

Driving Organizational Outcomes With A Nursing Leader Goal Huddle

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OBJECTIVE

Are you struggling to keep up in the whirlwind and meet organizational goals?

Learn how one organization developed a short stand up huddle to create an environment for sharing best practices, celebrating successes, meeting organizational goals, all while becoming a more connected team. The nursing leaders knew that if they could **engage, energize, and empower nurses**, they could make an impact. The results? Improvement of three organizational WIGs, including a **reduction inpatient harm by over 65%**.

BACKGROUND

The clinical division in our organization recognized a need to develop a systematic way to help drive results. Since 2014, we have utilized an organization-wide daily safety huddle (DSH) sharing department specific safety concerns. However, there has been a lack of attention and action taken on the other organizational goals.

ACTIONS TAKEN

This lack of attention led us to develop a **Nursing Leader Goal Huddle (NLGH)** that is held Monday-Friday at 0900 following our DSH. The NLGH was modeled from the recommended huddle in the book *The 4 Disciplines of Execution*³ and the first NLGH was held in October 2019. On April 1, 2020 we started documenting and sharing these goals via internal online communication. We grossly underestimated the impact this huddle would have on our organization's Wildly Important Goals³ (WIG). Due to the size of the clinical division, making an impact was imperative in **driving the organization's success**.

METRICS

Our organization has four WIGs:

-  ELIMINATE SERIOUS PREVENTABLE HARM
-  IMPROVE THE PATIENT EXPERIENCE
-  ENHANCE WORKFORCE DEVELOPMENT & RETENTION
-  ENSURE FINANCIAL HEALTH

When we first implemented the NLGH, we took each WIG and assigned them a day of the week. We challenged leaders to come up with

one goal each week related to one of the organization's WIG's
(we have now increased to two per week)

Commitment tracking began in November 2021, and since then,

OVER 650 Goals have been made | **OVER 450 Goals** have been met

and 61 were not reported on.

Although we recognize there is work to do, we currently have a **67% goal completion rate**.

In the last year, we have moved the organization's goals as follows:
reduced patient serious safety events by 66%,
patient experience improved slightly to the 78th percentile,
workforce engagement improved from from 68th to 78th percentile, and
operating margin remained flat year over year.

ANALYSIS

After about a year, we implemented a goal equation from

X to Y in seven days

but quickly learned that the goals do not need to be extravagant to get results. The goals can be simple, but important, to the work that helps impact the WIGs. We learned from colleagues facing similar challenges by **sharing best practices**, learned how important it is to **celebrate our successes** related to each of the WIGs, and we discovered how interconnected we truly are as a team.

NEXT STEPS

We continue to meet and challenge each other to develop robust goals each week. We believe that the NLGH will help us continue down the path to

eliminating serious preventable harm, improving the patient experience, enhancing workforce development & retention, and ensuring financial health in our organization.

