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Join us
as we
celebrate
nursing's
past
and form
its future.

Route to:

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Celebrating 25 years of Service to Nursing

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This year, Creative Health Care Management is celebrating 25 years of service to nursing, hospitals, and ultimately to the public. We are pleased and honored to be in this position.

But our success and longevity would not be possible without our many clients, colleagues and friends. That is why we are inviting you to these two unique events:

A Summit of Sages October 10 -12, 2004

The University of Minnesota School of Nursing and the Katharine J. Densford International Center for Nursing Leadership have planned a wonderful celebration of nursing. They have gathered six nursing sages -- **Margretta Styles, Claire Fagin, Verince Ferguson, Angela Barron McBride, Patricia Benner, Marie Manthey** -- whose contributions to nursing have changed the profession in a significant way. **Dianna Mason** will moderate a dialogue between these sages and the audience, exploring how their experiences inform 21st century nursing. **Bev Malone**, Editor in Chief of *American Journal of Nursing*, will share her insights the future of nursing.

A Summit of Sages begins with a gala reception on Sunday evening, at which Cokie Roberts, news analyst for *ABC News*

and National Public Radio, will be the featured speaker.

Monday evening, Creative Health Care Management celebrates nursing leadership by sponsoring a banquet featuring key note speaker **Garrison Keillor**, host of *A Prairie Home Companion*.

Creating and Summoning the Sage Within October 9 & 12, 2004

On the Saturday before the Gala, Creative Health Care Management is inviting clients and friends from around the world to share innovations at the point of care in leadership clinical practice. Tuesday afternoon our clients and friends are invited to an action planning session. We will use the time to synthesize the lessons from all the different leadership perspectives, with the goal of deciding how to share these lessons back home.

We encourage vice presidents to bring a team: perhaps a new director and a new nurse manger. Maybe a staff nurse who shows exceptional leadership potential.

Come and celebrate with us!

For more information, please contact Sue Edstrom at 800.728.7766 or visit our website at www.chcm.com.

CHCM News is published four times a year. Make sure you don't miss an issue. Call us at 800.728.7766 or send an email to bethb@chcm.com and let us know you want to receive CHCM News in the mail.

Creative Health Care Management's

Notes from the Field

At CHCM we believe in celebrating successes, both our own and those of our clients. The Field Notes below celebrate the successes of some of our current and recent clients and friends.

If you have had a success with a CHCM program or service that you would like to share with our readers, let us know. Talk to your CHCM consultant, or call our office at 800.728.7766.

This winter, Brazosport Memorial Hospital (Lake Jackson, TX) held its first Reigniting the Spirit of Caring (RSC), a three-day program designed to reward, renew and revitalize managers and staff. RSC is a highly interactive program which includes presentations, small-group interaction, journaling and dialogue with patients and families about their care experiences. The program helps transform work environments into cultures in which personal responsibility prevails, healthy relationships thrive, appreciation is openly expressed, and caring and healing are the constant and core reasons for existence.

Jayne Felgen facilitated the Brazosport program and shares this story:

As usual, more than a few skeptics arrived on day one. That number dwindled on day two, and on the morning of day three, there were just a few rare holdouts still wondering what this was really all about and, more to the point, why are they there -- other than the food and time away from work!

On the afternoon of day two, the group broke into small groups to brainstorm concrete ways they could use what they had learned to change their practice. The nurses filled three sheets off flip chart paper completing the statements: "I will do...for patients/families;" "I will do...for my coworkers;" "I will...do for myself."

In the middle of this, an RN was overheard saying, "That sounds like stellar!" meaning stellar performance. Another RN thought she was referring to a physician and asked, "Who's Dr. Stellar?! I never heard of him!" The

group, and eventually the whole room, broke up in laughter.

The next morning, they were pondering what they should name themselves, as the first RSC "class" from Brazosport. Someone reminded them of the movie, "When Stella Got Her Groove Back". So, they decided to refer to themselves as the "Stellars Who Got Their Groove Back!"

For me, the best moment came during the final circle, as I was saying goodbye. I came to one of the "skeptics". This woman had spent the first two days rolling her eyes, slinging one leg over the other, clutching her arms to her chest and maneuvering from one side of her chair to the other. As I hugged her goodbye, she thanked me and announced, "Jayne, I get it".

I responded, "You have made my day! No, no, my week!"

As we hugged, the next nurse in the circle asked "Why did she make your week?" I smiled at both of them and replied, "Because neither Linda nor I were convinced that she would ever get it!"

I wanted to share these two fun stories from yet another magical experience with RSC, so you can appreciate the transformation that occurs in this 3 day retreat environment! It is awesome work!

*New from
Creative Health Care Management*

Relationship-based Care: A Model for Transforming Care

Relationship based care provides health care leaders with basic concepts for creating a care delivery system that is patient centered and built on the power of relationships.

Available Spring 2004

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Book Review

Code Green: The Dismantling of Nursing by Beth Weinstein forward by Suzanne Gordon

Reviewed by Marie Manthey

Code Green: the dismantling of nursing, which chronicles the merger of Boston Beth Israel and The New England Deaconess, is a clear and accurate depiction the incredible challenges involved in trying to merge two organizations with deeply rooted cultures as well as of how hospital staff nursing has changed in the last few years.

I personally felt the pain described in the efforts to merge these two fine hospitals. I experienced many of the same issues when I was Vice President of Nursing at United Hospital of St. Paul, and again, when I was Vice President of Patient Services at Yale-New Haven. The United Hospital merger was brand new while the Yale-New Haven merger was over 20 years old, yet many of the same issues existed in both situations, causing the same kind of stress and pain Weinstein describes. Today, CHCM is often on the front lines of helping organizations define and establish a new culture that captures the best cultures of its member institutions. It is never easy, but it doesn't need to be as brutal as the experience described in *Code Green*.

The author is also very clear on the impact of each hospital's history, the administrators' philosophy, and, not least by any means, the type of patients and medical practices had on the merger. She examines many aspects of practice that may seem small at first glance, but that become huge when studied deeply or when efforts are made to standardize them, for example: the way nurses notes were handled in both institutions. In addition, she outlines the subsequent care delivery systems of these institutions: Beth Israel's version of Primary Nursing and New England Deaconess' version of Patient Care Management within a framework of Differentiated Practice. So much of the care delivery system at The Deaconess reflects the fact that it was primarily a surgical hospital, where technical skills are of paramount importance, and where care can reasonably be expected to follow a predictable pattern. Clinical pathways are very useful in this type of care, and differentiated practice can be organized quite effectively.

What I found incredibly sad and frustrating was the childish and destructive behavior of physicians toward the merger. In some ways, their reluctance to change, even in the face of 'best practice' evidence, brings questions to bear on their ability to fulfill the traditional leadership functions physicians have assumed authority for in the past.

Even more distressing, however is the "dismantling of nursing". Again, kudos to the author for her deep understanding and clarity of expression as she documents the process we saw happening again and again and again throughout the 1990's. Strong leaders were demoted, clinical educator and clinician positions were eliminated, experienced staff was overloaded with work to the point of extreme stress and inexperienced nurses were placed in positions of too much responsibility. As a result, patient care was compromised, patient safety was jeopardized and no one listened to the staff nurses' lament. Not even the nursing administrative staff! In the rush to take power from the nursing department, no one paid attention to the impact on patient care. Nursing's failure is the inability to use measurement tools to describe the impact inadequate nursing has on the quality of patient care and safety.

A study of the book illuminates those factors that characterize a strong organization: shared vision; focus on patients; good communication; a strong nurse executive; a clearly defined professional nursing care delivery model; interdisciplinary plans of care; attention to resource management and meaningful outcomes measures.

As I read Suzanne Gordon's' forward again and again, I find myself challenged to think through exactly what type of collective strength nursing needs to have, what kind of patient care regulations make sense and, most of all, how do we protect the public from "the dangers of a market-driven health care system that puts profits over patient care." I believe the covenant between society and the nursing profession requires bold action and I sincerely hope this book opens the door for dialog, decision and action amongst all the stakeholders in the health care system.....and especially between nurses and patients.

Code Green: The Dismantling of Nursing is available from our Resources Department.
Call 800.264.3246 or visit www.chcm.com.