

# Transforming a Culture – What a Difference a Year Can Make

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## BACKGROUND

Tower 1 is a 48 bed acute care renal medical-surgical unit. Over one year ago the unit experienced a change in the leadership team who was presented with a number of challenges including five CLABSIs (Central Line Associated Blood Stream Infections) in one month, highest fall rate, highest c-difficile rate in the organization, two failures to rescues, communication concerns, infrequent reporting of safety events, low staff engagement, punitive environment and low staff morale.

## METHODS

### Engage & motivate the TEAM

- Show appreciation
- Engage TOP Performers
- Provide Opportunities
  - Professional development
  - Certification
  - Clinical Ladder
  - Personal mentoring and coaching
- Let your top performers help to recruit your middle performers
- Create Transformational Leaders at the bedside

### Hear their voice

- Open forum time at staff meetings
- "Your voice is heard" bulletin board
- Open door policy
- Being accessible and approachable
- Giving the team an opportunity to have their opinions heard when changes are made in the unit through voting and survey monkeys
- Shared Governance unit based councils

### Manage out poor performers

- Who is unsafe?
- Creating a positive culture will make them feel uncomfortable
- Spend a majority of your time on your top/middle performers
- Actively manage poor performers UP or OUT

### Recognition

- Bulletin board with Daisy nominees and Great Safety Catches
- Kudos Board in Lounge
- How & Wow Cards are a way that patients can recognize staff and provide suggestions for improvement
- Letters to Staff from unit leadership

## Change the culture

- Eliminate a culture of blame & shame
- Create a culture of HIGH Reliability (HeRO)
- Make mistakes a learning experience and see failure as an opportunity to improve
- Daily and as needed (PRN) safety and informational huddles
- Encourage patient safety event reporting & reporting of near misses
- Geographic Hospitalists and daily multi-disciplinary Rounding
- Newsletter to streamline communications and reduce emails
- It's all about the PEOPLE! Creating a culture of friends at work and after work
- Make a culture that would make YOU want to come to work everyday
  - What are they PROUD OF?
  - What is a small way YOU can show appreciation
  - Take a personal interest in making each and every person a success
  - Give the TEAM the credit for their successes
  - **Be Transparent**
  - **Be Honest**
  - **Be FAIR**

Be transparent, help the TEAM to articulate data and their strengths, weaknesses, and what you are doing to improve

Establishment of a highly visible unit based leadership team (NM, ANM, Educators)

## SWOT—STRENGTHS • WEAKNESS • OPPORTUNITIES • THREATS

### Strengths

- Great People
- The team had the desire to be a success

### Weaknesses

- Novice Staff
- Novice Manager

### Opportunities

- Improvement in quality metrics
- Staff Morale
- Staff engagement

### Threats

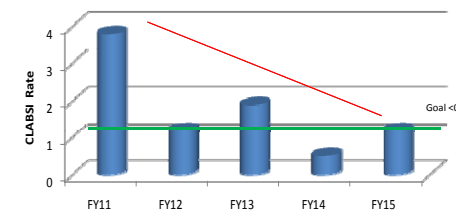
- Judgment & Pre-conceptions
  - Nothing will change
  - Perception of Unstability
  - New NM & ANM
  - Multiple resignations

## RESULTS

If you can dream it, you can do it! Creating a positive culture and engagement

- Improved Staff Morale
- Improved Staff Engagement
- Mock Code Program
- NICHE Unit Designation
- Zero CAUTI since Jan 2013 –21 months
- No Failure to Rescue cases in 17 months
- Nurse of the Year 2014 - Ashley Wells, RN
- Nurse of the Year 2015 - Melissa Miller, RN
- DAISY Winner –Deb Cline, RN
- Great Safety Catch Winner –Melissa Miller, RN
- President's Team Ball Award for C-Diff Reduction
- 10 Nurse of the Year nominees
- 11 Tech/ PSA of the year nominations
- 2 Nominated to Baltimore Magazine –1 winner - Ashley Wells, RN
- 2 Nominations to Nurse.com Gem Awards
- 3 Innovation Award nominees
- Josie King Hero Award for Patient Safety

## Tower 1 Central Line Associated Blood Stream Infections (CLABSI)



## Barriers

- Communication
- Morale
- Lack of resources

## Facilitators

- Staff welcomed change as a low performing unit

## Conclusions

- Establishment of a highly visible leadership team provides clear direction to staff
- Changing a unit culture is achievable resulting in improved safety outcomes

## References

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