

# Applying a Sustainability Lens to Leadership Oversight

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# Disclosures

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# Objectives

- Review the importance of sustainability and DNP project focus
- Describe organizational assessment and barriers to sustainability
- Review IHI sustainability framework
- Demonstrate how nurse leaders applied a sustainability framework to improve focus on mobility

# Importance of Sustainability

Pandemic focus caused a drift in practice and quality improvement for progressive mobility in med-surg settings.

**Failure to sustain standard work** or quality of care results in **bad outcomes** for the patient, **demotivates frontline teams**, and **wastes valuable resources** (Lennox et al., 2018)



# Importance of Sustainability

- Sustainability concepts recently expanded with a focus on sustaining improvements
- Used as a process during performance improvement to evaluate and provide foundational structures to support ongoing work and change to clinical practice
- There is a need to explore the effects of sustainability with evidence-based practices to provide rigor and exploring different components of processes, capacity, and adaptability within healthcare (Shelton et al., 2018)

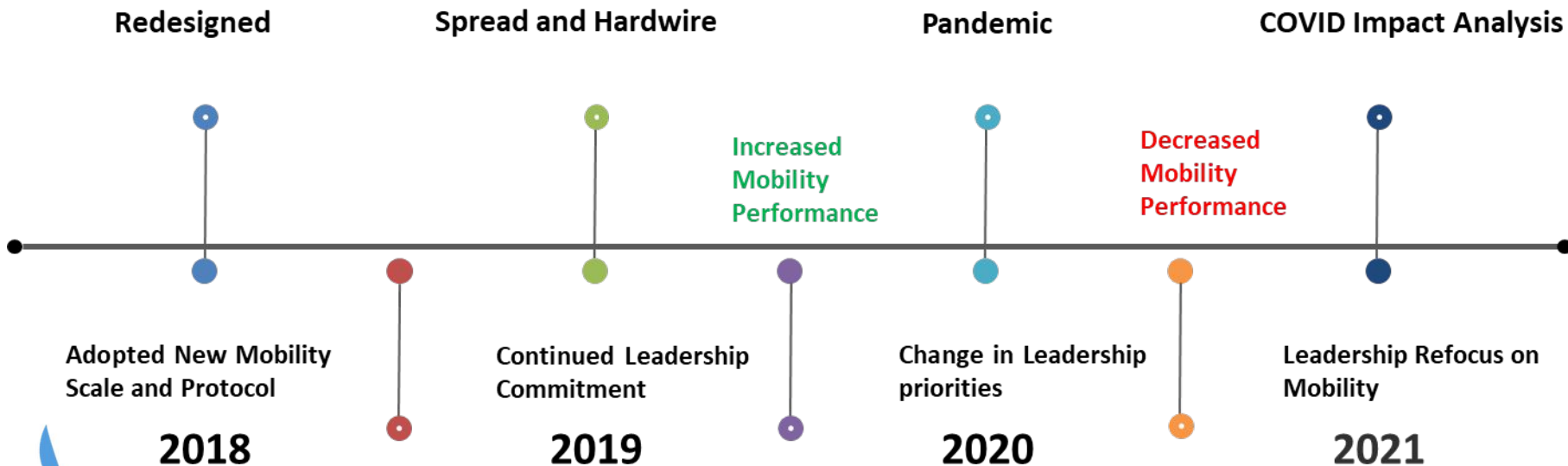
# DNP Project Focus

Project Objectives:

- Influence nurse leaders' adherence to the IHI Facility Assessment Tool in 12 weeks as evidenced by 80% of nurse leaders demonstrating sustainability methodologies supporting mobility
- Increase the average maximum mobility to target of 4.8 in 12 weeks by applying the IHI sustainability framework

# **Organizational Assessment**

# Organizational Assessment





# Organizational Assessment

## Barriers

- Competing nursing priorities
- Leadership engagement

## SWOT Analysis

### Objective:

Apply sustainability framework and methodologies to improving progressive mobility in medical surgical units

Internal Factors	
Strengths (+)	Weaknesses (-)
<ul style="list-style-type: none"><li>• Regional priority for improvement from CQC process</li><li>• Evidenced based intervention to improving patient outcomes i.e. reduce falls, shorter length of stay, reduce HAPIs</li><li>• Established quality and operational structures (HEROES) facilitate prioritized focus</li></ul>	<ul style="list-style-type: none"><li>• Drift in practice</li><li>• Competing nursing priorities</li><li>• Leadership engagement</li></ul>

External Factors	
Opportunities (+)	Threats (-)
<ul style="list-style-type: none"><li>• Reduce Falls and HAPIs</li><li>• Reduce loss of dexterity (function)</li><li>• Reduce length of stay in hospital</li></ul>	<ul style="list-style-type: none"><li>• Availability of safe patient handling (SPH) equipment (supplier)</li><li>• COVID-19 surges</li><li>• Regulations that hinder SPH from being efficiently placed for nursing staff</li></ul>

### Evaluation of Objective:

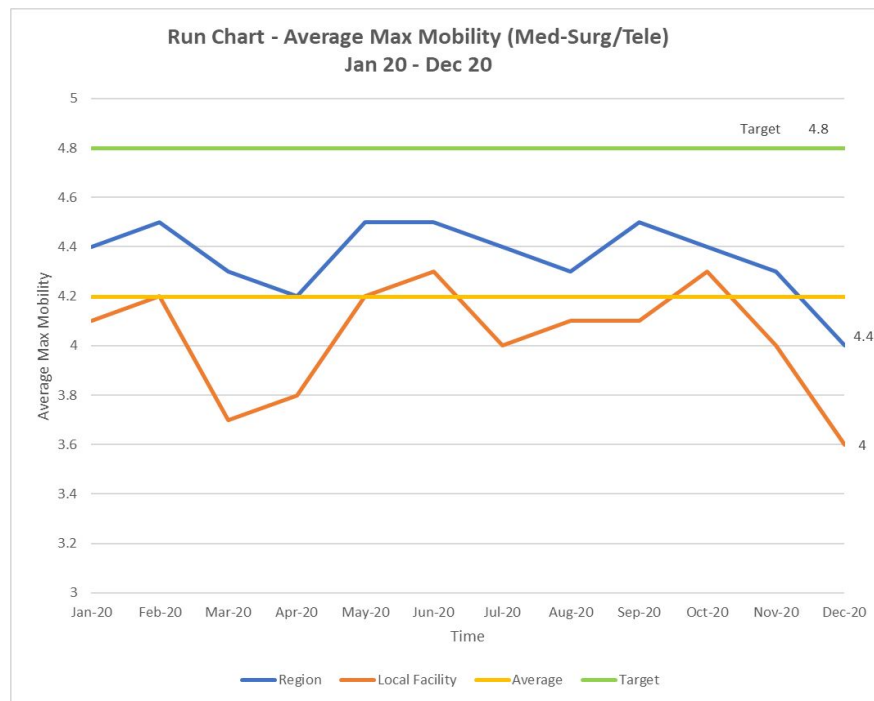
Strong leadership and frontline engagement, data driven interventions, and application of sustainability methodologies will help reduce threats to ensuring units are set up for success not only to meet the mobility target but reduce harm to patients.

# Organizational Assessment

- Mobility Performance\*

- Jan – Dec 2020

- Target – 4.8
- Regional – 4.4
- Project Site – 4.0

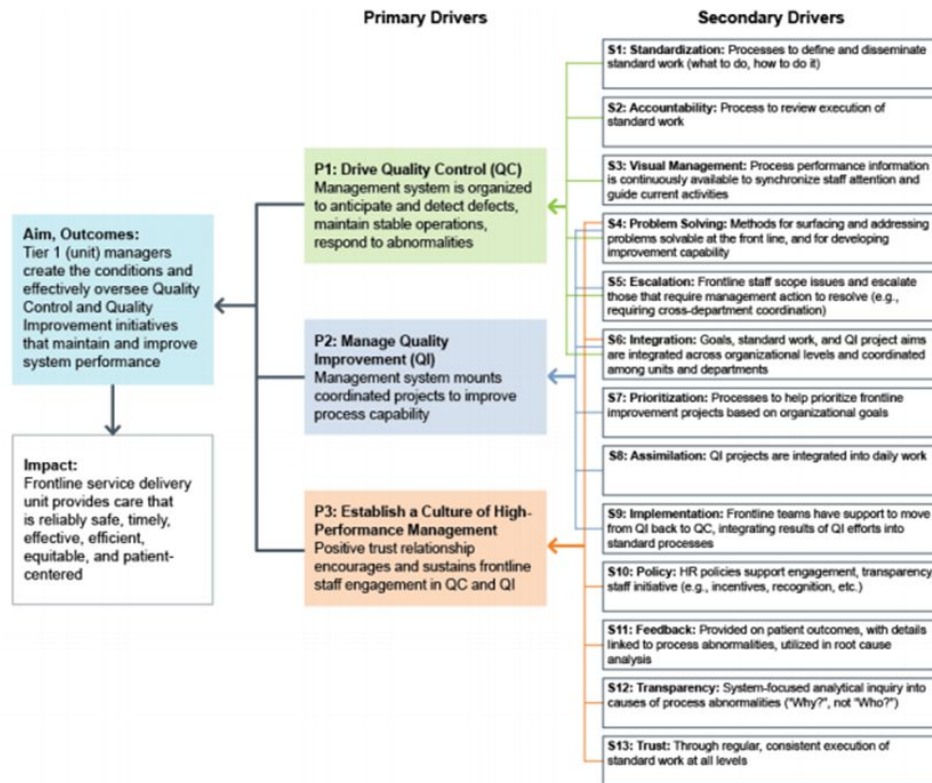


\* Highest 2 mobility bouts in a 24-hour period

# IHI Framework

# IHI Framework

- Guided the management of daily activities within the unit to maintain focus, monitor quality, and staff engagement



(Scoville et al., 2016)

# IHI Facility Assessment Tool

- Used as pre and postsurvey tool to measure leadership adherence and consensus of sustainability methodologies

Medical Center:	Yes	No	Demonstration
<b>Sustainability Element</b>			
<b>Supportive Management Structures</b>			<p>The responsibility for creating accountable systems is assigned to an executive sponsor/leader point person for tracking, reviewing and reporting performance in a structured format to the leadership.</p> <p>The importance of initiative as well as the aims and expectations are integrated in the regular communication to leaders and staff during leadership rounding and huddles in the units.</p> <p>Success is recognized and celebrated by the leadership.</p>
<b>Developed Structures to "foolproof" Change</b>			<p>Standardized tools, kits, protocols, bundles, etc., are developed to ensure consistency and managers are accountable for their use.</p> <p>Compliance should be observed and measured and reported to the leaders routinely.</p> <p>Best practices are routinely identified, documented and shared for spread.</p>
<b>Created Robust, Transparent Feedback Systems</b>			<p>The hospital uses the data being generated to measure performance and being shared at all levels – from leadership to frontline.</p> <p>The hospital publicly displays improvement data on all improvement interventions, noting performance as measured against aims articulated by leadership.</p> <p>Unit, department and other team huddles are used to communicate expectations and issues.</p>
<b>Shared Sense of the Systems to be Improved</b>			<p>Issues or barriers identified at huddle are escalated to managers then communicated to accountable leaders.</p> <p>Tools to map the process that has been improved (e.g., flow charts) are routinely shared with teams allowing for shared analysis of systems as sustainability work proceeds.</p>
<b>There is a Culture of Improvement and a Deeply Engaged Staff</b>			<p>Stakeholders and frontline teams are given opportunity to express concerns about the improvement process, and to share ideas for improvement.</p> <p>Everyone in the organization is clear on the sustainability of performance improvement activity and can explain their role in it.</p> <p>Staff view quality improvement work as part of their job and they believe that they have a stake in continually enhancing their performance in any given intervention area.</p> <p>Managers include involvement and supporting ongoing improvement work during on-boarding of new staff members.</p>
<b>Formal Capacity Building Programs are Supported</b>			<p>Managers closely consider the composition and skill base of participating teams, working to enhance confidence and solve complexities.</p> <p>Every stakeholder in the organization is introduced to the content of any new improvement intervention and provided ongoing training in quality improvement methods.</p>

# **Project & Outcomes**

# Project

- Plan**
- Conducted educational session to introduce project and sustainability framework
  - Conducted IHI Facility Assessment (presurvey)
  - Nurse leaders chose huddles and leader rounding for their interventions

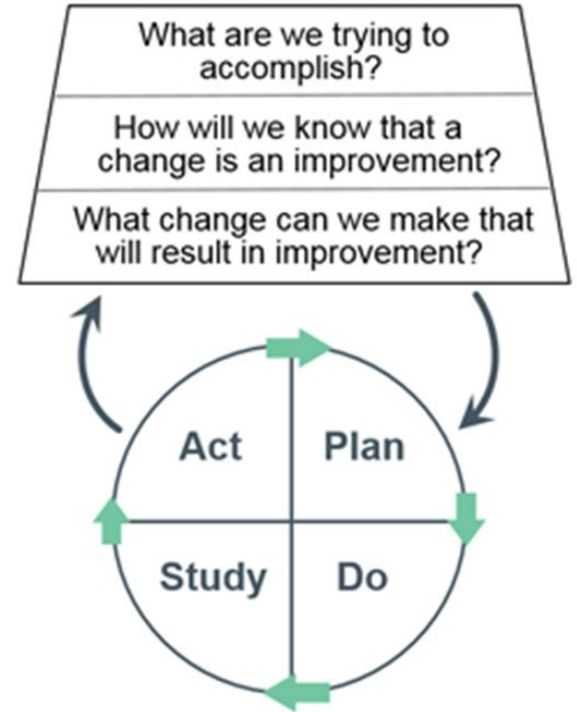


- Study**
- Review mobility performance at huddles
  - Review barriers to mobility
  - Leadership adherence to sustainability elements (huddles and leader rounding)

- Do**
- Daily huddles incorporated mobility performance
  - Leader Rounding
  - Utilize daily mobility report and mobility performance
  - Consult and discuss barriers inhibiting patient mobility

- Act**
- Conducted IHI Facility Assessment (postsurvey)
  - Analyze Mobility Performance

## Model for Improvement



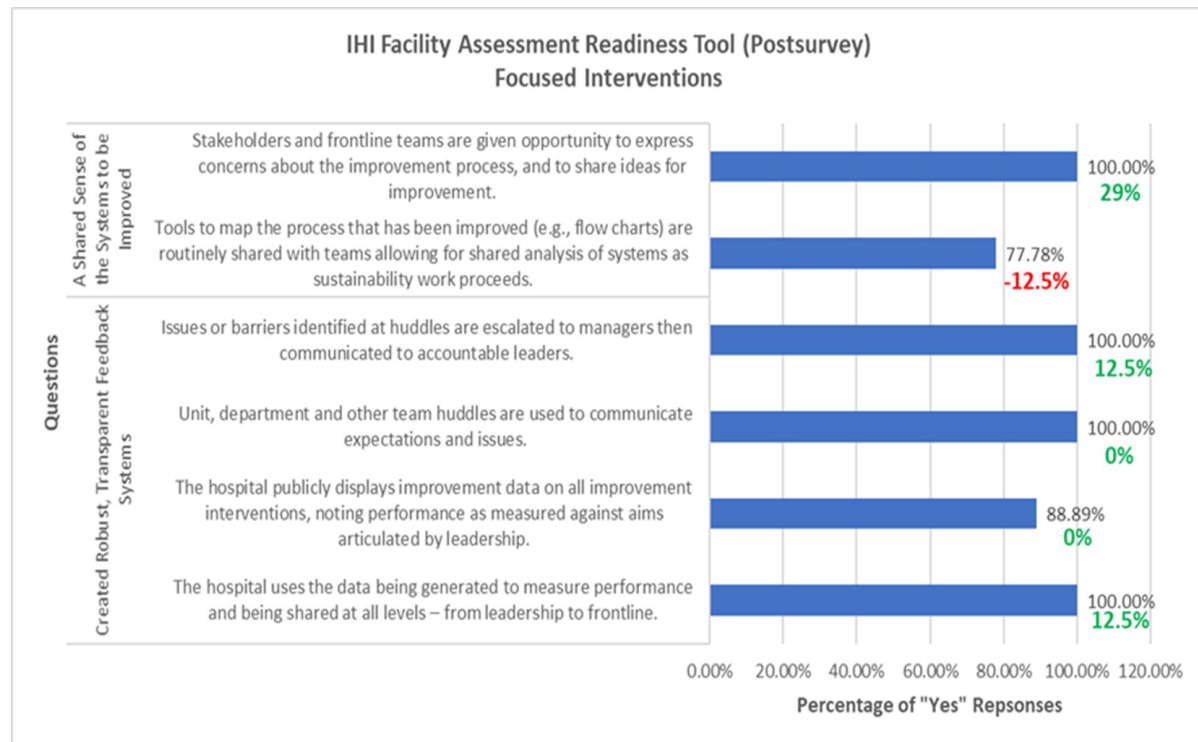
(IHI, 2008)

# Outcomes

- Leadership adherence to sustainability methods to increase leadership oversight (Goal Met 94%)

## Limitations

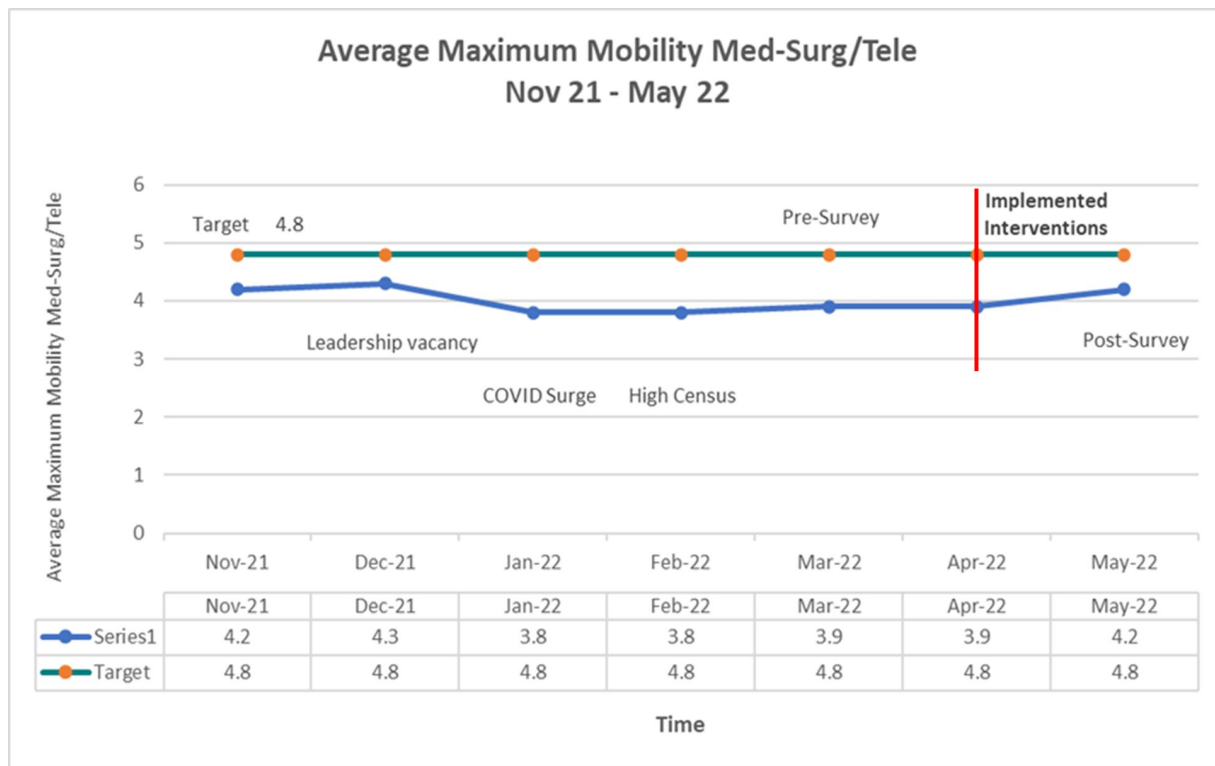
- Unable to test multiple interventions due to COVID surges, staffing challenges and leadership vacancy





# Outcomes

- Meet mobility target at 4.8  
(Goal not met).
  - Month of May mobility performance improved to 4.2



# **Conclusion & Implications**

# Conclusion and Implications

## Practice

- Applying a sustainability framework as a process can improve leadership oversight and performance

## Future Research

- Research needed to identify a common definition for sustainability and validated tools for sustainability

## Nursing

- Leaders impact quality of care through systems thinking and direct oversight of nursing practice

## Health Policy

- California Assembly Bill 1136 mandates employers must maintain safe patient handling policies in acute care and designates the registered nurse as the coordinator of care (California Legislative Information, 2011)
- Leaders and staff have a responsibility to ensure proper equipment and safe practices for mobility

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# Questions?



Thank you

