

# NPD Practitioner-Led Intranet Redesign During COVID-19 Pandemic

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## Background

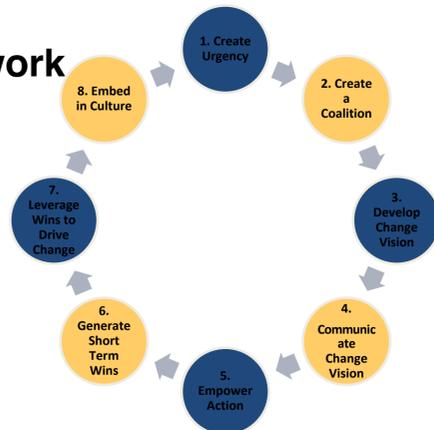
- In March 2020, COVID-19 happened suddenly and unexpectedly. Timely and accurate dissemination to clinicians of Center for Disease Control (CDC) updates and the resulting practice changes became high priority.
- The Internal Communications (IC) team developed a subpage on the organization intranet to communicate all COVID information updates. As more information developed, the information on the intranet site grew. The site was disorganized and overwhelming to end users.
- The COVID-19 Intranet site provides the most up to date information for entire Stanford Health Care enterprise. Multidisciplinary stakeholders utilize the site to communicate information to their teams resulting in alignment challenges. Without a clear process for submission, documents were being approved by different channels then posted on the intranet site. This resulted in documents with conflicting information.

## Purpose

- Create alignment between stakeholders
- Develop one process for documentation review, submission, and approval to be posted on COVID-19 intranet site as a single source of truth
- Redesign the intranet site that is easy to navigate and access the latest COVID-19 updates by end-users

## Theoretical Framework

Kotter's 8 Stages of the Change Process<sup>2</sup>



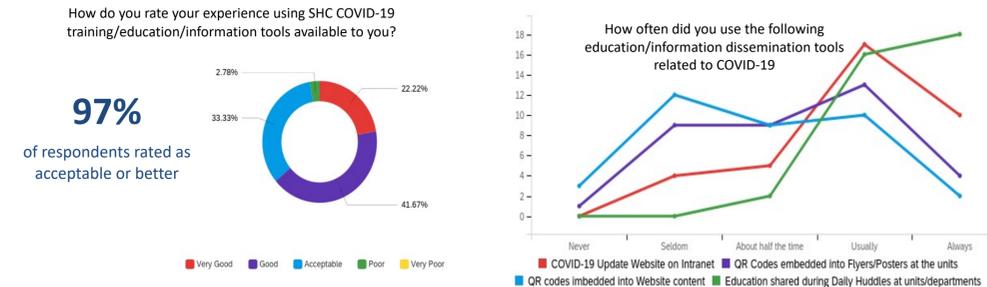
### NPD Competencies<sup>1</sup>

Standard 1: Assessment of Practice Gaps	Standard 6: Evaluation
Standard 4: Planning	Standard 11: Change Management
Standard 5-A: Coordination	Standard 13: Collaboration

## Methods

Over a 6-month period, the NPD practitioners in collaboration with Professional Practice Clinical Nurse Specialists, led the initiative to redesign the COVID-19 Intranet site. Utilizing Kotter's 8 stages of the change process, the team effectively transformed the information hub for enterprise-wide updates.

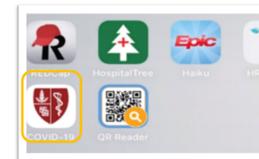
- Create Urgency:** Multiple stakeholders expressed need for COVID-19 Intranet site revision. Midway through the change, to validate the concerns, we surveyed the Shared Leadership Council members to assess end-user issues. Findings validated high usage and a need for change.



- Create Guiding Coalition:** A robust committee was formed to focus on redesign. Key Stakeholders from Human Resources, Communication, Transition Strategy, Ambulatory Care, & Patient Care Services. All viewpoints were represented.
- Develop Change Vision:** The committee agreed that one process for document review, submission, approval was needed to create alignment between stakeholders. All members had a shared vision on the new intranet site lay out that would allow for easy navigation and access information.

- Communicate Change Vision:** Group constantly referred to vision and conveyed the progress of the work with leadership and end users.

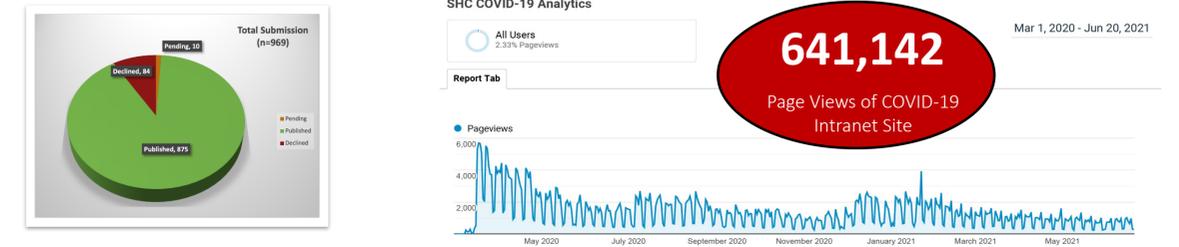
- Empower Action:**
  - Removing Obstacles:
    - Integrated a request form process with automation features to streamline upload requests and to promote version control, communication clarity and efficiency.
    - Collaborated with IT to add search engine to subpage
  - Changing Systems and Structures:
    - Created a clearly defined article creation and intranet submission process
    - Changed the site layout and categorizing contents
  - Encourage Risk-Taking and Nontraditional Ideas:
    - Innovated by adding an intranet site widget to the home screen on all hospital issued phones
    - Just-In-Time module developed to inform staff on how to navigate COVID-19 intranet site and access widget on hospital issued phones. Informed staff that website is the single source of truth.



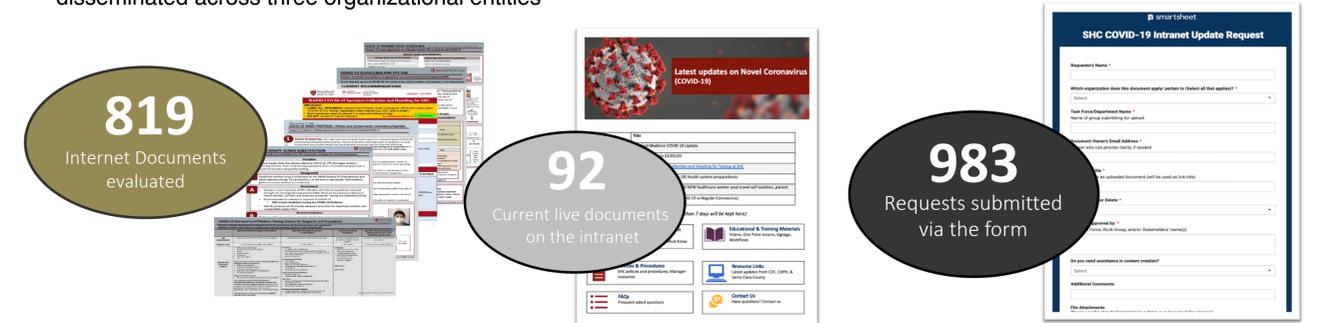
- Get Short Term Wins:** Team celebrated accomplishments and achievements of change milestones. Each meeting was started with acknowledging the strong work.
- Leverage Wins to Drive Change:** Team developed a process of monthly COVID-19 intranet site management.
- Embed in Culture:** The committee uses this work to promote the power of multidisciplinary collaboration throughout the enterprise. Any large work project or program moving forward, the committee uses these principles and methods.

## Results

- Between March 1st and June 20th, 2020, the new COVID-19 site received a total of 641,142 views



- There were an average of 4,000 daily visits on weekdays and nearly 2,000 views per day during weekends in the first month; you can see in the graph below how the visible increases coincide with national surges
- 969 new and revised documents have been submitted, 875 approved and published requested by a vast number of departments, disseminated across three organizational entities



## Conclusion

- The NPD specialist-led, redesigned intranet successfully became "One Source of Truth" for the entire organization during the COVID-19 pandemic
- By intentionally utilizing the NPD competencies and incorporating a theoretical framework, the NPD successfully led a team to influence change. Change was accomplished by promoting interprofessional partnerships, redesigning the COVID-19 intranet website and integrating new technologies to promote learning. The NPD was a true change agent during this pandemic.

## Acknowledgements

Our team expresses deep gratitude to the Stanford Health Care Internal Communications team; Infection Prevention and Control Department; Dr. Barbara Mayer, Executive Director of Professional Practice and Clinical Improvement; and Dr. Dale Beatty, Vice President – Patient Care Services and Chief Nursing Executive for their continued support and advocacy.

## References

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