

Title of Abstract:

What Sparks Your Passion?... A Simple Question That Ignited NICU Teamwork

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Abstract Description:

Problem:

Our overall NICU QI engagement was minimal. From the team's perspective, "Quality Improvement was happening down the hall", a shared mental model among the team and across disciplines evaded us. We made various attempts to eliminate this chasm without success. This became the impetus for our QI project. We wanted QI to make sense, understanding that QI work takes a team approach.

Desired State:

1. All disciplines will engage in unit QI with increased understanding of process and a shared mental model.
2. We will have a higher functioning team founded on improved psychological safety and transparency

Aim: Improve overall team performance as evidenced by a 30% improvement in behavioral marker scores from 2.3 (fair) to 3.0 (good) by 12/31/17.

Methods:

A creative approach was taken to engage staff by designing a "Passion Board". We knew our team members had passions within their NICU practice. All NICU members could sign their name on a wall white board with "What Sparks Your Passion". The board filled with passions which trended into 4 "Passion" (Culture of Care) teams: Family Partnered Care/Primary Nursing, Golden Hour, Small Baby and NAS teams. Utilizing the 7 "C" of teamwork (Eduardo Salas) we

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assessed which processes had the greatest need for improvement: Cooperation, Cognition, Communication and Coaching.

Measurement:

1. Behavioral Markers score
2. AHRQ Teamwork Perceptions & Attitudes Questionnaire
3. NICU Associate Engagement Scores
4. Stoplight Tool for Interdisciplinary Rounds

Results: (Monitoring stage now)

1. Behavioral Marker scores of 2.3/2.6 for Interdisciplinary and Morning Walking rounds
3. Associate Engagement score 2015 to 2016 pending results

Discussion:

Our innovative approach to engagement through the development of Culture of Care Teams has been a large undertaking. Instead of the traditional approach of using data to identify process improvement opportunities, we asked staff what they were passionate about and created four Culture of Care teams. Change in team dynamics has already been demonstrated through increased participation during morning and interdisciplinary rounds. More telling is that 46% of our staff is participating in 1 of the 4 teams. Through our 4 Culture of Care teams we are addressing our CPQCC clinical measures. What we didn't anticipate was the amount of coaching needed to understand QI process due to past lack of engagement and participation. However this has been the spark that ignited teamwork.

This abstract describes our team journey and what can be accomplished with a shared mental model and the entire NICU team.

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