

Thriving during development of a large advanced burn and wound clinic – The realization of successful change management



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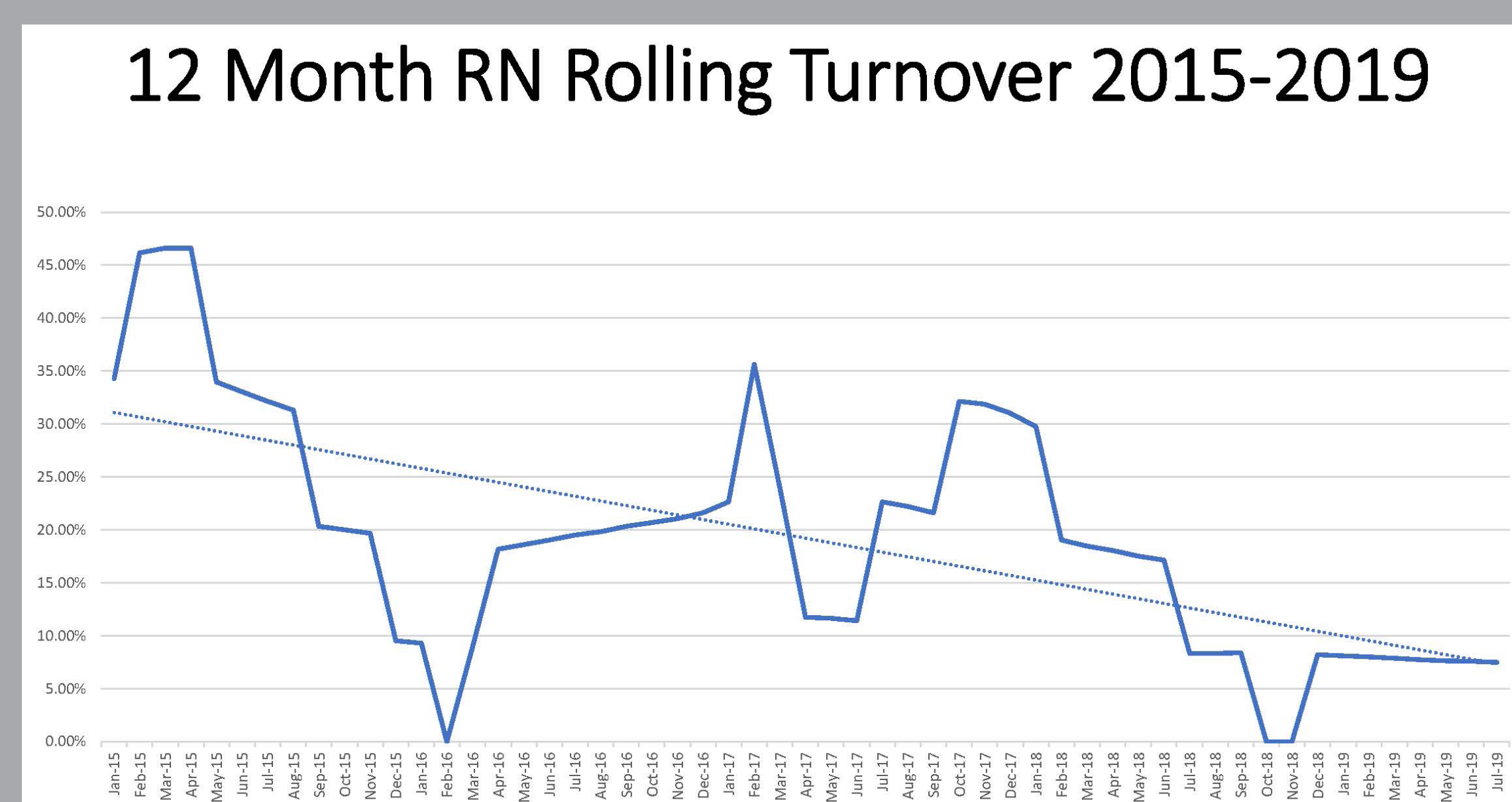
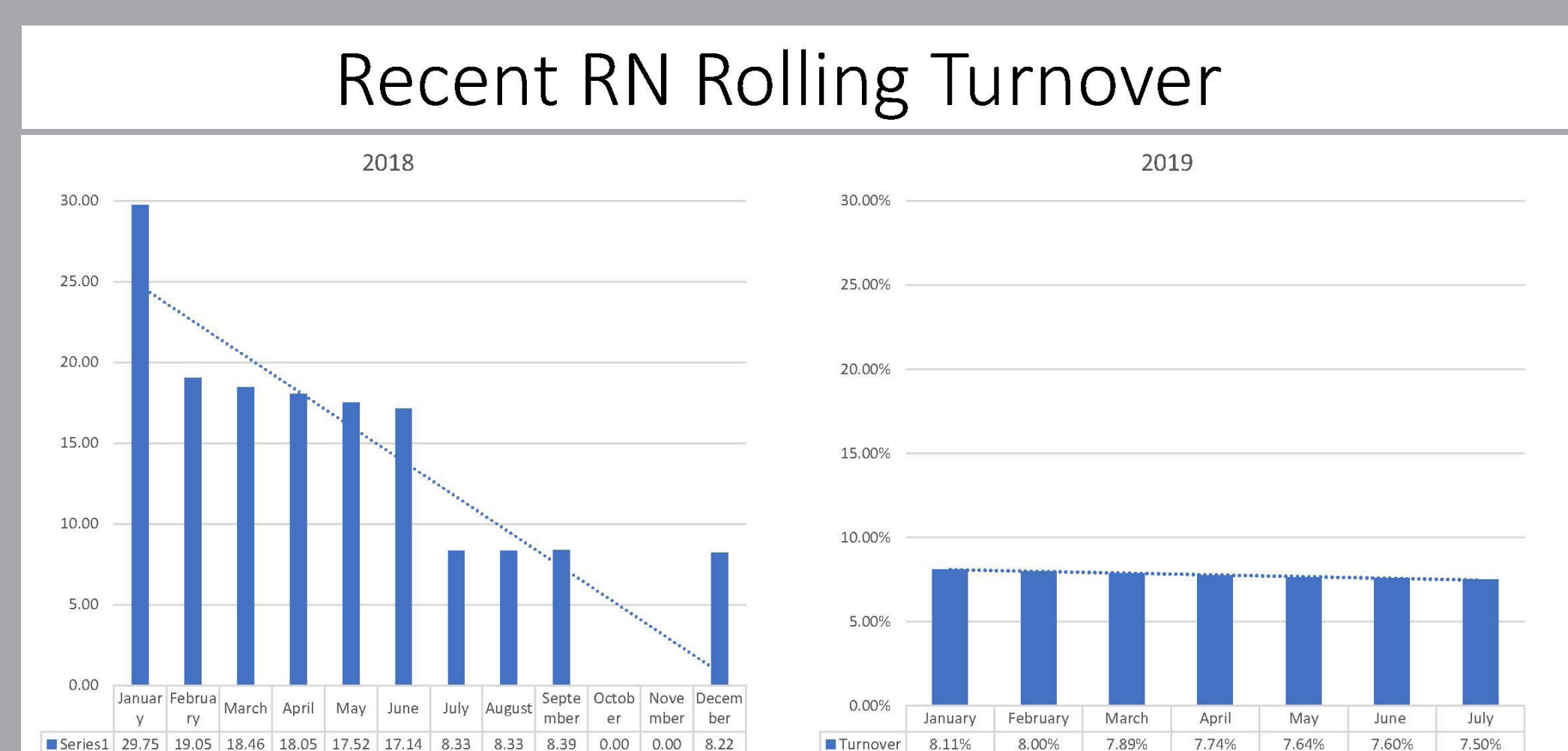


BURN
AND
RECONSTRUCTIVE
CENTERS OF AMERICA

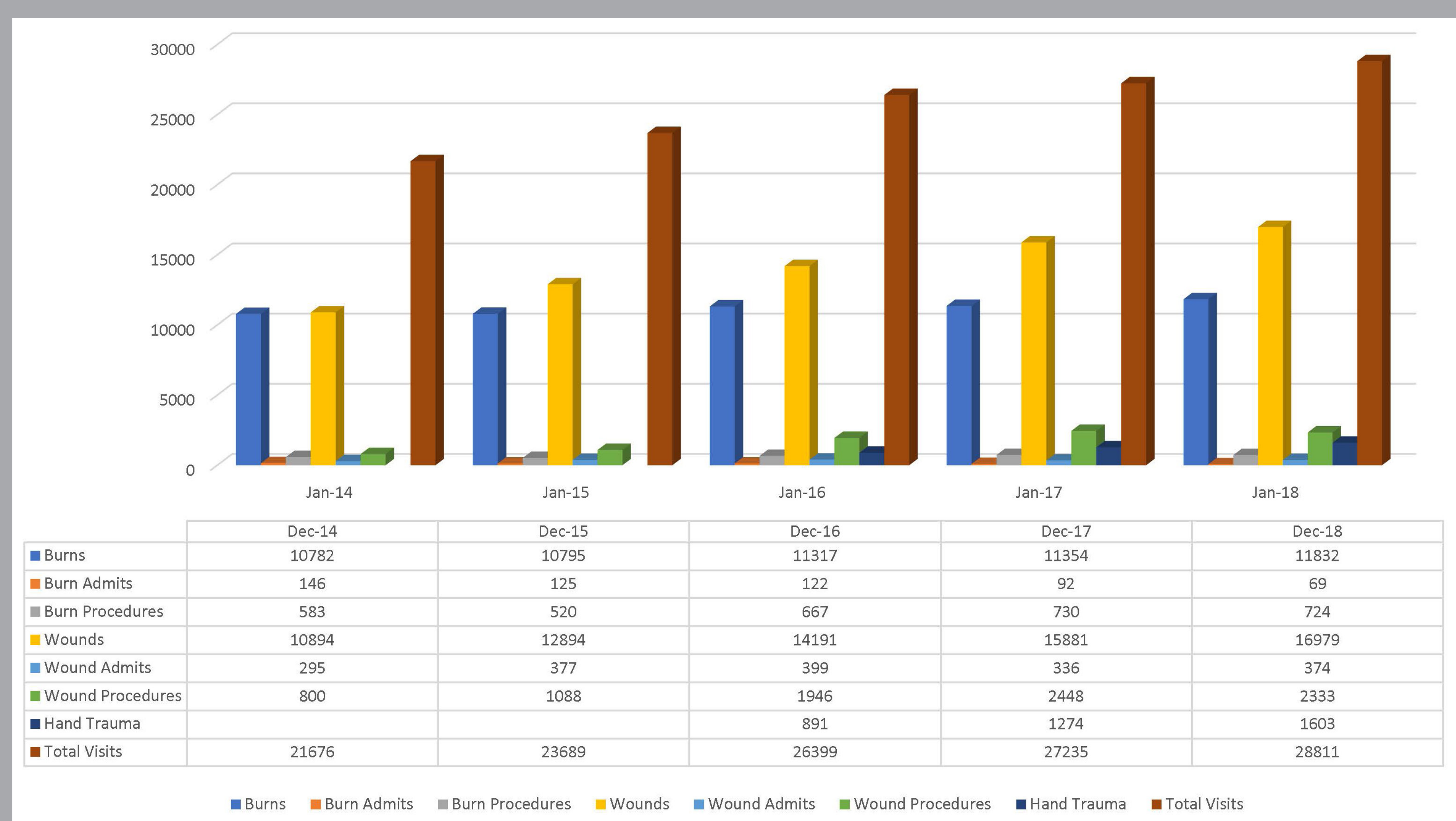
DOCTORS
HOSPITAL
Joseph M. Still Burn Center

Successful response to clinic growth requires multi-dimensional planning

Retention Findings



Growth of a Wound Clinic



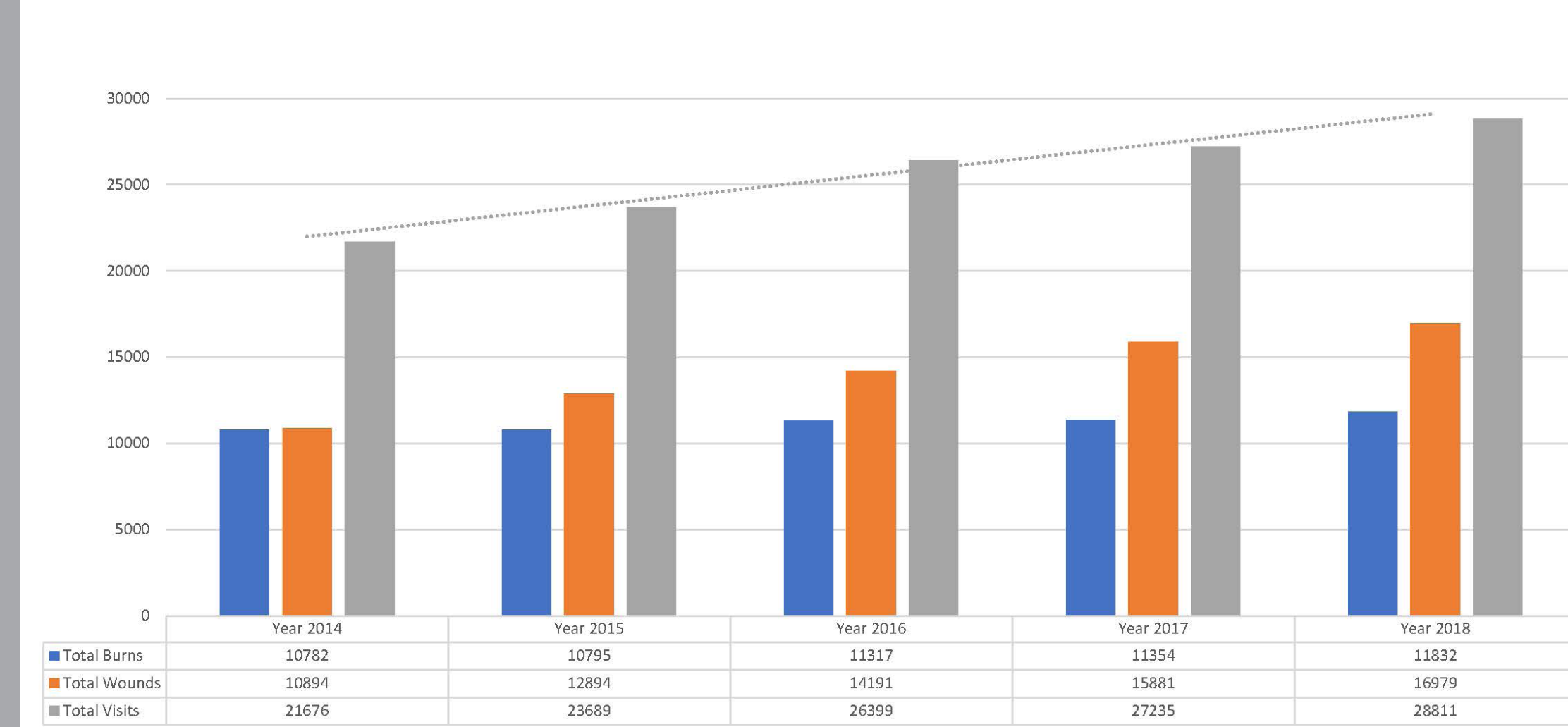
Annual Patient Visits	2014	2015	2016	2017	2018
	21,676	23,689	26,399	27,235	28,811

Percentage of Growth

Year	Percentage of Growth
2014	Baseline
2015	9.2%
2016	11.4%
2017	3.2%
2018	5.8%

The average annual growth rate of the outpatient burn and wound clinic is 7.4%.

Annual Growth of a Burn and Wound Clinic



SIGNIFICANCE STATEMENT

- Since 1995, the outpatient clinic associated with Joseph M. Still Burn Center has grown from 5 rooms to 37 rooms, fueled by the growth of the inpatient burn service line and the addition of wound care. This rapid growth creates challenges in communication, staffing and physical facilities.

DATA SOURCE

Population and Results

Population

- Analysis of five years of patient visits to outpatient clinic, covering burn, wound and hand patients.
- Analysis of five years of staff turnover rates in the outpatient clinic.

Results - Retention

- During times of growth and change, there is often an increase in staff turnover. However, our turnover rate has steadily declined.
- In 2015, we saw an RN rolling turnover rate of 46%.
- In 2016, a peer interview strategy was adopted.
- Current facility goal for RN turnover is 16%.
- Current unit RN rolling turnover rate is 7.6%.

LESSONS LEARNED

- A multidisciplinary approach to successful growth of a burn and wound clinic must involve all caregivers and management throughout all phases.
- Maintain continuity of care and communication throughout construction.
- Stabilization of staff by utilizing a peer interview hiring practice to recruit and retain high performers.

There are no disclosures to make from any authors.

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