



Alfred I. duPont
Hospital for Children

Expert Nursing Leadership Communication through Daily Huddles



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Disclosure

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Presenter Disclosure Information

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- Expert Nursing Leadership Communication through Daily Huddles
- Financial Disclosure: None
- Unlabeled/Unapproved Uses Disclosure: None

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Purpose

- The purpose of this presentation is to describe the structures and processes used to create the daily nursing leadership huddle and the outcomes achieved by the communication structure.

Learning Objectives

- Describe the purpose of the daily nursing leadership huddle
- Discuss how to overcome obstacles to conducting daily nursing leadership huddles
- Identify outcomes that can be achieved through using daily nursing leadership huddles as a communication strategy.

Nemours / Alfred I. duPont Hospital for Children (N/AIDHC)



Alfred I. duPont
Hospital for Children



Opening October 2014



N/AIDHC

- **What began in 1940 as a pediatric orthopedic institute is now a world-renowned full-service children's hospital**
 - Designated Magnet in November 2012
 - Advanced inpatient and outpatient pediatric care in more than 30 specialties
 - Delaware's only Pediatric Trauma Center
 - Intensive and acute pediatric care in a family-centered, kid-friendly environment
 - Pediatric research that helps advance breakthroughs and cures

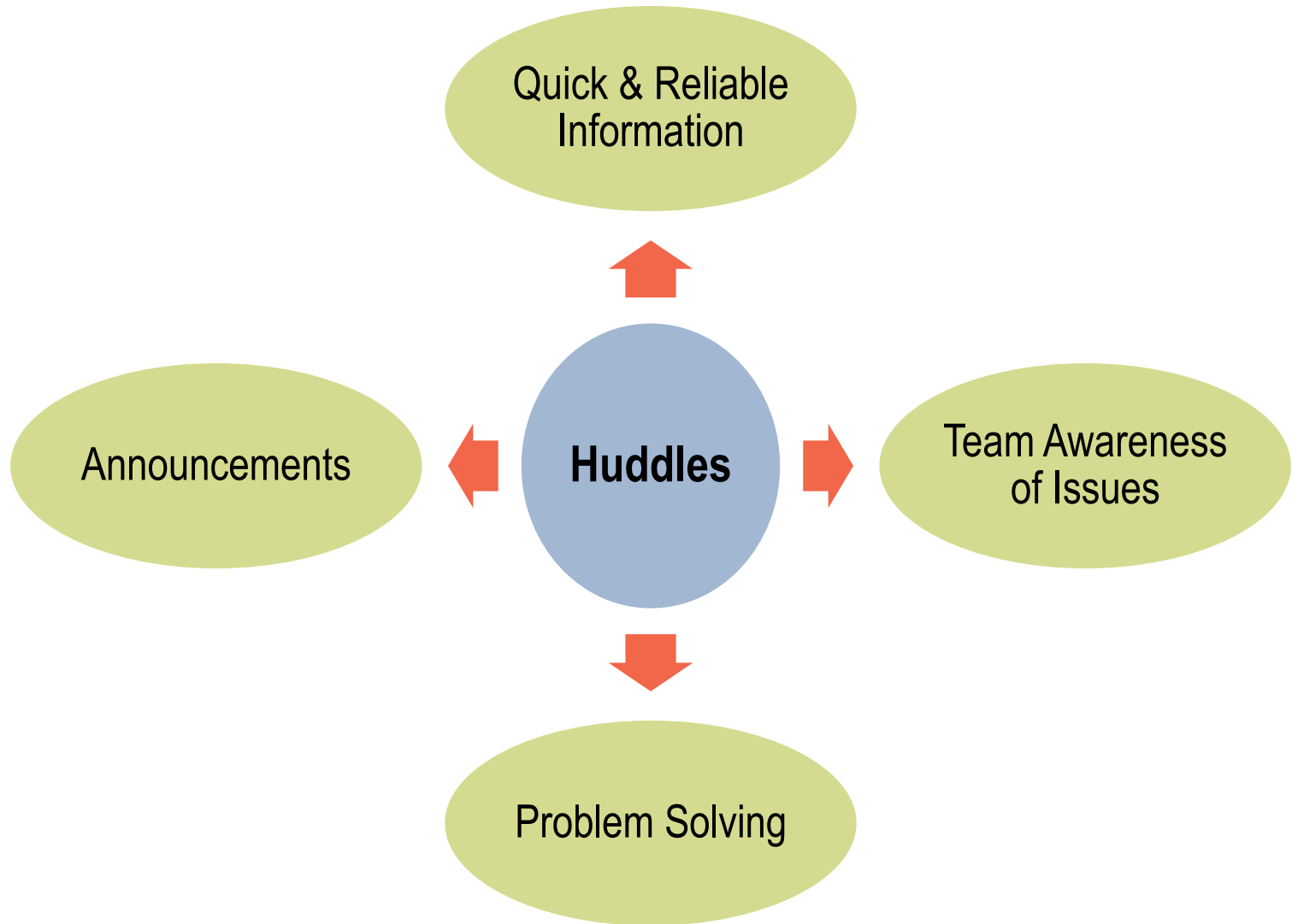
N/AIDHC

- Nemours offers intensive and acute inpatient and outpatient services in more than 30 disciplines
- Internationally recognized programs in blood and bone marrow transplantation, cancer, cardiology and cardiac surgery, neurosurgery, orthopedics and solid organ transplantation
- Level I Pediatric Trauma Center and Emergency Department, plus Fast Track Urgent Care
- Employs approximately 1000 Professional Registered Nurses
- Caregivers practice a team approach supported by the use of a sophisticated electronic medical record (EMR)
- Academically affiliated with University of Delaware and Thomas Jefferson University

Why Huddles / Purpose

- The purpose of the Daily Leadership huddles is to ensure that clear effective communication related to operations and patient care happens in a timely and efficient way.

Why Huddles



Getting Started

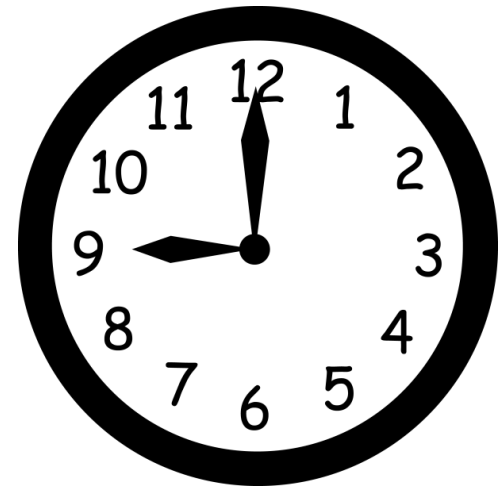


Attendance

- CNE
- Nurse Managers/Assistant Nurse Managers
- Nursing Directors
- Staffing Office

Structure

- Same time/same place every day
- 15 minutes
- Action items are followed up on until resolved



Overcoming Barriers

- Attendance
- Data
- Follow-up

Unit	Census	Pending Admits	Pending D/C's	MISC/ Isolation Beds
2A	17	1	4	(2) 1:1 Sitter
3A	7			
3CN	11	7	2	
3CS	15	4	3	
3E	18		3	1:1 Sitter
3F	16	1	4	
NICU	11			
PICU	19		2	(2) 1:1 RN; (1) RN 2:1
CICU	6			2:1 Sitter
2B	11			
1A OBS	1			
1A HOLD	0			
PACU HOLD				
Total	132	13	18	
DayMed	32			
HemOnc	34			
OR	37	9		

Outcomes

- Reduced scheduling and meeting time
- Increased teamwork and collaboration
- Decreased “silo thinking”
- Increased visibility of and interaction with nurse leaders



The Huddle Expands to Support Organizational Strategy

Nemours True North

“Help me receive exactly the care I need and want, how and when I need and want it.”



NEMOURS TRUE NORTH METRICS

CHILD & FAMILY EXPERIENCE

Quality & Safety

Error-Free; Perfect Care

Delivery

No Delays

Cost

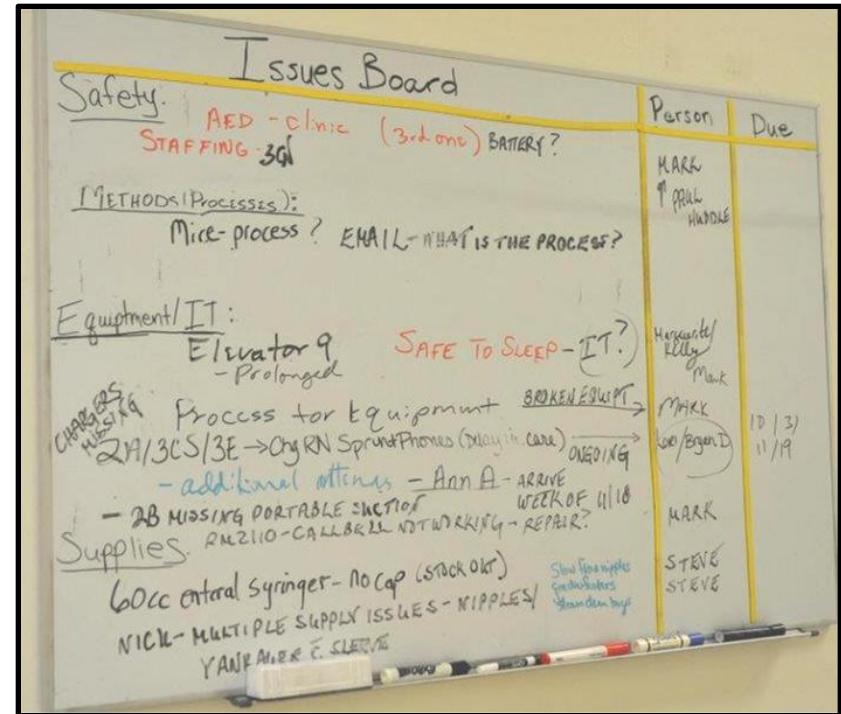
Achieve Greatest Value at Lowest Cost

People

100% Engagement

Lean Healthcare Management

- Daily morning huddles ensure readiness and plan for the day
- Resolve issues “real time”
- Issues immediately escalated to team leader
- Transparency related to daily operations



Cascading Huddles

11:30 am
Hospital Leadership Huddle



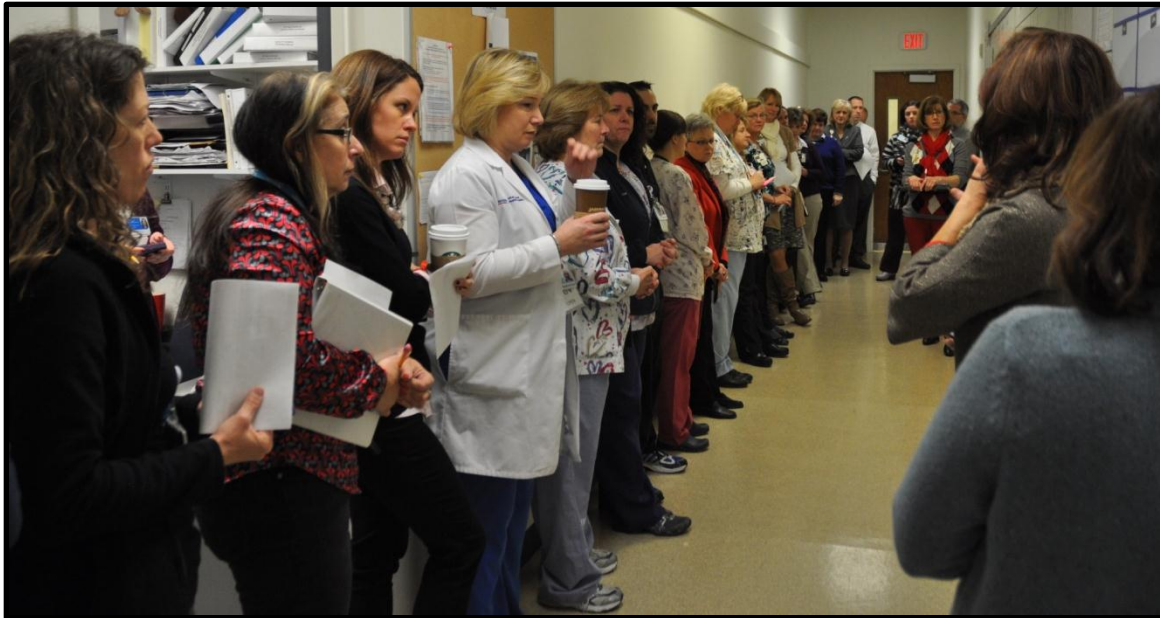
9:00 am
Nursing Leadership Huddle



8:30 am
Unit / Department Huddle

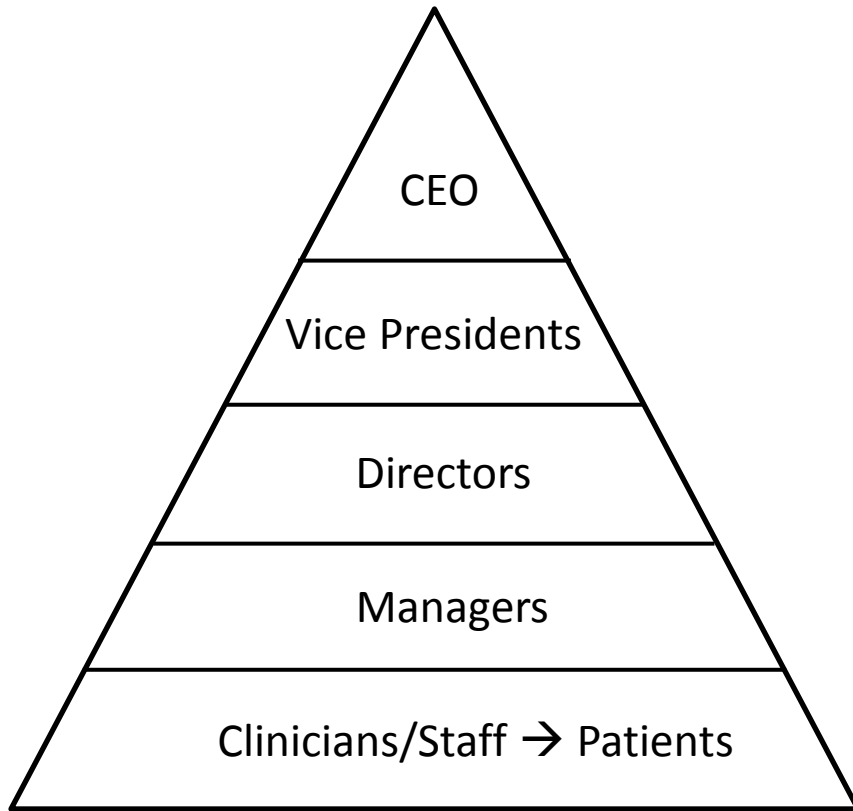
Evolution

- Interdisciplinary leaders attend the nursing leadership huddle so that equipment, supply, pharmacy and technology issues can be addressed in the moment
- Standing instead of sitting
- Identify “Quick hits” & “Complex issues”

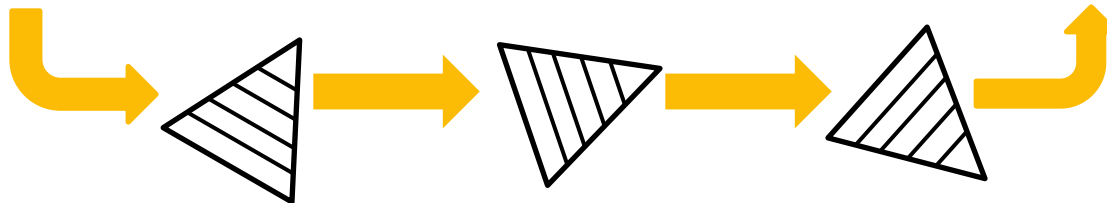
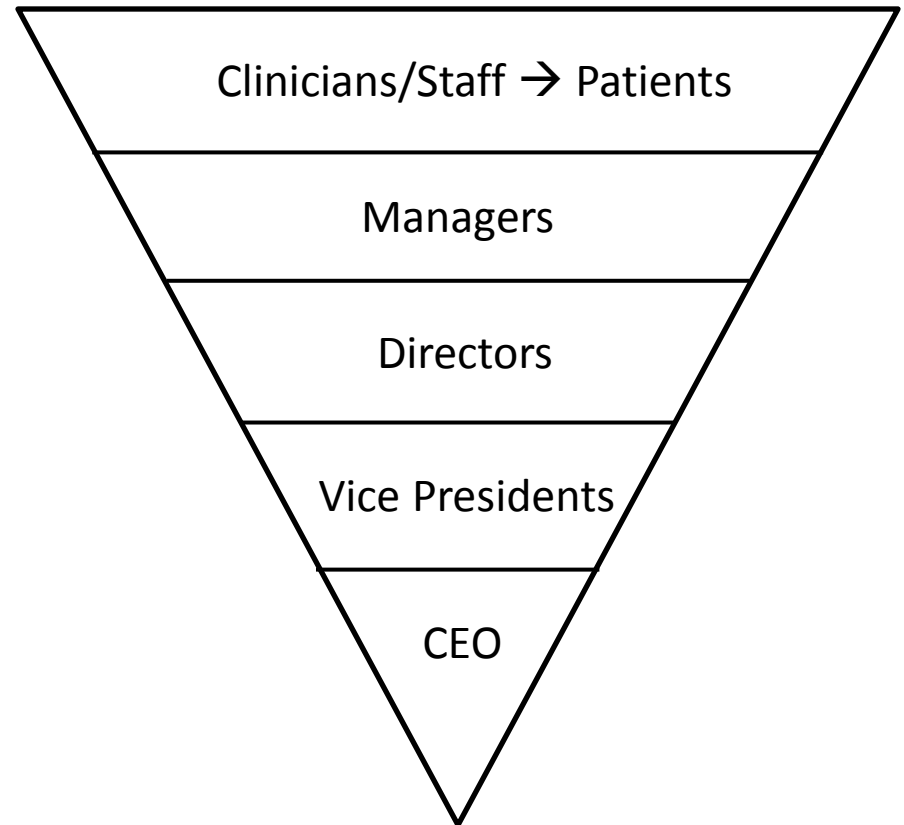


Transitioning to Servant Leadership

TRADITIONAL MANAGEMENT



THE CI WAY



Renewed Purpose of Huddles

- Support and focus on associates
- A culture of responsiveness and accountability
- Operational stability by addressing barriers on a daily basis



Reliable Method

- **Safety** - Are there any Safety issues that have occurred?
- **Methods** - Does everyone know how to do their job today?
- **Equipment** - Is all equipment in working order?
- **Supplies** - Do we have the supplies to meet our patient demand?
- **Associates** – Are we staffed to meet the patient demand?
- **Recognition** – For problem identification

Unit-Based Huddle



Nursing Leadership Huddle



Problem Escalation

Goal – Ensure appropriate resources are involved in timely resolution of an escalated problem

Patient Care and Safety Issues are Top Priority

■ **Criteria:**

- A local problem that cannot be resolved by team/unit/division/department within a set time period or that has patient care or safety implications
- A problem that is large in scope/scale and impacts more than on team/unit/division/department i.e. phone coverage, supply shortages, drug backordered

Hospital Leadership Huddle



Outcomes

Cost

Achieve Greatest Value at Lowest Cost

- Increased stewardship related to “real-time” staffing adjustments
- Efficient use of non-productive time
- 40% ↓ in overtime
- 70% ↓ in contract cost
- 4% ↓ in paid FTE

Quality & Safety

Error-Free; Perfect Care

- ↑ Transparency
- Identification and resolution of issues impacting patient safety

Outcomes

PEOPLE

100% Engagement

- Consistency in messaging and sharing best practices
- Improved interdisciplinary relationships
- Empowerment of frontline
- Coaching for quality
- Leading huddles is evolving
 - CNE → Director → Nurse Manager
 - Nurse Manager → Assistant Nurse Manager → Charge Nurse

References:

- Wellman, J., Hagan, P., Jeffries, H., Leading the Lean Healthcare Journey. Productivity Press, 2011.
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- Liker, J., The Toyota Way, McGraw-Hill , 2004.

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