

Nurse Director Leaders Standard Work

Joseph Nammour

Beth Israel Deaconess Medical Center

Introduction/Problem

Nurse Directors face multiple competing priorities on any given day. Because the nature of a large portion of their work is often unpredictable and time sensitive, nurse directors reported feeling like they were often unable to fully accomplish what they wanted and often left at the end of the day "not feeling like they had been able to get anything done". This was true for both seasoned nurse directors as well as those new to the role. A number of Nurse Directors expressed a desire to better examine the workload of a nurse director's in different areas and provide more structure and organization to their daily work.

In addition, there were a number of "best practices" currently being used in the Nursing Director role with limited forums to share and learn. In order to set up the Nursing Director role for success and the ability to increase employee and patient experience, more time back and structure was needed.

The intent of this project was to improve both the **effectiveness** and **efficiency** of Nurse Directors.

Aim/Goal

- Understand variation in current state of work day for Nursing Directors
- Improve proactivity in work day: To manage and prepare for the unexpected
- Create a visual management tool to compliment current scheduling and calendar tasks
- Find opportunities in the role to standardize processes in order to build time to respond to unplanned work
- Provide structure for incoming nursing directors through easy onboarding and availability of resources

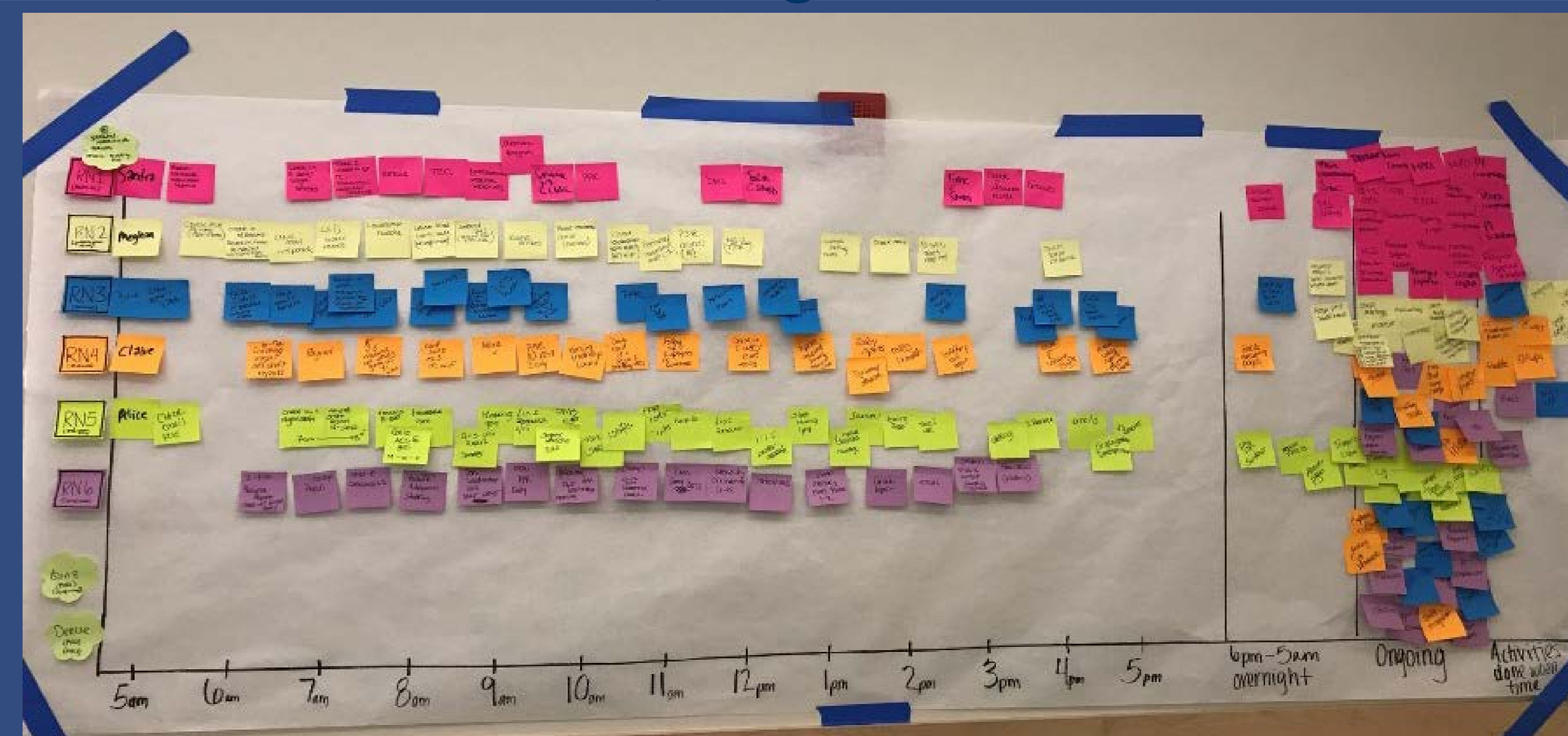
The Team

Team Member	Role	Title	Department
Kim Cross	Team Leader	Nursing Director – Farr 5	Patient Care Services
Sandra Sanchez	Team Leader	Nursing Director – Farr 7	Patient Care Services
Denise Corbett-Carboneau	Core Team	Nursing Director – Farr 2	Patient Care Services
Meghan Dalton	Core Team	Nursing Director – MBU	Patient Care Services
Brid Walsh	Core Team	Nursing Director – 11 Reisman	Patient Care Services
Alice Bradbury	Core Team	Nursing Director – CC7	Patient Care Services
Claire Cruz	Core Team	Nursing Director – Stoneman 7	Patient Care Services
Joseph Nammour	Lead Project Manager	Management Engineer II	Office of Improvement & Innovation
Amanda Deftos	Support Project Manager	Management Engineer Co-op	Office of Improvement & Innovation
Allison Wang	Project Oversight	Management Engineer III	Office of Improvement & Innovation

The Interventions

- Held five workshops to discuss current state, create a future state vision, and design a calendar template
- Workshop 1: Review observations and data collection insights; mapped out and discussed current state
- Workshop 2: Reviewed job description and documented all tasks Nurse Directors do in any given day or week
- Workshop 3: Bucketed & prioritized tasks by have to do's vs. want to do's; created first iteration of template
- Workshop 4: Collected feedback on pilot of first calendar, iterated & created an alternative (electronic) option
- Workshop 5: Compared the piloted alternatives, determined feasibility of spreading to all in the role
- Presented at Nurse Leadership Council to share the work and invite all Nurse Directors to try the calendar

Results/Progress to Date



Swim lane diagram of the current state from Workshop 1. Nurse Directors mapped out all the tasks that take up their day, and the cluster on the right are all the tasks they didn't have time to fit into a "typical day".

For more information, contact:

Joseph Nammour, Management Engineer II, Office of Improvement & Innovation - jnammour@bidmc.harvard.edu

Nurse Director Leaders Standard Work

Joseph Nammour

Beth Israel Deaconess Medical Center

More Results/Progress to Date

Standard Work Calendar

Name: Alice Bradbury
Month:

	Monday	Tuesday	Wednesday	Thursday	Friday
7:00 AM	Payroll (Sunday)	Staffing	Staffing	Staffing	Staffing
8:00 AM	Daily Check In	Daily Check In	Daily Check In	Daily Check In	Daily Check In
9:00 AM	TCC	Evals	TCC	TCC	TCC
10:00 AM	MAP, Emailing	MAP, Emailing	MAP, Emailing	MAP, Emailing	MAP, Emailing
10:30 AM	PPR (10:30-11:30)	PPR (10:30-11:30)	PPR (10:30-11:30)	PPR (10:30-11:30)	PPR (10:30-11:30)
11:00 AM	Narc Check	EVS Rounds?	Lunch and Learn		
12:00 PM	Daily Check In	Daily Check In	Daily Check In	Daily Check In	Daily Check In
1:00 PM	No Meeting Zone	Staffing	Staffing	Staffing	Staffing
2:00 PM	Incident Reports	Staffing	Budget Reports	Staffing	Clerical Work
3:00 PM	Daily Check In	Daily Check In	Daily Check In	Daily Check In	Daily Check In
4:00 PM					
5:00 PM					

Weekly

Week	Monday	Tuesday	Wednesday	Thursday	Friday
Week 1	Nursing Leadership (10:30), Medical Directors (1:00)	Q&S Ops (9:30)	Variance Reports	Q&S Ops, Medical Directors (1:00)	
Week 2	1:1 w/ Jane (11:00)	Divisional, Staff Meetings	NLC (10:30-12:00)	Divisional	
Week 3		Variance (10:00)	MPRC (4:30-6:00)		
Week 4			Complex Patient ND Meeting	Leadership (9:30-11:00)	
Week 5					

Quarterly

Q1	Professional Day
Q2	
Q3	Professional Day
Q4	

February 12 - 16, 2018

Boston, Massachusetts

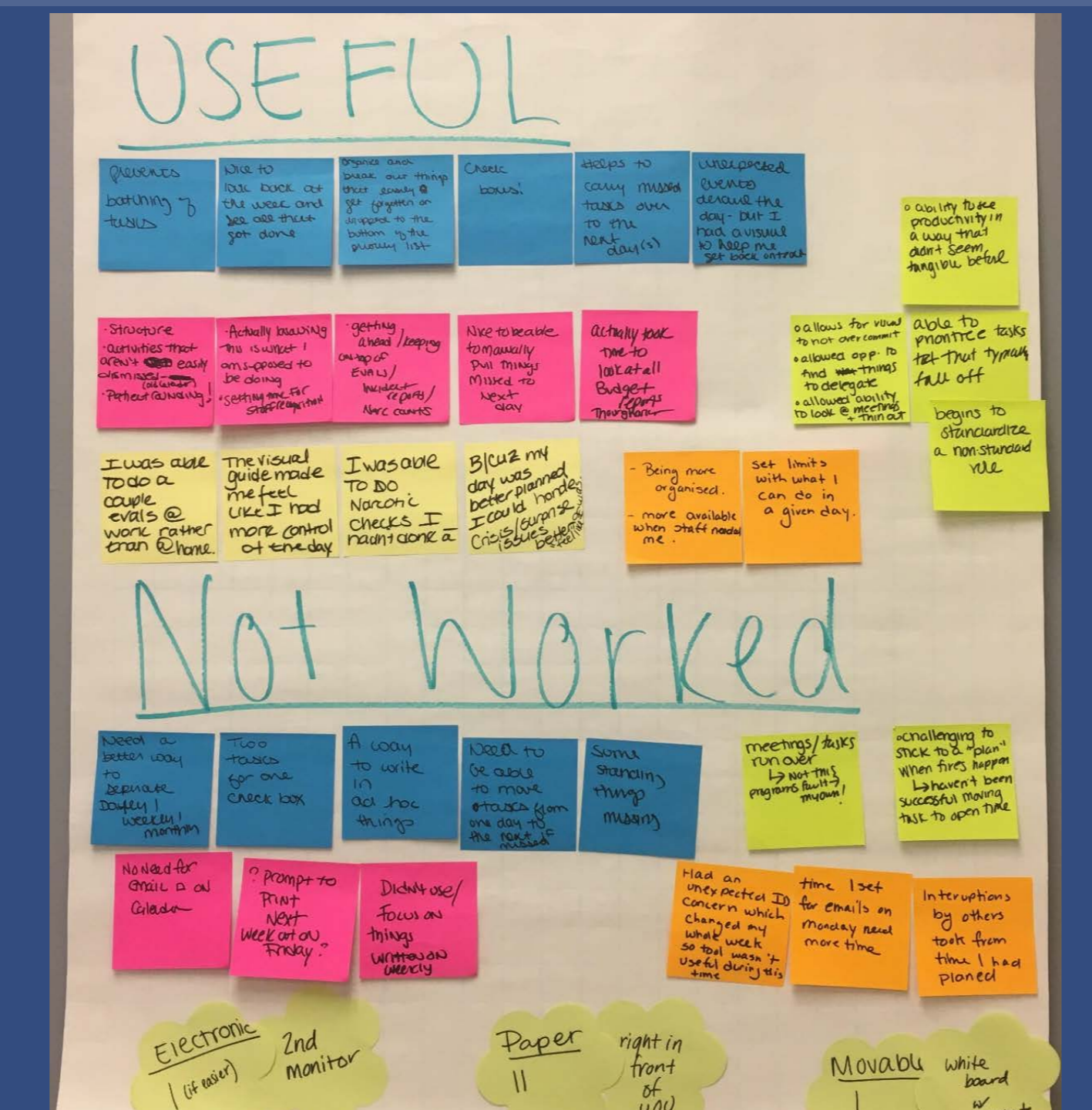
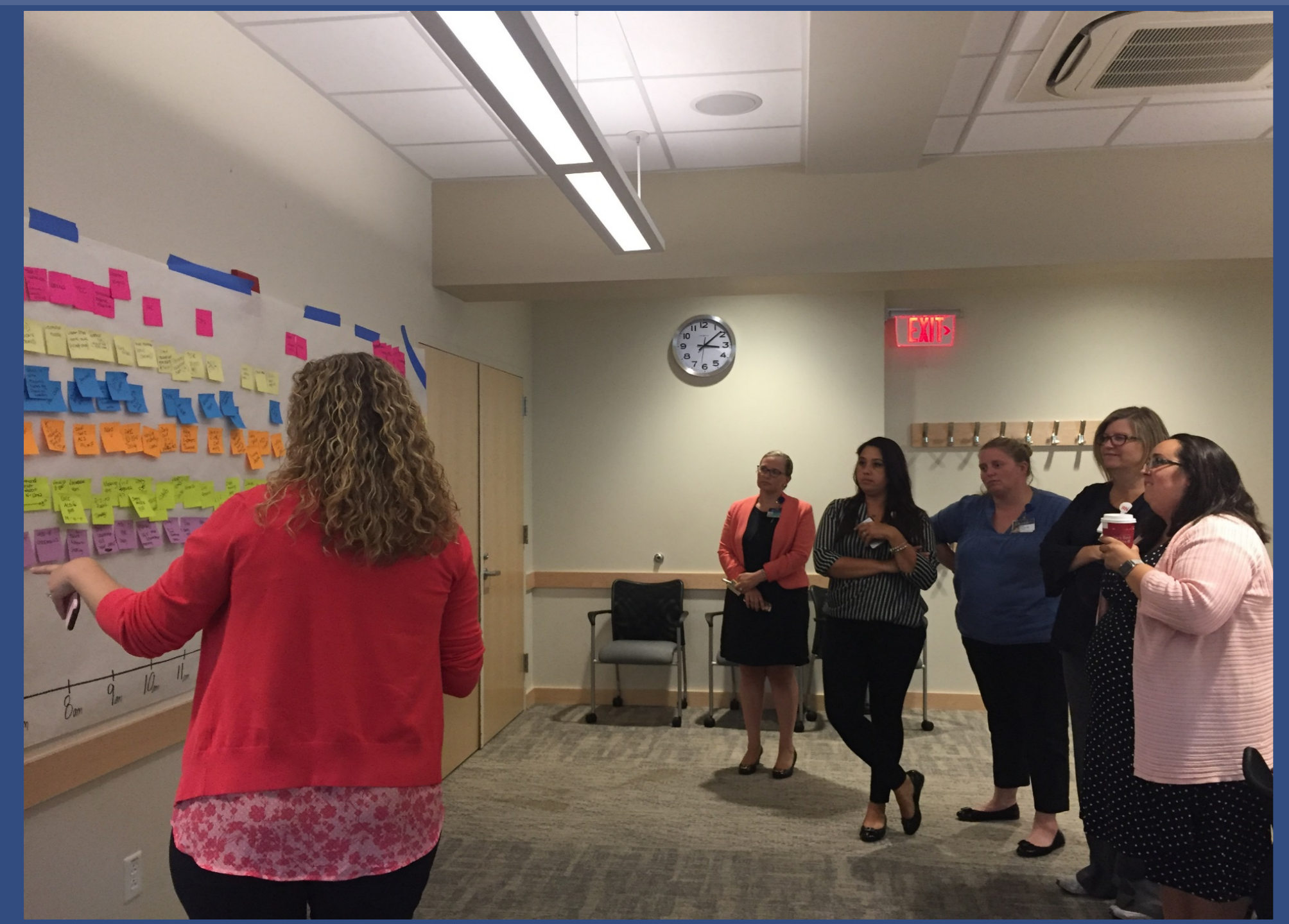
Today: 48°F/37°F | Tomorrow: 55°F/45°F | Friday: 48°F/23°F

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
12	13	14	15	16
6 AM				
7	Payroll	Staffing	Staffing	Staffing
8	Daily Check In	Staffing	Daily Check In	Staffing
9	MAP, Emailing	TCC	MAP, Emailing	TCC
10	PPR (10:30-11:30)	MAP, Emailing	MAP, Emailing	Project Work
11		PPR (10:30-11:30)	PPR (10:30-11:30)	PPR (10:30-11:30)
12 PM	Narc Check	EVS Rounds?	Lunch And Learn	
1	Daily Check In	Daily Check In	Daily Check In	Daily Check In
2	Staffing	Staffing	Staffing	Staffing
3	Incident Reports	Staffing	Staffing	Budget Reports
4	Daily Check In	Daily Check In	Daily Check In	Daily Check In



Left: Iteration 1, a standard calendar paper template with times set aside for unscheduled priorities
Middle: Iteration 2, a supplemental Outlook calendar to allow for mobile access and easy rescheduling

Right: Iteration 3, a whiteboard/piece of butcher block paper involving concepts from previous iterations. Time of day was removed from the far left, sticky notes allow for the versatility to move tasks around, and checkboxes are included.



Lessons Learned

- The template had to have enough structure to be useful but maintain flexibility to appeal to each user.
- The chaos of a “typical day” made it hard for Nurse Directors to find time to get their personal priorities done.
- Feedback from the workgroup included the following quotes:
- “It was rewarding to look back at the week and see all that I was able to get done.”
- “Unexpected events derail every day, but I had a visual to help me get back on track.”
- “I was able to take the time to do things I had not done in a while.”

Next Steps

- Update the Daily Management System (DMS) steering committee on workgroup progress
- Meet with Nurse Directors that expressed interest in piloting the template after Nurse Leadership Council
- Regroup with initial workgroup in two months to evaluate sustainment and discuss next steps

Left: Workshop 1, swim lane exercise and mapping out current state
Right: Workshop 4, a sample of feedback on the first iteration of the standard work calendar template