SPACELABS
HEALTHCARE

CARE TEAM CORNER

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Nurse to Nurse

Insights from the front line of care.

Every facility is unique. That is why Spacelabs' team of Clinical Education Consultants (CEC) work with hospitals across the country every week to help ensure device installations are successful and users have the knowledge and confidence to get the most out of their new monitoring systems. CECs work closely with hospital care teams, delivering training customized to each facility's unique workflow and environment to help caregivers optimize their workflow as well as improve patient care and safety.

Overview

This edition focuses on the following topics:

- Creating a culture of shared governance

- Leading the way to collaboration and teamwork among professionals

- Lean tools and techniques that bring efficiency to bedside nursing

- Development of safety huddles and grand rounds in the ICU

Spacelabs Healthcare delivers continuous innovation in healthcare technology for better clinical and economic outcomes.

Our Author

As a Registered Nurse for 18 years and a Critical Care Certified Nurse Leader (CCRN-K) for over 15 years, Spacelabs CEC Jamie Nguyen has extensive experience in the ICU – both as a bedside nurse and in leadership positions. Prior to joining Spacelabs, Jamie served as Director of Critical Care Services at a 255-bed facility in Arkansas, overseeing Critical Care and Telemetry and Cardiac Rehab. Jamie holds an MSN in Nursing Administration and Certificate of Education.

Creating a culture of shared governance.

Shared governance in the hospital setting is critical when making decisions that affect both clinical team members and patients. The model is a best practice for promoting partnership and collaboration between nurses and other healthcare professionals for decision making within the professional environment. Shared governance also provides bedside caregivers a voice and opportunity to help lead care and ensure patient-centric care is delivered. Creating a culture of shared governance requires organizational dedication to transformation, including engaging leadership and asking "why not" - creating a forum for dialogue and change.

With the challenges healthcare leaders face today, there is a genuine need to incorporate a shared governance model into everyday practice to avoid costly mistakes both in terms of time and dollars.

Here are five key actions for nurse leaders to put into practice[1].

1) Be clear about what shared governance is.

Shared governance is a venue for clinical staff members to have a voice in decisions regarding practice and the practice environment. It has been defined as "a model that allows for decentralized decision-making resulting in empowerment within an organization".

2) Help staff members understand why shared governance is important.

Staff members may worry that shared governance will mean more work for them, and the payoff will not be worth it. A skilled leader will be able to communicate the purpose and the importance of shared governance. They also will be able to keep all members on track to improve their organization.

3) Connect mission and vision to everyday actions.

Continue to review the organization's mission, vision, and strategic priorities as part of this process. Make the connection that this work not only affects patient outcomes, but also the success of the whole organization.

4) Provide staff members with protected time to meet.

Staff members will need protected time away from regular work to focus on shared governance. Plan and project time for meetings.

5) Review the success stories.

Shared governance success stories are not hard to find and demonstrate wins from across hospital departments and roles. Positive clinical results include reduction in patient falls, reduction in readmittance for congestive heart failure, and enhanced safe-lifting practices for injury prevention. Positive organizational outcomes include greater nurse job satisfaction and leadership development.

On the other hand, a lack of shared governance can negatively impact care and have long-term effects on the organization. Nursing Management cites an example of a hospital relying on only senior leadership and the vendor when implementing a new electronic health record (EHR). Without input from clinical users, the resulting EHR required numerous modifications after implementation to create a more user-friendly system for frontline staff. These revisions to the EHR continued for over two years after the system went live as they did not take the frontline staff into consideration on the front end.[2]

Through shared governance, organizations can improve employee engagement, employee satisfaction as well as customer satisfaction. Organization performance and financial viability also improves. It is possible for all healthcare institutions to incorporate and effectively use a shared governance model. Incorporating shared governance allows employees to feel heard and respected, knowing that their contributions matter and can make a positive difference to help the organization thrive.

Leading the way to collaboration and teamwork among professionals.

Collaboration and teamwork begin the moment a person becomes a patient in any healthcare system.[3] The rapidly changing healthcare environment demands the following to achieve safety and success for patients:

• **Innovation**
• **Collaboration**
• **Teamwork**

Innovation and engagement by bedside nursing caregivers is driving patient-centered care and quality outcomes. Frontline nursing is leading the way to better outcomes by speaking up, sharing ideas, as well as engaging in committees and professional organizations.

Professional collaboration is achieved through interactive continuing education, cooperation, and communication. Nursing-specific education and competencies need to focus on building leadership skills, leading team projects, identifying and eliminating barriers, and implementing evidence-based practices.

And finally, teamwork offers the potential to achieve more than any single person could achieve, particularly in teams that span professional boundaries. It is critical to capitalize on the variety of knowledge, skills, and abilities available. For teamwork to be truly effective, it is imperative that individual members speak up when their professional experience and expertise can influence the team's work so that the team does its collective best for the patient.[4]

Lean tools and techniques that bring efficiency to bedside nursing.

Lean innovation is improving organizational outcomes and providing the highest quality of care and staff satisfaction. Lean methodology in healthcare utilizes tools and principles originating from the Toyota Production System[5] that have proven to be effective in healthcare organizations when used in a structured, systematic way. Often, we as nurses ask, "Why do we do it that way?" Lean principles provide the "why" and "why not" for bedside caregivers. These methodologies identify waste in the processes and allow caregivers to focus on providing quality care and maximizing value for patients. Efficiency is necessary in an ever-changing healthcare environment. Meeting the needs of patients and families is demanding and lean thinking provides quick, safe, and effective solutions. The 5s approach[6] (sort, set in order, shine, standardize, and sustain) is a visual management lean tool that introduces organization and standardization, and is used by many healthcare organizations to drive long-term success. Patients are not all the same, however processes within healthcare can be standardized and maximized to positively impact all patient populations.

The main impacts from this approach in healthcare are increasing productivity and team efficiency, reduction in waiting time for patient care, standardization of care process, reducing costs, improved teamwork, reduction in the patient's hospital length of stay, increasing the quality of service provided, increased patient satisfaction, increased patient safety, and improved employee satisfaction.[7]

Development of safety huddles and grand rounds in the ICU.

One shared governance technique used in the Intensive Care Unit (ICU) to improve team communication, collaboration, and reinforce patient safety protocols is the safety huddle or grand round. Safety huddles create an interdisciplinary team approach for effective communication and improved patient outcomes. Identification of daily patient goals, length of stay, and safety concerns are some key points during a safety huddle. Successful safety huddles are consistent and occur at a scheduled time with a specific pre-determined team. The team leader provides opportunities for participants to engage, collaborate, and identify "what is going well; what needs improvement or follow-up." Follow-up items are recorded and assigned to the appropriate participant with a specific due date and time. Accountability is key to ensuring participation and optimizing patient outcomes. White boards, bedside rounds, safety huddle pocket cards, and grand round logbooks are some examples of structured huddles.

Best practices include:

a. Identify an overall goal and agenda for the huddles.
b. Set a time for the huddle.
c. Ensure accountability for participation.
d. Demand patient centered outcomes.

The goal of shared governance within a hospital setting is to provide standardized, evidence-based care and achieve maximum patient safety. More specific goals include decreased harmful events, increased patient satisfaction, decreased length of stay, and decreased mortality. These goals can seem especially challenging within the ICU, as many of the most severely ill patients with complex medical pathologies and the poorest prognoses are admitted to these wards. However, through the implementation of interprofessional rounds, and by using a collaborative team-based approach, patient outcomes can be optimized.[8]

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