

Pathway to Excellence® Case Study: Cleveland Clinic Medina Hospital

When Ohio-based Medina Hospital became the ninth hospital to join the Cleveland Clinic Health System in 2009, all other Cleveland Clinic hospitals had already earned Pathway to Excellence or Magnet® recognition from the American Nurses Credentialing Center. Nursing leaders at Medina were eager to demonstrate that their hospital, too, met the standards of an ideal practice environment where nurses excelled. The hospital soon began its pursuit of the Pathway credential.

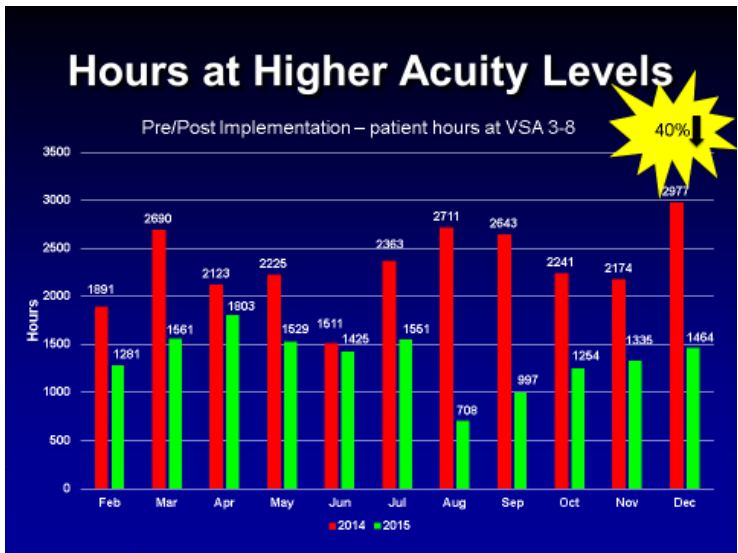
The journey put the spotlight on nurses at Medina. It allowed them to explore opportunities and resources available to them, both personally and professionally. It helped them find their voice through shared governance and interdisciplinary committees. And, by showcasing all they do for the hospital and for patients, it helped them realize their high caliber and dedication.

When the hospital achieved Pathway to Excellence designation in 2015, it affirmed what nursing leaders felt to be true about Medina nurses and what they could now demonstrate to their health system, hospital, community, and patients.

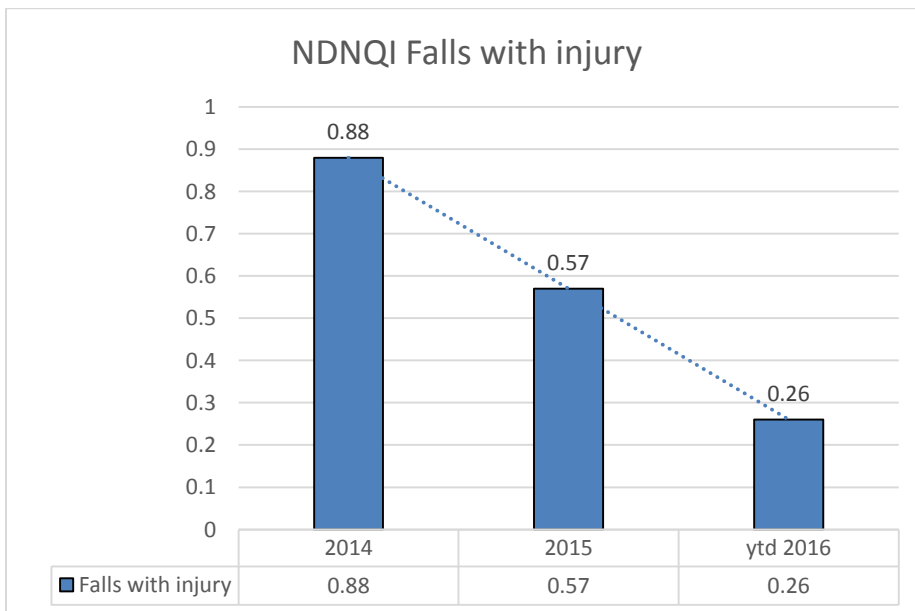
Today at Medina, nurses speak up and share their ideas for improvement. They speak out on issues of patient safety and evidence-based practice. Many more participate on hospital committees, which promotes interdisciplinary relationships and collaboration. Nurses report increased professionalism in interdisciplinary interactions such as rounding, where they aren't afraid to take the lead.

Professional autonomy is reflected in daily patient care. Nurses are more confident in advocating for patients, leading to improved safety and outcomes. Examples include:

- **Reduced patient acuity levels.** Nurses partnered with IT clinical analysts to develop an early warning system (EWS) within the electronic medical record (EMR). Clinical and technical developers worked with direct care nurses to create, test, and refine enhancements to support nurse critical thinking, accountability, situational awareness, and interdisciplinary collaboration. In just one year, the EWS reduced total hours that medical/surgical patients spend at higher acuity levels by 40%. As part of the project, nurses and nursing assistants were educated on the importance of accurate vital sign measurement and timely documentation in the EMR, resulting in a 51% decrease in recording time and a 52% decrease in reassessment time if the patient triggers the EWS.



- Fewer patient falls.** Nurses are integral to many successful fall-reduction efforts. Since 2014, these initiatives resulted in a 37% decrease in the number of falls per 1,000 patient days, and a 70% decrease in falls with injury during that same timeframe. One of the most effective efforts is the Traffic Light initiative, which uses a simple, standardized process to communicate changes in patient risk factors. Aggregating ABCS score, Morse Fall score, current medications and baseline ambulatory ability, the tool assigns a color (red, yellow, or green) to indicate how likely a patient is to fall and suffer an injury. It also identifies how many caregivers are needed to safely ambulate the patient. After a Telemetry Unit pilot produced a 56% decrease in falls and 100% decrease in major injuries, the tool is now in place on all nursing units.



“Charting new territories for process improvement, professional development, community outreach and recognition, as well as the variety of services to promote personal and professional well-being, are all examples of Medina’s nursing commitment to provide excellent patient care in a positive, professional work environment,” says Mary Kennedy, MBA, BSN, RN, Chief Nursing Officer, Medina Hospital. “The Pathway journey was the perfect vehicle to meet these goals and more. Pathway designation serves as a tangible reminder of our evolving efforts as we move professional nursing practice forward.”

At a Glance

Medina Hospital is a 171-bed, acute care facility that has served the health care needs of Ohio’s Medina County since 1944. In 2009, the hospital became part of the Cleveland Clinic Health System. Centers of Excellence include the Family Birthing Center, Orthopedics, Emergency Care, and Surgical Services. Values of quality, innovation, teamwork, service, integrity, and compassion guide the hospital’s daily work.

About the Pathway to Excellence® Program

The Pathway to Excellence® Program recognizes a healthcare organization’s commitment to creating a positive nursing practice environment. The Pathway to Excellence in Long Term Care® program is the first to recognize this type of supportive work setting specifically in long-term care facilities. Pathway organizations focus on collaboration, career development, and accountable leadership to empower nurses.