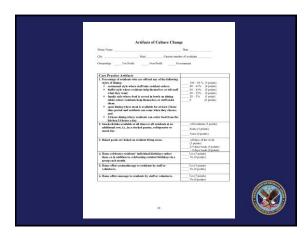
- Initial kickoff: Met with care line and service chiefs to provide overview and direction
- They nominated frontline staff to serve on culture change committee with decision-making authority
- Veteran and family members to committee and workgroups
- Periodic updates

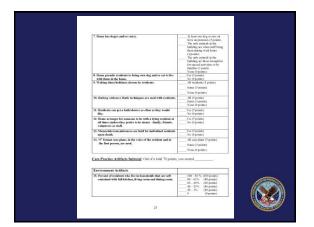


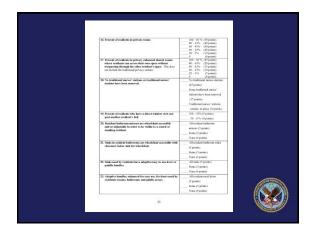
# Artifacts of Change Tool

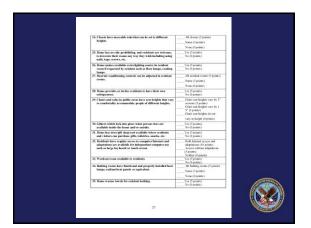
- Care Practice Artifacts
- Environment Artifacts
- Family and Community Artifacts
- · Leadership Artifacts
- Workplace Practice Artifacts
- Outcomes



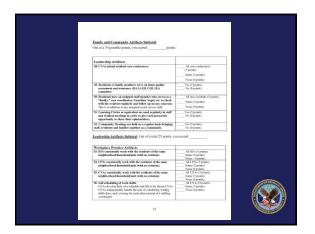


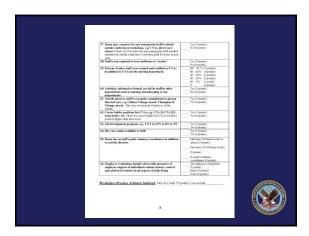


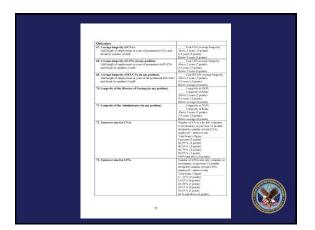


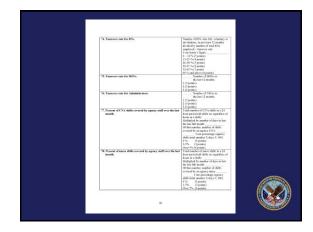


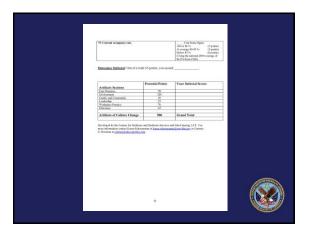
including those who use wheeleldams, e.g. residents do not need assistance from staff to open doors or overcome obstacles in travelling to paid.	Yes (5 points) No (0 points)
37. Home has outdoor, raised gardens available for resident me.	Yes (5 points) No (0 points)
<ol> <li>Home has an outdoor walking/wheeling path which is not a city sidewalk or path.</li> </ol>	Vax (5 points) No (0 points)
29. Pageryrafforbelephone call system is used where resident calls register on staff's pagers/rafforbelephones and staff can use it to communicate with fellow staff.	Yas (5 points) No (0 points)
49. Overhead paging system has been turned off or is only used in case of energency.	Vec (5 points) No (0 points)
<ol> <li>Personal chelting is laundered on resident bosochald mighberhood unit instead of in a general off- house learney, and residented families have access to washer and deyer for own use.</li> </ol>	Available to all residents (5 points) Some (3 points) None (0 points)
Environment Artifacts: Out of a total 320 persits, you score Family and Community Artifacts	
42. Regularly scheduled intergenerational program in which children customarily interact with residents at least once a week.	Yax (5 points) No (0 points)
43. Home makes space available for community groups to	Yes (5 points) No (0 points)
	Yes (5 powes) No (0 powes)
meet in home with residents reference to attend.  44. Private guestroom available for visitors at no, or minimal, and for strength story.	Yax (5 points)
	No (U points)
44. Private guestroom available for visitors at no, or minimal, cost for oversight stays. 45. Bone has cafe/restourant/taven/casteen available to residents, families, and visitors at which residents and	No (O points) Yes (5 points) No (O points)



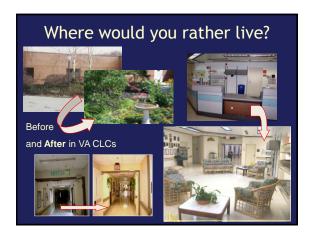








# Sustaining Change Regular status checks using artifacts tool Standing committee using frontline staff as core Talk the talk



# **Acute Care Setting**

- · Adapted artifacts concepts and tools
- Goal to move towards Primary Nursing model
- Visited other hospitals both VA and non-VA



# **Primary Nursing**

- Primary nursing refers to comprehensive, individualized care provided by the same nurse throughout the period of care.
- Method of nursing practice which emphasizes continuity of care by having one nurse provide complete care for a small group of inpatients within a nursing unit of a hospital.
- This type of nursing care allows the nurse to give direct patient care.

# **Primary Nursing**

- The primary nurse accepts total 24-hour responsibility for a patient's nursing care.
- Nursing care is directed toward meeting all of the individualized patient needs.
- The primary nurse communicates with other members of the health care team regarding the patient's health care.



#### **Unit Councils**

- · Frontline staff
- · Empowering staff
- Interprofessional
- · Mission for each unit created by the unit
- Regular report-out/sharing meetings of all unit councils





