

## Engaging Staff To Change a Culture

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# Engaging Staff to Change a Culture

## Perioperative Services

Lehigh Valley Health Network, Allentown, Pennsylvania

### Problem Statement:

Preoperative patient flow inefficiencies were identified by leadership of an ambulatory unit at an academic Magnet accredited hospital. These inefficiencies were not as obvious to the staff on the ambulatory surgical unit. Staff had increased anxieties as they anticipated new work flow.

### Rationale:

The existing preoperative patient flow created extended wait times for patients and their families, duplication of nursing tasks as well as, non-standardized and non-value added work to the nursing process. The Perioperative Team verbalized increased anxieties and resistance to the change that would improve the quality of patient care. Engaging the staff to be a part of the process change was necessary to align the leadership and staff goals.

### Methodology:

The Perioperative Leadership team collaborated with the Organizational Effectiveness Department to utilize LEAN process improvement tools to create a common goal of engaging the staff in the process change.

#### Planning the Process Change:

- A Value Stream Map was created by a perioperative interprofessional team.
- The nursing unit divided into 2 teams, one team organized the work area and the other team evaluated the patient flow.
- Key stakeholders met bi-weekly to plan the process change, allowing for step by step planning where feedback and questions were addressed immediately.
- Education plan was rolled out one month prior to go-live date.
- Two mock go-live dates were set to assist in identifying as many unplanned issues as possible.
- A staff survey was conducted.
- A team building meeting was held to discuss responses and address concerns from the survey.



### Results:

In addition to a new efficient workflow process, an unexpected culture change came within a month of the implementation of the process change. Perioperative disciplines were collaborating with each other to resolve challenges to enhance the patient experience.

The culture on the unit was transformed to an efficient and open environment; one which is accepting of new ideas, and respectful of each person's role.



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