

Using the BFUSA NICU Resources for Practices Review and Implementation of Improvements

Team Leader Guidance

2021



Purpose of this guide

- This guide provides recommendations for NICU **Leaders** who plan to establish a team to review practices and implement improvements within a specific NICU.
- Considerations are outlined for **formation of the review team and review processes**, with **options** for how for how to proceed.
- An **action sequence** is listed with flexible **options** identified.

Who should be part of the review team?

Recommended

- Unit management representative
- Medical care provider--MD/NP
- Bedside nurse(s)

Optional *(esp. for larger units)*

- Multiple levels of unit management
- Both MD and NP
- Multidisciplinary team members involved in infant feeding
 - IBCLC/LC, SLP
 - Milk bank rep, milk tech
 - OT, discharge planner/case mgr
- QI, data collection/analysis staff
- Parent/parent support rep

How many individuals should be included in your team?

- At least 3...maximum 10
 - Consider representation of key types of staff involved in NICU management and care, providing varying perspectives.
 - Consider availability and responsiveness of individuals selected.
 - Consider how involved each discipline's representative needs to be (some may need to be involved only sporadically for consultation/input).
 - Consider scheduling predictability, options and challenges.

Scheduling/Timeline

- Set a schedule for group meetings and individual task completion.
 - Adapt frequency, length, format to your group.
 - Reading the resource document
 - Completion of the practices review
 - Discussion of results
 - Targeting first practices to work to improve
 - Preparing initial “Action Plan” (see Appendix E; or use unit-specific planning format)

Format of the guidance for the practices review process:

- Main bullet = “Action sequence.”
Recommended to do the review in this order.
 - Sub-bullets = “Options” you/your team may choose at your discretion.

Access/Share the NICU Resources

- Access the NICU Resources.
- Ask team members to familiarize themselves with:
 - Introductory pages
 - Section 1: Overview
 - Section 2: Practices Review
 - Section 3: Clinical Guidance
 - Section 4: Support Documents and Appendices.
- [Introduction slide deck and/or Video #2 “Orientation Tour”](#) may be used.

Section 1: Overview

- Ask each team member to become familiar with the NICU 10 Steps and Recommended Practices.
- Note the similarities and differences between the 10 Steps for maternity settings and those for the NICU.
 - Some Steps are very similar.
 - Some are adapted to the specifics of care in the NICU setting.
 - Recommended Practices reflect the variability of care priorities, conditions/diagnoses and length of stay of infants in the NICU.

Section 2: Practices Review

- Begins with General Instructions
 - [View Video #3 “Instructions for Practices Review”](#).
- The Practices Review Tool is a fillable pdf.
 - [View Video #4 “Using the Practices Review Tool”](#).

Using Section 2: Practices Review Tool

- Ask each team member to become familiar with the tool and rating scale.
- Rate the unit's current practices (some or all 10 Steps).
 - Consider where you have data vs. where estimates will be required.
 - The group may fill out the Review Tool as a group activity OR
 - Each team member may fill out the Review Tool individually.

If each team member completes the Review Tool individually, consider how to compare/share results. As Team Leader, you might:

- Hold a discussion in order come to consensus OR
- Summarize/average input from team members in order to record a composite rating *(add comments on any discrepancies)*.

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Using Section 2: Practices Review Tool, (continued)

- Record Precise Percentage (actual data) when possible.
- Use estimates, ranges, or sample data where actual data is not available.
- Indicate in “Additional Information” column Data Sources (which are estimates; which are actual data).
 - Consider what data is currently gathered and accessible, how data could be gathered (analysis, observation), and how long it might take to obtain data.
 - In cases where gathering data would take too long, rely on estimates. Recognize that “self-report” estimates are often inaccurate. Plan to gather needed data later if your team decides to work on improving practices related to the steps/practices where you do not have data.

Section 3: Clinical Guidance

- Notice how this section is formatted with Rationale Summary at the start of each Step, then Suggested Strategies for each of the Recommended Practices within that Step.
 - Each team member may be asked to become familiar with the entire section, OR
 - Team members may each focus on different steps or parts of this section, depending on their areas of interest/expertise.

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Section 3: Clinical Guidance

(continued)

- Consider what your unit is already doing well and priorities for change.
 - Use the Rationale Summary to consider options for practice changes in the Steps you want to work on.
 - Look at Suggested Strategies for additional ways to enhance current practices, add to or change practices.
 - Anticipate which changes might be “low hanging fruit”, have greatest impact or present greatest challenge.

Section 3: Clinical Guidance (continued)

- Notice that there are specific recommendations for implementation of The Code in NICU Settings.
- The 3 Guiding Principles are explored as underlying philosophy of care.
- The entire Clinical Guidance section is heavily referenced.

Section 4

Support Documents and Appendices

- Examine each of the “Support Documents and Appendices”.
 - Access each Appendix when referred to in text of Practices Review Tool and/or Clinical Guidance
- Consider how to use these support documents to assist in improving practices.
 - Appendix E may be used for planning and implementing change.
 - Other QI tools used in your unit may be used.

What will you do with these results?

- Identify 2 to 3 initial changes you would want to make to improve infant feeding practices in your NICU. Focus on:
 - Weak points OR
 - Low hanging fruit OR
 - Improvements that fit with other QI priorities.
- Consider what you would do and how, who would help make the changes, etc.
 - Begin the planning process, using the Action Plan Template found in the Appendix E (or some other planning tool your unit uses).

Action Planning

- Identify the Steps/Practices to focus on.
- Develop measurable objectives (targets).
- Examine the rationale for the changes.
- Break the practice change process into smaller steps/tasks.
- Designate responsibility, recognizing need for collaboration with all stakeholders.
- Set target dates to create timeframe for change.
- Determine evaluation strategies for process and outcomes of the action plan.

Report, Review, Revise, Repeat, Repeat

- Communicate progress.
- Consider successes and continuing challenges.
- Make adjustments to the Action Plan.
- Repeat the process until results are satisfactory.
- Repeat the process with the next priority.