

Workforce Strategies: Implementing a Triad Leadership Model

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Background

- Safety and quality of patient care is dictated by the practice environment.
- Organizations with positive practice environments, characterized by healthy and respectful nurse-physician relationships, have been linked to improved quality outcomes.
- A dyad leadership model – pairing a nurse leader with a physician leader to leverage shared skills and expertise - is one proven strategy to improve clinical and operational outcomes.
- Historically, advanced practice providers (APPs) have not been included in this model.
- APPs have grown significantly in numbers over the past decade and are critical members of inpatient healthcare teams.

Purpose

The purpose of this initiative was to expand an existing, effective unit dyad leadership model to a triad model that included APPs.

- The triad model utilizes interprofessional collaboration to achieve measurable goals, which are tracked and trended on unit-based quality dashboards.

Implementing a Triad Leadership Model

BUILDING A CULTURAL FOUNDATION OF APP INCLUSION (2010-Present)

- Key Stakeholders:
 - CMO, CNO, Medical/Surgical Department Chiefs, Hospitalist Medical Director & Nursing Leadership
- Hospital and physician leadership actively created and support an environment where APPs are valued, trusted, and their opinions respected.

LEADERSHIP MODEL DEVELOPMENT AND PROGRESSION

- *Creation of Dyad Model (2014)*
 - CMO/CNO convened key stakeholders to introduce dyad leadership into practice
 - Unit Nurse Director and Unit Physician Leader collaborate to identify key quality improvement initiatives that align with organizational strategic goals.
 - Dyads report outcome measures at hospital quarterly Dyad meeting and yearly organizational Quality and Safety Steering meeting.
- *Transition to Triad Model (2016-2017)*
 - Department Chief APP role expansion to serve as APP Unit Leaders
 - Department Chief APPs integrated into existing Dyad Model
- *Expansion of Triad Model (2017 to Present)*
 - APPs formally recognized as valued and integral members of hospital unit.
 - Individual APPs with demonstrated leadership qualities identified and appointed as APP Unit Leaders.
 - Meeting frequency increased to monthly providing the CMO and CNO with a forum to increase engagement and drive innovation.



Brigham And Women's Faulkner Hospital Triad Leadership Team

Results

- **Expanded APP Leadership Roles**
 - New APP leadership roles established
 - APP Triad Unit Leader
 - Department Chief APP
 - Hospital Chief APP
- **Clinical Outcomes**
 - Improved patient flow by increasing discharge before noon rates resulting in improved patient satisfaction and reduced ED overcrowding by 26%.
 - Implemented same day discharges for planned total joint replacement (TJR) patients, reducing length of stay and associated costs with no readmissions
 - Reduced the time between point of care glucose testing and prandial breakfast insulin administration to < 30min.

Conclusion

The formalization and integration of the nurse-physician-advanced practice provider triad leadership model has successfully leveraged the existing knowledge, skill, and engagement of APP, nurse and physician leaders to advance patient outcomes.

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