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

IFARN

VISION

Kathleen Vollman Advancing nursing through knowledge & innovation

LEAD

DATA

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Disclosures

- Consultant-Michigan Hospital Association Keystone Center
- Subject matter expert HRET /AHA: CAUTI, CLABSI, HAPU, Sepsis, Safety culture
- ▲ Consultant and speaker bureau:
 - \bigtriangleup Sage Products a business unit of Stryker
 - \triangle Potrero Medical
- A Baxter Healthcare Advisory Board
- Atlas Tech Advisory Board



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



Comfort Zone









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
- ▲ Always be in motion
- 10 personal power strategies for success



BUILD FROM THE INSIDE OUT

Langlois B. Seriously? Me Too, 2013. Tim Porter O Grady 2016

10 Power Strategies for Success









- Ask for what you need to make the change happen
- Support for yourself and your team/committee
- How you ask... is critical to getting to yes
 - Get real clear on what you wantdefine it
 - Who best to ask
 - Take the final step-open your mouth & don't beat around the bush



- 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 voicediminish its power
 - Shut up, stop
 - I know you are trying to help
 - Fill the void

Recall Perceptions of Patients Receiving Neuromuscular Blockade Therapy

A Product Evaluation

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



- Clinical Research Study:
 Cooling by Convection versus
 Cooling by Conduction
 - △ 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



#3 Limit your flight or fight reactions in your life

"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

- A 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



Diane English

Mords are the verbal embodiment of power

- 💪 "I am just", "I should", "I'll try"
- A Having trouble taking compliments "its nothing"
- \Lambda Keeping your word









- We are good at recognizing other people's value, but not so good at recognizing our own
- ▲ Have you undervalued the work you do?
- Results speak for themselves---take inventory







Bucket Board





- 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.Swze Orman







A Other people's 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;

#6

Say no to negativity

- 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







Are you a perfectionist?

- \triangle protective mechanism
- △ defense mechanism

Can be a form of psychological torture

- △ stress
- \triangle anxiety
- \triangle depression
- \bigtriangleup It can immobilize you...what is it costing you?

A Put it in its place

- \triangle Don't believe everything you think
- △ Challenge your thinking
- \triangle Squash your inner critic



You miss 100 percent of the shots you never take." Wayne Gretzky

SUCCESS

#8 Saying thank you, Your bestkept secret

- Showing appreciation
- ▲ Gratitude improves your attitude
 - \triangle Be sincere
- 🛕 Give & receive
- \Lambda The benefits;
 - \triangle Improves morale
 - △ Increases productivity
 - \bigtriangleup $\,$ Positive charge to the giver and receiver
- ▲ The how;
 - \triangle Appreciate one person each day
 - \triangle Be specific
 - \bigtriangleup Make in memorable-who they are versus the what



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

#9

Don't dare

t0

compare

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 •







- Take on dares/challenges
- \Lambda 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









"You Can Choose Comfort or You Can Choose Courage

"You Can't Have Both"

Brene Brown









- Learning About Yourself Within Your Frontline Role.....
 - Part of a Team/Unit
 - Part of a Hospital Organization
 - Part of a Professional Association
 - Part of Academia



Personal SWOT Analysis



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 leaders
- 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

Legitimate Power

Authoritative power derived from a job, position, or status and held as belonging to the person in such a position.

Expert Power

Based on a person's expertise, competence, and information in a certain area.

Reverent Power

Based on a high level of identification with, admiration of, or respect for the power holder/leader.

Power is the engine that drives the ability to influence


"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

Leadership Factors in Empowerment

- Create a positive emotional atmosphere
- Set high performance standards
- A Encourage initiative and responsibility
- A Reward openly and personally
- A Practice equity and collaboration
- Express appropriate confidence in team members
- \Lambda Walk a mile
- Accountability



A Large Lens



Leaders Must be Visible at the Frontline & Within in the System to Influence!!

Big Picture



HAI's: Point Prevalence Survey in EU/EEA 2016/2017

- ▲ 28 Countries
- 1209 acute care hospitals in 28 countries, 310, 755 patients
- ▲ HAI episodes per year/4.5 million
- 6.5% of patient had at least 1 HAI
 (4.1 patients per 100 admissions)
 - \triangle 4.4% primary
 - △ 7.1% tertiary
 - △ 19.2% ICU's

- ▲ Types of HAI's
 - △ 21.4% Pneumonia
 - \triangle 18.9% UTI
 - △ 18.4% SSI
 - △ 10.8% BSI
 - △ 8.9% GI

DecubICUs Study: International Prevalence, Risk & Outcomes

\Lambda Methodology

- △ International 1-day prevalence
- △ Follow up for outcome assessment until hospital d/c
- △ Assess factors associated with ICU acquired pressure injuries
- \triangle Hospital mortality

A Risk factors for ICU acquired PI

- \triangle Older age
- \triangle Male
- \triangle Under weight
- △ Emergency surgery
- \triangle Higher APACHE score
- \triangle Braden >19
- \triangle ICU stay > 3days
- △ Organ support (MV, CRRT)

DecubICUs Study: International Prevalence, Risk & Outcomes

	All	Europe	North America			
	n = 13,254	n = 5632	n = 1507			
	Number of patie 95% confidence					
Overall prevalence	3526 (26.6)	1630 (28.9)	344 (22.8)			
	25.9–27.3	27.8–30.1	20.8–25			
ICU-acquired prevalence	2145 (16.2)	1124 (20)	200 (13.3)			
	15.6–16.8	18.9–21	11.7–15.1			
Proportion ICU-acquired prevalence (%)	60.8	69.0	58.1			



Labeau SO, Afonso E, Benbenishty J, et al. Intensive Care Med. 2021;47(2):160-169.







Missed Nursing Care

- "Any aspect of required patient care that is omitted (either in part or whole) or significantly delayed."
- A predictor of patient outcomes
- Measures the process of nursing care



Figure 2. Elements of care most and least frequently missed. The solid bars represent the means across all 10 hospitals, and the range lines indicate the standard deviations.

	Fully Reportable	Partially Reportable	Not Reportable Patient assessment Surveillance IV site care
Frequently Missed	Mouth careListeningBeing kept informed	 Ambulation Discharge planning Patient education 	
Sometimes Missed	 Response to call lights Response to alarms Meal assistance Pain medication and follow-up 	 Medication administration Repositioning 	
Rarely Missed	Bathing	 ■ Vital signs ■ Hand washing 	

System Engineering Initiative for Patient Safety



Carayson P et al. Quality & Safety in Healthcare 2006

What Can I Do?

- Know the latest evidence and incorporate into your practice
 - \triangle Conferences
 - \triangle Reading journals
 - $\bigtriangleup\,$ Hospital based education
- ▲ Get engaged in changing practice
 - \vartriangle Join a committee or task force focused on changing practice with evidence
 - △ Participation at professional organization level to develop guideline/or disseminate existing ones
 - $\bigtriangleup\,$ Be a part of a nursing research study



Achieving the Use of the Evidence



Vollman KM. Intensive Crit Care Nurs, 2013;22(4): 152-154

Are You Measuring Outcomes of Your Units Impact?

- A Clinical and Financial Measurement of Nurse Sensitive Outcome Indicators
 - \bigtriangleup Reductions in length of stay
 - \triangle Reductions in hospital readmission
 - △ Improve staff nurse performance
 - \triangle Increase patient satisfaction
 - △ Sepsis/early recognition & management
 - \triangle Reduction in health care acquired injuries
 - CAUTI
 - CLABSI
 - SSI
 - C-Dif
 - Pressure injuries
 - Ventilator associated events
 - Non-vent hospital acquired pneumonia

	A	B	1	J	K	L	8	T	U	A N	AE	AF	AG	
		Measure	Unit	FY Target	FY Target 1st Quarter		2nd Quarter		3rd Quarter		4th Quarter		Year to	
					Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	ום
		Customer Perspective												
	CI	Satisfied oustomers	×	55×	55.0×	55.0%	53.0×	55.0×	57.0×	55.0×	NA	55%	NA	
	C2	Complaints	No.	<3600	960	<1000	1004	<1000	787	<800	NA	<800	2751	
		Business Process Perspective												
Ì	PI	Calls answered before abandoned	×	98%	39X	98×	38×	98×	39X	98×			99×	
I	P2	Products delivered on time	×	100%	100%	100%	100%	100%	98x	100%			NA	
		Learning & Growth Perspective												
	u	Staff satisfaction score	×	70×	NA	NA	68×	70×	NA	NA			68%	
Ī	L2	Scheduled training completed	×	100%	78x	100×	97%	100%	NA	100%		100%		B
		Financial Perspective												
	F1	Operating revenue		"		**	er 👘	2	er 👘	**			"	0
I	F2	Costs		%										Ū,
4	•	H\Sample Scorecard /					1.						2	щ



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??"





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