

Empowerment in Action: Navigating Quality Improvement with Frontline Learners and Leaders

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We would like to acknowledge the continued support of Tacoma General administration in empowering transformational leadership among our teams.



Tacoma General Hospital

Tacoma, Washington



- Founded in 1882 as Fannie C Paddock Memorial Hospital, home of the first nursing school in WA state
- Comprehensive Stroke Center/ Level One Stroke Center
- Pulse Heart Institute Cardiac Care/ Top 50 Heart Hospital
- Level II Adult Trauma Center
- Level IV Neonatal ICU
- 437 licensed beds



MultiCare Health System

MultiCare will be the Pacific Northwest's highest value system of health.



- 9 Acute Care Hospitals
- 1 Children's Hospital
- 2 Behavioral Health Hospitals
- 5 Off-Campus ED (OCEDs)
- 150+ Primary Care/ Specialty Care
- 30+ Urgent Care (Indigo)
- 10+ Pulse Heart Institutes
- 6+ Mary Bridge Care Locations

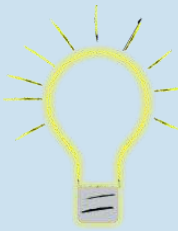


Structural Empowerment at Tacoma General

Empowerment of nurses contribute to:

- Greater professional satisfaction
- Decreased burnout rates
- Increased autonomy
- Increased organizational commitment
- Positive impacts on patient safety
- Improved quality of care for the treated patients

(Moura et al., 2020)



Empowerment means letting decisions be made where they truly belong – at the point of service.

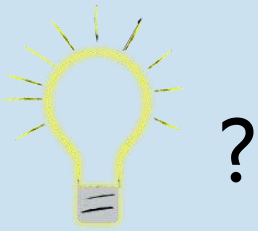


Moura, L. N., Camponogara, S., Santos, J. L. G. D., Gasparino, R. C., Silva, R. M. D., & Freitas, E. O. (2020). Structural empowerment of nurses in the hospital setting. *Revista latino-americana de enfermagem*, 28, e3373. <https://doi.org/10.1590/1518-8345.3915.3373>

Stryker Zoom Stretcher



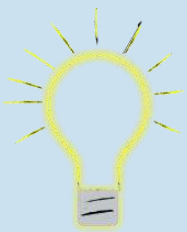
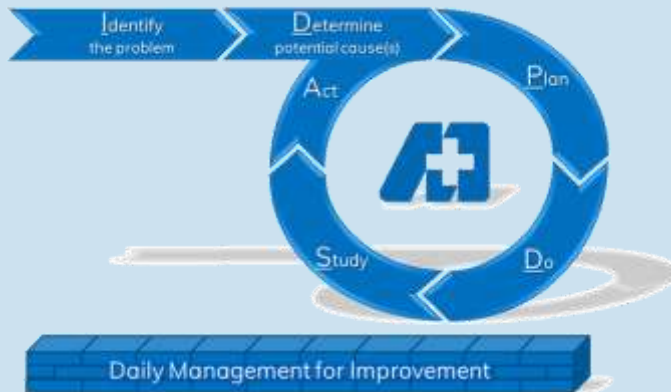
How do we coach nurses
from having **ideas**
to implementing **change**?



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ID-PDSA Method

MultiCare Performance Improvement



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ID-PDSA Workbook



Identify the Problem

Zoom beds are not available for patient transports

- Clarify the problem!
- Define QI, EBP, & Research
- Work as a group for the first cycle
- Ask levels of authority and delegation



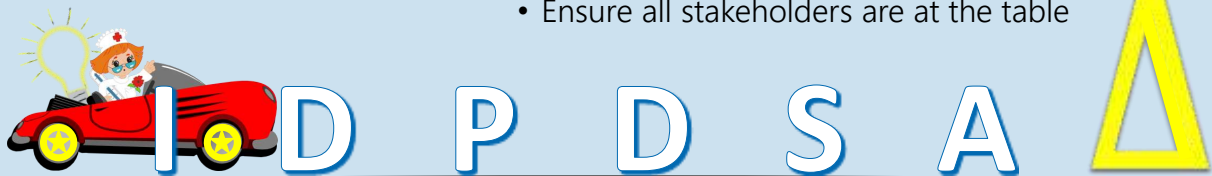
I D P D S A



Determine Potential/ Root Causes

Used 5 Whys

- Find the *one* tool that works the best
 - 5 Whys, Fishbone diagram, Process map, Pareto
 - all tools in the appendix
- Prepare for >1 root cause (simultaneous)
- Identify baseline data
- Facilitate focus on the root causes
- Ensure all stakeholders are at the table



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Plan

Brainstorm & test 2 possible solutions

- Intense phase, expert as needed (IRB?)
- Emphasize that solutions are *being tested*
- Create SMART goal(s)
 - Ensure the outcome measure captures the solution to the root cause
- List tasks & owners
 - Easiest is the most feasible
 - "R"ealistic (time, budget)

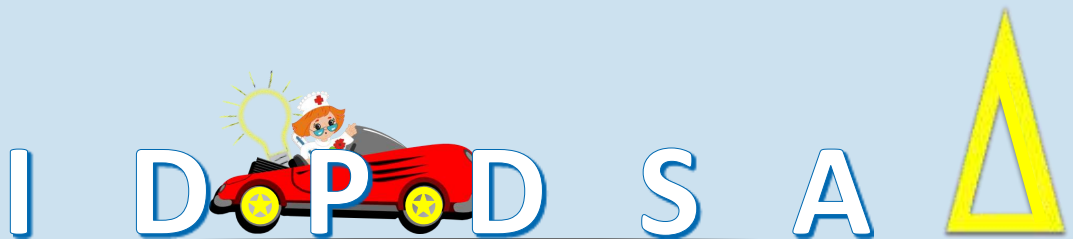


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Do

Will our 2 possible solutions work in the real world?

- Do pre-work before data collection begins
- Keep data collection simple
- Communication plan
- Address learning curve for unit staff
- If a solution doesn't work, the process did!



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Study

Presented data during Shared Leadership

- Reflect: Did we implement like planned?
- What worked well/didn't work well?
- Nurse skills
 - Excel & PowerPoint, computer access
 - Public speaking
- Review process *and* outcomes
- Set a solid foundation for "Act"



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Act

Voted to "adopt" the RFID tags and "abandon" the paper tracker



- Based on the results of this test:
 - Adopt, Adapt/change, or Abandon
- Get feedback from all stakeholders
- Rollout plan & implementation, budget
- It's not "over" – still work to do

I D P D S A



Welcome to Changeville!

- Celebration phase!
- Found a viable and exciting solution
- Completed a cycle as a team
- Builds credibility for QI & SL process
- How to sustain change



See You in Changeville!

