


# Mid-shift Huddles—How a Management System Is Helping Increase Safety for Patients and Staff

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 Nurse Manager




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## Objectives

- Identify the key benefits of a management system.
- Illustrate how mid-shift huddles can prioritize safety for patients and staff.




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## What is UW Health?



UW Health is the integrated health system of the University of Wisconsin-Madison. Annually, 700,000 patients from Wisconsin, the nation and around the world are served by 1,849 employed physicians providing care in seven hospitals and more than 70 locations. UW Health is governed by the UW Hospitals and Clinics Authority and partners with the UW School of Medicine and Public Health to fulfill its patient care, research, education and community service missions.



<b>Madison hospitals</b> • University Hospital • American Family Children's Hospital • UnityPoint Health-Meriter* • UW Health at The American Center • UW Health Rehabilitation Hospital	<b>UW Health clinics</b> <b>UnityPoint Health-Meriter clinics*</b> Throughout Wisconsin and Northern Illinois <b>UW Medical Foundation</b> UW faculty physician practice	<b>UW Carbone Cancer Center</b> Only Comprehensive Cancer Center in WI designated by the National Cancer Institute <b>Quartz Health Solutions, Inc</b> Health insurance products of Unity Health Insurance, Gunderson Health Plan, Physicians Plus and Advocate Aurora
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**Regional hospitals**  
 • Swedish-American Hospital, Rockford, IL  
 • Belvidere Medical Center, Belvidere, IL

**Joint ventures and affiliations**  
 Cancer centers, surgery centers, dialysis, home health, infusion and many other programs and services including a \*Joint Operating Agreement with UnityPoint Health-Meriter


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## Identify the key benefits of a management system.

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**UW HEALTH WAY** A3 Title: UW Health Way as the way we work  
Date:

**FIND a Process to Improve** (What is the opportunity or problem statement?)  
The organization is not effectively making improvements in a unified, strategic direction. There are silos in our work leading to competing priorities and rework. We don't have the patient safety or employee engagement levels we desire.

**ORGANIZE a Team** (Who are the key players impacting the process or impacted by it?)  
Patients, Staff, Providers, Leaders. Need to start with Executive Leaders and key support departments (QSI, HR)

**CLARIFY Current State** (What information can help define the current state of the process?)

- High harm cases growing
- Employee turnover increase
- Provider wellbeing is at risk (burnout, lack of fulfillment)
- Culture of Safety Survey themes
- Repeating improvement work (not sustained)
- Evidence of Lean Management System success in other institutions

**SMART Goal:** Create a safer, more positive experience for our patients and a more fulfilling workplace for our providers and staff through implementation of UW Health Way "level 1" by end of fiscal 2022.

UWHealth

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## What is UW Health Way?

**A Lean Management System.**  
Lean was made famous by Toyota Motor Company and is used in many industries across the world

- Philosophy based in Respect for People and Continuous Improvement
- In order to achieve long-term vision and create value for the customer

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UW Health Way  
The Way We Work

Strategic Focus  
Real Time Management  
Operational Efficiency  
Continuous Improvement  
Results for Patients

UWHealth

Create a safer, more positive experience for our patients and a more fulfilling workplace for our providers and staff

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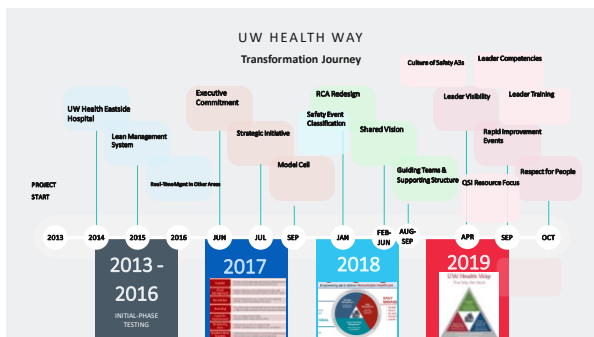
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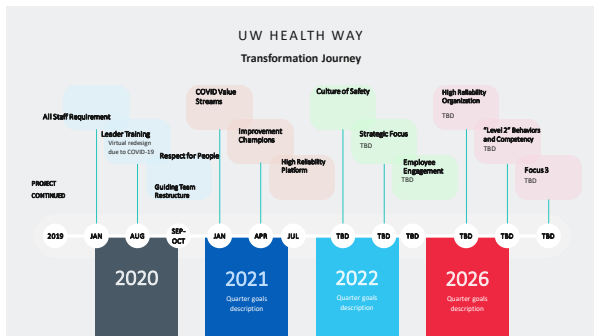
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### Using Kotter's Model for Change

- 1. Create urgency (2017)**
  - Safety, Culture of Safety Data
  - Wellbeing, turnover, burnout
  - Learning from The American Center
  - Trip to Virginia Mason
  - Added as a Strategic Initiative
- 2. Form a powerful coalition (2018)**
  - Madison Operations Guiding Team (MOGT)
  - Transformation Guiding Team
  - Model Cells (Nursing, HR)
- 3. Create a Vision for Change (2019)**
  - Culture of Safety A3 alignment
  - Leader Visibility focus
  - Leadership Competencies & UW HW Training roll-out
  - Respect for People launch

**Implementing & sustaining for change**

1. Create urgency
2. Form a powerful coalition
3. Create a vision for change
4. Communicate the vision
5. Empower action
6. Create quick wins
7. Build on the change
8. Make it stick

© 2019 Change Model by John Kotter

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**UW Health Way**  
The Way We Work

**Strategic Focus**

**Purpose:** cascade and understand performance of strategic priority work through each level of leadership to every individual

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**UW Health Way**  
The Way We Work

**Real-Time Management**

**Purpose:** focus, align and improve operations in real-time

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**UW Health Way**  
The Way We Work

**Cross-Functional Teamwork**

**Purpose:** continuously monitor and improve the value streams that you deliver to customers

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Key Benefits of the Management System

- Creates a foundational set of behaviors and language that shape our interactions with each other.
- Focuses attention on the key work of UW Health.
- Elevates collaborative continuous improvement as part of everyone's role.
- Reduces siloed approaches to work




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**Illustrate how mid-shift huddles can prioritize safety for patients and staff.**

**Application**

- Sara Schoen, RN, MSN, CNML




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What is a mid shift huddle?

- All staff gather at Nurses' Station in the middle of the shift
- 3 times/day – 0300, 1030, and 1700
- Led by Care Team Leader (charge RN)
- Set content delivered during each huddle for 1 week




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Informational Content

- ✓ Educational Content
- ✓ Organizational Updates
- ✓ Teambuilding



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Benefits of Mid Shift Huddles

- Improved patient outcomes
- Staff well-being
- Redistribute resources
- Troubleshoot issues
- Real-time communication
- Efficient communication



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Questions?



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