

## **Pathway to Excellence® Case Study: Broward Health Imperial Point**

Broward Health Imperial Point (BHIP) provides high-quality, compassionate medical care to patients and families throughout South Florida. Signature services include behavioral health, hyperbaric medicine, stroke care, senior care, orthopedics, ophthalmology, and neurosurgery. As part of the nationally recognized Broward Health System, BHIP is a dominant force in health care in Broward County.

When nursing leaders sought new ways to deliver high-quality, cost-effective care in a rapidly changing environment, they turned to ANCC's Pathway to Excellence® program as a blueprint. BHIP embarked on the Pathway journey to build and strengthen workplace dynamics, implement a successful shared governance structure, improve multidisciplinary practice, and help patients achieve optimal health and wellness. In addition, leaders wanted external recognition of nurses' extraordinary care and positive impact on patients and peers.

### **Evolution of Shared Governance**

Pathway's focus on nurse empowerment and interprofessional teamwork sparked significant changes in BHIP's shared governance structure. What began as a group of unit-based nursing and governing councils evolved into multidisciplinary clinical councils that include representatives from every department in the hospital. Nurse involvement promotes practice autonomy, effective communication, and leadership skills. Members share and implement best practices that impact quality and safety outcomes.

### **Nurse-Led Performance Improvements**

The Pathway journey brought BHIP's nursing practice environment to a new level and led to marked improvement in several nursing measures and outcomes. Nurse-directed performance improvement teams applied evidence-based practice changes that helped the hospital achieve the following:

- 40% decrease in patient falls in 2 years
- 36% reduction in CAUTI rates in 1 year
- 33% reduction in CLABSIs in 1 year, with a projected annualized rate of 60% fewer CLABSIs through 2015
- Zero CLABSIs in the ICU for more than 18 months
- Zero HAPU, CAP, and post-op VTE for more than 2 years

“Achieving Pathway to Excellence designation is a triumph for everyone at Broward Health Imperial Point,” says Sandra Todd-Atkinson, EdD, MBA, BSN, RN, COO and CNO. “It puts us among the nation’s elite healthcare organizations and confirms to all that we support and promote quality health care through collaboration, coordination, competency, and shared decision-making. It spurs our nurses to excel and leads to care improvements that benefit our patients.”

### **At a Glance**

Broward Health Imperial Point is a 240-bed, acute care hospital located in Fort Lauderdale, FL. The hospital provides the full spectrum of advanced healthcare services, from behavioral health to rehabilitation and wellness programs. It is part of Broward Health, a multihospital, nationally recognized healthcare system in South Florida that offers world-class health care to all.

### **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.