


WHAT'S *Right* IN HEALTH CARE




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Boot Camp: Develop Nurse Leadership Skills in a Supportive Group Environment

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Presentation Objectives

- Understand the dynamics of nurse group leader 'just in time' boot camp training and why it works
- Know specific content elements of training sessions, as well as tools and competencies developed in each session
- Share specific measures, tools and support tactics necessary for nurse manager sustained learning and success

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Boot Camp

- **Boot camp** refers to military recruit training, the initial indoctrination and instruction given to new military personnel



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Why Boot Camp?

Many new nursing leaders

- Participating in leadership development but not transitioning learning into practice
- Working in silos
- Unable to develop skills because fighting fires (often of their own creation)

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Why Boot Camp?

- Senior leaders recognized that it was 'skill not will'
- Senior leaders did not feel mentorship was taking place in organization
- Senior leaders invested!

Plan Your Boot Camp

- What skills do you want to teach?
- What application do you want those skills used in?
- What results are you looking to achieve?

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Plan Your Boot Camp

- Who should attend?
 - Leaders from any area, don't be afraid to 'mix and match'
 - New leaders or leaders who are not achieving results
- Should it be voluntary?
 - Nope!

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Leadership Assessment

MUST HAVESSM SELF-ASSESSMENT-LEADERS
 For each of the following questions answer yes, no or N/A (not applicable)

	YES	NO	N/A
Rounding for Outcomes			
1. I round consistently and use key questions to retain staff	Y		
2. I consistently manage up information about my department to my senior leader	Y		
3. I follow up on issues identified as a result of rounding.	Y		
4. I harvest recognition and appreciation opportunities during rounding	Y		
5. I share feedback from rounding with staff	Y	N	
6. I use rounding questions based on employee satisfaction drivers		N	
7. I utilize a rounding log			
COMMENTS:			

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Boot Camp – MUST HAVES

- Leadership support – and what does that look like??
- Clarity of expectations
- Ground rules

Ground Rules

- Start on time
- End on time
- There are no stupid questions
- Relate not compare
- Everyone must participate
- Everyone must come prepared

Boot Camp Template

- Data
- Tactic or skill – why?
- Tactic or skill – connect to vision and purpose
- Roll out of tactic or skill
- Verify it happens
- Hardwire

Tough Questions Exercise

- What tough questions will you hear from staff or others?
- What do we want to convey?
- How do we want to respond?
- How do we want charge nurses or other informal leaders to respond?

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The Beauty of Boot Camp

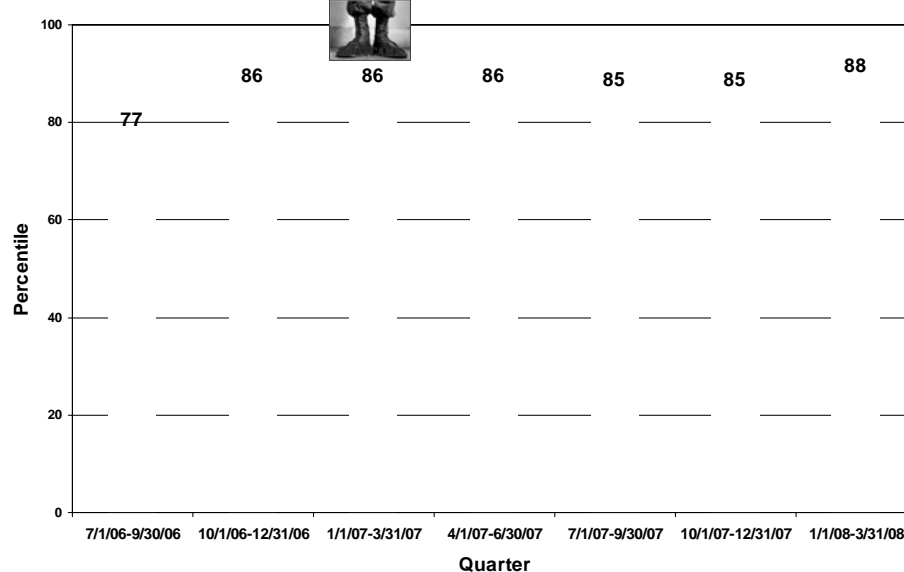
- Disciplined leaders who role model
- Leaders who collaborate and work as a team
- Leaders who are aligned with organizational initiatives
- Leaders who achieve goals
- NEW LEADERS with NEW PRIDE!



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Results North Mississippi Medical Center Inpatient Units



Source: Press Ganey Overall Satisfaction compared to all hospital database

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Malcolm Baldrige Quality Connection

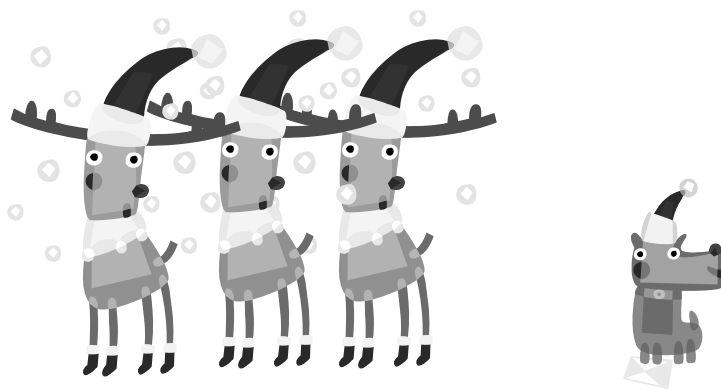


- North Mississippi Medical – Baldrige Winner 2006

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Olive, The Other Reindeer



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Breaking Turf Boundaries

- As A Neutral Element, I Prompted Unexpected Group Dynamics
- With a Nursing Champion, I offered Valued-Added Resources/Results
- As a New Leader, I Learned and Grew Along With the Group

Boot Camp: Session Content

- #1 – Connecting to Individual Purpose
- #2 – Hourly Rounding
- #3 – AIDET/Key Words & HCAHPS
- #4 – Bedside Reporting &
Interdisciplinary Team Service
- #5 – D/C Phone Call Tactics
- #6 – D/C Phone Call Process/Software

Boot Camp: Key Learning Moments

- #2 – Hourly Rounding
Hardwire Staff Rounds & Standardize Patient Rounds
- #3 – AIDET/Key Words and HCAHPS
Answer Tough Questions & Develop “AIDET-In-Action”
- #4 – Bedside Reporting &
Interdisciplinary Team Service
Tackle the “I Don’t Have Time” Monster Head-On

Hourly Rounding

- Leadership Development Institute (LDI) used QED Sessions to Hardwire Staff Rounding
- Boot Camp Participants Revised Rounding Forms for Use System-Wide
- New Logo Developed for Patient Rounding Program for Identity & Ownership

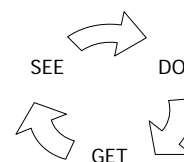


Rounding for Verification

- Challenged status quo rounding practices and taught rounding as a verification tool
- Rounded on staff to coach, remind and connect the dots
- Rounded on patients to verify action
- Changed rounding log to reflect learning

AIDET/Key Words and HCAHPS

- Providing World Class Service = Every Patient Every Time
- Creating a "No Excuses" Culture With Support & Resources
- Turning Data Into Useful Information Using the See-Do-Get* Model



* From the *7 Habits of Highly Effective Managers*
Dr. Steven Covey

Rounding for Verification: Expectations

We provide hourly rounding on our unit to ensure you receive very good care. Nighttime rounds may be adjusted for your rest and privacy.

We round every hour from _____

And every two hours from _____.

If at any time during your stay you have questions or concerns, please call us immediately so we can address them.



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AIDET in Action

- Systematic
- Practical
- Visible

AIDET-In-Action: Daily Tips

Acknowledge - Use both verbal skills & body language.

- ✓ Knock before entering the room.
- ✓ Acknowledge with eye contact and body language.
- ✓ Use the patient's name.
- ✓ Let patients know that YOU know they are there.

Introduction - Manage up self and others.

- ✓ Introduce self, role.
- ✓ Manage up your training, skill set, experience and/or certifications.
- ✓ Manage up others (co-workers, other departments, physicians, shifts).

Duration - Reference a time frame for the interaction or event.

- ✓ How long will a test or procedure take?
- ✓ How long will you be in the room interacting with the patient?
- ✓ How long will it be before they return to their room?
- ✓ How long will the wait be (of any kind)?
- ✓ How long until the results are available?

Explain - Cover each step of interactions in advance.

- ✓ Explain what will be taking place & why (safety, rounding, procedure, registration, etc.).
- ✓ Use key words from the patient satisfaction survey.
- ✓ Review what they should expect next.
- ✓ Ask if they have any specific questions.

Thank - Express appreciation to the patient creatively.

- ✓ "Thank you for your trust."
- ✓ "Thank you for being a good patient."
- ✓ "Thank you for letting me take care of you, choosing our organization, etc."
- ✓ Thank the patient or the patient's family
- ✓ Ask, "Is there anything I can do before leaving?"

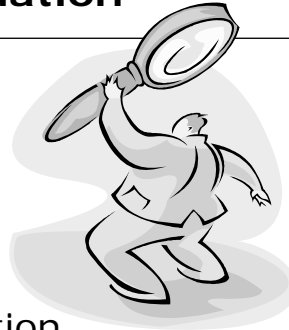


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The Rigors of Self-Evaluation

- Humility
- Maturity
 - Courage + Consideration
- Execution
 - 90-day Action Plans



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Bedside Reporting & Interdisciplinary Team Service


- Urgent VS. Important
- Living Up to A New Definition of "Team"
- Leaving a Legacy of Excellence



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Thank You!

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