

The Highest Level of Care Requires the Highest Level of Teamwork

CLIENT SUCCESS

*In-Patient Heart Center,
Lucile Packard
Children's Hospital*



Client

In-Patient Heart Center at Lucile Packard Children's Hospital in Palo Alto, CA.

- Cardiovascular Intensive Care Unit (CVICU) ranked fifth best in nation by *U.S. News & World Report*
- Approximately 450 – 475 patients admitted each year.
- Lowest mortality rate in the country.

Need

A decline in the effectiveness of interpersonal relationships among staff members posed a potential threat to patient safety, as evidenced by declining patient satisfaction scores and observation by Director of the unit.

To bring the CVICU back to its high standard of excellence in caring for young heart patients, the staff needed to reestablish the highest level of communication and teamwork.

Our Solution

Develop a comprehensive program for improving communication, teamwork, and interpersonal relationships among physicians and nurses of the CVICU.

- Initially embedded our Ph.D. level nurse consultant to observe, interact with, and understand the culture at Packard.
- Enrolled 120 staff members in four sections of Psychological Associates' leadership program for nurses, CRITICAL COLLABORATION™, a hands-on, interactive workshop for improving interpersonal skills.
- Facilitated development of a new, living mission ("The CVICU Rule Book") that came from the CVICU nurses and doctors themselves, which included 455 rules for better communication.
- Followed up with consulting and coaching to make the improved practices stick.

Results

- Patient satisfaction scores were raised from 87 percent to the 95 percent level or better and are holding.
- Observation and anecdotal evidence show that a more effective culture of communication has blossomed.

Ongoing

Our partnering continues, including workshops and consulting on preserving the culture of the CVICU as it undergoes physical expansion.

