

HOSPITAL CHARACTERISTICS

APPLETON MEDICAL  
CENTER AND THEDA  
CLARK MEDICAL  
CENTER

- ▶ Neenah, WI
- ▶ 300 beds
- ▶ <http://www.thedacare.org>

S.T.E.E.E.P.



**SAFE**

Patients are safer because possible medical errors are caught sooner with the "trio" of a pharmacist, physician and nurse meeting at one time.



**EFFECTIVE**

Because supplies have been moved closer, the trio meets regularly, and there are standards in place that makes their work more efficient.



**PATIENT-CENTERED**

The trio meets at the bedside to talk about care with the patient and their family. Supplies are moved closer to the patient.

TEAM MEMBERS

**Kathryn Correia**

President, Appleton Medical Center, Theda Clark Medical Center, and Senior Vice President, ThedaCare

**Jamie Dunham**

Business Unit Manager for Medical Services

**Beth Malcheski**

Manager

## IMPROVING NURSING WORKLOADS

### The Problem

Nurses have always struggled with balancing time between their workloads. Employee satisfaction and retention continue to be challenges, as the volume of patients and the demand for quality care rises. A new system needed to be created to relieve the burden of administrative tasks from the nurse, allowing him/her to perform a higher scope of practice.

### The Solution

The health system was chosen as one of 10 hospitals to develop a collaborative care unit as part of the "Transforming Care at the Bedside" campaign. The collaborative care unit is a new, inpatient care process where the nurse, pharmacist and physician sit down with a patient and their caregivers within the first 90 minutes of their visit to develop a single plan.

"With the collaborative care unit, nurses continue to improve productivity and patient satisfaction by focusing their priorities on the progression of care," says Jamie Dunham, RN, business unit manager for medical services at ThedaCare. "Nurses collaborate more closely with the physician and pharmacist to develop a care plan and ensure the team is on the same page."

In addition, medications and supplies have been moved to the bedside and new electronic record-keeping systems for medications have been placed in individual rooms allowing nurses instant access to medication records at the bedside.

### Results

To date, the collaborative care unit at Appleton Medical Center has experienced a 25 percent reduction in total cost of care and patient satisfaction is ranked at 100 percent. The unit has not had a medication error in the last 15 months, and the system has slashed documentation time in half, enabling nurses to increase the time they spend with patients by 70 percent.

ThedaCare is applying this concept to other areas in the hospital and plans to transform each care unit within the next two years, spending more than \$90 million on renovations and construction at Appleton Medical Center and Theda Clark Medical Center. A second collaborative care unit opened at ThedaCare's other Fox Cities hospital, Theda Clark Medical Center in Neenah. John Touissant, M.D., CEO, ThedaCare Center for Creating Value in Healthcare and ThedaCare, Inc. CEO Emeritus, credits Lean management techniques for enabling the unit's success. "Lean management is not a project, but a transformation and cultural change," Touissant says.