

The Altos Group Fall Newsletter

The Altos Group and Daughters of Charity Health System receive grant to reduce sepsis mortality

The Altos Group and the California-based Daughters of Charity Health System (DOCHS) have received a 2-year grant from the Unihealth Foundation to reduce mortality from sepsis in two California Hospitals. This Program, called the CARE Program, utilizes the INLP model (developed at UCSF) to train nurse leaders to screen for and aggressively treat patients with severe sepsis.

This is the second grant that The Altos Group and DOCHS have received to implement a nursing-based leadership program to reduce mortality from sepsis. The first grant was funded by the Gordon and Betty Moore Foundation and has had tremendous success training a cadre of nurse leaders in three Northern California Hospitals.

Under this new grant, over the course of 18 months, nurses from the Emergency Department, ICU, and Med-Surg units will train together, alongside physicians and allied health

workers, to become 'change agents' in their facility. These nurse-led teams will receive training in topics such as:

- Project management
- Communication
- Process mapping
- Conflict resolution
- Creating effective teams
- Data collection and management

Teams will collect and track data on variables including screening rates and compliance with elements of Early Goal-Directed Therapy (EGDT) including fluid resuscitation, lactate level, antibiotic administration, CVP, and blood cultures.

The goals of the grant are:

- 25% reduction in sepsis mortality
- 95% compliance with nurse-administered sepsis screening tool



- 85% compliance with EGDT for patients with severe sepsis.

Teams will come together for off-site trainings and on-site work meetings and assignments. For more information about how to implement the CARE Program at your facility, contact Alyson Falwell at

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Kliger Commentary in Archives of Internal Medicine Featured in Los Angeles Times Article

An article in the April 26, 2010 edition of the Los Angeles Times featured an commentary authored by The Altos Group principal and founder Julie Kliger. And published in *The Archives of Internal Medicine* The LA Times article, "Nurses administering medications can't pardon the interruption" highlights findings from Australian researchers that show the impact of interruptions

on nurses.

The LA Times quoted from Kliger's commentary on those findings:

"The frequency of interruptions during medication administration suggests a lack of understanding of the importance of this process and of the deleterious effects of interruptions on patient safety. Perhaps more significantly, it

alerts us to a widespread lack of respect for the medication administration process."

A copy of the original research article and Kliger's commentary can be found in the *Archives of Internal Medicine*.

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The Altos Group now offers Individual and Team Leadership Academies

In addition to our programs in change management, process improvement and conflict resolution, The Altos Group is now offering leadership academies for both individuals and teams.

Leadership Academies explore in dynamic interactive sessions how individuals or teams can tackle their toughest improvement projects and make a significant contribution in their facility. Participants learn and apply knowledge through interactive exercises with peers. The program focuses on leadership skills development, and helps attendees understand their personal leadership style and professional strengths, as well as how to learn how to form and lead effective teams.

Program goals include:

Individual Leadership Academy:

1. Create a cohort of emerging leaders that all receive training in the same problem-solving approach
2. Develop the individual as a change agent who is prepared to serve as a leader in improvement efforts within their organization.
3. Position the individual leaders to support future leaders by equipping them with mentorship skills.

Team Leadership Academy:

1. Creation of a "rapid response team" of change management experts that know how to work together effectively and solve problems

2. Creation of high-functioning teams that can diagnose and solve any problem in their facility.
3. Position the team of leaders to support future leaders by equipping them with mentorship skills.

Both Academies are offered in either 3-5 day interactive workshop formats, or year-long applied fellowships where participants apply learnings to an improvement project in their organization. For more information contact Alyson Falwell at

Alyson@thealtosgroup.com

"The frequency of interruptions during medication administration suggests a lack of understanding of the importance of this process and of the deleterious effects of interruptions on patient safety."

-Julie Kliger in *Archives of Internal Medicine*

Kliger authors article in *Infection Control Today*

The July 31, 2010 edition of *Infection Control Today* features an article authored by Julie Kliger titled "Becoming a Change Agent: Practical Steps for Turning Your Vision Into Reality."

The article is the first of a two-part series sponsored by 3M and is based on topics that Kliger covered during her presenta-

tions in a 2-day seminar at 3M's Saint Paul, MN headquarters.

The article offers concrete, actionable suggestions for effecting change in healthcare such as:

- Write a SMART Goal
- Create effective strategies and tactics to achieve goals

- Develop a compelling vision to motivate and engage peers.

A copy of this article is available on-line at: <http://www.infectioncontrolday.com/articles/2010/07/becoming-a-change-agent-practical-steps-for-turning-your-vision-into-reality.aspx>

Altos Group Principle Presents at IHI, Other Venues

The Altos Group Principles presented at several recent conferences:

- 3M IV Leadership Summit (3M Innovation Center, Saint Paul, MN June 1-3, 2010)
- 3M Infection Prevention Leadership Summit (3M Innovation Center, Saint Paul, MN, Sept 26-28, 2010)

Over the coming months Julie Kliger will be a featured speaker at several Webinars:

- Progressive Healthcare Conferences (October 28, 2010) "*Medication Safety: How Front-Line Clinicians Can Reduce Medication Errors*"
- Kliger will present a 4-part webinar series on topics including communication, conflict resolution, and

leadership.

For more information about retaining any of The Altos Group principles as guest speakers, please contact us at (510) 551-3330.



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Advancing state-of-the-art healthcare
performance

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The Altos Group is an organizational improvement and management advisory firm that works exclusively with healthcare organizations.

Our goal is to help clients achieve quantifiable improvements in care by developing the leadership skills of front line clinicians. This approach is based on years of experience, tested and proven across multiple clinical settings.

We have shown – based on statistical analysis of our program results – that dramatic and lasting improvements can be achieved by engaging all members of the organization, and specifically by creating change agents where care is given.

In short, our philosophy is based on our real-world experience that front-line clinicians are best equipped to solve front-line problems.

Testimonials...

The [Positive Conversations] workshop was invaluable and left me with a greater sense of awareness for everyday conversations. In addition, I have acquired new techniques and skills that will be useful in diffusing difficult situations/conflict in the workplace as well as in my personal life.

- *Gwendolyn Robinson, Clinical Nurse Educator, Kaiser Permanente*

I would characterize the impact of [P3] on the [hospital] staff as phenomenal. It has provided them with the tools and resources to directly improve patient care and safety at the bedside. They have learned the usefulness of evidence based practice and how to 'spread' the lesson learned. Many of the nurses who did not consider themselves leaders have grown professionally into strong effective change agents and nursing leaders.

They have discovered terms such as test of change, how to apply it and how to use

data to facilitate change. [P3] has transformed our nurses, provided them with increased self esteem and has given them the encouragement and confidence to take on challenges.

- *Mariellen Faria, CNO, St. Rose Hospital*

