Creating a Healing Environment: Collecting Real-Time Feedback to Improve Quiet at Night Scores

Veterans Affairs Palo Alto Healthcare System (VAPAHCS)
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Learning Objectives

1. Apply the basics of small cycles of change and rapid cycle improvement in order to improve and sustain patient experience.

2. Engage staff in performance improvement at the front line.

3. Implement key strategies to improve quiet at night scores.
Content Overview

Demographics

Our Journey Towards Improvement

Rapid Cycle Change Using PDCA Model & Real-Time Feedback

Key Strategies to Hardwiring Process

A Comparison: Historical vs. Current Data Trends

Lessons Learned & Next Steps

Q&A Session
Demographics

- Operates 800 beds
  Includes 3 nursing homes and 100-bed Homeless Domiciliary

- Home to a variety of Regional Treatment Centers:
  Polytrauma Rehab Center, Spinal Cord Injury Center, Traumatic Brain Injury Center, Western Blind Rehabilitation Center, etc.

- Teaching Hospital
  21 Nursing Schools & Stanford University School of Medicine Affiliation

- Unit 3C is a 34-bed Surgical Unit:
  Post-procedural, Stepdown, Telemetry and Medicine Overflow
  11 Surgical Services and 5 Medicine Teams
Creating a Healing Environment: Noise: The enemy to rest and relaxation

Patient Feedback

- Unit noise level during the night
- Inadequate rest & sleep during hospital stay

“Unnecessary noise is the most cruel abuse of care which can be inflicted on either the sick or the well” - Florence Nightingale 1859
Creating a Healing Environment: Impact of Noise on the Patient Experience

- ↑ sleep disruption
- ↑ length of stay
- ↑ chance of re-admission
- ↑ HR and ↑ BP
- ↓ wound healing rate
- ↑ agitation & anxiety
- ↑ perception of pain
- ↓ wound healing rate
Creating a Healing Environment: Impact of Noise on the Patient Experience

Impairs communication

↑ irritability

↑ fatigue and exhaustion

↑ stress

↑ burnout

Staff
Our Journey Towards Improvement

Our 2014 Quietness score baseline trend
Our Journey Towards Improvement

- Established initial Noise Reduction Program (2014)
- Interventions:
  - **Audio/Visual Noise Tracker**
  - **Orange Quiet Zone Cones**
  - **Project Rest (HUSH)**
  - **Eye shades and Sleep kits provided on patient rounds**
Our Journey Towards Improvement

March 2015: Start of Noise Reduction Campaign

- Scores did not improve
- Noise became a unit priority
- TruthPoint Coach weekly meetings
- Reviewed literature and best practices
- Added interventions:
  - Established Quiet hours from 10 pm – 5 am
  - Installed sleep hygiene posters in every room
  - Designated staff as noise reduction champions
  - Assess environment and fix noise sources
Identifying the Root of the Problem

March 2015 – November 2015

What prevents you from resting or sleeping? Please select all that apply

- Other patients (N=43) - 56%
- Hallway noise (N=29) - 38%
- Monitors/alarms/vital sign frequency (N=24) - 31%
- Staff talking (N=21) - 27%
- Other, please describe: (N=20) - 26%
- Moving of patients (N=12) - 16%
- TV noise (N=6) - 8%
- Care provided to me while I am trying to rest (N=4) - 5%
- Shift change and reporting at my bedside (N=2) -
- Overhead paging (N=2) -

TRUTHPOINT
Quiet Times Poster

VA Palo Alto Health Care System

While you are here...

How Can We Help You Sleep Better?

Quiet Times are from 22:00 to 05:00

As a friendly reminder please lower your voice, silence any electronic devices, and use headphones during quiet times to help create an environment of healing and relaxation.

We gladly offer the following items:

- Headphones
- Ear plugs and eye mask
- Sleeping pill or pain medication if prescribed by your doctor.

Please ask your nurse for any of these sleep aids!

VA PAHCS

Veterans Health Administration

VA Palo Alto Health Care System
Please rate the overall quietness of your environment so you can rest or sleep.

Response Options:
- Poor
- Fair
- Good
- Very good
- Excellent

Percentage

TRUTHPOINT
Our Journey Towards Improvement

From July 2016 to January 2017:
• Issues with sustainability
Our Journey Towards Improvement

- October 2016: Started creating Noise Reduction Program 3.0
  - Unable to hardwire noise reduction program
  - Unable to reach goal for TruthPoint quiet questions

*How do we scale and sustain the program to gain consistent, positive results?*
Rapid Cycle Change using PDCA

<table>
<thead>
<tr>
<th>PLAN</th>
<th>DO</th>
<th>CHECK</th>
<th>ACT</th>
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<tbody>
<tr>
<td>Utilize TruthPoint to identify root cause</td>
<td>Pilot noise reduction program with small group</td>
<td>Analyzed real-time feedback from evaluations, audits, and survey</td>
<td>Standardize noise reduction on unit</td>
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<tr>
<td>Research evidence-based articles</td>
<td>Data tracking via process evaluations, audits, and TruthPoint</td>
<td>Provided staff survey on noise reduction program</td>
<td>Provided 1-on-1 staff coaching to improve outcomes</td>
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<tr>
<td>Create plan, using rapid cycle improvement model</td>
<td>Brainstorm &amp; test new adjustments to noise reduction program</td>
<td>Recognize staff who have been consistent top performers</td>
<td>Continue to analyze feedback from patients and staff</td>
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</table>
Utilizing Real-Time Feedback

• Process Evaluations
  • Identify barriers and obstacles in implementation
  • Receive real-time staff feedback

• Audits
  • Measure unit compliance
  • Receive real-time patient feedback

• Truthpoint Survey
  • Measure overall unit performance
  • Receive real-time patient feedback
Real-Time Feedback: Staff Coaching
Ranked Percentage Report

Please rate the overall quietness of your environment so you can rest or sleep.

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<th>Excellent</th>
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Overview of Staff Survey

Questions aimed to provide opportunity for staff to express their:

- Expectations on improving quietness at night
- Perception of effectiveness of current noise reduction interventions
- Suggestions on interventions and strategies to improve noise levels
Overview of Staff Survey

Main Take-aways:

• Standardize noise reduction interventions
• Communicate role expectations to staff
• Constant reminders, coaching, and feedback provided to staff
• Interdisciplinary plan to minimize interruptions at night
## Making adjustments to address reoccurring problems

<table>
<thead>
<tr>
<th>Vital Sign Monitoring</th>
<th>Bedside Alarms</th>
<th>Other Patients</th>
<th>Staff Talking</th>
<th>Hallway Noise</th>
<th>Resource Availability</th>
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</thead>
<tbody>
<tr>
<td>Consult MD’s to minimize vital sign monitoring at night</td>
<td>Lowering volumes of non-critical bedside alarms</td>
<td>Provide &amp; reinforce noise reduction education</td>
<td>Advocate for room change if situation escalating</td>
<td>Friendly Reminders</td>
<td>Closing doors</td>
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<td>Consult EMS on collection schedule</td>
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<td>1-on-1 coaching using real time feedback from TruthPoint</td>
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<td>Fix noisy equipment and doors</td>
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<td>Sleep kits &amp; head-phones in all admission kits</td>
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</table>
Noise Reduction Reinforcement

Quiet Times Checklist

- Introduce **Quiet Time hours** from 22:00 to 05:00 (refer to sign)
- Provide and encourage use of **sleep hygiene kits and headphones**
- Offer **sleeping/pain medication** if available or upon patient request
- Assess if patient may skip **midnight vital signs** (hang up “No Vital Signs at Midnight” sign)
- **Close door** if safe to do so and permitted by patient
- **Decrease volume of alarms** if applicable (per RN judgment)
- Turn off/dim **room lights**
- **Close curtains** for privacy
- Turn off/dim **hallway lights**
- Remind staff to **use indoor voices** or hold conversations in the breakroom
- **Communicate with other health care personnel** regarding midnight vital signs and late night treatments if applicable

Introducing our Noise Reduction Campaign...

- Hello, [patient name]! It is important that we maintain a quiet and **restful environment at night for your healing**.
  - Have you heard about our **Quiet Times**?
- As a part of our noise reduction campaign, our unit has designated **Quiet Times from 22:00 to 05:00** to help you sleep throughout the night.
- During this time period, we would like your permission to **turn off your lights and close your door** to reduce hallway noise. Is that okay?
- We also encourage you to **use your headphones while watching television** to ensure your neighbors are able to rest as well.
- While we strive to maintain a quiet environment, there may be noise outside of our control so we offer a **sleep kit with ear plugs and an eye mask**.
- If prescribed by your physician, we can also **offer you sleeping and pain medication** to help you remain asleep.
Midnight Vital Sign Monitoring Sign

Midnight Vital Sign Monitoring

Room: _______________________

Bed: _______________________

VA Palo Alto Health Care System
“Good evening Staff,

Quiet Time will be starting soon at 10 pm. Please make sure patients are using their headphones, and offer to close their doors.

Also, please make sure Vital Sign Monitoring signs are up by midnight. Thank you!”
The secret to hardwiring: **Staff Engagement**

**PROMOTION**
Noise reduction campaign to launch and spread awareness of noise reduction program 3.0

**RECOGNITION**
Kudos during huddles and distributed awards to top performers

**INVOLVEMENT**
Establish noise reduction champions & provide staff survey to receive feedback

**EDUCATION**
Sleep promotion and noise reduction in-service

**COACHING**
provide 1-on-1 feedback to staff
Lessons Learned:
Key Strategies to Maintaining Consistency & Hardwiring Processes

• Make the program a **unit priority**
• Incorporate **literature review** during initial stage
• **Leadership** support
• Reinforce **interdisciplinary and collaborative effort**
• Continuous **staff education, coaching and engagement**
• Continuous **monitoring of feedback and trends**
• Be **flexible and open-minded** to changes
• Be **resilient** and never give up!
A Comparison: Historical & Current Trends

Please rate the overall quietness of your environment so you can rest or sleep.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>2014</th>
<th>2017</th>
</tr>
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<tbody>
<tr>
<td>Excellent</td>
<td>52</td>
<td>68</td>
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<tr>
<td>Very good</td>
<td>25</td>
<td>18</td>
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<td>Good</td>
<td>11</td>
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<td>Fair</td>
<td>1</td>
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</tr>
<tr>
<td>Poor</td>
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</table>

The chart illustrates the percentage distribution of quietness ratings for the years 2014 and 2017.
A Comparison: Historical & Current Trends

Question 13: Please rate the overall quietness of your environment so you can rest or sleep.

Historical Performance

Question 19: Please rate the overall quietness of your environment so you can rest or sleep.

Current Performance
Next Steps

- Implement a Noise Reduction Program on other units
- On-going monitoring and coaching
- Continue to collect feedback
- Implement the CARE Channel or GetWell Network
  - Using Distraction, Guided Imagery and Music Therapy to promote rest and relaxation
- Establish Quiet Hours during the daytime
Acknowledgements

Unit 3C Nursing Staff

Noise reduction Champion Leader:
• Inessa Zhernokleyeva

TruthPoint Coach:
• Tracie Clang
• Amy Vanderscheuren
• Sam Hansen

Chief of Specialty & Hospital-Based Services:
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Director, EBP Program:
• Dr. Denise Fillipucci, PhD, RN-BC

Patient Experience Services:
• Josh Cantillas
• Amin Eddebarh
• Jane Rudolph Bloom
VA Mission Statement

To fulfill President Lincoln's promise “To care for him who shall have borne the battle, and for his widow, and his orphan” by serving and honoring the men and women who are America’s Veterans.
References


