

# 2020 Great Places Awards



## Place Research Honorable Mention

**New Parkland Hospital: Evaluation Research**

Jeri Brittin

# 2020 Research Category Honorable Mention



## Research Integration through Project Stages

- Evidence reviews for visioning and operational goal setting
- Pre-design assessments
- Planning and functional space programming
- Operational optimization: pilots, mock-ups and simulations with user feedback

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“The New Parkland Hospital will be a safe, welcoming, patient-centered healing environment.”  
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## New Parkland Hospital: Evaluation Research

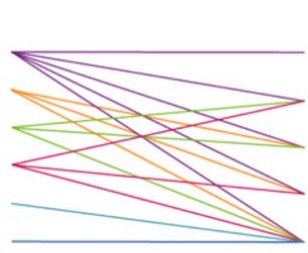
by: Jeri Brittin

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## RESEARCH COALITION

### ENTITIES

- Architecture Firm #1
- Parkland Hospital
- Program Consultancy
- Manufacturer
- Architecture Firm #2
- Wayfinding Designer



### ROLES

- Research and Data Management Lead
- Leadership and Team Coordination
- Evaluation Research Expertise
- Clinical Expertise
- Practice and Project Knowledge



### Design Intent

Private Patient Rooms, Built-in Family Area, Private Bathroom and Expansive City Views

- Improve patient experience
- Reduce patient length of stay
- Reduce hospital-acquired infections

### Findings

**PATIENT SATISFACTION**  
Overall patient satisfaction increased substantially in the new environment, based on a controlled time series analysis of individual-level HCAHPS and Press Ganey data. Improvements included "quiet at night," "hospital rating," "recommended hospital," "staff members of room clean," and "accommodation for visitors."

### ADULT PATIENT LENGTH OF STAY

Contrary to popular notions that decentralized nursing decreases length of stay, this study found variations in trends across units. In addition to the design change, programmatic efforts to decrease length of stay were underway through the time period including the move.

**HOSPITAL-ACQUIRED INFECTIONS**  
While very low overall, adult hospital-acquired infection rates were on a slightly upward trend prior to the move, and reversed to a downward trend after the move.

"It's a well-designed hospital... I am proud to be a part of it."  
— Parkland Employee



### Design Intent

Single-Family NICU Patient Rooms

- Increase family involvement
- Provide peaceful environment
- Improve growth and feeding patterns
- Reduce patient length of stay
- Reduce hospital-acquired infections

### Findings

**NICU PATIENT LENGTH OF STAY**  
For pre-move infants in the NICU, length of stay decreased over time and was impacted by the move. For term and post-term infants, however, there was an apparent increase in length of stay at the time of move. This may

possibly be explained by differences in pre-move and post-move practice for infants with abstinence syndrome. Prior to the move, many infants with abstinence syndrome were housed in the regular nursery rather than the NICU, and data for these infants were not available for the study. Questions were also raised as to the potential impact of single family rooms on low socio-economic status infants whose family members may not have capacity to spend substantial time in the NICU.

**INFANT GROWTH IN THE NICU**  
No difference was found in pre- versus post-move infant growth trajectories.

**TIME TO FIRST FEEDING**  
Time to first oral feeding among infants was on a downward trajectory over time and did not change with the move.

**SEPSIS**  
No statistical differences were found in pre-move vs. post-move sepsis rates among NICU infants.



### Design Intent

Private, Acuity-adaptable, Standardized Patient Rooms

- Allow caregivers to do their jobs better
- Reduce safety events

### Findings

**JOB SATISFACTION**  
A majority of all staff respondents agreed or strongly agreed with all satisfaction items (52-76% 50%). The highest scoring item was "I am proud to tell people I work for this organization," with 90% of nursing staff, 80% of other staff and 70% of physicians agreeing or strongly agreeing that this was true. Among some measures, there was higher satisfaction among employees who stayed at Parkland after the move to the new hospital facility.

### MEDICATION EVENTS

Overall, adult medication event rates followed a downward trend over time that did not change at the time of move. However, medication events causing harm decreased significantly at the time of the move.

"The new Parkland is a beautiful facility and I am very grateful to the residents of Dallas county for their generosity. It is difficult to find fault in this facility when I worked at the old one for so long. This building functions well and I have no real issues with it patient-wise."  
— Parkland Nurse



### Design Intent

Bright, Open Patient Units and Decentralized Workstations

- Create a positive staff experience

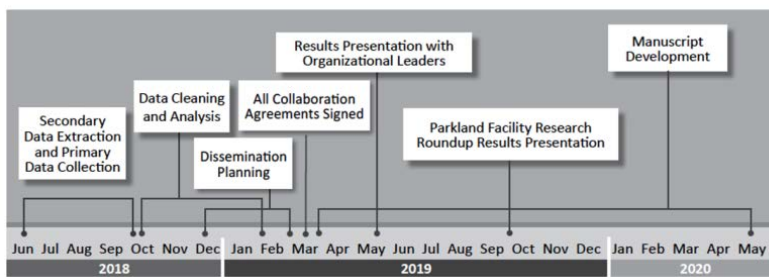
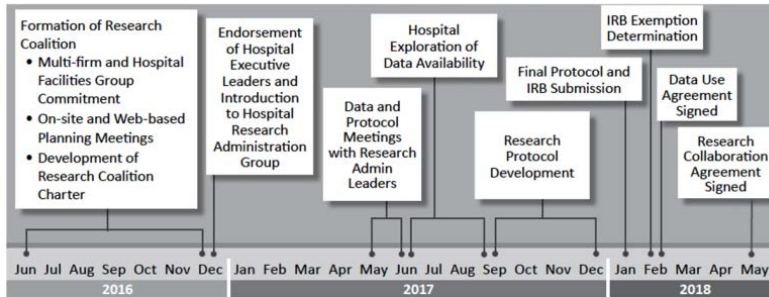
### Findings

**COLLABORATION**  
Across staff groups, agreement or strong agreement on collaboration experience was generally above 70% for items regarding team and colleagues. There were no differences in collaboration effectiveness by division, but some differences by job role, with nursing staff having the strongest agreement.

### STAFF EXPERIENCE

Overall, feedback indicated that the facility is performing reasonably well. While the private patient rooms were deemed effective to promote confidentiality, there was lower agreement on staff privacy for calls and conversations. As is common in many hospital environments, noise was identified as an issue, with more than 60% of caregivers agreeing that noise frequently interrupts patient rest and recuperation.

The qualitative and quantitative survey findings, along with focus group data, regarding nursing/caring staff satisfaction indicated that substantial change management and monitoring planning are essential to successful transition to a decentralized model in a larger unit layout. Parkland initially experienced some issues with nursing turnover and distribution with the move. They have since implemented monitoring and team building programs that are having a positive impact.



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The long-term commitment and persistence of transdisciplinary Coalition team members were essential to address potential barriers to the research and to accomplish vital milestones over time.