

Healthy Work Environments Case Study #1

Institution / Unit: Children's Hospital Los Angeles, Los Angeles, California / CTICU

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Summary: As a retention effort in the Pediatric Cardiothoracic Intensive Care Unit, six committees were put together in conjunction with the six Healthy Work Environment Standards. A questionnaire was done by the staff through survey monkey so the responses could be totally anonymous. A social worker gathered the results and collated the responses to correspond with the six committees. Staff meetings were held to share the results and the appropriate responses were given to the corresponding committees to review and come up with an action plan.

Appropriate Staffing: A group dealt with issues of retention and recruitment. This was the most challenging group. There were discussions with the division to smooth the surgery schedule so staffing was a bit easier to handle.

Meaningful Recognition: One of the concerns of the staff had to do with just having people say hello and not being critical during the report. Many staff weren't aware how they came across and the committee made a recommendation to say something positive during report vs. criticizing if something wasn't done. The physicians were also given information about what the nurses felt was meaningful recognition from them.

Skilled Communication: This was an area that was a strength for the unit because it was a very acute unit with very sick patients. Communication was the key to keeping patients safe. The areas that the staff had to focus on were respectful communication and holding everyone accountable to be respectful to others.

True Collaboration: The Medical Director of the unit was an active participant and got the physicians involved in working on the collaboration piece. The Respiratory staff that routinely worked in that unit and the unit assistants were also active participants.

Effective Decision Making: This was also a strength in the unit and the committee worked on how to become even stronger.

Authentic Leadership: The managers and the senior leadership were given feedback on what the respondents from the questionnaire felt was missing in the unit. The raw data from the survey was shared with the unit leadership so they could have some feedback on areas that needed improvement. This committee also suggested that the managers and medical director should participate in 360 degree feedback. That was done and individual goals were set by the management. These goals were personal and not shared with the staff. The other aspect that came from this group was that a Leadership Book Club would continue. This was optional and anyone who wanted to participate could. Books such as *Crucial Conversations* were reviewed and read by the group.

Results: The turnover has decreased significantly in the past 12 months since these groups have been active and the number of open positions has decreased.