Replicating Unit-Based Council Success Throughout a Large Organization

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Methods

Implement a structured observation process and self-assessment survey using benchmark measurements to improve UBC effectiveness and staff engagement. Benchmark measurements from structured observations and self-assessment surveys provide baseline data for 35 UBCs. Structured observation process focuses on interprofessional development, momentum, and structures, including attendance tracking, use of agenda template to align topics with strategic pillars, variety of topics and topic owners, and feedback loop closure.

Results

Direct, clear correlation of UBC work and goals to organizational strategic plan

System pillars on agenda template to categorize goals/objectives in alignment with strategic plan. Entity focus based on clinical and operational data aligned with system pillars and plan. Aligned unit specific, data driven, goals from assessment findings with strategic pillars & plan.

- Culture: Engagement survey results, RN career ladder
- Value & Quality: Patient satisfaction, nurse sensitive indicators
- Financial Sustainability: Productivity, supply use

Increase use of outcome measures for goals

- Goal section added to agenda template.
- Evaluate against SMART goal format.
- Request annual report of goals and accomplishments for global distribution.

Summary

Implementing a structured observation process and self-assessment survey improved UBC effectiveness by impacting accountability and ownership.

It resulted in an ever growing repository of quality empirical outcomes to consider for use in our Magnet document.

References


Conclusion

Like many healthcare organizations, our hospital is a team-based organization that seeks to increase employee engagement, innovation, and productivity, while reducing costs. Teamwork and active council participation are recognized as crucial to evaluation of client-centered outcomes and patient care innovations. Council members and leaders benefit from pragmatic, measurable keys to successful engagement.