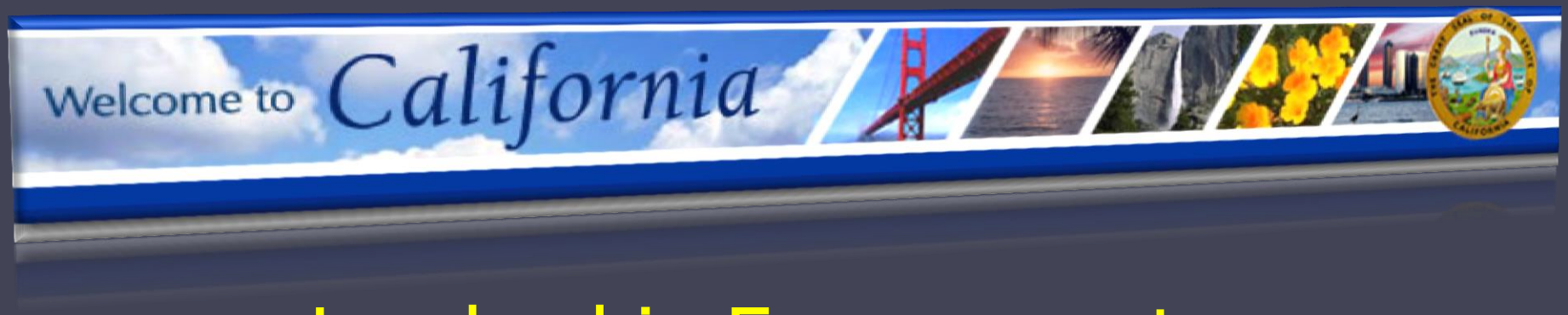

Leadership Engagement

Sustaining Safe Care ~The Penguin Project

Mary E. Nennig, BSN, RN
Healthcare-Associated Infections Program
Center for Health Care Quality

Adapted from "On the CUSP: Stop HAI"

Lessons Learned from the Field ~ Why Leadership Engagement Is Important

Leadership participation must be interactive with the team

Leadership team participants may need guidance and support when navigating in the clinical area

CDPH California Department of PublicHealth

Healthcare-associated Infections HAI Elimination

Key Concepts

- Show leadership that you have a plan
- Show them that you have a good Plan B
- Consider sustainability of improvements at project onset
- Discuss money with leadership

Important Considerations

- Vice-presidential level or higher
- Actively engages in project process
- Supports both technical and socio-adaptive work of change
- Interested in clinical care but needn't be a clinician
- Willing to learn from, listen to and work with staff to improve patient safety on the unit
- Holds staff accountable for reducing patient harms

Leadership Engagement Can Help

- The key senior leaders are the CNO and CMO

- But others leaders are important…
  - Unit managers/chiefs
  - Service-line chiefs
  - Hospital epidemiologist
  - Quality director/chief

Goals of Leadership Partnerships

- Near term goal: to build capacity for quality improvement within the unit
- Mid-term goal: to have staff bring up solutions rather than problems
- Long term goal: for staff to say:
  - "We don't need to meet monthly with the executive"
  - "I would feel safe being treated here as a patient"
  - "I felt like I was heard today"
  - "I made a difference today"

The Executive Partner and Her Role

- Important Considerations:
  - Emphasizes effective communication
  - Meets monthly with the CUSP team
  - Collaborates to develop and implement a plan addressing safety issues
  - Anticipates resistance and is prepared to address it
  - Holds staff accountable for reducing patient harms

The Executive Partner and Her 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

Supports Both Technical and Socio-Adaptive Work of Change

Technical Work

- Synchronizes with team members to create project goals and timelines and outlines the project mission
- Coordinates with team members to ensure that necessary structures are in place—staff, roles, authority, and responsibility
- Collaborates with team members to maintain the material needs of the project—budgets, resources, space, and staffing

Supports Both Technical and Socio-Adaptive Work of Change, *continued*

Socio-Adaptive Work

- Works with team members to clarify the decision making, conflict management, and problem solving processes
- Coordinates with team members to verify that necessary evaluation mechanisms are in place

CDPH California Department of PublicHealth

Healthcare-associated Infections HAI Elimination

Engage the Senior Executive: *What the Team Needs to Do*

- The team leader should meet with the senior executive before safety rounds to share unit specific information
  - In preparation, gather relevant information about the unit for the senior executive

- During executive safety rounds, the unit team providers should review any safety issues identified and list them on a tracking log

Engage the Senior Executive: *What the Team Needs to Do, continued*

- In preparation for rounds, the unit champion should:
  - Brief providers on the purpose of partnering with the executive
  - Ask them to be prepared to discuss their own safety concerns and suggestions for resolution

Summary of Leadership Engagement

1. The senior executive does not need a clinical background, but should be an active team member
2. The senior executive is responsible for
   - supporting effective communication,
   - meeting with the CUSP team,
   - understanding technical and socio-adaptive work,
   - collaborating with the team to address safety issues, and
   - holding staff accountable

Questions?

Mary Nennig
California Department of Public Health
Healthcare-Associated Infections Program
mary.nennig@cdph.ca.gov