

October 23, 2008

Dear Friends and Colleagues:

Chief Nursing Officer Linda Gipson uses a quote in her “Operation Nightingale” presentation that I rather like. It’s from Florence Nightingale herself, and says: *"I think one's feelings waste themselves in words; they ought to be distilled into actions which bring results."*

And there you have it: A sentence that sums up what all of us ought to be driving *every* department at NCH. There’s no question that the people who work here are caring and committed individuals. Our challenge is to convert that compassion into actions that serve our patients.

That’s essentially what Operation Nightingale is all about. As I wrote last week, Operation Nightingale relies on a philosophy that what is good for patients is good for nursing and good for *everyone* at NCH. We plan to support that philosophy with new systems and structures that emphasize shared governance and each person’s accountability to his or her coworkers. Here are the kinds of things we’ll be introducing:

- **First**, microsystems that provide a framework to organize, measure and improve care. In a microsystem, care is based on continuous healing relationships and customized to individual patient needs and values. The patient is the source of control, and decision-making is evidenced-based. All knowledge is shared freely. Each microsystem will have a clinical nurse specialist doing daily hands-on teaching in the unit. This practice is recommended by the Institute of Healthcare Improvement.

On the downtown campus there will be Microsystems for medical, surgical, critical care, behavioral health, ER and Rehab. The North Naples campus will have combined Medical/Surgical, Critical Care, ER, Maternal Child Health, and Brookdale Center for Healthy Aging microsystems. The first areas to experience the microsystem concept will be the Critical Care Units on both campuses, under the direction of Jonathon Kling, RN. Jon is highly competent and has been spending a half-day in each location to gear up for this effort. Our goal is to have one, single practice standard in all our ICUs.

- **Second**, a new nursing structure will include three new Associate CNOs. The Associate CNO for Operations will be responsible for resource allocation, bed utilization, patient flow and project management. A second Associate CNO for practice will focus on shared governance, practice standards and unit-based quality management. North Naples will have its own Associate CNO insuring common practices for both campuses.
- **Third**, shared governance will be the rule, with nurses helping define their practice by participating in practice councils and educational/research councils and having their good work integrated throughout both campuses. We will add the new role of clinical nurse specialist to provide clinical and professional leadership on the floor and lead the innovation to change the patient care system. Our goal with shared governance is to ensure the practicing nurse not only has the right but the power to make practice decisions.

What I like best about Operation Nightingale is that it relies on shared accountability. Helping each other perform better is not only good for all of us, but also beneficial for the patients and the community we serve.

Respectfully,



Allen S. Weiss, M.D.