
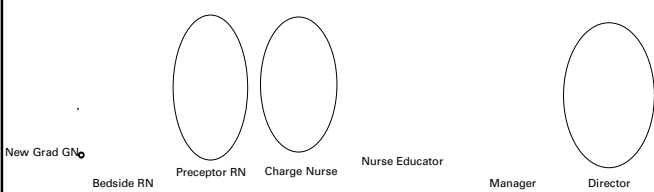


RISING MANAGEMENT STRATEGIES
 FOR NURSE LEADERS TASKED WITH
 "RIGHTSIZING"



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ROLL CALL

- ✦ Nurse leadership extends from the bedside to the board room
- ✦ Leadership traits are within each person in this room

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NURSING LEADERSHIP EVOLUTION



<https://www.youtube.com/watch?v=gTMuh6AF3A0>

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A NURSING LEADER CAN BE DESCRIBED AS:


Innovative, Calming, Energizing, A good listener, Visible, Skilled, Respectable, Motivating, Clear Communicator, Honest, Brave, Transformational, Caring, Reputable, Risk Taker, Knowledgeable, Credible, Change Agent, Reliable, Visionary, Available, Inspirational.



WAIT... ARE YOU TALKING ABOUT ME?

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NURSING LEADERSHIP ROLE




- Embodiment of the vision, mission, and values of the unit with the staff
- Ensuring standards of care
- Motivates staff to strive for professional excellence
- Manages Operation, budget, and strategic goals
- Align the interests and resources of the unit with organizational goals

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ALIGNING IS RIGHTSIZING

- Organization goals
 - Medical Institution specific
 - System
 - Independent
- Unit interests and resources
 - Perianesthesia specific
 - Staffing
 - Equipment
 - Space
- Align, Balance, Complete
- Downsizing
- Rightsizing



RIGHTSIZING ALLOWS US TO HIT THE TARGET

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RIGHTSIZING TARGETS

APPLICABLE FOR NURSE LEADERS

- Converting to an appropriate or optimum process for patient care
- Reducing the number of unnecessary items and people
- Boost profits through increased productivity
- Equip and position for the future through succession planning, refreshed policy and procedures to up to date best practice measures
- Eliminating redundancy and wasted space
- Increase the number of people on staff to achieve goals and objectives

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Conditions Indicative of Rightsizing

- Goal: The right equipment is available and functional for the right patients.
- Goal: The right care providers for the right patients are available.
- Goal: The needs of the patients are able to be met in the space available.
- Goal: The right care providers at the right time.

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Considerations for Supplies and Equipment

- Supply Inventory
- Needs based survey of supplies
- Equipment Inventory
- Needs based survey of equipment
- Functional Verifications
- Remove expired inventory and outdated equipment
- Discontinue supply chain orders that are not vital
- Seek approval for purchase of equipment that is vital

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Considerations for Space

- Assess the accommodations needed by patients
- Assess current space contents and size
- Define what needs must be met within each step of the perianesthesia process
- Identify locations of each intervention
- Identify space content removals
- Identify space content additions

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Considerations for People

- Assess current staff competencies and credentials
- Review competencies and credentials per institutional policy
- Review standards of ASPAN
- Create action plan to educate staff to meet the standards of ASPAN
- Update policy to reflect standards supported by ASPAN

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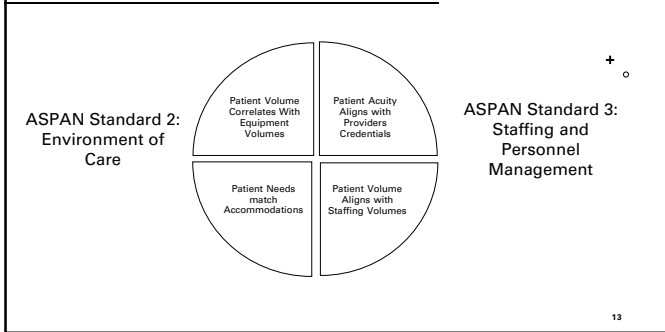
Considerations for People

- Assess OR schedule
- Assess current staffing schedule
- Assess staff sense of feelings and knowledge related to when they are short staffed and over staffed
- Assess productivity and overtime units
- Review ASPAN standards of care
- Create an action plan to reduce OT and increase productivity by tracking patient event markers daily and adjusting schedule accordingly
- Survey staff during adjustments to determine if staffing is better
- Evaluate productivity and OT units

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Connecting ASPAN Standards to Rightsizing



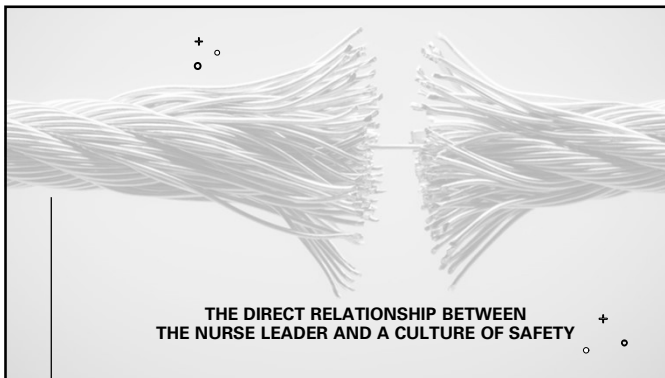
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RIGHTSIZING THE PERIANESTHESIA TEAM TO ELEVATE THE CULTURE OF SAFETY

Safe Staffing **Productive Schedule** **EBP Policy & Procedures** **Environment Of Care** **Adequate Equipment**

<https://www.youtube.com/watch?v=AjPau5QYYs>

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A sample of Safe Culture Elements

- Psychological safety:** an environment where no one is hesitant to voice a concern and caregivers know that they will be treated with respect when they do.
- Organizational fairness:** Caregivers know that they are accountable for being capable, conscientious and not engaging in unsafe actions. Caregivers are not held accountable for system failures
- Engagement:** nurse leaders hear patients and front-line caregivers' concerns regarding defects that interfere with the delivery of safe care, and promote improvement to increase safety and reduce waste

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Ways nurse leaders influence a culture of safety

- Provide clear objectives to team members.** Each member of the team has their own development plan and is scheduled for 1:1 sessions routinely to update progress. All expectations are communicated clearly.
- Provide and support a self reporting safety system** that allows attention to be drawn to anything that may pose harm to a patient or to a member of the team. Applaud reports made and follow up timely.
- Regularly scheduled rounding with patients and caregivers.** Allow time to listen. Allow for unexpected opportunities as well!

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WHEN THE INVITATION TO SPEAK UP DOESN'T WORK



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Determinants of Staying Silent

- Fear of being perceived as "negative"
- Financial Stability and Livelihoods
- Fear of being embarrassed in front of others.
- Fear of embarrassing others
- Desire to be socially accepted, "belong", and "fit in"

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IS YOUR POWER SILENCING THE TRUTH?

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Position of Power

- Span**
 - The amount of time encompassed
 - The amount of space encompassed
- Exercise Authority**
 - Administration ability
 - Management ability
 - Control ability
- Perspective**
 - Self versus Non-Self

Can you conceptualize the depth of your power?

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You have the power to:

- Invite The Truth**
 - Accessible
 - Available
 - Approachable
- Silence The Truth**
 - Scary
 - Biased
 - Nonverbal Signals

It is easy to think the higher we go the more people agree with us. When in fact they may be afraid to speak up.

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You Are Scarier Than You Realize

- RECOGNIZE YOUR POSITION OF AUTHORITY
- RECOGNIZE YOUR LACK OF RESPONSE IS A RESPONSE
- RECOGNIZE HOW YOU INVITE THEM
- RECOGNIZE YOU MAY NEED TO PUT A FEAR AT EASE BEFORE OFFERING THE INVITE

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You Have Biases

- RECOGNIZE THAT YOU ARE LABELING CONSTANTLY
- RECOGNIZE THAT YOU ARE CHOOSING WHOSE OPINION YOU WANT
- RECOGNIZE THERE WILL ALWAYS BE PEOPLE YOU WANT TO HEAR MORE FROM AND OTHER YOU WISH TO HEAR LESS FROM

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You Are Sending Signals

- SENDING SIGNALS FROM YOUR GESTURES
- SENDING SIGNALS FROM YOUR TONE
- SENDING SIGNALS FROM WHERE YOU ARE LOCATED
- SENDING SIGNALS FROM WHEN YOU ARE INVOLVED

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Voice

- Engagement
- Innovation
- Performance
- Relationships
- Creativity
- Retention

Silence

- Patient Harm
- Wrong site surgery
- Fertility
- Death
- Staff Harm
 - Workplace injuries
 - Workplace death

The Significance Of Speaking Up In Healthcare Can Be The Difference Between Life and Death

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“A BRAVE LEADER IS SOMEONE WHO SAYS I SEE YOU. I HEAR YOU. I DON’T HAVE ALL THE ANSWERS, BUT I AM GOING TO KEEP LISTENING AND ASKING QUESTIONS.”

Brene Brown

Our profession and our patients have never needed more bravery from its leaders than today. It is my hope that after this presentation you feel more able to see, more able to hear, and more able to ask questions than ever before.

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ASPAN Standards

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THANK YOU

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