

## **Pathway to Excellence® Case Study: Bumrungrad International Hospital Bangkok, Thailand**

Since opening its doors in 1980, Bumrungrad International Hospital has grown to become one of the largest private hospitals in Southeast Asia, with 580 beds and more than 30 specialty centers. Located in the heart of Bangkok, Bumrungrad offers state-of-the-art diagnostic, therapeutic, and intensive care services to 1.1 million patients annually, including more than 520,000 international patients.

Several years ago, nursing leaders sought new ways to address the hospital's high RN turnover rate and improve the work environment for its nurses. Leaders understood that an enriching environment would help attract and retain highly competent nurses to deliver high-quality of care to patients. ANCC's Pathway to Excellence® Practice Standards provided the ideal framework to achieve these goals.

In 2017, Bumrungrad International became the first hospital in Thailand – and just the fifth hospital outside of the United States – to achieve Pathway to Excellence designation. The credential confirms the hospital's commitment to a positive practice environment where engaged nurses excel, and sets a new quality standard to which other hospitals in Thailand can aspire.

The Pathway journey provided the impetus to positively transform Bumrungrad International's culture, leading to significant improvements in quality, safety, and satisfaction throughout the hospital. These include:

- **Improved quality indicators.** Pathway strengthened the hospital's quality development system, leading to better overall quality and safety for patients. Nursing-sensitive indicators, as measured by NDNQI, have improved dramatically. The hospital ranks in the 10<sup>th</sup> percentile for total patient falls and peripheral IV site infiltration rates, and in the 25<sup>th</sup> percentile for falls with injury and hospital-acquired pressure ulcers (HAPU). In just one year, Bumrungrad International:
  - Reduced total patient falls by 19%
  - Reduced HAPU rates by 16%
  - Reduced infiltration rates by 54%
  - Reduced phlebitis rates by 11%
- **Improved nurse turnover rates.** With happier and more engaged nurses, turnover rates have steadily declined from a high of 9.86% in 2014 to 6.8% in 2016, and continue to drop.

- **Improved interprofessional teamwork.** A more effective communication system enhances collaboration among clinical disciplines and strengthens nurses' status as critical members of the healthcare team. Nurses feel empowered to speak up to ensure their patients receive the safest, highest quality of care.
- **Improved employee engagement.** Hospital-wide employee engagement survey scores rose from 60.6% in 2015 to 64% in 2016 and continue an upward trend.

“Pathway to Excellence raised the visibility of our skilled and compassionate nurses and gave them a voice,” says Jiraporn Lekdumrongsak, Chief Nursing Officer. “They know they are valued members of the care team and active participants in governance and decision-making. When nurses work happily in a well-balanced environment, they will deliver the best nursing care to our patients.”

### **About Bumrungrad International**

Bumrungrad International is a [Joint Commission International-accredited](#), multispecialty hospital located in Bangkok, Thailand. Founded in 1980, it is one of the largest private hospitals in Southeast Asia, with 580 beds and more than [30 specialty centres](#). Serving over 1 million patients annually, Bumrungrad International's mission is to provide the best care with science, compassion, and integrity for each patient.

### **About the Pathway to Excellence® Program**

The Pathway to Excellence® Program recognizes a health care organization's commitment to creating a positive nursing practice environment. The Pathway to Excellence in Long Term Care® program is the first to recognize this type of supportive work setting specifically in long-term care facilities. Pathway organizations focus on collaboration, career development, and accountable leadership to empower staff. [www.nursecredentialing.org/pathway](http://www.nursecredentialing.org/pathway)