

ABSTRACT TITLE: Using Lean philosophies and transformational leadership to meet the changing needs of a Medical-Surgical unit.

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Problem: Clinical staff struggled to meet their patients' daily care needs thereby compromising quality and safety. The unit experienced avoidable employee injuries, below target patient experience ratings, and budget overrides.

Background/Evidence: The acuity of patients served on Medical-Surgical units is higher than ever before (1). An adaptive leadership approach, melding Lean philosophies (continuous waste reduction) with transformational leadership (inspiring frontline staff to transform values, beliefs and behaviors) allows for an environment conducive to innovative thinking and practice (2,3).

Objective: Empower frontline staff to transform their care delivery system to meet the changing needs of their patient population.

Strategy using Lean principles:

“We see together”: Areas of waste were identified through analysis of baseline data and workflow observations conducted by Lean leaders and frontline staff.

“We know together”: Measurable problems were made visible in open forums allowing staff to connect to why change was needed.

“We act together”: Clinical staff and leadership jointly held the responsibility of determining a staffing model to meet the needs of their patients. A taskforce of frontline staff developed the structural/cultural details of the model and oriented all staff to the vision, goals and expectations of the model. Adjustments were made based on quality outcomes and staff feedback.

Results: The unit has sustained higher quality care, as evidenced by, a 23% increase in daily care completion, a 50% reduction in Workman's Compensation claims and a 1% increase in annual mean patient experience scores. Additionally, length of stay and CNA constant observation were reduced, thereby decreasing expense by \$17 per unit of service.

Takeaways: When staff are empowered with tools to create meaningful change staff are more capable and willing to own their care environment. Transformational leadership framework increased peer to peer accountability, mission alignment, and project sustainment.

#### FOOTNOTE FOR REFERENCES

1) Erdem, E. (2014). Prevalence of chronic conditions among Medicare part A beneficiaries in 2008 and 2010: Are Medicare beneficiaries getting sicker? *Preventing Chronic Disease*, 11.

2) Graban, M. (2012). *Lean Hospitals: Improving quality, patient safety and employee engagement*. Boca Raton, FL: CRC Press. a 50% decrease in Workman's Compensation claims,

3) Doody, O., Doody, C. (2012) Transformational leadership in nursing practice. *British Journal of Nursing* 21(20).