Objectives

Create a culture of lean practices to empower end users to:
1. create and shape a vision
2. mobilize stakeholder commitment
3. making effective change last

RWJUH Nursing Vision

Leadership dedicated to promoting the components of the ANCC Magnet Model to optimize nursing care

Through the adoption of LEAN processes promote nursing practice by supporting and adopting change to achieve meaningful outcomes

Magnet Model

Transformational Leadership:
Leaders must promote accountability at all levels of care
- Leaders must consistently value and support the voices of the end user.

Structural Empowerment:
- Create processes that allow for the staff to share, decide, design, promote, and be accountable for change within their practice and the organization
- Shared governance committees created for all initiatives that were championed by a staff member and a leadership team member in collaboration

Creating Structures to promote a Shared Vision of Acceptance, Accountability, & Alignment

Defining Vision

Big, hairy, audacious goals:
- RWJ Nursing is the most respected name in nursing
- What will this look like at RWJUH?
- We will improve our Nurse Sensitive Quality Indicators focusing on fall and pressure ulcer reduction
- Who will be responsible?
- All nurses at the organization
- How will we get there?

Nursing leadership and empowerment

Staff lead forums and user groups

LEAN End User Committee

Mission Statement

1. Raise awareness of the importance of care provider role in process improvement
2. Serve as a forum that will promote and advocate for nursing care and practice that is supported by the implementation of process improvement in the clinical environment
3. Promote improvements in the delivery of patient care through process improvement. Will monitor, evaluate, and recommend process improvements.
4. Communicate with all levels of nursing to establish and build a nursing process improvement repository.
5. Provide a forum for staff to offer feedback regarding the processes incorporated into the clinical environment. Staff will have the opportunity to present new ideas and discuss areas in need of improvement.
6. Provide expertise, leadership, and guidance in the promotion of activities, initiatives and collaborations within the specialty of process improvement.
7. Collaborate with all areas to “build and sustain a unified voice” to achieve organizational goals and initiatives.

LEAN Resources Process documents

LEAN Resources Website

References


Outcomes

Falls – decreased nearly 33% over 3 years
HAPrU – decreased over 60% over 3 years
HAI – set 2011 goals to meet NHSN 25th percentile
Pediatric PIV – no IV infiltrations for over past 3 years
Pediatric Pain – hospital medians consistently > 90% compliance with AIR cycle over past 3 years
RN Sat Survey – over last 5 years Participation improved over 40% Job satisfaction scores improved nearly 17%

Celebrate Success

RN Sat Survey

Creating Structures to promote a Shared Vision of Acceptance, Accountability, & Alignment

LEAN

LEAN Resources Process documents

LEAN Resources Website

References


Outcomes

Falls – decreased nearly 33% over 3 years
HAPrU – decreased over 60% over 3 years
HAI – set 2011 goals to meet NHSN 25th percentile
Pediatric PIV – no IV infiltrations for over past 3 years
Pediatric Pain – hospital medians consistently > 90% compliance with AIR cycle over past 3 years
RN Sat Survey – over last 5 years Participation improved over 40% Job satisfaction scores improved nearly 17%

Celebrate Success

RN Sat Survey

Success vs. Failure- Creating a Shared Vision of Acceptance, Accountability, & Alignment to achieve Effective Results

Nicole Martinez, BNS, RN

Robert Wood Johnson University Hospital, New Brunswick, NJ www.rwjuh.edu

Lean is a customer-centric methodology used to continuously improve any process through the elimination of waste in everything you do; it is based on the ideas of “Continuous Incremental Improvement” and “Respect for People.” (Sayer & Williams, 2012, p.1)