Patient Care Services / Nursing

Budging Culture

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Budging Culture

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Objectives

- At the conclusion of the presentation, the learner will be able to:
  - Describe degrees of change within the OR and SPD environment
  - Modify systems to change behavior
  - Measure implemented methods to shift culture

Disclaimer

- Culture shifting is an ongoing journey
- You will find changing culture is a gradual change

What is Culture?

- Organizational culture is the collective behavior of humans that are part of an organization.

- It is formed by the organization values, visions, norms, working language, systems, it includes beliefs and habits.

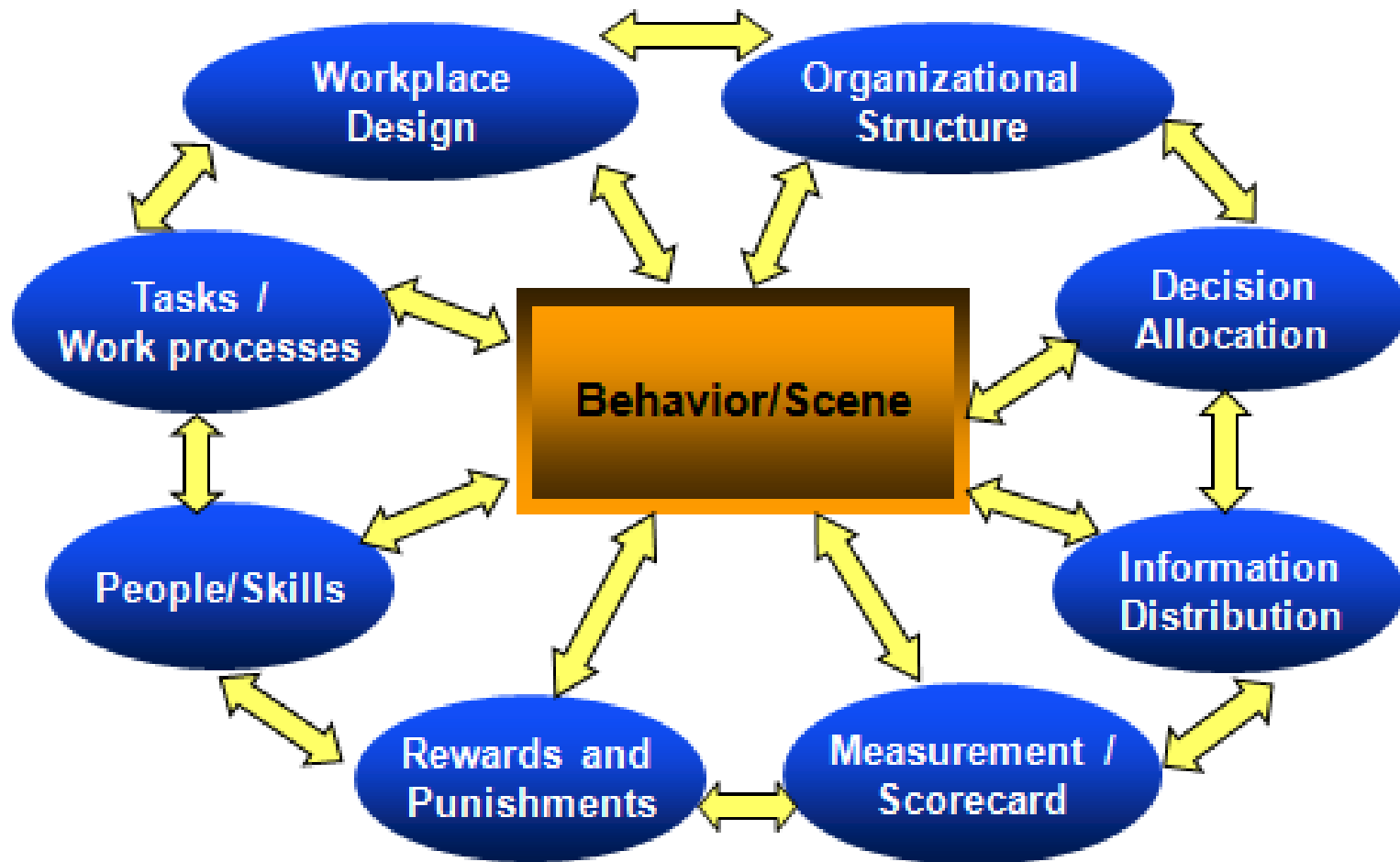- It includes patterns of accepted behavior.

OR Culture

- Teamwork

- Language

- Customs

- Personality

- Roles and hierarchy

SPD Culture

- Teamwork
- Production line mentality
- Location of department
- Lack of attention

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Work System Model

The Work System Model supports that changing fundamental work behavior requires modifying the system within which employees work. This is accomplished by altering influences of behavior/scene in combination.

Workplace Design: Arrangement of the physical & virtual work area

Organizational Structure: lines and boxes (org chart)

Decision Allocation: Who participates in what manner in which decisions

Information Distribution: Who gets to know what and when

Measurement/scorecard: What is tabulated, the scorecard

Rewards/Punishments: What the system truly recognizes, ignores, rewards and punishment

Task or Work Processes: Job content (processes, descriptions, protocols)

People/Skills : Orientation, history, culture, skills of organization members, education

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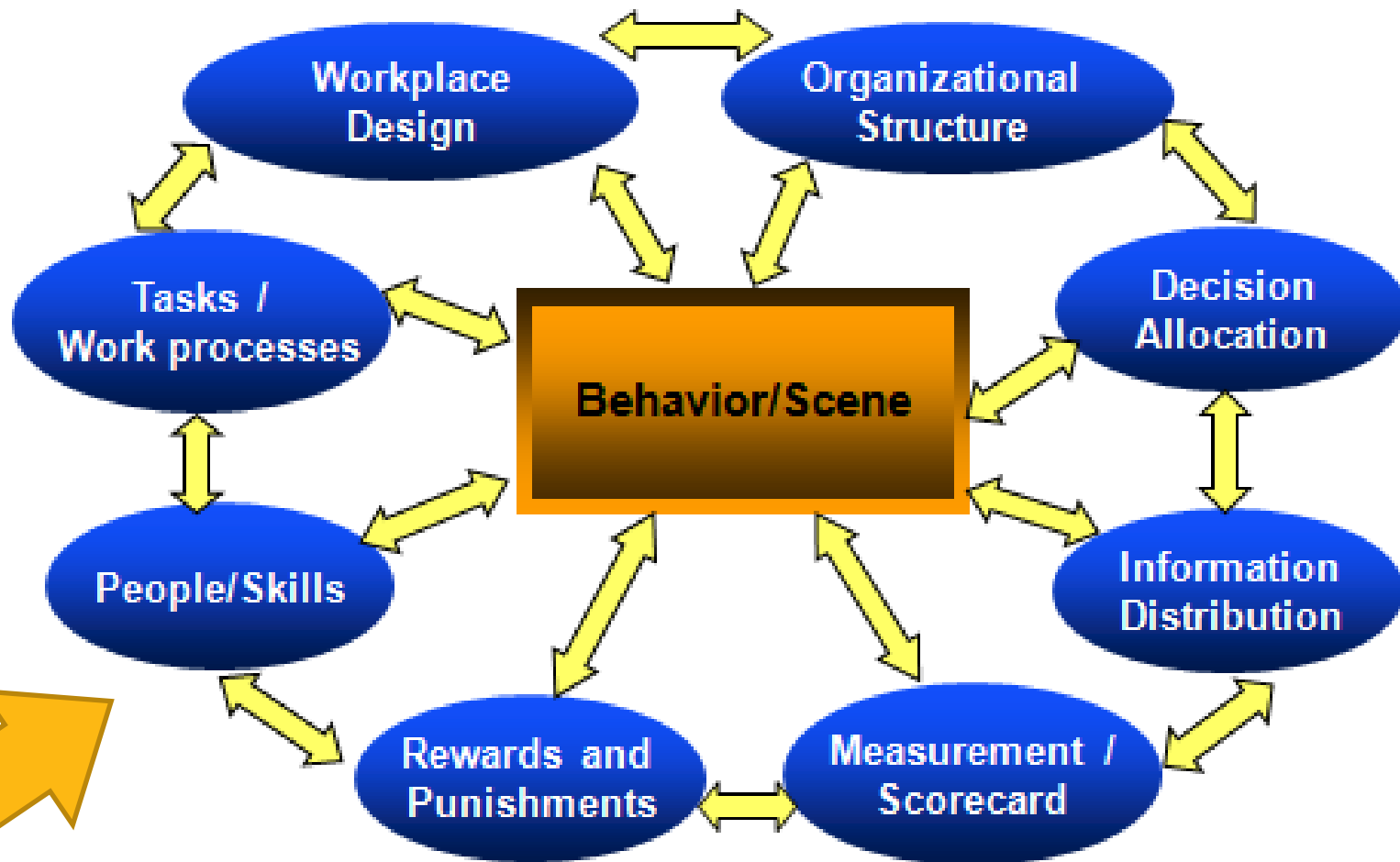
Barriers to Change

- Cognitive
- Limited Resources
- Motivation
- Politics

What is our story?

- In the OR
  - Start to build a culture of safety
  - Focus on the teamwork and communication
- In SPD
  - Create recognition surrounding the department
  - Support self-worth and promotion

OPERATING ROOM

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Periop Team Training

- Mandatory Course
- Joint interest for Departments of Surgery, Anesthesiology and Perioperative Services
- Held over 18 months across 2009-2011
- Use data to build the course
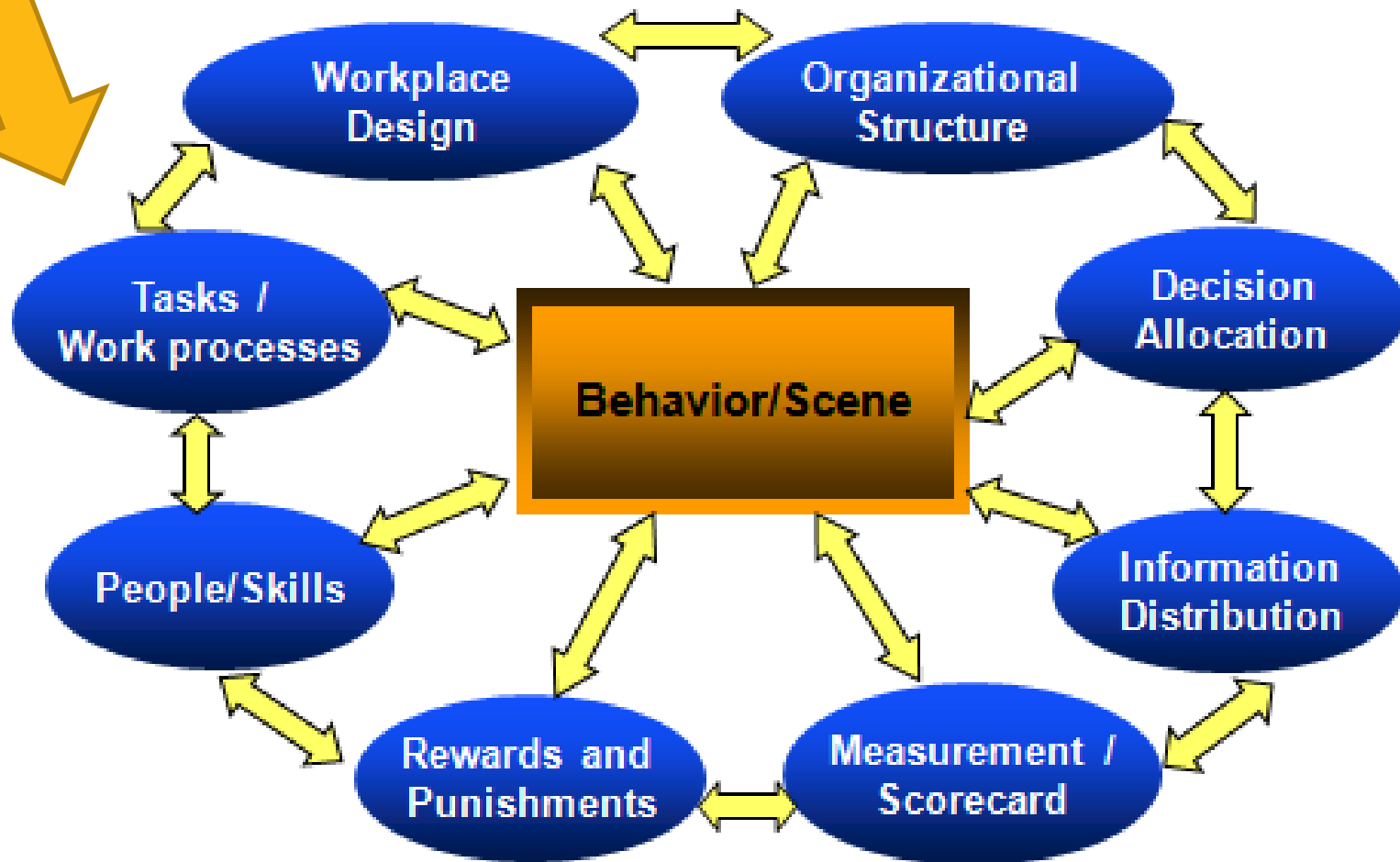
Course Outline

- Introduction/Background
- Crew Resource Management
- Team Communication

Retrospectively

- Talked about what is important for a culture of safety

- Failed to nail down the expectations for all involved

- Began the conversation

- Had people talking

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Workplace Design

Organizational Structure

Tasks / Work processes

Behavior/Scene

Decision Allocation

People/Skills

Information Distribution

Rewards and Punishments

Measurement / Scorecard

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Tasks/Work Process

- Surgical Technician certification
- Perioperative Technical Partner reorganization
- OR Efficiency
- Regulatory requirements

Surgical Technician Certification

- Altered job description
- Support through certification requirement
- Staff champions
- 100% certification across the network

Perioperative Technical Partner Reorganization

- One massive team divided into 3 based on work task
- Continual meetings leading up to change
- Implemented change
- Re-evaluation of change with continued actions (PDCA)

SPPI

- Not only a departmental culture shift – but organization wide

- Forces a change in thought pattern
  - Do more with less
  - Evaluate your processes to capture most efficient
  - Use tools to help the journey

Tools Helping Culture Shift

- Transparency
  - Visibility Boards
  - Daily Metric Board
- 6S
- Value Stream Mapping
- A3 thinking

OR Efficiency Work

- On Time First Case Start
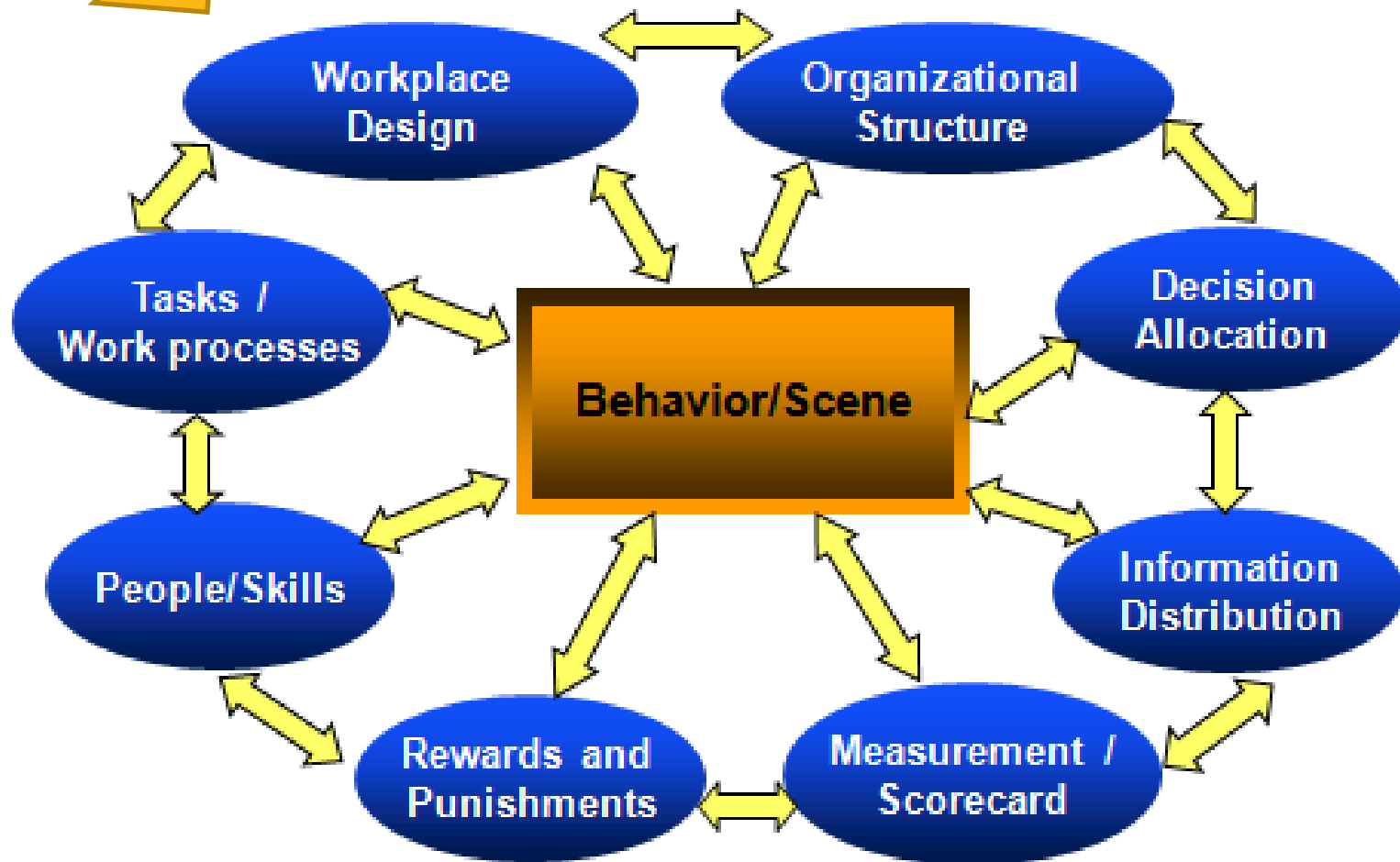- Turnover Time
- Immediate Use Sterilization

Regulatory Changes

- Joint Commission represents an ideological shift
- Pre-procedural assessment
- Time Out (regulations)
- Health Care Reform

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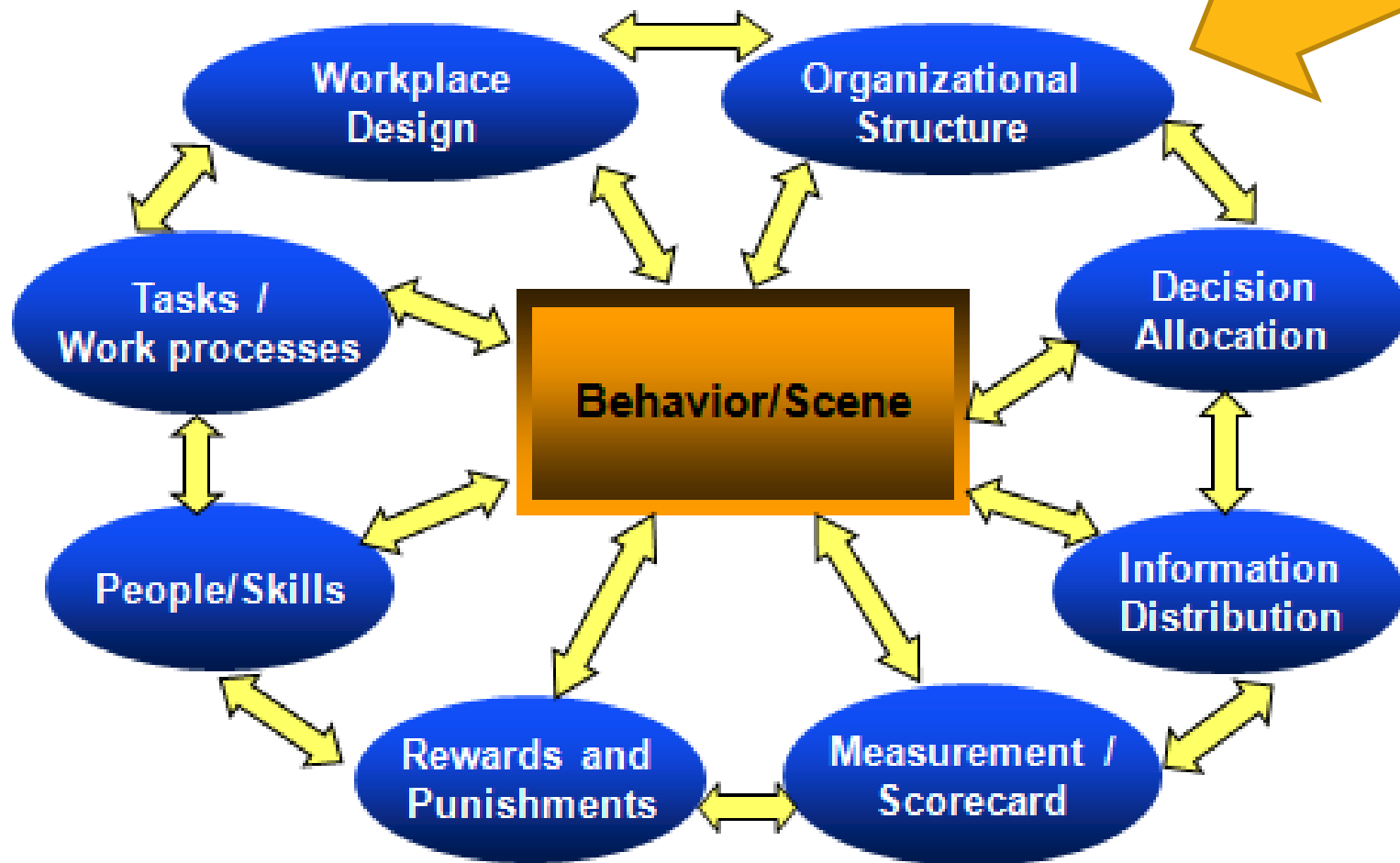

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Location, Location, Location

- Movement of a manager's office to increase visibility

Location of Supplies

- North Storage movement
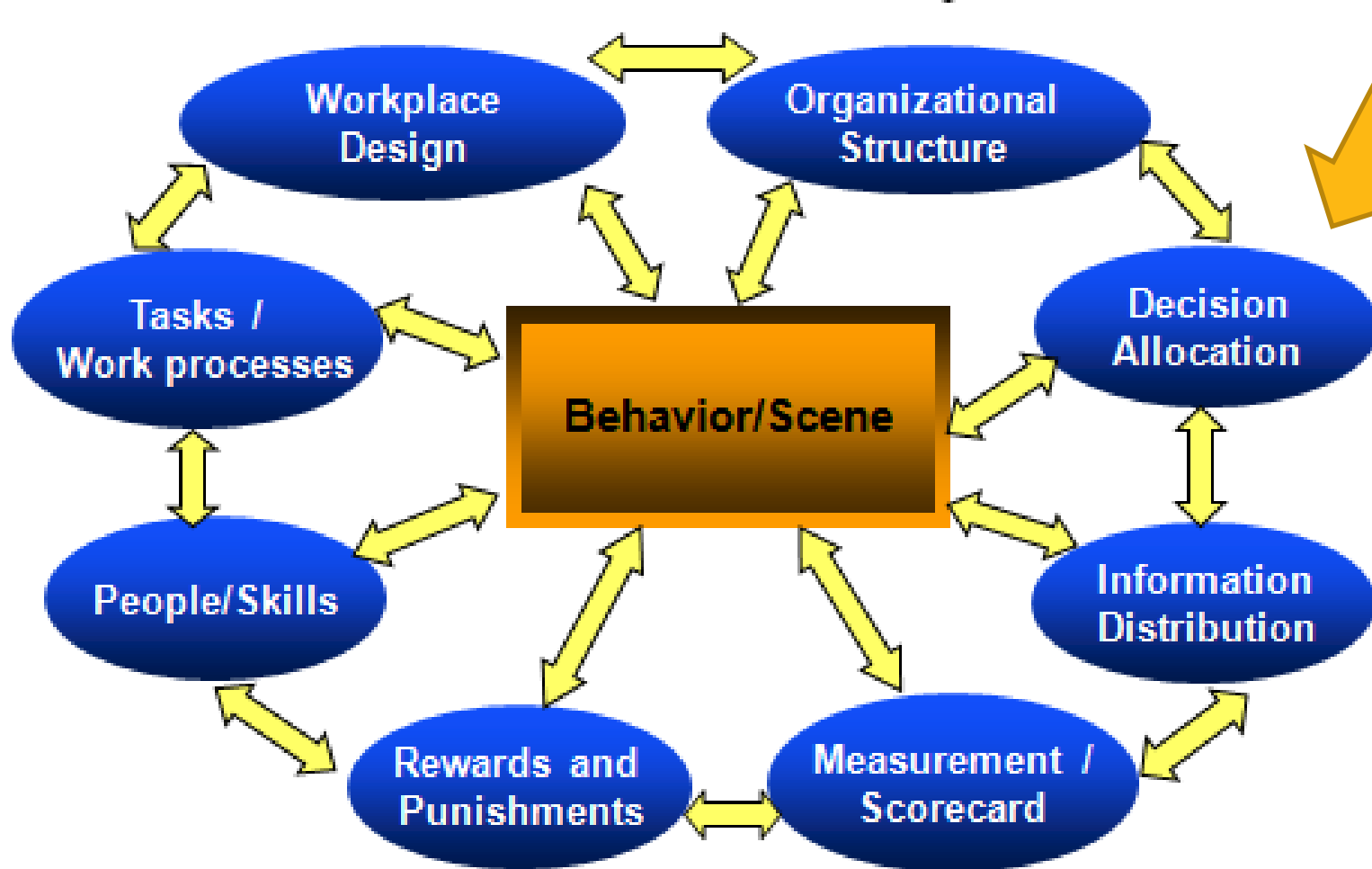- Move the supplies closer to the work

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Addition of Management

- Key organizational additions
  - Manager of Operative Services
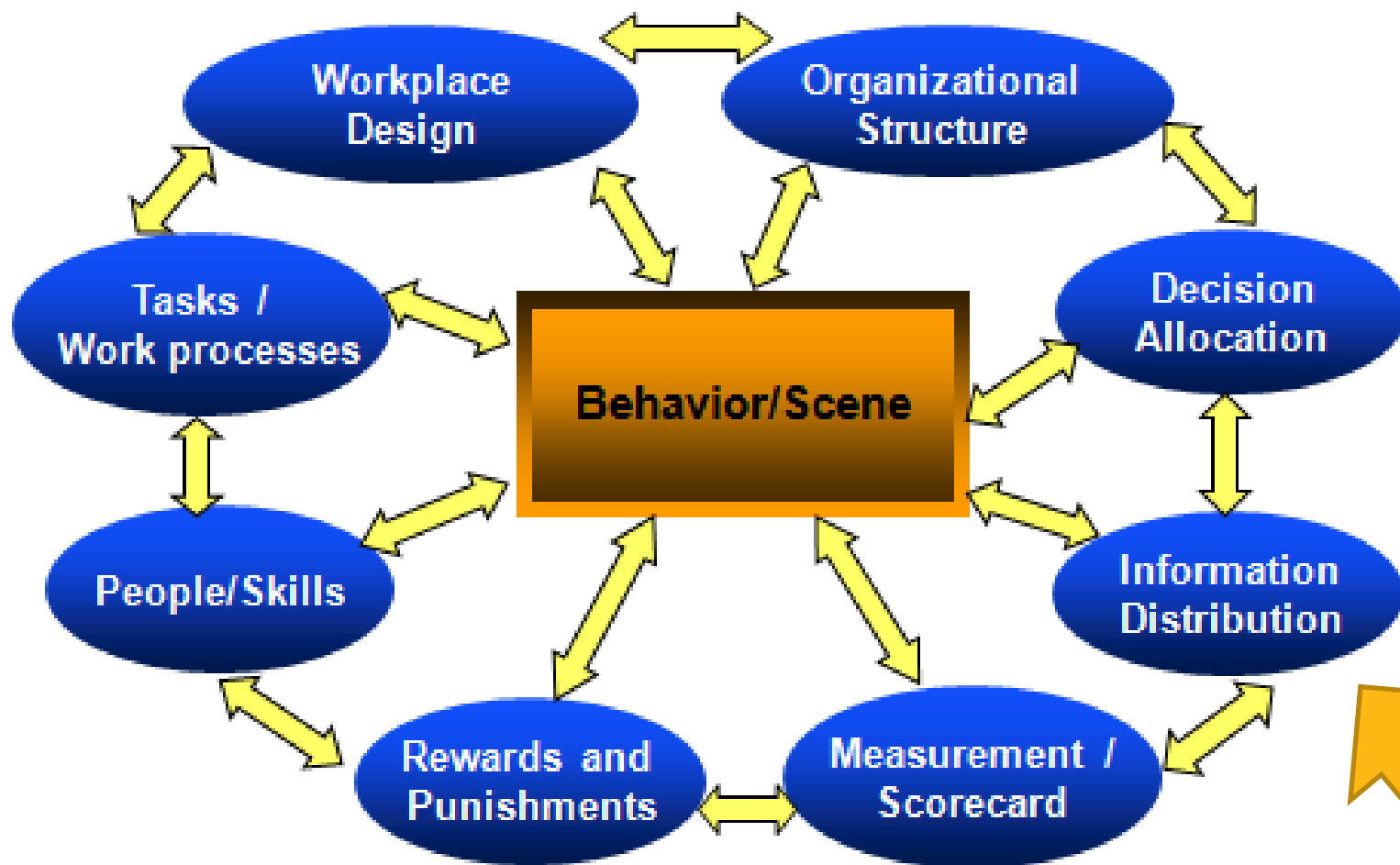 - Manager of Support Services

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Getting Staff Involved

- Employee Satisfaction Committee
- Process Mapping Exercises
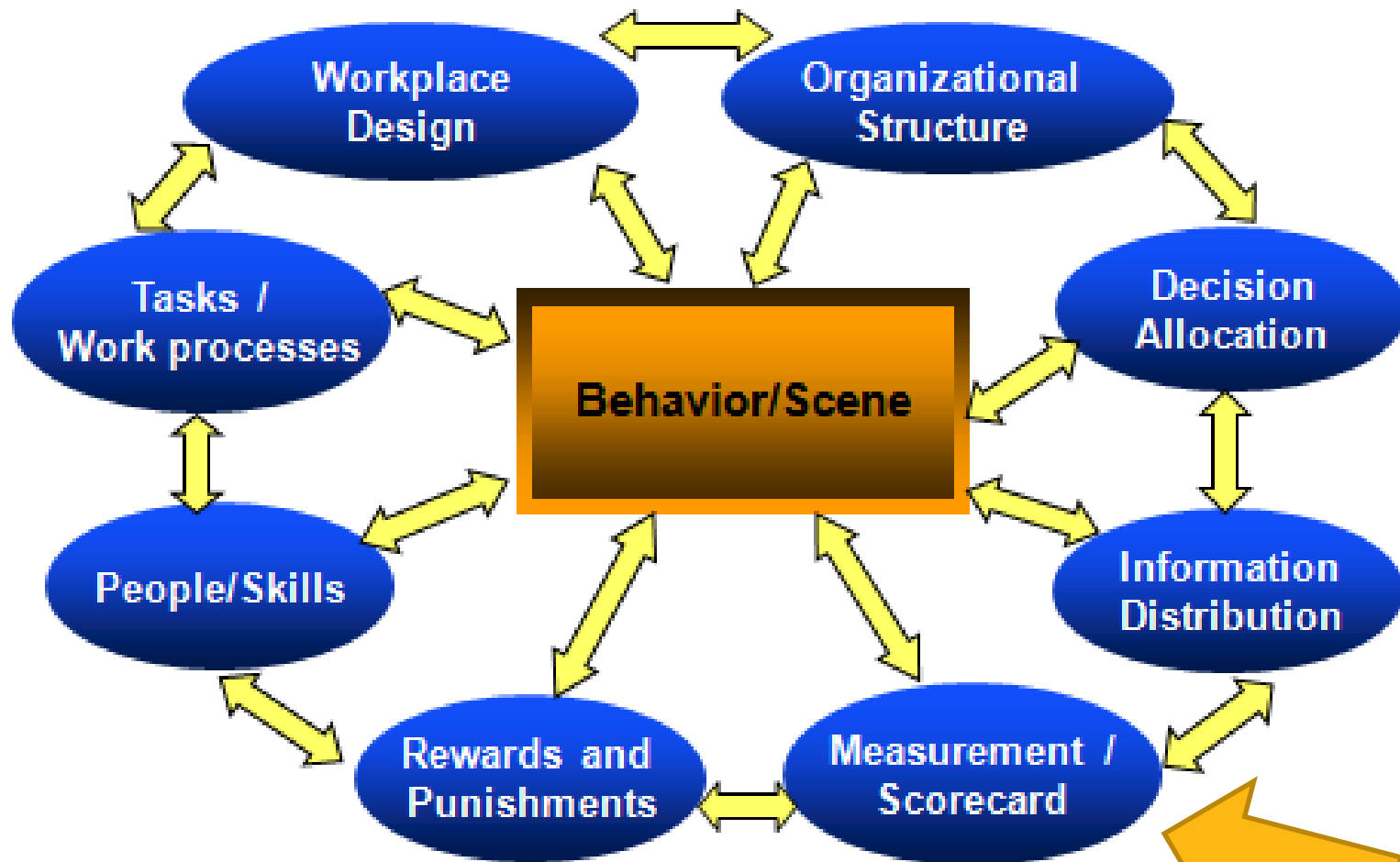
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Additional Communication

- Increased team meetings within weekly inservice schedule
- Daily Metric Boards
  - OR Efficiencies
- Visibility Walls
- Days of Safety

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Workplace Design

Organizational Structure

Tasks / Work processes

Decision Allocation

Behavior/Scene

People/Skills

Information Distribution

Rewards and Punishments

Measurement / Scorecard

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Data Collection and Report

- Daily Metric Boards

OPERATIONAL

Metric	Target	Yesterday	Today	Notes
Average Room Cleaning Time	6:35	6:14 MiN	6:14 MiN	Staffing 8 of 9 34/49 Rooms assist w/ T/over
First Case Flash Rate	3.91%	0%	0%	Procedures YTD = 1,828 % YTD = 3.44% IM uses YTD = 63 "OR" The best of the best!
On Time First Case Starts	89.6%	90.5%	95.2%	- ROOM 12 pt not ready in holding follow up 2 HR. 20/21

Service

Quality

Growth

OR VISIBILITY
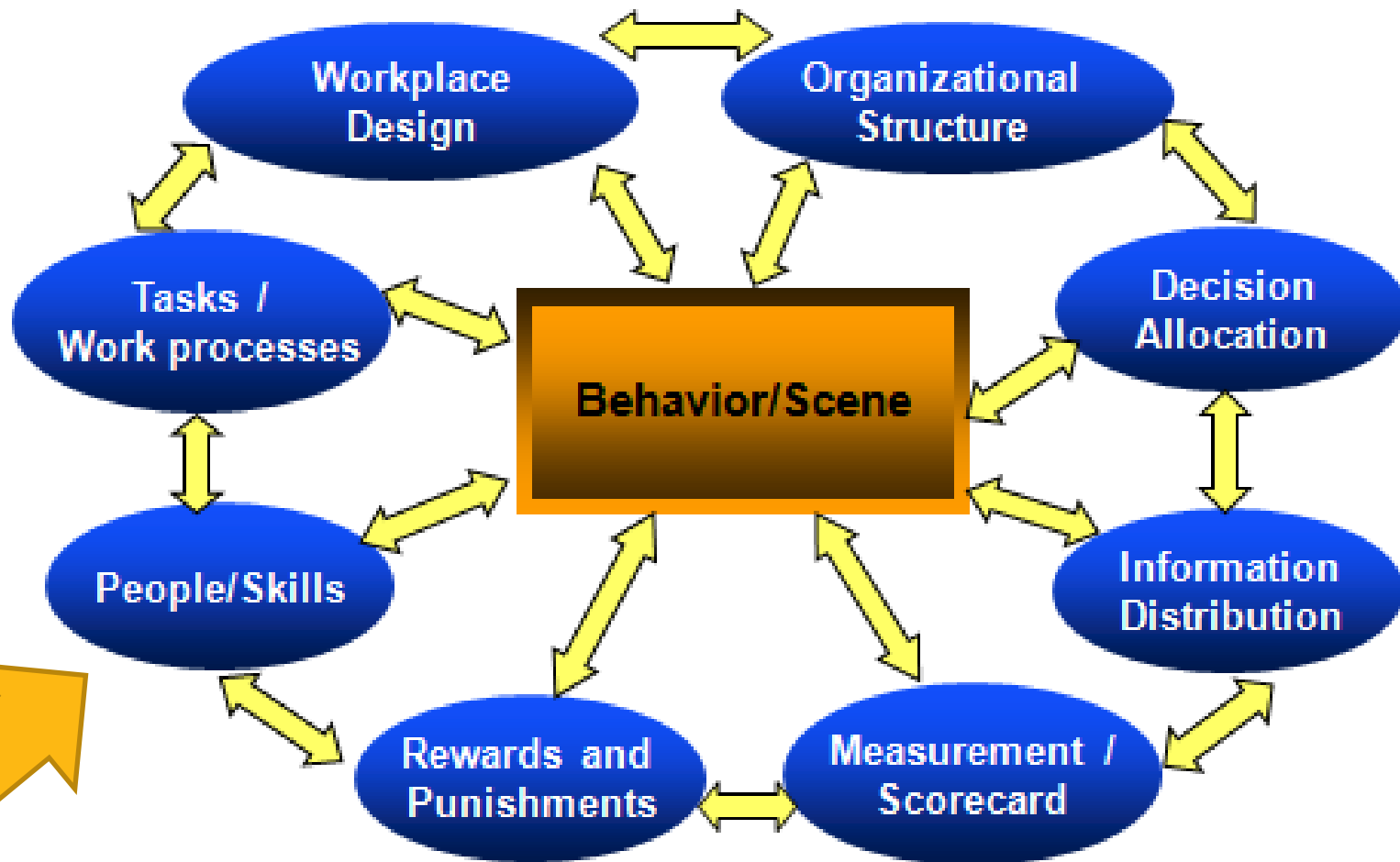
Shea's Work Systems
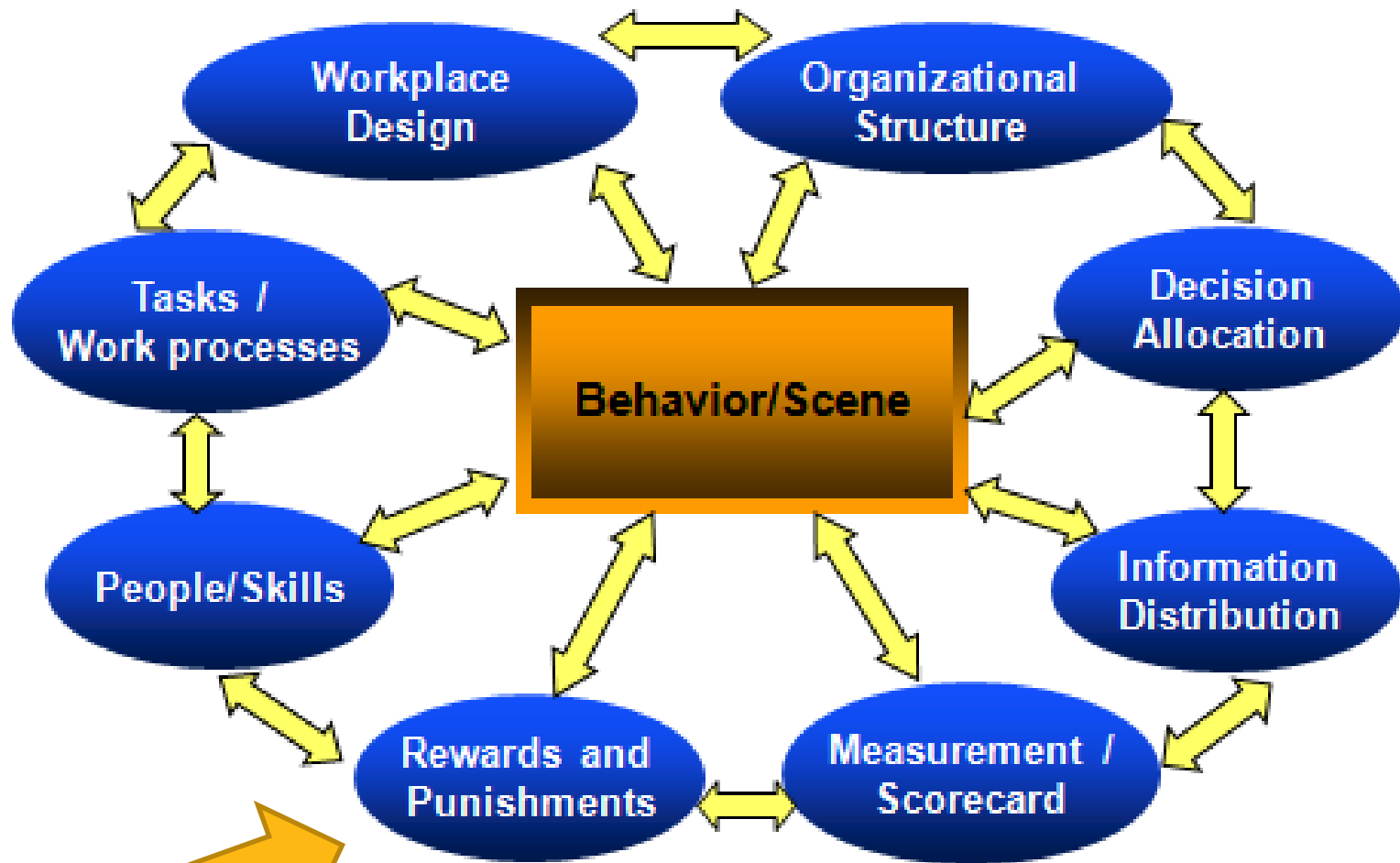
Recognitions

- Expectations on PRIDE behaviors
- Celebrations of our success
  - OTFCS carnival
  - Robotics success
- Kudos awards

STERILE PROCESSING

Shea's Work Systems

Workplace Design

Organizational Structure

Tasks / Work processes

Behavior/Scene

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People/Skills

Information Distribution

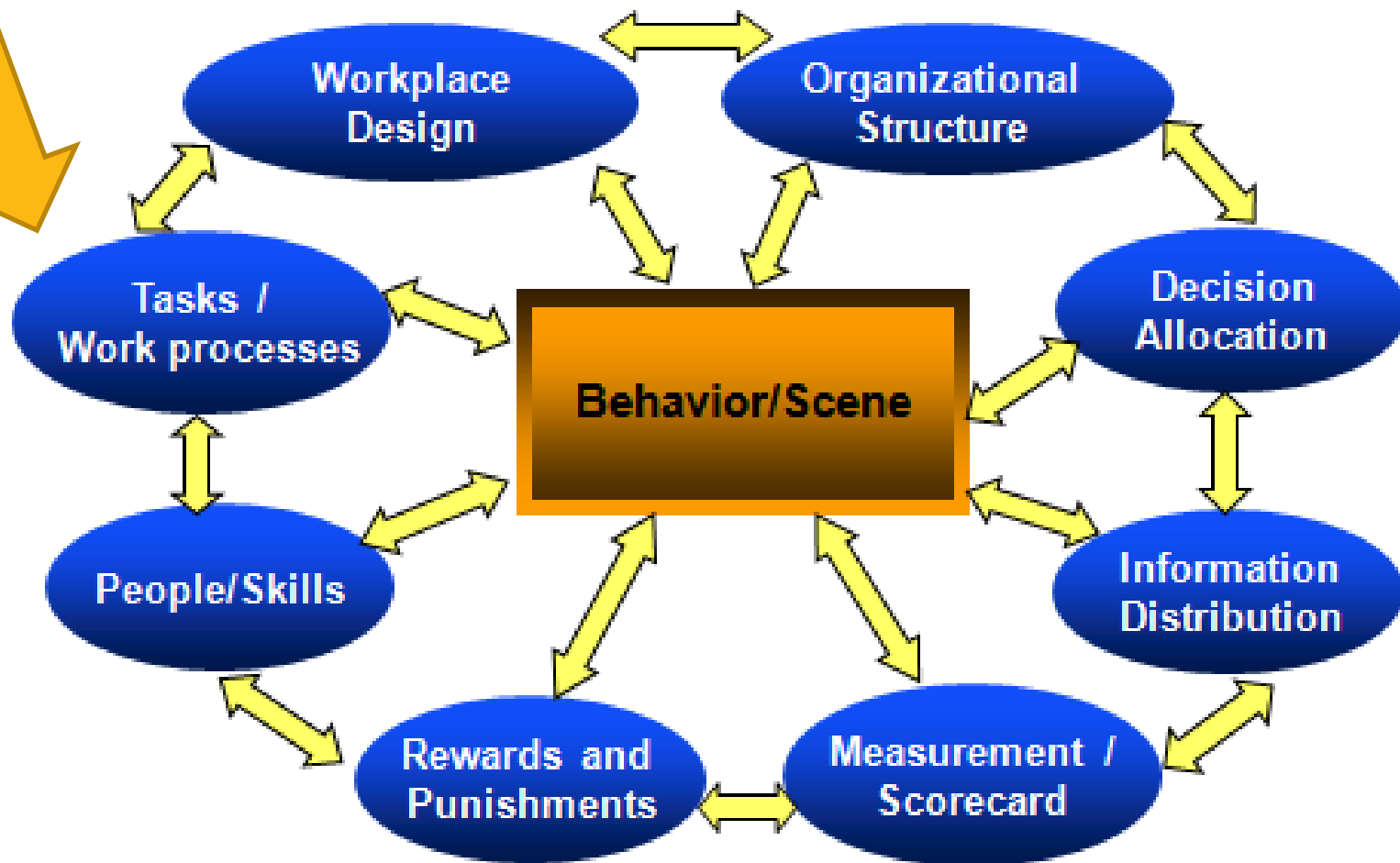Rewards and Punishments

Measurement / Scorecard

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People/Skills

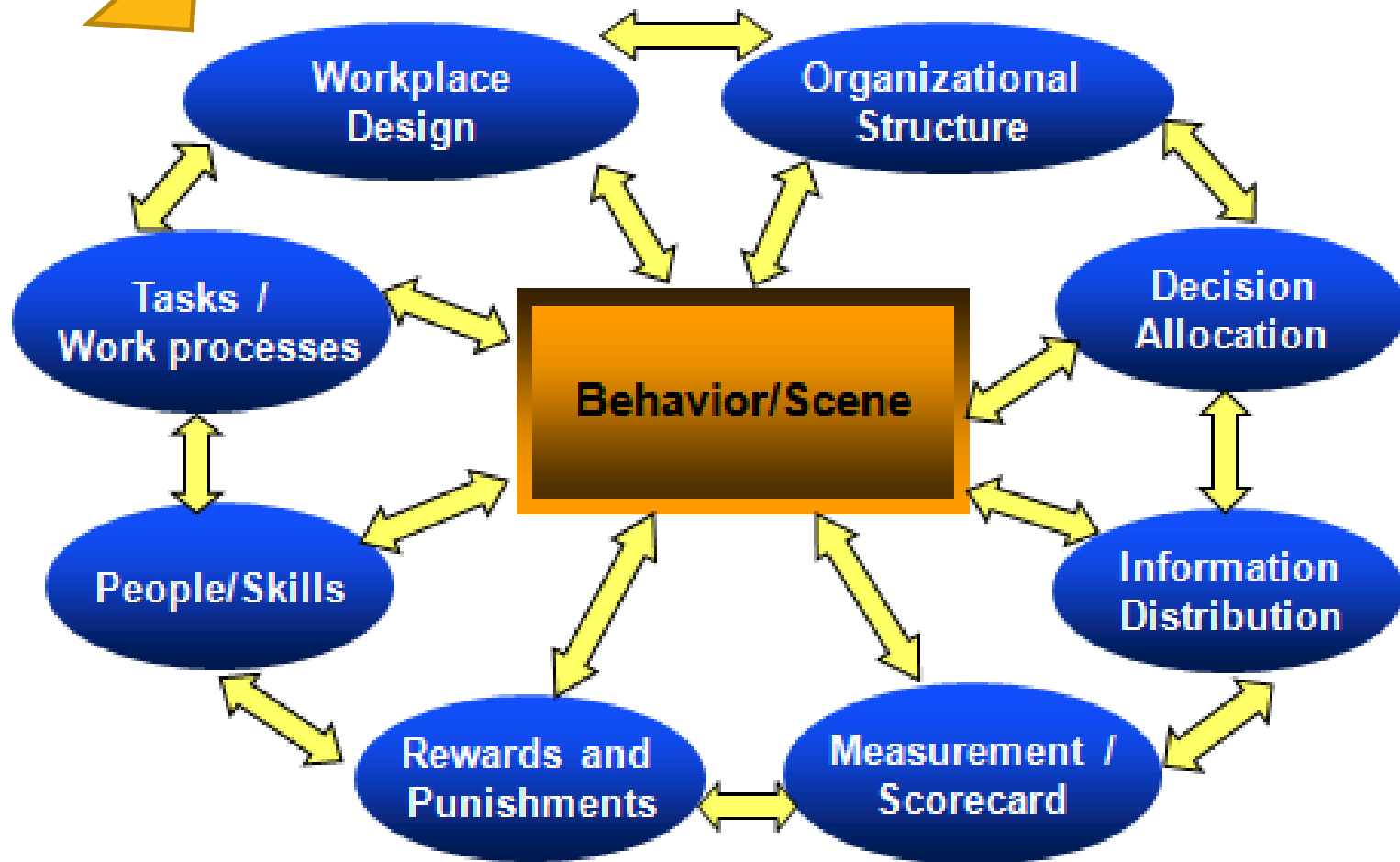- Organizational Development Work Sessions

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Tasks/Work Processes

- Reorganization of SP Techs and addition of Surgical Technologists
- Sterile Processing Technician Certification
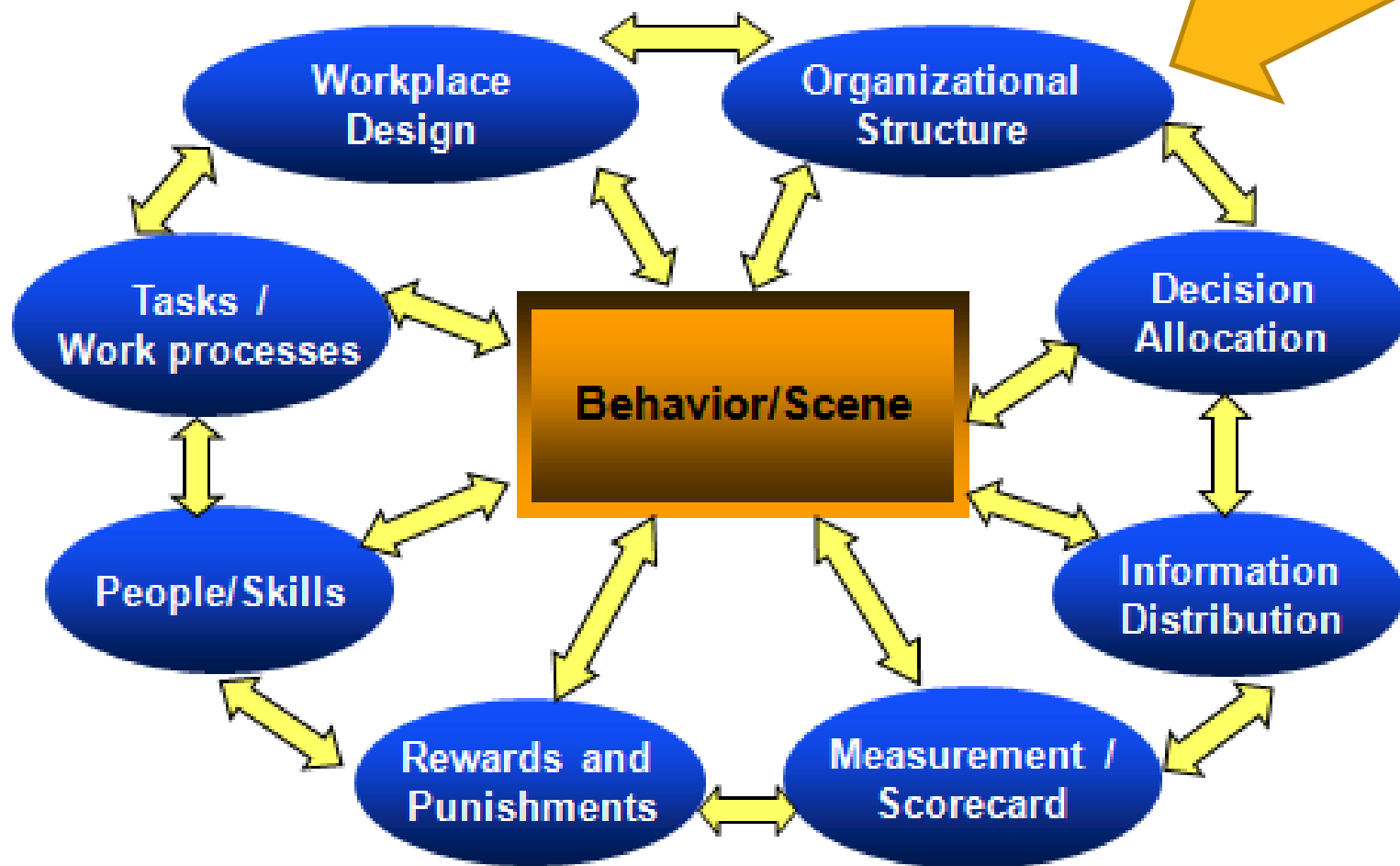- SPPI - Value Stream 2

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Construction

■ Construction Project
- SPPI was the catalyst
- Value Stream #2 – chosen based on approved construction for the department
- Form follows function

■ Major Changes
- Movement of dry goods and instruments
- New equipment
- New process flow

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Workplace Design

Organizational Structure

Tasks / Work processes

Behavior/Scene

Decision Allocation

People/Skills

Information Distribution

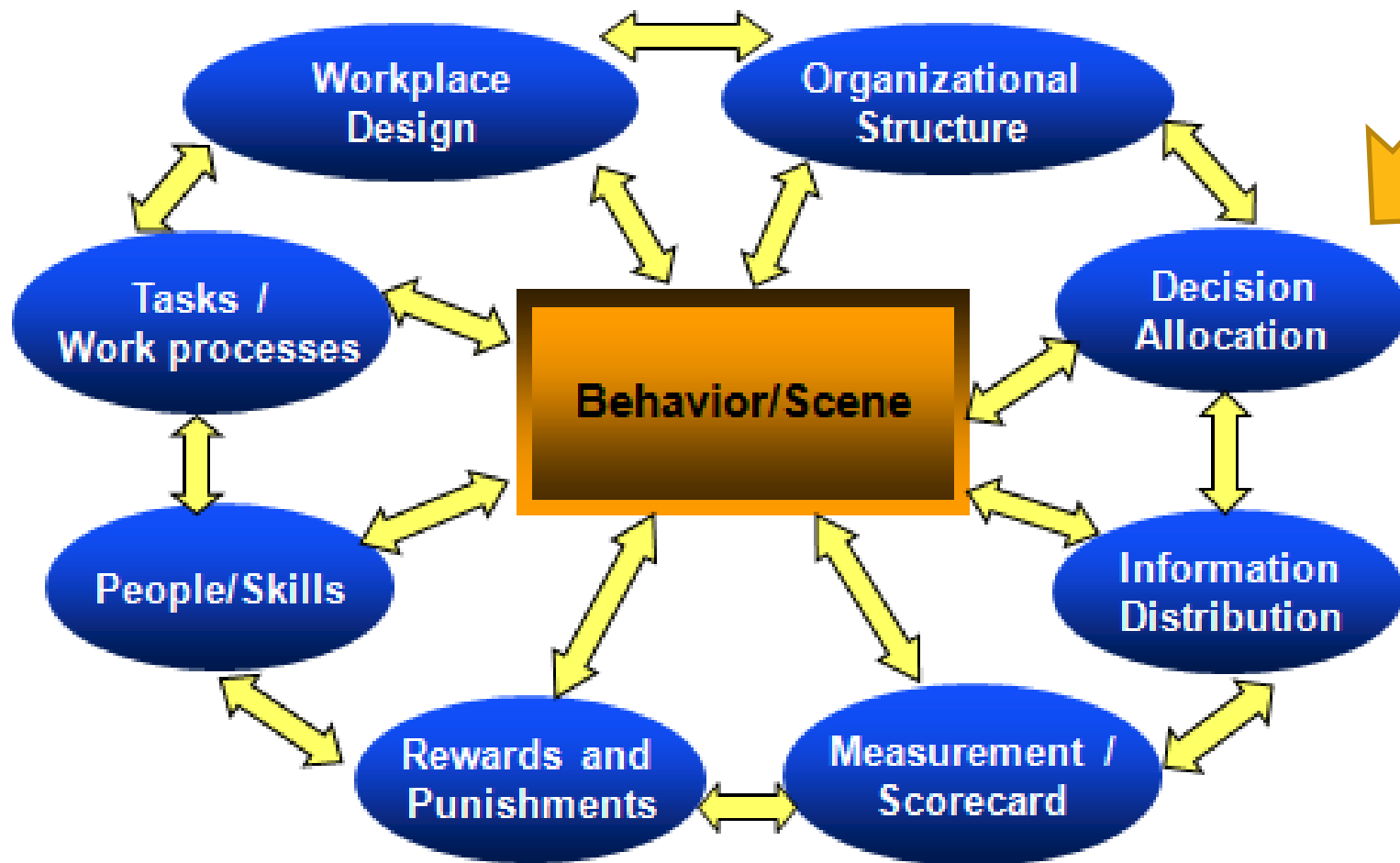Rewards and Punishments

Measurement / Scorecard

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Organizational Structure

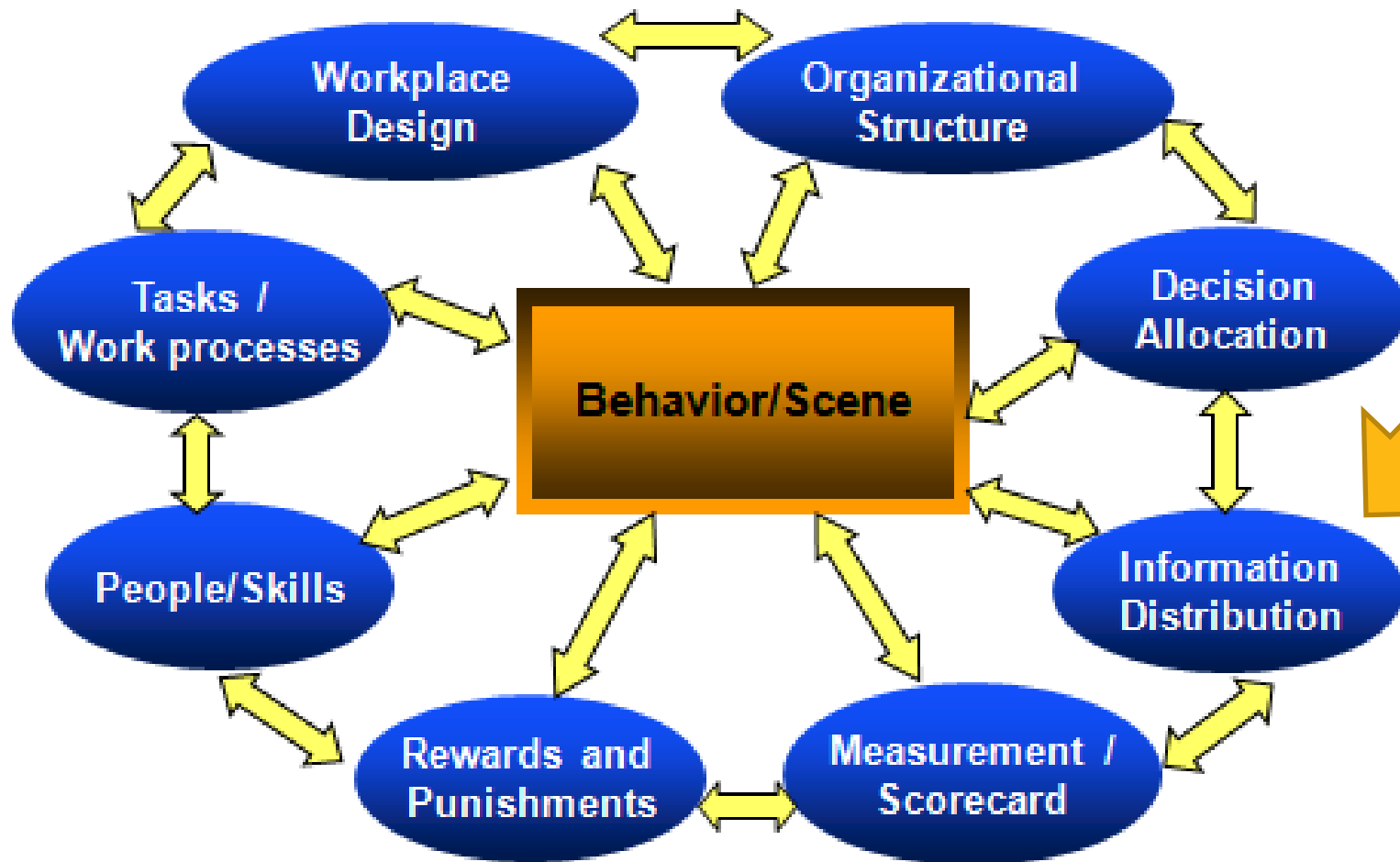- Managerial changes

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Decisions

- Process Mapping
- Construction Plans
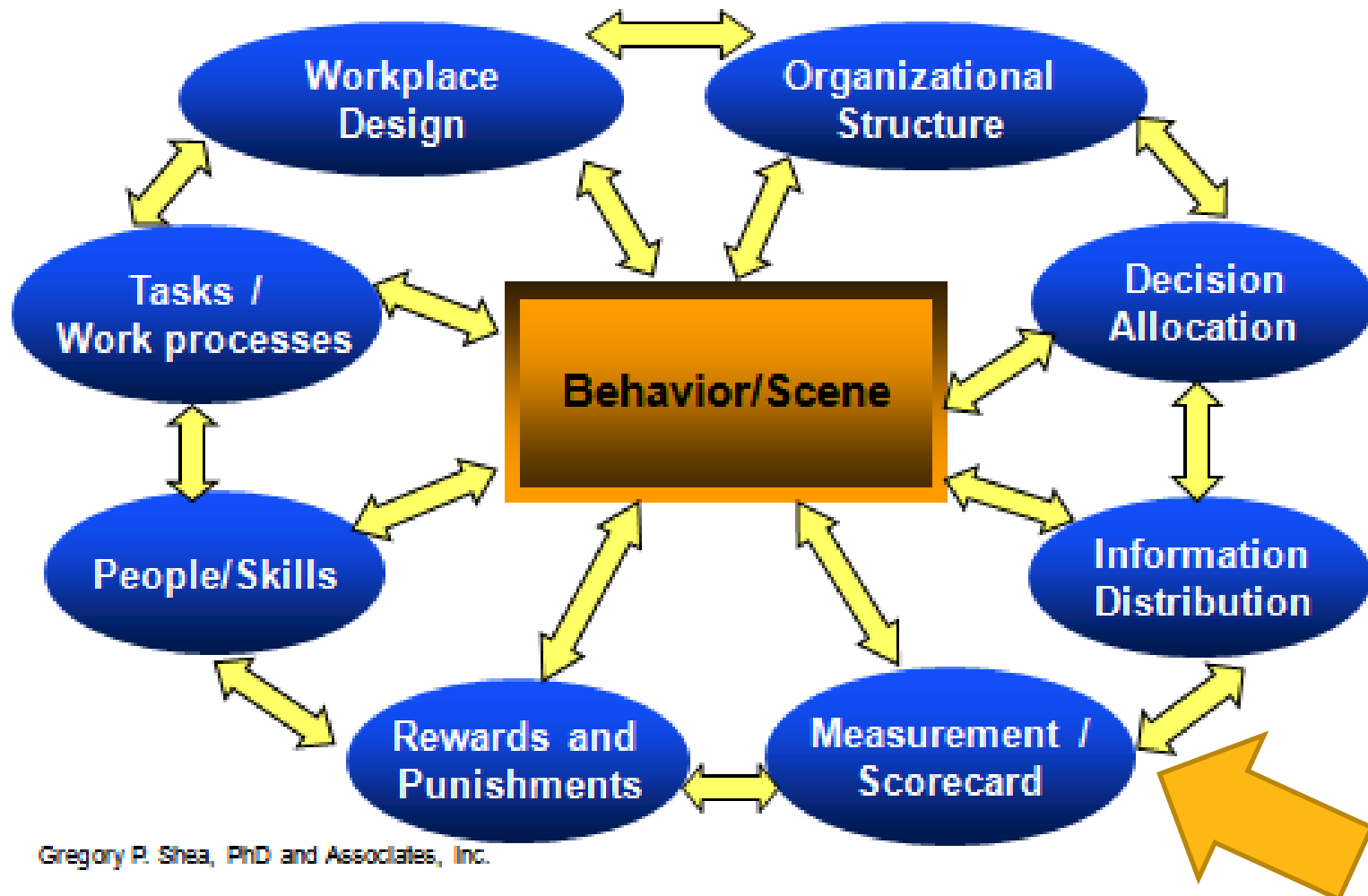- Organizational Development Meetings

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Who Gets To Know What

- Information is transparent
- Several visibility walls
- Daily Metric Board
- Increased staff meetings

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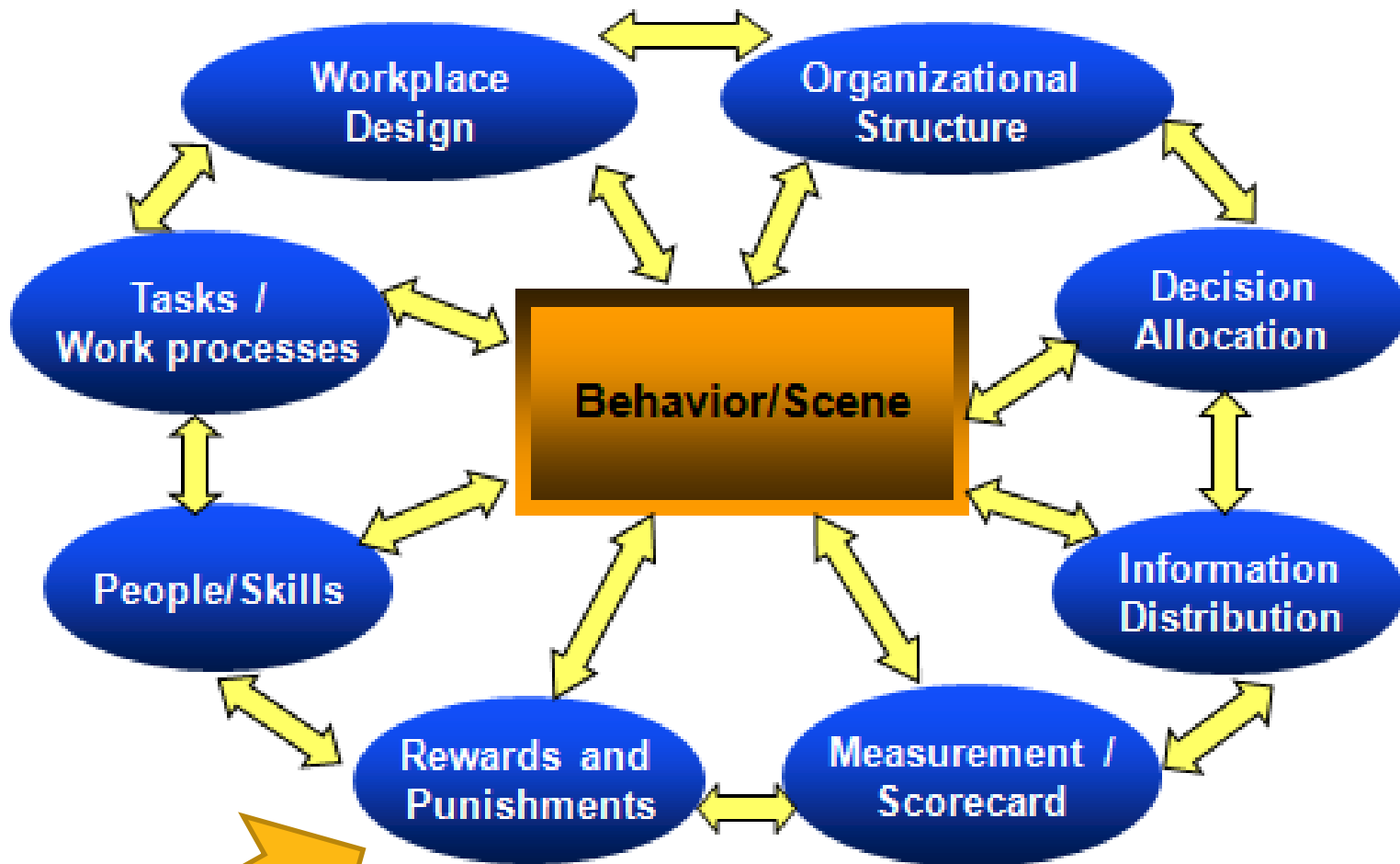
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Measurements

- Daily Metric Board
- Immediate Use Sterilization
- Incomplete trays

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Rewards

- Working towards revamping R&R
- Accountability within the department

So How Do You Do It?

- Win hearts and minds of those that will change – make them trust you

- Come with clear vision – hit more than this is what we have to do and why – hit the heart

- Experience harsh realities

- Focus on what uses limited resources but will help with large change

- ID stakeholders and be systematically responsive to them

- Draw on full capability of staff

- Put in place new systems and process that support the change/vision

- Reinforce by transparency

Leadership Expectations

- Ensure leadership buy in – this is a mistake to only look at front line

- Lead by example

- On going and never ending process

QUESTIONS