

Insourcing and Internal Staff Development to Drive High-Quality, Cost-Effective Care

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BACKGROUND

- As US health systems move to in-house dialysis, processes that attract and develop internal nurses are essential to creation of a robust, high-quality program.
- In 2018, the AdventHealth system (50+ hospitals, 9 states) began conversion from outsourced to insourced dialysis within facilities.
- AdventHealth Ocala insourced dialysis in June 2020.
- A standardized model of recruitment and training was implemented to help ensure short- and long-term staff development and program success.

OBJECTIVES

- Illustrate AdventHealth Ocala’s dialysis nurse development program.
- Report on AdventHealth Ocala’s performance metrics related to nurse retention, satisfaction, clinical outcomes and financial impact.

PROGRAM DESCRIPTION

- The nephrology nurse training program spans 4-8 weeks (Table 1)
- Recruitment is centered on nurses with well developed critical thinking from PCU, ICU and Medical Surgical units.
- Didactic learning includes renal physiology, basics of dialysis, intradialytic complications, dialysis equipment and regulatory compliance.
- Device training is 3-4 hours conducted by the device manufacturer (Outset Medical) followed by 3 to 4 weeks at sister campuses with experienced nephrology nurses, including vascular access cannulation training.
- Continued cannulation mentoring is provided by experienced nurses at the AdventHealth Ocala location.
- Based on proficiency, new nephrology nurses are “cleared” to independently treat between weeks 4 and 8.

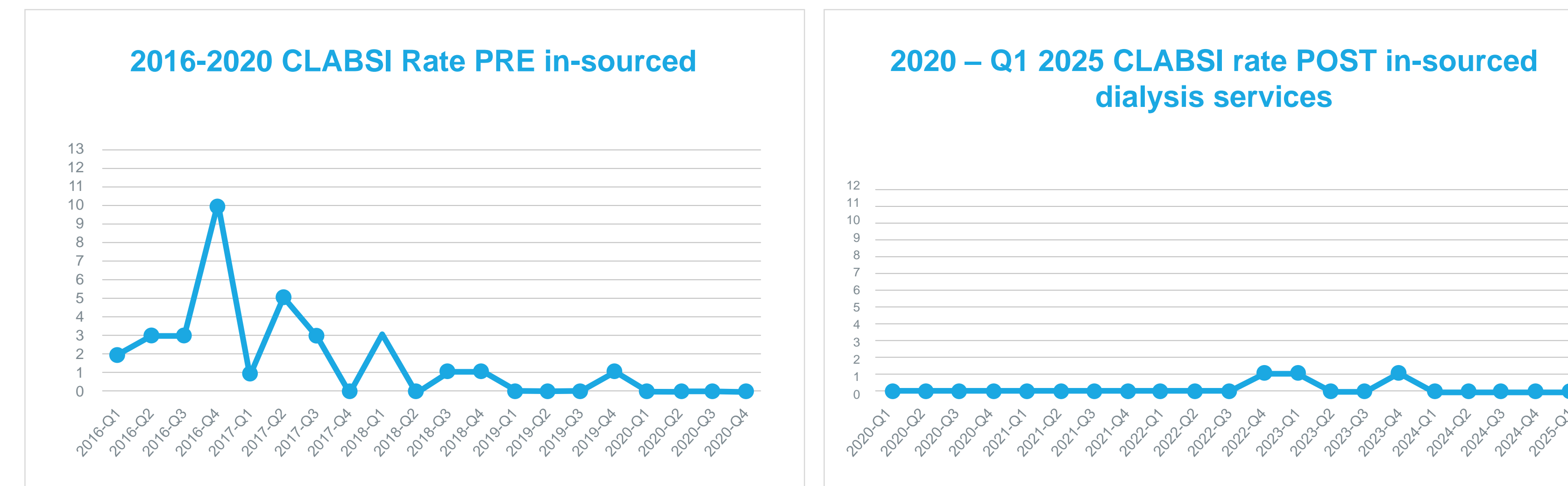
RESULTS

- At program launch, 5 nurses were recruited for the nephrology team in addition to a dedicated dialysis nurse leader with continued team expansion post launch.
- Biannual Glint Surveys reveal >95% dialysis staff satisfaction.
- Over 5 years, the program has only had 2 full time RN losses (one moved out of state, one due to physical health).
- Code Blue in dialysis events/quarter were reduced 94%.
- A marked, sustained reduction in CLABSI was observed (Figure 1).
- Financial analysis demonstrated 28% return on investment within 2 years.

TABLE 1

AdventHealth Nephrology Nurse Development Program			
Week 1	Didactic Learning: 6-8hours	Introduction to dialysis suite, equipment and supplies: 2 hours	Hands on device training: 3-4 hours
Weeks 2-4	Mentored treatment and documentation training	Repetition in treatment set up and completion, disinfection	Mentored intradialytic monitoring, alarm management, access training
Weeks 5-8	Proficiency through repetition in patient management, cannulation, access care, intradialytic monitoring		

FIGURE 1



DISCUSSION

- Internal staff development can support high-quality cost-effective care for facilities needing additional nephrology nursing staff.
- Ocala’s nurse development program and insourced dialysis with Tablo successfully reduced dialysis related CLABSI and Code events compared to historical norms.
- Through adverse event and third-party vendor cost avoidance, insourcing dialysis achieved organizational goals of improved clinical care at reduced cost.

CONCLUSION

- Insourcing dialysis provides opportunity for quality and overall care improvement.
- This structured model for nurse recruitment and training demonstrates effective internal staff development resulting in fiscally responsible improvement in quality of care.