Ask the Expert Panel
Regina Boore, MS, BSN, RN, CASC
Vanessa Sindell, BSN, RN
Barbara Getlin, BSN, RN
Angie Jimenez, MSHA, MPHE
Nikki Hurley, MBA, RN, COE

Nikki Hurley, MBA, RN, COE
- 29 years of ophthalmic experience
- Started as an assistant in the clinical setting
- Became a registered nurse in 1995
- Became Director of Nursing for Key-Whitman Surgery Center in 1999
- Obtained MBA in 2009 to increase knowledge and gain further insight into business administration
- Led to better appreciation for the goals of our organization and what is crucial in running a successful center

Vanessa Sindell, BSN, RN
- 13 years experience in nursing in different specialties including critical care and Med-Surg.
- Last 5 years as the Director of Nursing at a busy ophthalmic only surgery center in Newport beach, CA.
- Bachelor of Science in Nursing degree from California State University, Long Beach.
- Masters degree in Nursing Leadership from California State University, Fullerton.
Barbara Getlan, BSN, RN

- Administrator and Director of Nursing at Dulaney Eye Institute, an entity of Eyecare Services Partners (ESP) in Towson, Maryland, since November 2014.
- 28 years experience in the surgical field and 22+ years in surgery center administration.
- Started career in the OR at Northwest Hospital Center, assisted opening a podiatry OBSC and Summit Ambulatory Surgery Center in Maryland. Worked as Administrator for Ophthalmology Associates Outpatient Surgery Centers, a division of Johns Hopkins Medical System. Later, expanded a cosmetic only surgery center to busy multi-specialty in multiple locations.
- Bachelors of Science in Nursing at University of Maryland

Angie Jimenez, MHSA, MPHE

- Licensed health service administrator with 20 years experience in ophthalmology
- CEO of Vista Ophthalmic Ambulatory Center in Puerto Rico, a 4 OR ophthalmic surgery center.
- President of the Puerto Rico Ambulatory Surgical Centers Association.
- She started her professional career as an ophthalmic technician. Among other professional experiences, she was the administrator of Infinity Laser Center and clinical instructor for the Ophthalmic Technology Program at the University of Puerto Rico.
- Member of the College of Health Service Administrators, American College of Healthcare Executive, Puerto Rico Medical Billers Association, ASCA, AAOS and ASOA. Currently she is working with PR-ASC Holding in the development of 2 multispecialty 6 ORs ASC in San Juan and Caguas Puerto Rico.
- Masters degree in health service administration and a master degree in public health education, both from the Medical Science Campus of the University of Puerto Rico.

Empower Staff
**Start at the Beginning**

- Hire the right people
- Use tools to assess attitude, capability, and creativity
- Pay attention to everything in the interview process
  - What do they care about?
  - Can they be truly engaged in a conversation?
  - Appropriate for your patients?

*Nikki Hurley*

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**Right Person, Right Seat, on the Big Bus**

- Highly functioning team
- Promotes better atmosphere
- Realization of reliance on each other and upholding own responsibilities
- Allows for trusting in each other
- Your job becomes more about building team spirit and focusing the team on the right thing at the right time for the patient and not about babysitting
- Team spirit empowers everyone and leads to ethical behavior and caring about the whole picture
- Take time for celebration and recognition of accomplishments
- Staff is your greatest asset – invest and treat them like it!

*Nikki Hurley*

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**Empower Staff**

- Allow them to sit at the table.
- Allow them to participate in decision making.
- Do working interviews
- Meet with staff to allow them to determine who you will hire.
- Ask them how THEY want to accomplish any given task or problem.
  - A ST came to me and said the nurses were not putting away their lenses consistently so I asked her to come up with a solution.
  - Purchase of ear pieces - improvement in communication and efficiency
- Allow them to create the tools, logs, systems, processes so they have ownership over them.
  - We just purchased new sterilizers had 2 ST read through instructions and create a quick reference guide, log for cleaning.

*Vanessa Sindell*
Empower Staff

• Delegate!
• Educate them, and provide them the tools and resources they need to be competent.
  • Annual mandatory education day.
  • Quick 10 min meetings with nurses/STs to talk about where we are and what’s going on.
  • All staff is aware of current status and can communicate that with the surgeons when they are asked.
  • White board in lounge.
• Realize some staff doesn’t want to be empowered.

Vanessa Sindell

Empower Staff

Promotion from within the center

• Our team members highly respect each other’s clinical skills
  • Trust my staff enough to promote staff nurses to manage the OR & Pre-op / PACU
  • Continue to work along with their staff on a daily basis
  • Schedule time for administrative tasks when cases are completed when possible
  • Team members trust the managers as they work side by side

Team assisted with EHR building

• Flow of documentation
• Engagement in the process—Ownership and success

Barbara Getlan

Empower Staff

• My goal is to make every employee feel like an owner. Prove your trust by sharing as much information as you can.
  • Budget Plan
  • Strategic Plan
  • Month-end statistics
  • Case volume
  • Revenues
  • Case cost
  • Employee and benefits cost
  • Other expenses
• Prepare them to become your successor: Always lead by example.
  • Leader committee (Clinical and Admin rep)
  • Patient Flow
  • Incidents management
  • Physical plant emergencies

Angie Jimenez
Elevate Competence

Competence Instills Confidence
- Set center up for success
- Encourage staff to further education & certifications
- Set levels for advancement based on additional education/certification and skills/duties – make knowledge and skills highly valued priorities
- Use online tools to help educate staff internally
- Enhancing performance levels is a key to success

Give A Little, Get A Lot
- What can you do to enhance learning among the staff?
  - Set the example – what can you do to increase your own knowledge?
  - Admit when you don’t have the answer
  - Stay current with all annual training competencies
  - Embrace challenges and new technology
  - Look for ways to create a pathway for increased skills, such as certifying support staff on laser equipment
  - Cross train staff to allow for enhanced abilities and recognition of others’ job roles
  - Involve the team when new procedures or processes begin – they want to be recognized and have accountability
  - Approach even minor items with a team focus – they will often have better ideas and deserve to be heard

Nikki Hurley
Elevate Competence

- Have meaningful and thoughtful performance appraisals. And doing them on time!
- Real life examples that I have documented throughout the year.
- Explain the evaluation process to them and inform them how they will be evaluated and how it will effect their reimbursement.
- Tell staff to write out goals and put somewhere they can refer to frequently.
- Be present and visible.
  - Work in staffing:
  - Desk in the middle of nurse station.
  - Set the example.

Vanessa Sindell

Elevate Competence

- Provide educational opportunities for the staff. Have appropriate resources available to staff when they need it.
- Annual Education Day
- Equipment/supplies that are in good working condition.

Vanessa Sindell

Elevate Competence

Training: Continual Training

- Many are required by accrediting body
  - Annual training
  - Mock Codes
  - MH drills
- Decontaminate/Sterilization training for all techs and staff-reminders to allow staff to assist
- Different specialty education by surgeons
  - Retina
  - Anterior segment
  - Glaucoma
  - Oculoplastics
  - Facial plastics

Barbara Getlan
Elevate Competence

- The more prepared they are, the easier your job will become
  - Listen to their needs and fears
- Encourage continuing education participation (budget)
  - On site training
  - Professional association memberships
  - Subscribe to industry newsletters and mailing lists
  - Certifications
- Buddy approach
  - 2 staff members partner up to hold each other accountable
  - Monitor and help each other
  - Ensure that the work is completed safely or the skill/learning is transferred effectively from one individual to the other

Angie Jimenez

Enhance Quality and Safety

Do The Right Thing

- Every patient, every time
- Stay updated with new standards and conditions for coverage
- Fulfill CMS & accreditation requirements
- Allow all staff to be involved in qapi activities – and preparation for inspections
- Engage physicians!!!
- Constantly look for ways to improve – encourage creativity among team members

Nikki Hurley
It Starts with Y-O-U

• Work side by side with team
• Never make excuses – admit mistakes and review for better processes
• Increase staff awareness of how to prevent common errors – train new employees in this manner
• Review all processes at least quarterly and decide if any new items have inadvertently caused quality or safety issues
• Follow up with physician clinics and patients
• Allow staff to provide special training

Nikki Hurley

Enhance Quality and Safety

• Have a robust quality improvement program.
  • You have to do it anyway might as well make it useful.
  • Have staff members participate in the process.
  • Pick a few nurses a year who under my guidance run a QI study and help develop the education for it.
    • HH study RN compliance improved by 30%.
    • RNs, NAs help with chart audits, peer review, and surveillance.
    • Improvement in complete charts and audits.
• Be present and visible.
  • Work in staffing
  • Be on the floor, walk through the OR’s.
  • They see you and you see them – part of surveillance.
• Create a culture of safety.
  • De-brief with staff when things go wrong so they can learn and then use it the next time the same situation comes up.

Vanessa Sindell

Enhance Quality and Safety

• Be the example.
• Get buy-in from the surgeons.
  • As a result of an incident with a wrong lens implant we were able to get buy-in from the surgeons to start leading the time-out and using the safe surgery checklist.
  • Since implementation we have had no further incidents with this or med errors in the OR.
  • Femto pt scheduling had high utilizers send out email. Improved turnover time.
• Be up to date and share with staff
  • Attend conferences
  • Get magazines/journals and read them/assign to staff.
  • Be members of organizations.
• Do employee satisfaction surveys.
  • AHRQ Safety Culture Survey

Vanessa Sindell
Enhance Quality and Safety

Documentation
• Revised anesthesia documentation to include:
  • Transfer of care
  • Times
• New Electronic Health Record
• Incorporated accreditation requirements in documentation
  • Fire safety risks
  • Risks/outcomes
  • Outcomes

Barbara Gettian

Enhance Quality and Safety

• Develop a culture of safety
  • Teamwork approach
  • Accountability
• Surveillance
  • Incidents
  • Exceptions
• Know your point of reference
  • Accreditation standards
  • Local Laws
  • CMS
• Divide accreditation standard among all the staff to educate and evaluate level of compliance

Angie Jimenez

Expand Effectiveness as a LEADER
### What Leaders Are Not
- Micro-managers
- Microwavers – energy zappers
- Mind gamers – control freaks
- Wailing in action
- My way or the highway’ers – commander in chief
- Minus filters – what did you say?
- Mutterers – complainers/gossips
- Mudslingers
- Multiple personalities
- Make up artists – hide the flaws
- Myopic – have vision!

Nikki Hurley

### What Leaders Are
- Managers of daily activities, but motivators and mentors of people
- Listeners and excellent communicators!!
- Encouragers of creativity
- Appreciative of good work and show it
- Determined, diversely skilled, but know when to delegate
- Empowering through trust
- Reminders of purpose, passion & patience
- Strategizers for success

Nikki Hurley

### Expand Effectiveness as a Leader
- Educate yourself, be an expert-which sometimes can only come with experience.
- Read leadership books
- Take courses/attend meetings
- Have a mentor
- Develop strong professional relationships with your staff and managers.
- Engage them= builds loyalty= trust
- Be assertive, consistent, honest, and accountable.
- Femto scheduling
- Write up policy mistake.

Vanessa Sindell
Expand Effectiveness as a Leader

Teamwork
• Encourage above and beyond
  • "WOW" box
  • Staff write about other team members for above and beyond help
  • At monthly staff meeting they are read by the team and a Gift card is given to one that submitted a "WOW" and one that was thanked for doing a "WOW"
• Work with staff in every area of the center-lead by example
  • Business office- assist with posting, scanning, registration, chart preparation
  • Pre-op/PACU- bring patient back to nurses, clean stretchers, take patients out in wheel chairs

Continuing to learn at conferences
• Education is the best way to lead a team.

Other Leadership Pearls

Win over your governing board
• Educate the governing board on the importance of what you are fighting for
  • Give the numbers
  • Give the accrediting body support
  • Safety issue

Advocate for staff
• Staff make your center great
  • Promote from within whenever possible
  • Request educational topics from staff
  • Include staff in decisions whenever possible-EHR

Avoid clique/gossip
• No "I" in Team
  • Committees are made up of team members for all departments
  • Open door policy to discuss any issues
  • Center wide social events-holiday party/summer party

Barbara Getlan
Expand Effectiveness as a Leader

- Listen to them
- Open door policy
- Show that you care about them
- Role model
  - Always behave as you want others to behave
- Involve staff in the decision-making process
- Know their job
  - Dedicate time to walk in your employees' shoes
    - “Shadow a coworker” day

Angie Jimenez