

FOSTERING A CULTURE OF TRUST AND CONTINUOUS IMPROVEMENT USING PRINCIPLES OF EQUITY, DIVERSITY AND INCLUSION: IMPLEMENTATION OF A LEADERSHIP ROUNDING PROGRAM TO ADVANCE QUALITY AND SAFETY

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BACKGROUND

- Leadership rounding (rounding) is an effective practice for leadership to connect with staff and patients.
- At a multi-site tertiary teaching hospital, rounding practices existed, however they were inconsistent, limited to a specific leader's portfolio and lacked clear focus.
- Internal workforce surveys highlighted that trust in senior leadership and their support for safety were some of the greatest opportunities for improvement.

OBJECTIVE

AIM: In order to enhance trust in senior leadership and promote a culture of quality and safety, a new leadership rounding program was developed and implemented. This program aimed to conduct rounds with 80% of all teams within the organization by March 31, 2024.



The Senior Leader Quality and Safety Rounding program incorporates best practices and principles using a diversity, equity and inclusion lens, aimed at improving job satisfaction, joy in work, and aligns with the quintuple aim.

METHODS

Understanding the problem

- Current state analysis including Gemba walks of existing leadership rounding practices and unstructured interviews with leaders.
- Review of available data including demographic data about our people, literature and best practices.

How to improve through co-design

- Engagement with formal leaders, point of care staff, patient family partners, Quality and Patient Safety team, and the Equity, Anti-Racism and Inclusion Office to ensure development of new leadership rounding program was meaningful and would resonate with participants.
- Informed by thoughtful engagement, best practices and the organization's strategic plan; core principles were developed to guide the rounding program development. They are as follows:
 - **Focus on Quality, Safety and Experience**
 - **Strengthen Trust and Relationships**
 - **Standardized Structure and Format**
 - **Rooted in Principles of Equity, Diversity and Inclusion**
 - **Support for Leaders**
- Potential power disparities between senior leadership and staff were identified and intentional efforts were made to flatten this hierarchy to improve engagement and strengthen trust.
- **Program structure:**
 - Monthly, with up to 28 teams and patients using standard questions that are shared in advance.
 - A debrief is done collectively, to share insights, raise awareness of organization-wide issues, and collaboratively problem-solve.
 - Feedback is shared with program leaders for follow-up through a digital app, and top themes and action items are discussed at town halls.



PDSA cycles included tests of change for the following:

- Rounding questions
- Rounding structure (pre-brief, rounding, debrief, timing)
- Role of rounding partners from enabling teams
- Theme identification for learning and trending
- Rounding app to capture items that require follow-up action

RESULTS

A post-rounding survey was distributed for 11 months to teams that participated in rounding

75% (197/264) of survey respondents either Agree or Strongly Agree that "Senior Leader Quality and Safety Rounding was purposeful and supportive"

Feedback

"The rounding was very impactful within our department! The staff felt heard, recognized, and supported! "Process is great!" "This is so valuable."

"I felt that the experience with the senior management rounding was a learning experience and reassuring that as an employee your voice is being heard. I hope it will be a continuous conversation."

"It was good to have them coming into the department on a busy night shift so they could have firsthand knowledge of how we function in the ER."

I really enjoyed our senior leadership rounding. They asked great questions and seemed to be very interested in what we had to say.

DISCUSSION

- In order to have a positive impact on trust, quality, and safety, Equity, Diversity and Inclusion should be a fundamental core value of the program.
- Conducting collective debriefs among leaders is a highly effective way to share knowledge and insights, which can then be used to inform the decision-making process and actions of senior leadership.
- When incorporating technology into the rounding process, it is important to ensure that it is user-friendly and does not hinder the personal connection with individuals.
- Partnering with senior leaders during rounds offers a valuable chance for staff to receive informal mentorship and develop the skills needed to become future leaders in the healthcare industry.
- Managing and tracking of action items for a large organization can be a challenging task that is resource intensive.

RESULTS

- In fiscal year 2023-2024, this leadership rounding program occurred with 70% of all teams within the organization (201/289) including both clinical and enabling teams. Two organization wide changes were implemented as a result from feedback shared during rounding.
- Our organization has seen a 4 percentile point increase in trust in senior leadership (Figure 1) and continues to monitor reporting culture (Figure 2 & 3) to understand impact of this rounding program
- We acknowledge that changes to these measures may have had other factors that impacted outcome.

Figure 1: Workforce survey results from 2015 to 2023 of question regarding trust in senior leadership

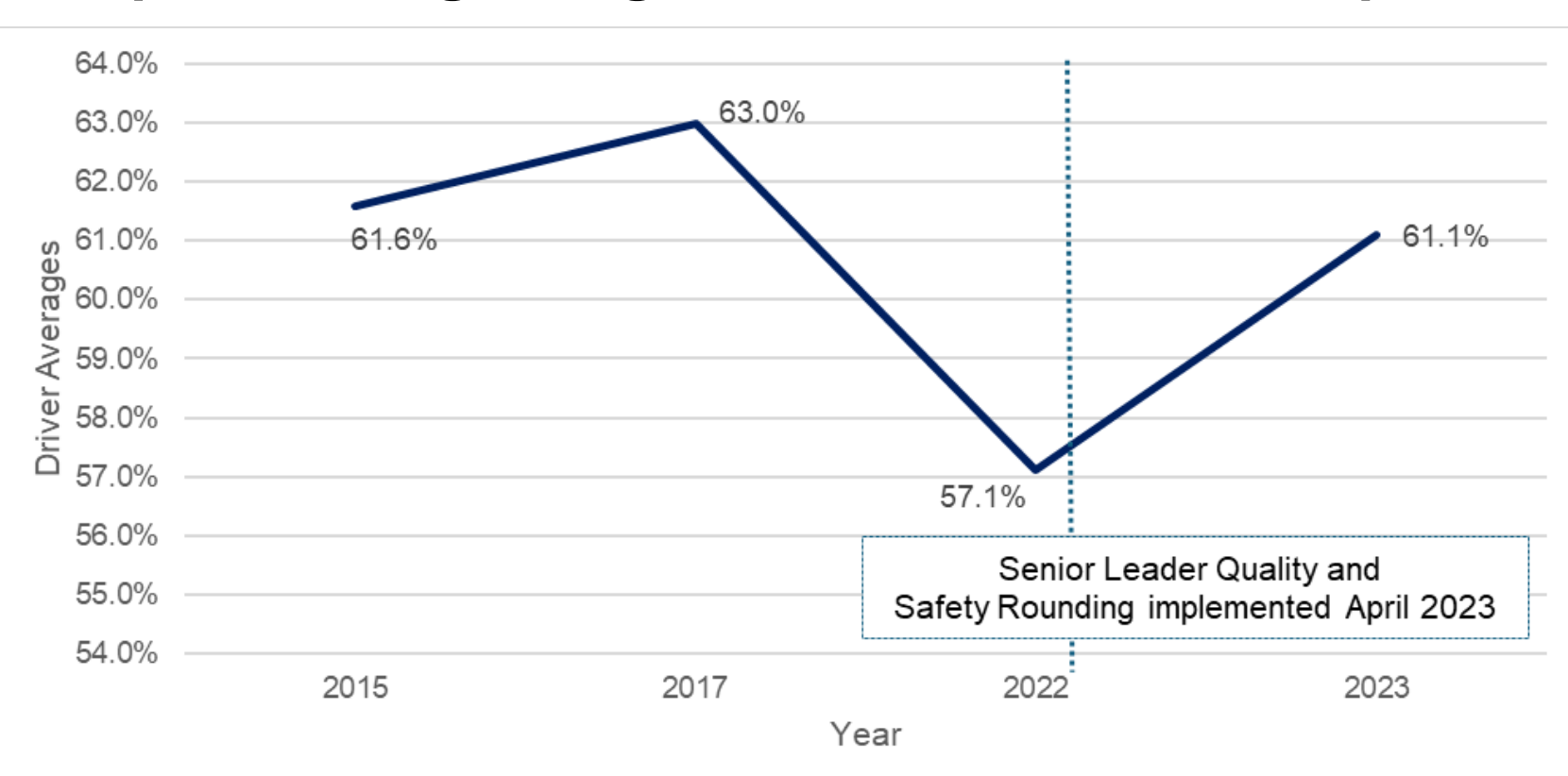


Figure 2: Total number self-reported incidents inputted into incident management system from January 2021- March 2024 (Monthly)

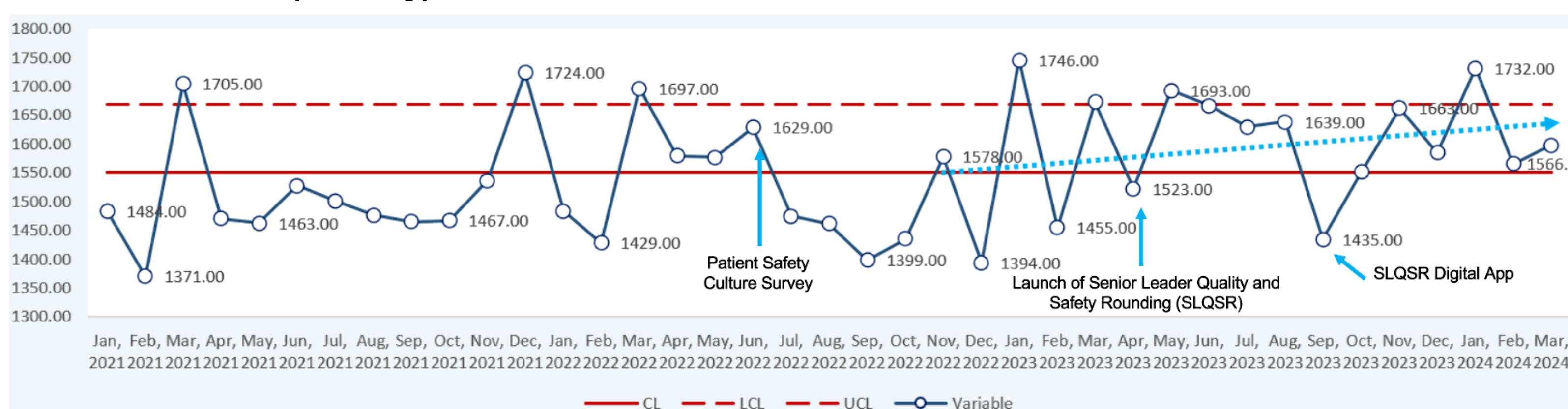


Figure 3: Total number of self-reported incidents inputted into incident management system from 2021-2023

Year	Total #
2021	18195
2022	18140
2023	19261

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