



## Assemble the Team

### Sustaining Safe Care: The Penguin Project



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*Adapted from "On the CUSP: Stop HAI"*

# Lessons Learned from the Field ~

## Why Assemble the Team Is Important



All appropriate disciplines should be invited to participate in the project improvement and sustainability work



Responsibility for project success and sustainability must be shared by all disciplines on the unit



Team members need to understand their roles in the project

# Key Concepts

To be successful in improving unit safety culture and reducing hospital-associated infections the following is needed:

- A multidisciplinary, unit level team
- Strong backing from organizational leadership
- A respected and effective team leader
- A committed physician and nursing champion
- Nursing and physician ownership of the work to make care safer for patients



# Building a Successful Team

- Required
  - Team Leader
  - Nurse Champion
  - Physician Champion
  - Executive Partner
  - Front Line Nurses
  - Infection Preventionist
- Optional
  - Case managers, discharge planners, ancillary support staff based on the issue addressed



# Team Members ~ Ideal Characteristics

- Demonstrated commitment to patient safety/quality improvement
- Team player, respected by peers
- Strong communication skills

# The Team Leader & Her Role

- Role Expectations:
  - Strong organizational/management skills
  - Recruit team members & define team roles
  - Understand & clearly articulate project goals
  - Delegate tasks & hold others accountable
  - Lead team meetings
  - Track project progress

# The Team Leader & Her Role, *continued*

- Specific Tasks:
  - Explain project to unit staff & management team
  - Ensure that technical work is optimal or targeted for improvement
  - Ensure staff education about patient safety
  - Use resources tools to improve communication / teamwork / patient safety
  - Support the integration technical / socio-adaptive work into daily activity & unit operations

# The Nurse Champion & His Role

- Important Considerations:
  - Advocates on behalf of nurses
  - Has good rapport with medical staff
  - Candidates: preferably unit based – nurse manager, charge nurse, nurse educator, frontline nurse; optional choice but less desirable - quality improvement or infection prevention professional

# The Nurse Champion & His Role, *continued*

- Expectations/Tasks:
  - Responsible for facilitating education of nurses
  - Develops and shares expertise in technical and adaptive work
  - Promotes project goals & interventions on the unit and within the organization
  - Serves as a role model for nurse empowerment



# The Physician Champion and Her Role

- Important Considerations:
  - Empowered by leadership
  - Respected by both medical and nursing staff
  - Demonstrates a spirit of collegiality to all team members
  - Candidates: specialty physician associated with area of concern, hospitalist, ID physician (if appropriate), physician interested in patient safety & quality, patient safety officer



# The Physician Champion and Her Role, *continued*

- Expectations/Tasks:
  - Responsible for physician education on technical and socio-adaptive work
  - A liaison to promote goals and interventions to unit and hospital medical staff
  - Actively engages with team and other physicians to develop and implement strategies to remove physician barriers



# The Executive Partner and His Role

- Important Considerations:
  - Approachable and willing to commit time
  - Empowers all team members
  - Candidates: CMO, CNO, Chief Quality or Patient Safety Officer

# The Executive Partner and His Role, *continued*

- Expectations/Tasks:
  - Responsible for inspiring unit staff commitment to the project goals
  - Meet regularly with team to review data/progress
  - Assist team with prioritization of safety concerns
  - Facilitate the removal of barriers
  - Share the project's success with senior leadership and the Board

# Front Line Nurses and Their Roles

- Important Considerations:
  - Sufficient experience/tenure on unit
  - Practical, flexible, willing to speak up
  - Not intimidated by medical staff

# Front Line Nurses and Their Roles, *continued*

- Expectations/Tasks:
  - Responsible for inspiring other nurses on the unit to the project goals
  - Help to educate peers formally and by example
  - Help the team identify practical ways to:
    - ensure integrity of technical work
    - improve teamwork with physicians and other staff
    - make the unit safer for patients

# Infection Preventionist and Her Role

- Important Considerations:
  - Knowledgeable about:
    - Surveillance definitions
    - HICPAC guidelines
    - Evidence-based infection prevention practices

# Infection Preventionist and Her Role, *continued*

- Expectations/Tasks:
  - Meet regularly with team to review data/progress
  - May be person responsible for data collection and/or data entry
  - Serve as a “content expert” or infection prevention consultant for the team
  - Help the team develop/implement/monitor appropriate infection prevention strategies
  - Communicate the project goals and progress as appropriate in committees and other setting within the hospital



# Summary : Before Starting

1. Do you have the commitment from your leadership?
2. Have you shared the project goals within your unit and your organization?
3. Are you ready to:
  - build a multidisciplinary team?
  - communicate the technical/socio-adaptive work needed to stakeholders (nurses and physicians)?
  - commit to identifying near miss events
  - employ new strategies to ensure success

# Questions?

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