

Mini Case Study: Isabella’s & Ellen’s Leadership Challenges

- Isabella (RN) is the new manager of the 30-physician Hospitalist team.
- Her dyad partner, Ellen (MD), is a hospitalist who is also new to her leadership role.
- As described below, three leadership issues have arisen that Isabella and Ellen need to address.

Patient Safety Alert Filed

One of the hospitalists is not using interpretation services – instead, that consultant is relying on their own Spanish skills, which has delayed patient care. A staff member filed a safety alert because of this.

Nurses Not Speaking Up in Multi-Disciplinary Rounds

Isabella learned that nurses are not speaking up during multi-disciplinary rounds to alert others of care issues, because a few hospitalists are not including RNs in the discussion.

Staff Don’t Feel Their Opinion is Valued

Isabella and Ellen received significantly lower physician engagement survey results on the item, “*When I speak up, my opinion is valued,*” compared to last year.



Discussion Questions

1. Which wastes shown in the Inequity Waste Wheel visual on p. 1 could be present in the case study?
2. Which of the tools and techniques you've learned about so far in this workshop could Isabella and Ellen use with their staff to help team members...
 - Feel safe to speak up about inequities that patients and staff may be experiencing?
 - Feel their opinions are valued?
3. What is one tool or technique that you learned about today that you would like to begin using when you return to your organization?
4. What is the first step you would like to take to implement that tool or technique?