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### **Title**

Nurses Empowered to Redesign Their Workflow to Decrease Hospital Readmissions: GENIE RNs

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# Nurses Empowered to Redesign Their Workflow to Decrease Hospital Readmissions: GENIE RNs

By: Tom Crisman, BSN, RN and Jennifer Clay, BSN, RN

Adults over the age of 65 may be more complex to care for due to chronic conditions, co-morbidities, debility, impaired sensory perception, and psycho-social needs. UCSDH partnered with a community organization to address the specific health needs of older patients.

West Health is a San Diego-based nonprofit organization dedicated to lowering healthcare costs and enabling seniors to successfully age in place with high-quality, affordable health services that preserve dignity, quality of life, and independence. The West family approached nurse and physician leaders at UCSDH about developing a specially-trained team to deliver enhanced emergency services to ED patients over 65. The focus was to be on geriatric medicine, acute care screening, urgent care, case management, and social and psychiatric care.

Tom Crisman, a clinical ED nurse with a passion for elder care volunteered to be the nurse lead in the development of a permanent program. The program design included determining a screening process that would be used with seniors, developing the workflow for nurses, and training ED nurses in geriatric content and how to use the screening tools.

The goal of this project was to decrease the rate of hospital admissions for patients who received a Geriatric Emergency Nurse Initiative Expert (GENIE) consult in the La Jolla Emergency Department.

Tom began collaborating with

physician colleagues to review the evidence on various screening tools and to determine which tools to use in the protocol. Next, Tom developed the following workflow for the nursing assessment and care of senior patients in the ED:

1. Patient age 65 or greater arrives in the ED.

2. The Identification of Seniors at Risk (ISAR) screening tool consists of asking six yes/no questions by the triage nurse. If the ISAR score 0-6 is 2 or greater, an automatic referral to the GENIE is generated in the electronic medical record and a gold GENIE lamp will appear next to the patient's name.

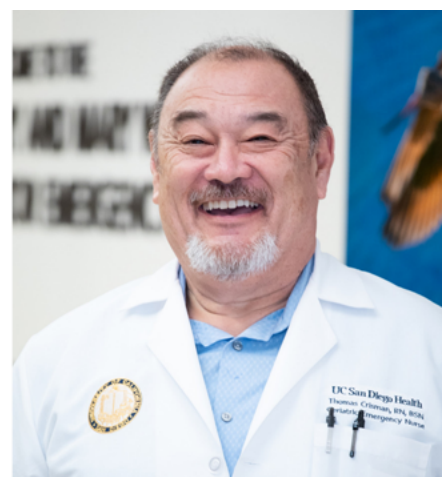
3. Patient is assigned an Emergency Severity Index score by the triage nurse.

4. The Patient is taken to a room in the Senior Emergency Care Unit (SECU).

5. The SECU care team consisting of the ED Physician or Nurse Practitioner or Physician's Assistant and the ED Primary Nurse come to the bedside. The primary nurse performs an initial assessment and the Get Up and Go (GUG) test (risk of fall).

A positive score on the GUG can also generate a GENIE referral through the electronic medical record. A positive score on either screen results in an automatic referral to the GENIE through the electronic medical record.

6. The GENIE performs additional screens (see table below.)



**Tom Crisman, BSN, RN,** our pioneer GENIE, graduated from University of Hawaii, Manoa Campus. He came to UCSDH in 1989. Why become a GENIE? Geriatric population of focus is growing rapidly and is a specialty not routinely address in the Emergency Department. 65 and older patients represent 13.5% of the US population and is projected to increase 25% by 2050. Tom received extensive education and training through to UCSDH Division of Geriatric, UCSDH Division of Emergency Medicine, and NICHE. He currently serves as a faculty member of the Geriatric Emergency Department Collaborative for the American Geriatric Society (AGS). Tom has since retired as of June 2020.

Instrument	Screens for	Referral to
Ultra Brief 2 and CAM-ICU	Delirium	ER Physician & Primary RN
Patient Health Quotient 9	Depression	Psychiatry consult (major depression or suicidal) or Senior Behavioral Health Outpatient Program (moderate depression or patient request)
Abbreviated Mental Test and Brief Alzheimer Screen	Dementia	UCSDH Memory, Aging and Resilience Clinic or UCSD Alzheimer's Disease Research Center
UCSDH Abbreviated BEERS Criteria	Medication safety and polypharmacy	SECU Pharmacist
KATZ Index	Independence in activities of daily living	Physical Therapy or Occupational Therapy
Mini Nutritional Assessment	Nutritional status; swallow problems	UCSDH Social Work / Nutrition; Speech Therapy
Elder abuse Suspicion Index	Abuse, neglect, abandonment or coercion	UCSDH Social Work / Care Management
Modified Caregiver Strain Index	Caregiver strain	UCSDH Social Work / Care Management



**Jennifer Clay, BSN, RN** graduated with a Bachelor of Arts in Psychology from Guelph University in 1990 and a Bachelor of Science in Nursing from McMaster University in 1995 in Ontario Canada. She moved to San Diego and started her career with UC San Diego Health in 1998. She worked in oncology, transplant, orthopedics and critical care before coming to the Emergency Department in 2005. She served as the chair for the patient and staff satisfaction committee and obtained her Clinical Nurse III promotion. She was invited to join the GENIE team during the development of the geriatric emergency department in 2017. She feels it is a privilege to care for such a unique population, all Seniors have a story to share and they just need someone to listen. Jennifer is now the Lead GENIE and takes pride in being a part of an exceptional team.

After screening a patient, the GENIE will make appropriate referrals for inpatient consultation, or for follow-up once the patient is discharged home. Patients may be admitted as an inpatient, held in the ED for observation, discharged home, or discharged with arrangements for home health services. If the patient is to receive care at home, the GENIE will coordinate the transition of care with the home health agency. In every instance, the GENIE makes an effort to inform the patient's primary care provider of the ED visit. A GENIE will follow up with

the patient by telephone within 24 to 48 hours after discharge to ensure all discharge instructions are clear and address any additional healthcare needs. This new workflow was fully implemented by April 2016.

Since launching the program, UCSDH has expanded the expertise in caring for seniors in the ED. All ED nurses, ED Techs, ED unit secretaries must complete geriatric resource nurse certification provided by Nurses Improving Care for Healthsystem Elders (NICHE). In addition, all nurses have the opportunity to complete



The GENIE Team at UC San Diego Health ED (left to right): Dave Flores, Rita Burke, Tom Crisman, Jennifer Clay, Anne Stephenson, Cari Jones

the Geriatric Emergency Nursing Education course offered by the Emergency Nurses Association.

Throughout the development of the program, Tom has presented on the GENIE initiative at many gatherings of geriatric and emergency healthcare professionals. In February of 2019, he was invited to join the American Geriatrics Society as a faculty member and now does training on geriatric screening for that organization across the country.

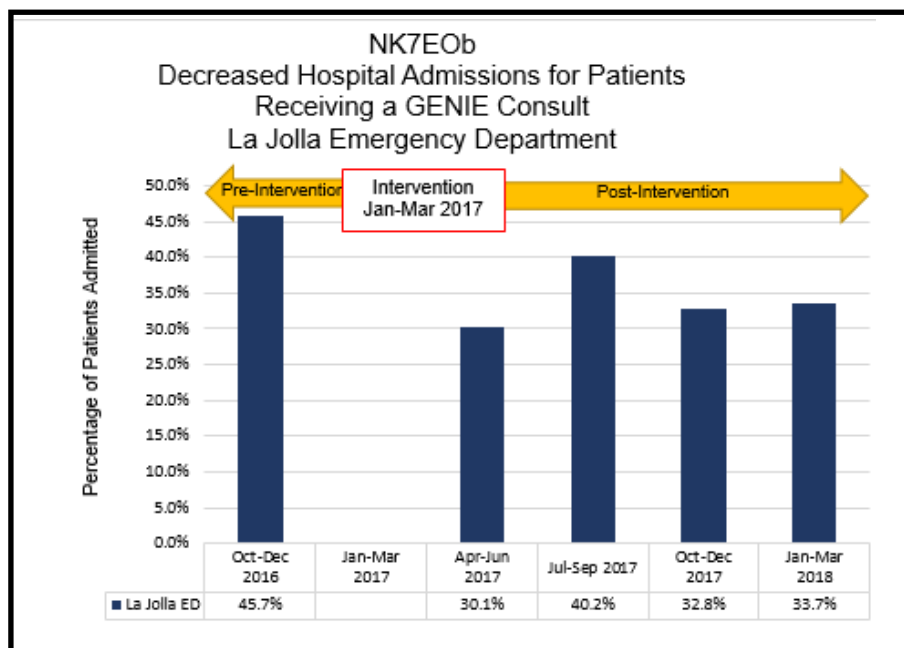
In addition to designing the assessment workflow, Tom was involved in the design of the Senior Emergency Care Unit, dedicated space within the ED that is customized for seniors and their caregivers. This 16-bed unit is designed with carefully calibrated lighting and improved acoustics, safety and comfort to address the common complications seniors face.

As a result of this specialized care, the UCSDH ED received a Level 1 Gold accreditation in May 2018, the highest and most comprehensive level given to a geriatric emergency department by the American College of Emergency Physicians. It was the first emergency department west of the Mississippi to receive this level of accreditation as part of an effort to improve the quality and standards of emergency care provided to the nation's elderly patients.

## PARTICIPANTS

Name	Discipline	Title	Department
Tom Crisman	Nursing	Clinical Nurse	Emergency Department
Eddie Castillo	Public Health	Analyst	Emergency Medicine
Ted Chan	Medicine	Physician	Emergency Medicine
Jim Killeen	Medicine	Physician	Emergency Medicine
Alyson Kreshak	Medicine	Physician	Emergency Medicine
Beverly Kress	Nursing	Director, Emergency & Psychiatric Services	Nursing Administration
Kellie Meade	Nursing	Assistant Nurse Manager (ANII)	Emergency Department
Samantha Meyerhoff	Nursing	Clinical Nurse Manager	Emergency Department
Robert Powell	Information Technology	Analyst	Information Technology
Vaishal Tolia	Medicine	Physician	Emergency Medicine
Gary Vilke	Medicine	Physician	Emergency Medicine

## OUTCOME



# Evidence Based Practice Institute: The Power of Professional Development

By: Judy E. Davidson DNP RN MCCM FAAN

## OUR BEGINNINGS

The Consortium for Nursing Excellence, San Diego in March 2006. Unified by a shared vision to improve healthcare, this group of clinicians, educators and academicians serve together to improve evidence-based practice throughout San Diego. The partnership represents a novel approach to pool creative, intellectual, and capital resources to strengthen healthcare practices. Faculty are provided (in-kind) from five healthcare organizations and three schools of nursing to minimize the cost to participants. Best practices and resources are shared between normally competing agencies to speed the rate of dissemination. To this end, all of the materials used to teach EBP can be found on the EDR hub under the professional development tab. <https://pulse.ucsd.edu/departments/EDR/Development/Pages/Evidence-based-Practice-Institute.aspx>

## OUR MAIN INITIATIVE

Now renamed The San Diego Consortium for Excellence in Nursing and Allied Health, the main initiative of our group is to provide the Evidence-Based Practice Institute (EBPI). The EBPI uses an innovative mentorship model to empower clinicians to participate in advancing practice through evidence-based practice (EBP) change. Mentor and fellow dyads attend EBPI over 9 months to implement a change project in their practice environment. One project example involved using end-tidal CO2 monitoring during resuscitation which resulted in improved survival. {Insert Ryan's head shot and paragraph in a text box} In another example, gum chewing was implemented preoperatively to speed return of bowel function post-operatively. The end result of gum chewing was earlier discharge.

The EBPI curriculum is designed using participant-centered, practice-based learning approaches to knowledge transfer. Six workshops culminate in a graduation and conference where participants present their work to an audience of their peers. A faculty liaison is appointed from each participating institution to provide guidance with the project development, execution, evaluation and dissemination of the results as well as to facilitate workshops. Though largely attended by nurses, participants have also included respiratory therapists and dietitians.



**Judy E. Davidson DNP RN MCCM FAAN** serves as a nurse scientist for the Division of Nursing and a research scientist for the Department of Psychiatry School of Medicine, UC San Diego. In this role, she supports nurses and others with project development, presentation and publication skills. Her own research centers around research wellness and clinician suicide.