

Overseas Corporate Scholarship Program for Clinical Leadership Johns Hopkins Hospital

23 Nov – 18 Dec 2015



Overseas Corporate Scholarship Program for Leadership

Group Members

- Ms. HO Ka Wai, Wendy (DOM, AED, CMC)
- Mr. MAN Ho Yin (SNO, CND, NLTH)
- Ms. NG Sau Loi (NC, SRG, QMH)
- Ms. CHAN Miu Ling (WM, SOPC, PMH)
- Ms. KONG Ching Yan, Ivy (DOM, O&T, UCH)
- Mr. WONG Wai Yin (SNO, CND/OPD/CHC/ Ambulatory Services, OLMH)



Learning Objectives

- Acquire knowledge on leadership from oversea experts, be stimulated with the global vision and perspectives in leadership
- Demonstrate an understanding of organization structure and importance of leadership in Johns Hopkins Hospital
- Acquire skills to analyze and evaluate the role of leader in planning, leading and implementing changes in the hospital
- Develop methods and framework for building leadership capability, support while working with resistance and conflict

4-week clinical observerships



3 days “Nursing Leadership Introduction Program”



Join meetings with nurse leaders from different clinical and administrative departments



5 days class on “Patient Safety Program”



Clinical visit to various units: biocontainment unit, emergency dept, medicine, surgery, urology, orthopaedic, out-patient center and nurse clinic



Johns Hopkins Hospital

We Are Magnetic

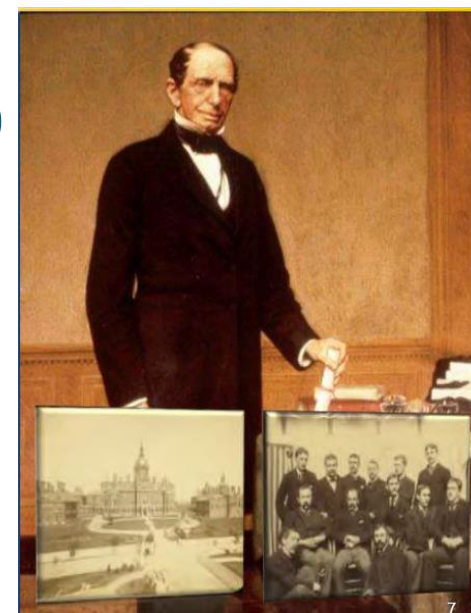
- Opened in 1889
- Located in Baltimore, Maryland, US
- Magnet designation in 2003, 2008 and 2013
- A teaching and non-profit private hospital
- Over 1,000 beds, over 1700 physicians, over 1,600 nurses
- Annual admissions: over 47,000
- Annual outpatient visits: over 790,000
- Annual Emergency room visits: over 86,000

Magnet Recognition at JHH

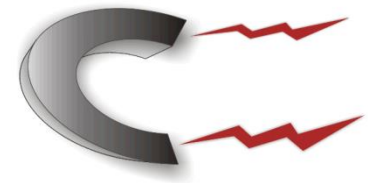


The Johns Hopkins Hospital is an ANCC

Magnet®-recognized organization. ANCC's Magnet designation is the highest and most prestigious credential a healthcare organization can achieve for nursing excellence and quality patient care.



Magnet Hospital



- Team “magnet” was developed in 1982 by American Academy of Nursing to describe hospital that “attract and retain” nurses because of the quality of the nurse work environment
- In 1990, Magnet Recognition became a form of accreditation for institutions representing the best environment for nursing practice

What did we see under the dome?

Do magnet organization provide a safer work environment with better patient outcomes?



THE VALUES THAT GUIDE US

Excellence & Discovery

Be the best. Commit to exceptional quality and service by encouraging curiosity, seeking information, and creating innovative solutions.

Leadership & Integrity

Be a role model. Inspire others to achieve their best and have the courage to do the right thing.

Diversity & Inclusion

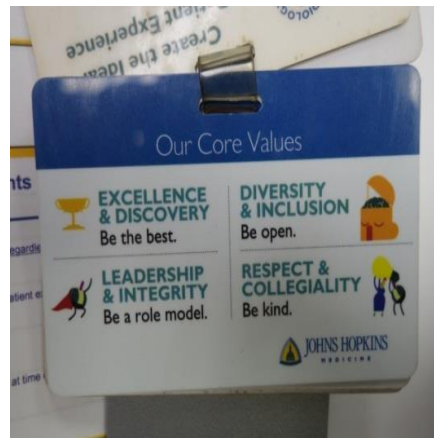
Be open. Embrace and value different backgrounds, opinions and experiences.

Respect & Collegiality

Be kind. Listen to, understand and embrace others' unique skills and knowledge.

Core Values

put values into action



Administrative Support

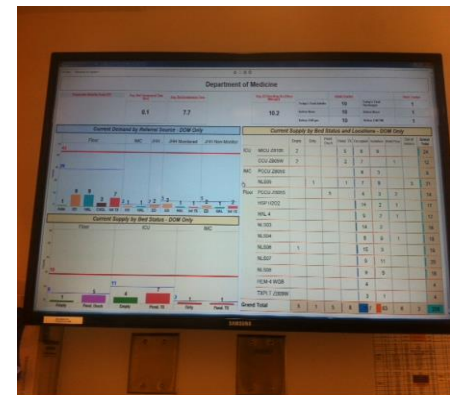
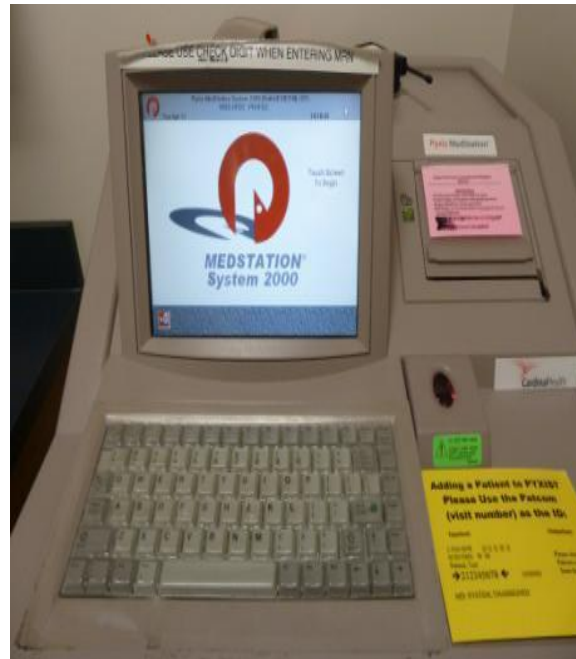
- Computerized medical record system “EPIC”
- Central equipment Dispatch
- Storage cupboard
- Visual management
- Family engagement and support
- Visiting policy “Welcome around the clock”
- Paperless environment



Positive Practice Environment



Technology Support





Staff recognition

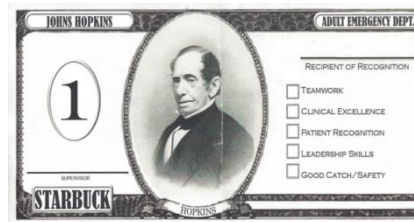
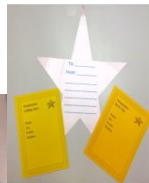
Service stars nomination and election every month. The service stars could enjoy a free lunch in the canteen

One dollar gift voucher

Strong culture to reinforce positive behaviors and show appreciation to the team members



Service Stars outside the Cobblestone Cafe



Critical Care Transportation Team



- **Lifeline** - Hospital team for intra-hospital and inter-hospital transport of critically ill patients
- “Purple People”, at least 3 years ICU experience, education and certification on ACLS, PALS, CTRN
- Transport patients for investigations, procedures and interventions
- Maintain same level of care during transport, monitoring, sedation and titration
- After care of transport equipment



MyChart

Your health. Your knowledge. Your connection.



- MyChart Mobile App – access medical record on electronic device at anywhere and anytime
- Communicate with doctor's office – get answers to medical questions staying comfort at home
- Access diagnoses, drugs, immunization and test results
- Request prescription renewals
- Manage appointments – request appointment, view details of appointment history and upcoming appointment

JOHNS HOPKINS MEDICINE

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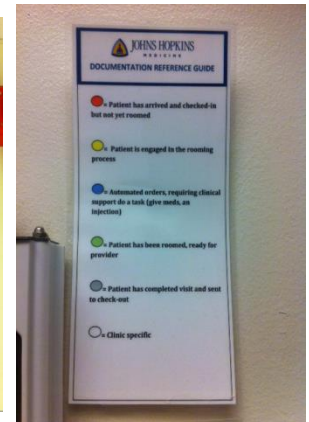
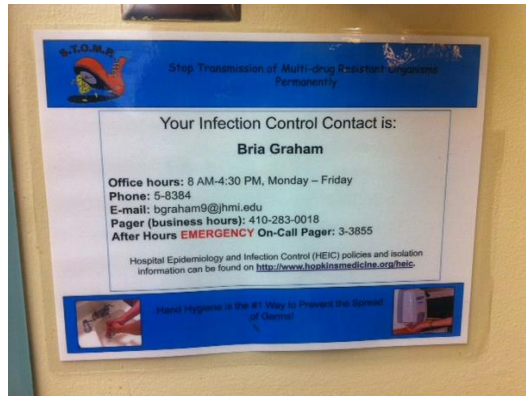
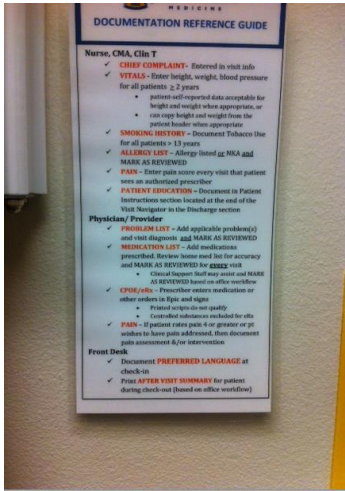
Technical questions about MyChart?
Contact the Help Desk M-F 8am-5pm at 855-389-6928

Patient / Family Centered Care Model

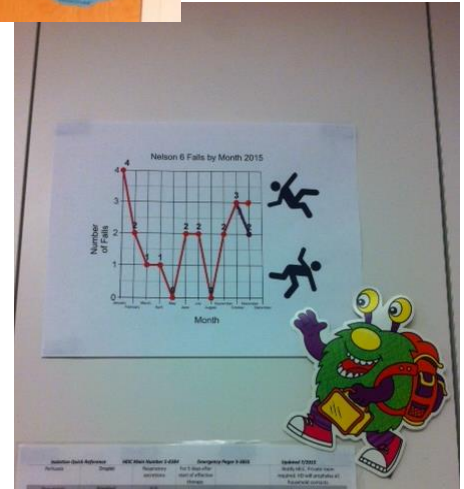
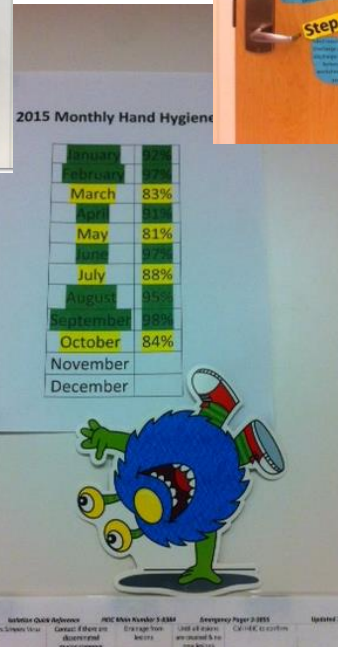
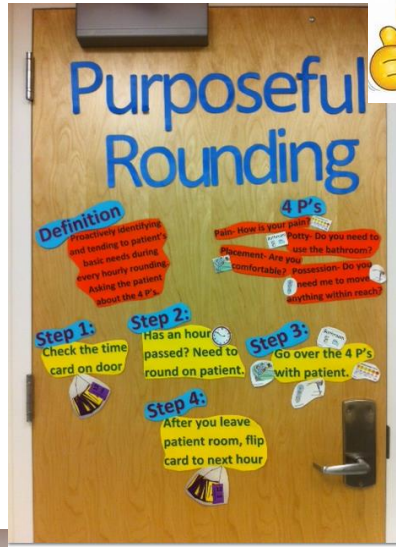
- Designed by Nurse Clinician III Ms Rhonda Wyskiel in 2000
- “Family involvement menu” that engages family members in the daily care and treatment plan e.g. bathing, feeding
- “Welcome around the clock” visiting policy. 24 hours for family members. Family lounges with sleep furniture. One family member allowed to stay in patient room overnight
- Family members can contact the case nurse on phone for progress update
- In some critical care unit, family is invited to attend round and ask questions from the health care team



Signage and Poster



Quality Improvement & Outcomes



Group Reflection (1)

- With the JHH's continued effort in improving the health of the community, setting the high standard of excellence in patient care, education and research development, it serves as a good platform for overseas nurses to conduct the observational visit. We all agreed that the 4-week scholarship program with observational visit was a fruitful and valuable experience
- Other than sharing the operation flow and advance nursing practice, safety and quality improvement programs, leadership and management in JHH are also the key learning areas for our visit.
- It possesses a good documentation system of all its guideline and protocols for staff easy reference.
- The experience of Johns Hopkins Hospital inspire us to make improvement and changes in our respective clinical services and expert field.

Group Reflection (2) - Alarm Management

- 85 percent to 99 percent of alarms in health care settings do not require clinical intervention. “Alarm fatigue” lead to alarm neglect that put patients at risk
- JHH implemented measures to improve the alarm management in 2006. Clinical evidence, guidelines and recommendations were developed that served as foundation for alarm management system throughout the institution
- This initiative has resulted in positive outcomes that there were decrease in signals and alarms from monitors hospital-wide
- We were impressed that JHH had put great efforts to minimize the negative and unnecessary impacts to the environment as well as the staff and the clients.

Group Reflection (3) - Patient Safety Certificate Program

- We had joined a 5-day Patient Safety Certificate Program organized by the Armstrong Institute for Patient Safety and Quality.
- The program has provided us a wide range of knowledge and skills related to quality care and patient safety.

Day 1: Safe Design Principles and Improving Patient Safety Culture

Developing and Nurturing High Performance Teams

Day 2: Learning from Defects to improve Patient Safety

Day 3: Learning from Defects: Asking What Happened

Learning from Defects: Asking Why a Mistake Occurred

Day 4: Designing and Developing a Patient Safety Improvement Plan

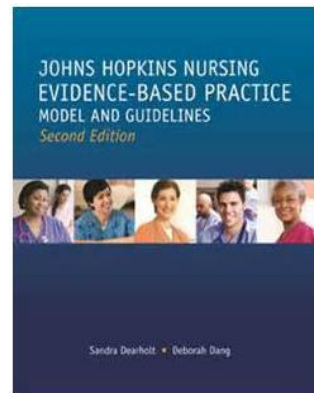
Day 5: Developing Improvements and Sustaining Change

- We treasured a lot about this opportunity to enhance our knowledge and skills in this area. This gave us a valuable chance to meet and discuss the health care issues with the clinical leaders and experts from different health care institutions all over United States of America.



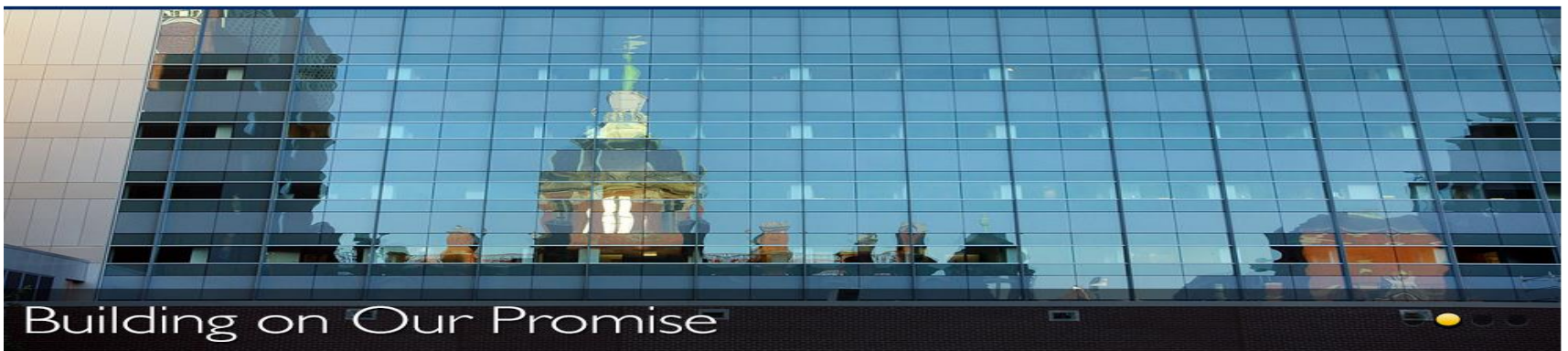
Group Reflection (4) - Evidence-Based Practice

- JHH creates a strong infrastructure to support EBP and adopts a model and process that is easily used by staff. It also ensure that nurses have the knowledge and skills to conduct EBP
- It has a well-developed comprehensive policies, protocols and guidelines developed by committee composed of professional experts and healthcare personnel
- During our clinical observership, we were inspired that the evidence-based protocols and guidelines were integrated in daily operation and nursing practices. Nursing interventions are performed under evidence support with safe, effective and patient-centered care delivery. This complied with the mission statement of JHH, ***“To ensure the delivery of optimal patient care and excellent patient care services.”***
- Throughout our visit, we understood that the foundation for professional nursing is comprised of three fundamental cornerstones, Practice, Education and Research. In Hong Kong, however, though EPB has been widely discussed in our profession or universities, it is not common or well adopted in the nursing practice. To strive for excellence and best practice, to put theoretical knowledge and research findings into actual practice is the challenge that we need to tackle with effort



What are behind the successful brand

- Core values and goals become reality
- People-centered system
- Strong emphasis on patient safety
- Protocol-driven care delivery
- Use of technologies to enhance patient safety
- Boundary-free patient care model
- Strong research support to inform clinical practice
- Commitment of management on staff development



Short-Term Goal (within a year)

- To share our information, experience and views with our colleagues such as meeting, forum, seminar, sharing session...etc
- To introduce some learning points to relevant departments

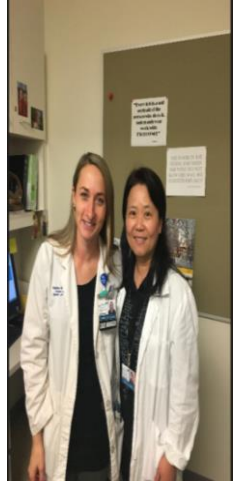


Mid-Term Goal (Within 2 to 3 years)

- To apply the acquired leadership knowledge into our clinical practices such as people management and service management
- To facilitate the implementation of evidence-based practice & nursing research in clinical areas
- To create a positive working environment in our clinical areas
- To equip the potential nurse leader to prepare for succession planning

Long-Term Goal (5 years plan)

- To create highly effective teams through enhancing capacity and capability of workforce
- To strengthen the clinical focus and accountability of nursing practice
- To enable nursing specialization for profession and career development in line with health care development such as development of Nurse-led clinic in different specialists



Heartfelt Thanks

The Group members would like to acknowledge the support of:

- Ms Jane LIU, Ex-Chief Manager (Nursing), Nursing Service Department, Hospital Authority
- Ms Susanna LEE, HOCS M(N)/CNO, Nursing Services Department, Hospital Authority
- Ms C K CHUNG, HOCS M(N), Nursing Services Department, Hospital Authority
- Ms Sheila Manuel-Ascano, International Nursing Program Managers, Institute of John Hopkins Nursing, Johns Hopkins Hospital
- All the General Managers (Nursing), Department Heads and Colleagues of Caritas Medical Centre, North Lantau Hospital, Our Lady of Maryknoll Hospital, Princess Margaret Hospital, Queen Mary Hospital and United Christian Hospital
- All Staff of Johns Hopkins Hospital for using their photos

Thank You