LEAN to Align Corporate Strategic Direction

Indiana University Health North & Saxony Hospital

Background

- With the departure of a tenured senior leader, an inexperienced CNO, along with a young leadership team who had less than one year in their current roles needed to create change and align with corporate strategic direction.

- The last 2 years the hospital had seen an increase in harm events, a decrease in engagement of bedside nurses, an increase in turnover, and a need to improve alignment with organizational and system initiatives.

Project Aim

- To bring together a multi-hospital, multi-disciplinary team to create and align with the corporate strategic direction with the objectives of reducing harm events, improving team member engagement, reducing turnover, and improving financial acumen and accountability

Insights

- Strategic planning and using Lean methodology helped focus and align objectives within the organization and hospital system.
- Short term goals were aligned with long term strategic objectives. The process brought together a multidisciplinary team and 90% of our goals were achieved.

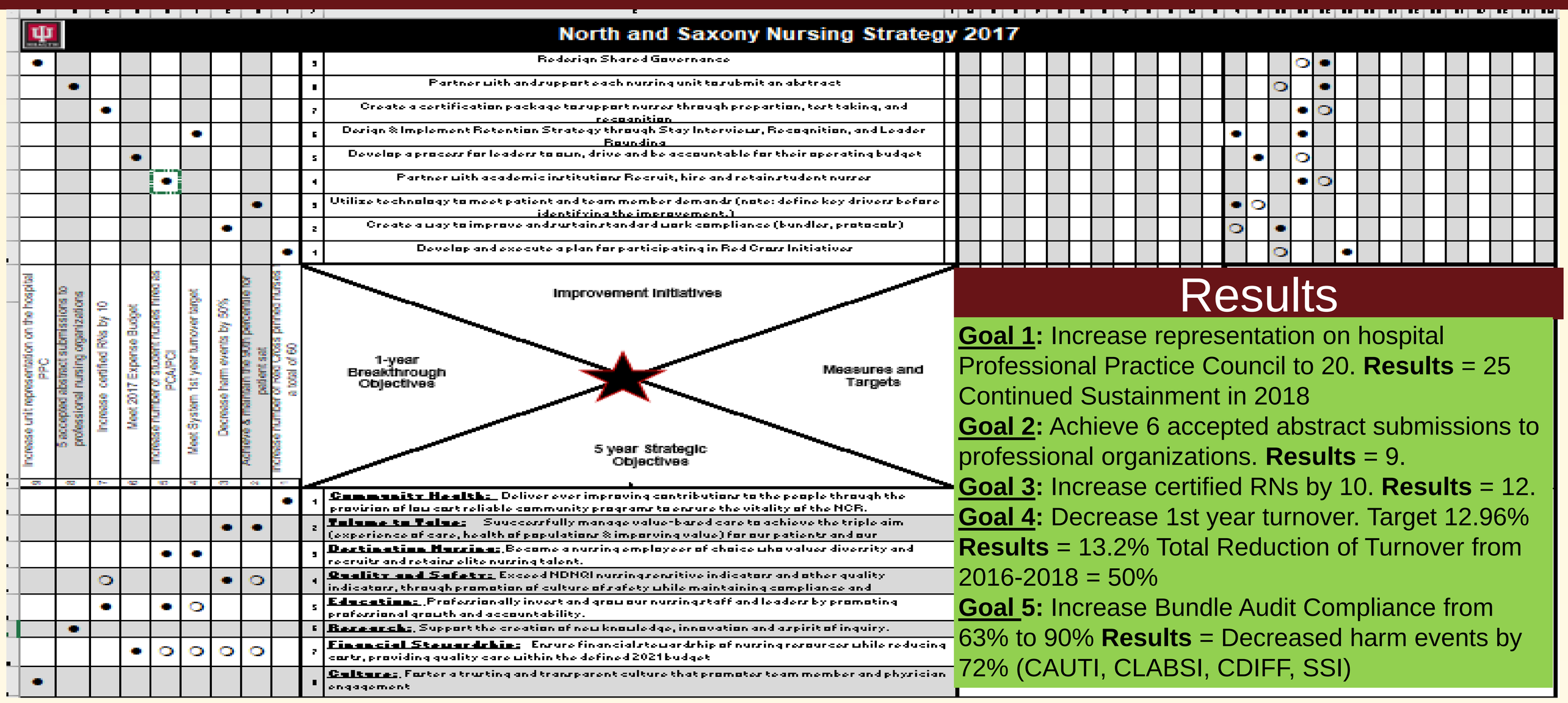
Project Design & Strategy

- A multidisciplinary team, of frontline staff, managers, directors, and the CNO met and brainstormed opportunities.
- The team first reviewed the organization's mission statement and created a mission statement that aligned with the organization. Since the organization and hospital system each had a 5 year strategic plan, the team recognized the importance of alignment with the overall strategic direction.
- Brainstorming, all participants wrote ideas on post-it notes. Using Lean methodology all ideas were affinitized into common themes. The team then used a PICK (Possible, Implement, Challenge, Kill) chart to further organize ideas.
- Once organized the opportunities were measured against the existing organizational 5 year strategic goals. Using an X-Matrix the team created 5 year strategic objectives, 1 year breakthrough objectives, improvement initiatives, and measures and targets. An A3 accompanied each improvement initiative and owners were assigned and executed each initiative.

Clinical Implications

- Unit council designed a program to allow RN's and PCA's to be recognized in a formal way, driven by staff which help decrease nursing turnover
- Monitoring bundle compliance for CLABSI and CAUTI by moving the bundle audits from being completed by leadership to bedside caregivers for CAUTI and CLABSI, decreasing harm events.
- Recognized nursing for additional certifications and created opportunities for front line nursing to be a part of professional practice councils

X-Matrix



Results

Goal 1: Increase representation on hospital Professional Practice Council to 20. **Results** = 25 Continued Sustainment in 2018

Goal 2: Achieve 6 accepted abstract submissions to professional organizations. **Results** = 9.

Goal 3: Increase certified RNs by 10. **Results** = 12.

Goal 4: Decrease 1st year turnover. Target 12.96% **Results** = 13.2% Total Reduction of Turnover from 2016-2018 = 50%

Goal 5: Increase Bundle Audit Compliance from 63% to 90% **Results** = Decreased harm events by 72% (CAUTI, CLABSI, CDIFF, SSI)

Team Composition

Ruth Kain MSN, RN NE-BC, Chief Nursing Officer

Diane Hesson MSN, RNC, NE-BC, Director of Clinical Operations

Athanasia Banich, MHA, RD, Director of Allied Health

Jodi Johnston, BSN, RN, Deployment Leader & Quality Improvement Coordinator

Pam Lowe, MSN, RNC, Director of Quality

Liesel Delamater, MSN, RN, ACNS-BC, Director of Nursing Practice

Mary Giangiordano, MBA, BSN, RN, CNOR, Director Clinical Operations

Catherine Saunders, BSN, RN, Shift Coordinator, 5B Medical

Melissa Hicks, MSN, RN, NE-BC, Manager 5B/5C

Terry Hobbs, MSN, MHA, RN, CNML, Director Cardiovascular Services

Julia Cuney, BSN, RN, Shift Coordinator, 5C