Nurse Leader Rounds for High Reliability: Teaching, Reinforcing and Building Accountability using Audit and Feedback

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Background

- Preventable medical harm is the 3rd leading cause of death in the U.S. (Jha & Pronovost, 2016).
- Hospitals widely use audit and feedback (A&F) to standardize behaviors that reduce specific harm events (Ivers et al., 2012).
- High Reliability Organizational (HRO) practice embedded at all levels of a hospital could broadly impact safety culture and integrate efforts to prevent all harm (Day et al., 2018).

Methods

- Prospective, descriptive mixed methods design with iterative rapid-cycle improvements
- \textbf{A&F} interventional design included the following characteristics:
  - Individualized, in context of group performance
  - Specific, with correct solution information
  - Provided by superior colleague/specialist
  - Designed with input of the recipients
  - Designed using a theoretical framework
  - Coupled with education & reminders

- Adherence data to the following rounding practice standards were collected:

  \begin{itemize}
  \item **Frequency**: Nurse leaders round 5 days/week to:
    \begin{itemize}
    \item Reinforce error prevention
    \item Heighten proactive awareness
    \item Increase situational awareness
    \item Identify system defects to improve
    \end{itemize}
  \item **High Quality**: Nurse leaders demonstrate:
    \begin{itemize}
    \item Mirroring body language
    \item Uninterrupted engagement
    \item Asking clarifying questions
    \item Paraphrasing
    \item Praising for safety behaviors
    \item Follow-up to team
    \end{itemize}
  \item **HRO Leader Practice**: Nurse leaders’ influence by:
    \begin{itemize}
    \item Articulating expectations so clearly that deviations stand out
    \item Encouraging people to simulate work mentally
    \item Thinking/questioning out loud
    \end{itemize}


Purpose & Aims

The purpose of this project was to evaluate the implementation of an A&F intervention on nurse leader adherence to daily safety rounds.

Project Aims:
1. Standardize nurse leader safety rounding to increase precursor incident reporting
2. Increase connections of daily rounding practices to HRO theory
3. Refine a toolkit for senior leaders to use to sustain A&F

Twelve nurse leaders from a regional children’s hospital in the Pacific Northwest participated in the project.

Results

- Precursor event incident reporting increased by 25% during A&F intervention period from preintervention
- Major themes preintervention to postintervention:
  - \textbf{HRO theory knowledge deficit} → \textbf{Verbalization of mindful organizing, sensemaking, HRO theory application}
  - \textbf{Apprehension related to being observed} → \textbf{Feelings of support & professional development}
  - \textbf{Safety rounds as task} → \textbf{Safety rounds as a way to influence safe practice}
  - \textbf{Preoccupation with failure as negative} → \textbf{Preoccupation with failure as positive}

Conclusion

A&F can effectively reinforce quality and build nurse leader accountability for daily safety rounds. Utilization of HRO theory as a framework to guide direct observational feedback offers an innovative way to translate HRO influence into nurse leader practice.