

## Problem & Importance

Nurses are experiencing burnout at alarming rates. Surveys among healthcare workers have shown that high-stress work environments are driving nurses to leave the profession. Nurses who are burned out are at risk of making errors when performing patient care. Inefficient workflows in the clinical setting can lead to burnout. Frontline staff are often limited in time and bandwidth to adequately address and improve workflow issues that arise, which leads to delays in implementing solutions or an inability to fix the root causes – causing the problem to persist.

**Well-Being Problem:** Inefficient workflows can contribute to burnout and lack of empowerment to improve patient care for frontline nurses.

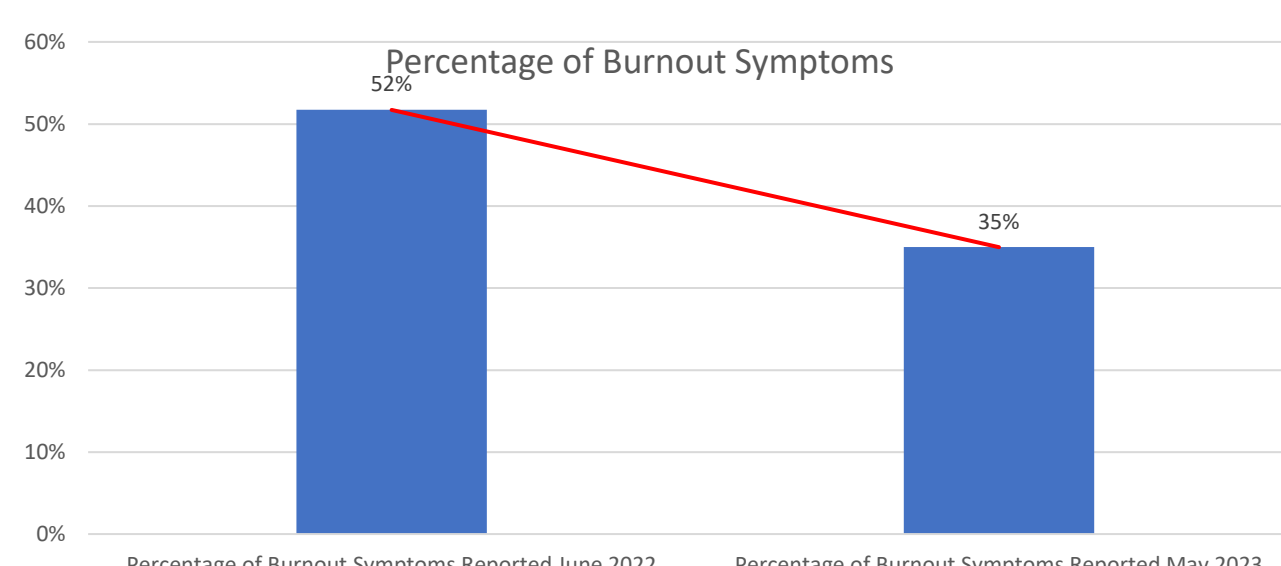
**Preoperative Problem:** Increased pre-op check-in time due to additional patient-required interventions (IV insertion, pregnancy testing, labs, clipping).



## What We Measured

Preop lean team will self-report a decrease in burnout symptoms utilizing their own definition of burnout.

By May of 2023, 90% of patients will have collected urine specimens before coming back to pre-op.



## Understanding the Current State

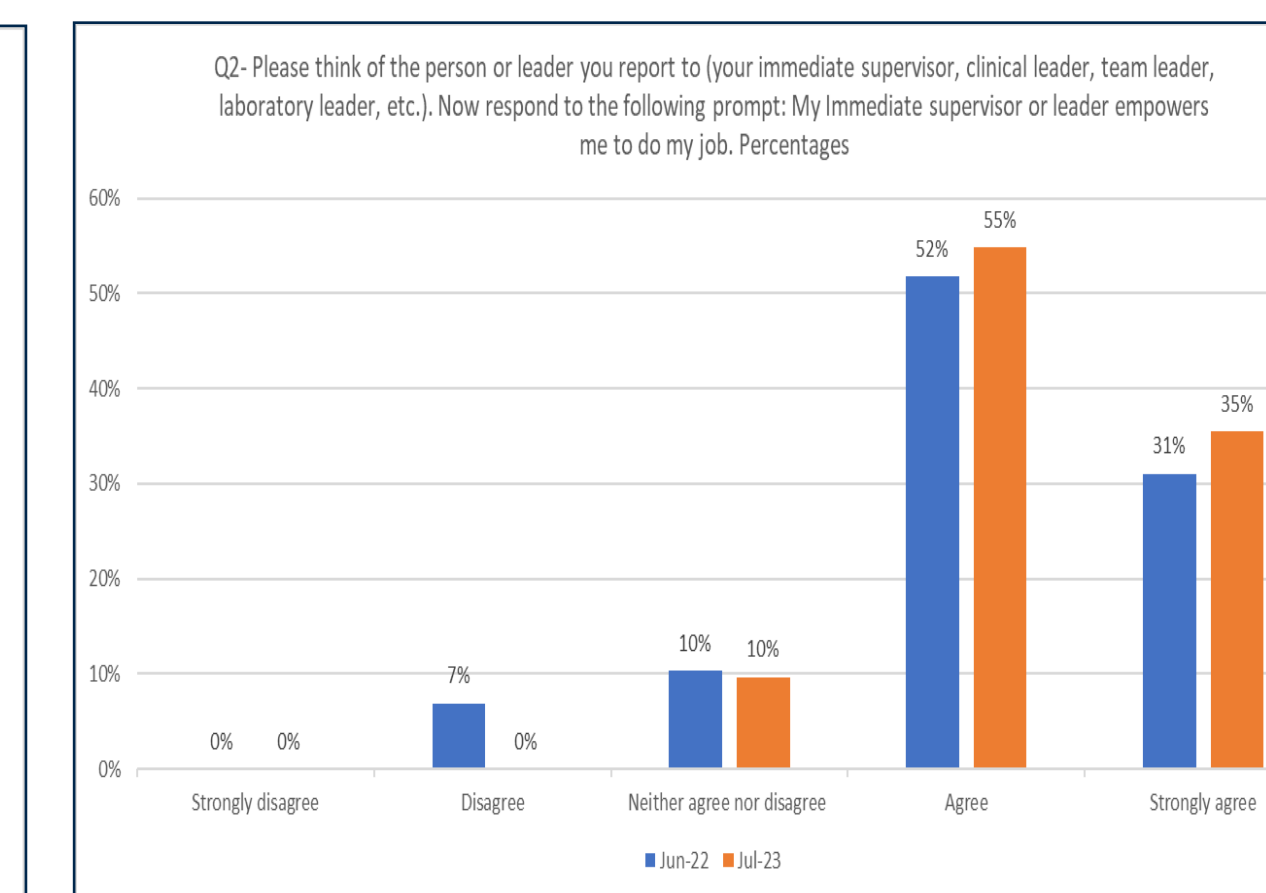
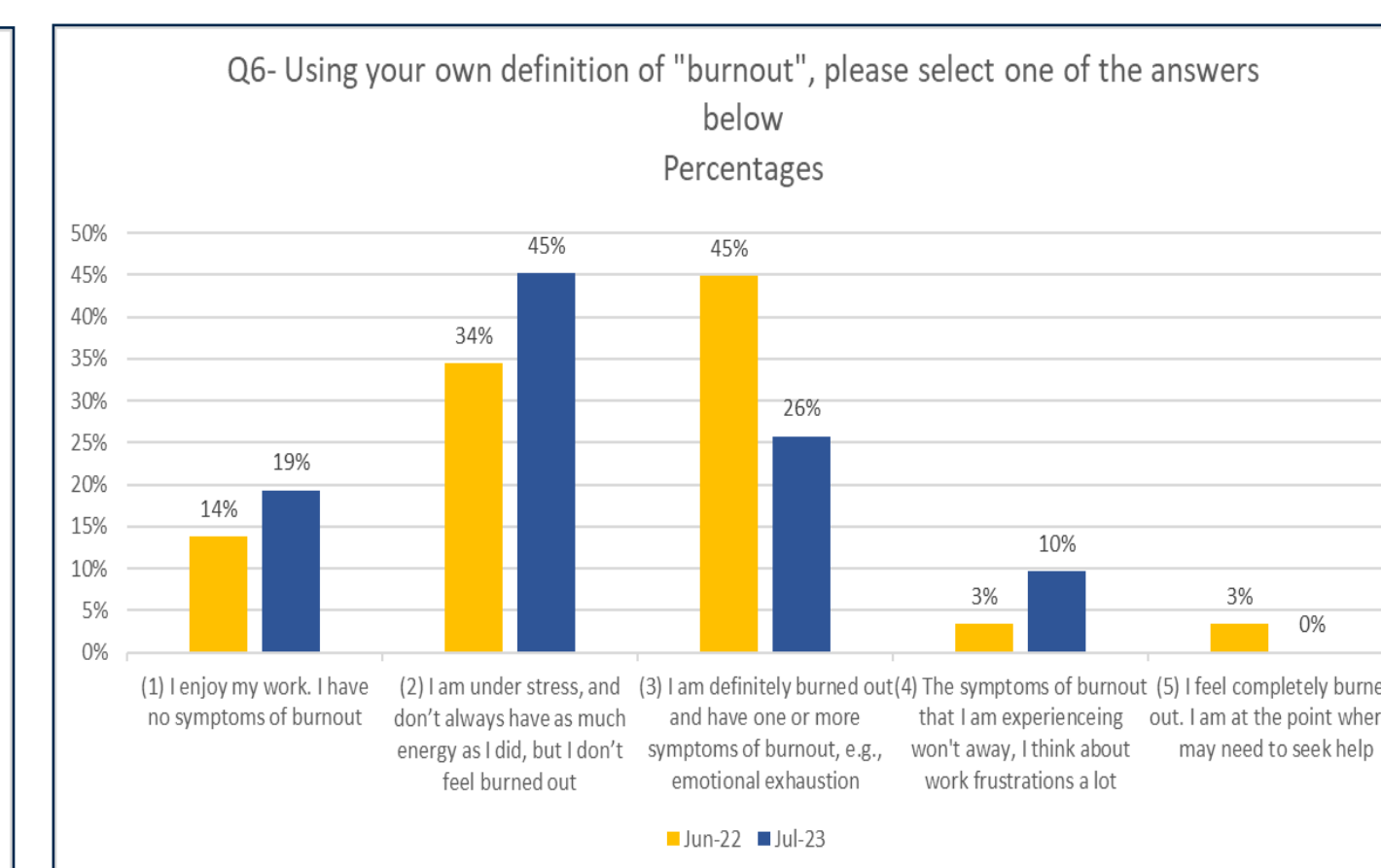
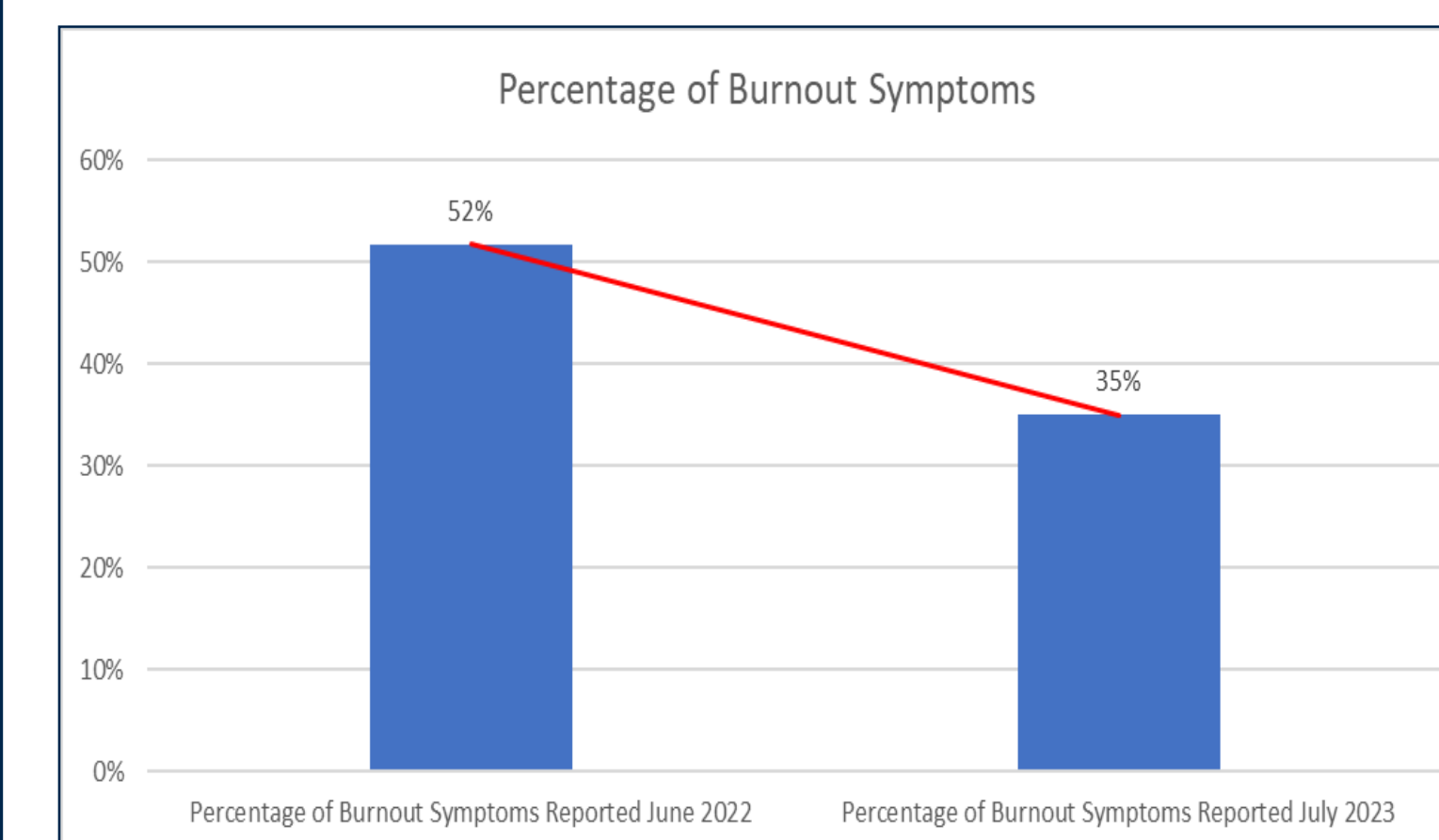
- Quarterly team-building activities were provided for RNs and patient care techs (PCT) to build a positive culture. ex: lost at sea, scavenger hunt, escape room, ice cream social.
- In June of 2022, a 6-item well-being survey was sent out to all nurses and PCTs, fifty-two percent of nurses and PCTs self-reported symptoms of burnout.
- Nurses reported that the average amount of time to perform pregnancy testing during the pre-op check-in process was 10.5 minutes.

## Analysis & Interventions to Improve

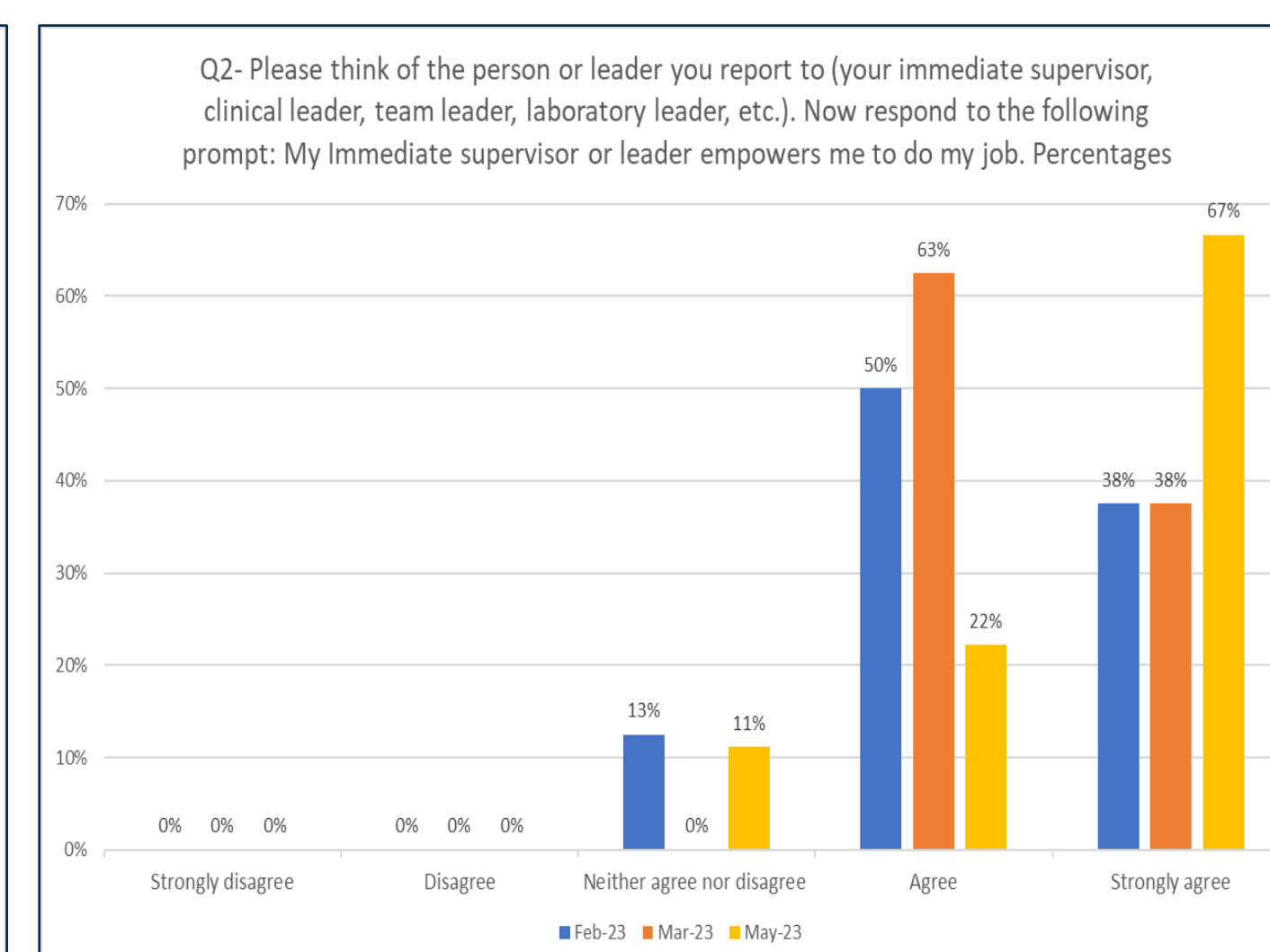
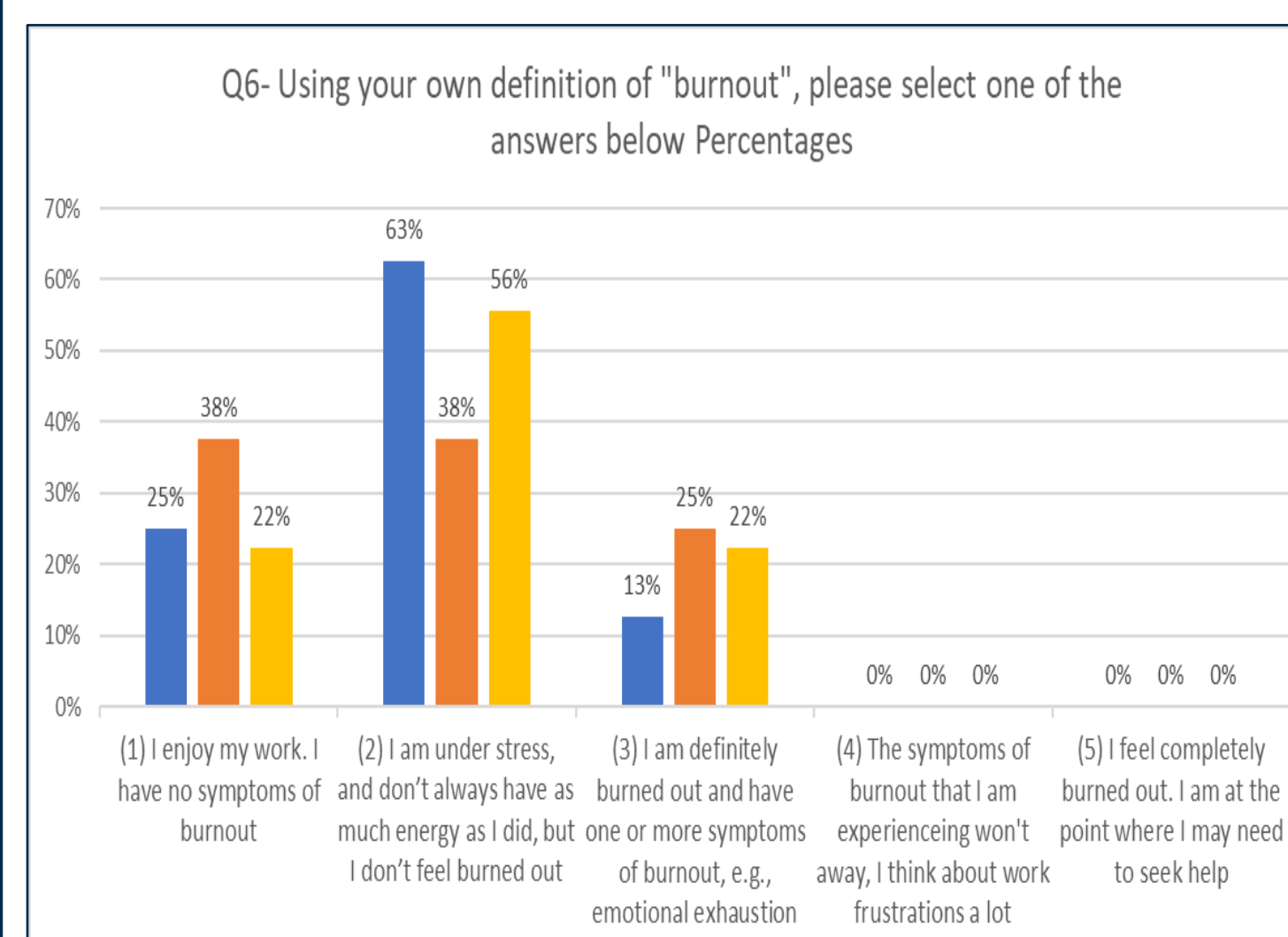
The primary well-being interventions used were education and monthly self-assessments. All nurses and PCTs were provided with courses from Well-being Essentials for Learning Life-Balance. Monthly well-being assessments were done with the pre-op lean team. Quality improvement interventions utilized were small tests of change to workflow processes. Point prevalence data was collected to monitor implementation sustainability. Additionally, the lean team made micro-adjustments between meetings based on team feedback.

## Results & Outcomes Achieved

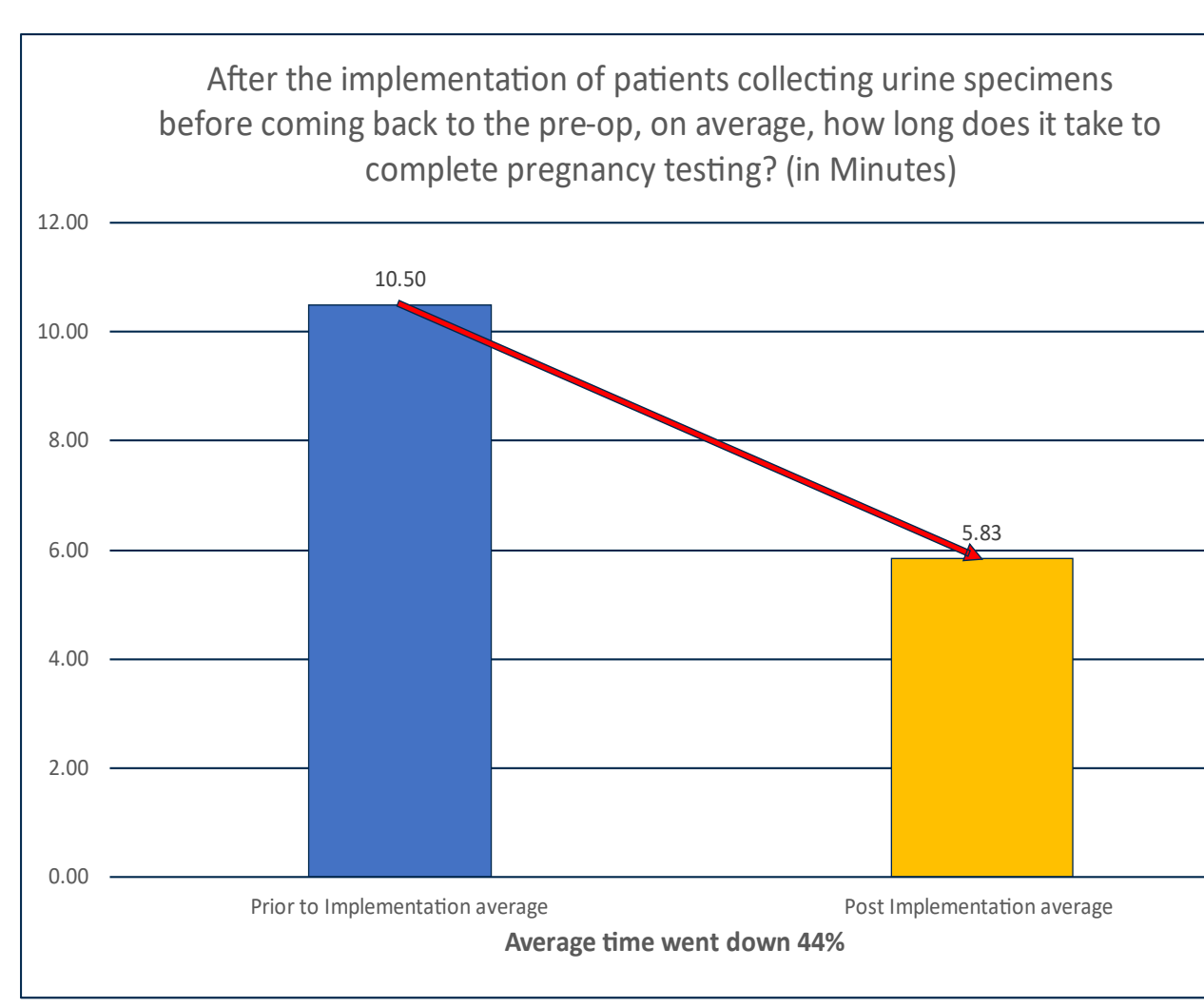
Mott PACU nurses and PCTs self-reported a 17% decrease in burnout symptoms utilizing their own definition of burnout from June 2022 to July 2023. Empowerment by local leadership increased from 83% to 90%.



Eighty percent of nurses and PCTs who participated in the Preop Lean Team self-reported no symptoms of burnout utilizing their own definition of burnout. Empowerment by local leadership for this team was 92%.



The average time to complete a urine pregnancy test went down by 44%, from 10.5 minutes to 5.8 minutes.



## Sustain & Spread

C.S. Mott perianesthesia nursing continues to create a culture of well-being through psychological safety, education regarding personal self-care, and improving how we work. The pre-op lean team has implemented a new nursing/PCT model of care. The team remains eager to implement micro-adjustments in the preoperative area to improve patient flow and experience. This work is laying a foundation for larger-scale workflow improvements such as collaborating with anesthesia providers on time-outs for regional blocks and pre-induction verification in pre-op.

## Keys to Success

Having a strong local leadership presence and partnership is crucial for maintaining employee well-being. Two important factors in well-being are preventing burnout and feeling empowered by leadership. To achieve this, meetings were facilitated by local nurse leaders who established a shared purpose and focused on maintaining healthy relationships within the team. The implementation process was structured and supported, with follow-up by the same nurse leaders. To ensure sustainability, periodic data collection was conducted to monitor progress, and feedback on any barriers or process variations was addressed in real-time.

### Contacts and References

