

On the CUSP: STOP BSI Implementing Daily Goals

Learning Objectives

- To understand the importance of having daily goals
- To understands basics of communication
- To learn how to implement daily goals in your ICU

Examples

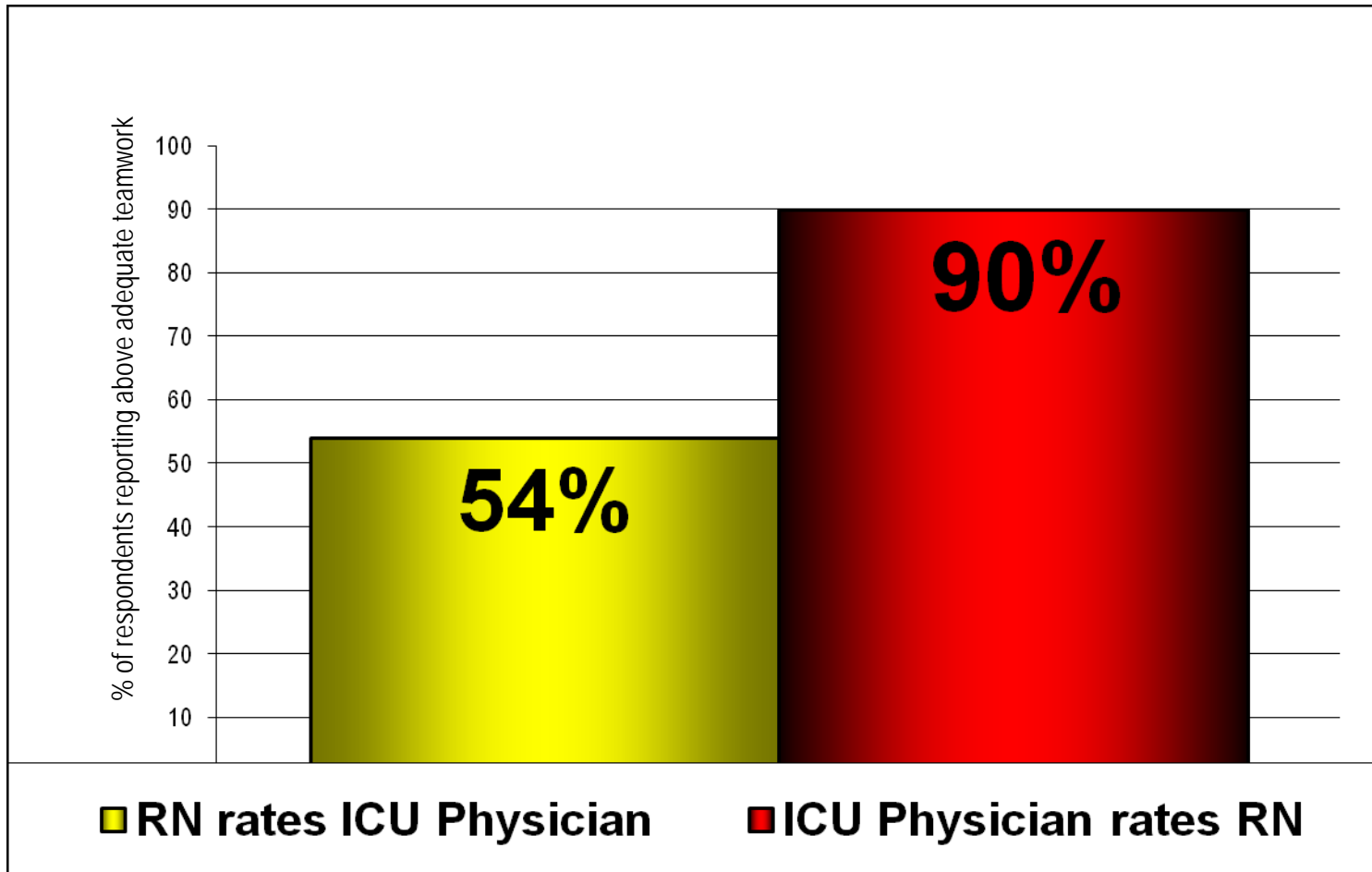
Work and Personal

- Wean
- Meeting with no agenda
- Diurese
- I'll do it later
- Continue supportive care
- I will be home sometime this evening

Importance of Daily Goals

- Communication defects common
- People and organizations who create explicit goals and provide feedback toward goals achieve more than those who do not
- Rounds generally provider rather than patient centered
- Discussion on rounds is divergent (brainstorming) rather than convergent (explicit plan)

ICU Physicians and ICU RN Collaboration



ICUSRS Data

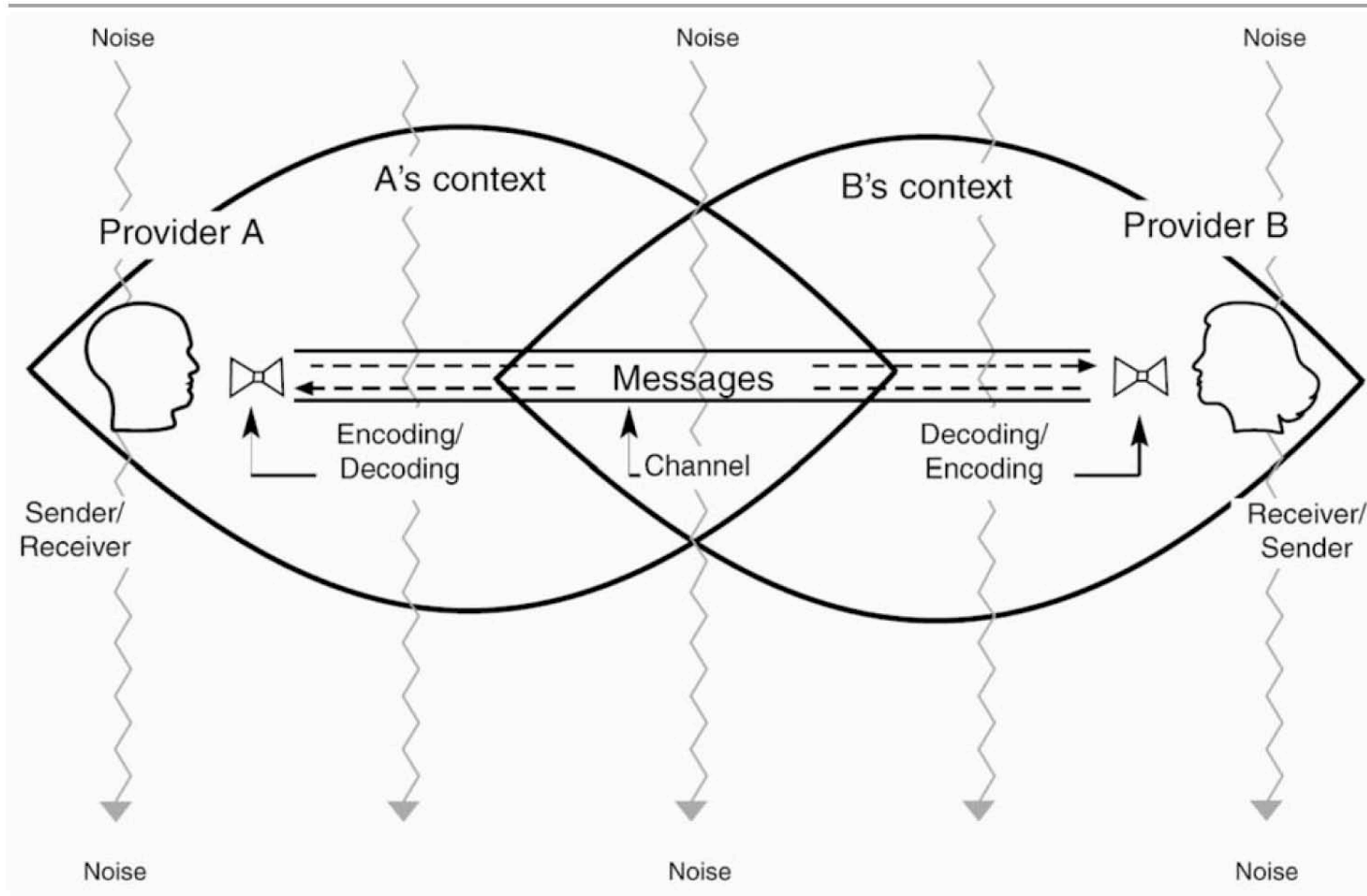
Communication Errors

- Communication errors most common contributing factor for all types of sentinel events reported to The Joint Commission
- Over 80% of staff responding to the question, “how will the next patient be harmed” list communication failure

Science of Safety

- Understand System determines performance
- Use strategies to improve system performance
 - Standardize
 - Create Independent checks for key process
 - Learn from Mistakes
- Apply strategies to both technical work and team work
- Teams make wise decisions with diverse and independent input and when they alternate between divergent and convergent thinking

Basic Components and Process of Communication



Elizabeth Dayton, Joint Commission Journal, Jan. 2007

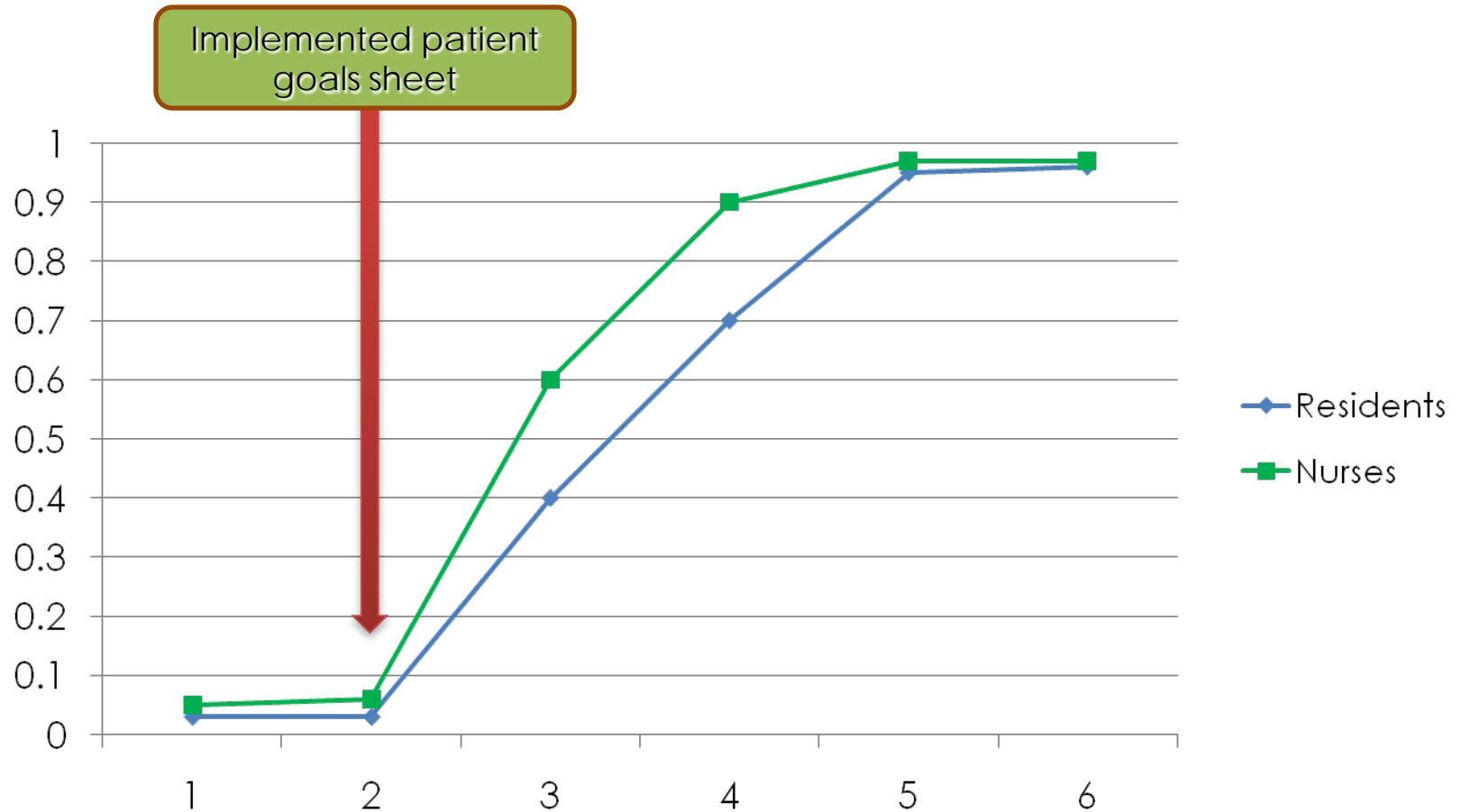
Daily Goals

- Standardizes communication and creates independent checks
- Helps ensure diverse input
- Adds convergent thinking to often divergent rounds
- Reduces encoding and decoding errors

How to Use Goals?

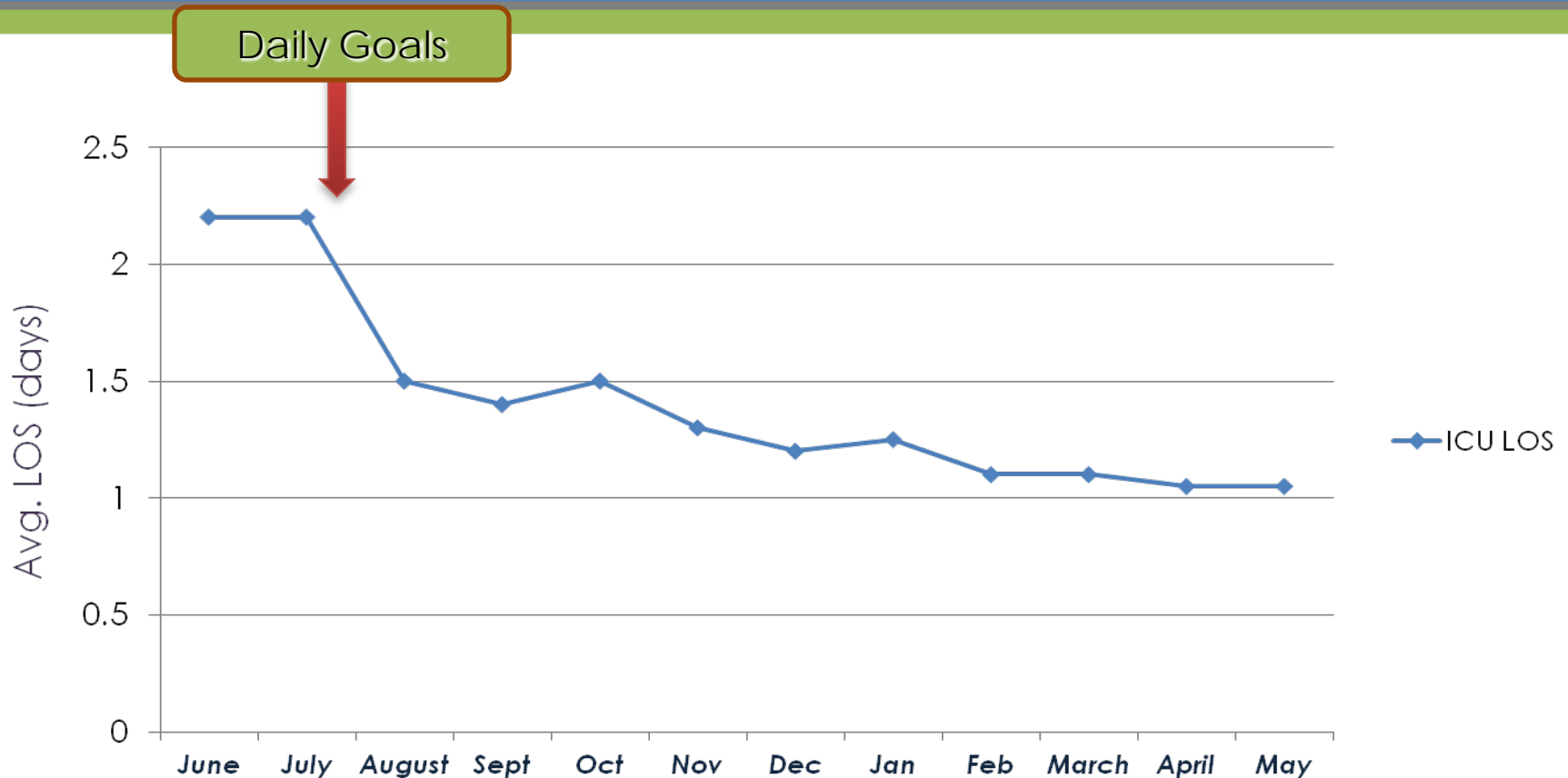
- Be explicit
- Important questions
 - What needs to be done for discharge
 - What will we do today
 - What is patients greatest safety risk
- Completed on rounds and nurse reads back
- Stays with bedside nurse
- Modify to fit your hospital

Percent Understanding Patient Care Goals



Pronovost PJ, Berenholtz S, Dorman T, et. al., J Crit Care 2003;18(2):71-5

Impact on ICU Length of Stay



654 New Admissions: 7 Million Additional Revenue

Pronovost PJ, Berenholtz S, Dorman T, et. al., J Crit Care 2003;18(2):71-5

Action Plan

- Present the idea to your ICU team
- Draft a daily goals form
- Obtain support from one or more ICU physicians
- Monitor number of time physicians are paged (WIFM)
 - Daily goals reduced pages by 80%
- Pilot test on one patient
- Expand

Timmel J, Kent PS, Holzmueller CG et al. Jt Comm J Qual Patient Saf. 2010 Jun;36(6):252-60.

References

- Pronovost PJ, Berenholtz S, Dorman T, Lipsett PA, Simmonds T, Haraden C. Improving communication in the ICU using daily goals. *J Crit Care* 2003;18(2):71-5.
- Schwartz JM, Nelson KL, Saliski M, Hunt EA, Pronovost PJ. The daily goals communication sheet: A simple and novel tool for improved communication and care. *Jt Comm J Qual Patient Saf* 2008;34(10):608-13.
- Dayton E, Henriksen K. Teamwork and Communication: Communication Failure: Basic Components, Contributing Factors, and the Call for Structure. *Jt Comm J Qual Patient Saf* 2007;33(1):34-47.