

POPINVITED: ID# 101190

Title:

Keeping Mothers Safe: Strategic Planning for the Transition of Maternity Services to a Pediatric Hospital

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ACCEPTED

Session Title:

Maternal-Child Health Nurse Leadership Academy (MCHNLA)

Slot:

MCH: Sunday, 17 November 2019: 11:45 AM-12:15 PM

Applicable Category:

Clinical, Leaders

Keywords:

Change Readiness, Maternal Child Health and Strategic Planning

References:

Avery, M.D., Bell, A.D., Bingham, D., Corry, M.P., Delbanco, S.F., Gullo, S.L., Ivory, C.H., Jennings, J.C., Kennedy, H.P., Kozhimannil, K.B., Leeman, L., Lothian, J.A., Miller, H.D., Ogburn, T., Romano, A., Sakala, C. & Shah, N.T. (2018). Blueprint for high value maternity care through physiologic childbearing. (Rep.) Washington, D.C.: National Partnership for Women & Families.

Developing Objectives and Strategies. (2018). Retrieved March 17, 2019, from <https://ctb.ku.edu/en>

Guidelines for perinatal care (8th ed.). (2017). Elk Grove Village, IL: American Academy of Pediatrics.

Kouzes, J. M., & Posner, B. Z. (2017). *The leadership challenge* (6th ed.), Hoboken, NJ: John Wiley & Sons.

IPQIC Governing Council. (2016). 2015 Revised Indiana Perinatal Hospital Standards. Retrieved May 16, 2018, from https://www.in.gov/laboroflove/files/Revised_Perinatal_Hospital_Standards_6.15.pdf

Miller, C. (Ed.) (2017). Change Readiness Assessment. *Tool Kit to Plan, Implement, and Evaluate Organizational Changes*. Sigma Theta Tau International.

Obstetric Care Consensus No. 2. (2015). *Obstetrics & Gynecology*, 125(2), 502-515.

Abstract Summary:

Change is hard. Transitioning maternity services from an adult to a free-standing pediatric hospital heightens fear around whether child-bearing women, a vulnerable population, will be safe. A change readiness assessment informed a strategic plan to manage this significant organizational change.

Content Outline:

Discuss the components of a strategic plan to transition maternity services	Strategies will: <ol style="list-style-type: none">1. Align the transition with organizational mission and vision2. Address obstacles and resistance to transition3. Leverage resources and assets available today
Relate the value of assessing change readiness to inform a strategic plan	<ol style="list-style-type: none">1. Assesses the readiness, willingness and ability of the team to undertake the change2. Direct team feedback informs gaps, obstacles and resistance for which strategies may be created3. Informed strategies align team member contributions and build upon the value of an internal community of mutual trust.4. Change readiness can be reassessed throughout change to determine effectiveness of strategic plan
Illustrate how these activities fostered personal leadership growth	<ol style="list-style-type: none">1. Activities fostered development of AONE Nurse Executive Competencies associated with change management and strategic management.

	2. Kouzes and Posner exemplary leadership practices of Modeling the Way, Inspiring Shared Vision, and Challenging the Process, were areas of development through the change readiness and strategic planning activities.
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Topic Selection:

Maternal-Child Health Nurse Leadership Academy (MCHNLA) (25199)

Abstract Text:

Introduction/Background:

The organization offers quaternary care to women and neonates from across the state, many of whom are at-risk and socio-economically disadvantaged women and children. In current facilities, babies with Level IV care needs are separated from their mothers. The alignment of maternity and newborn care in a single facility while continuing to provide high quality outcomes centralizes the needs of the family and is an organizational strategic priority. Moving maternity care from the adult to a pediatric hospital, however, results in major practice change. This transition heightens fear around whether child-bearing women, a vulnerable population, will be safe.

This project is a part of the Maternal Child Health Nurse Leadership Academy (MCHNLA), presented by Sigma Theta Tau International Honor Society of Nursing (Sigma) in partnership with Johnson & Johnson. Personal leadership growth was accomplished through the development of a strategic plan, informed by a change readiness assessment. The purpose of the change readiness assessment was to assess the readiness, willingness and ability of team members to undertake this change and to advance mutual trust among the internal community. Findings contributed to specific strategies that will be operationalized in advance of the transition.

Purpose:

The purpose of this project was to develop a strategic plan for the transition of maternity care into a pediatric hospital.

Methods:

Activities to complete an environmental assessment, conducted between March 2018 and April 2019, included a key stakeholder analysis, a SWOT analysis, a review of 2018 employee engagement survey results. Monthly Maternity Services team member focus groups began in November 2018.

An additional step, the change readiness assessment, a 21-question valid and reliable tool, was completed using an online survey format during March and April 2019. Recruitment for voluntary participation of team members and medical providers of maternity and pediatric care occurred via email. The results of the change readiness assessment are pending. Four questions on the change readiness assessment directly correlated to the employee engagement survey and will be compared for longitudinal evaluation.

Upon completion of the change readiness assessment, key strategies will be created. Repeat use of the change readiness assessment to evaluate strategy effectiveness is planned.

Results:

Strategy for care delivery models emerged from key stakeholder analysis and SWOT analysis. Remaining strategies will be complete pending the results of the change readiness assessment.

Conclusions:

- Involving key stakeholders early is important.
- External forces such as state legislature and professional organizations influence organizational strategy and timeline, yet may be outside the control of a change leader.
- Moving too fast or too slow through change are both risks; project delays are hard to manage amidst expectations.
- Strategic planning informed by change readiness is expected to be more effective in addressing obstacles and resistance to transition.