“Me” to “We”: Our Journey to Accountability & Ownership

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Disclosure

• I have nothing to disclose.
Objective

• List two ideas that could be implemented to increase accountability in your department.
McLane Children’s Hospital

• Who we are
  – https://www.youtube.com/watch?v=_oI0M7_Qu0s
  – Baylor Scott and White Health
  – McLane Children’s

• Background
Situation

• April 2016 Director of Neonatal Services
  – Reduce staff and provider turnover
  – Improve unit engagement
  – Improve quality of care
  – Achieve Level IV Neonatal Designation
Initial Assessment

• Unit evolved into a negative environment fostering
  – Bullying, finger-pointing, blame
  – Staff feared retaliation
  – Overall lack of trust
  – Minimal communication within silos
  – Family experiences were less than desirable
The Blame Game

Fades Away
Un-Accountable Culture

Frustration Builds
Blame Deflected

Problem Arises
Investigation

CYA
Blame Occurs
Results

• Frustrated Director
• Burned out Manager
• Several leaders harboring resentment
• Provider and nurse turnover
• Feeling that everything was “falling apart”
Change in Culture

• Establishing a culture of accountability and ownership was imperative to the NICU’s journey to success.

• This would mean CHANGE!
Establishing a Vision

• What would…
  – the next 6 months look like?
  – next year look like?
  – the next two years look like?
TEAMWORK

Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishment toward organizational objectives, it is the fuel that allows common people to attain uncommon results.
Row Together

A BOAT DOESN’T GO FORWARD IF EACH ONE IS ROWING THEIR OWN WAY.

SWAHILI PROVERB
Reality
Amelia

Born at 24 weeks
1 lb 5 oz, 12 in
14 weeks in the NICU
Now 8 years old
Loves swimming and is training
to be a junior surf lifesaver
Plays piano & violin
and speaks English & Chinese
Areas of Focus

• People
• Structure
• Quality and Safety
• Family Experience
People First

• Communication
• Education
• Empowerment
• Support
Communication

• How
  – App
  – Newsletter
  – Huddle

• Frequency

• Understand the “WHY”
  – Explain
  – Connect the dots

• Transparency
  – Stay connected
  – Share
Education

• Certifications and Degrees
  – Study sessions

• Baseline knowledge assessment
  – Educational sessions
  – Multidisciplinary simulations

• Clinical knowledge
  – Clinical coach classes
  – Mock codes

• Safety
  – Process variation reporting
  – Process vs. accountability
Empowerment

- Clearly outline expectations, roles, responsibilities
  - Charge Nurses
  - Frontline staff
- Role playing
- Give permission to utilize skills
- Support
Support

• Coach
  – 1:1’s

• Provide regular feedback
  – Charge Nurse Retreats
  – Peer evaluation
  – 360 feedback

• Understand end goal
  – Keep eye on the vision
  – See the “big picture”

• Improve nurse satisfaction
Structure

• Meetings
• Shared Governance
• Staff
• Leadership
Meetings

- Meetings
  - System
  - Department
  - Staff
  - Huddles

- Clearly define meeting structure
- Ensure multidisciplinary participation
- How do you “close the loop”?
Leadership Retreat
Shared Governance

• Clinical Excellence
• Education & Professional Development
• Family Experience
• Quality Patient Safety
• Retention & Recognition
Retention and Recognition
- Praise Board
- Birthdays/Celebrations
- Employee of the month
- Engagement/Morale
- Retention

Quality and Patient Safety
- PICC/IC/EOC
- VAP
- Emergency Preparedness
- Lactation
- Midas/UPE

Education and Professional Development
- Orientation & Competencies
- Certifications & Degrees
- CE Opportunities

Clinical Excellence
- Skin Care
- Pain
- Policies & Procedures
- Developmental Care
- Small Baby Unit

Family Centered Experience
- Bereavement
- Family Advisory Council
- Primary Care Nursing
- Discharge Planning
- NICU reunions
Meeting Structure

- Neonatal Physician Nurse Advisory Council
  - NICU Operations

- MCMC Quality Council
  - NICU Quality Assurance Process Improvement (QAPI) Program

- MCMC Family Experience Council
  - NICU Family Advisory Council
  - Discharge Planning

- MCMC Education & Professional Development
  - NICU Education & Professional Development

- MCMC Clinical Excellence
  - NICU Clinical Excellence
  - Small Baby Unit

- MCMC Retention & Recognition
  - NICU Retention & recognition
Shared Governance Charters

• Purpose
• Outcomes Expected
• Scope
• Key Responsibilities and Functions- McLane Children’s
• Key Responsibilities and Functions-NICU
• Decision Making Authority
• Members
Staff

• Direct reports
  – Manageable number
  – Think creatively
  – Clearly define roles and responsibilities

• Chain of command
  – Nursing
  – Providers
  – Other disciplines
Leadership

- Roles and responsibilities
- Regular meetings/communication
- Huddle board
Quality & Safety

• Be patient. Stay the course.

• Quality Assurance Process Improvement (QAPI) Program

• Process Variations

• Initiatives
QAPI Program

• Monthly meeting
• Multidisciplinary
• Review
  – Quality dashboard
  – Process variations
  – Current action plans
Process Variations

• Debriefings
  – Immediately following event
  – Deaths, unplanned extubation, fire drill, etc.

• Unplanned Events
  – Form to guide debriefing and ensure follow-up
  – Led by Charge Nurse
Initiatives

• Standardized Shift Report
• Chart Audits
• Nurse-Led Rounds
• Small Baby Unit
• Chronic Lung Disease Pathway
Family Experience

• Access
• Continuity of Care
• Communication
• Celebration
Access

• Visitation
  – Avoided closing during report
  – Reduced minimal sibling age during RSV Season

• Siblings
  – Increased visitation window
  – Encouraged visits
  – Engaged with Child Life

• Volunteer Cuddlers
Continuity of Care

• Rounding
  – Nurse-led Rounds
  – Multidisciplinary

• Primary Team Nursing
  – Pods
  – Logistics
Communication

• Communication Boards
• Addressing Pain
  – Scripting
  – Discuss
• Discharge Process
  – Early identification
  – Set expectations
  – Early preparation
Celebrate

• Milestones
• Graduation certificate
• Discharge goody bag
• Hall of Hope
Nicu rn turnover
Know Your Circle

Make sure everybody in your boat is rowing and not drilling holes when you're not looking. Know your circle.

~Original author unknown
The Results Were In!

- People Survey
  - FY16  87%
  - FY17  92%

- NRC Picker

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<th>Question</th>
<th>FY17</th>
<th>FY18</th>
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<td>Rate this hospital 1-10</td>
<td>79.7</td>
<td>88.3</td>
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<td>Nurses treat you with courtesy and respect</td>
<td>83.3</td>
<td>92.7</td>
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<td>Nurses explain things in a way that was easy for you to understand</td>
<td>75.5</td>
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<td>How often did your child’s nurses listen carefully to you</td>
<td>76.4</td>
<td>86.4</td>
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# NDNQI Results

## RN Satisfaction 2017

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<th>Participation in Hospital Affairs</th>
<th>Adequate Staffing</th>
<th>Interprofessional Scale Roll up</th>
<th>Professional Development Access</th>
<th>Nurse Manager Ability/Leadership Support</th>
<th>Foundations for Quality Care</th>
<th>Autonomy</th>
<th>RN-RN Interactions</th>
<th>Professional Development Opportunity</th>
<th>Measures Outperforming</th>
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<td>4.68/4.51</td>
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<td>3.13/3.12</td>
<td>4.46/4.47</td>
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<td>Unit Mean/Benchmark-All Hospital Mean</td>
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**Baylor Scott & White**

McLane Children's Health System

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The Journey Continues

• Celebrate! Celebrate! Celebrate!

• Don’t forget the “why” (for everything!)

• Rome wasn’t built in a day!

• No one likes change. Ever.
The Journey Continues

- You will NEVER cross the finish line (or get everything checked off your To-Do List)
- When things don’t work out as planned, remember “Let it go!”
- Be careful moving people’s cheese.
- Work to live. Don’t live to work.
Great Reads!

1. *The Speed of Trust* by Stephen M.R. Covey
2. *Start with Why* by Simon Sinek
3. *The 21 Irrefutable Laws of Leadership* by John C. Maxwell
Thank you!!!

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