

# Working with Leadership to Impact Positive Change

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# Creating Change

Define the change using a compelling business case

- What are we changing?
- Why are we changing it?
- What are the consequences of not changing?



Build sponsorship capacity to understand and support the change

- Build belief to support the outcomes of change by being outcome focused
- Create opportunities for engagement with key sponsors

# What are the Characteristics of an Effective Change Model?

- Program activities that are coordinated with other organizational priorities
- Situations where full success is achieved
- Ongoing communication plans that support change
- Outcomes that are measured and reported to key stakeholders

# Know the Business of Gerontology Oncology Care

<b>FACTS</b>	<ul style="list-style-type: none"><li>▪ Identify the demographic facts of an aging America and localize to your market</li><li>▪ Articulate the impact a diagnosis of cancer has on an older patient with other co-morbid conditions using data to describe</li></ul>
<b>CARE DELIVERY NEEDS</b>	<ul style="list-style-type: none"><li>▪ Know the needs of the population and understand the gaps of your organization</li><li>▪ Prioritize the opportunities</li><li>▪ Translate these priorities into measurable care delivery goals that support improvement in your patient's experience, safety, timeliness of care and value to key stakeholders</li></ul>
<b>USE THE RIGHT LANGUAGE</b>	<ul style="list-style-type: none"><li>▪ Care continuum</li><li>▪ Value in clinical outcomes and costs ( toxicity reduction, decreased unplanned readmissions, decreased emergency department visits)</li><li>▪ Patient experience</li><li>▪ Accountability for performance</li></ul>

# SWOT Assessment

**Strengths:** Passionate care providers interested in making a difference in the lives of older adults. Demographic/population metrics supporting an aging population with age-related cancer incidence.

**Weaknesses:** Lack of education regarding appropriate care of older cancer patients. Cultural biases towards elderly patients.

**Opportunities:** Nurses Interested in Health Care Elders (NICHE) Program implementation

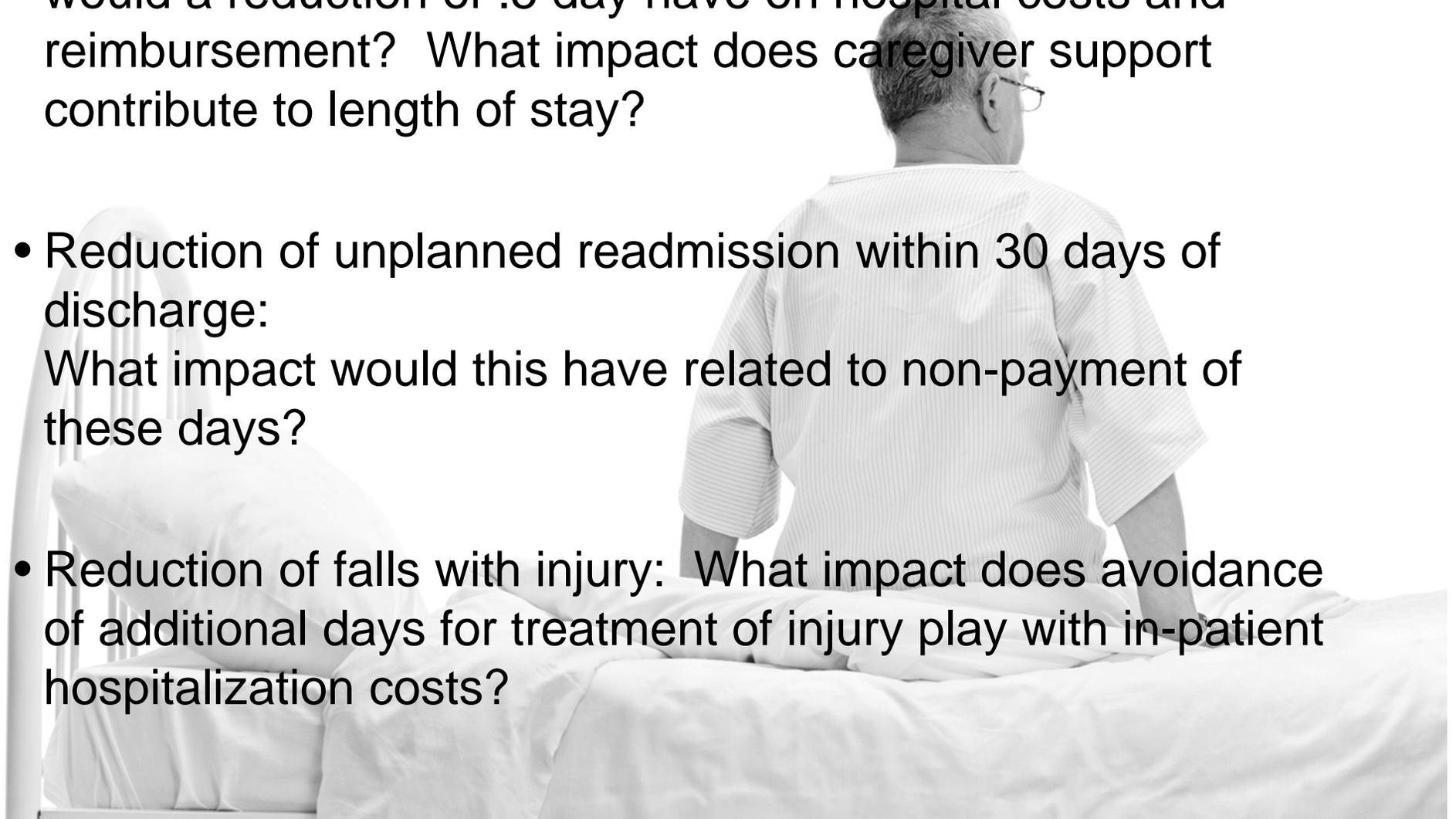
**Threats:** Hospital and Physician payment reform

# Identify Champions Among Key Stakeholders Exercise

- Create your “elevator speech” of why your boss/organization should have an interest in the care of the older cancer patient. Focus on facts and opportunities to link organizational mission with a defined need.
- Identify others who could work with you to impact some small test of change. Rehabilitation staff members are great partners.
- Be a continuous learner of new advancements and supportive care of the older cancer patient and use this information in your plan of care/interactions with others as appropriate.

# Financial Outcome Considerations

- Length of stay impact on older adult population: What would a reduction of .5 day have on hospital costs and reimbursement? What impact does caregiver support contribute to length of stay?
- Reduction of unplanned readmission within 30 days of discharge:  
What impact would this have related to non-payment of these days?
- Reduction of falls with injury: What impact does avoidance of additional days for treatment of injury play with in-patient hospitalization costs?



# Building Your Program

- Involve your nursing leadership in supporting your vision
- Engage champions, as appropriate in your structure: shared decision making work teams, unit based councils, etc.
- Identify a physician partner; leverage their engagement and focus within medical staff and quality improvement committees
- Be a role model in gerontology oncology care delivery
- Recruit and hire staff with a gerontology interest
- Develop and drive your action plan



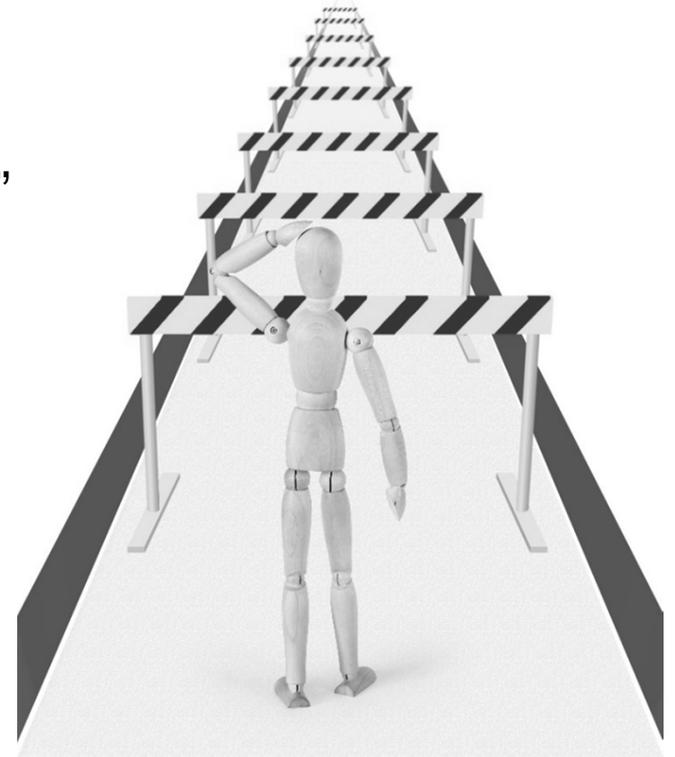
# Recognize and Reinforce Positive Outcomes

- Celebrate milestones, no matter how small
- “Manage up”
- Share passion with philanthropic leaders
- Always have a patient story to share
- Promote improvements in outcomes related to interventions

# Understanding Your Organization's Barriers to Change

## What are the barriers from your own organization?

- “We have tried this before and it didn't work.”
- “No one has the bandwidth to do one more thing.”
- “We don't have the budget support to add new programs.”
- “How will these initiatives create VALUE to our organization?”



## What would your response be to these barriers?

# Becoming an Agent of Change

1. Know the business of gerontology oncology care
2. Understand the Strengths, Weakness, Opportunities, and Threat (SWOT) Assessment of your organization's approach to care of the older cancer patient
3. Engage key stakeholders to translate that business into opportunities of improvement for your organization
4. Establish patient experience and financial outcomes that can be measured to support your program
5. Develop a mini-strategic plan that could be initiated to begin your program
6. Identify resources for support that could be repurposed for this work
7. Become familiar with grant and donor opportunities
8. Once funding secured/programs/change initiated, regularly report outcomes and program achievements aligned with strategic plan