Enhancing Patient Outcomes through PeriAnesthesia Clinical Leader Engagement, Development and Unit-Level Shared Governance

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Background

• 171-bed community, Magnet®, teaching hospital that is part of a large, integrated health system identified a need to enhance staff flexibility and the speed with which staff could accommodate change.

• Need for increasingly frequent change management.

• To support optimal effectiveness of their clinical leadership as pivotal change agents, a unit level shared-governance structure was developed and implemented.

Purpose

• To support PeriAnesthesia nurse adaptability through uniting the clinical leadership team of three PeriAnesthesia Departments.

• To enhance clinical leadership team skills around conflict management, professionalism, change management and systems thinking.

Process

• PeriAnesthesia Clinical Leadership Group (PDCLG) was created by the Nurse Director (ND) and Professional Development Manager (PDM).

  • Structure built and implemented to provide regular venues for teambuilding, information sharing, professional and leadership growth, and team problem solving:

  - Individual One to Ones: Regular individual meetings to discuss operational and strategic issues as well as coaching, professional and leadership development.
  - Small Group Meetings: Meetings with smaller groups for focused operational concerns, collective problem solving.
  - Weekly Operations Meeting: Discussion of operational concerns, information sharing, collective problem solving, decision making and monitoring metrics.
  - Retreats: Full day, scheduled on holiday weeks to enable attendance. ASPAN Standards and position statements, Massachusetts Nurse of the Future Competencies, the Johns' Hopkins EBP Model, the Magnet model and local strategic plan.

Statement of Successful Practice

• Multiple new processes implemented rapidly.

• CPAN and CAPA certification rates increased within CL group and staff overall.

• Clinical Leaders reported greater group cohesion, growth of their leadership skills and greater satisfaction in their roles.

Implications for Practice

• Adaptable, empowered PeriAnesthesia nurses can be powerful change agents and contribute to advancing patient care.

• PeriAnesthesia nursing leaders can support autonomy, engagement and satisfaction through intentionally providing opportunity for team building, professional development and operational collaboration.

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