

Herding Cats:

Stroke Program Operations and Integration

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Objectives

Discuss method of outreach and planning across hospital departments to deliver safe, cost effective care to the stroke patient

Discuss methods to monitor the program's performance improvement initiatives

Herding Cats: Bringing the Stakeholders together

<http://www.youtube.com/watch?v=Pk7yqITMvp>

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Characteristics

- Excellent communication skills
- Organized
- Resourceful
- Comfortable with confrontational conversations
- Be appropriately assertive

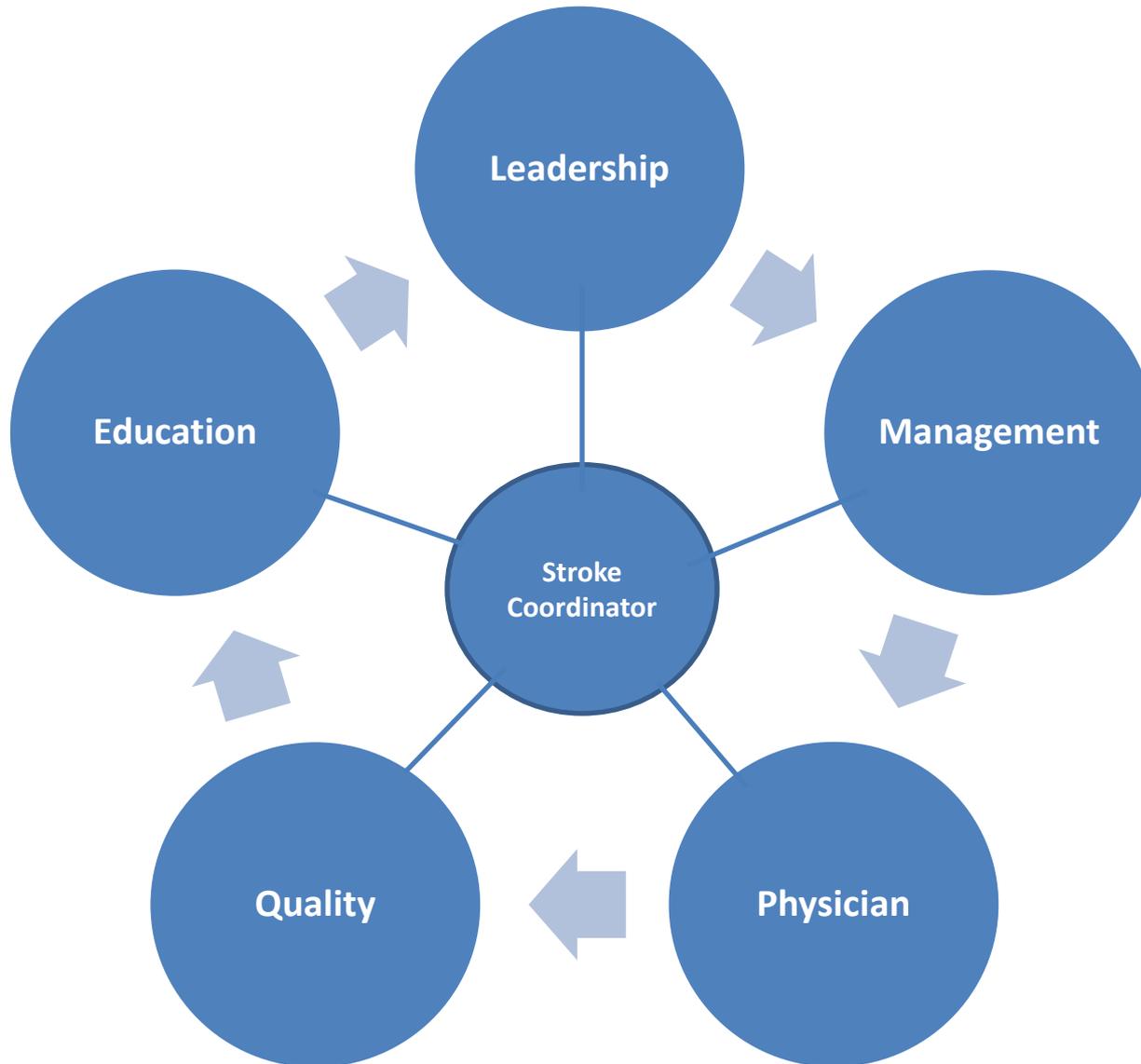


Identify the “Cats”

Key Program Stakeholders/Champions

- Senior Leadership
- Service line Directors/Medical Directors
- Physicians
- Department Managers
- RNs from Stroke units
- Therapy staff
- Care Management
- Educators
- Quality staff

Coordinators Wheel of Influence





Meeting of the “Cats”

Integrating your team

- Establish Stroke Leadership Committee
 - Senior leadership support to set the expectation for participation
 - Develop charter and goals with the group
 - Define agenda items well in advance of meeting and pre-meet with key stakeholders to assure successful meeting
 - Routine standing meeting times and location



Meeting of the “Cats”

Integrating your team

- Establish Stroke Leadership Committee
 - Venue to operationalize the program
 - Protocols
 - Order sets
 - Performance improvement
 - Remove organizational barriers
 - Keep meeting minutes, attendee records
 - Hold stakeholders accountable for action items
 - Delegate, Delegate, Delegate!!



Meeting of the “Cats”

Integrating your team

- Performance Improvement
 - Standing agenda item
- Create dashboard with your stakeholders
 - Consider additional metrics beyond stroke core measures
 - Focused QI projects
 - Solicit support from quality department- **KNOW YOUR RESOURCES**
 - Be prepared to review variances
 - Have group provide suggestions for improvement, and work together on solutions



Operationalizing and Monitoring

- Coordinator facilitates and delegates
 - Work with departments to own stroke care
 - Encourage participation in problem solving
 - Identify problem, let them help with the solution
 - Give positive feedback
 - Give concurrent, timely feedback (as able)
 - Keep stroke interesting- provide rationale and examples to staff



Operationalizing and Monitoring

- Share data
 - Have a routine timeline for data dissemination and expectations for staff sharing
 - Attend rounds, unit huddles
 - Bulletin boards in Stroke Units, ED, EMS areas
 - Routine location for staff to know where the data is for their reference
 - Attend staff meetings when able
 - Assure managers share dashboard with staff
 - Set up expectation that stakeholders/champions will share data and process improvement initiatives

Summary

- Know your resources
- Delegate
- Facilitate
- High visibility
- Repetition is the essence of learning
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Questions for Panel