



## June 17th 2020 | Weekly CNO Rounding Report

### Guest Speakers -

**Kelly Espinoza VP & CNO, Legacy Salmon Creek**

**Laura Magstadt VP of Nursing, Asante Three Rivers**

**Bonnie Fryzlewicz CNO, Seattle Childrens**

After months of pandemic response, key organizational leaders across Oregon and Washington weigh in on what opportunities have arisen, changes in strategies, staffing, empowerment and what has been the most rewarding experience to date. Cindi Warburton, Executive Director NWONL facilitates the panel in exploring the current state.

### Where is your organization now?

#### Checking In

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**Kelly Espinoza, VP & CNO Legacy Salmon Creek**, and Board President of NWONL, identified that their (Salmon Creek's) experience was different from the rest of Legacy which is based in the Portland area as state governorship was disparate. Universally, Espinoza acknowledges they have dealt with many of the same challenges: Surge preparation, PPE shortages, non-elective procedures, staffing.

**Laura Magstadt VP of Nursing for Asante** and NWONL secretary-treasurer-elect, notes their (Asante's) experience has been primarily one of preparation. They've seen a small population of patients hospitalized for covid-19 and the highest number of covid-19 patients have been realized in the system only recently.

**Bonnie Fryzlewicz CNO at Seattle Children's** acknowledges they continue to see a steady stream of covid-19 pediatric patients and they are in a "steady phase" rather than preparation. They have a covid-19 advisory group that meets twice a week and have implemented new permanent processes for screening and visitor guidelines.

## What opportunities have arisen?

### Bright Spots

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**Kelly Espinoza of Legacy Salmon Creek** shares that surgeries are at 60% above normal due to closure backlog. Additionally, Legacy has been able to use the pandemic as an opportunity to innovate. A key area is adaptive techniques to make principled decisions quickly. An example was visitor guidelines as they were being constantly updated as new information and situations arose. Historically it would have taken much more time due to the myriad of meetings and lengthy trial periods. Espinoza confided that “it’s not perfect but it never was perfect”. The key take-away is that Legacy is far more willing to try new things, learn and correct quickly to adapt.

Espinoza shares the experience that while Legacy has historically embraced LEAN and patient safety, it’s “different now”. Due to the pandemic response, formal LEAN programs were put on hold but given their experience and the nature of the situation they leveraged their LEAN capabilities to adapt and feel that they made as much progress in this area as when they had been formally managing a LEAN improvement program.

Another change Legacy has adopted in wake of the pandemic response is to keep their calendars open. Per Espinoza “it allows time to dig in and understand issues.”, which has had the beneficial impact of empowering leaders and staff to actually make faster and better decisions. This is on top of the standing huddles and help-chain philosophy in place at Legacy.

Another opportunity has been in their areas of leadership. As the demands have shifted, leaders are taking on increasing responsibilities across the continuum of care. “They’re learning new ways to provide care to their patients and families and that’s changing their leadership structure to even more of a shared governance model” states Espinoza.

## What communications strategies have been most effective?

### Consistency

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**Laura Magstadt of Asante** reports that Asante immediately set up a system-wide incident command that worked with the marketing & communication teams to get information out with daily, branded, and well packaged wording. Perhaps surprising to some, they found that e-mail was the best way to get the latest information out to everyone. However they systemized the notifications with daily emails at specific times that all could anticipate and expect for consistent guidance. Beyond all-staff this included leadership specific guidance for the situation and talking points for rounding,

### Single Source of Truth

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huddles and FAQ responses to anticipated questions. They were also very clear and consistent as to what actions and parameters their leaders should take. For example posting updated PPE diagrams where they'd be easily available to staff. Beyond standardized communications, Asante follows up with leadership daily to gather feedback from the teams, what was or wasn't working plus where are the “sticking points”.

Magstadt notes that they partner with a vendor, PRC, who runs their patient experience system. PRC offered to do a crisis response survey for the staff, for free, with a 1-week turnaround time. Magstadt stated “It was a great pulse check for the organization. Some staff naturally felt that they weren't being communicated with enough, but the feedback was effective and we found opportunities to improve.”

To mitigate hearsay, Magstadt worked with leadership to establish a “source of truth” to facilitate effective consolidation of information coming from OHA, DOH, CDC, etc. Per Magstadt, perhaps not surprisingly, “it has been a full-time job for staff in Marketing & Communication with help from clinical staff in infection prevention to keep it updated.”

A specific LEAN based visual control was noteworthy. Asante created a PPE spotlight report (ex: green = more than 30 days on hand) which has made it clear and easy to see where Asante has PPE, what they're having trouble sourcing, and what steps they are taking to resolve issues in this area. Beyond the benefits to logistics and restocking, the staff appreciated the transparency.

## Are you experiencing significant organizational or staffing changes?

### Equity

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**Bonnie Fryzlewicz of Seattle Childrens** confides that with the racial and social justice movement going on in Seattle, Childrens has leaned into this as a second public health crisis. Fryzlewicz states “we are supporting people protesting while trying to balance safety and social distancing.” Childrens has a long history of monitoring equity as part of their core metrics but Fryzlewicz acknowledges they have a new urgency. They've had open conversations with leaders, webinars and workshops on inclusive leadership for staff to participate internally. Per Fryzlewicz, “it is an opportunity to accelerate movement on these (equity) metrics”. Additionally, Fryzlewicz is positioning to leverage NWONL and its pending webinars on Innovation to move the needle. Childrens is already partnered with academia, Seattle U and others, and are actively working on the pipeline between academia and practice with a shared goal between the partners to expand and

**Racial Injustice**

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accelerate equity.

**Kristen Swanson of Seattle University** adds that while they, Seattle U are proud of their diverse undergraduate and graduate student population they've heard heartbreaking stories from some of their students on the impact of micro-aggressions in the classroom. Certainly not a behavior unique to Seattle U, however they are studying the issue intimately and implementing a four-part workshop on the impact of micro-aggressions in the classroom. Swanson states "It has been a good opportunity to continuously hear from our students and improve the way we serve students with varying cultures and needs. We've really appreciated the partnerships with Seattle Children's as well in this regard." Swanson states that Seattle U endeavors to continue having frequent and effective conversations with reflection to drive continuous improvement in this crucial area.

**RN Pipeline**

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**Kelly Espinoza** shares that Legacy has found philanthropy considerably noteworthy. They've partnered with a local donor in Clark County to provide scholarships to employees who want to eventually get into nursing. Legacy already has an RN to BSN program however this is for staff at large who may be in a clerical, support or education roles and are pursuing pre-requisites for RN and related programs. **Bonnie Fryzlewicz** agrees that philanthropy has been noteworthy and conversations continue with their Foundation. They, Childrens, also want to grow their own people and promote MA/CNAs to consider the RN track.

**In closing, what have been most rewarding?**

**Sense of Freedom**

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**Bonnie Fryzlewicz** shares that being able to "move the needle faster" on issues has been extremely rewarding. "We're making decisions faster, taking on new projects, and have a sense of freedom to move beyond old cultural and organizational barriers". Fryzlewicz states she would love to hear more about how Kelly's organization has reduced meetings. As a common source of pain for most organizations, she likely speaks for all of us in that regard. Fryzlewicz relays she's observing new connections being made as everyone works on a common cause across organizations now. "Its as if the the focus (on pandemic response) has reduced the white noise" shares Fryzlewicz.

**Laura Magstadt** has loved seeing her leaders develop in realtime as some newer leaders "step-up" to the salient challenges before them. Magstadt shares "They've really elevated their leadership, even beyond their own departments." She notes that leaders came in on weekends and after-hours to round with every department simply to better understand the

### Growing Leadership Capabilities

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organizational situation first hand so they may better position themselves to support the care teams. They took initiative to demonstrate PPE use for the care teams to allow them to focus on their roles. “All without being asked. They saw a need and stepped up to meet it.” She closes with relating it's been exciting to watch the leaders she has been mentoring expand and grow.

**Kelly Espinoza** has appreciated all the new relationships she has built and witnessed across the organization and community. New relationships mean potentially new and improved capabilities. Personally she shares that her increased self-reflection on her strengths and weaknesses and ability to deal with crises has made her more effective as a leader of leaders.

**Cindi Warburton** wrapped the panel in thanking the panel for their leadership during crisis and their commitment to empowering their organizations and leaders in their stead.

Find Additional Resources here for Covid-19 at NWONL [Leader Resources](#)

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Check NWONL's homepage for what's happening: [Updates and Events](#).

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