

2022 SUNY SAIL Institute Applied Learning Project

Pediatric Intensive Care Unit (PICU) & Finger Lakes Donor Recovery Network (FLDRN) Collaborative

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The Why

SCCM and the AAP supports that every guardian should be given the opportunity for organ donation, if medically appropriate, and the expectation is the family will be approached in a professional, compassionate manner by the donor recovery services representative (designated requestor or OPO), who is trained in the psychological, social and medical aspects of organ donation.

The decision whether to accept or decline donation is to be made by the informed guardian, not the physician.

Management of the Potential Organ Donor in the ICU: Consensus Statement. *Crit Care Med.* 2015 Jun;43(6):1291-325.
AAP - Policy Statement Pediatric Organ Donation and Transplantation. *Pediatrics* 2010;125:822–828.

Explanation of project and issues it resolves

1. To identify roles and responsibilities in PICU team care coordination with FLDRN at the end-of-life
2. To create a forum for shared knowledge, skills, and attitudes to promote high quality team function and a patient-centered focus

Project Outcomes: Key Performance Metrics Identified

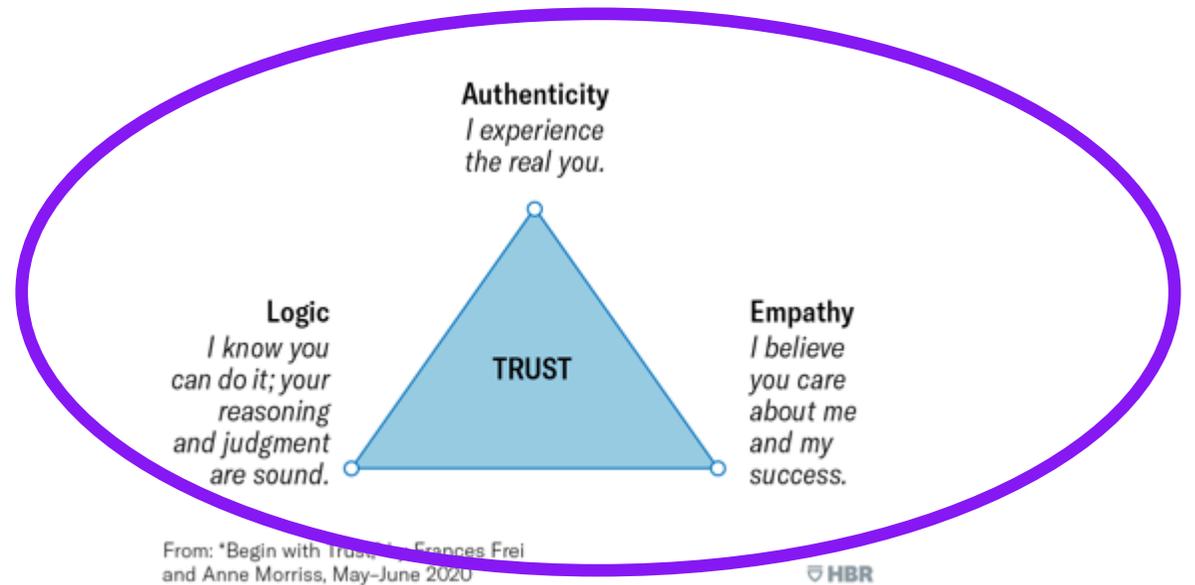
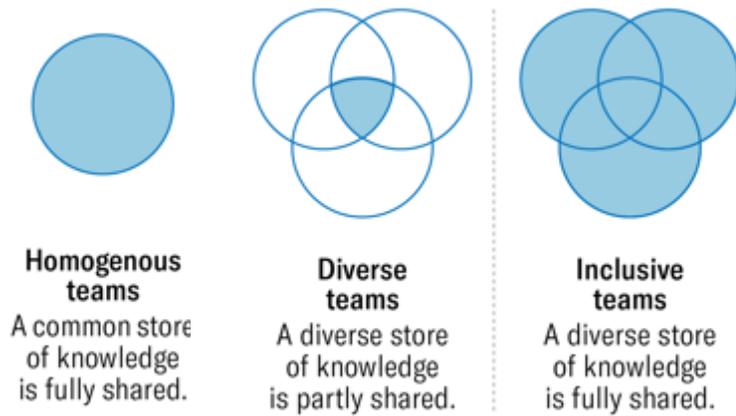
1. 100% of cases designated requestor organ donor informed consent role by FLDRN
2. Timely Referral = >80% of patients meeting trigger criteria will be referred within <2 hrs to FLDRN
3. PICU-FLDRN Huddle will occur for every eligible donor patient
4. Create apnea testing policy – reduce variability in performance
5. Monthly discussion with collaborative focus group
6. Metrics posted on unit quality board and discussed at departmental quality meeting

Project Management



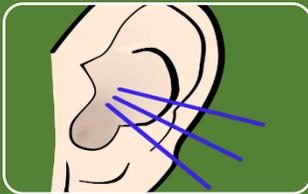
The Five Phases of Project Management
<https://www.smartsheet.com>

What Conflicts arose?



Managing People: Begin With Trust, HBR May – Jun 2020
Frances Frei and Anne Morriss

Project Management



Part I: Listening Actively

- Experiences
- Knowledge
- Respect for Team diversity in training & expertise



Part II: Commit to Academic Approach

- SCCM Task Force Guidelines
- AAP Policy Statement
- Upstate Contracts, Policies & Procedures and MOU



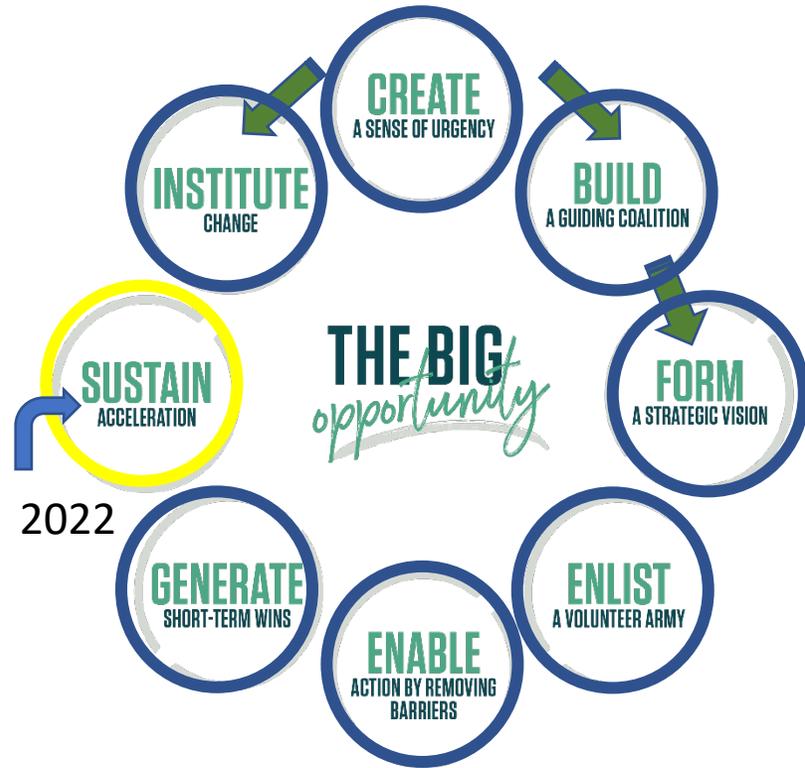
Part III: Metrics and Mutual Performance Monitoring

- Monthly Collaborative & Interdisciplinary Focus Group
- Quality Board: Designated Requestor and Timeliness of Referrals
- Move practice toward National guidelines, support with education

Overcome Obstacles
What challenges arose?
How did you resolve?



Patrick Lencioni The Five Dysfunctions of A Team



Project Management

Kotter: Leading Change

<https://www.kotterinc.com/8-steps-process-for-leading-change>

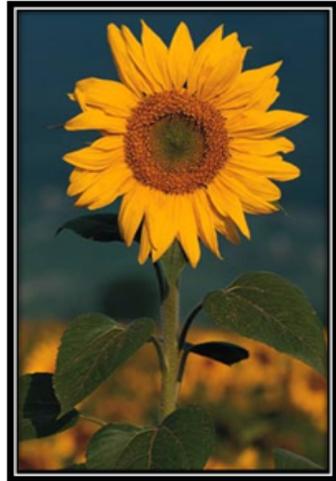
Evidence of a High Performing Team

- **Focus on Quality:**
 - Intentions - best practice in end-of-life care coordination as CQI
 - Transparency - unit, department, hospital-wide, regional quality councils
- **High Expectations for Team Dynamics:**
 - Established ground rules
 - Rules applied to all – no hierarchy
 - Provided a forum for respect, words match actions, embrace change
 - Self-monitoring – high EQ
 - Stay present - monitoring and feedback, intense curiosity and debriefing
 - Identified gaps – improve together- celebrate successes
- **Academic Approach:**
 - Mandatory reading of Society and National standards, Policy and MOU
 - Nationally defined role: Designated requestor
 - Inclusive team - invited multidisciplinary team involvement – monthly myth busters and QI
 - Encourage growth – fight regression to old habits

Deliverables

2021 PICU & FLDRN COLLABORATIVE QI: FAMILY-CENTERED COMMUNICATION AND COORDINATION OF END-OF-LIFE CARE

Join Us on Webex: CASE REVIEW and Q&A



DATE
6:30PM Webex link in Email
Case Discussion and Q+A, Myth Busters]
Dr. Wratney, Chief Pediatric Critical Care
William Sainsbury, FLDRN Director Family Services

PICU | FLDRN | Collaborative Learning

2018

Joined Upstate team

Joined donor council

Building new PICU Relationship with stakeholders

2019

Communication gaps esp. Designated Requestor

Variability in practice, misunderstanding roles

Missed trigger notification calls

Poorly coordinated team dynamics

Turnover RN level ; PICU MD variance

No established BD or end-of-life education/skills training

Improved Death by Neurologic Criteria Guidelines at Upstate

2020

Improved conversations around Organ donation quality metrics

Honor walk established at UGCH

Discussed with stakeholders UH and donor council leadership,
quality council, Chairman, PICU onboarding

Expectations set for MD Faculty

Displayed on Quality Board

2021

Created apnea testing clinical procedure approved

Developed interprofessional QI team

Case series review & myth busters

Featured speaker at the Finger Lakes Regional Donor Council

2022

Education – common ground w/prerequisite training, skills,
experiential learning simulations

Beginning shared ideas/Pediatric Deceased Donor order set w/
Strong Memorial

Key Performance Metrics - Accountability

	Achieved
1. 100% of designated requestor role by OPO	
2. >80% of patients meeting trigger criteria will be referred within <2 hrs to FLDRN = Timely Referral *(N.B. Trauma ED to PICU: high intensity/few personnel to call)	
3. PICU-FLDRN Huddle will occur for every patient identified as eligible donor status	
4. Create apnea testing policy – reduce variability in performance	
5. Monthly discussion with collaborative focus group	
6. Metrics posted on unit quality board and discussed at departmental quality meeting	

*Hospital goal is 70% timely

What did you learn from the academy?

- The 360 Assessment and DiSC strengths-based assessments
- July 20th “Senior Leadership Panel: Understanding the Journey to Physician Leadership”
- I can lead teams in conflict, create a shared mission, and inspire positive change
- Self-study in leadership, communication, coaching, executive presence
- Eight Principles of Good Practice for All Experiential Learning Activities

Final Thoughts and Reflections

Thank you for this opportunity to be in your inaugural class of the
SUNY Clinical Leadership Academy!

I am grateful for this time together with other leaders, for the time
gifted by the panelists to deliver valuable topic presentations, and for
this 16-week opportunity to stretch my mind and embrace new skillsets