



ECHO Idaho: Healthcare Vitality CASE RECOMMENDATION FORM

ECHO Session Date: 12/18/24

Thank you for presenting your case to the ECHO Idaho – Healthcare Vitality session.

Summary: At “Harmony Health System,” the cardiology service team faces significant challenges typical of interdisciplinary healthcare teams, marked by deteriorating trust, poor communication, and misaligned goals. These issues have eroded team cohesion, negatively affecting morale, job satisfaction, and quality of patient care. Recent events exacerbated these problems, including the implementation of a new triage protocol without frontline input, unclear discharge responsibilities leading to inefficiencies, unrecognized contributions of dedicated ICU nurses, and dismissive treatment of junior APPs’ ideas, resulting in high attrition among APPs. Administrative responses included additional training, hiring new roles, and improving representation.

After review of the case presentation and discussion of this case among the ECHO Community of Practice, the following suggestions have been made:

Recommendations and considerations:

The primary recommendations focus on addressing systemic issues and fostering collaboration within the cardiology service team. These include:

- **Enhance leadership and accountability:**
 - Develop a clear and cohesive leadership structure that bridges gaps across disciplines, ensuring alignment between units such as ICU nurses, case managers, and administrative teams.
 - Engage dyad leaders (e.g., a medical director paired with an administrative partner) who are closest to frontline operations to implement meaningful changes.
- **Rebuild trust and psychological safety:**
 - Address systemic issues by acknowledging past failures and emphasizing transparency in decision-making.
 - Provide psychological safety by creating spaces for frontline staff to voice concerns without fear of dismissal or retribution.
- **Improve communication and inclusion:**
 - Involve team members in decision-making processes to prevent alienation, particularly when introducing new protocols or changes.
 - Clearly communicate the purpose and implementation strategies for any organizational changes.
- **Realign with mission and values:**
 - Take time to conduct retreats or offsite meetings to refocus the team on shared goals, the organization’s mission, and patient-centered care.
 - Reconnect daily operations with the organization’s core values to ensure alignment with stated priorities.
- **Invest in team building and engagement:**
 - Facilitate regular one-on-one and team-wide listening sessions to rebuild relationships and trust.
 - Reward and acknowledge exceptional efforts to improve morale and retain talent.
- **Prioritize patient outcomes:**
 - Emphasize the link between team dynamics and patient care, ensuring that all interventions are centered on improving outcomes for patients.



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- **Focus on immediate needs:**
 - Recognize the urgency of the situation, particularly given the loss of staff and operational strain.
 - Prioritize actions that stabilize the team and prevent further attrition while developing longer-term strategies.