Learn It Lead it Live: Driving Change at the Bedside to Impact Patient Outcomes

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Disclosures for Kathleen Vollman

• Consultant-Michigan Hospital Association Keystone Center
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• Subject matter expert CAUTI, CLABSI, HAPU, Sepsis, Safety culture
• Consultant and speaker bureau for Sage Products LLC
• Consultant and speaker bureau for Hill-Rom Inc
• Consultant and speaker bureau for Eloquest Healthcare
Session Objectives & Content

• Identify the personal attributes that make it easier or more difficult to drive change from the frontline

• Align the professional development needed to be successful at navigating change

• Outline various frameworks that can assist frontline care givers in driving change

• Describe examples of frontline nurses stepping out of their comfort zone to make change happen to improve patient outcomes
Comfort Zone
Opportunities for Growth

Challenges → Change
Exercise the Muscle
The only limit to what you can achieve is the extent of your ability to define what it is you want and the persistence to get it.
The greatest difficulty in the world is not for people to accept new ideas but to get them to forget the old ones

John Maynard Keynes
The Foundation

- Management of your inner circle is crucial for personal success
- Small, consistent changes are key to establishing personal success and ability to drive change
- Always be in motion
- 10 personal power strategies for moving the needle

Tim Porter O Grady 2016
10 Power Strategies for Success

#1 Have your say

#2 Conquer your critic

#3 Limit your flight or fight reactions in your life

#4 Cherry pick your words

#5 Own your worth

#6 Say no to negativity

#7 Perfect is painful

#8 Saying thank you, Your best-kept secret

#9 Don’t dare to compare

#10 Spur on your spirit

Adapted from Langlois B. Seriously? Me Too, 2013.
#1 Have your say

- Ask for what you need to make the change happen
- Connect with people that can help you move your idea
- Support for yourself and group you are working with
- How you ask… is critical to getting to yes
  - Get real clear on what you want-define it
  - Who best to ask
  - Take the final step-open your mouth & don’t beat around the bush
#2 Conquer your critic

- Inner critic rarely speaks the truth & usually brings with it a fare amount of self doubt
- Grown from past experiences when you were young to protect you
- Annoying voice—"you can’t do it"
- If you are not testing yourself, pushing out of your comfort zone—the inner critic is pretty quite
- Stop that annoying inner voice-diminish its power
  - Shut up, stop
  - I know you are trying to help
  - Fill the void
Recall Perceptions of Patients Receiving Neuromuscular Blockade Therapy

Clinical Research Study: Cooling by Convection versus Cooling by Conduction

Product Evaluation

- Cooling blanket product evaluation
- Randomization
- Inclusion/exclusion criteria
- Lacked sample size
- Low level statistics
- Not reviewed by Ethics

- Oral presentation at the Society of Critical Care Annual Scientific Symposium in 2000
- Publication in the American Journal of Critical Care in the Jan of 2001
Limit your flight or fight reactions in your life

- Reflex brain leads to greater stress, fear & worry
- Need to control this part of the brain or it will take over your thoughts
- It is the “what if” that can stop us
- 3 steps
  - Identify the issue
  - Reject your annoying voice - calm the fear
  - Use your rational thinking brain to expand the possibilities

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“..."You gain strength, courage and confidence by every experience in which you really stop to look fear in the face. You must do the thing which you think you cannot do.”

Eleanor Roosevelt
Cherry pick your words

- Words are the verbal embodiment of power
- “I am just”, “I should”, “I’ll try”
- Having trouble taking compliments “it’s nothing”
- Keeping your word
• We are good at recognizing other peoples value, but not so good at recognizing our own
• Results speak for themselves---take inventory
#5
Own your worth

- We are good at recognizing other peoples value, but not so good at recognizing our own
- Results speak for themselves---take inventory
- Have you undervalued the work you do?……
- Do not let your own needs tumble to the bottom
- Establish boundaries-learn to say no

When you undervalue who you are; the world will undervalue what you do.

..........................Suze Orman
• Others peoples negativity is more about them then you
• If you are viewing the world through a negative lens, seeing negativity in others and spreading it---then you are likely displaying those negative characteristics
• Getting rid of the negative;
  • Be responsible for your own experience
  • Have clear boundaries; emotional, email and physical (energy suckers)
  • Be a detective-ask for specifics, ask what they want, be curious
  • Within yourself-shift your focus
Understanding The Environment Around You (Work Culture) & Communication Strategies to Address Negativity

How are you going to participate in fixing it?

Have you talked to......

If you Permit it you Promote it
Perfect is painful

- Are you a perfectionist?
  - Protective mechanism
  - Defense mechanism
- Can be a form of psychological torture
  - More stress
  - More anxiety
  - More depression
  - It can immobilize you... what is it costing you
- Put it in its place
  - Don’t believe everything you think
  - Challenge your thinking
  - Squash your inner critic
You miss 100 percent of the shots you never take.”      Wayne Gretzy
#8
Saying thank you, Your best-kept secret

- Showing appreciation
- Gratitude improves your attitude
- Be sincere
- Give & receive
- The benefits;
  - Improves morale
  - Increases productivity
  - Positive charge to the giver and receiver
- The how;
  - Appreciate one person each day
  - Be specific
  - Make it memorable-who they are versus the what
#9
Don’t dare to compare

Change and growth take place when a person has risked himself & dares to become involved with experimenting with his own life.

Herbert Otto

- Comparison is a hard-wired human behavior & can prevent us from growing
- Become aware of when you are comparing—choose to stop it or begin a journey
- If it is something you want-then make it happen
- The how:
  - 3 second rule: leave, change your thoughts, divert
  - Build confidence
  - Behave differently
  - Focus on next goal
The Iceberg Illusion

Success is an iceberg

SUCCESS!

WHAT PEOPLE SEE

Persistence
Failure
Sacrifice
Disappointment

WHAT PEOPLE DON'T SEE

Dedication
Hard work
Good habits

Things I have to give up
1.
2.
3.

@syliaduckworth
#10 Spur on your spirit

- Take on dares/challenges
- Often fear is our guide
- Be proactive versus reactive
- The how:
  - Be yourself
  - Challenge yourself
  - Invest in yourself
  - Read books, meet people and go places

Examples from the Audiences
Enjoy the Journey
Learning About Yourself Within Your Frontline Role......
Then as Part of a Team/Unit Division....
Personal SWOT Analysis

STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS
What Is Your SWOT Analysis?

- Perform an analysis of where you are now
- Examine the Ten
- Create a professional growth plan
- Share it with a colleague or another leader in the organization
WHEN WOULD NOW BE A GOOD TIME TO DO THIS?
A Large Part of Your Success in Driving Change Occurs Around the Ability to Lead or Influence
Leadership in Driving Change

• The essence of leadership is influence over others. But, influence is not unidirectional.
• You do not need a formal title to be a leader.
• Understanding power relationships and influence strategies in organizations is essential to drive change and effective teamwork.

“If your actions inspire others to dream more, learn more, do more, and become more, you are a Leader”

John Quincy Adams

http://accurate.clemson.edu/becker//prtm320/notes/power320.pdf
Understanding How You Influence

<table>
<thead>
<tr>
<th>Legitimate Power</th>
<th>Expert Power</th>
<th>Referent Power</th>
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<tbody>
<tr>
<td>Authoritative power derived from a job, position, or status and held as belonging to the person in such a position.</td>
<td>Based on a person’s expertise, competence, and information in a certain area.</td>
<td>Based on a high level of identification with, admiration of, or respect for the power holder/leader.</td>
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Power is the engine that drives the ability to influence
Potential Reactions to Individual Sources of Power

- Coercive Power: Resistance
- Reward Power
- Legitimate Power: Compliance
- Expert Power
- Referent Power: Commitment
“Setting an Example is Not the Main Means of Influencing Others….It is the Only Means”

Albert Einstein
The Most Powerful Force of Human Behavior is Social Influence
Movement from Volume to Value

• Increased financial exposure each year (max exposure shown below)

HAC = Hospital Acquired Condition (HAC) Reduction Program
RRP = Readmission Reduction Program
VBP = Value Based Purchasing Program
Value-Based Purchasing Program

- **FY 2017 Domains** (previously adopted)
  - Patient Outcomes Domain split into Clinical Care: Outcomes and Safety of Care
    - Safety of Care includes PSI-90 and HAI Measures
    - Clinical Care: Outcomes includes morality measures
  - Process Domain (renamed Clinical Care: Process) is almost gone with little weight
HAC Reduction Program – Domain 2

**Domain 2: CDC Chart Abstracted Measures**

<table>
<thead>
<tr>
<th>Measure</th>
<th>Domain Weight</th>
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<tbody>
<tr>
<td>Central Line Associated Bloodstream Infection (CLABSI)</td>
<td></td>
</tr>
<tr>
<td>Catheter-associated Urinary Tract Infection (CAUTI)</td>
<td></td>
</tr>
<tr>
<td>Surgical-site Infection (SSI) Pooled SIR</td>
<td></td>
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<tr>
<td>SSI from Colon Surgery</td>
<td>75% (FY 2016)</td>
</tr>
<tr>
<td>SSI from Abdominal Hysterectomy</td>
<td>85% (FY 2017+)</td>
</tr>
<tr>
<td>Clostridium difficile (C.diff.) SIR (FY 2017+)</td>
<td></td>
</tr>
<tr>
<td>Methicillin-resistant Staphylococcus Aureus (MRSA) (FY 2017+)</td>
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<tr>
<th>Performance Period</th>
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Channing the Routine

- Implementation science: study of methods to promote uptake of clinical research findings and make them the new routine
  - Identification of need
  - Team Assembly
  - Tools & Methods
  - Implementation
  - Measuring success

Models/Frameworks Used to Guide Change

John Hopkins Translating Evidence into Practice Model

1. Summarize the Evidence
   - Identify interventions associated with improved outcomes
   - Select interventions with the largest benefits and lowest barriers to use
   - Convert interventions to behaviors

2. Identify local barriers to implementation: understand the process and context of work
   - Observe staff performing the interventions
   - "Walk the process" to identify defects in each step of intervention implementation
   - Enlist all stakeholders to share concerns and identify potential gains / losses associated with intervention implementation

3. Measure Performance
   - Select Measures (Process and/or outcome)
   - Develop and pilot test measures
   - Measure Baseline Performance

4. Ensure all patients receive the interventions
   - Engage: explain why the implementation is important
   - Evaluate: regularly assess performance measures
   - Educate: share the evidence supporting the interventions

Iowa Model

- Position-Focused Triggers
- Knowledge-Focused Triggers
- Process-Focused Triggers
- Evaluate & Adjust Based on Change in Practice
- Sustainable Change in Practice

Translating Evidence into Practice

- Envision the problem within the larger health care system
- Engage Collaborative multi-disciplinary teams centrally (stages 1, 2, & 3) and locally (stage 4)
Factors Impacting the ability to Achieve Quality Nursing Outcomes at the Point of Care

Building Resiliency Into Interventions

Forcing Functions and Constraints
Automation and Computerization
Standardization and Protocols
Checklist and Independent Check Systems
Rules and Policies
Education and Information
Vague Warning – “Be More Careful!”

STRENGTH OF INTERVENTION
Strongest
Weakest
• AACN Clinical Scene Investigator (CSI) Academy
  – By empowering bedside nurses to lead innovation, AACN CSI Academy develops staff nurses as leaders and change agents who drive improved patient and fiscal outcomes
  – 16-month, hospital-based leadership and innovation training program focused on patient and fiscal outcomes
  – Staff nurses are provided knowledge and support to lead their peers in creating unit-based change that is easily scaled hospital-wide for maximum impact.
  – Unit-based teams of nurses immediately apply their learning by working with Academy faculty and a mentor to identify priority patient care challenges, then develop, implement and evaluate solutions that result in quantifiable improvements.
Clinical Program Examples

**Direct Participants**
- 163 staff nurses
- 42 hospitals
- 6 geographic regions

**Clinical Issues Addressed**
- Early progressive mobility
- Healthcare-associated infections
- Pressure ulcers
- Delirium
- Communication/handoffs
- Noise Reduction
- Falls
- Other
Fiscal Outcomes

- **$28.4 Million**: Total estimated fiscal impact/cost avoidance at CSI team hospitals
- **$4.7 Million**: Average fiscal impact for each regional cohort
- **$650k**: Average fiscal impact of each nurse-led CSI team
"Even if you are on the right track, you will get run over if you just sit there."

Will Rogers
Be Courageous

We all are responsible for the safety of our patients and Ourselves......Be the Proactive Change Agent

• “If not this, then what??”
• “If not now, then when?”
• “If not me, then who??”