

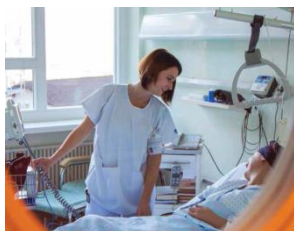


Ente Ospedaliero Cantonale

2017 International Relationship Based Care Symposium
June 20-22, 2017 . Minneapolis, MN

One Hospital, Six Doors, Sixty Wards: Our Journey to Cultural Alignment

Yvonne Willems Cavalli RN MSc CNO



Objectives

- Describe the Leadership vision and operational reality of a multi-site cultural transformation in Italian speaking Switzerland
- Discuss the positive impact of cultural transformation, beyond staff satisfaction, patient satisfaction, and clinical safety

Content

- One Hospital, Six Doors, Sixty Wards
- How and when our journey started and the development of our Concept of Care
- From Primary nursing to Relationship Based Care
- RBC and Cultural Alignment; how we try to maintain compassionate care in a world of speed up and economism

World - Switzerland



Switzerland - Ticino



The Ticino Multi-site Hospital (EOC)



Ente Ospedaliero Cantonale (EOC)



- 9 institutes in 6 locations
 - 3'900 employees (FTE)
 - 1'000 beds
 - 40'500 inpatients per year
 - 332'000 days of patient care
 - 280'000 outpatients per year
 - CHF 550 million of annual costs (1CH \cong 1 US dollar)
- 7.29 days of hospitalization on average (acute hospitals)
- One hospital, one philosophy of care

One hospital, six doors, sixty wards: our journey to cultural alignment

Our journey to cultural alignment started in 2004:

- Appointment as CNO
- Not a Board member of the Board of directors
- No cultural alignment
- «Silos» thinking
- No knowledge about the nursing care 8/9
Institutions

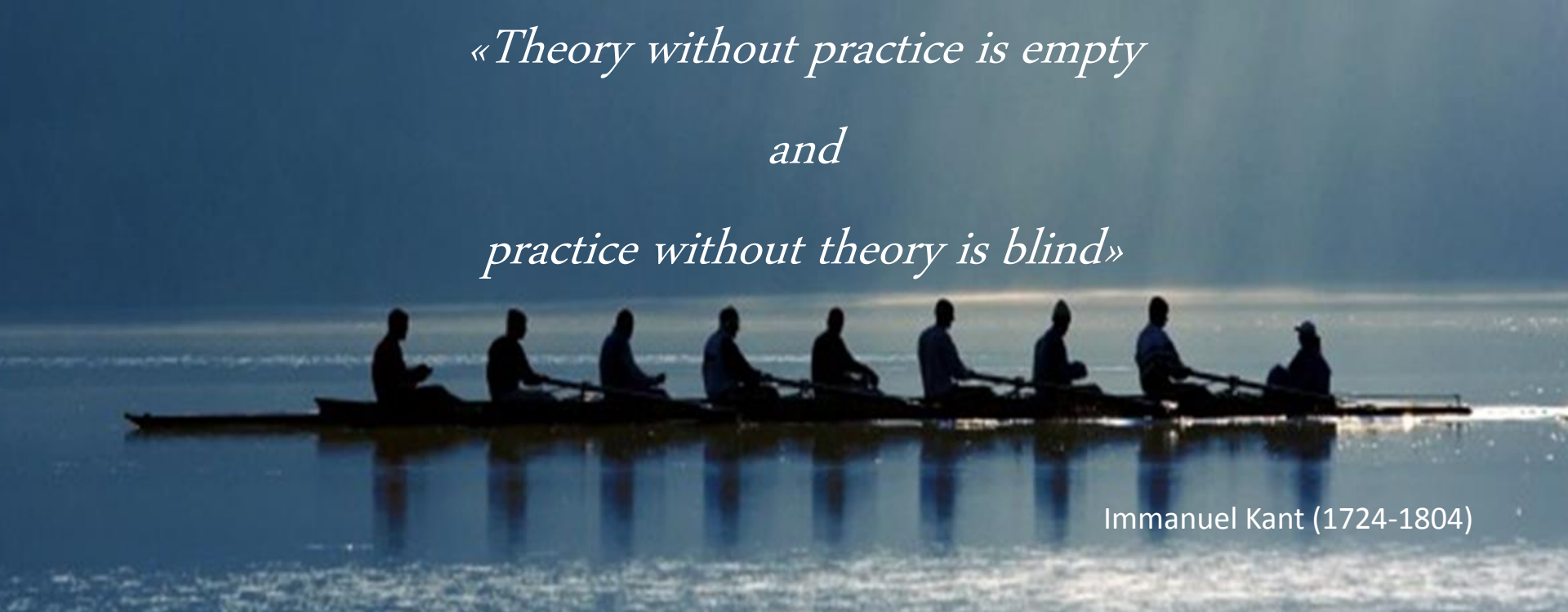
My vision

In EOC every nurse is motivated and works in a positive environment, where she/he can give the best possible and compassionate care to every patient

My values and vision as a leader are based on my experiences and on the concepts of transformational and caring leadership

EOC Leaders should

- Be visible and accessible
- See the organisation through the eyes of a nurse and of the patient
- Take care of the care providers
- Have an attitude which expresses support and acknowledgement
- Be present emotionally



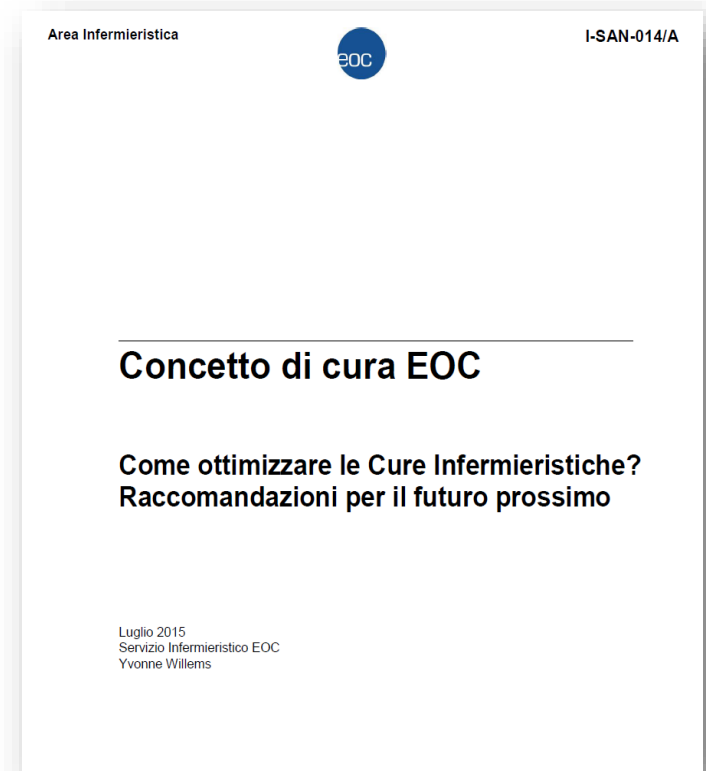
*«Theory without practice is empty
and
practice without theory is blind»*

Immanuel Kant (1724-1804)

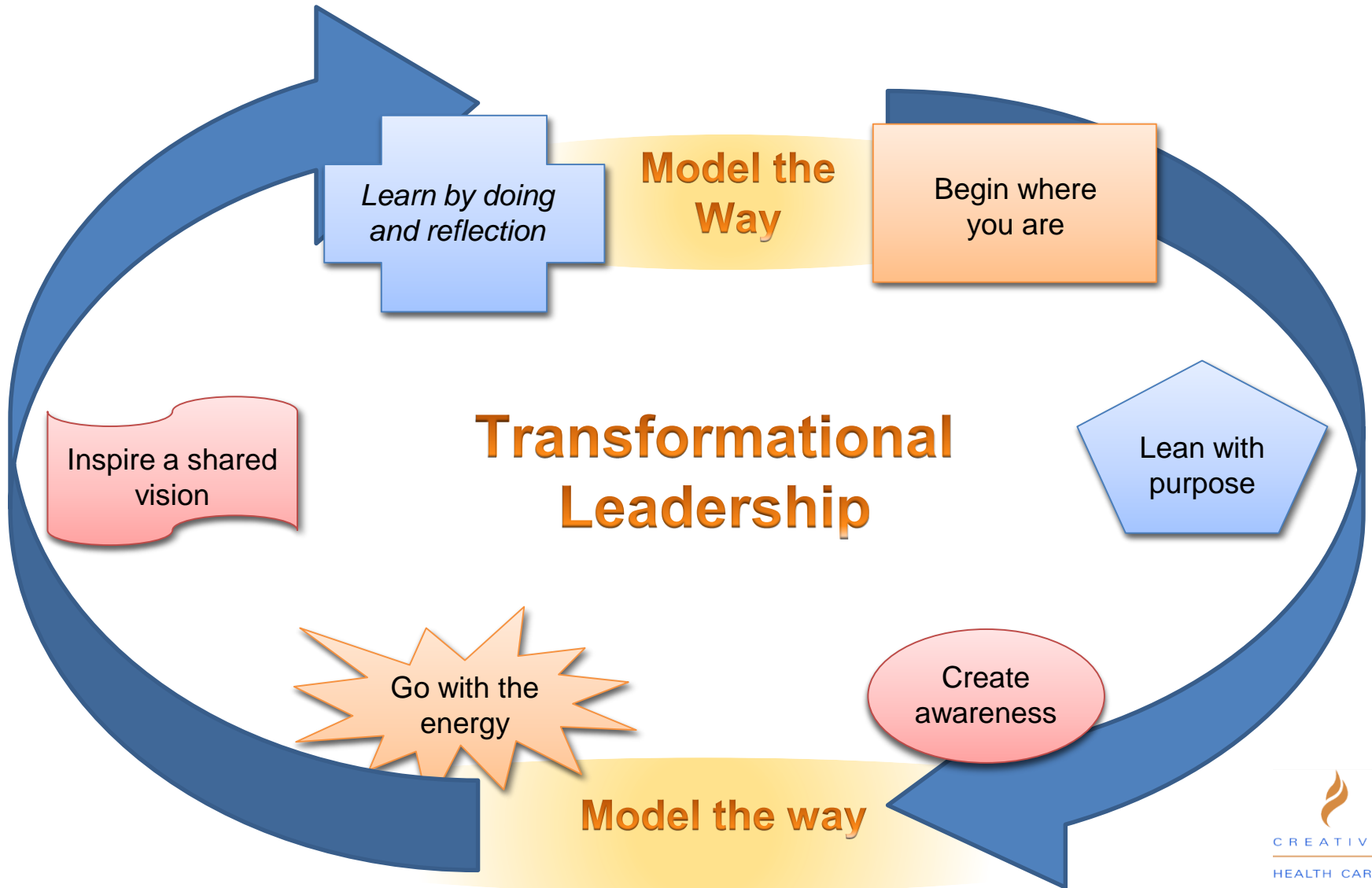
Tratto e rielaborato <http://andyproudfoot.com/2010/01/11/putting-the-company-first-selfless-leadership/> 21.5.2012

One hospital, six doors, sixty wards: our journey to cultural alignment

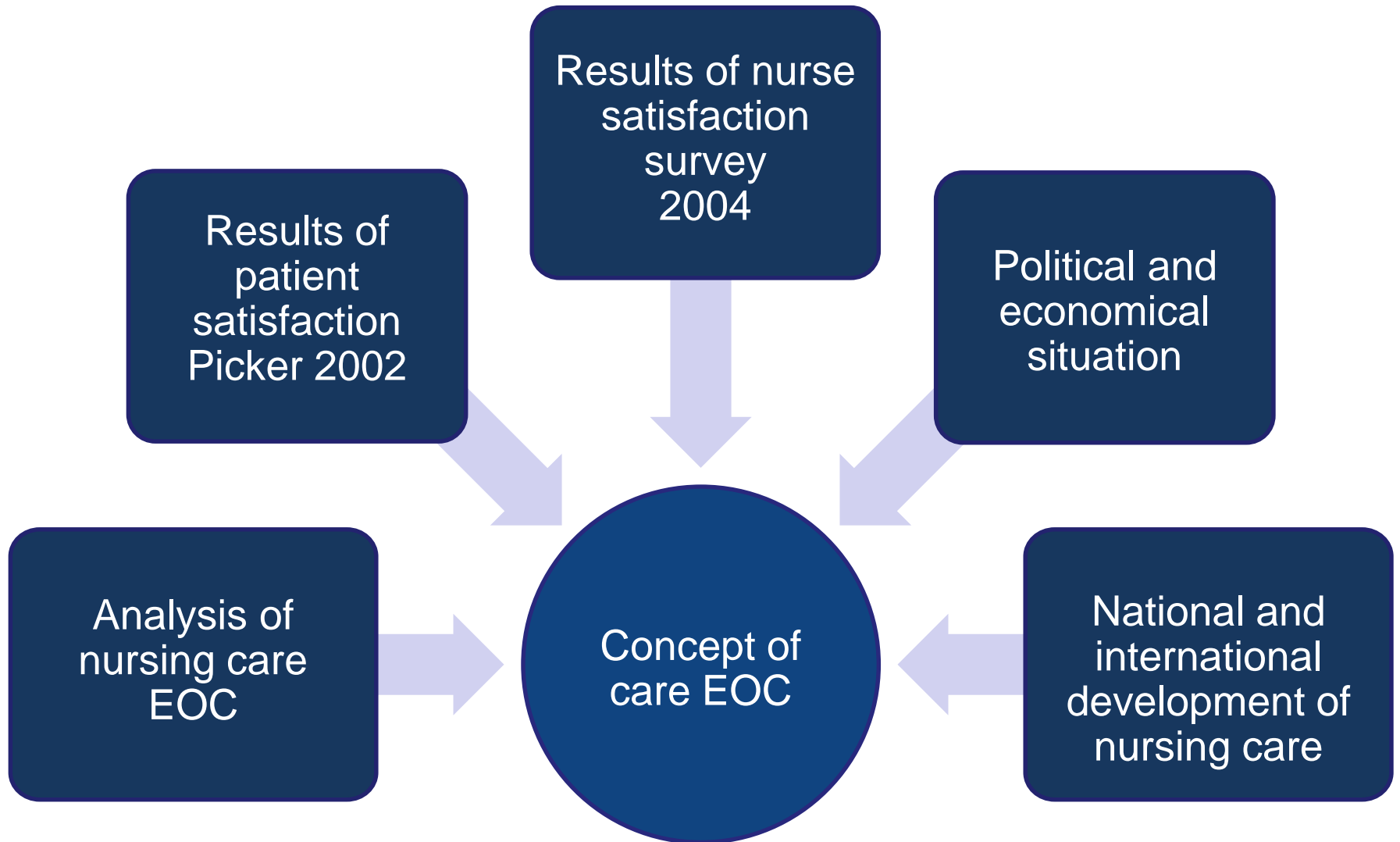
- Necessity of a concept of care
- Necessity of a board of nursing directors



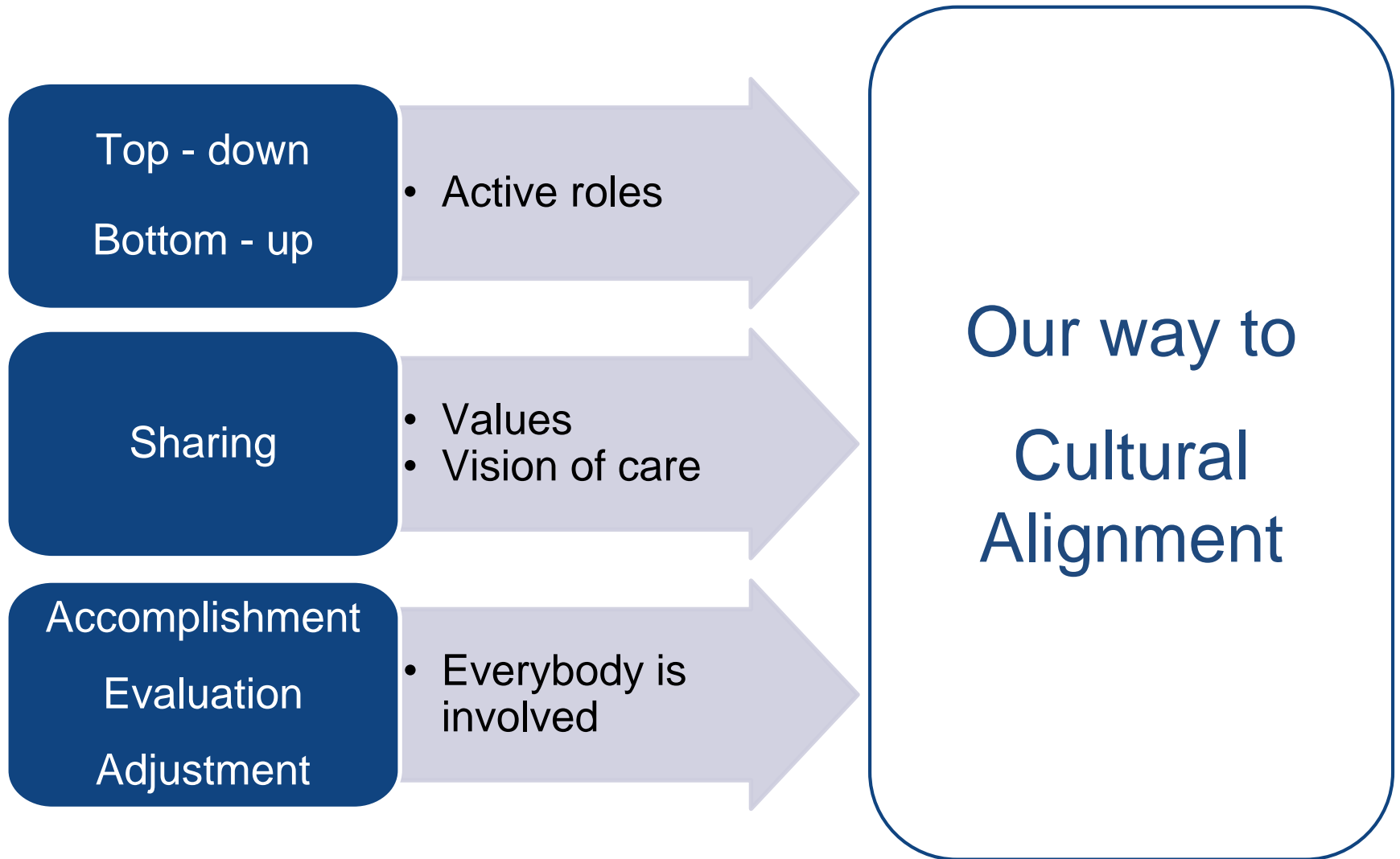
Relationship-Based Care



Background



Concept of care: from theory to practice



Concept of care EOC

- Organisational model of Primary Nursing
- Clinical Nurse Specialist
- Patient documentation
- Nurse Secretaries
- Allocation of duties between Nursing Services and House Keeping Services

Project management



«the light
went on
green!»

Phase 1:

Analysis

Literature
search

Discussions PN

Support
activities

Phase 2:

Prerequisites

Infrastructure

Phase 3: Sharing and preparing

hospitals

Wards

colleagues

Choice of pilot ward

Education

In every single hospital:

- Local project leader
- Strong support of local Nursing Director
- Hospital Steering committee
- Hospital working group
- **Unit Practice Council**

Phase 4:

Test

Implementation
Accompanying
Education

Phase 5:

Evaluation

Measurement

Phase 6:

Development

Introduction of PN in
all wards EOC

Education
accompanying

Evaluation of
implementation PN



First milestone!



2007

Implementation of PN in three wards



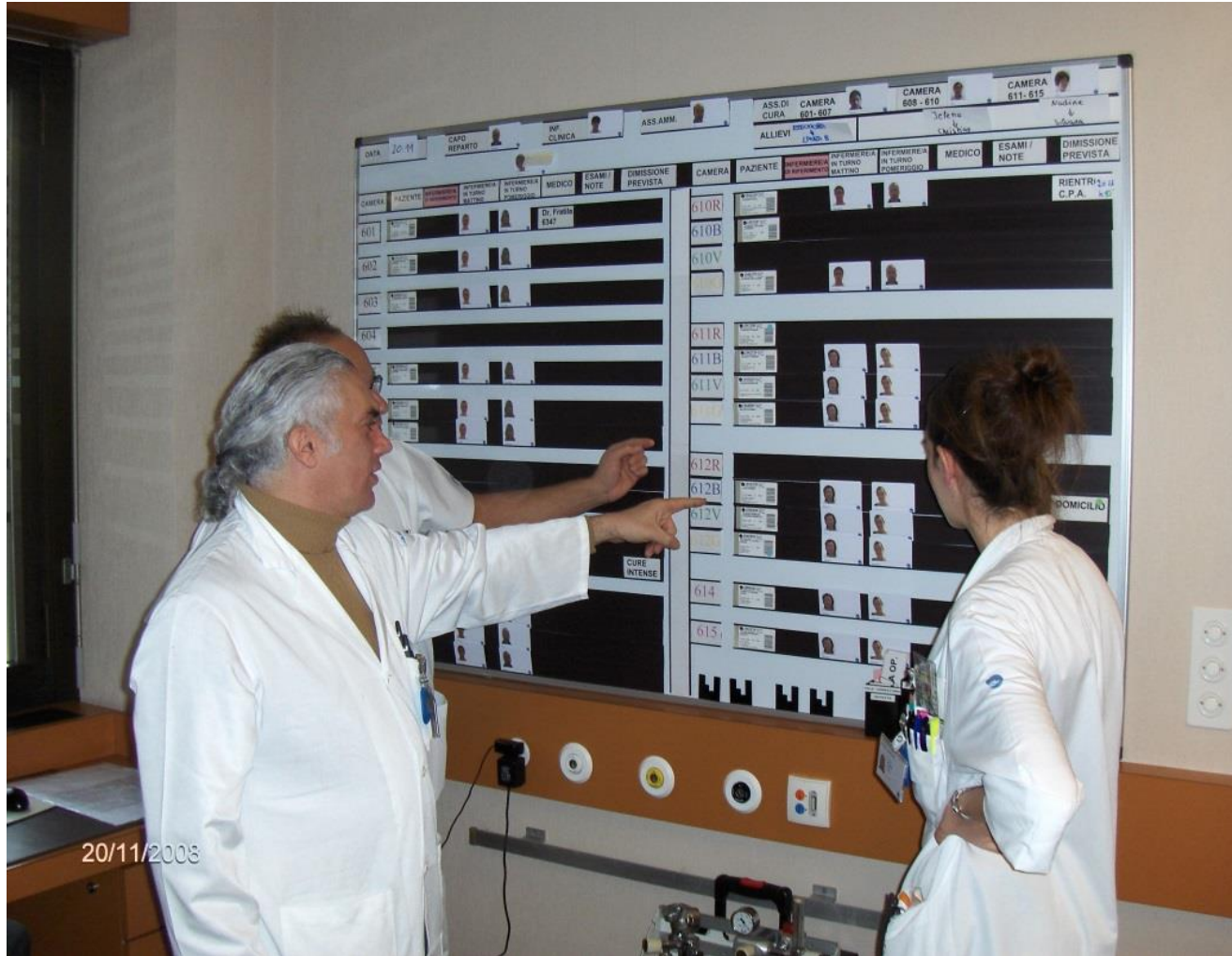
Difficulties with:

- Nurses
- Physicians
- Administrators
- Trade union

New roles: ward secretary



“Huddle Board”



... preparing patient rounds in
another way ...





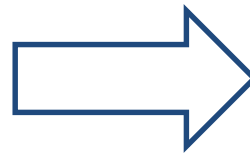
Happy to start! 😊

On our way to cultural alignment..



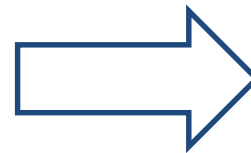
2008 Second milestone

Member of the General Board
of Directors
Board of nursing directors



sharing and decision
making together

Leadership Practicum of RBC in
Champaign Illinois



from PN to RBC

Relationship-Based Care Leader Practicum by Creative Health Care Management



2008 Leadership Practicum of RBC in Champaign

1) it was very cold...

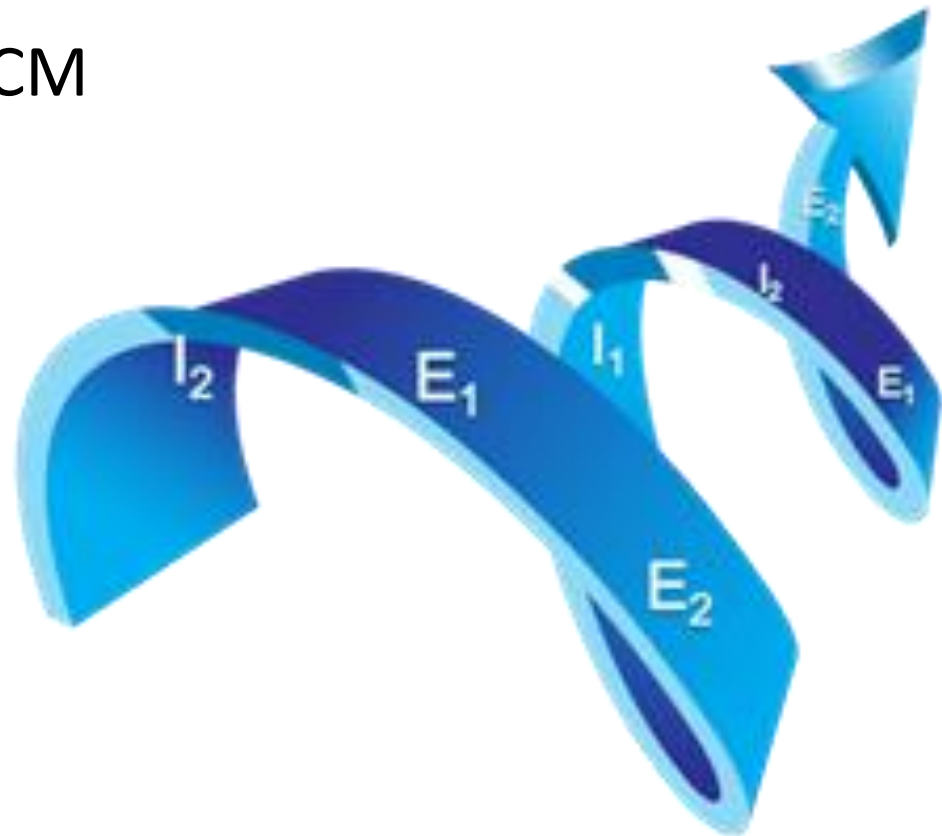
2) PN implementation in line

3) Not implementing all
dimensions of RBC

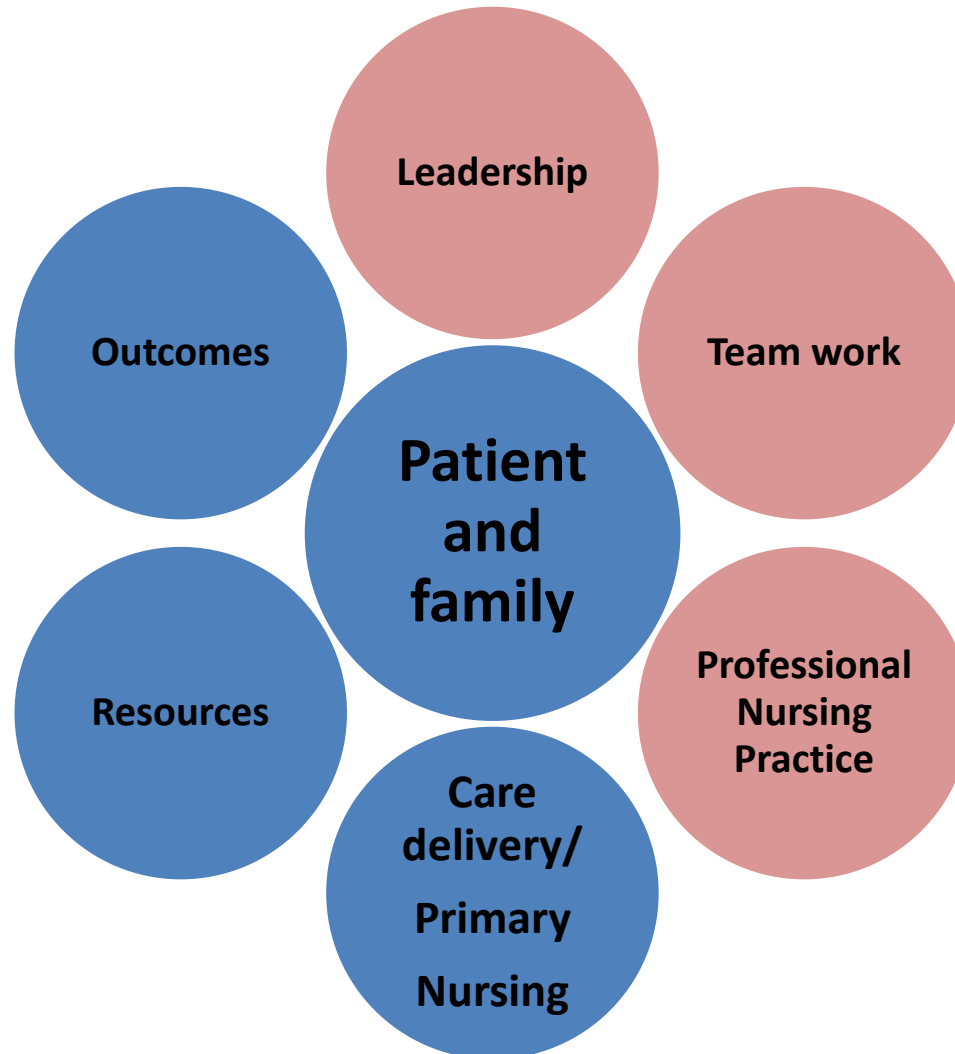
4) Mary Koloroutis and Leah Kinnaird



- «model the way»
- Concept of RBC of CHCM
- Formel I_1 I_2 E_1 E_2



The six dimensions of RBC



LEO at EOC



First course in **march 2009**



Until now **19 courses** have been carried out



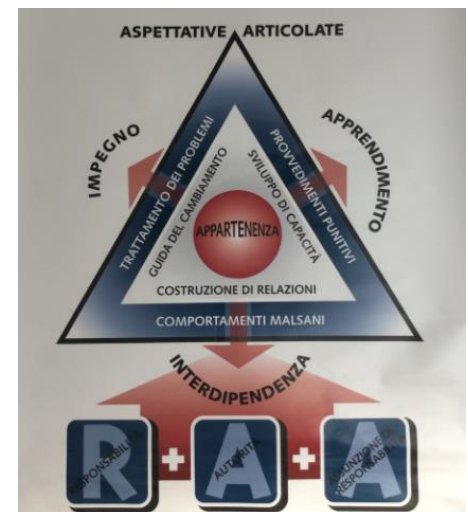
400 EOC Leaders participated



In **january 2017** our „new“ General Board of Directors did the LEO and the one-day follow-up course

Two differences to LEO USA:

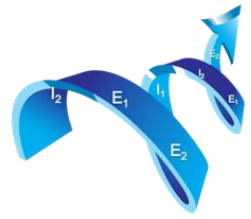
- **Follow up course** of one day after 6 months
- **Three facilitators**



Train the trainer 2015



E₂ Results 2007-2016



Model of care PN/CBR introduced in **59** wards

- in **7** sites
- **52** Clinical Nurse Specialists
- **47** Nursing secretaries



Tratto e rielaborato

<http://www.as.utexas.edu/stardate/resources.htm> / 2.5.2012

E₁ Educazione

- Concept of care and principles of PN/RBC (1600)
- Communication and clinical case discussions (1100)
- **LEO** (400)
- RSC from january 2017 (43)



E₂ Patients

Audit T12 of 34 wards between 2007-2012:

- 1807 Questionnaires distributed
- 1010 Answers (56%)

- 90% of patients very satisfied of the quality of nursing care
- They perceive continuity
- They receive exhaustive information
- > 80% have a primary nurse assigned

E₂ Nurses

Audit T12 of 34 wards between 2007-2012:

- 704 Questionnaires distributed
- 511 Answers (72%)
- > 90% is satisfied or very satisfied with the Primary Nursing model
- 80% of the nurses assume the responsibility for the caring process of their patients from admission to discharge

Committee of shared clinical governance

From 2012, meets 5 times a year

Members:

- Representatives of the centre of nursing development
- Clinical experts of various sites
- Representatives of quality, education, research and hygiene services



Vulnerability



Lessons learned

What makes a hospital great?

It's not having the newest patient rooms...

Or the latest diagnostic and surgical equipment...

Or the most advanced information technology...

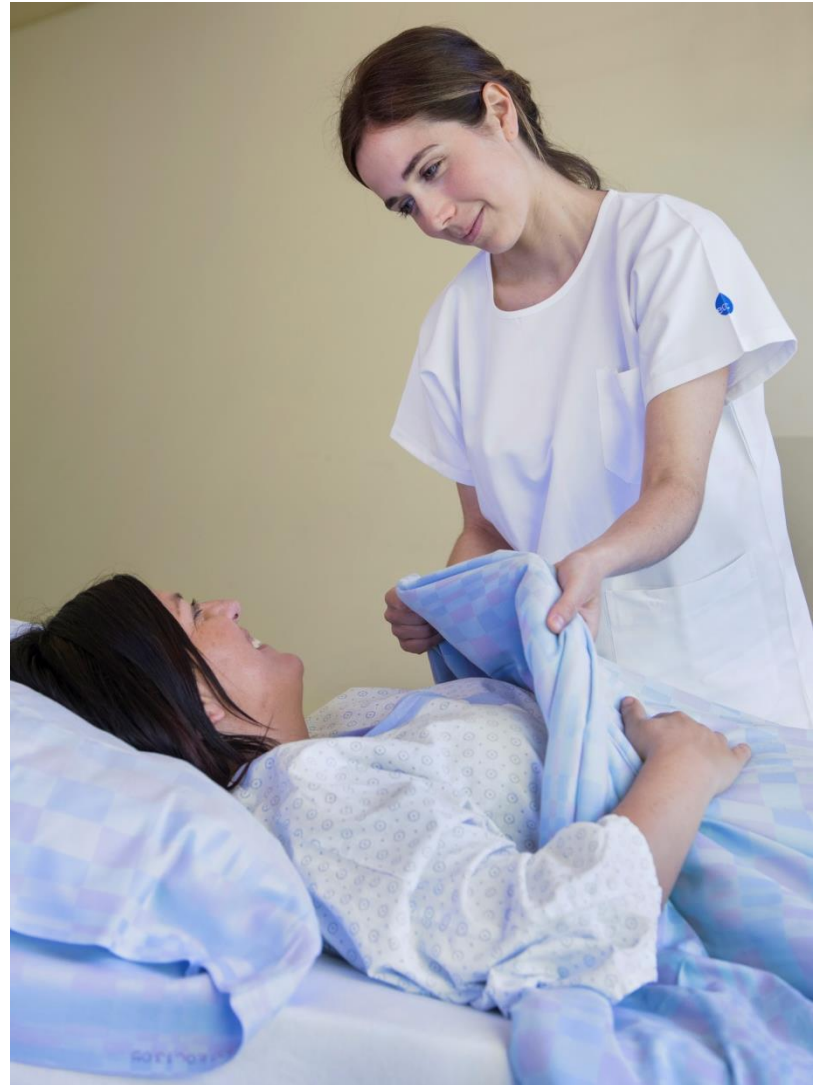
What makes a hospital great is its human dimension

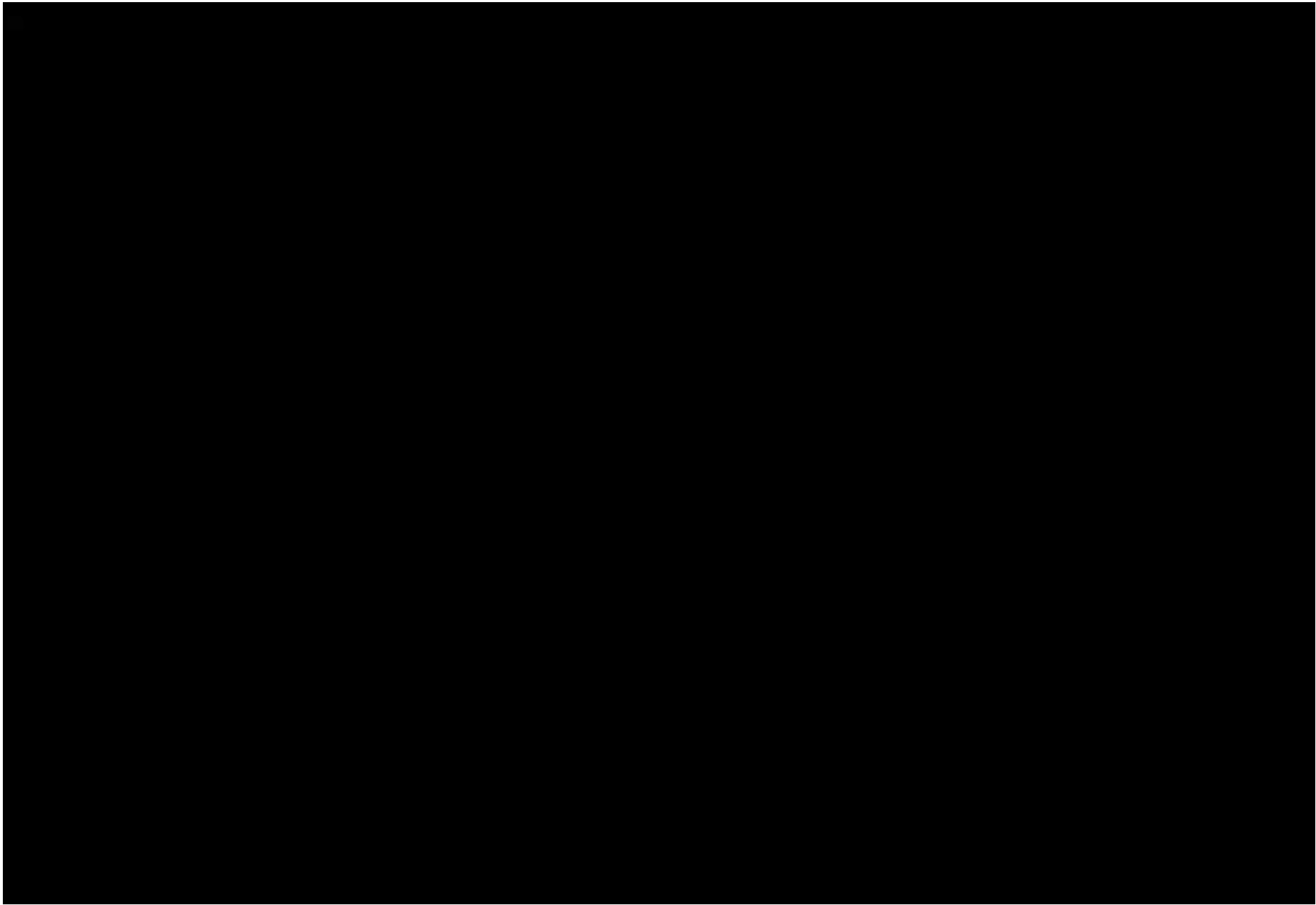


Lessons learned

The Caring model of Dingelman
(Take5)

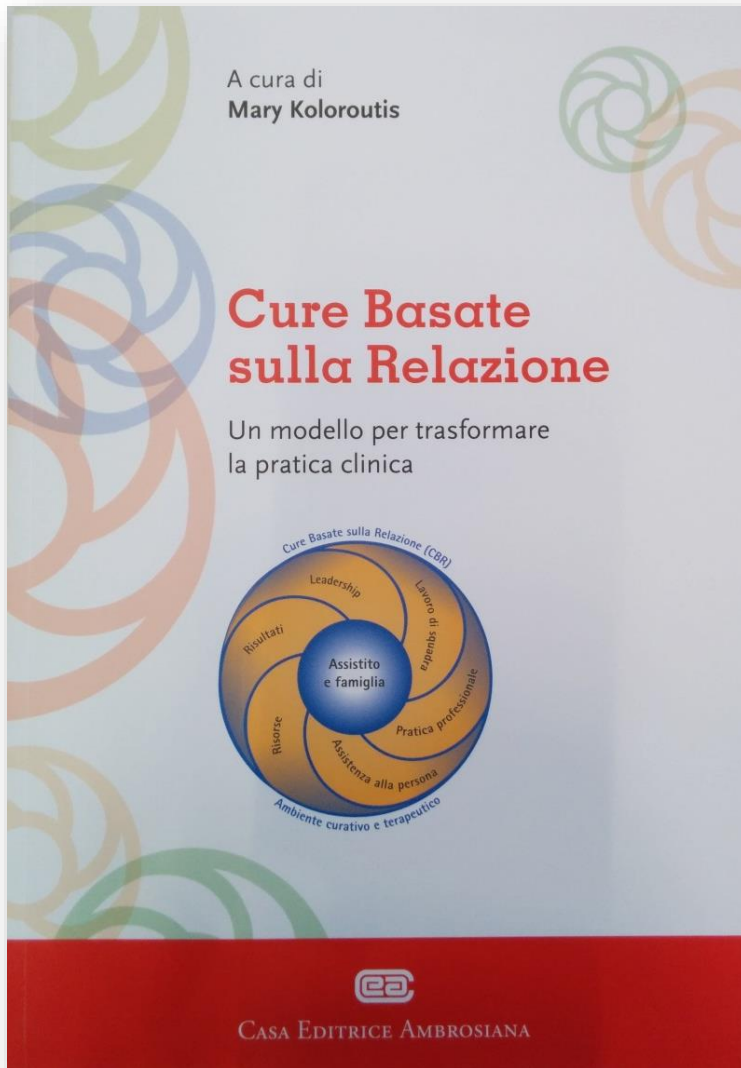
Re-Igniting the spirit of caring











Mary Koloroutis

Cure Basate sulla Relazione

Un modello per trasformare
la pratica clinica

Edizione italiana a cura di
Yvonne Willems Cavalli

Casa Editrice Ambrosiana

Yvonne Willems Cavalli · Susanna Brilli

Primary Nursing

Un modello applicato

Questo testo descrive l'esperienza di implementazione del modello organizzativo infermieristico del *Primary Nursing* presso l'Ente Ospedaliero Cantonale, presente trasversalmente in otto siti ospedalieri distribuiti in tutto il Canton Ticino (Svizzera).

L'intento delle Autrici è mettere a disposizione di chi vuole implementare il modello organizzativo assistenziale del *Primary Nursing* la propria esperienza e la documentazione prodotta/elaborata nel corso del progetto.

Il libro è diviso in quattro capitoli. Il primo descrive la situazione precedente alla riorganizzazione e le motivazioni alla base del cambiamento organizzativo mentre il secondo presenta il manuale utilizzato per la gestione del piano strategico e del cambiamento. Il terzo capitolo, vero "cuore" di questa pubblicazione, è il manuale operativo del *Primary Nursing* che contiene tutte le schede operative sviluppate dal Gruppo denominato Concetto di Cure EOC che potranno sicuramente essere d'aiuto ad altre realtà impegnate nell'implementazione di questo modello organizzativo innovativo. Il quarto capitolo, infine, descrive la valutazione dell'implementazione e i risultati ottenuti presso i reparti di cura, e contiene alcune considerazioni conclusive, in particolare riguardo al cambiamento culturale.

Yvonne Willems Cavalli
Susanna Brilli

Primary Nursing

Un modello applicato



*Esperienza nella Svizzera italiana
presso l'Ente Ospedaliero Cantonale*

Yvonne Willems Cavalli
Susanna Brilli

Primary Nursing
Un modello applicato



CASA EDITRICE AMBROSIANA

Where are we today?

From project to process



- Consolidation of the organisational changes
- Interiorization of the cultural change
- Increased responsibility and accountability

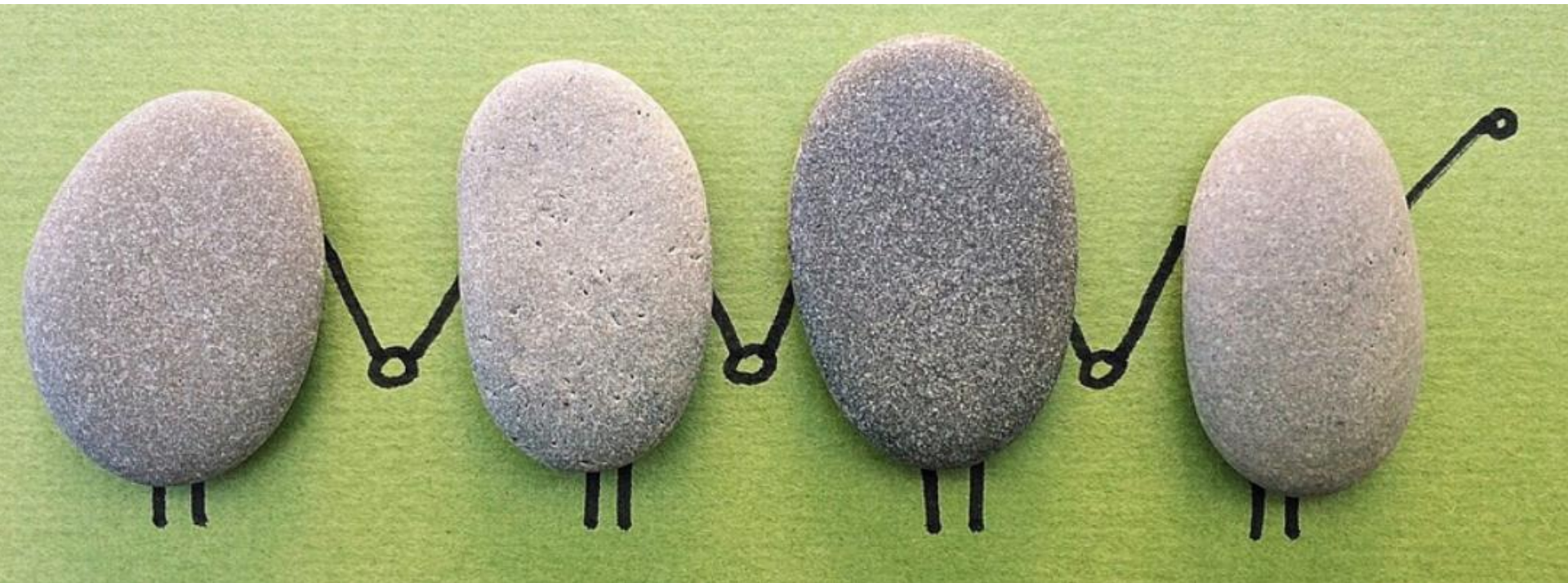
Interprofessional collaboration the real challenge!

«Do you work in a team? Show me your scars» Dr. E. Bruera, 2013



Collaboration is the key!

Relationship is more important than
ever in today's reality



Thank you for your attention



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