Journey to Improved Quality
Outcomes: Our Leadership Model
and Restructuring Unit Based
Practice Councils

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Director Inpatient Nursing
Our Lady of Lourdes Memorial Hospital, Inc.
Binghamton, NY
IN 2008 Our Model was …
Multiple Committees

• Falls
• Pressure Ulcers
• Transforming Care at the Bedside
• Mortality
• Priority for Action Teams
• Quality Committees
• Data Ownership???
• Committee “Silos”
• Lack of Communication
• Outcomes NOT where they needed to be
Practice Council Issues

- Inconsistent UPC Chairs
- Lack of ability to analyze data
- Lack of experience chairing a committee
- What to do with the data?
- How to develop action plans?
- How to hold staff accountable?
Nursing Issues

- Inconsistent Leadership Practices
- Variation in Roles and Responsibilities across organization
- Significant Front Line Leader overtime
- Charge Nurse “Burnout”
- RN turnover 14%
- Difficulty recruiting Front Line Leaders
Background

- Minimal succession planning
- Difficulty integrating evidence-based practice at staff nurse level
- Increased demand to achieve outcomes
- Quantitative and qualitative evidence - patient, nursing workforce, organization and consumer
Background

• Magnet Appraiser Comment to Nurse Executive Committee:

“You have charge nurses in leadership roles that need development.”

Anne Marie Brooks, RN, DNSc, MBA, FAAN, FACHE
Background

- Consultant, Creative Healthcare Management:

  "I would encourage you to look at your nursing organizational structure to see whether you are being as successful as you can be with your current structure."

  Diane Bradley, RN, MSN, NEA-BC
Background

• Feedback from Front Line Leaders:

“We are overwhelmed; more and more is being pushed down on us, and we are still responsible for taking a patient assignment.”
Our Vision

• Support the mission/vision of Ascension Health and Lourdes
• Foster innovation
• Improve care delivery
• Improve health and functioning in the communities we serve
Our Strategy

• Communication is essential to:
  Staff
  Charge Nurses
  Committees

• Use Consultant’s suggestions
Nursing Leadership Transformation

- New leadership model
- New committee structure
- Patient Excellence Team
- Unit-based Practice Councils
New Leadership Model

- Nurse Directors
- Nurse Managers
- Clinical Nurse Leaders
- Staff Nurse UPC Chairs
- Nursing Staff
Nurse Director

• Visionary, strategic planner
• Partner with other disciplines and leader in medical community
• Accountable for capital and operational budget, acquisition of resources for function and process
• Facilitator to develop policies, programs, and evidence-based practice consistent with standards
Nurse Director (con’t)

- Leader in human resources development and management
- Accountable for continuous quality improvement, improving culture of safety
- Facilitator of nurse participation in making decisions
Nurse Manager

• Recruitment & retention
• Staffing and scheduling
• Comprehensive orientation
• Daily monitoring of resources to meet budget targets
Nurse Manager (con’t)

• Direct and manage personnel
• Be accountable for performance evaluations
• Implement vision, mission, philosophy, core values, evidence-based practice and standards
• Evaluate quality and healthcare delivery for assigned area
• Ensure action plans are developed and implemented
Nurse Manager (con’t)

• Be responsible for quarterly reporting of quality measures for Magnet
• Empower staff to participate in shared governance
Clinical Nurse Leader

• Facilitate evidence-based practice
• Participate in multidisciplinary rounds
• Inspire loyalty - people are most precious asset
• Direct coordination of care across settings and among caregivers
Clinical Nurse Leader

- Serve in key roles
- Promote participation in professional organizations
- Empower staff
- Assist in recruitment, hiring, retention, staffing
Creation of Unit-based Practice Councils: The Voice of Staff
1 Ross Unit Practice Council
Benefits of Unit-based Practice Councils (UPCs):

- Empowerment
- Increased responsibility and accountability
- Increased decision making
- Increased employee participation
- Enhanced professional practice
Shared Governance

• Autonomy
• Empowerment
• Collaborative relationships among healthcare providers
• Listening to the voices of nurses & sharing the vision for clinical excellence.
New Unit-based Practice Council Structure

- Chair & Co-chair
- 5-8 members, including unlicensed staff
- Each council member-liaison for 5 other unit staff
- Meeting - first Thursday of the month at 2:00 pm
- Ad-hoc members (experts) brought in as agenda warrants
UPC Chair Workshop Day

- 8-10am: Nursing Professional Practice Council
- 10-11am: Break/Prep time for UPC Meeting
- 11am-1pm: Patient Excellence Team
- 1-2pm: Final Prep time for UPC meeting
- 2PM: UPC Meeting
- Completion of UPC Meeting Minutes
Decisions Made by UPCs

- Budget Neutral
- In compliance with Organizational Policies & Procedures
- Support Lourdes’ Mission, Vision & Values
- Drive Patient Excellence Team
- Outcomes (TCAB)
PATIENT EXCELLENCE TEAM

- Falls Committee
- Pressure Ulcer Committee
- Patient Satisfaction
- RN Satisfaction
- TCAB Committee
- Mortality Codes/MET Team
Reporting Structure

Nursing Professional Practice Council

Patient Excellence Team

Unit-based Practice Council
Accomplishments

• NDNQI survey results
• Staff Turnover
• Falls, pressure ulcers, NPS
Autonomy
2008-2010 R.N. Satisfaction Survey

<table>
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<tr>
<th>Year</th>
<th>NDNQI Benchmark Mean</th>
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Decision Making
2008-2010 R.N. Satisfaction Survey

NDNQI Benchmark Mean | Lourdes Hospital
---|---
2008 | 48.3 | 49.01
2009 | 49.45 | 50.59
2010 | 49.15 | 50.38
Professional Status
2008-2010 R.N. Satisfaction Survey

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NDNQI Benchmark Mean  Lourdes Hospital
Job Enjoyment
2008-2010 R.N. Satisfaction Survey

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Total Falls per 1,000 Patient Days

Adult Critical

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Total Hospital-Acquired Pressure Ulcers per 1,000 Patient Days
Adult Surgical

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**Adult Medical**

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Total Hospital-Acquired Pressure Ulcers
January - October

- 2008: 70
- 2009: 49
- 2010: 28

Legend:
- January - October
Total Patient Falls
January - October

- 2008: 100
- 2009: 69
- 2010: 68

January - October
Questions?