

ENGAGING STAFF TO CHANGE A CULTURE

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Leadership identified inefficiencies in pre-operative patient flow. These inefficiencies were not as obvious to the staff on the Ambulatory Surgical Unit (ASU). The leadership team collaborated with the Organizational Effectiveness Department and utilized LEAN methodology to create a common goal of engaging the ASU.

A value stream map (VSM) revealed extended admission times, duplication of nursing tasks and identified other areas of improvement.

The nursing unit divided into two teams. One team organized the work area and the second team evaluated patient flow. Key stakeholders met bi-weekly to plan the process change, allowing for step by step planning where feedback and questions could be addressed immediately. An education plan rolled out one month prior to the go-live date and two 'Mock GO-LIVE' trials were conducted to assist in identifying as many unplanned issues as possible.

The staff verbalized increased anxiety as they anticipated the new work flow. A staff survey was conducted and a team building meeting was held to discuss the responses and concerns. The staff began to understand and embrace this change.

An unexpected culture change came within a few months of implementation. This advantage resulted in perioperative disciplines collaborating with each other and resolving challenges to enhance the patient experience.

The culture on the unit was transformed to an efficient and open environment; one which is accepting of new ideas, and respectful of each person's role. Utilizing tools to expose the inefficiencies and engaging the staff throughout the planning process resulted in successful change and sustained morale.