

2024 VIZIENT CONNECTIONS SUMMIT

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# REFLECTION

REFLECT | ADAPT | EVOLVE

# Red Sneakers and The Peanut Gallery: Novel Leadership Improves Engagement

**Carol Gomes, MS, FACHE, CPHQ**, Chief Executive Officer/Chief  
Operating Officer

**Eric J. Morley, MD, MHA, MS, CPHQ**, Chief Quality Officer

**Carolyn Santora, MS, RN, NEA-BC, CPHQ**, Chief Nursing Officer/Chief  
Regulatory Officer

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# Learning Objectives

- Describe unique methods of leadership to connect with the workforce.
- Discuss novel approaches to staff engagement.

# Red Sneakers and The Peanut Gallery: Novel Leadership Improves Engagement

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# Stony Brook University Hospital



4 Hospitals. 200+ Locations in 40+ Communities

- Stony Brook University Hospital
- Stony Brook Children's Hospital
- Stony Brook Southampton Hospital
- Stony Brook Eastern Long Island Hospital
- Stony Brook Cancer Center
- Stony Brook Heart Institute
- Stony Brook Neurosciences Institute
- Stony Brook Trauma Center
- Stony Brook Women's Health
- Long Island State Veterans Home

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# Stony Brook University Hospital Overview



Beds: 628

Inpatient Discharges  
(excluding newborns): 31,367

ED visits: 112,144

Outpatient visits: 1,171,941

Births: 3,867

Employees: 7,982

Physicians: 1,272

Volunteers: 270



**Calendar Year 2023**

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# Focused Areas of Excellence

- Cancer Center
- Children's Hospital
- Heart Institute
- Neurosciences Institute
- Digestive Services
- Orthopaedic Services
- Surgical Services
- Trauma Service/Emergency Medicine
- Women's Health Services
- Geriatric Emergency Department Accreditation (GEDA)

All we do is all for you.

**We don't just conduct clinical trials, we create them.**  
All so Kali can keep trying new things.

Every pioneering innovation. Every preventive screening. Every specialized care team.  
Every wellness path. Every genetic counseling session. Every treatment option.  
Every clinical trial. Every personal connection. Every cancer team. Every reason for hope.  
Every new beginning. At Stony Brook Cancer Center, all we do is all for you.

Stony Brook Medicine  
stonybrook.org

All we do is all for you.

**We never stop innovating ways to treat neurological disorders,**  
so Sophie can get back to work.

Every life-saving surgery. Every minimally invasive option. Every pain management strategy.  
Every clinical trial. Every specialty center. Every collaborative team.  
Every open door. Every outstretched hand. Every therapy. Every breakthrough.  
At Stony Brook Neurosciences Institute, all we do is all for you.

Stony Brook Medicine  
stonybrook.mhhs/neurosurgery

All we do is all for you.

**We perform robotic-assisted surgery for colon and rectal cancers,**  
so Chris can get back to reeling them in sooner.

Every moment spent fishing. Every reason for confidence in your care. Every expert on your team.  
Every decreased risk of complication. Every shorter and recovery time. Every reason to keep reeling forward.  
At Stony Brook Cancer Center, all we do is all for you.

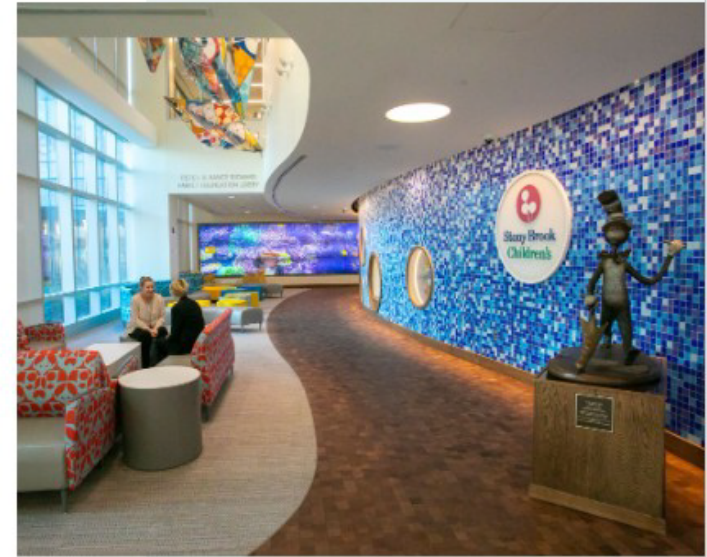
Stony Brook Medicine  
stonybrook.org/colonrectal | NCIU 58-CENCR 1122-2015



# Stony Brook University Hospital: Comprehensive Care

## Suffolk County's Only....

- Level 1 Trauma Center for both adults and children
- Dedicated Pediatric Emergency Room (24/7)
- Level 4 Regional Perinatal Center
- Bone Marrow and Blood Stem Cell Transplantation Program
- Children's Hospital
- Ebola/Emerging Infectious Diseases evaluation, treatment center and regional transport
- Kidney Transplantation Program
- Pediatric Oncology Comprehensive Program
- Tertiary/Quaternary Care Center



# Background

- Impact of COVID 19 on staff; on leadership
- Staff turnover
- Employee Engagement Survey data
- Patient engagement
- Quality

# Compassionate Connected Leadership\*

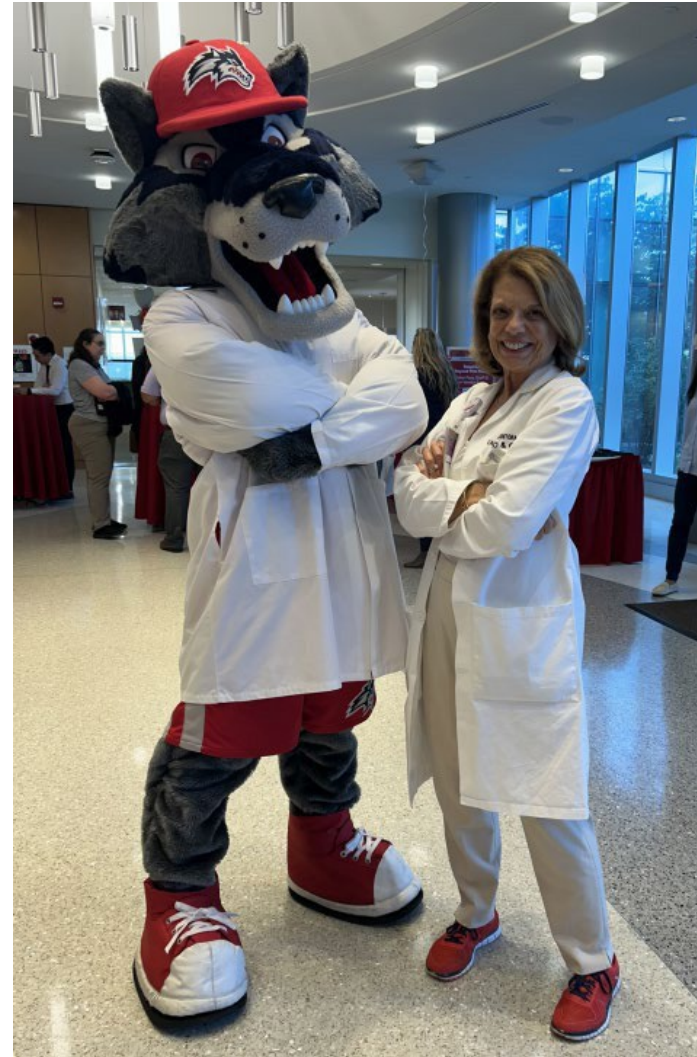
- An outcome of leadership behaviors
- Compassionate Connected (CC) Leaders operationalize caring, compassion and empathy through their behaviors
- CC Leaders create structures that embed those behaviors in practice
- **Novel leadership** structures support CC leadership

\*Based on Compassionate Connected Care as conceptualized by Press Ganey

# Novel Leadership Defined

- Red Sneaker Rounds
- Peanut Gallery
- “Doc on the Street” videos
- Safety Fairs
- Compassionate Connected Care

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# Red Sneakers

- History of the Red Sneakers
- Red Sneakers reimaged: April 2023



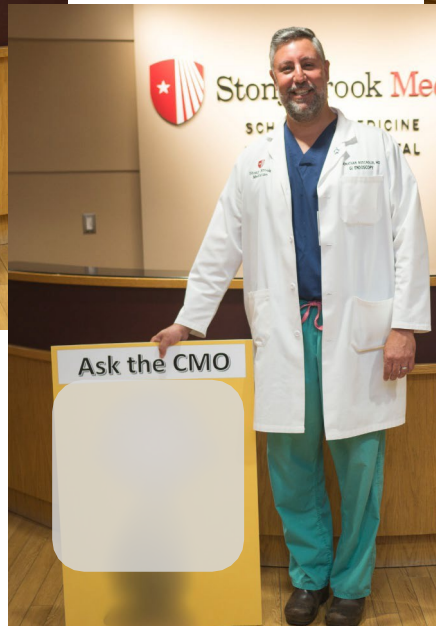
# Red Sneakers

- Consistent: weekly
- Alternate times
- Rotate floors/departments
- Let the staff drive the discussion
- Visit the “nooks & crannies”



# The Peanut Gallery: May 2023

## Story of the Peanut Gallery

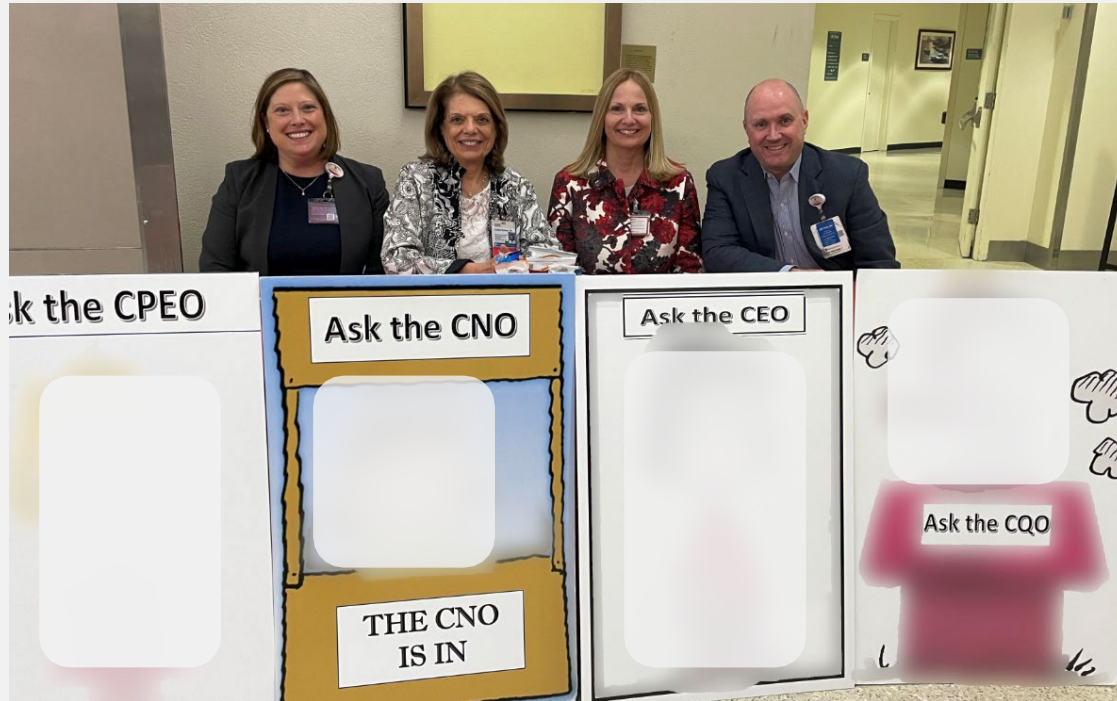


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# The Peanut Gallery

Peanut Gallery in Action: "I wanna be where the people are"

- Time/day do not deviate
- Signs make the "Os" approachable
- Some tough questions, but lots of good will





# The Peanut Gallery

October 31, 2023 was Halloween.....



# Novel Leadership

- “Doc on the Street”
- “Fashion Police”



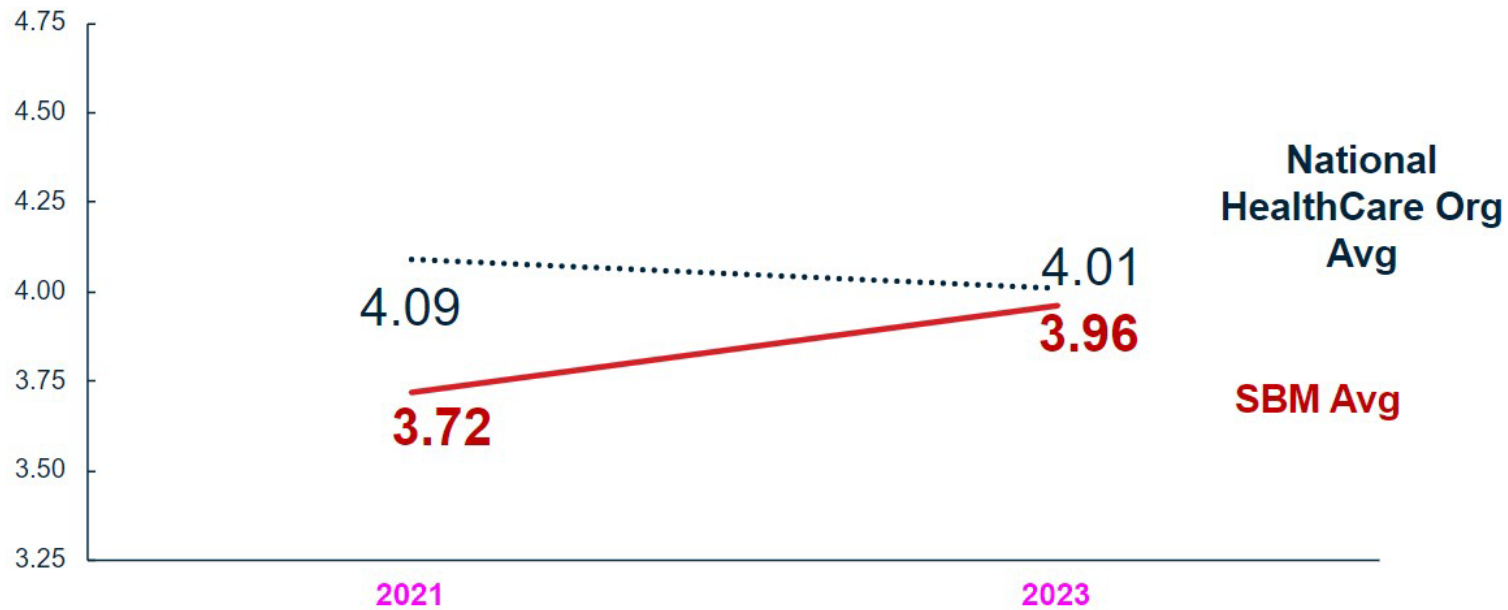
[https://youtube.com/clip/Ugkxdm4-jvJCdovMdA\\_a3\\_4priKkQrQC0QnV?si=Em4TzOcptJUyS9sF](https://youtube.com/clip/Ugkxdm4-jvJCdovMdA_a3_4priKkQrQC0QnV?si=Em4TzOcptJUyS9sF)

# Outcomes

- Staff Engagement Survey data (October 2023)
- Recruitment/retention data
- Quality data
- Patient engagement data

# Outcomes: Staff Engagement Score Data

- SBM scores increased from 2021 to 2023
- Average scores of peer organizations decreased

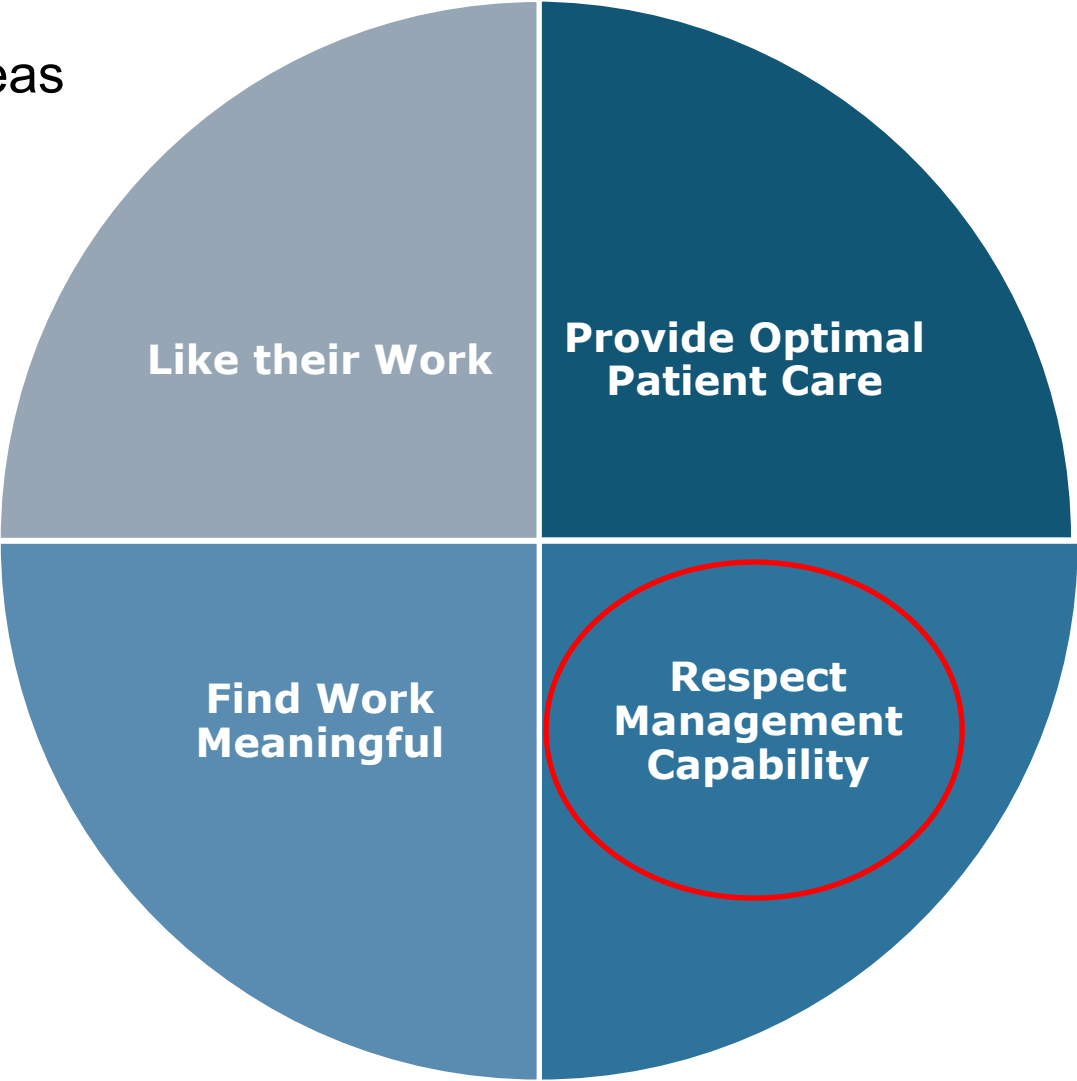


SBM = Stony Brook Medicine

# Outcomes: Staff Engagement Score Data



SBUH Top Scoring Areas



SBUH = Stony Brook University Hospital

# Outcomes: Nursing Staff Engagement Score Data



Item	2023 Score	2021 Score	Improvement
My work unit is adequately staffed.	3.26	2.64	+ .62
Nurse leaders share a clear vision for how nursing should be practiced in this organization.	3.88	3.30	+ .58
Senior nursing leadership is responsive to my feedback.	3.76	3.22	+ .54
Nurse leaders are accessible in this organization.	4.01	3.49	+ .52
I have the opportunity to influence nursing practice in this organization.	3.79	3.29	+ .50
Our organizational values are reflected in our Nursing Professional Practice Model.	4.01	3.55	+ .46
I have opportunities to learn and grow in this organization.	3.98	3.54	+ .44
We effectively use cross functional (interprofessional) teams in this organization.	3.80	3.36	+ .44
My pay is fair compared to other healthcare employers in this area.	2.85	2.42	+ .43
I felt valued for my efforts in responding to the COVID-19 pandemic.	3.36	2.96	+ .40

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# Outcomes: Staff Engagement Score Data

Item Text	Respondent Distribution <small>Unfav   Neut   Fav</small>			Overall Score & Trend	Rank vs. Nat'l HC	Rank vs. Nat'l Academic HC
I would stay with this organization if offered a similar position elsewhere.	10%	26%	64%	3.80 ↑ +0.26	49th	59th
I would like to be working at this organization three years from now.	6%	19%	74%	4.02 ↑ +0.22	47th	60th
Overall, I am a satisfied employee.	9%	20%	71%	3.86 ↑ +0.29	40th	54th
I am proud to tell people I work for this organization.	4%	16%	79%	4.12 ↑ +0.19	39th	47th
I would recommend this organization as a good place to work.	7%	20%	73%	3.93 ↑ +0.31	38th	50th
I would recommend this organization to family and friends who need care.	5%	16%	79%	4.04 ↑ +0.20	33rd	39th
<b>Engagement Indicator</b>	7%	20%	73%	3.96 ↑ +0.24	40th	50th

Note: Neutral labels are hidden when percentage is less than 5%.

# Outcomes: SBUH Executive Leadership Items



Item	Domain	% Unfav	% Neut	% Fav	2023 SBUH Score	vs. 2021	vs. SBM Overall	vs. Natl HC Avg	vs. AHA-2 Emp Avg	vs. Natl Acad HC Avg
30. I have confidence in senior management's leadership.	ORG	16%	20%	64%	3.70	+0.34	0	-0.03	-0.14	+0.09
51. Senior management provides a work climate that promotes patient safety.	ORG	7%	16%	77%	3.96	+0.31	-0.02	-0.06	-0.08	+0.04
64. Senior nursing leadership is responsive to my feedback.	ORG	12%	23%	65%	3.76	+0.54	+0.05	+0.15	+0.14	+0.27

## Definitions:

- Senior Management is C-Suite Executives
- Senior Nursing Leadership is Assistant Vice Presidents of Nursing & Chief Nursing Officer

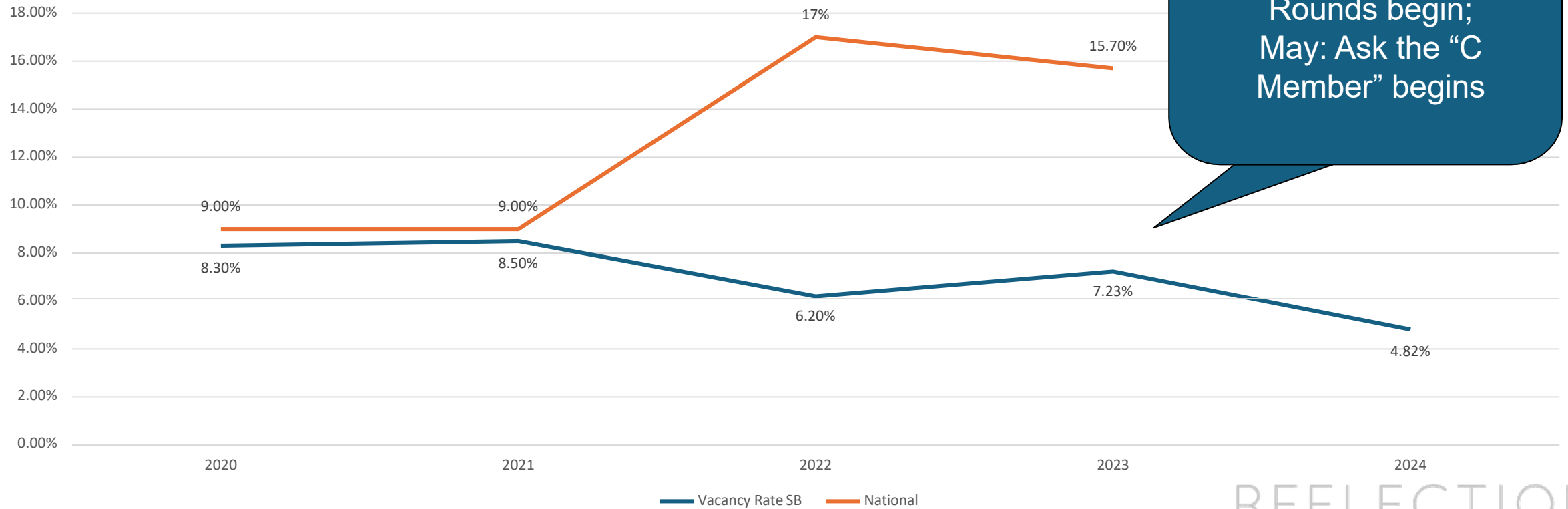
AHA=American Hospital Association; SBM=Stony Brook Medicine; SBUH = Stony Brook University Hospital

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# Outcomes: Nurse Recruitment and Retention Data

RN Vacancy Rate,  
Stony Brook (SB) vs Nation



2023  
April: Red Sneaker  
Rounds begin;  
May: Ask the "C  
Member" begins

# Novel Leadership Practices in Quality

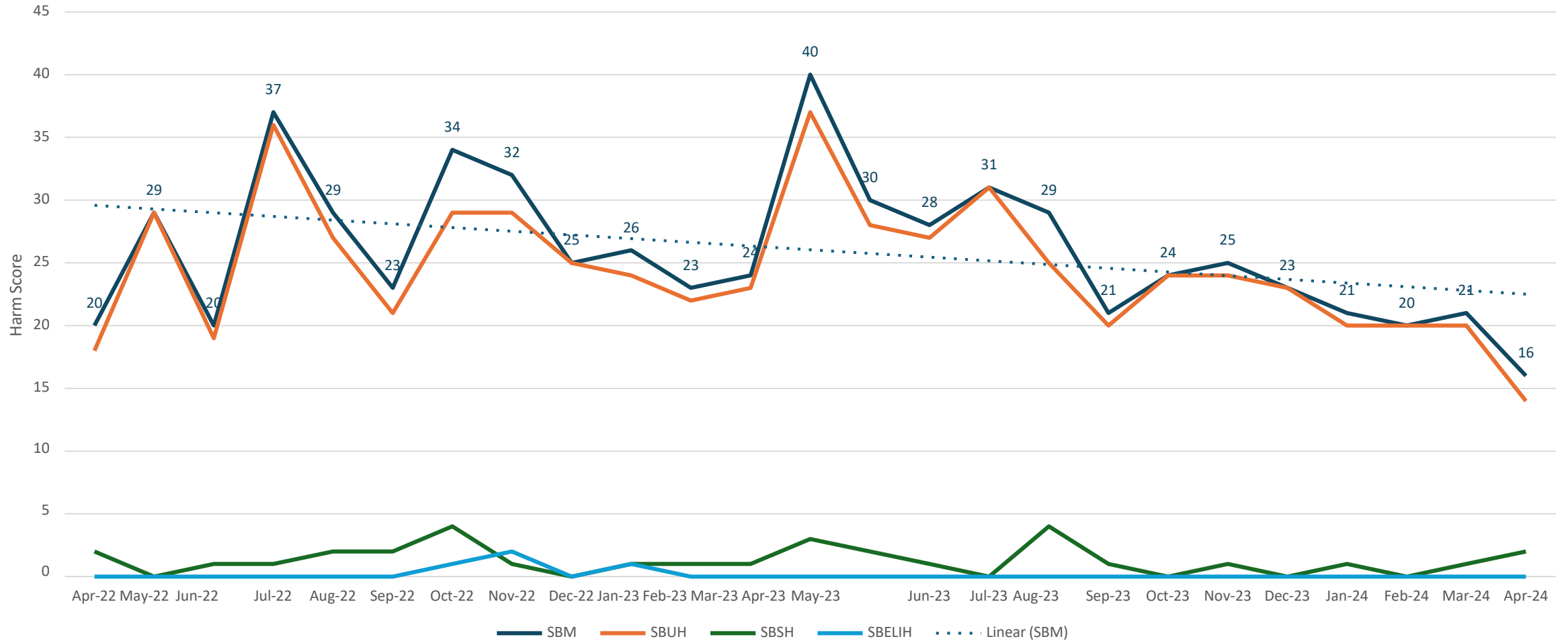


Quality And  
Safety Fairs

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# Outcomes: Patient Safety Data

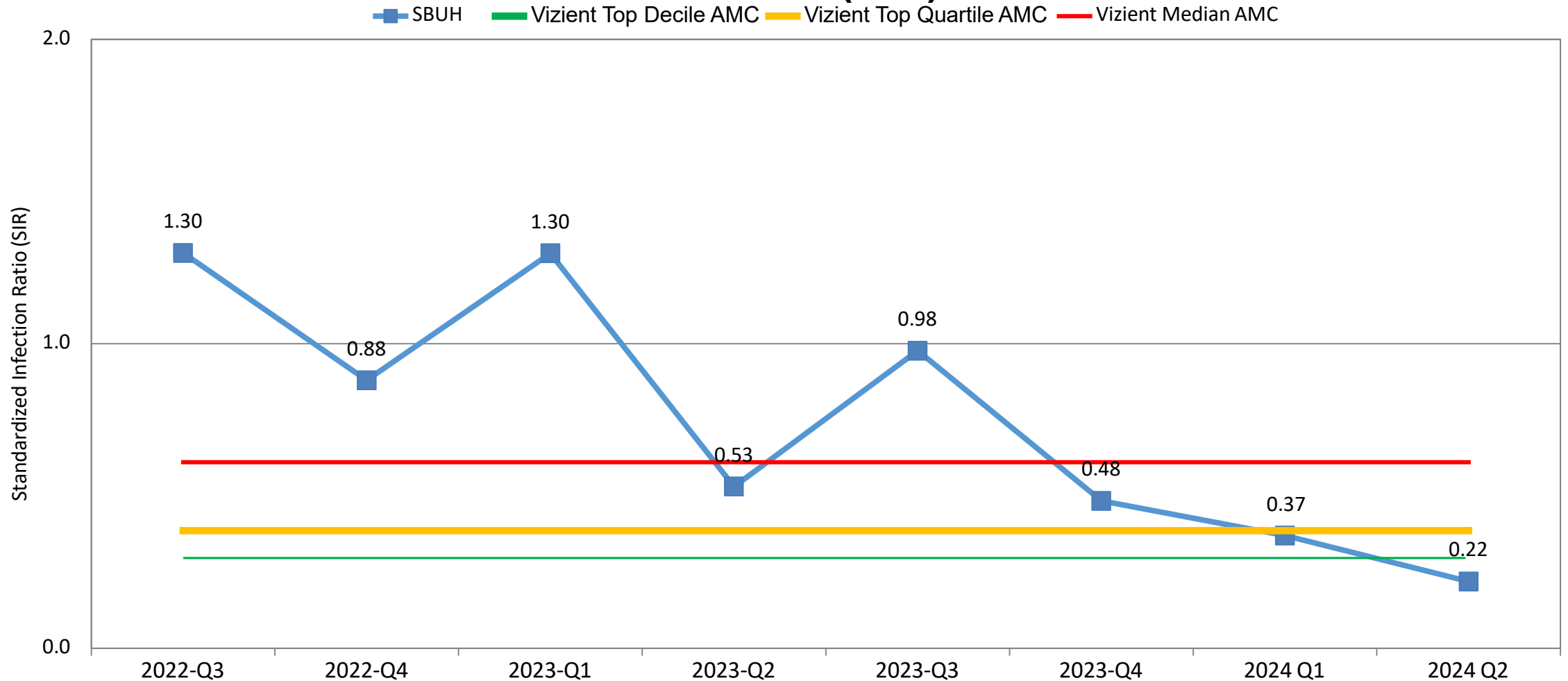
## Harm Score (NHSN Infections, HACs, PSIs)



HAC=Hospital-Acquired Condition; NHSN=National Healthcare Safety Network; PSI=Patient Safety Indicator; SBUH=Stony Brook University Hospital; SBM=Stony Brook Medicine; SBSH=Stony Brook Southampton Hospital; SBELIH=Stony Brook Eastern Long Island Hospital

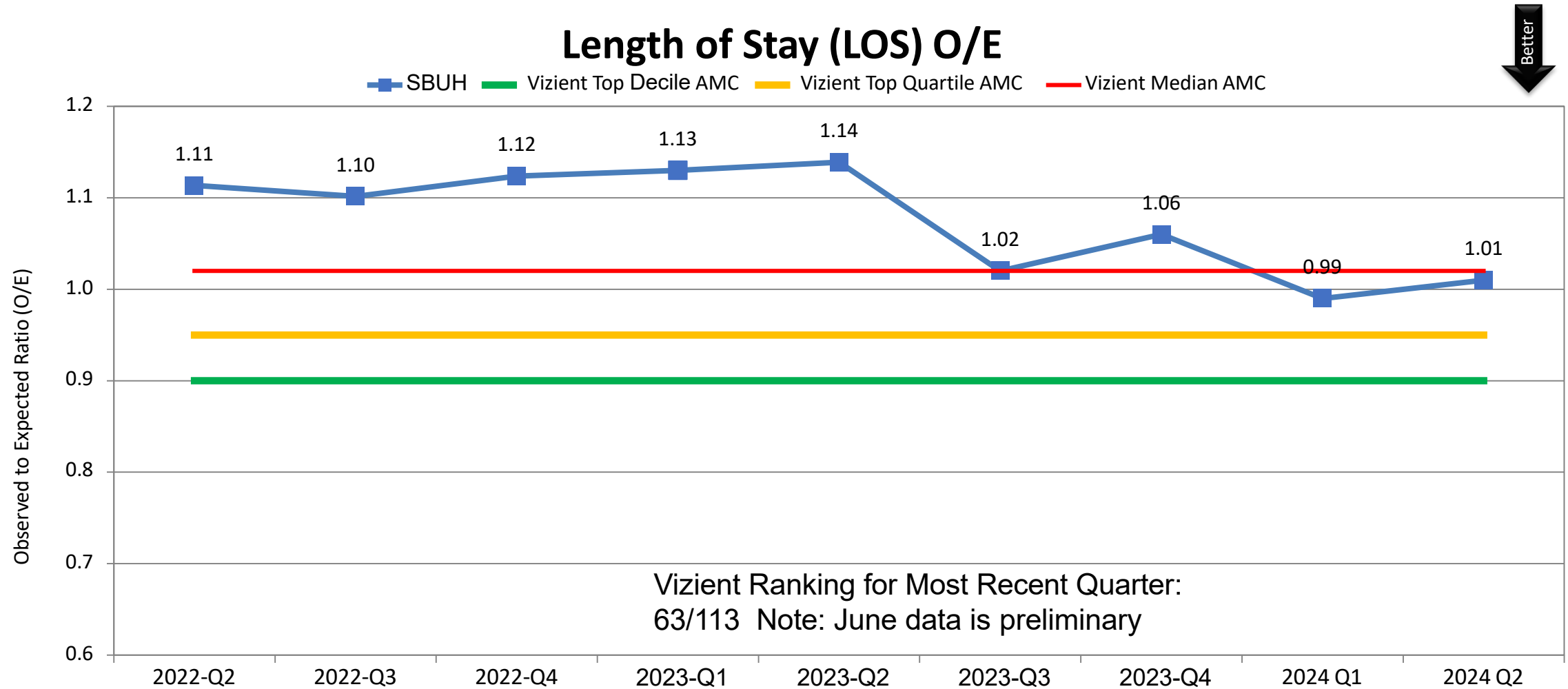
# Outcomes: CAUTI

## CAUTI Rate (SIR)



SBUH = Stony Brook University Hospital; SIR=Standardized Infection Ratio

# Outcomes: Throughput



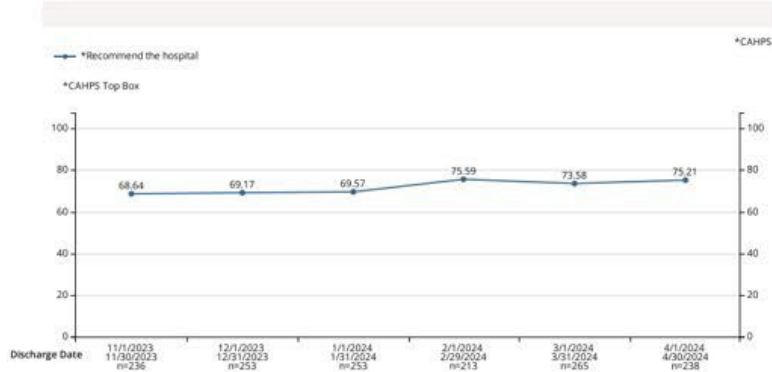
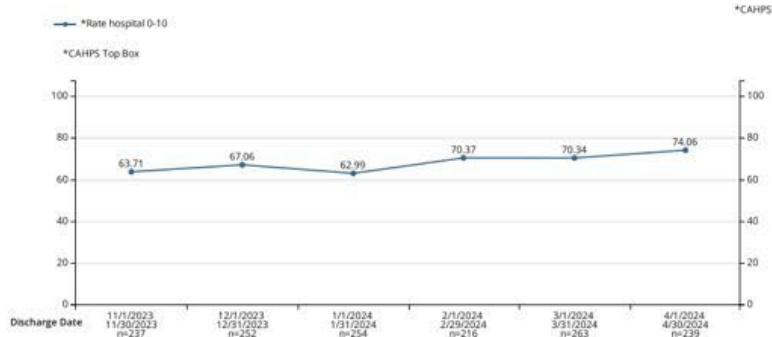
O/E=Observed/Expected; SBUH=Stony Brook University Hospital



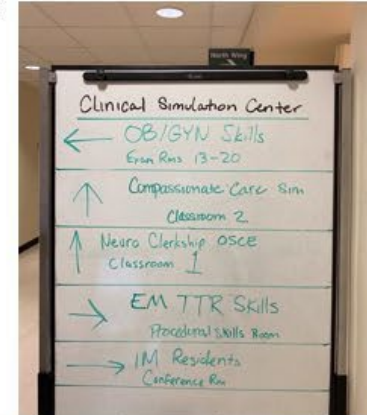
# SBM Care Model: Compassionate Connected Care<sup>®</sup>



Compassionate Connected Care<sup>®</sup> Multidisciplinary Sim Lab Sessions



Physician/Provider Compassionate Connected Care<sup>®</sup> CMO/CPEO "Roadshow"



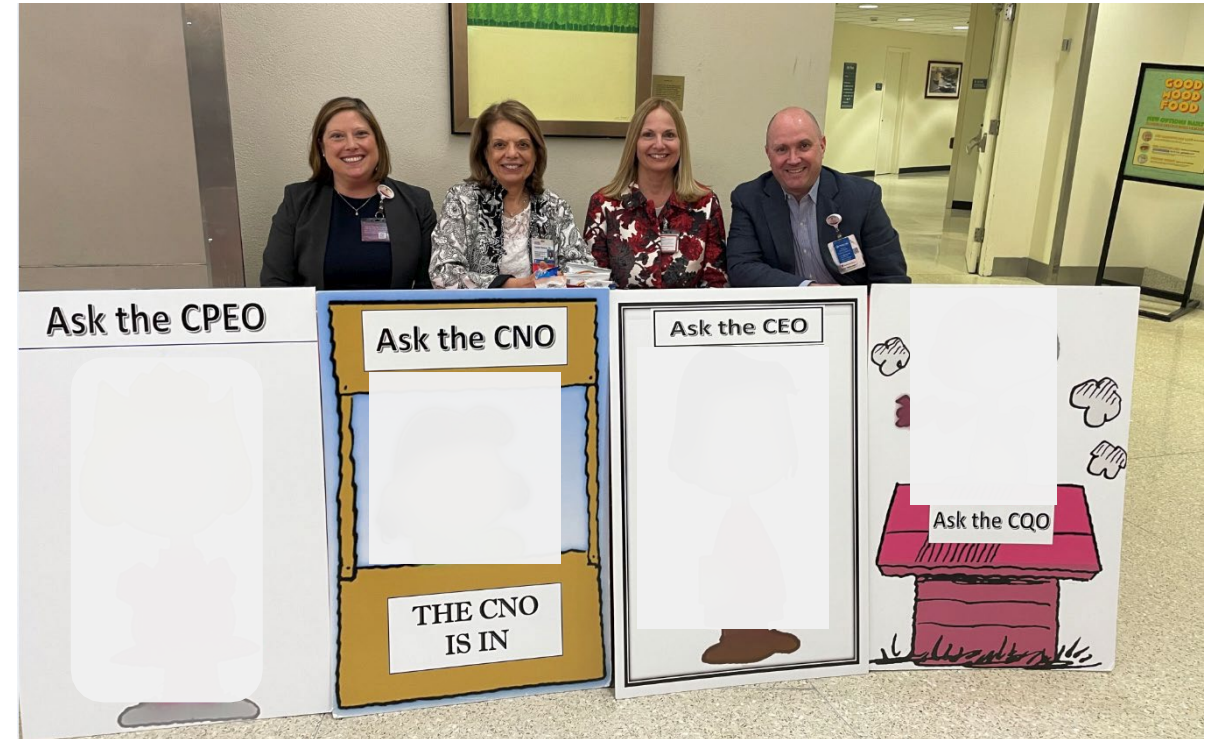
Extending Compassionate Connected Care<sup>®</sup> Communication to Our Teams



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# Lessons Learned

- Round without disrupting care
- Popcorn and candy increase staff participation and ease conversation
- Be prepared for the tough questions
- Smiling makes you approachable
- Humor is important



# Key Takeaways

- Novel leadership leads to positive staff engagement
- Being accessible to hear concerns is important...but....
- **Response to concerns is imperative to build trust**
- Leadership visibility in a safe structure positively impacts both staff and the leaders morale
- Novel leadership results in good will and improves relationships
- Demonstration of **Compassionate Connected Leadership** builds lasting relationships between staff and leadership



# Questions?



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