

## A Journey of Change into Nursing Culture

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## DEVELOPING THE VISION

IN THE BEGINNING WAS THE VISION

And then came The Assumptions  
And The Assumptions were without Form  
And The Vision was without Substance

And Darkness was upon the faces of the Workers

And they spoke amongst themselves, saying: "It is a Crock of Crap, and it Stinketh."

And the Workers went to their supervisors and sayeth unto them: "It is a Pail of Dung, and none may abide the odor thereof."

And the supervisors went to their managers, and sayeth unto them: "It is a container of Excrement, and it is very strong, such that none may abide it."

And the managers went to the Directors and sayeth unto them: "It is a vessel of Fertilizer, and none may abide its' Strength."

And the Directors went to the Vice Presidents and sayeth: "It contains that which aids plant growth, and it is very Strong."  
And the Vice Presidents went to their executives and sayeth unto them: "It promoteth growth, and it is very Powerful."  
And the Executives went to the President and sayeth unto him: "This powerful new Vision will actively promote the growth and efficiency of our departments and the company overall."  
The President looked upon the Vision and saw that it was Good.  
And the Vision became Reality.

## PROVOCATIVE STATEMENT

*Nurses at DSH deliver  
patient-centered care  
in a safe/healing environment.  
Based on professional pride,  
accountability and empowerment,  
we excel in teamwork, patient advocacy  
and critical thinking to improve care  
and patient outcomes.*

## SUPPORT STRUCTURE

- THE 5 PRINCIPLES

## Unit Practice Councils

Three Core responsibilities:

1. Develop healthy interpersonal relationships between UPC members
  - Communication
  - Establish trust, respect, and support
  - Commitment of contribution
2. Establish a communication network between the UPC and 100% of the staff on the unit
  - share information
  - Ask questions
  - Get input from staff
3. Arrive at final decisions through the use of consensus
  - Achieve general agreement to support the final decision without always gaining unanimous approval

## Unit Practice Councils

The UPC makes decisions based on authority and accountability.

Uses Levels 1-4 depending on what implementation is pending.

The UPC makes the final decisions and facilitates putting these decisions into place....answerable to a monitoring Council.

## “RETREATS”

Refocusing leadership group:  
Directors, Managers and Facility Supervisors ---- Clinical and Non-clinical

Moved on to departmental Clinical Supervisors (Charge Nurses), Clinical Nurse Specialists, Education Specialists and non-clinical departmental Supervisors

## Leadership Roles (from the inside out)

### EMPOWERMENT

An invitation for responsible initiative.

Steve Ewing, company president

....refers to increasing the political, social or economic strength of individuals.

....often involves the empowered developing confidence in their own capacities.

## Leadership Roles (from the inside out)

Go to the people

Learn from them

Love them

Start with what they know

Build on what they have

But of the best leaders

When their task is accomplished

Their work is done

The people will remark:

“We have done it ourselves.”

2000 Year Old Chinese Poem

## Leadership Roles (from the inside out)

### POISED FOR GREATNESS: THE JOURNEY

Reviewed the 14 Forces of Magnetism

Reviewed the 1985 Dr. Patricia Benner's Dreyfus Model of Skill Acquisition to Nursing – 5 levels of proficiency

Reviewed Today's Nurse:

Professional Clinician

Knowledgeable worker

Responsible for the provision of quality care in complex and long-term situations

## Leadership Roles (from the inside out)

### POISED FOR GREATNESS: THE JOURNEY

Made a Tool Box: hands on filling

Velcro + Vaseline: Who is your touchstone? What do you need to let slide? What sticks to you?

Cold Pak: From your reflections, what causes you to shut down? React? Take time for yourself and the other person to CHILL/COOL OFF; look at it dispassionately to formulate your response

Notebook: Use as address book of staff, network resource, each other's touchstone, journaling problems, things learned that would help someone else on another day

## Leadership Roles (from the inside out)

Poised for Greatness: The Journey

Made a Tool Box: hands on filling

Candle: Centering, relaxation, and lighting the way.  
Remember, a single flame is the tipping point to the bonfire! (to creativity and growth or blockage and stagnation)

## Leadership Roles (from the inside out)

CREATING A COMMUNITY OF EXCEPTIONAL NURSES  
ENGAGED IN EXTRAORDINARY PRACTICE!

Imagination is everything.  
It is the preview of life's coming attractions.  
Einstein

## Leadership Roles (from the inside out)

*The Secret*

#1 ASK for what you want; place your order with the universe.

creative process  
write it out in present form "I am so happy & grateful  
now that.....  
explain how you want it to be in all areas

## Leadership Roles (from the inside out)

*The Secret*

#2 ANSWER the universe will give you an answer  
to what you're asking

you've set it in motion  
you don't need to know how it's going to come about  
you'll attract the way

## Leadership Roles (from the inside out)

*The Secret*

#3 RECEIVE you must bring yourself into alignment  
with what you're asking for

ACT! – that's your job!  
pay attention to what you're attracted to  
there's no set time frame  
show enthusiasm, joy, appreciation, feeling of  
passion – don't doubt when the opportunity is there

## Leadership Roles (from the inside out)

*The Secret*

GRATITUDE

start to make a list of what you are grateful for; shifts  
your energy and thinking

VISUALIZE

when you visualize then you materialize

## CATALYST LEADERS

One of the primary challenges of a leader is to build a successful team.

The first step toward that goal is to gather the team together to chart their course:

- Identify their purpose
- Identify the team goals
- Identify work processes
- Identify behavioral ground rules for working together effectively

## ARTICULATED EXPECTATIONS

A communication strategy that supports growth and development in an open and healthy work environment.

**AR's MUST BE:**

**Precise**

**Accountable**

**Measurable**

**Achievable**

**= QUALITY**

## TRAITS OF HIGH LEVEL

- Behaves in a way that is consistent with the values he or she practices.
- Acknowledges when a decision or plan is not working rather than making excuses or blaming others.
- Takes responsibility for making difficult or unpopular decisions
- Keeps promises and honors commitments.

## TRAITS OF HIGH LEVEL

- Identifies potential problems on the unit or on a project (by monitoring key performance indicators) before it is too late to correct them.
- Seizes opportunities to improve unit performance – even in the absence of apparent problems.
- Articulates instructions and information in clear and timely manner.

## TRAITS OF HIGH LEVEL

- Provides clear performance expectations and constructive, consistent positive and negative feedback, even when the message is potentially difficult to hear.
- Effectively develops a strong sense of unit identity, common purpose, and pride in unit achievements.

## TRAITS OF HIGH LEVEL

- Inspires greater effort by setting an example in his/her own behavior of dedication, courage, and commitment to high standards.
- Translates the vision into the actions required to attain specific unit/project goals.

## CHARGE NURSE FOCUS

- Central role in safety and positive patient outcomes.
- Directly supervises or delegates the oversight of team members.
- Tracks patient status and the workload of assigned team members.

## CHARGE NURSE FOCUS

- Serves in the first link in the chain of command when unresolved disputes/concerns about patient safety/well-being.
- Displays sound knowledge of unit and hospital policies and procedures in a timely manner.
- To create and maintain a safe environment of care.

## EFFECTIVE CHARGE NURSE

- Communicate with your staff
- Make sure everyone understands their assignments.
- Schedule breaks/lunches for all staff.
- Make frequent rounds, be visible.

## EFFECTIVE CHARGE NURSE

- Let staff know that you are there to help.
- Be aware for signs that your staff needs help – DON'T make them ask, offer.
- Be a good team leader. Show your staff that you truly care for them.
- Be flexible, make adjustment as needs arise or changes occur.

## TRANSFORMING CARE

Implemented principles from Robert Wood Johnson and IHI - Transforming Care At The Bedside

Desert's Dream Team becomes a reality.

## TRANSFORMING CARE

Quick Fixes

Flow Charts

Patient & Family Centered Care

## WHERE DO WE GO NOW?

Behavioral Interviews

Leadership engagement sessions

Posted Timelines

Shared Vision