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**From Toxic to Top Notch: The Good, the Bad, and the Ugly**

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This presentation discusses the journey one nurse leader took to transform a dialysis department's environment from extremely toxic to top notch. This department's dialysis services were previously managed by an out-sourced vendor, and were moving to being provided in-house. An initial strengths, weaknesses, opportunities, and threats (SWOT) analysis was completed and. Years of virtually no oversight contributed to a history of poor standards of patient care, low employee engagement, and enabled nephrologists. From the SWOT analysis, opportunities for improvement were identified, and strategic plans were developed. Barriers to change arose immediately. The current staff and nephrologists were resistant to change. Undermining and sabotage were frequent occurrences. A mass exodus of staff began, not all voluntarily, resulting in an 80% turnover rate the first year. The keys to a successful transformation included strong leadership from nurse manager and other executives, collaborative relationship-building with nephrologists, and increasing the level of employee engagement. Measures of success are documented due to collection of data showing annual infection rates decreasing from 10 to 2, Department of Health surveys improving from 4 deficiencies to none, and the mean employee engagement index rising from 4.41 to 5.41. The purpose of this discussion is to share the good, the bad, and the ugly of this transformation process and give some insight to others who may be experiencing the same issues.

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