

2023 VIZIENT CONNECTIONS SUMMIT

TOGETHER
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SEPT. 18–21, 2023
WYNN, LAS VEGAS

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Learning Objectives

1. Identify and compare strategies to enhance teamwork across the organization.
2. Describe how to build teams that improve patient and employee outcomes.
3. Illustrate the tangible benefits of Frontline First approach.

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Simulating Chaos: Transformative Leadership Exercise

***Nancye Feistritzer, DNP, RN, NEA-BC**, Chief Nursing Officer, Vice President, Patient Care Services, Emory University Hospital, Atlanta, GA*

***Samantha Yang, MHA**, former Emory University Hospital Administrative Fellow, Project Manager and Interim Practice Manager of Neurology at Northwestern Medicine, Chicago, IL*

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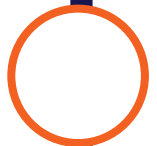
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Illustrate the tangible benefits of Frontline First approach.

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Simulating Chaos: Transformative Leadership Exercise



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Chief Nursing Officer,
Vice President, Patient Care Services,
Emory University Hospital,
Atlanta, GA

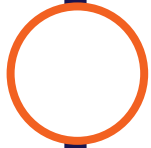


Samantha Yang, MHA,
Emory University Hospital Administrative
Fellow, Project Manager of Neurology at
Northwestern Medicine, Chicago, IL

Goals of the Hospital Service Line (HSL) Retreat



Remind and reinforce the structure of the HSLs



Highlight the leadership competencies to empower our leaders



Facilitate a meaningful discussion with actionable takeaways

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Hospital Service Line (HSL)

What Outcomes are we trying to Achieve?

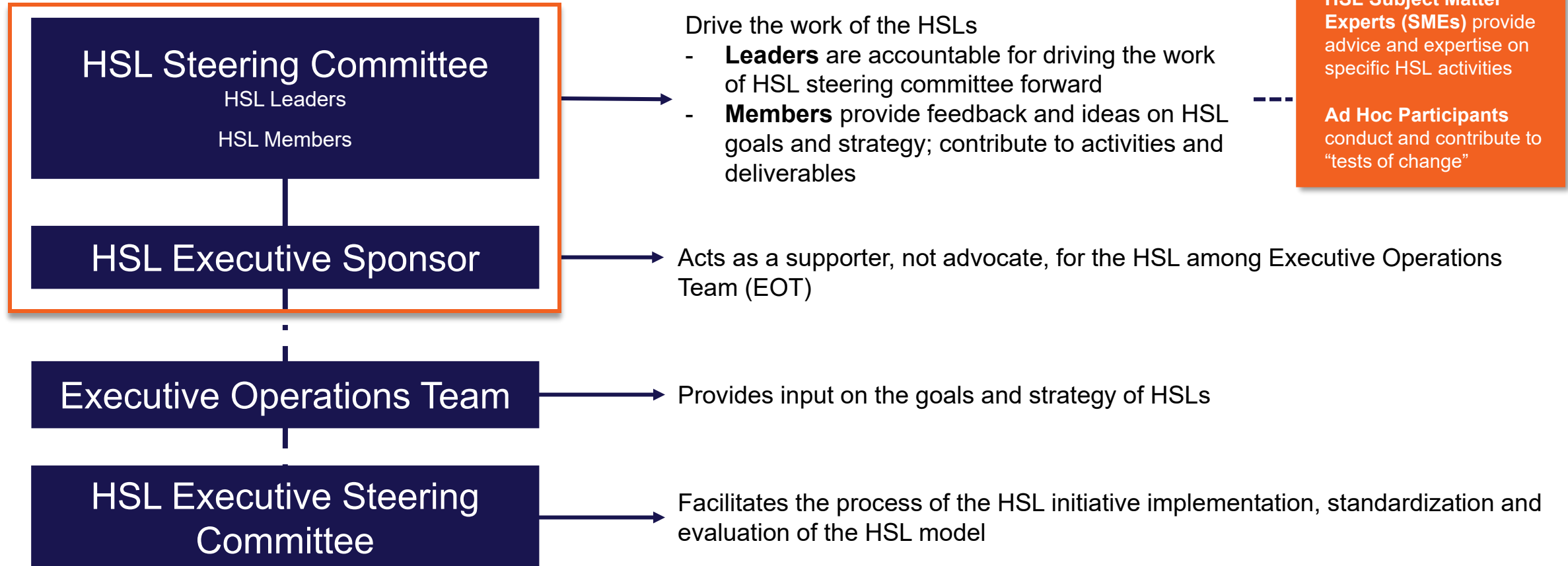


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Hospital Service Line (HSL)

How Will Hospital Service Lines Operate?



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inspired **Understanding**



Trust



Novel

innovation

Action Oriented

Individual Strengths



inspired



Accountability

innovation



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Scenario Overview



Discuss leadership competencies



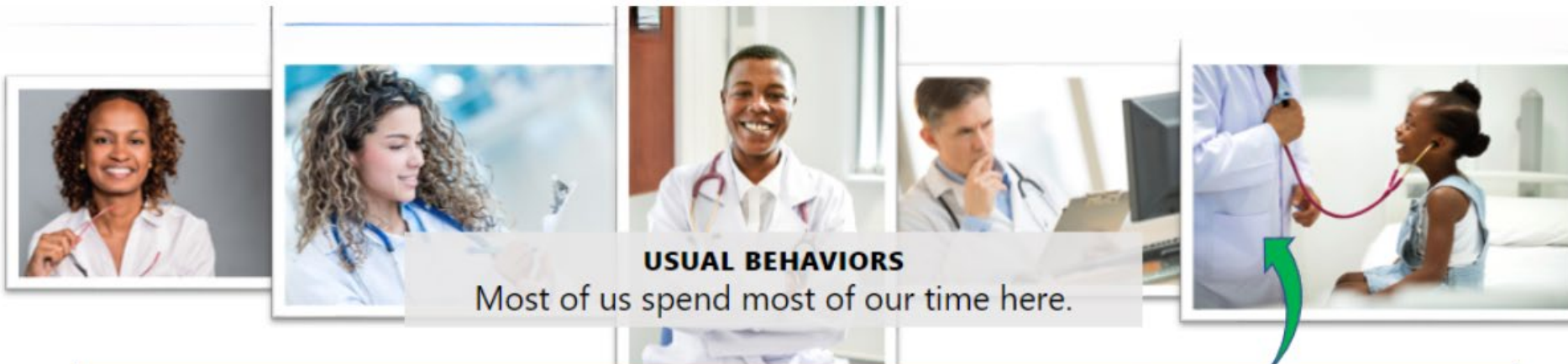
Simulate chaos through a scenario



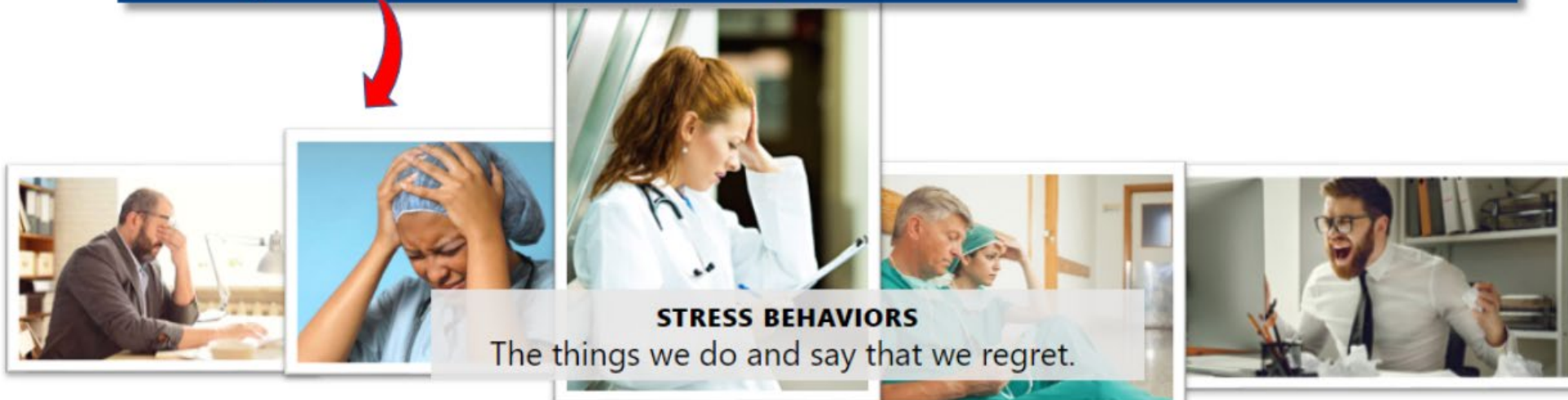
Transform leadership discussions

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Staying At Our Best Under Pressure



Needs and expectations are met



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OR Huddle Scenario

Read the scenario then use this card to inform your decisions based on the outlined character that you will be playing

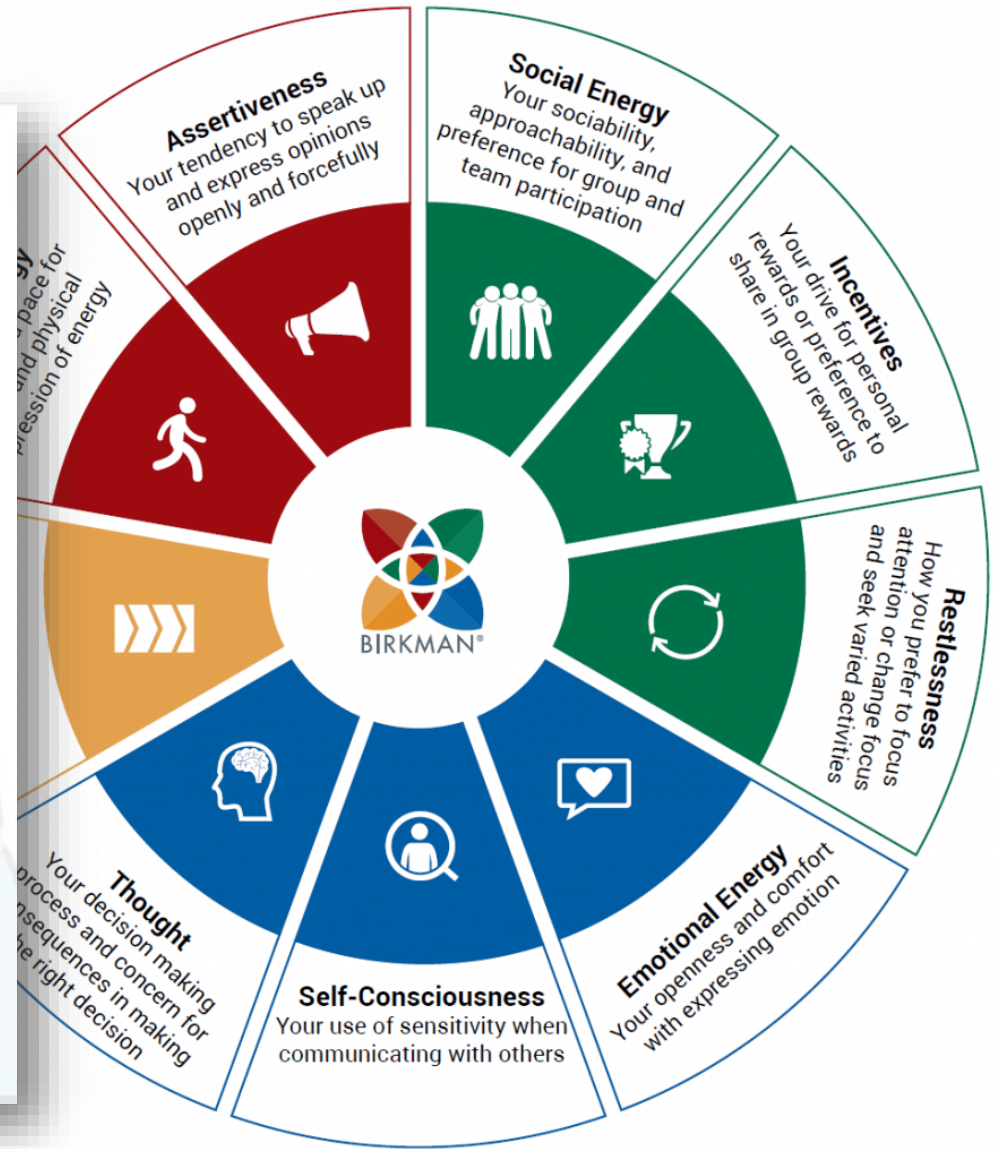
Name: Yazan Duwaryi

Your Role: OR Huddle Board Leader

Your Task: Similar to how OR huddle leaders lead huddle, you will lead the group activity (more details above). Be sure that each question is covered and that there is active participation from each member of the group. **Observe** Dr. K and their ability to multitask.

Your Leadership Competencies: Your natural authority to command the attention and agreement of others is perceived well but when opposed, can become over-rigid and over-sensitive.

How you Handle Conflict: If stressed or involved in conflict, you tend to follow processes rigidly and can become domineering.



Permissions Granted

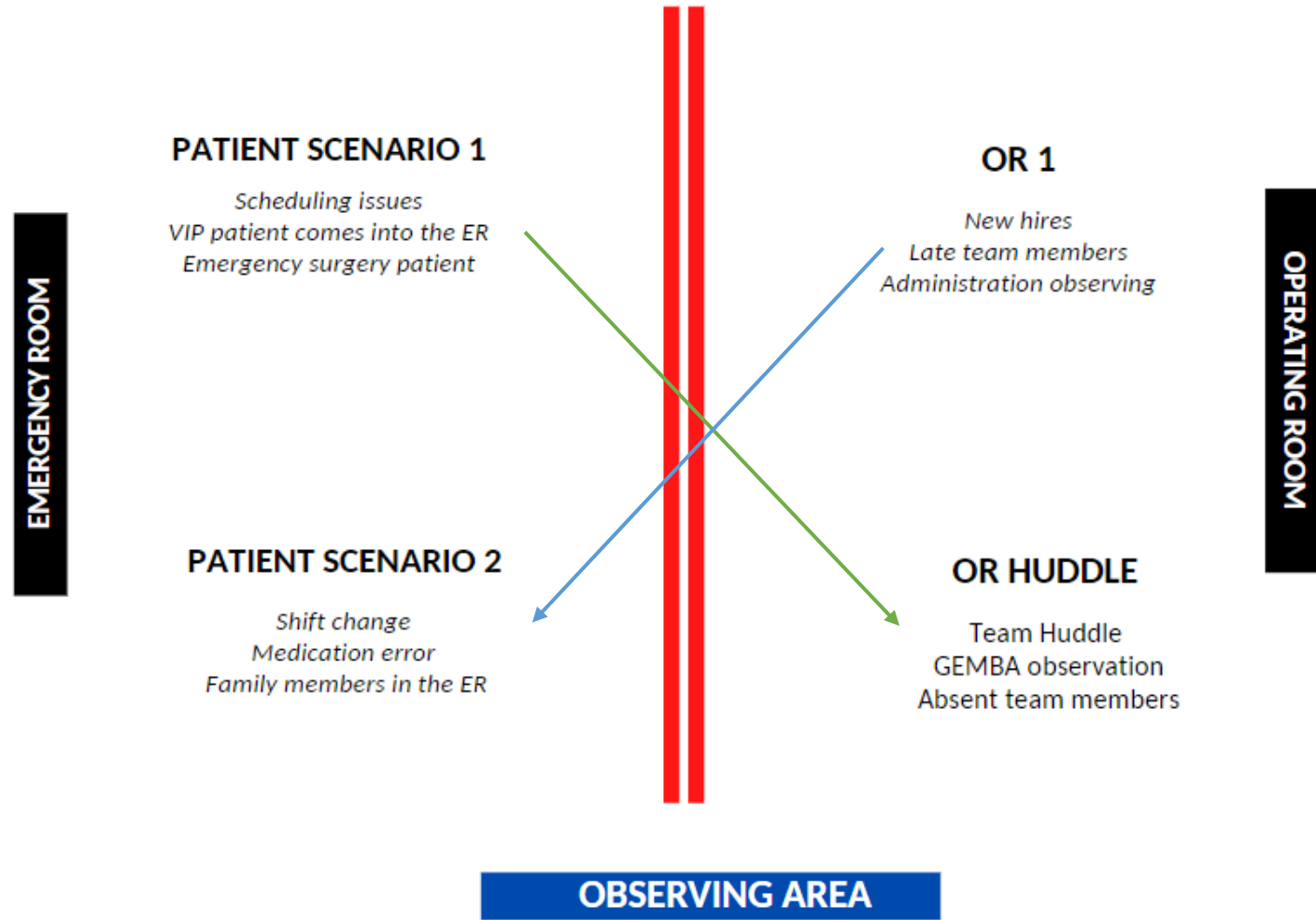
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The Scenario

Floor Plan Layout/Scenario Breakdown

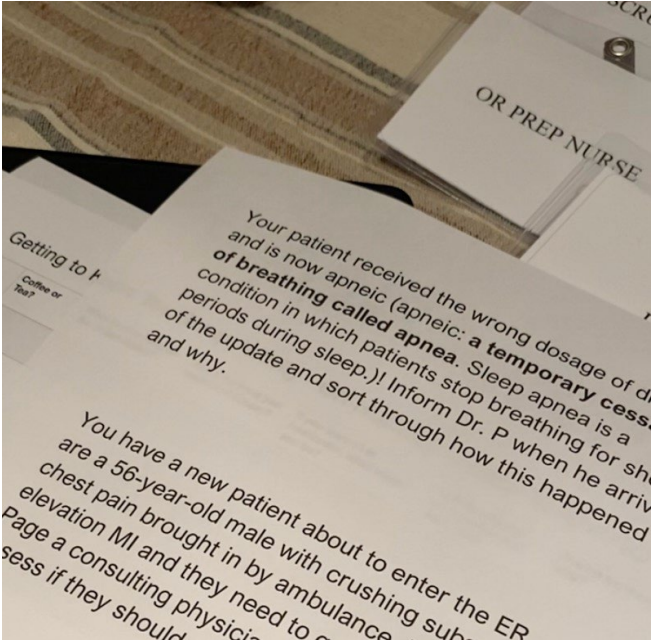
Total Actor Count: 18



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The Scenario



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Dynamic
Insightful *complicated* **FUN!**
Stressful *Relevant* **Interesting**
Great and collaborative *Anxious*
Confusing **Team Building**
Eye opening

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Lessons Learned

*How to ask smart questions and
translate them into measurable outcomes*

**Don't compare, value each
other for where we are**

**How best to effectuate what we learn
from our work into real change**

Constructive Conflict

Foster cross HSL collaboration

Communicate in matrix organization

**Move past
putting out
small fires in
daily work**

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Key Takeaways



Successfully challenged our leaders and made them stronger individually and together



Created a positive atmosphere that generated robust discussions



Engaged leaders in a way that guided change through initiated action

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Questions?

Contact

Nancye Feistritzer, Nancye.feistritzer@emoryhealthcare.org

Samantha Yang, Samantha.yang@nm.org

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Building Teamwork to Benefit the Workforce and Patients

Richelle Graham MBA, BSN, RN, NE-BC, Senior Associate, Vanderbilt University Medical Center

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Building Teamwork to Benefit the Workforce and Patients

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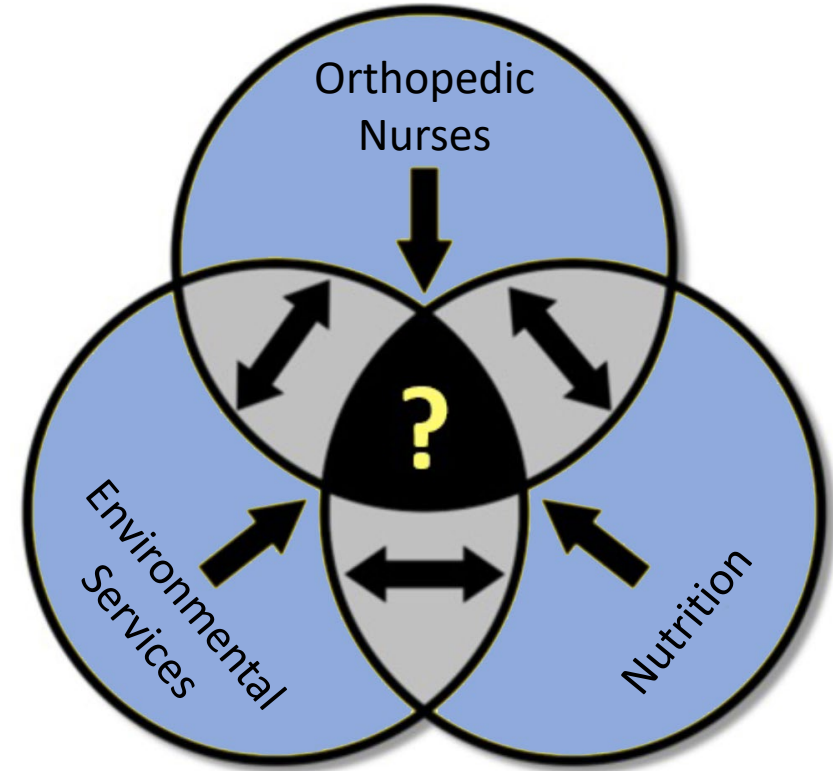
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CASE STUDY – TEAMWORK ACROSS TEAMS

Problem Statement:

Healthcare is the ultimate team sport and teams are strong within their own 'tribe', but across other teams not so strong.

How can we enhance teamwork across teams on the Orthopedic inpatient unit between Nurses, EVS and Nutrition Services?

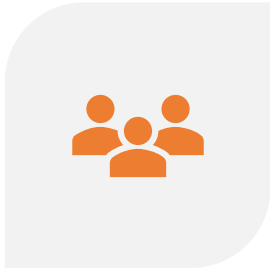


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WHAT WE DID – THE PROCESS

Journey In

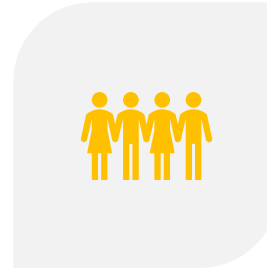


TEAM INTERVIEWS



TEAM DEVELOPED
SURVEYS

Journey Out



TEAM FOCUSES

Journey to Others



TEAM IMPLEMENTATIONS
TEAM COMMITMENTS

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TEAM INTERVIEWS

Communication

Relationships

Teamwork

Consistency

Trust

Quality of Service

Roles & Responsibilities

Respect

Process & Follow-through

Patient Experience

Request Response Time

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SURVEY SCORING LEGEND

1 Strongly Disagree **2** Disagree **3** Agree **4** Strongly Agree

3.00 - 4.00

2.50 - 2.99

2.00 - 2.49

1.00 - 1.99

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TEAM SURVEY RESULTS - OVERALL

QUESTION	INITIAL
I fully understand the roles & responsibilities of those that I work with.	3.00
We all have the patient's best interests in mind.	2.72
We communicate at the adequate level within my team.	2.72
I feel respected by the other teams.	2.64
Even though we all work for different departments, we act as one team.	2.36
We have an adequate level of teamwork across teams.	2.16
I believe my opinions & suggestions lead to change.	2.28
There is an adequate level of accountability for our actions.	2.04
We communicate at the adequate level across teams.	2.08
I am able to trust those on the other teams.	2.40
I can trust those on the other teams to get their job done.	1.96

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TEAM SURVEY RESULTS - NURSES

QUESTION	INITIAL
I believe my opinions & suggestions lead to change.	1.92
We have an adequate level of teamwork across teams.	2.08
There is an adequate level of accountability for our actions.	1.54
We communicate at the adequate level across teams.	2.00
I am able to trust those on the other teams.	2.08
I feel supported in my role by the other teams.	2.08
I can trust those on the other teams to get their job done.	1.54

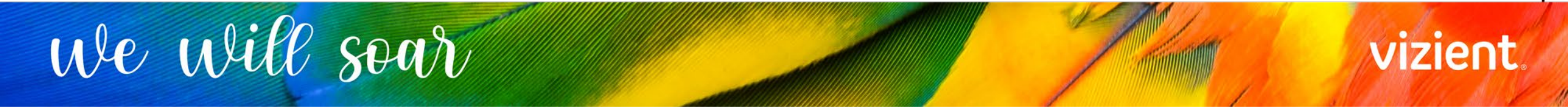
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TEAM SURVEY RESULTS – ENV. SERVICES

QUESTION	INITIAL
I am adequately trained to do the job that I am given.	2.71
I feel supported by my leader during busy times.	2.29
We communicate at the adequate level across teams.	2.43
Even though we all work for different departments, we act as one team.	2.14
We are adequately staffed across all 3 teams.	1.71

TEAM SURVEY RESULTS - NUTRITION

QUESTION	INITIAL
We communicate at the adequate level within my team.	2.20
We have an adequate level of teamwork across teams.	2.20
We communicate at the adequate level across teams.	1.80



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TEAM FOCUSES

Respect

Relationships

Communication

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TEAM DISCUSSION TOPICS

1. Why is the topic important?
2. What is going well around the topic?
3. What is not going well around the topic?
4. What changes do we need to make around the topic?

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TEAM IMPLEMENTATIONS

- *Orthopedic Nurse Implementations*
 - **Added ownership:** Regardless of what/who it is. Your patient assignment, you own that. Cleaning a room, you own that. Delivering a tray, you own that, etc.
 - **Be human:** Addressing by name. Knowing who your team is.
 - **Change language:** We do not have late trays; we have priority trays. Setting the team up for success.
- *Environmental Services Implementations*
 - **Established a culture of accountability:** resetting clear expectations, and ongoing coaching/development with the frontline staff.
 - **Refresher LMS training:** all managers trained on "HR Fundamentals" to hopefully improve the managers "emotional intelligence" effective relationships with managing the staff.
 - **Performance based recognition:** utilized visual management board to display both the department metrics collectively and individually.
 - **Ongoing coaching / open communication:** encourage EVS staff to be open-minded for collaboration between clinical staff and EVS.
- *Food Nutrition Implementations*
 - **Kudos:** Sharing nurse kudos during our daily huddles
 - **Introductions:** Making sure new teammates are introduced to Nurse manager of the unit their servicing
 - **Local Problem Solving:** Encouraging teammates to work through problems with other departments teammates before elevating to department/unit leads

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COMMITMENTS

NURSES to EVS

WE ARE COMMITTED TO...

**RESEPECT.
RELATIONSHIPS.
COMMUNICATION.**

Our Commitment to EVS

- Remove linen and equipment from every room during discharges.
- Keep all precaution signage (Airborne, Contact, Droplet) on the door until EVS is done cleaning the room.
- Wipe down nurses work stations and if something is on the floor in a public hallway please pick up and discard.

EVS' Commitment to Us

EVS team member will check in with Charge Nurse or Patient Flow Nurse once they arrive to the unit.

- Nurse will brief EVS team member on discharge plan for the day, expected admits, and current EVS issues.
- If EVS member is unfamiliar with the unit, nurse will provide a brief unit intro/ orientation.
- EVS and Nurse will discuss barriers for both teams to have a successful shift.

BECAUSE WE'RE ALL IN THIS TOGETHER!

EVS to NURSES

WE ARE COMMITTED TO...

**RESEPECT.
RELATIONSHIPS.
COMMUNICATION.**

Our Commitment to Nurses

EVS team member will check in with Charge Nurse or Patient Flow Nurse once they arrive to the unit.

- Nurse will brief EVS team member on discharge plan for the day, expected admits, and current EVS issues.
- If EVS member is unfamiliar with the unit, nurse will provide a brief unit intro/ orientation.
- EVS and Nurse will discuss barriers for both teams to have a successful shift.

Nurses Commitment to Us

- Remove linen and equipment from every room during discharges.
- Keep all precaution signage (Airborne, Contact, Droplet) on the door until EVS is done cleaning the room.
- Wipe down nurses work stations and if something is on the floor in a public hallway please pick up and discard.

BECAUSE WE'RE ALL IN THIS TOGETHER!

NUTRITION to NURSES

WE ARE COMMITTED TO...

**RESEPECT.
RELATIONSHIPS.
COMMUNICATION.**

Our Commitment to Nurses

- Nutrition is committed to preventing Nurses from passing trays.
- Nutrition is committed to improving responsiveness and innovating our services.
- Nutrition is committed to being accountable for ensuring consistent, on-time delivery.

Nurses Commitment to Us

- Facilitate positive communication about nutrition; promote nutrition teammates with patients.
- Elevate issues without judgment of the frontline teammates.
- Dirty tray removal – if the patient is finished, help them get the tray out.
- Diet information – help the patient understand the physician diet order and demonstrate empathy – a low sodium diet may be less satisfying than a regular diet.

BECAUSE WE'RE ALL IN THIS TOGETHER!

NURSES to NUTRITION

WE ARE COMMITTED TO...

**RESEPECT.
RELATIONSHIPS.
COMMUNICATION.**

Our Commitment to Nutrition

- Facilitate positive communication about nutrition; promote nutrition teammates with patients.
- Elevate issues without judgment of the frontline teammates.
- Dirty tray removal – if the patient is finished, help them get the tray out.
- Diet information – help the patient understand the physician diet order and demonstrate empathy – a low sodium diet may be less satisfying than a regular diet.

Nutrition's Commitment to Us

- Nutrition is committed to preventing Nurses from passing trays.
- Nutrition is committed to improving responsiveness and innovating our services.
- Nutrition is committed to being accountable for ensuring consistent, on-time delivery.

BECAUSE WE'RE ALL IN THIS TOGETHER!

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TEAM SURVEY RETAKE RESULTS - OVERALL

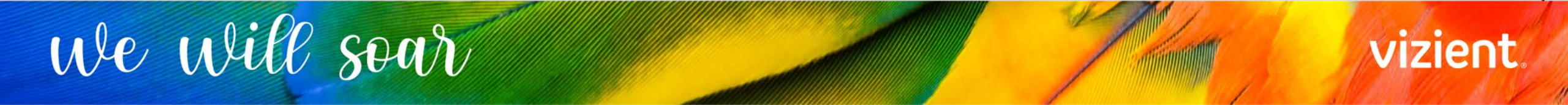
QUESTION	INITIAL	RETAKE	DIFFERENCE
I fully understand the roles & responsibilities of those that I work with.	3.00	3.28	+0.28
We all have the patient's best interests in mind.	2.72	3.12	+0.40
We communicate at the adequate level within my team.	2.72	3.12	+0.40
I feel respected by the other teams.	2.64	2.92	+0.28
Even though we all work for different departments, we act as one team.	2.36	2.88	+0.52
We have an adequate level of teamwork across teams.	2.16	2.84	+0.68
I believe my opinions & suggestions lead to change.	2.28	2.84	+0.56
There is an adequate level of accountability for our actions.	2.04	2.76	+0.72
We communicate at the adequate level across teams.	2.08	2.76	+0.68
I am able to trust those on the other teams.	2.40	2.72	+0.32
I can trust those on the other teams to get their job done.	1.96	2.60	+0.64

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TEAM SURVEY RETAKE RESULTS - NURSES

QUESTION	INITIAL	RETAKE	DIFFERENCE
I believe my opinions & suggestions lead to change.	1.92	3.27	+1.35
We have an adequate level of teamwork across teams.	2.08	3.18	+1.10
There is an adequate level of accountability for our actions.	1.54	3.00	+1.46
We communicate at the adequate level across teams.	2.00	3.00	+1.00
I am able to trust those on the other teams.	2.08	3.00	+0.92
I feel supported in my role by the other teams.	2.08	3.00	+0.92
I can trust those on the other teams to get their job done.	1.54	2.73	+1.19



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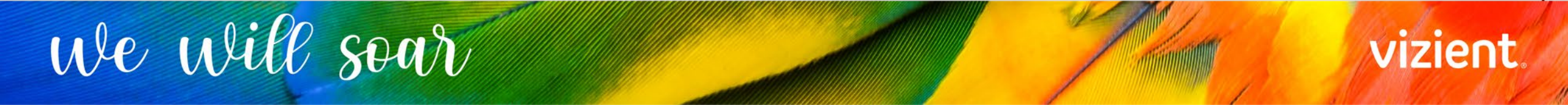
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TEAM SURVEY RETAKE RESULTS – ENV. SERVICES

QUESTION	INITIAL	RETAKE	DIFFERENCE
I am adequately trained to do the job that I am given.	2.71	3.25	+0.54
I feel supported by my leader during busy times.	2.29	3.00	+0.71
We communicate at the adequate level across teams.	2.43	3.00	+0.56
Even though we all work for different departments, we act as one team.	2.14	2.75	+0.61
We are adequately staffed across all 3 teams.	1.71	2.25	+0.54

TEAM SURVEY RETAKE RESULTS - NUTRITION

QUESTION	INITIAL	RETAKE	DIFFERENCE
We communicate at the adequate level within my team.	2.20	3.00	+0.80
We have an adequate level of teamwork across teams.	2.20	2.50	+0.30
We communicate at the adequate level across teams.	1.80	2.40	+0.60

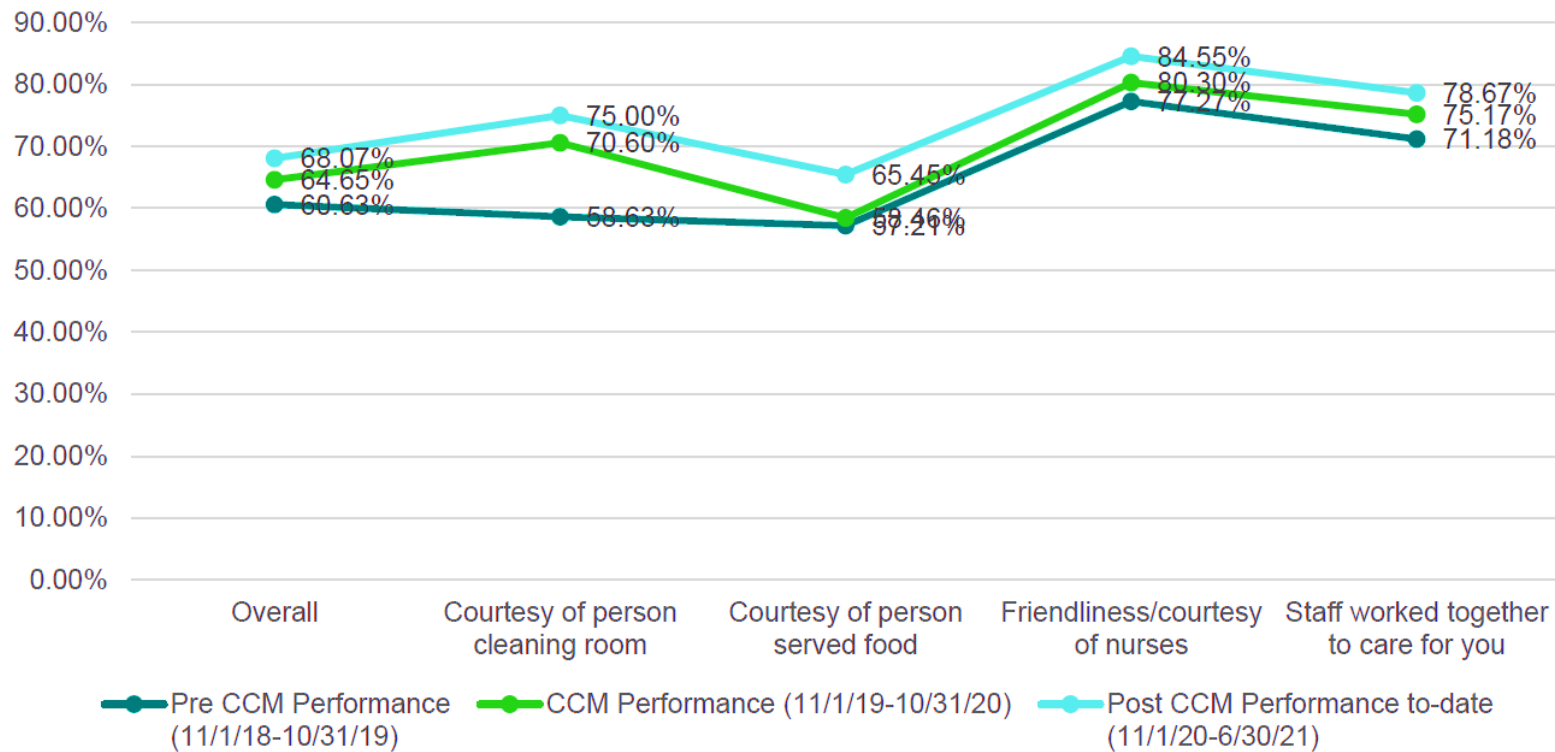


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PATIENTS ARE SEEING THE DIFFERENCE

Ortho VUH Collaborative Care Model Performance



“Worked together in a very professional & respectful manner in a visibly clean & well-organized environment.”
- Patient Comment

Press Ganey survey results 2018-2021

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Lessons Learned

You must take the time & you can find it

Team and Leaders must own it but facilitation in the process is advised

Ownership lies on everyone on the team & leader is the guide

Leadership's commitment, follow through, & communication is critical

Needs to happen over an extended amount of time

Make it as human as possible

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Key Takeaways



Patients recognize when teams, both clinical and not, are working as one to provide care for them



Progress requires intentional discussion by each team



Every voice matters & report the findings back to



Feeling valued results in ownership

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Questions?

Contact:

Richelle Graham, richelle.d.jones@vumc.org

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AT THE FOREFRONT
UChicago
Medicine

What Healthcare Needs Now: Frontline First

Tom Spiegel, MD, MBA, MS, VP & Health System CQO, Univ. of Chicago Medicine

Sam Ruokis, VP, Clinical Perf Excellence, Univ. of Chicago Medicine

Diana Pop, MPH, CPHQ, Quality Program Manager, Univ. of Chicago Medicine

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Best Places to Work

- Only 4 companies on the “100 Best Companies to Work For” list every single year in the List’s 26 year history
- Cisco, Wegmans, Publix Super Markets, & Marriott Intl
 - Nearly 90% of employees feel like they can be themselves, as opposed to just 64% at an average workplace.
 - Take steps to connect the organization’s values and goals to employees’ jobs to ensure their work had meaning and purpose
 - Ensure all employees felt included

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Measurable Impact

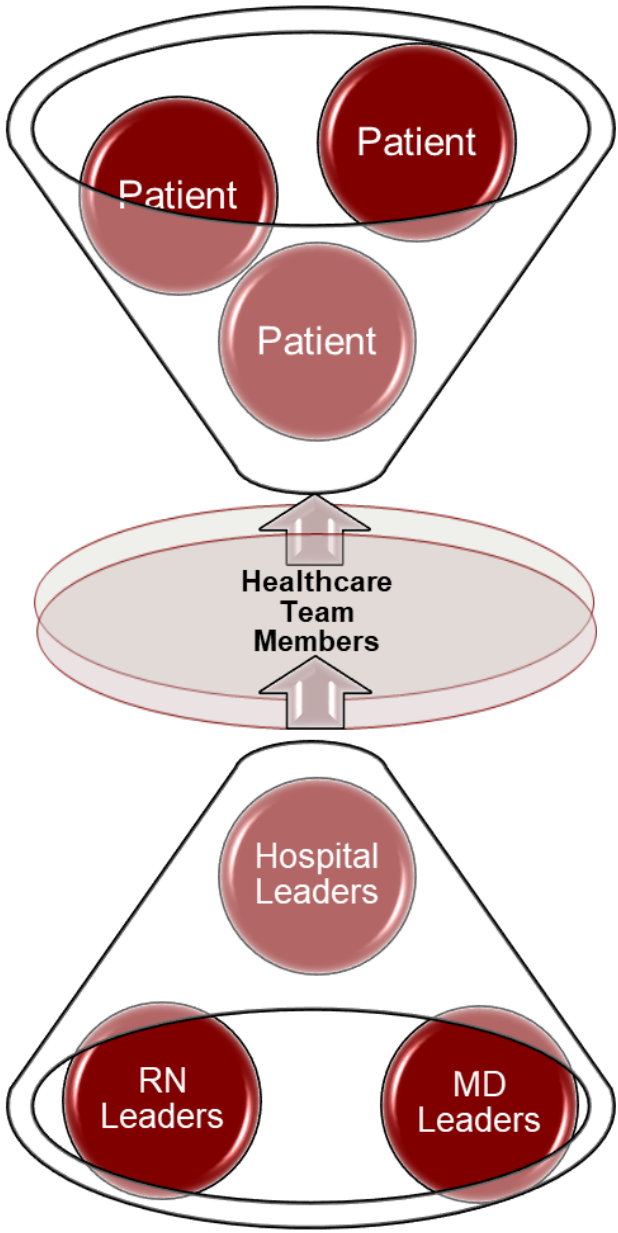
- 5.5 times more likely to help recruit
- 2.2 times more committed to staying with their organization
- Half as likely to leave their company
- Best Companies create aspirational workplaces where:
- 9 out of 10 would strongly endorse their company to friends & family
- 9 out of 10 feel cared for
- The 100 Best Companies outperformed the Russell 3000 Index by 3.3 times

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Quality's Foundation

- UCM Quality's Vision: the safest place
 - MORE Respect, Value, Heard
- So much great work being done...
 - “They should have asked me...”
 - “Worked perfectly around the Conference Table”
 - Meeting new people
 - Helping people
- “We are proud to work for UCM...”
 - We want to be MORE proud!”
- Transparency and Close the Loop
- So far, so fast
 - Examine/Improve processes
 - Turnover
- Beyond...

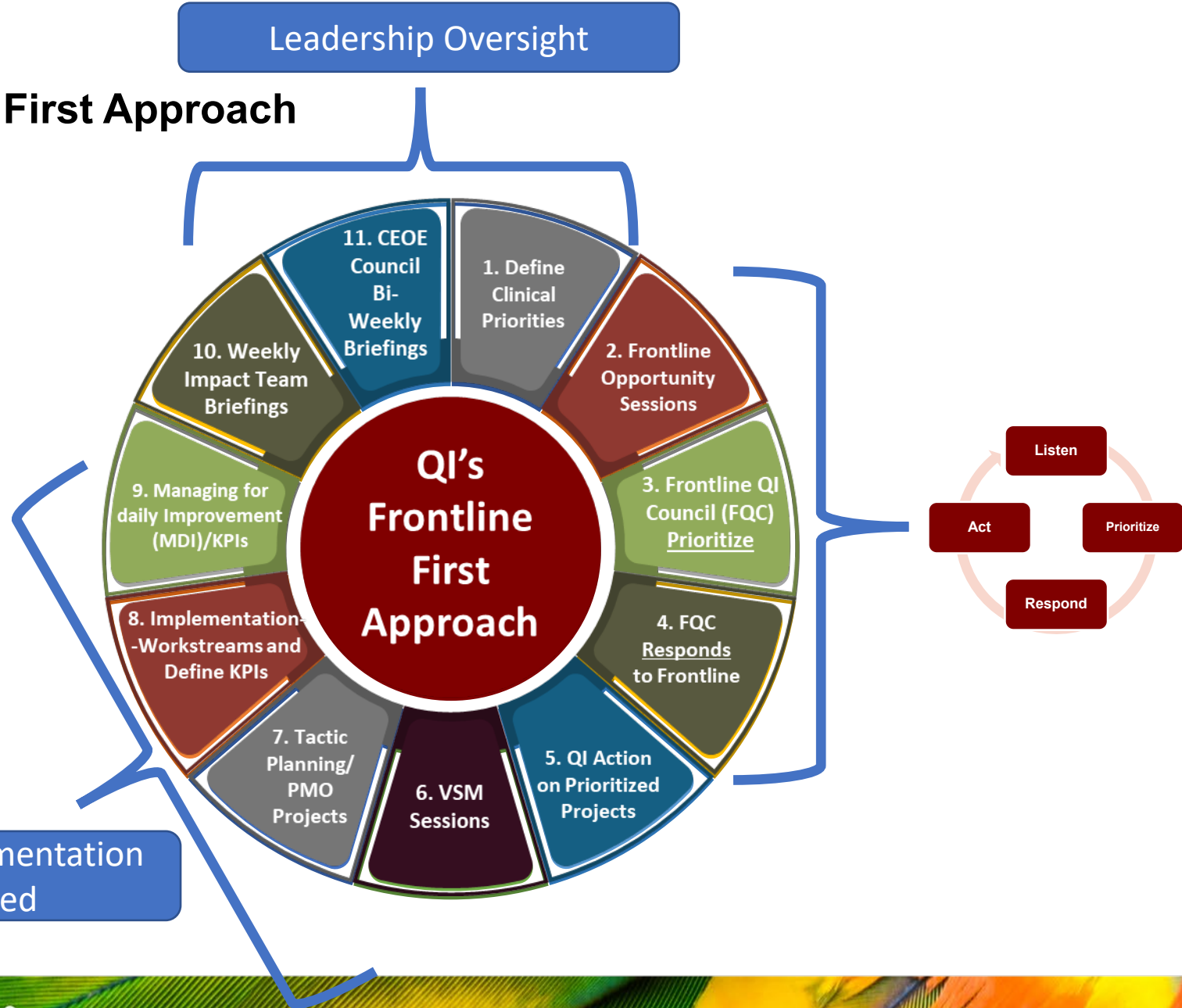


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Leadership Oversight

QI's Frontline First Approach



Operations/Implementation
Science Based

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1. CEOE Council Defines Clinical Priorities

2. Frontline Opportunity Sessions

3. Frontline QI Council (FQC) Prioritizes

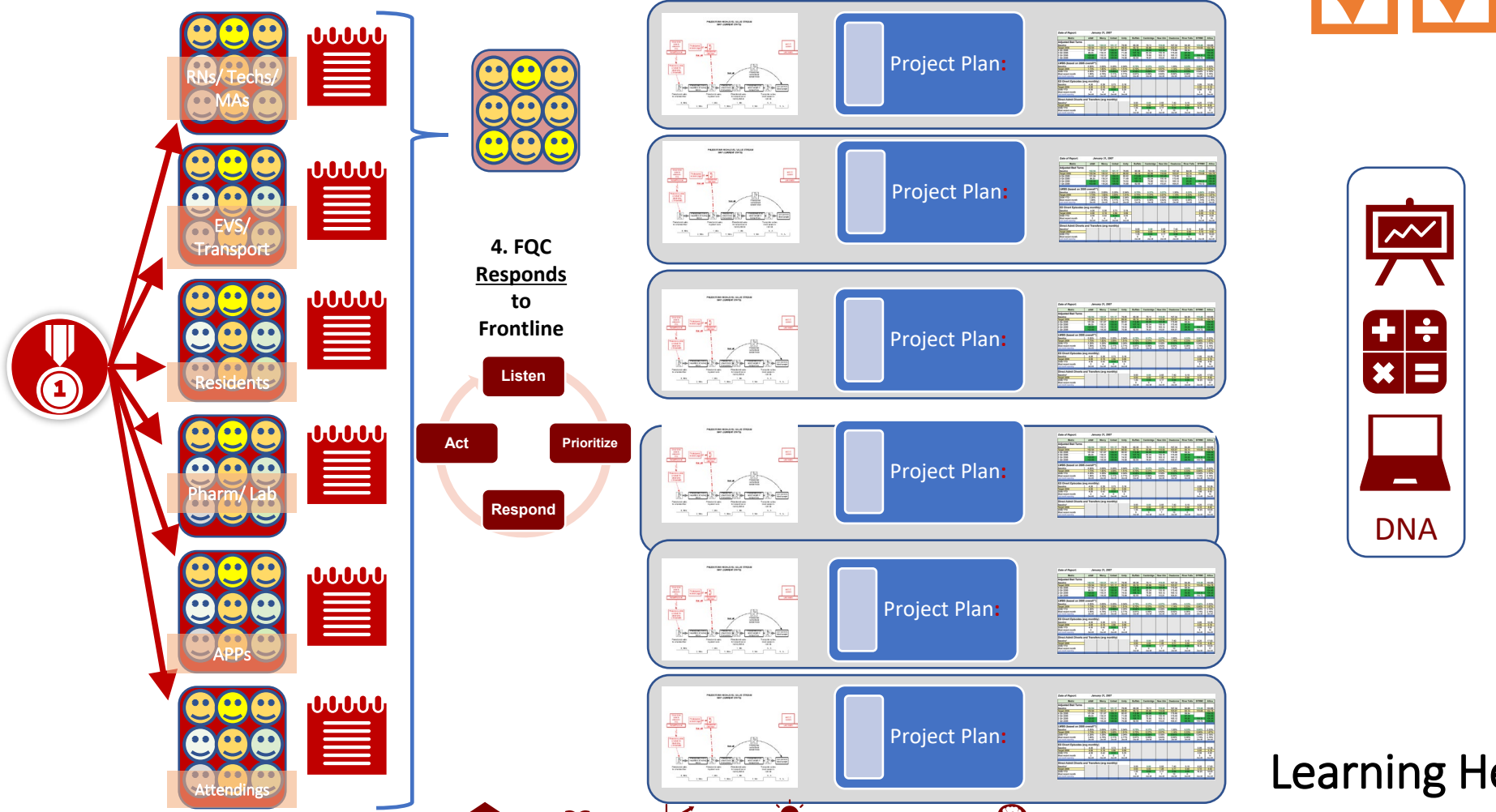
5-6. QI Action & VSM

7-8. Tactics & Define KPIs

9. MDIs & KPIs

10. Weekly Impact Team Brief Debriefs

11. Bi-weekly CEOE Council Briefings



Learning Health System

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Lessons Learned

- Specify clear Role/Expectations and Timeline
- Establish clear communication plan (timing, content, specify of modes of multi-modal, etc.)
- Opty Sessions:
 - Have Facilitator and Scribe assigned
 - Scribe should refine optys to be clear and assign sub-category
 - Facilitator reviews and confirms each sub-category
 - Circle back with Opty Session Participants with gathered feedback
- FQC:
 - Offer zoom tutorial and/or recorded zoom
 - Add "Questions" Column
- Project Management

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Key Takeaways

- Listening is key – Leveraging the unique perceptions of our frontline staff will improve the quality of patient care and culture at UCM. (BS)
- Team buy-in is VERY important and it cannot be overlooked. If the team does not understand or believe in the process, and there is 0 accountability to partake in the process, the project cannot succeed. (DP)
- Frontline had insight into major areas that we were aware of...and a whole lot more. (TS)
- Hearing from the front lines provides us with important insights around implementation and dissemination challenges for known best practices. (SR)

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Questions?



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Tom Spiegel, tspiegel@uchicago.edu

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Peer to Peer Breakout

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