

Managing Change: Using Employee Forums in Designing New Systems
Innovative Clinical Practice during Hospital Expansion
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Change is an inevitable part of any growing maternity and neonatal care service and often comes through expansion building programs that promote family centered care concepts. This has been particularly true at our growing hospital and so we decided to bring our staff into full involvement for all the changes that were necessary in our latest expansions. Our journey has been a successful implementation of staff empowerment through formal forums that have designed our move to single room, Level 3 Neonatal Care services, and expanded single room maternity care.

Method: There was agreement from administrative leadership that the staff nurses involved in the maternity and neonatal operations of our services are essential stakeholders and should be given opportunities to be key decision makers for our expansion of services. We developed an educational program that was designed and presented to the maternity service excellence team and the entire neonatal staff services team. The four hour workshop focused on “meeting skills” and basic principles of “microsystem” quality improvement concepts. After this training, our maternity and neonatal staff members took leadership in monthly employee forums that used these concepts to guide their own change processes. Their 12 months of forum meetings tackled single room neonatal care concepts, redesigned geography and a vast variety of details needed for the comprehensive services we deliver.

Lessons Learned: There are many lessons learned, but the greatest has been a beautifully executed move into new space and a new modality of neonatal intensive care management. Our leadership team has watched staff nurses rise to the occasion to own problems from their decisions. We use a NURSE acronym to describe our continued improvement processes. **N** is for nurse involvement. Bedside nurses know the details necessary for correcting or improving services. **U** is for uncovering the details of all systems. **R** is for research led redesign. **S** is for scheduling the processes so you get it all done in time. **E** is for excellence as our goal for all processes. Our staff led forums and staff nurse leaders continue to modify and administer the adjustments that have come from moving in to “reality”.

Carolinas Medical Center - Pineville
Improving the Continuum of Maternity Care: Community Outreach
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There are several gaps across the continuum of Maternity care from conception to birth extending into the first year after delivery. This gap includes communication from many different healthcare providers to expectant families about preparing for birth. The Maternity education department at the hospital formulated a Perinatal Operations Group in May of 2009 that consists of a representative from each of our OB offices, a member from our hospital patient education team, a prenatal educator, and leadership from each area. We began meeting on a quarterly basis with an agenda to help improve our communications and bridge the gap in information from office to hospital.

The goal: Improved patient experience as a result of improved communication and consistent messages across the continuum.

Results: Our initial agenda included review of prenatal education packs for consistency, update to OB practice setting on options available to patients for prenatal education classes and how to register. An overview of the hospital website and a Maternity Center tour were included. As a result of forming this group we have seen improvements in the area of knowledge about prenatal classes and we have an identified contact in each office to share new and upcoming information. We also have formulated new classes for parents including a back to work breastfeeding class, grandparent's class and an infant massage series based on our collaborative work. Having the prenatal office group on board with new initiatives or changes in Maternity care increases our success in helping prepare our patients for what to expect during their stay. CMC-Pineville is evaluated by PRC for many indicators including the patient perception of overall quality of care which currently resides at the 100th percentile. Our initiatives partnered with a team of healthcare providers who are on the same page can provide the expectant family with clear, consistent communication of information.

Knowing Your Plan is Just One Click Away!
South Carolina's Adolescent Preconception Health Initiative

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Background: Adolescents exhibit a great need for preconception health education. Older adolescents often participate in risky behaviors that can compromise their general health as well as their reproductive health. Unfortunately, the preconception health information that is available has not been integrated into existing health messages, and a disconnect exists between preconception health and adolescent pregnancy prevention. This disparity is evident in South Carolina because the state ranks 11th in the nation in teen birth rates. From 2004 to 2007, South Carolina's African American teen pregnancy rates increased by 17% while the Caucasian pregnancy rate increased by 6%. Two-thirds of all teen pregnancies in the state occur among 18-19 year olds with one-third of those being second pregnancies. To address this issue, the SC Departments of Health and Education along with the SC Campaign to Prevent Teen Pregnancy collaborated to develop a youth-focused website with comprehensive health information.

Methods: Literature reviews and focus groups were conducted to identify which health topics to include and how to convey messages. Health professionals and youth reviewed the content. Youth also tested the website and gave feedback on ease of use, relevancy of information, etc.

Results: Focus groups revealed that posters and brochures are not the best way to reach youth. Youth seek information online and from friends. Therefore, South Carolina modified its original plan to focus more on technology and less on print, which resulted in the launch of CarolinaTeenHealth.org. The success of the website will be evaluated by the number of web hits as well as the placement of website promotional materials in key youth gathering places.

Implications: CarolinaTeenHealth.org serves as a source of comprehensive, accurate health information for adolescents, which equips them with the knowledge needed to make conscious decisions about their lifestyle and health behaviors.