Using J.E.D.I. tools to influence culture in the Emergency Department.

Is this the team you are looking for?

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Why?

The Emergency Department is a busy, high stress environment. The shifts and unpredictable workload make it challenging to prioritise and focus on team dynamics and departmental culture. The Emergency Departments of NHS Tayside Health Board are staffed by 83 nurses and 50 doctors covering an annual attendance of 75 000 across 2 sites.

At a departmental meeting we heard that the team didn't feel happy and valued at work. At that time we didn't have a system in place to open these conversations. Concurrently, NHS Tayside were moving to a Safety II approach, to maximise learning from good care, but had no system to capture such episodes. We undertook a baseline staff survey in January 2018 with the following results;

- **48%** felt it was easy to speak up with suggestions
- **88%** enjoyed coming to work
- **87.5%** thought we worked together as a team
- **81%** were at high risk of exhaustion
- **58%** were at high risk of disengagement.

Our iMatter report (National Staff Experience survey) also stated that 75% of our team team felt appreciated and valued at work.

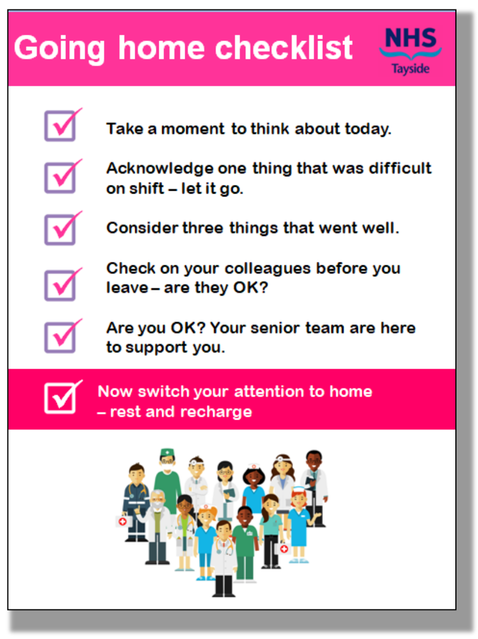
How Did We Improve?

A new approach and way of thinking was required, with multiple interventions.
4 key areas were identified:

Joy in Work

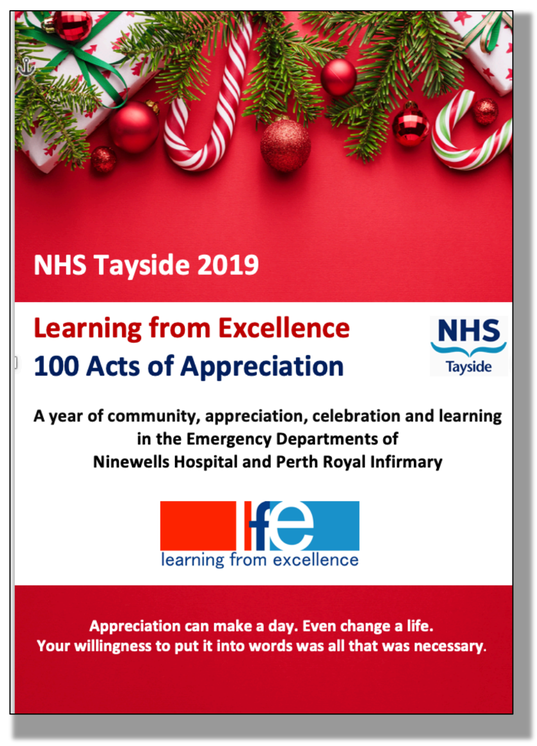
Four team members underwent IHI Joy in Work module and started staff 'What matters to you' sessions. These sessions went on to inform 'quick fixes' including;

- more hooks in the male changing room,
- larger projects looking at Ambulance interaction and nursing allocation and flow



Learning from Excellence

A 'Learning from Excellence' ethos and system started in February 2018. This is a peer to peer positive event reporting system that allows both learning and appreciation.



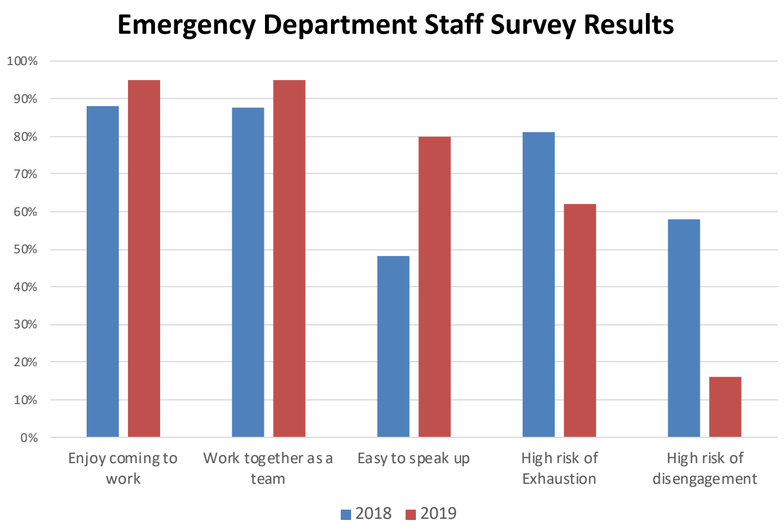
Practice Development

3 members of staff underwent formal PD training and have shared this with the department. There is support for understanding and developing change ideas. Many of these have come from the WMTY sessions.

Challenging Incivility

Incivility within our department and from external teams has been openly discussed. There is now a program of half day workshops, morning talks and resources to understand the harm caused by incivility.

What Have We Achieved?



- Weekly whole team teaching @EDucateEM1
- 252 Excellence reports received, 25% involve those out with the ED
- Civility teaching in department and with medical and nursing students
- Development projects on flow and ways of working
- Well-being focus month

ED Nurse
I feel appreciated by my colleagues

Doctor
that's the nicest feedback I have ever had in my 14 years medical career

Paramedic
the whole atmosphere in the department was so positive

Anaesthetic nurse
the team feels friendly and welcoming

1. Perlo J, Balik B, Swensen S, Kabcenell A, Landsman J, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017.
2. Learningfromexcellence.com. (2019*). Learning from Excellence – A call to learn from what goes well in healthcare.* [online] Available at: https://learningfromexcellence.com

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