Streamlining and standardizing procedures post-merger

Case Study: Hackensack Meridian *Health*

Wolters Kluwer

Health System Snapshot

As the largest, most comprehensive healthcare network in New Jersey, not for profit HMH provides a complete range of medical services and life enhancing care, enabled by innovative research.

Overview

The HMH network encompasses 17 academic centers, acute-care facilities, and research hospitals and employs more than 8,000 nurses. In recognition of their dedication to quality and safety, nonprofit monitoring organization the Leapfrog Group named three HMH hospitals — Hackensack University Medical Center, Jersey Shore University Medical Center, and Pascack Valley Medical Center — as 2021 Leapfrog Top Hospitals. The three institutions also received an A Leapfrog Hospital Safety Grade for fall 2021, acknowledging their achievements in protecting patients from harm and error in the hospital.

Notable Accreditations and Credentials

Exhibiting its commitment to healthcare excellence, HMH earned the prestigious Magnet® status from the American Nurses Credentialing Center. Only 9% of US hospital organizations have earned the designation, and HMH has been so honored six times since 1995.

Challenges Faced

Coordinating systemwide nursing standards

Hackensack Meridian *Health* (HMH) merged two New Jersey healthcare systems during several years, expanding from 3 hospitals to 11 and employing more than 8,000 nurses with 5,000 separate policies.

While HMH was in the process of evaluating and streamlining the disparate policies and procedures across the hospitals in the system, the COVID 19 pandemic emerged as an accelerator because HMH was experiencing an even greater need for a single set of cohesive organizational standards. The increased complexity of the delivery of care based on the pandemic required even more consistency and more-rapid integration to ensure quality of care remained high among the system's decentralized campuses.

The merger team prioritized integration with its learning management system (LMS) to achieve one source of truth that would accommodate the needs of new nurses, resident nurses, advanced-practice nurses, home care nurses, and long-term-care nurses.

Standardized policies, procedures, and education across the HMH network enables nurses to easily transfer between hospitals, thereby providing the largest, most comprehensive, and best-integrated healthcare network in New Jersey.

In parallel with its efforts to standardize, HMH had to quickly respond to the pandemic's heightened demand for healthcare workers — nurses in particular. HMH recognized that it needed educational tools for agency nurses and new team members, some of whom became reassigned or who may have left direct patient care and were finding themselves back at the bedside as critical-care nurses.

In the face of a deadly virus, nurses needed access to nonstandard procedures that could help in caring for more than 13,000 patients with COVID 19. And the ability to accomplish those things within a small window was crucial.

5,000
polices and procedures requiring standardization

4,000
people a day vaccinated over a 5 month period

170
nurse educators involved in rapid onboarding

Solution Snapshot

To manage the dual issues of first, post-merger patient care standardization and second, educating and onboarding in the midst of a global health crisis, HMH turned to Lippincott Solutions. An integrated, cloud-based software suite, Lippincott Solutions works to optimize nurse competence and confidence by providing evidence-based clinical information.

The Lippincott Solutions product suite supports clinical excellence and staff development across the learning and care continuum.

HMH now uses the Lippincott Solutions suite for evidence-based patient care, onboarding, orientation, transition to practice, and nurse residency.

Further extending its value, the Lippincott Solutions suite has been integrated into medical school training — specifically with basic bedside procedures.

The Solution

Innovative and flexible learning options integrate systems with increasing care complexities

The need to mitigate risk, reduce variability of care, and maintain consistent compliance in the face of mergers continues, as does the demand for nurses.

After using (1) a virtual transition-to-practice program for nonlicensed nurse graduates + nurse residency due to COVID and (2) the Rapid Onboarding module Lippincott developed to assist hospitals in readying nurses for redeployment to frontline-care teams, HMH applied its virtual learning system to streamline the ways competencies get assigned and checklists get developed.

Through the integration of Lippincott Solutions with HMH's LMS, HMH programs can be assigned within the LMS and completed within Lippincott. Each nurse can complete assigned programs, check off the acquisition of professional development skills, and identify areas for growth — all within the LMS. The system also enables HMH to meet regulatory requirements by capturing everything in one place.

Lippincott provides HMH nursing staff with standardized, step-by-step procedures and clinical decision support. Those procedures and that support benefit new nurses and help integrate nurses into the HMH system with evidence-based clinical care support and checklists they can access before they transition to patient care after new-nurse orientation.

Lippincott Procedures' critical notes customization option enabled HMH to integrate organizational policies with procedures, resulting in a single source of truth and a centralized location for policy and procedure information that are accessible to staff across the entire system. Nurses can also access Lippincott via a link in a patient's electronic medical record.

"We are just beginning to look at outcomes, so we don't have the data yet, but here is what we do know:

We know it's better to access the latest, evidence based procedure from Lippincott rather than depend on policies that are looked at only every few years.

After all, a policy that's revisited infrequently cannot compete with one that's frequently synthesized — sometimes every quarter — for accuracy against the evidence.

There's no way we could match that. I'm confident that frequent synthesis improves outcomes."

– **Miriam McNicholas**
   DNP, RN, CNL, NEA-BC,
   Clinical Policy Administrator,
   Hackensack Meridian *Health*

HMH integrated Lippincott into its learning system, **completing 63,356 assignments** and assigning them within the LMS.

During the initial COVID-19 surge, HMS was able to treat **13,000 patients** and quickly onboard nurses.

Using a virtual training approach, HMH was able to bring on **more than 650 nurses.**

Results

Completing 63,356 assignments
Despite an unexpected change to the rollout, HMH integrated Lippincott with their LMS system and completed 63,356 assignments as of November 2021. The HMH team was able to easily find and use training programs developed by Lippincott and assign them within its LMS to everyone who was mandated to have training.

Treating over 13,000 COVID-19 patients
HMH was able to treat significant numbers of patients during a high-demand period because it could redeploy and quickly onboard nurses from other specialties. With the help of Lippincott modules, HMH trained both new and experienced nurses as well as volunteers assisting at the vaccination mega-site.

Onboarding 650 nurses
Using a virtual training approach modules, checklists, and more, HMH brought more than 650 nurses on board and helped them make the essential transition to practice during a worldwide health crisis.

Ensuring clinical training virtually
To support nurses transitioning from non-clinical roles, HMH used Lippincott Solutions training modules as the nurses acclimated to their new roles. That acclimation was key because nurses could not safely go into hospitals and clinics for the training they needed.

To learn more about Lippincott® Solutions
visit: www.LippincottSolutions.com

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