One Hospital, Six Doors, Sixty Wards: Our Journey to Cultural Alignment

Yvonne Willems Cavalli RN MSc CNO
Objectives

- Describe the Leadership vision and operational reality of a multi-site cultural transformation in Italian speaking Switzerland.

- Discuss the positive impact of cultural transformation, beyond staff satisfaction, patient satisfaction, and clinical safety.
Content

- One Hospital, Six Doors, Sixty Wards
- How and when our journey started and the development of our Concept of Care
- From Primary nursing to Relationship Based Care
- RBC and Cultural Alignment; how we try to maintain compassionate care in a world of speed up and economism
Switzerland - Ticino
The Ticino Multi-site Hospital (EOC)
Ente Ospedaliero Cantonale (EOC)

- 9 institutes in 6 locations
  - 3’900 employees (FTE)
  - 1’000 beds
  - 40’500 inpatients per year
  - 332’000 days of patient care
  - 280’000 outpatients per year
  - CHF 550 million of annual costs (1CH≈1 US dollar)
  - 7.29 days of hospitalization on average (acute hospitals)

- One hospital, one philosophy of care
Our journey to cultural alignment started in 2004:

- Appointment as CNO
- Not a Board member of the Board of directors
- No cultural alignment
- «Silos» thinking
- No knowledge about the nursing care 8/9 Institutions
My vision

In EOC every nurse is motivated and works in a positive environment, where she/he can give the best possible and compassionate care to every patient.

My values and vision as a leader are based on my experiences and on the concepts of transformational and caring leadership.
EOC Leaders should

- Be visible and accessible
- See the organisation through the eyes of a nurse and of the patient
- Take care of the care providers
- Have an attitude which expresses support and acknowledgement
- Be present emotionally
“Theory without practice is empty and practice without theory is blind”

Immanuel Kant (1724-1804)
One hospital, six doors, sixty wards: our journey to cultural alignment

- Necessity of a concept of care
- Necessity of a board of nursing directors
Relationship-Based Care

Model the Way

Learn by doing and reflection

Begin where you are

Model the way

Create awareness

Go with the energy

Inspire a shared vision

Lean with purpose

Transformational Leadership

(Koloroutis, 1998)
Background

- Results of nurse satisfaction survey 2004
- Results of patient satisfaction Picker 2002
- Analysis of nursing care EOC
- National and international development of nursing care
- Political and economical situation

Concept of care EOC
Concept of care: from theory to practice

- **Top - down**
  - Active roles

- **Bottom - up**
  - Everybody is involved

- **Sharing**
  - Values
  - Vision of care

- **Accomplishment**
  - Evaluation
  - Adjustment

Our way to Cultural Alignment
Concept of care EOC

- Organisational model of Primary Nursing
- Clinical Nurse Specialist
- Patient documentation
- Nurse Secretaries
- Allocation of duties between Nursing Services and House Keeping Services
Project management

Phase 1: Analysis
- Literature search
- Discussions PN
- Support activities

Phase 2: Prerequisites
- Infrastructure

Phase 3: Sharing and preparing
- Hospitals
- Wards
- Colleagues
- Choice of pilot ward
- Education

Phase 4: Test
- Implementation
- Accompanying Education

Phase 5: Evaluation
- Measurement

Phase 6: Development
- Introduction of PN in all wards EOC
- Education accompanying
- Evaluation of implementation PN

In every single hospital:
- Local project leader
- Strong support of local Nursing Director
- Hospital Steering committee
- Hospital working group
- Unit Practice Council

«the light went on green!»
First milestone!

2007

Implementation of PN in three wards
Difficulties with:
- Nurses
- Physicians
- Administrators
- Trade union
New roles: ward secretary
“Huddle Board”
... preparing patient rounds in another way ...
Happy to start! 😊
On our way to cultural alignment...

2008 Second milestone

Member of the General Board of Directors
Board of nursing directors

sharing and decision making together

Leadership Practicum of RBC in Champaign Illinois

from PN to RBC
Relationship-Based Care Leader Practicum
by Creative Health Care Management
2008 Leadership Practicum of RBC in Champaign

1) it was very cold...

2) PN implementation in line

3) Not implementing all dimensions of RBC

4) Mary Koloroutis and Leah Kinnaird
- «model the way»
- Concept of RBC of CHCM
- Formel $I_1 \ I_2 \ E_1 \ E_2$
The six dimensions of RBC

LEO at EOC

First course in **March 2009**

Until now **19 courses** have been carried out

400 EOC Leaders participated

In **January 2017** our „new“ General Board of Directors did the LEO and the one-day follow-up course

**Two differences to LEO USA:**

- **Follow up** course of one day after 6 months
- **Three** facilitators
Train the trainer 2015
E₂ Results 2007-2016

Model of care PN/CBR introduced in 59 wards

- in 7 sites
- 52 Clinical Nurse Specialists
- 47 Nursing secretaries
E\textsubscript{1} Educazione

- Concept of care and principles of PN/RBC (1600)
- Communication and clinical case discussions (1100)
- LEO (400)
- RSC from January 2017 (43)
Audit T12 of 34 wards between 2007-2012:

- 1807 Questionnaires distributed
- 1010 Answers (56%)

- 90% of patients very satisfied of the quality of nursing care
- They perceive continuity
- They receive exhaustive information
- > 80% have a primary nurse assigned
E₂ Nurses

Audit T12 of 34 wards between 2007-2012:

- 704 Questionnaires distributed
- 511 Answers (72%)

- > 90% is satisfied or very satisfied with the Primary Nursing model

- 80% of the nurses assume the responsibility for the caring process of their patients from admission to discharge
Committee of shared clinical governance

From 2012, meets 5 times a year

Members:

- Representatives of the centre of nursing development
- Clinical experts of various sites
- Representatives of quality, education, research and hygiene services
Lessons learned

What makes a hospital great?

It’s not having the newest patient rooms...
Or the latest diagnostic and surgical equipment...
Or the most advanced information technology...

What makes a hospital great is its human dimension
Lessons learned

The Caring model of Dingelman (Take5)

Re-Igniting the spirit of caring
Cure Basate sulla Relazione
Un modello per trasformare la pratica clinica

Edizione italiana a cura di
Yvonne Willems Cavalli

Casa Editrice Ambrosiana
Primary Nursing
Un modello applicato

Questo testo descrive l'esperienza di implementazione del modello organizzativo infermieristico del Primary Nursing presso l'Ente Ospedaliero Cantonale, presente trasversalmente in otto siti ospedalieri distribuiti in tutto il Canton Ticino (Svizzera).

L'intento delle Autrici è mettere a disposizione di chi vuole implementare il modello organizzativo assistenziale del Primary Nursing la propria esperienza e la documentazione prodotta/elaborata nel corso del progetto.

Il libro è diviso in quattro capitoli. Il primo descrive la situazione precedente alla riorganizzazione e le motivazioni alla base del cambiamento organizzativo mentre il secondo presenta il manuale utilizzato per la gestione del piano strategico e del cambiamento. Il terzo capitolo, vero "cuore" di questa pubblicazione, è il manuale operativo del Primary Nursing che contiene tutte le schede operative sviluppate dal Gruppo denominato Concetto di Cure EOC che potranno sicuramente essere d'aiuto ad altre realtà impegnate nell'implementazione di questo modello organizzativo innovativo. Il quarto capitolo, infine, descrive la valutazione dell'implementazione e i risultati ottenuti presso i reparti di cura, e contiene alcune considerazioni conclusive, in particolare riguardo al cambiamento culturale.
Where are we today?
From project to process

- Consolidation of the organisational changes
- Interiorization of the cultural change
- Increased responsibility and accountability
Interprofessional collaboration the real challenge!

«Do you work in a team? Show me your scars» Dr. E. Bruera, 2013

Collaboration is the key!
Relationship is more important than ever in today’s reality
Thank you for your attention

Yvonne.willems@eoc.ch