

**THE LONG AND WINDING ROAD
CULTURAL CHANGE IN THE NICU**



- No conflict of interest, nothing to disclose



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**FAMILY-CENTERED CARE
TASKFORCE**



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- a bit about myself
- a bit about our NICU
- steps that we have made to implement cultural change
- some projects
- key points to facilitate change
- challenges
- October 7th
- looking forward



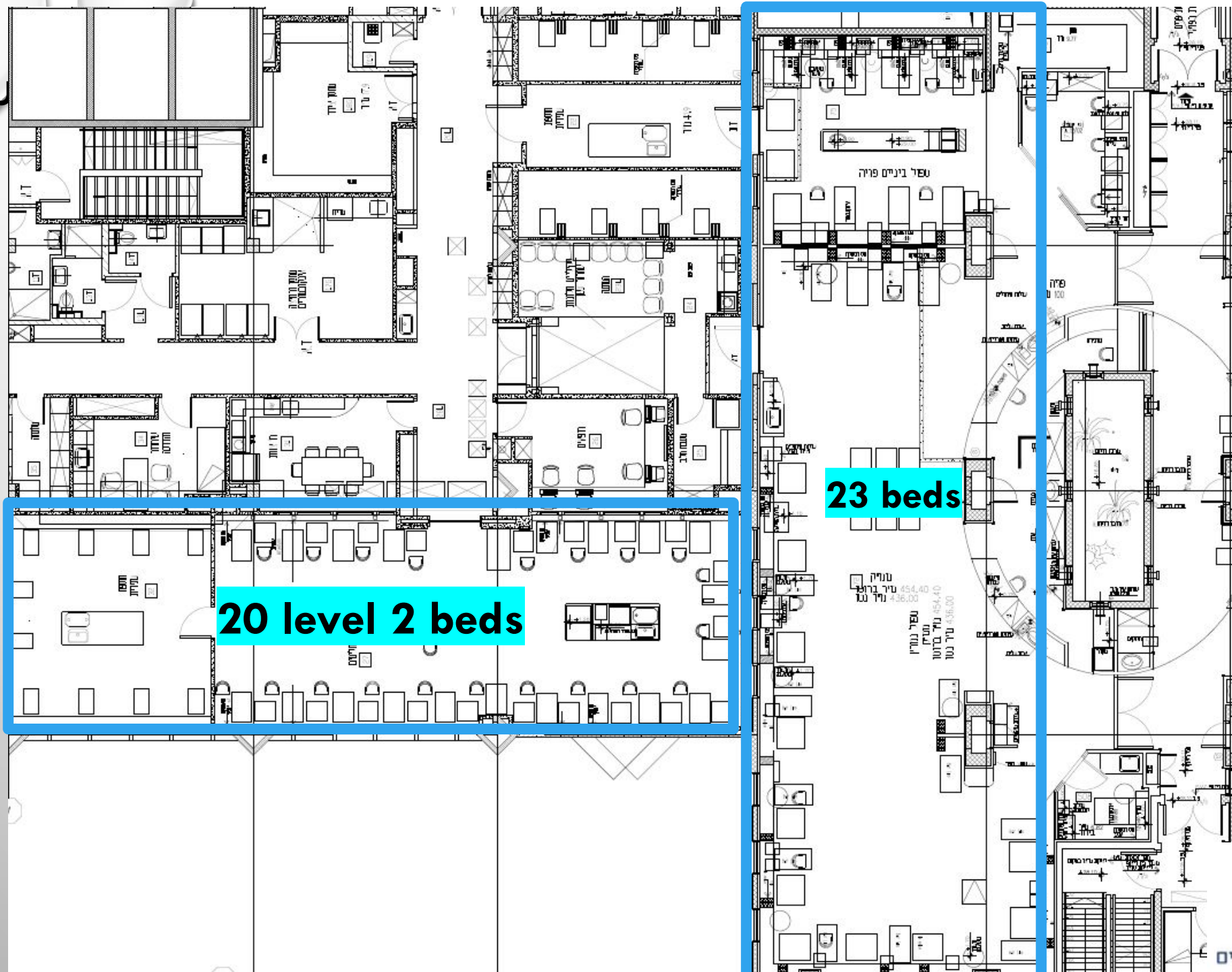
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Our u



20 level 2 beds

23 beds



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Our team

- 8 Neonatologists
- 2 Fellows
- 2 NNP
- 8 Residents - 8 months rotation
- 55 Nurses
 - 8 hour shift - morning, evening, night
 - nurse per 2-4 kids in High acuity
 - nurse per 6 newborns in step down
- Social worker 75%
- Psychologist 50%
- RT None
- Pharmacist (pre ordered TPN)
- Dietitian <1500gr, almost daily, not exclusive
- PT / OT @@@
- Lactation consultants Not designated position



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Admissions

- 12,000 deliveries annually (25-45 daily discharges)

deceased	Outborn	>1.750	סה"כ במשקל נמוך מ- 1750	1.5-1.750 Kg	1.0-1.5 Kg	less 1 Kg	מספר קבלות	חודש
0	2	24	9	5	2	2	35	Sept
0	2	28	8	2	5	1	38	Aug
0	1	30	4	3	1	0	35	July
0	1	19	5	2	2	1	25	June
2	0	20	6	2	3	1	26	May
0	3	21	12	9	1	2	36	April
2	1	23	11	7	3	1	35	March

תוכנית עבודה רבעונית מחלקת פגים וילודים אוקטובר 2024 – ינואר 2025

19-30.1	5-16.1	22.12-2.1	8-19.12	24.11-5.12	10-21.11	27.10-7.11	13-24.10 חגים	
nursery	research	NICU	STEP DOWN	NICU	assistance	nursery		עירית
1 תינוקות	מחקר	פגים 2	חדר ארבע	פגים 1	סיוע	2 תינוקות		רונלה
פגים 1	פגים 2	מחקר	1 תינוקות	2 תינוקות	פגים 1	חדר ארבע		רפי
2 תינוקות	פגים 1	2 תינוקות	פגים 2	1 תינוקות	מחקר	סיוע		שרון
סיוע	חדר 4	1 תינוקות	פגים 1	מחקר	2 תינוקות	פגים 2		קרייג
פגים 2	1 תינוקות	חדר ארבע	2 תינוקות	פגים 2	1 תינוקות	מחקר		יענקי
					חדר ארבע	פגים 1		שירן



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תמונה משקפי שמש



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Key gap points

- FCC
 - Lights were always on
 - “Ear” was always red
 - “Aggressive” approach
 - CXR
 - blood work
 - Parental involvement
 - 9-12 not allowed due to rounds
 - kangaroo care
 - No CPAP STS
 - twins are separated for risk manefment
- Residents involvement
 - communication with parents
 - stressful environment
 - educated to be aggressive
 - aggressive team dynamics -> toxic work environment



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♪ Won't find me practicing
what I'm preaching ♪

vevo



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**Participating Centers 32 -
Total 20 states and 1 international center**

OPEN

Journal of Perinatology (2017) 37, 1259–1264

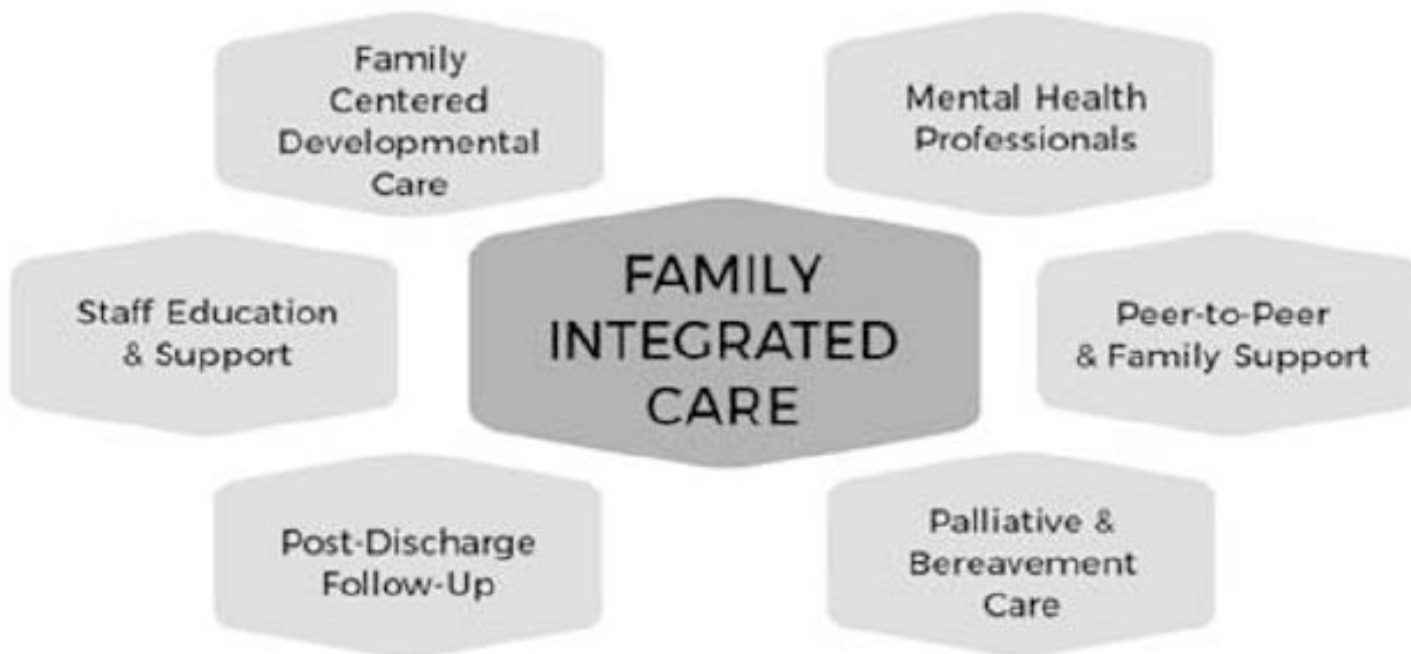
www.nature.com/jp

STATE-OF-THE-ART

The neonatal intensive parenting unit: an introduction

SL Hall¹, MT Hynan², R Phillips³, S Lassen⁴, JW Craig⁵, E Goyer⁶, RF Hatfield⁷ and H Cohen⁸

Components of Comprehensive Family Support in the NICU



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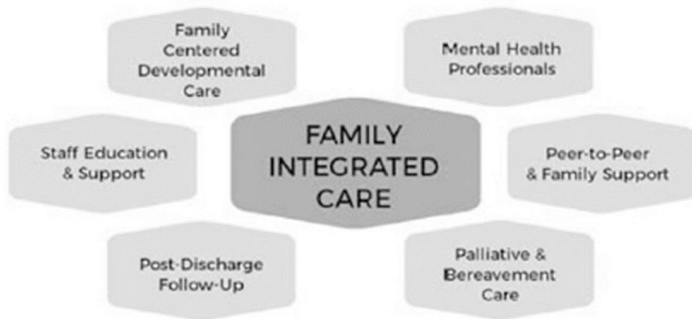


Challenges

- Old habits and beliefs (how important are these, start differently then before)
- Team discomfort
- Limited resources (nurses, research etc)
- Recruiting local team
- Language barriers (seminars, other materials)



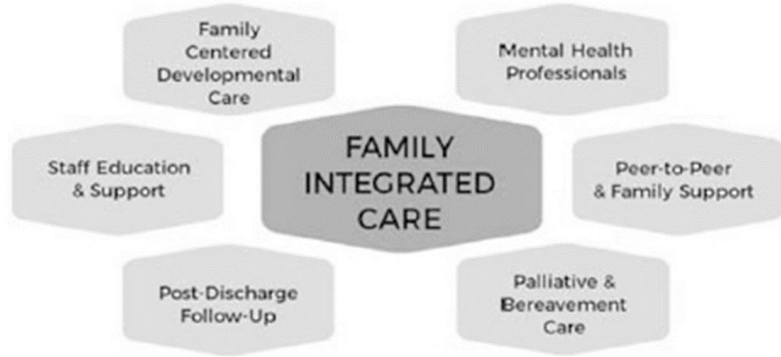
Components of Comprehensive Family Support in the NICU



STAFF EDUCATION AND SUPPORT

- Bi-Monthly nursing meetings- introduce FCC
 - FCC elements
 - Graduate parents share experience
- Monthly multidisciplinary team meetings
- Focus groups (Kangaroo, quiet times)
- Monthly simulation- communication scenarios
- Staff to join FCC seminars
- Discuss issues during handover
- Do's and Dont's sessions with nursing teams

Components of Comprehensive Family Support in the NICU



MENTAL HEALTH PROFESSIONALS

- Unit specific social worker & psychologist
- Attend handover
- More involved in daily routine
- Whatsapp group to alert real time need
- Communication simulation
- Discussions
 - monthly- residents
 - bi weekly nurses
 - Parent admission and communication

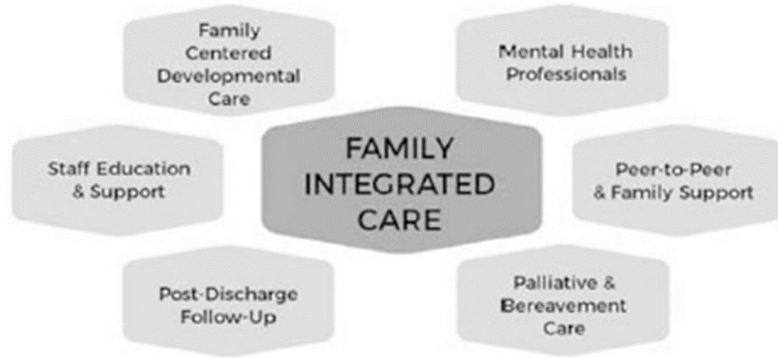


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Components of Comprehensive Family Support in the NICU



PEER TO PEER FAMILY SUPPORT

- Parent whatsapp group
- NICU graduate parents
- Parent committee
- NICU parent NGO

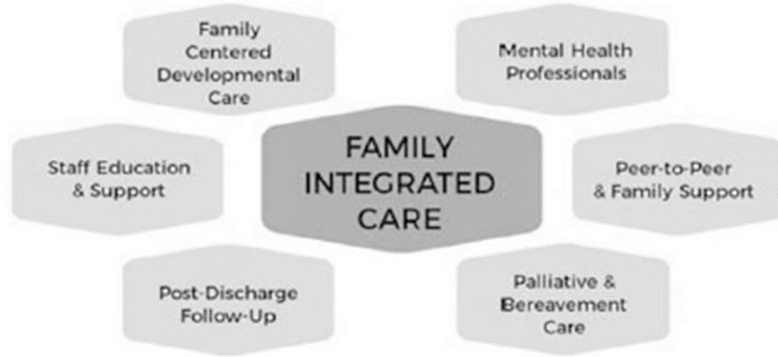


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FAMILY-CENTERED DEVELOPMENTAL CARE

- Largest challenge
- Emphasis on
 - Kangaroo care- protocol renewal, active discussion in handovers, date mentioning
 - Four handed care
 - Quiet times + dark times
 - Decrease pricks and pokes, X rays
 - Examine baby on handling times
 - Octopus dolls- step down
- PT and OT more involved
- NIDCAP education



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- New parent booklet
- Reduced price hotel
- Admission routine (welcome, parent text message)
- celebrations
 - Purim
 - kangaroo week



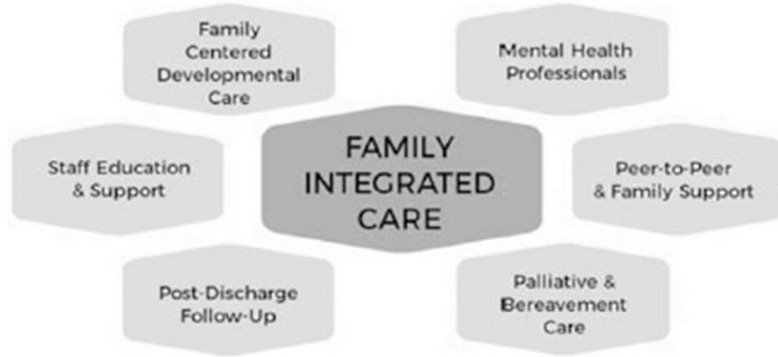
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POST DISCHARGE FOLLOW UP

- Great challenge
- Very limited resources
- Discharge discussion- all <32 WGA or $<1750g$
- Available & reliable local health care services
- Available weight and vaccines program
- Hospital based imaging & subspeciality follow up



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PALLIATIVE AND BEREAVEMENT CARE

- Further attention and work
- No changing goals of care (only non escalation)
- New position paper



Oct 7th



initially

- shock + fear
- missile alarms (NICU is missile proof)
- no daycare
- residents and fellow on military service
- family members of team members on military service (210 c)
- team members lost loved ones



“war routine”

- Constant stress (parental and team)
 - Difficult to focus (especially new initiatives and changes)
 - Loss of creativity & motivation
 - Not the time for change
- Team changes
 - team members called for army recruit
 - OT recruited for rehabilitation
 - PT left israel for europe
 - New charge nurse
 - Level 2 room charge nurse - new position
 - Social worker leaving for doctoral degree



Old challenges:

- Old habits and beliefs (if I dont keep my eyes on it, we sleep back to old habits)
- Team discomfort (more open to changes)
- Limited resources (no staff to take on projects)
- Recruiting local team (stubborn members- 10-12 yana)
- Language barriers



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New challenges

- Sustain achievements
- Push further (not so dark now, but still road a head)
- Teams feels we are at a better place- more challenging to demand more
- Manpower changes
- “War routine”
- Hospital pace
- New issues to come up (?)



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what facilitated the change?

- Reflection
- Awareness
- Persistence
- patience
- Support
- Reassurance
- Team work
- Patience
- Talk about it
- manpower changes



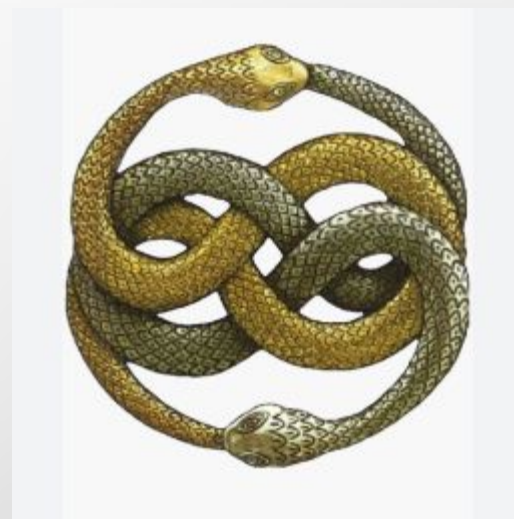
what facilitated me?

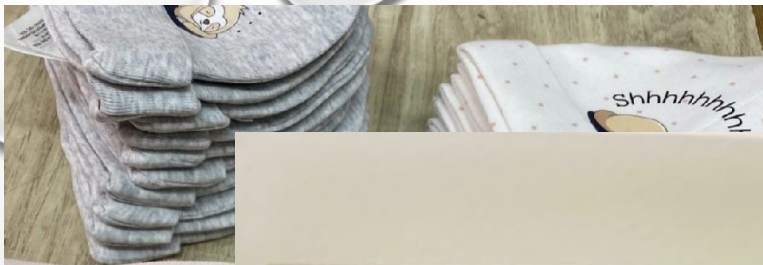
- Keep your eyes on the goal
- Mind the gap
- Non linear progression
- Finding opportunities
- Talk about it
- Baby steps



plans for the future

- Parent committee- formed these days- expecting first meeting
- Renew traditions and motivation
- Palliative care & bereavement
- NICU renovation
- Specific projects
 - pain assessment and control
 - nestling
 - parent information- admission booklet, accessible data
 - guidance videos by QR
 - milestones bracelet + discharge certificate/gift









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Family-Centered Care Taskforce

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