

MODULE 5: CREATING A NEW CULTURE; SUSTAINMENT

Eliminating Needle Pain in Children

January 2020

AUTHORITY



Standard of Care

Build 4 strategies into organizational structure

- Policies/Procedures
- Human Resources
- Quality/Safety
- Patient experience

Policy/Procedure

- Incorporate into policy
 - Pain
 - Medication
 - Vascular access
 - Phlebotomy/Lab

- Incorporate into procedures
 - Vascular access
 - Lab draws
 - Injections

Children's Minnesota


Pain Prevention, Assessment, and Management

Policy Number:	375.00	Version #:	11
Site:	System		
Responsible for Review:	Clinical Practice (Nurse) Specialist for Pain, Palliative Care and Integrative Medicine		
Original Effective Date:	01/01/02		
Version Date:	05/01/19		
Next Review Date:	05/01/22		

Policy: Health care providers at Children's Minnesota (Children's) are committed to a multimodal approach to pain management using pharmacologic and non-pharmacologic treatment modalities across the health care system. Infants and children have the right to and will receive appropriate prevention techniques, assessment, and safe management of pain.

Human Resources

- Leadership support
- New employee orientation
- Annual performance reviews



Memo

Date: August 10, 2015
To: All Children's Professional Staff, Directors and Managers
From: Robert Bonar, Jr. (CEO), Dave Overman (President and COO), Phil Kibort, MD (CMO) and Roxanne Fernandez (CNO)
Subject: Children's Comfort Promise: The new standard of care at Children's for needle procedures

As part of the Children's Comfort Promise (We will do everything possible to prevent and treat pain), and as regional and national leaders in pediatric care, Children's has made the commitment to consistently employ four evidence-based strategies to make needles less painful. This is the new standard of care at Children's for routine needle procedures (including immunizations, injections, IV access and lab draws).

- (1) **Numb the skin:** We are working to ensure that 4% Lidocaine cream is available in all care settings, and have taken the first step by having Medical Assistants agree to reimburse it as an essential over-the-counter pain medication. To achieve the standard of 95% use, every area needs a process for planned as well as unplanned needs, including parents forgetting to apply. Steps will continue to be available in critical care areas when time restrictions exist based on patients' needs.
- (2) **Success:** (or breast feeding) for infants 0-12 months of age.
- (3) **Positioning:** This includes encouraging involvement from parents and upright positioning to ensure children feel safe, and have the best experience possible. As part of the Comfort Promise, we have committed as an organization that we will not physically hold children down for routine needle procedures. This will necessitate having a Plan B, or identified deferral process for children who, possibly due to past experience, may need more support than the four standard strategies provide. This may look different in each care community, and assistance will be provided to determine what will work best for your patients.
- (4) **Distraction:** Age-appropriate distraction will always be offered.

We believe that we will create the best experience for our patients, by consistently using these strategies and partnering with children and their parents to provide comfort and support during the process. If the Children's Comfort Promise has not been reintroduced to your area yet, stay tuned. The goal is to have it rolled out to all departments and care communities by the end of 2015. We will market this heavily in early 2016, meaning that parents and patients will expect this to happen consistently when they receive care at Children's.


No children's hospital in North America has a similar effort in place. We believe that the Children's Comfort Promise will set us apart from other pediatric providers and make us the provider of choice for patients and their families.

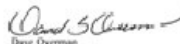
Additional information, including videos for staff and families as well as references, can be found on SlideNet: <http://www.childrensmn.org/departments-and-commitments-to-careless-pain>. For further information, the core team for the Children's Comfort Promise can be reached at 612-413-3675 or via email:


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For questions or concerns, please contact us.

Thank you


 Robert Bonar, Jr., Dr. H.A.
 Chief Executive Officer


 Dave Overman
 President and Chief Operating Officer


 Phil Kibort, MD
 Chief Medical Officer and VP Medical Affairs


 Roxanne Fernandez
 Chief Nursing Officer

Quality and safety

- Get on the Strategic Plan
- Make avoidable pain a reportable safety event
- Create unit dashboards of compliance
- Tie to manager and provider performance improvement incentives (bonuses)

Transform care experience

Inspire a patient-driven, service-oriented culture

Executive sponsors: Close/Fernandes/Hanson

1. Children's Comfort Promise "No Needless Pain"
 - Complete system roll- out

4 | © 2013

Patient experience


- Web site
- Education materials
- Welcome packets
- In house TV programming

Comfort Promise

We've made a promise to our patients — we call it Children's Comfort Promise. It means we will do everything possible to help prevent and treat pain. Evidence supports that if we follow four steps children will have less pain with needle procedures.

1. Numb the skin
2. Sugar water or breastfeeding (for babies 12 months or younger)
3. Comfort positioning
4. Distraction

To learn more about what is possible, go to childrensMN.org/comfortpromise

For needle procedures
this includes: 

RN to draw off my line

Numbing the skin:

4% lidocaine cream

Babies(under 12 months):

Sucrose

Breast feeding

Comfort positioning:

Sitting up in bed or chair

Sitting on parents lap

Other: _____

Distraction:

Bubbles, pin wheels, breathing

Stories, books, talking

Electronics, music

Other: _____

AUDITS



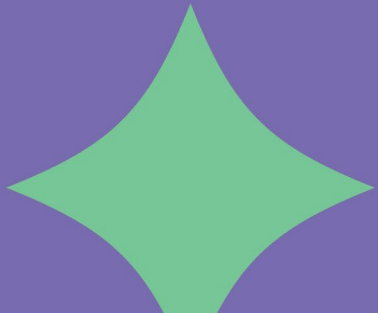
Process audits

- Essential pulse checks
- Help refine the process
- Provide feedback to staff
- Most difficult step to accomplish

Process Audits

- Have designated person responsible in each unit
 - Manager
 - Assistant manager/supervisor/lead
 - Educator
 - Quality staff
- Establish clear expectations for audits /week
- Post results on dashboard
- Solicit feedback around problem areas
- Make rounds to hear ideas and concerns

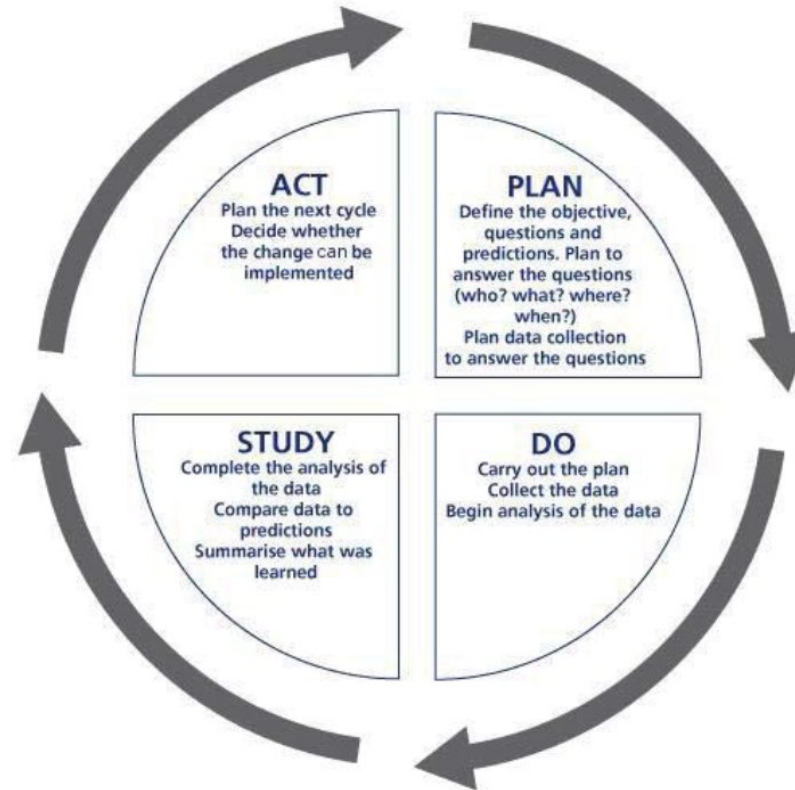
CONTINUOUS IMPROVEMENT



Continuous Process Improvement

PDSA Cycle

- This is not one and done
- Study results and provide feedback to staff
- Follow up on concerns
- Refine the process



Continuous Process Improvement

- Use audits to identify areas of opportunity
 - Investigate potential issues
 - Problem-solve potential solutions
 - Select best options to improve process
 -And repeat
- **Remember: Front-line staff, patients and families are your best source of information and solutions

LESSONS LEARNED



Lessons learned

6 Ps

- Preparation
- Planning (prioritizing)
- Presence
- Partnering
- Patience
- Persistence



Lessons learned

Preparation

- Do your homework
- Know the evidence
- Understand your organizational structure and strategic plan
- Know your resources



Lessons learned

Planing

- Observe the process
- Understand barriers
- Anticipate problems
- Map the process and the gaps
- Create solutions
- Create a time line
- Prioritize

CHANGING CULTURE



Lessons learned

Presence

- Show up
- Listen
- Keep showing up...
- Staff need to know you are invested
- Build trust
- Change is hard and you are asking them to go from expert to novice again



Lessons learned

Partnering

- Engage leadership sponsor
- Engage front line staff
- Collaborate early and often
- Who needs to be at the table?
- This work will not happen in a silo, it takes a team
- Join with as many teams and departments as needed



Lessons learned

Patience

- Everything will take a least twice as long as you planned
- This is a marathon not a sprint
- Keep your focus on the end goal and breath
- New things are scary....you may need to repeat yourself to be heard
- Say it calmly, but with passion
- Assume good intent, and explore resistance



Lessons learned

Persistence

- Be consistent, be relentless
- Question everything
- Be a constant advocate for patients
- Make it real, tell patient stories
- Build it into organizational structure
- Keep pushing forward (never go back)
- I am still here.....



Celebrate Success!

- Parties
- Awards/Trophies
- Food
- Newsletters
- Web page



Summary

- Audits are important pulse checks
- Use the PDSA cycle
- This is continuous process improvement... not one and done !
- 6 Ps
 - Preparation
 - Planning (prioritizing)
 - Presence
 - Partnering
 - Patience
 - Persistence
- Celebrate successes!



You are well on your way.....
Remember to keep patients at the center of all you do and you will succeed!

Good Luck!

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