

## Gap 1

### *Describe the gap in one sentence:*

Health care providers at Pyfer inadvertently administered inaccurate doses of drugs, or erroneous prescriptions were prescribed to patients.

### *Desired state and current state:*

The aspired achievement of performance comes from high performing units. Nursing records provide scores for healthcare personnel accurately dispensing the correct prescriptions to patients and administering the correct dosage scores in high performing unit's ratio are 99%, no=1%.

The current state of performance comes from the lower performance units scores. Nursing records provide scores for healthcare personnel accurately dispensing the correct prescriptions to patients in low performance unit's ratio are 90%, no = 10%. The scores for health care accurately administering the correct dosage of prescriptions ratio are 88%, no = 12%.

The hospital's preferred scores for healthcare personnel dispensing the correct prescriptions to patients and administering the correct dosages comes from scores from high performing units which equals 99%.

Reference: [Franklin University © 2017 1 Pyfer General Hospital by Matt Barclay \(pgs. 7-8\).](#)

The chart below contains incidents and deaths that occurred in past years/ last year to patients that received the wrong medicine. Incidents in low performing unit's averages (41.2), deaths (2.2), last year incidents (80), deaths (5). Incidents in high performance unit's averages (7.3).

Complications/Fatalities from Wrong Medication

	Low Performing Areas		High Performing Areas		Overall Hospital	
	2000-two years ago avg./year*	Last Year	2000-two years ago avg./year*	Last Year	2000-two years ago avg./year*	Last Year
<b>Complications</b>	41.2	80	7.3	7	22.8	87
<b>Fatalities</b>	2.2	5	.7	0	2.0	5

\* The averages of past years represent the highest and lowest performing units of the hospital in each year, not the averages of any one or two particular units.

**Reference: Franklin University © 2017 1 Pyfer General Hospital by Matt Barclay (pg.8).**

***Importance of gap:***

This gap is a crucial gap. It must be dealt with immediately to prevent or minimize incidents and deaths among patients. To resolve this issue, a gap that is crucial, and intricately connected must be targeted.

***Describe and categorize the cause:***

The cause is the low performing units that received the high rates of occurrences and deaths were the last ones to receive the new devices (case study, pg. 5). This cause is part of the Environment: Data Information and Feedback category, and the Environment: Support, Resources Tools category, on the 8.1 chart in the Fundamentals textbook (page 166). Data and information were given to address the incidents and deaths (case study pg. 7-8). The study does not contain any written performance standards. The high performing units scores reveal the hospitals preferred performance standards for all units (case study pg. 7). There is a lack of feedback mechanisms within the low performing units.

The low performing units nursing supervisors and senior nurses did not give consistent feedback to their units. The high performing unit's performance scores demonstrate their nursing supervisors and senior nurses gave consistent feedback to their units (case study pg. 7).

### **Suggested Intervention - Priority #6**

#### **Category:** *Learning Interventions - Education / Training*

The nursing records at Pyfer revealed the low performance units recorded an overwhelming number of occurrences and deaths. To minimize and alleviate future occurrences and deaths, I am suggesting healthcare personnel throughout the hospital receive training on the new devices. This initiative will minimize and alleviate future occurrences ensuring patient records will be accurately recorded into the device and easily accessed by healthcare personnel. This supports and is alignment with the hospital's strategic plan to decrease and eliminate administering the wrong prescriptions or doses of medication. Targeting these critical issues will result in patient satisfaction and retention. Patient satisfaction will generate revenue.

### **Suggested Intervention - Priority #5**

#### **Category:** *Learning Interventions - Interactive Learning Technologies*

To ensure all healthcare personnel receives optimum training, I am suggesting technology that will support the hospitals Vision, to continue the legacy of maintaining an outstanding reputation in the community, and to provide excellent patient

care with minimum reports of occurrences and deaths. The Interactive Learning Technology will also support Pyfer's Mission, to provide top-notch patient care from renowned health care providers and staff that champion patient advocacy. This can only be accomplished by implementing the Interactive Technology device.

The nursing report revealed the high-performance units received outstanding scores for patient care. The high-performance nursing supervisors and senior nurses will partner with the low performing units to initiate training. This cost-effective initiative will do away with expenses that ordinarily accompany hiring 3<sup>rd</sup> party vendors. The end results will include high ratings for outstanding patient care, and future hospital expansions.

### **Suggested Intervention - Priority #4**

#### **Category:** *Individual Growth - Performance Management*

Performance Management is the ongoing process of communication, it is designed to observe the employee's progress, and it supports the strategic goals of the organization. Pyfer's strategic goal is to have the low performing units minimize or eradicate incidents and deaths that occurred when patients were given the wrong or incorrect amounts of medication.

I am suggesting the low performance units receive this training. According to the nursing records in the case study, the nursing supervisors and senior nurses in the high performing units have successfully trained and assessed their units' progress. The high-performance units nursing supervisors and senior nurses will initiate the training. To guarantee healthcare

personnel will progress in their roles, and the organization goals are met, supportive measures must be put forth to ensure continual productivity.

### **Suggested Intervention - Priority #3**

**Category:** *Performance Support Interventions - Documentation & Standards*

In efforts to produce reports that will inform healthcare personnel about their job performance, I am suggesting evaluation documentation that will detail their performance expectations. Although the case study did not reference documentation standards, the high performance units scores suggest the nursing supervisors and senior nurses communicated consistently with their staff. This would account for their exemplary job performances. Both high performance and low performing units will benefit from initiating this process.

### **Suggested Intervention - Priority #2**

**Category:** *Personal Development Intervention - Coaching*

To facilitate healthcare personnel job performance, I am suggesting that Managers (coaches) be put in place to oversee communicating performance improvements, examine problems, and offer suggestions for resources (training) if needed. The high performance nursing supervisors and senior nurses are qualified to oversee and initiate performance improvements within the low performing units. This will produce optimum job performances within the low performing units.

## **Suggested Intervention - Priority #1**

### **Category:** *Personal Development Interventions - Feedback*

Consistent constructive advice and suggestions from managers and peers is essential to performance improvements. This component must be integrated into the low performance units training. I am suggesting the high performance nursing supervisors and senior nurses initiate constructive feedback. This will ensure positive outcomes and continual productivity within the low performing units.

## **Reference**

Van Tiem, D.M., Moseley, J.L., & Dessinger, J.C. (2012). Fundamentals of performance improvement: optimizing results through people, process, and organizations, Third edition. San Francisco, CA: International Society for Performance Improvement.

## Gap 2

### *Describe the gap in one sentence:*

Pyfer healthcare personnel compliance with using the new devices.

### *Desired state and current state:*

The aspired achievement of performance comes from high performing units. The nursing supervisors, senior nurses, and nursing staff in high performance units were compliant with using the new devices. The unit was successful in tracking patient records, prescriptions, and other vital records that pertain to patient care.

Administrators, IT, and Unit Directors initiated the use of the mobile devices. The administrators did not enforce using the system, the individual units used the devices if they preferred to do so.

The current state comes from low performing units, the nursing supervisors, and senior nurses did not ensure all employees were compliant with using the new computer device. The employees that were comfortable with using paper to keep track of patient records did not discontinue using this process. As referenced in the Pyfer Hospital Case reading, when a previous attempt to launch the new device was unsuccessful, the hospital returned to its paper-based method. The low performing units continued to use this process (case study pg. 5).

The case study does not give specific data for high performing and low performing unit's compliancy in using the new device. Evidence proves the high performing units were compliant in using the devices while the low performing units were non-compliant.

**References: Franklin University © 2017 1 Pyfer General Hospital by Matt Barclay (pgs. 4-5).**

***Importance of gap:***

This is a critical gap; its usage will ensure patient care is accurately entered into the computer system, and it is accessible to healthcare personnel throughout the hospital. Targeting a lesser gap will correct this gap.

***Describe and categorize the cause:***

The cause is the low performing units chose to use the previous paper-system to record patient health care information. This cause is part of the Environment: Data Information and Feedback category, and the Individual: Skills and Knowledge category, on the 8.1 chart in the Fundamentals textbook (page 166). The low performance units lacked a feedback mechanism. The nursing supervisors and senior nurses did not give any feedback on the nursing staff's job performance. They were convinced it was more advantageous to use the former paper-system. The low performing unit nursing supervisors and senior nurses did not adequately train their units; they lacked the skills that were needed to use the new device.

The nursing supervisors, senior nurses, and staff in the high performing units discontinued using the paper-system. They worked together as a team to learn the new device (case study pgs. 7-10). The high performing units nursing staff received frequent feedback on their job performance, in addition, they received optimum training. Accounts from a nurse supervisor and senior nurse in a high performing unit, and a nursing supervisor and senior nurse in a low performing unit give insight into the dissimilarities that existed between the units (case study pgs. 9-11).



### **Suggested Intervention - Priority #6**

#### **Category:** *Learning Interventions - Education / Training*

Pyfer healthcare personnel in low performance units are not compliant with using the new devices for patient care. They were apprehensive in fully integrating the usage of the device. The former paper-system was being utilized. The low performing unit nursing supervisors and senior nurses lacked the skills that were needed to use the new device.

I am suggesting education and training for the low performing units. They will receive the skill set that is needed to properly execute the new devices. The high performing unit nursing supervisors and senior nurses will train the low performing units. The nursing records in the case study reveal the high scores that were obtained by the high performing units. The case study also reveals the high performance units were fully engaged with using the new devices. Compliance with using the devices will result in a hospital wide initiative to comply with the hospital's desire to fully integrate the usage of the new devices. It will also alleviate the usage of the outdated paper-system, thus fulfilling the organization's goals.

### **Suggested Intervention - Priority #5**

#### **Category:** *Learning Interventions - Interactive Learning Technologies*

The training will capture the learner's attention, they will be able to engage with the content, and interact with their peers and instructor. The use of the technology will support the hospital's mission, to provide top-notch patient care from renowned health care providers and staff that champion patient advocacy.

I am suggesting the high performing units train the low performing units on using the devices. The nursing report reveals the high performing units received outstanding scores for patient care. The case study references the high performing nursing supervisors and senior nurses trained their staff and implemented using the devices. They will partner with the low performing units to initiate the training.

### **Suggested Intervention - Priority #4**

**Category:** Learning Interventions – *On the Job Learning*

The learning process is vital to the success of the low performing units. I will suggest using this component, it will give the units the knowledge they will need in real time to execute their jobs. The low performing units will be able to work with their peers and share information that will increase competency and the skills they will use on the job. Utilizing on the job learning will enable the learner to retain and apply the knowledge they have gained. This supports the strategic goals of the hospital, to incorporate using the new devices throughout the hospital.

### **Suggested Intervention - Priority #3**

**Category:** *Personal Development Interventions - Feedback*

The low performance units must engage in positive and encouraging feedback from high performing nursing managers and peers. Feedback is vital to ensuring performance improvements. This component must be integrated into the low performance units training. I am suggesting the high performance nursing managers and senior peers initiate

constructive feedback. This will ensure positive outcomes and continual productivity within the low performing units.

## **Reference**

Van Tiem, D.M., Moseley, J.L., & Dessinger, J.C. (2012). Fundamentals of performance improvement: optimizing results through people, process, and organizations, Third edition. San Francisco, CA: International Society for Performance Improvement.