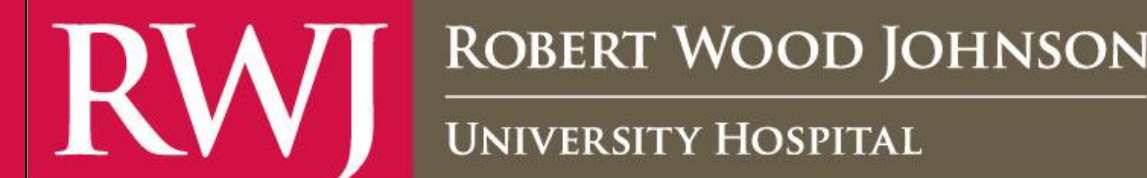




# Success vs. Failure- Creating a Shared Vision of Acceptance, Accountability, & Alignment to achieve Effective Results

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The Most Respected Name in Nursing

## 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



## LEAN

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)

## 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?

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

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

Create exemplary professional practices evaluating processes and removing waste to ensure a decrease in defects and over processing.

## Nursing leadership and empowerment

Staff lead forums and user groups



## LEAN End User Committee Mission Statement

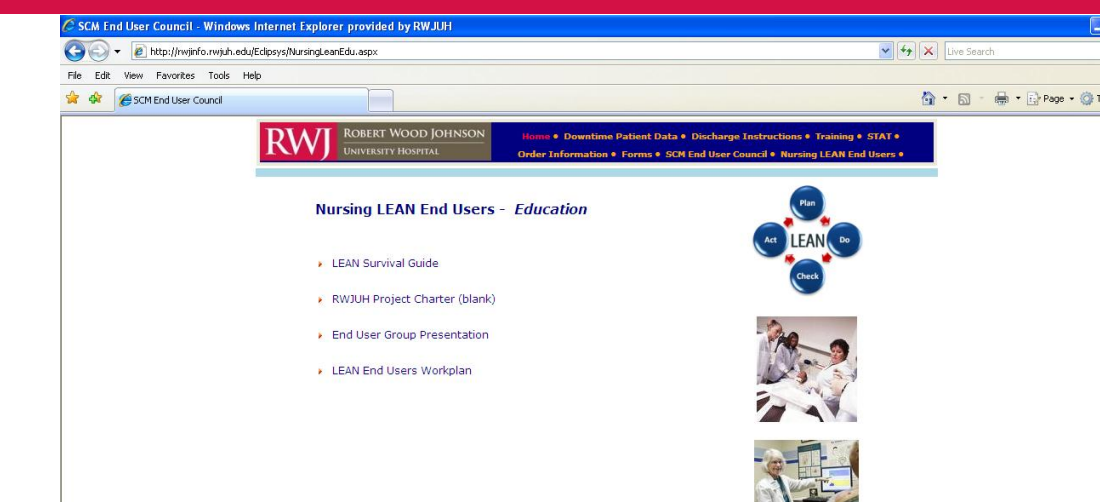
1. Raise awareness of the importance of care provider role in process improvement
2. • Serve as a forum that will promote and advocate for nursing care and practice that is supported by the implementation of process improvement in the clinical environment.
3. • Promote improvements in the delivery of 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

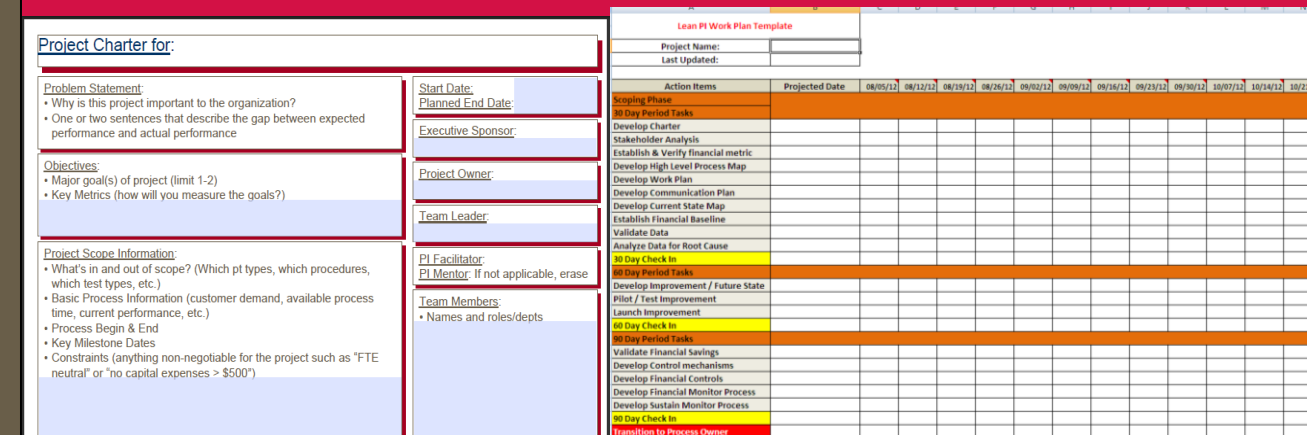
Applying Lean thought process

- Every project had clearly established goals and metrics in order to ensure success
- Metrics and measurement with all level of staff
- Staff shared accountability to collect data and disseminate
- Metrics were defined in terms of equating numbers with people and the affects on those people; 1 patient per 1000 patient days...Means 1 patient and that patient has a family that loves them and that is not ok

## LEAN Resources Website



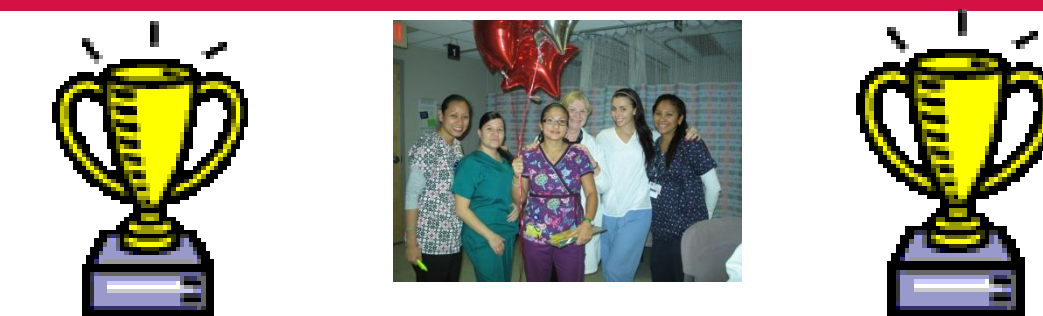
## LEAN Resources Process documents



## Outcomes

- Falls** – decreased nearly 33% over 3 years
- HAPrU** – decreased over 60% over 3 years
- HAI** – set 2011 goals to meet NHSN 25<sup>th</sup> percentile
  - 4 of 6 ICUs met goal for CAUTI and VAP
  - 3 of 6 ICUs met goal for CLBSI
- 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



## References

- American Nurse Credentialing Center (2012) Magnet Recognition Model. Retrieved from :<http://www.nursecredentialing.org/Magnet/ProgramOverview/New-Magnet-Model>
- Sayer, N., Williams, B. (2012) Lean for Dummies. 2<sup>nd</sup> ed.