



PHYSICIAN PARTNERSHIP

EXCELLENCE
AHEAD

TEACHING &
RESEARCH

QUALITY

EMPLOYEE
INVESTMENT

PATIENT
EXPERIENCE

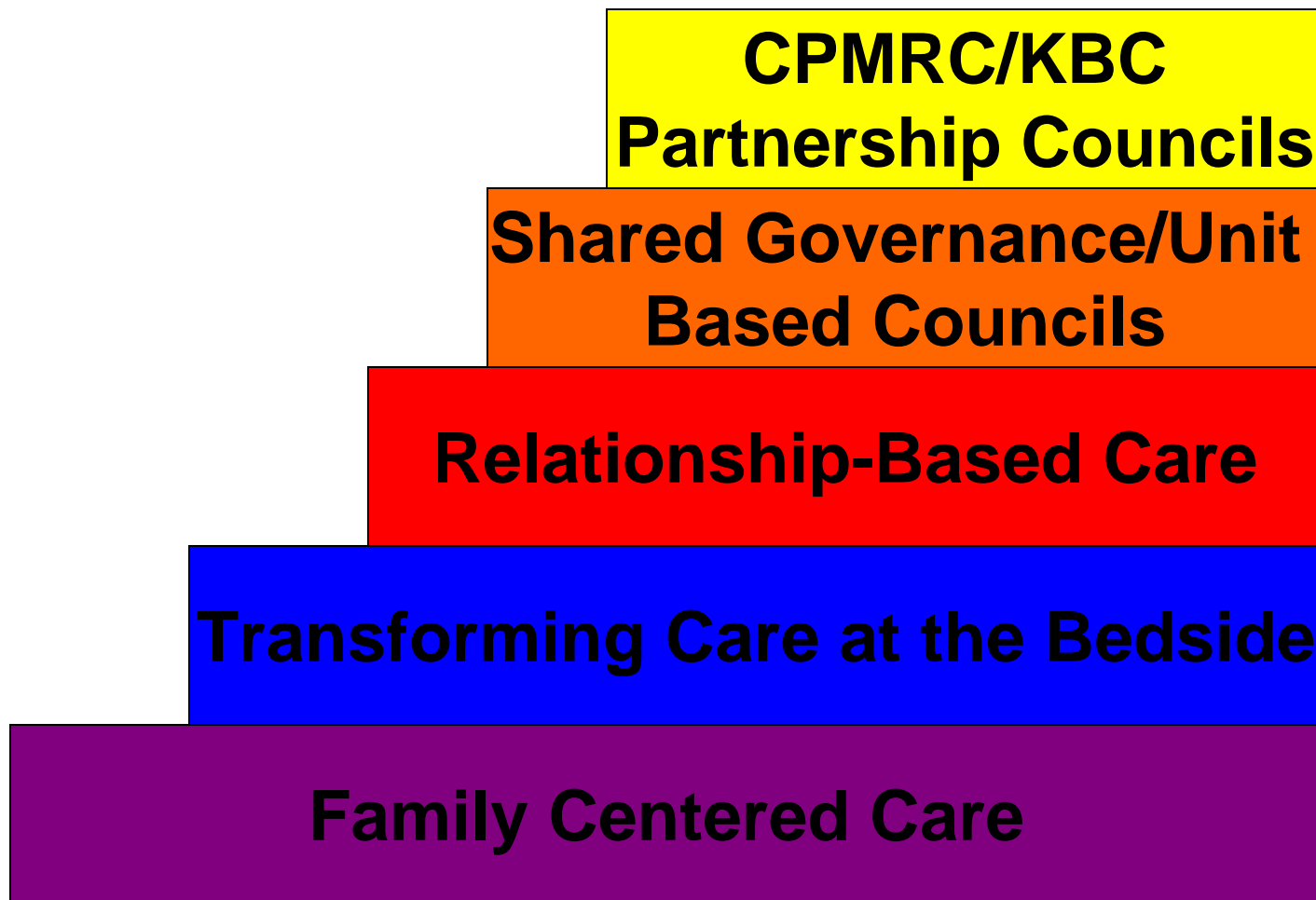
FINANCIAL
PERFORMANCE

COMMUNITY
BENEFIT

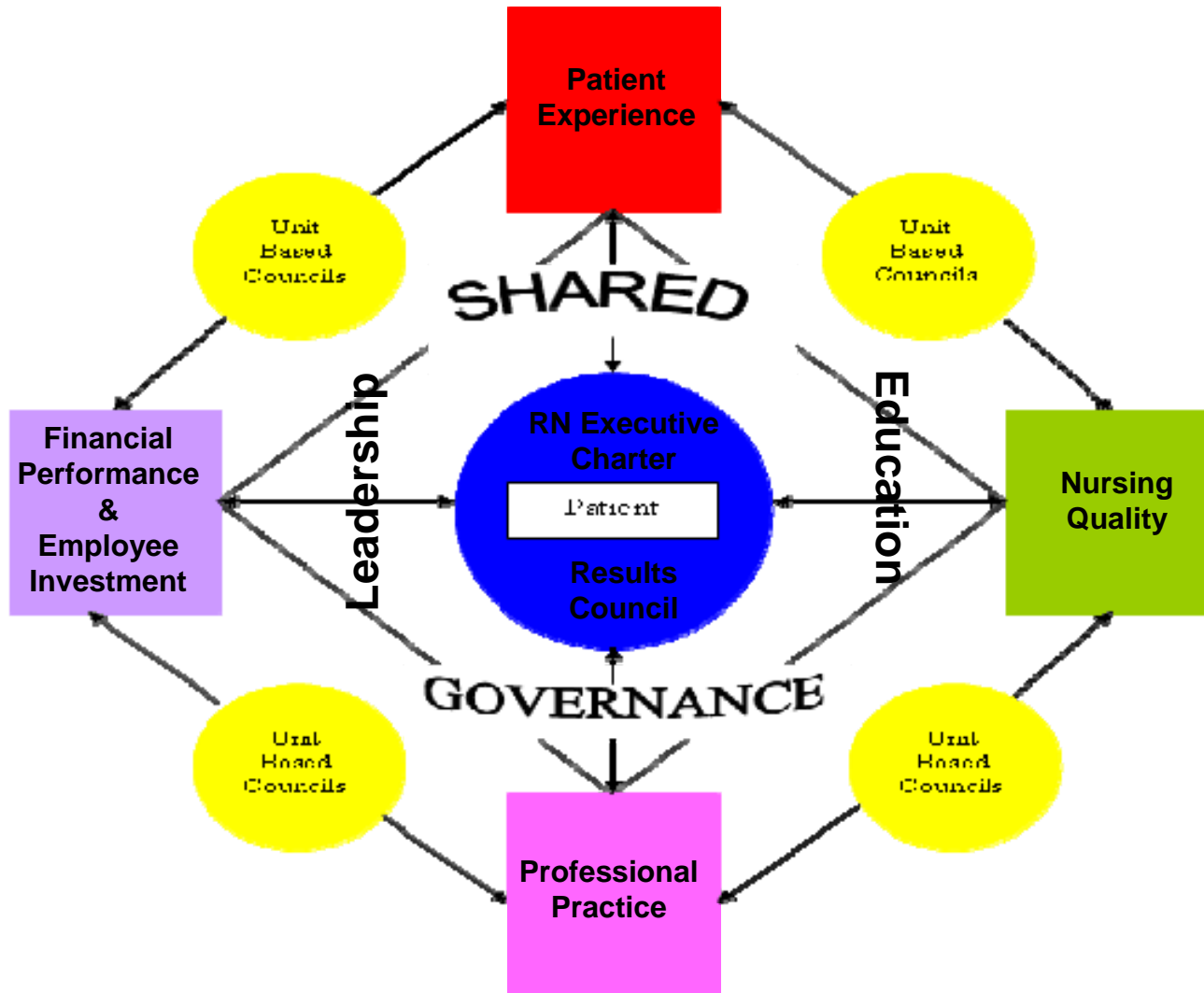
MARKET
GROWTH

North
Shore LIJ

Evolution of Our Model of Care



Executive Charter



Guiding Principles

Guiding Principles

- *Excellence*
- *Caring*
- *Honoring The Human Spirit*
- *Collaboration*
- *Professionalism*
- *Leadership*
- *Safety*

Shared Governance Definition

**SHARED GOVERNANCE IS
SHARED DECISION MAKING
BASED ON THE FOUR
PRINCIPLES OF OWNERSHIP,
PARTNERSHIP, EQUITY, AND
ACCOUNTABILITY AT THE POINT
OF SERVICE
(SWIHART 2006).**

Vision For Interdisciplinary Integration



- It's about the **patient**, not the paper.
- It's about how we pull it all **together**, not our individual pieces.
- It's finding the **patient story** in one place.
- It's about **clinical practice advancement**,
IT is the tool to fuse it.
- It's about the **patient plan of care** developed by an **interdisciplinary team**, not a discipline specific plan of care.

HCRB Grant Education

A Multi-faceted, Interdisciplinary
Approach to Unit Based Councils

**North
Shore LIJ**

North Shore-Long Island Jewish Health System



Intensive Educational Sessions

Long Island Jewish Medical Center is dedicated to improving the clinical care provided to patients and families. Because effective teamwork is the foundation for the creation of an environment which is therapeutic, collaborative, and efficient, Long Island Jewish Medical Center addressed teamwork and communication and the formulation of Unit Based Councils as the primary objective of the HCRB Grant

Unit Based Council Member Education

Defining Unit Based Councils

 Focus on Patient Care at the Bedside

 Health System Goals and Objectives

 LIJ's Goals and Objectives

 Employee Investment and Employee Satisfaction

How to Manage Meetings

 Meeting Preparation

 Meeting Communication

 Staying on Track

 Active Listening

Unit Based Council Member Education

Teambuilding

 Defining Teamwork

 What Is Needed to Work Together



Unit Based Council Member Education

Facilitation Skills

 Stages of Team Development

 Making Change

 Overcoming Challenges and Barriers

 Brainstorming

 Categorizing

 Prioritizing

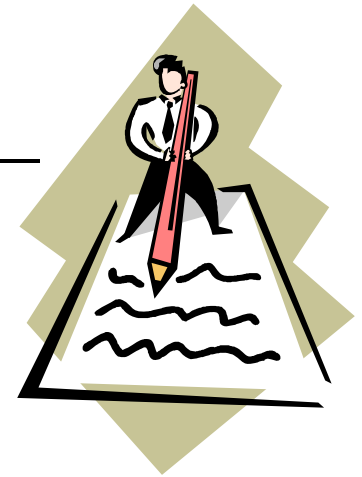
UNIT BASED COUNCIL NOMINATION FORM

I nominate _____ to
serve as a member of the unit based council
on _____ (UNIT).

Signed: _____

Date: _____

Return to Manager by: _____



Unit Based Councils/Partnership Councils

- Provide the foundation for the Shared Governance Model.
- Provide a forum for dialogue and communication among interdisciplinary staff to identify and resolve clinical practice and patient/family care issues, and facilitate participation through shared decision-making.
- Connect with other healthcare partners across the continuum of care to provide seamless care through healthy interdisciplinary relationships.

Unit Based Councils/Partnership Councils (cont)

- Formation of Unit Based Councils/ Partnership Councils
 - Each unit will form a council that will hold monthly meetings where staff members will integrate their patient centered model of care.
 - UBC representatives attend monthly Results Council and RN/Executive Charter meetings.
 - Staff will have the opportunity to participate on Shared Governance Committees



PULSE OF THE UNIT

Measuring Levels of Success

- Pre and Post Vitality Surveys
- Sensing Sessions (Focus groups) conducted by an outside facilitator



Employee Vitality Survey

The following questions ask you about your current work experiences. You may select a number between 1 and 5 for your answer, with “5” indicating that you strongly agree with the statement, and “1” indicating that you strongly disagree. Information from this survey will be used to assist LIJ as we work to improve the employee and patient experience. Thank you for your input!

SURVEY QUESTIONS	1	2	3	4	5
1. I have easy access to the supplies and equipment I need to do my work on this unit.					
2. The care team on this unit is committed to providing high quality patient care.					
3. Staff members feel free to suggest ways to improve the way we do our work on this unit.					
4. The support services to this unit are readily available to allow me to spend time with patients.					
5. I feel comfortable discussing challenging issues with nurses, physicians, and other professionals on the unit.					
6. This unit works well with other departments in the hospital.					
7. My ideas really seem to count on this unit.					
8. I feel a sense of accomplishment and pride after I have completed my work on this unit.					
9. Nurses, physicians, and other staff on this unit work as a high-functioning team.					
10. I am comfortable speaking up if I have a patient safety concern.					
11. The leaders on this unit support my professional development.					
12. I have the information and support I need from other care team members to provide quality care to patients.					
13. The work environment on this unit is pleasant, clean, & organized.					
14. If I have an idea about how to make things better on this unit, the managers and other staff are willing to try it.					
15. Care professionals communicate directly and professionally during patient hand-offs.					
16. Staff members care about one another on this unit.					
17. The leaders on this unit assure that the necessary equipment is in good working condition to provide safe patient care.					
18. There are adequate numbers of experienced staff to care for patients on this unit.					
19. Staff members on this unit contribute to important decisions about patient care.					
20. I am part of an effective work team that continuously strives for excellence even when the conditions are less than optimal.					

Please circle your job role: RN PCA UR NA MD Physician Assistant
 Physical Therapist Social Worker Case Manager Food Service Associate
 Environmental Services Worker Other

Meeting Structure

Members: Approximately 8-10 multidisciplinary members from all shifts

At least 5 members from Nursing

- 3 Registered Nurses
- 2 Patient Care Associates/Nursing Assistants/Unit Receptionists/Telemetry Technicians

Remainder of members will include

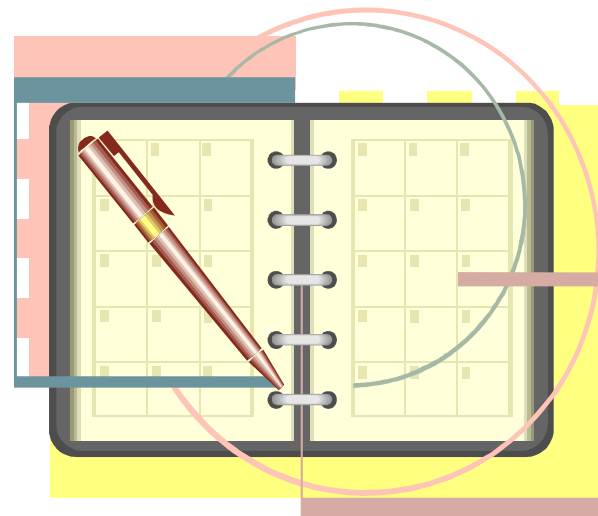
- Food and Nutrition
- Environmental Services
- Social Work/Case Management
- Pharmacy
- Respiratory Therapy
- Physical Therapy



Meeting Structure

Typical Meeting Agenda

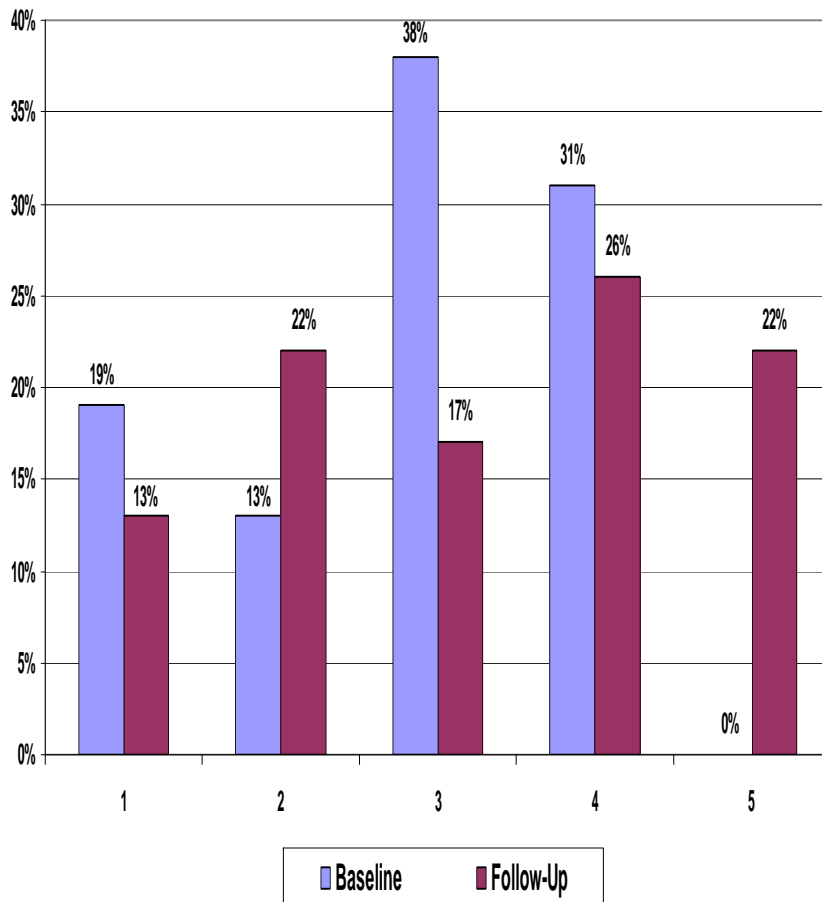
- Review of Agenda
- Attendance
- Review of previous meeting's minutes
- New business topics
- Open discussion
- Set date for next meeting
- Close of meeting



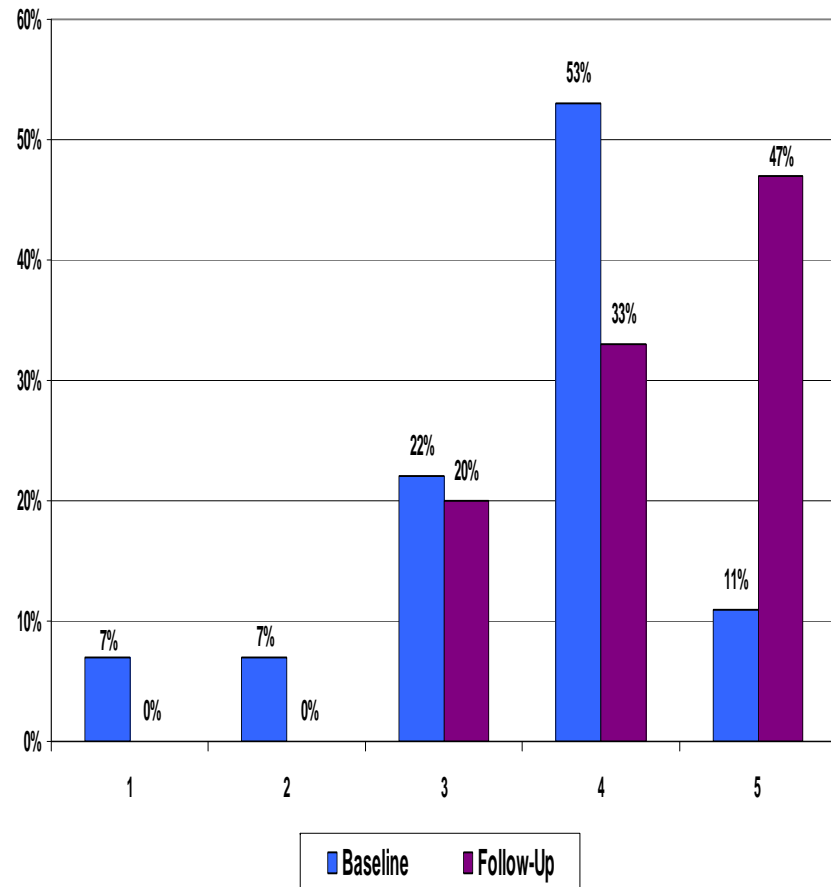
“Staff members feel free to suggest ways to improve the way we do our work on this unit”

7 North and 8S Baseline and Post-Implementation Results

7 North

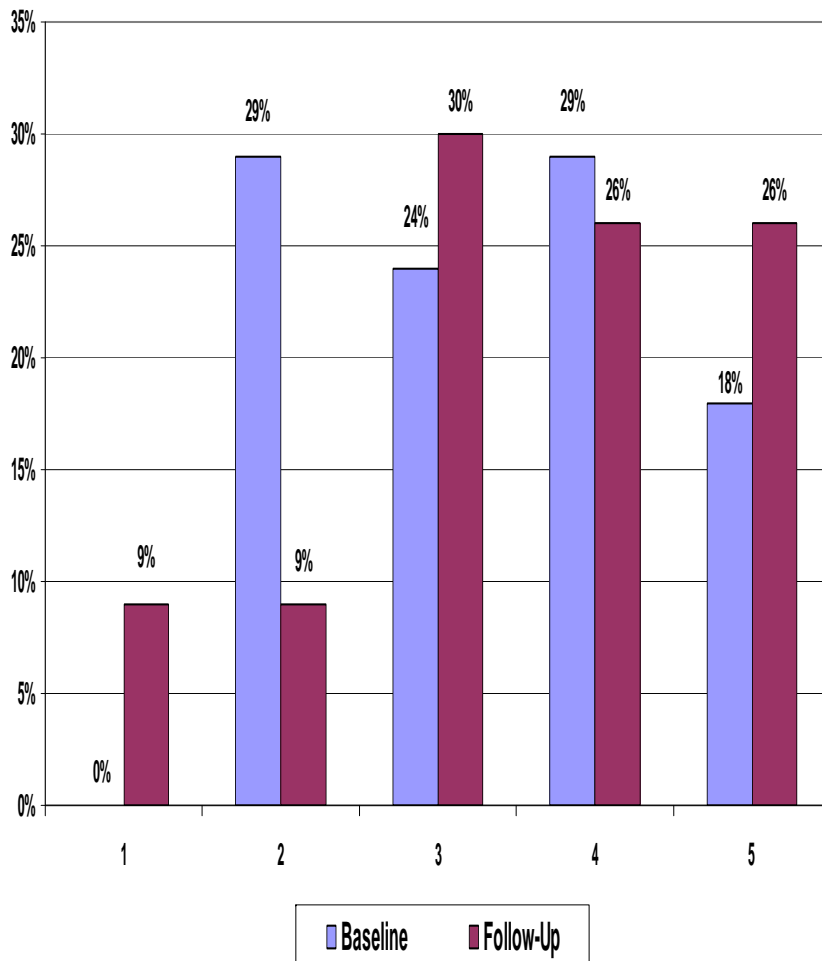


8 South

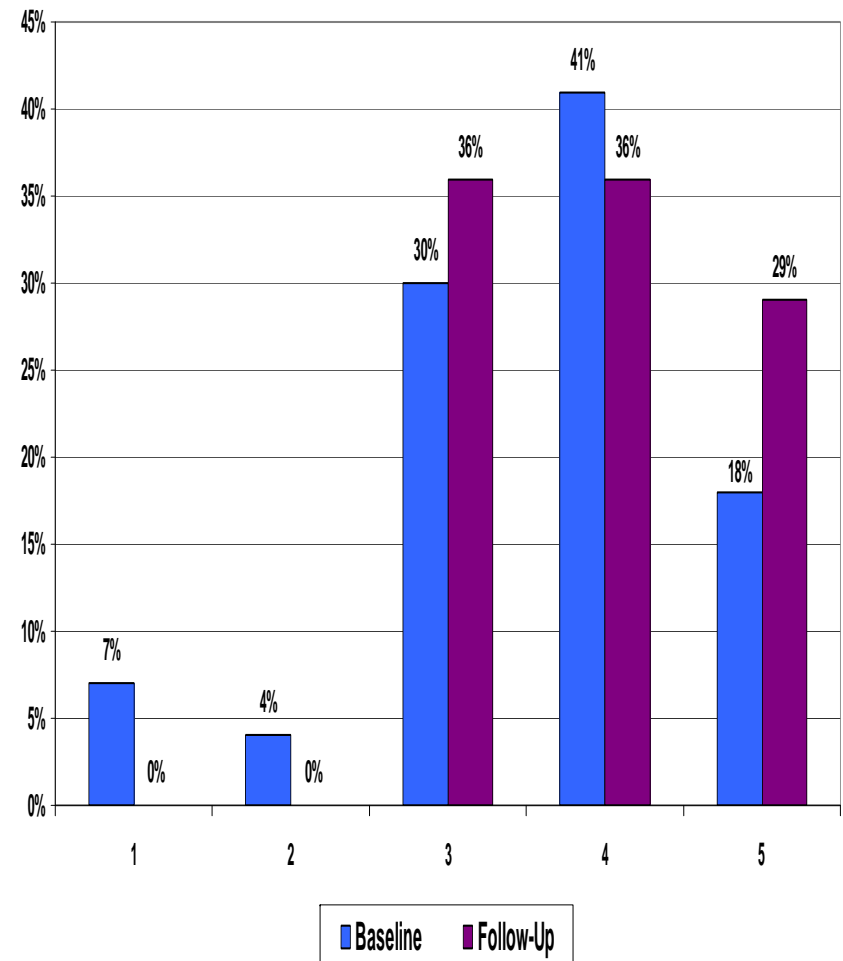


"This unit works well with other departments in the hospital."
7 North & 8 South Baseline and Post-Implementation Results

7 North



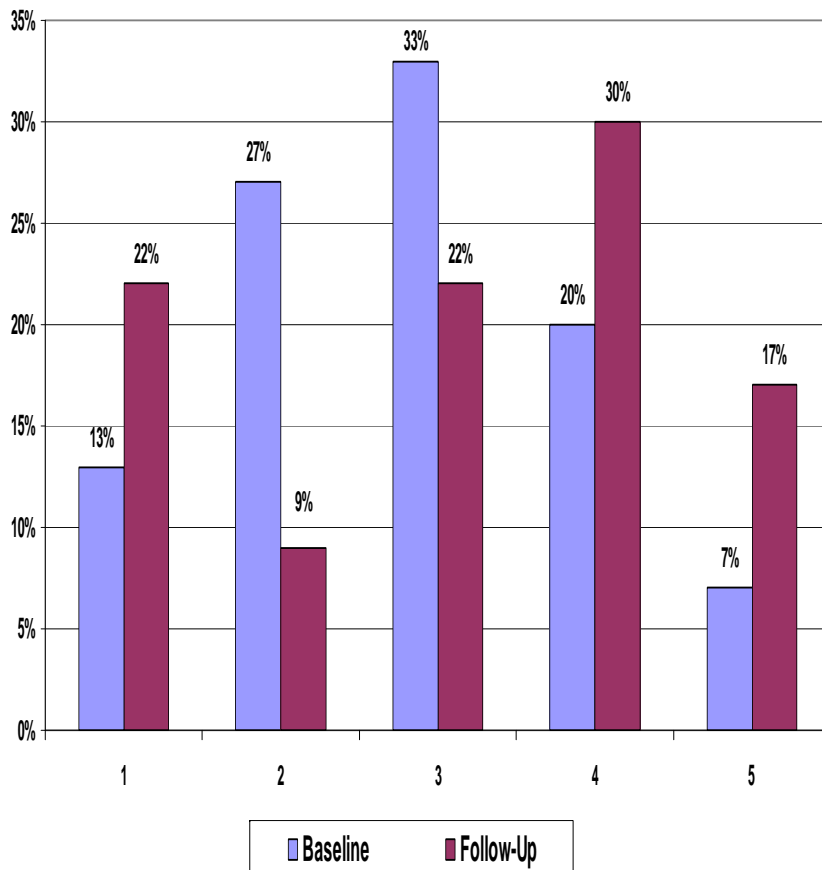
8 South



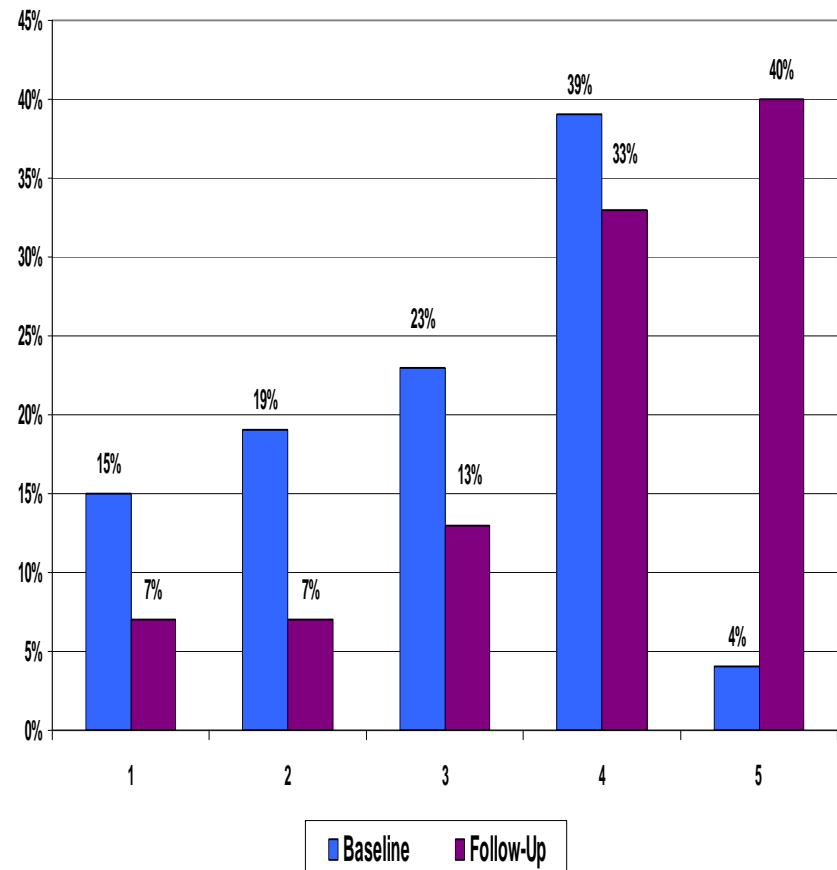
"My ideas really seem to count on this unit."

7 North and 8 South Baseline and Post-Implementation Results

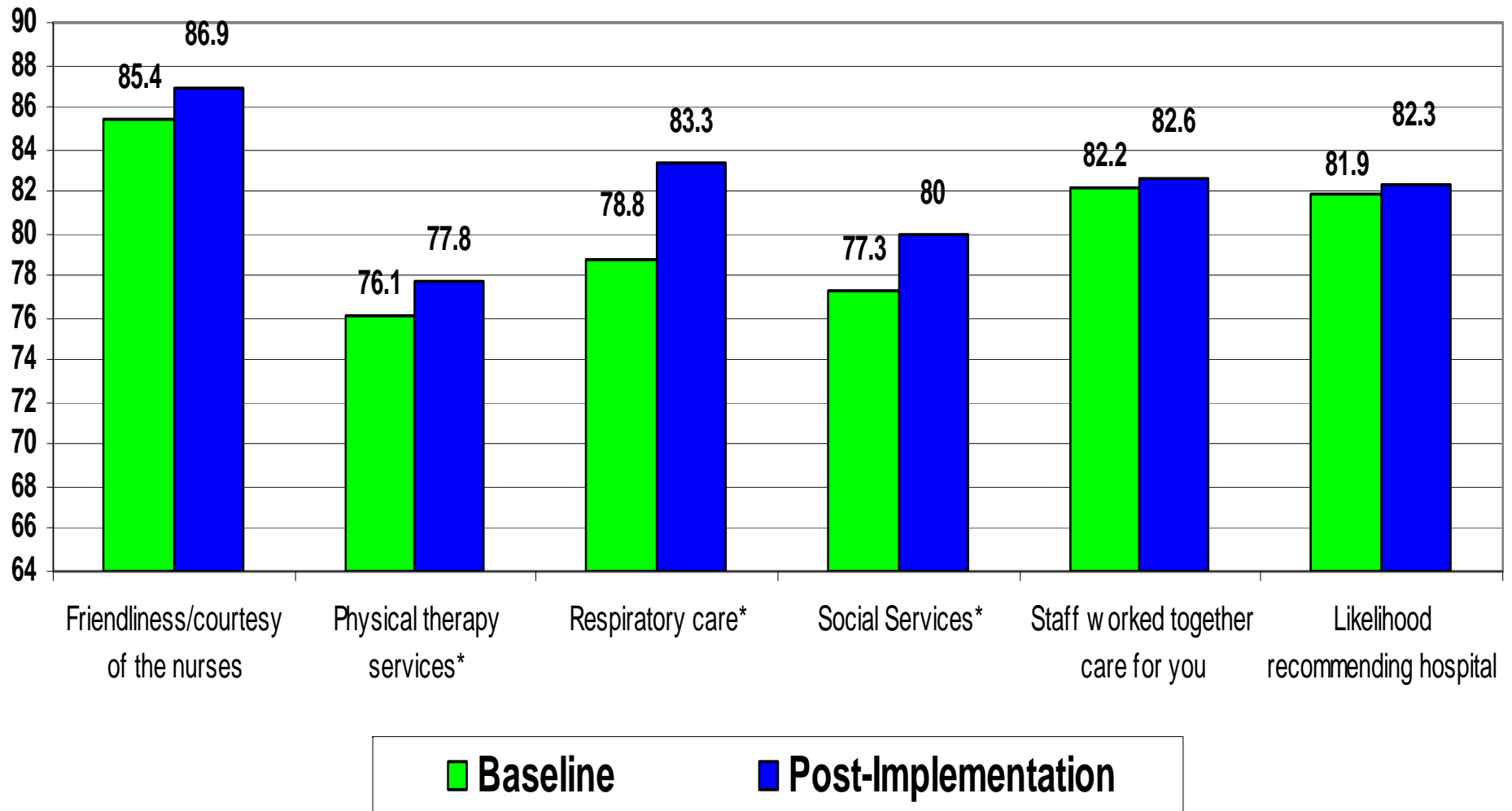
7 North



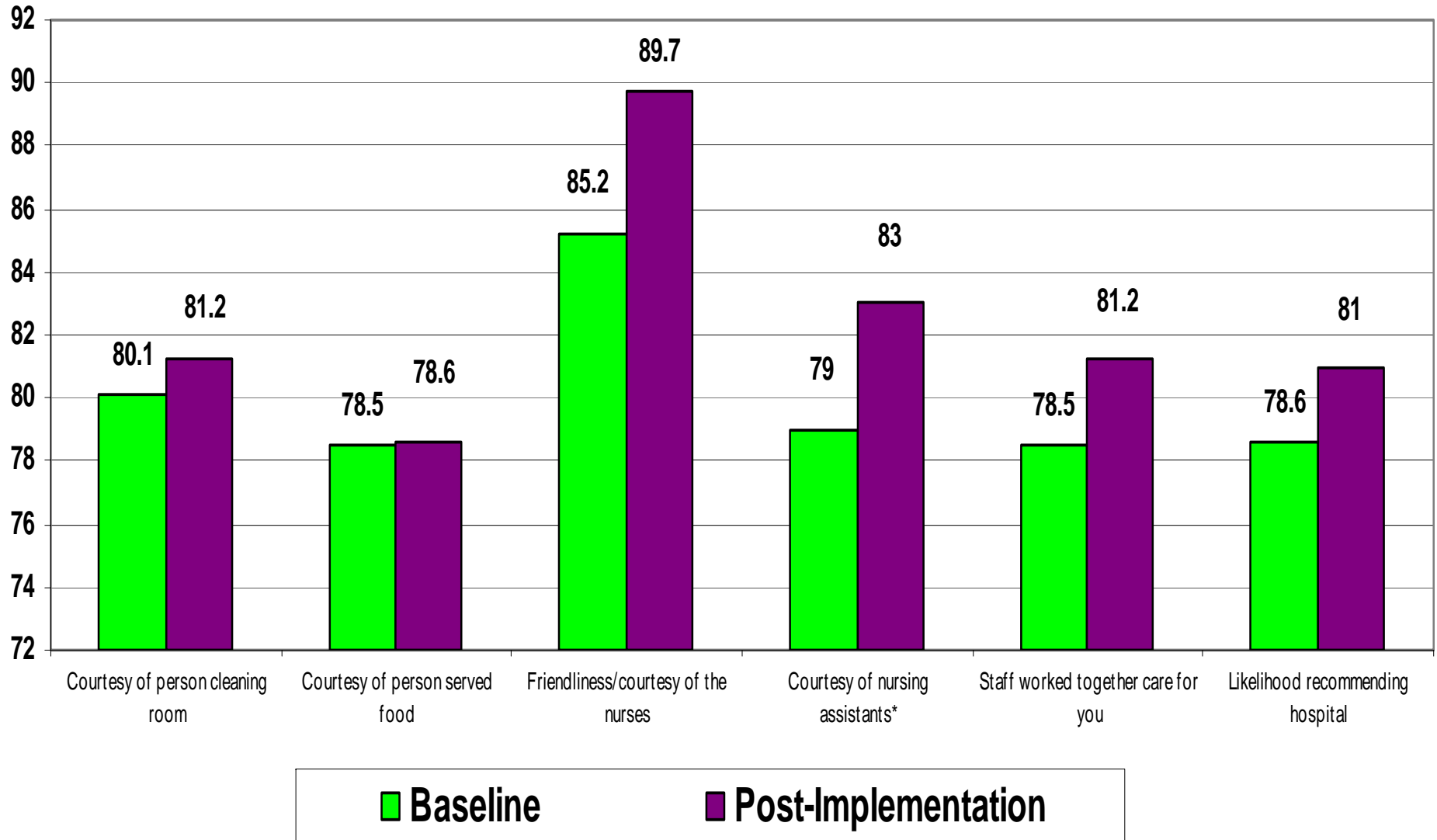
8 South



**8 South Shared Governance
Patient Experience Results
Pre- and Post-Implementation
(Post Data Collected 8 Weeks After First Council Meeting)**



**7 North Shared Governance
Patient Experience Results
Pre- and Post-Implementation of Unit-Based Council**
(Note: Post-implementation Data Collected 10 weeks post First Unit Council Meeting))



Challenges

- Finding a suitable date and time to hold meetings that all participants can make.
- Assigning leadership positions to the members of the UBC meetings ie, chairperson, co-chair , secretary and time keeper.
- Maintaining a cordial atmosphere during meetings and keeping the meeting on topic.

A Thought for Our Journey

“Though no-one can go back and make a brand new start, anyone can start from here and make a brand new end”.

Unknown Author

