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6 Hall Team Norms: It's Our Patient

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6 Hall Team Norms: It's Our Patient

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BACKGROUND

6Hall observed high turnover, poor teamwork and morale, as well as conflict management issues. In previous years, 6Hall failed to meet the National Magnet Facilities Benchmark for NDNQI. Having an enjoyable work environment and better job satisfaction will support 6 Hall in providing better care to our patients and families.

AIM STATEMENT

6Hall will increase NDNQI RN-RN Interaction scores from 5.06 to 5.45 to meet the 2019 National Magnet Facilities benchmark by August 1st, 2019.

METHODS

With the help of the Children's Mercy Organization Development team, 6Hall established six Team Norms, created using feedback gathered from frontline staff. With their help, staff was given time to provide their feedback in certain areas: commitment, accountability, trust, and conflict, and what ideal leadership looks like. Staff was also asked what they could use more information or clarification on and provided suggestions on what could help them perform their job duties more efficiently. After gathering this valuable information from staff, a team met to create the Team Norms. The Team Norms are a set of relationship and behavioral guidelines and expectations. Essentially, a standard of how the staff will interact and communicate. The main theme of the team norms was "It's Our Patient."

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METHODS CONTINUED

6 Hall Team Norms

1. We strive for excellence; our work is complex, mistakes will happen.
2. We provide timely (<1 week) feedback, which includes positive, learning and interpersonal feedback.
3. We celebrate as a team and our environment feels like every individual matters.
4. When trust is broken, we ask ourselves: how did I contribute? What can I do to make it better? We are careful in not making assumptions.
5. Our behaviors are supportive and display respect.
6. We create a work environment that feels consistently awesome.

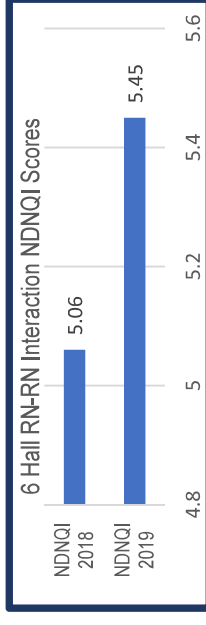
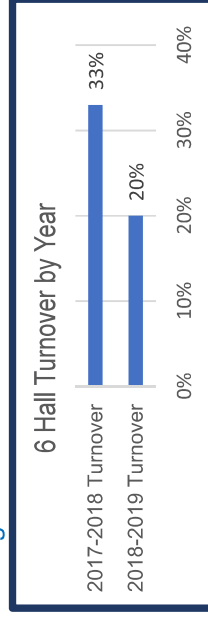
The Team Norms were introduced to staff by the use of the 6 Hall metrics board. A specific Team Norm was spotlighted each week and discussed during huddle. Additionally, the 6 Hall directors met with each staff member individually to discuss each Team Norms and had them sign a contract. Signing the contract meant that they would be held to these expectations and also they were to hold fellow staff members accountable. From the information we gathered during this process, 6Hall implemented an end of shift huddle where staff could discuss how they shift went, share something learned, or give kudos to a helpful co-worker; a time for their voices to be heard.

RESULTS

From May 2017 to May 2018, prior to the implementation of Team Norms, 20 of 60 (33.3%) staff members left 6Hall. After implementation, June 2018 to June 2019, only 12 of 60 (20%) staff left. In 2018, NDNQI RN-RN Interaction score was 5.06.

RESULTS CONTINUED

In 2019, it raised to 5.45, surpassing the benchmark of 5.20. By surpassing the benchmark, 6 Hall met our AIM statement. We have not seen survey results this high since before 2015.



CONCLUSION

With high turnover, poor morale, 6Hall knew changes needed to be made. The improvement in turnover and NDNQI scores shows great progress with the implementation of the Team Norms. Moving forward, 6Hall has implemented a teambuilding exercise at each update and a renewed focus on STP submissions to encourage continued engagement. We will continue living by our Team Norms and tracking yearly NDNQI Scores. By implementing Team Norms, 6 Hall staff are now working in a supported, respectful environment. We hope this increase continues to improve job satisfaction, which most importantly, we feel our Team Norms assist us in providing high quality care to our patients.

LOVE WILL.

