

Utilizing a Learning Team Framework For Emergency Department Culture Change

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Disclaimer

We have no real or perceived conflicts of interest that relate to this presentation.

Emergency Department

- Pediatric quaternary care center
- Level 1 pediatric trauma designation
- Academic institution
- 58,000 annual emergency department visits



Situation

ED experienced many challenges within the team culture

- Post pandemic
- New space that was double the size
- Recovery from a significant staffing shortage

Situation

Stay interviews and feedback identified that some Patient Services staff in the ED are uncertain speaking up and escalating patient safety concerns.

Learning Teams

- A process to bring frontline staff together to discuss a specific topic.
- Understand how work is done versus work is imagined
 - Shared experiences
 - Staff develop solutions
 - Can identify potential issues before they occur



Learning Teams

- Learn work as done.
- Ask front line how to improve workflow, processes, etc.
- Focus on proactive improvement.
- Solutions from those doing the work.

- *Does not* focus on improving people.
- *Does not* focus on work that was intended to happen.
- *Does not* assign blame or investigate.

Can Be Used for a Variety of Topics

- Hospital acquired conditions (example: UE, PIVIE)
- Team response to crisis
- Education and practice needs
- Team workflow and communication

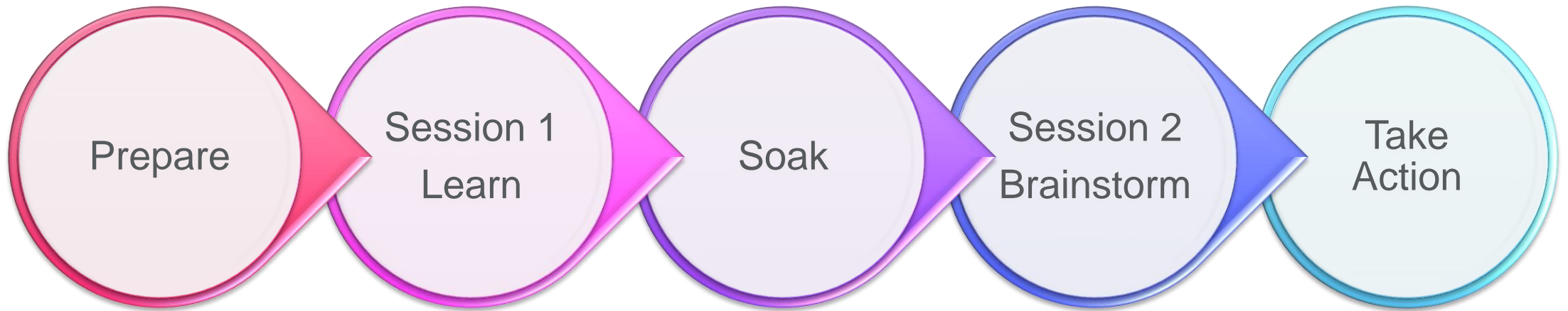
Foundational Principles of Learning Teams



Roles

- Sponsor
- Facilitator(s)
- Scribe
- Subject Matter Expert
- Learning Team –10 members

Format of a Learning Team



Chevron (2019); Children's Hospitals' Solutions for Patient Safety (2025); Dekker & Conklin (2022); Sutton et al. (2020).

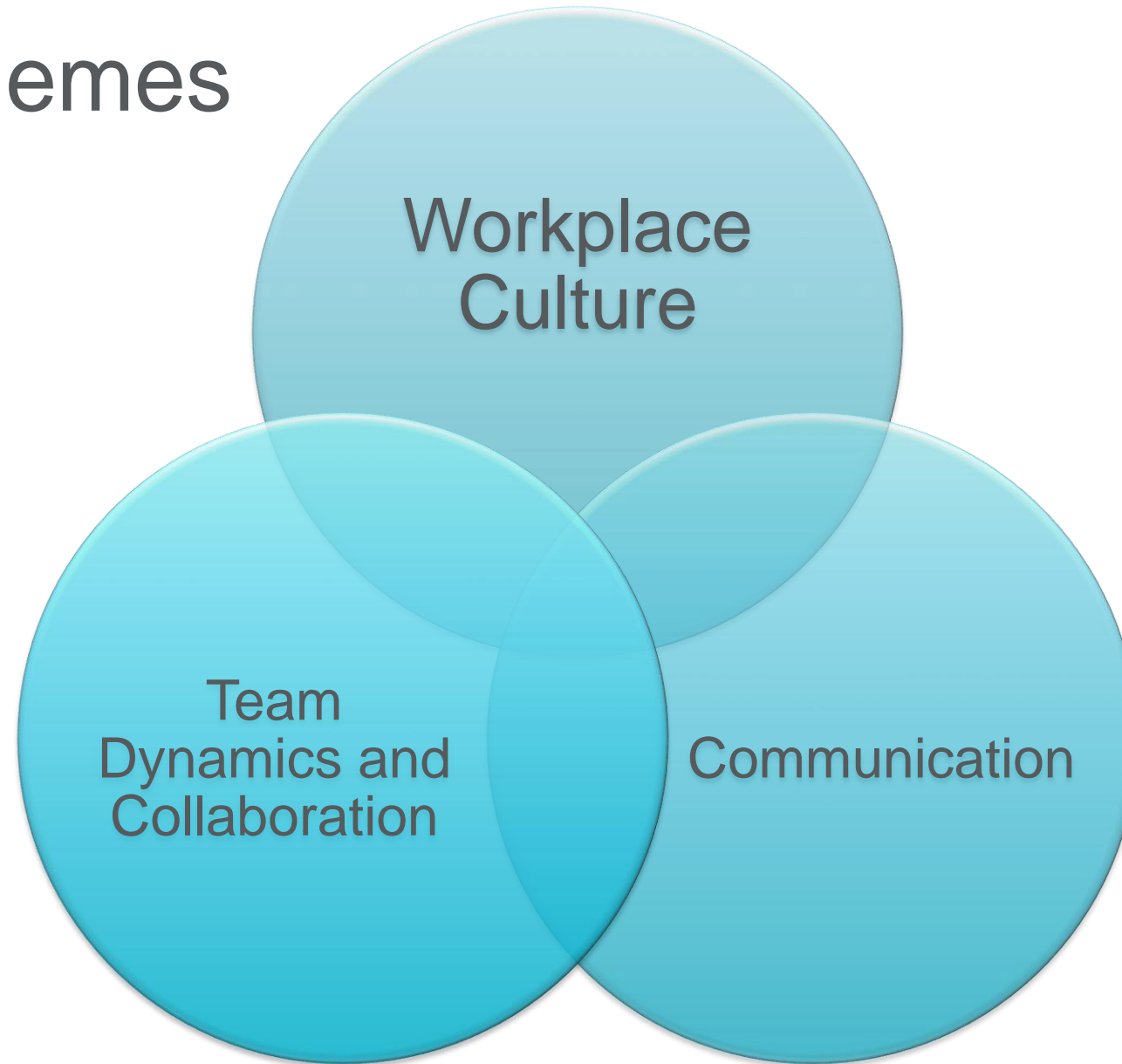
Learning Team Findings

Session 1
Learn

- Session 1
 - Came with specific question to help guide the conversation (triage)
 - no preconceived ideas
 - listening
 - clarifying questions
- Session 2: return demonstration
 - time for participants to process, brainstorm
 - be the voice of reason if needed

Session 2
Brainstorm

Overall Themes Identified



Smaller Themes - Examples

- Triage training
- Interprofessional relationships
- Formalized huddle structure

Next Steps



- Advocate for the voice of the nurse
- Summarize and organize findings
- Share results of the learning team with sponsor and additional stakeholders

Moving to Action



- Provided a starting point for aligned culture work
- Team creation with bedside involvement
- Huddles
- Partnership to grow relationships across discipline

Reflections and Key Takeaways

- Third party facilitators support open dialogue
- Key roles and preparation
- In-person, off unit discussions
- Informal, comfortable atmosphere
- Front-line shared experiences of daily work
- Strong leadership support
- Front-line feedback positive, request more learning teams
- Action as a result



THANK YOU!

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