



Instrumental Strategies to Achieve Outcomes of a Nurse-Driven Quality Council incorporating the ANCC Magnet Model

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- 531 bed academic teaching institution
- Level I Trauma Center
- Primary Stroke Center
- Magnet® Designated September 2005
- Magnet® Re-designated December 2009



Located in north central West Virginia, WVUH draws patients from all 55 counties in WV, all 50 states (primarily Maryland, Pennsylvania and Ohio), the District of Columbia, and currently serves an international patient population from 11 countries.



WVUH, which employs nearly 1500 nurses, is the **first and remains the only ANCC Magnet® designated hospital** in the state of West Virginia.



Session Objectives

1. Describe a multidisciplinary approach with a nursing quality council incorporating the new ANCC Magnet® Model.
2. Discuss the value of NDNQI® data to sustain organizational quality improvement.

Strategic Planning at WVUH

- Strategic planning is WVUH's Nursing Services process of defining the direction and decision making for allocating resources to pursue its vision and mission.

WVUH Nursing Services Vision

- Over the course of the next five years, nursing services at WVUH will continue to have the premier environment within which to practice.
- This environment will foster exemplary structural empowerment, professional practice, and new knowledge, innovations and improvements.
- Through transformational leadership, nursing will
 - serve as a role model and resource for other disciplines
 - drive **empirical clinical outcomes** and
 - be recognized for exemplary clinical practice, internally and externally.

WVUH Nursing Services Mission Statement

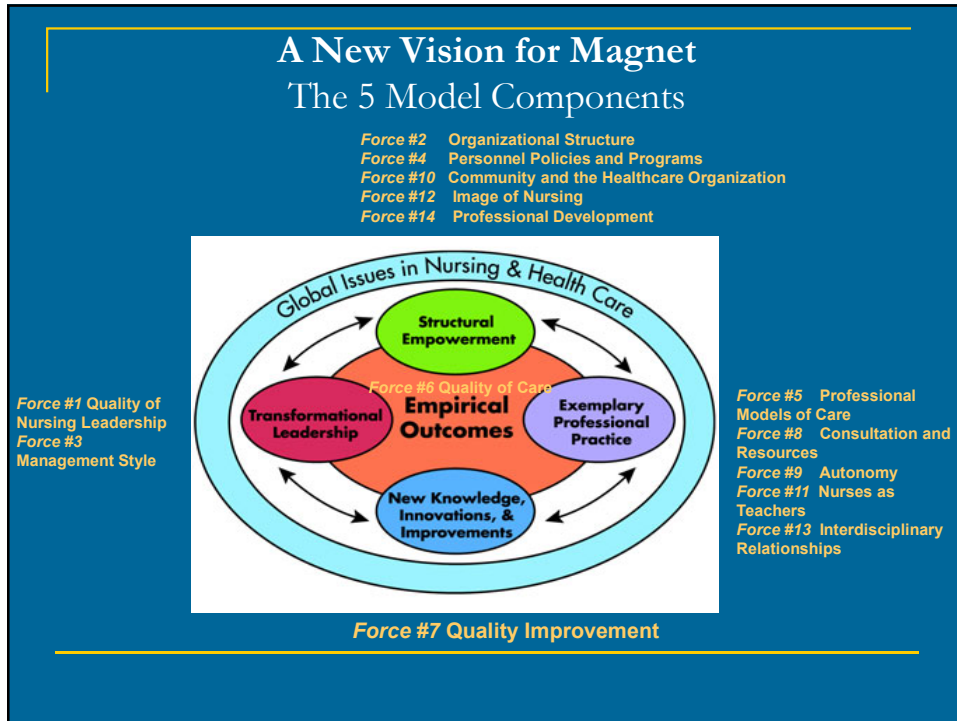
- Nursing services exist to provide **quality health care** to all patients. The plan for nursing care is designed to promote high quality, cost effective patient care consistent with the hospital's mission.
- The purpose of the Nursing Strategic Plan is to attract and retain an exemplary nursing workforce who delivers evidence-based practice with exceptional **outcomes** through well-coordinated, comprehensive nursing care.

Strategic Plan Update

- In an effort to plan proactively, the 2005 Nursing Strategic Plan was revised to be centered around the ANCC Magnet® Model.
- WVUH Nursing Leadership and Staff (Magnet Messengers) were equal partners in the 2008 strategic planning process.

Strategic Planning Process

- WVUH Nursing Services utilized the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis approach in the assessment phase of strategic planning.
- Next, the vision, mission and key outcomes were drafted.
- Finally, the Key Strategies and Goals were formulated around the ANCC Magnet® 5 Model Components - again being primarily staff driven.



Strategic Plan Outcome

- To provide greater clarity and direction, the WVUH Nursing Strategic Plan now encompasses the 14 Forces of Magnetism, embedded with the 5 Model Components, into the future direction of WVUH Nursing Services.

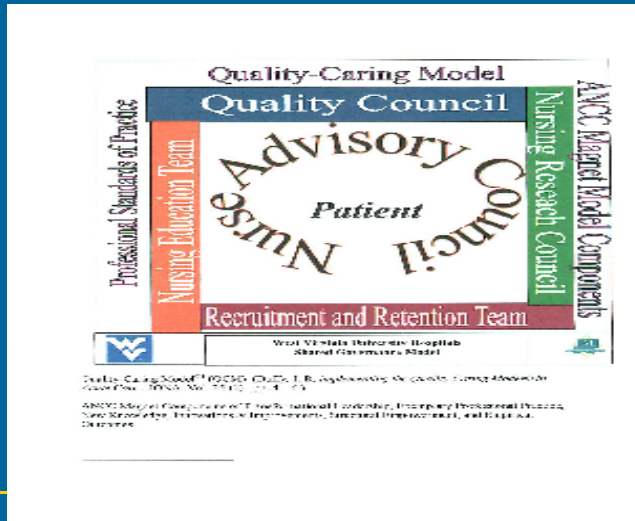
Results of SWOT Analysis related to Quality Improvement

- Structural Empowerment
 - Force #2 – Organizational Structure
- Transformational Leadership
 - Force #1 – Quality of Nursing Leadership
- New Knowledge, Innovations and Improvements
 - Force #7 – Quality Improvement
- Exemplary Professional Practice
 - Force #13 – Interdisciplinary Relationships
- Empirical Outcomes
 - Force #6 – Quality of Care

Structural Empowerment

- Force #2 – Organizational Structure
 - Current shared governance structure in place since 1999
 - Nursing Advisory Council
 - Nursing Research Council
 - Education Team
 - Recruitment and Retention Team
 - Addition of Nursing Quality Council

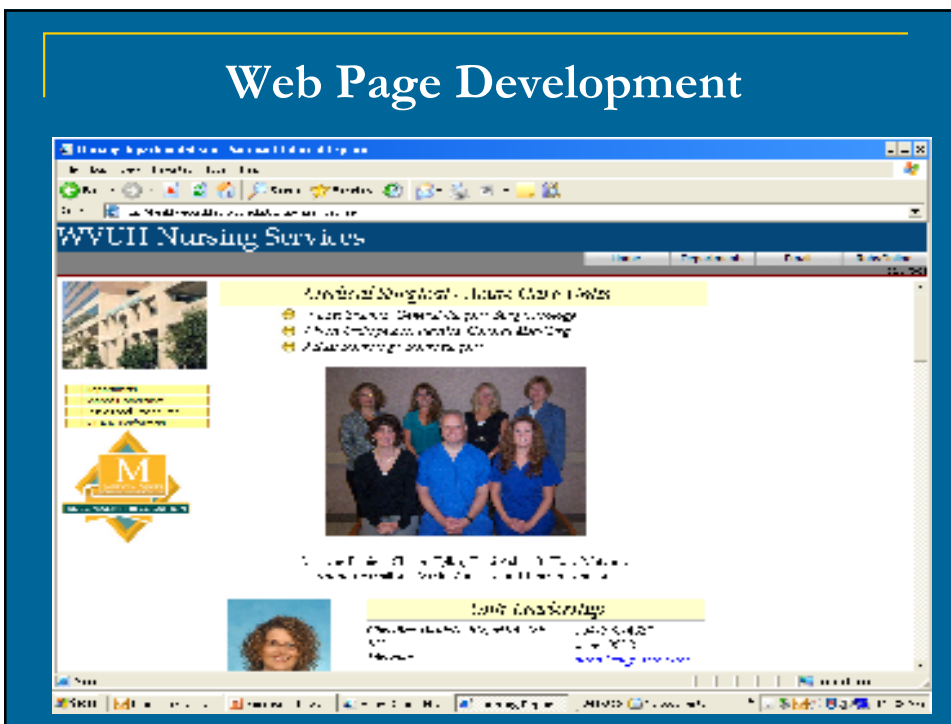
WVUH Nursing Shared Governance Model



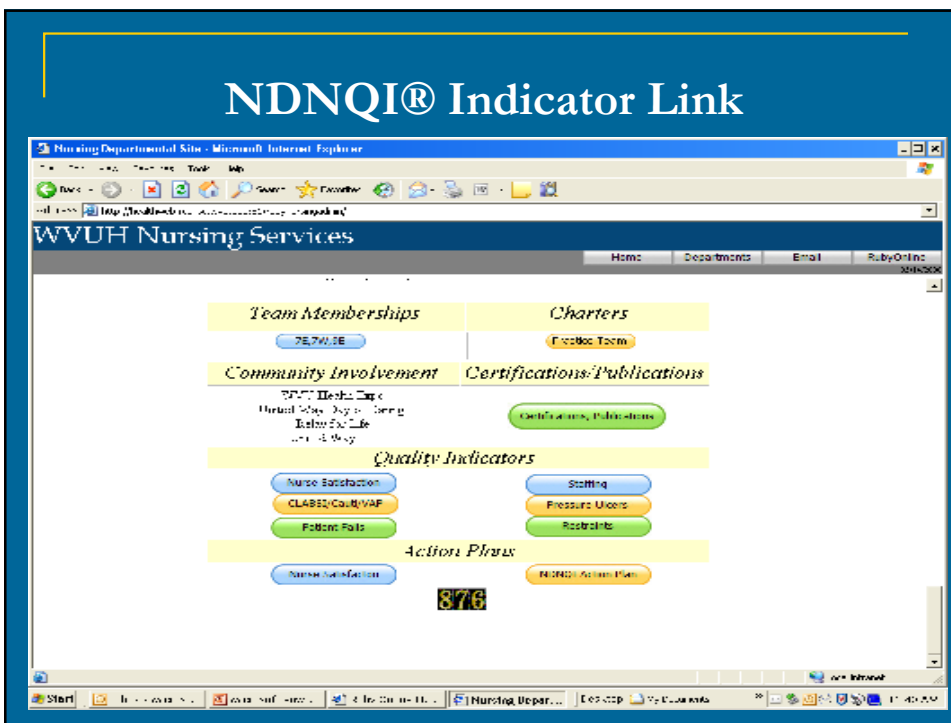
Transformational Leadership

- Force #1 – Quality of Nursing Leadership
 - Career Progression Program
 - West Virginia Nursing Leadership Program
 - Web Page Development Project
 - Posting of NDNQI® results on Nursing Web Page

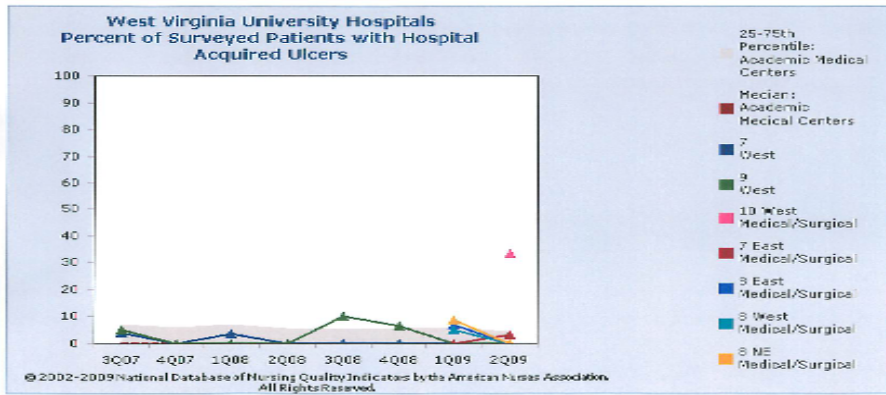
Web Page Development



NDNQI® Indicator Link



Posting of NDNQI® Results on Unit Specific Web Page



New Knowledge, Innovations and Improvements

- Force #7 – Quality Improvement
 - Dissemination of knowledge gained from quality council process
 - Professional Presentations
 - 2009 Annual NDNQI® Conference
 - 2009 WVNA Unity Day



New Frontiers in Quality Care
3rd Annual Data Use Conference
January 21- 23, 2009
Dallas, TX



West Virginia Nurses Association Annual Meeting Nurse Unity Day

Charleston, WV, February 25, 2009

Podium Presentation entitled:

Documenting How Nurses
Make a Difference



Exemplary Professional Practice

- Force #13 – Interdisciplinary Relationships
 - Unit specific nursing web page development
 - Nursing Quality Council implementation

Operationalizing of the Strategic Plan

- Web page Development
 - Collaboration with support departments
 - Nursing Division Staff Assistants
 - Decision Support
 - Information Technology
 - Marketing
 - Human Resources
- Team membership for Nursing Quality Council
 - Addition of other disciplines
 - Informatics
 - Care Management

Nursing Quality Council (NQC) Development

- The NQC was designed to improve the process in which staff nurses analyze and review nursing-sensitive indicator data.
- National benchmarks are utilized to gain a comparative perspective about WVUH's clinical performance and nursing staff satisfaction.

Nursing Quality Council

- Staff-driven forum
- Fosters a shared decision-making approach
- Nursing administration and staff equally responsible for:
 - identifying quality measures
 - reviewing and analyzing data
 - developing action plans to improve patient outcomes and nursing satisfaction indicators

Nursing Quality Council Objectives

- Reviewing WVUH's NDNQI® quarterly Nurse Sensitive Quality indicators and annual Nurse Satisfaction indicators
- Identifying strategies for improvement and development of recommended actions at the unit level to positively impact outcomes
- Fostering communication systems to keep staff informed about WVUH's quarterly NDNQI® and annual Nurse Satisfaction outcomes in contrast to various benchmark comparison groups.

Nursing Quality Council Processes

- Team Meetings
- Eligible Indicators
- Notebooks
- Action Plans
- Web Page Postings

WVUH's NDNQI® Eligible Indicator Grid

The screenshot shows an Excel spreadsheet with the following columns (from left to right):

- Indicator ID
- Indicator Name
- Category
- Unit
- Value
- Weight
- Score
- Target
- Other numerical data

The spreadsheet lists numerous indicators, such as 'RN Satisfaction', 'Patient Falls', and 'Medication Errors', each with associated numerical data and status indicators.

NQC Notebook Template



West Virginia University Hospitals

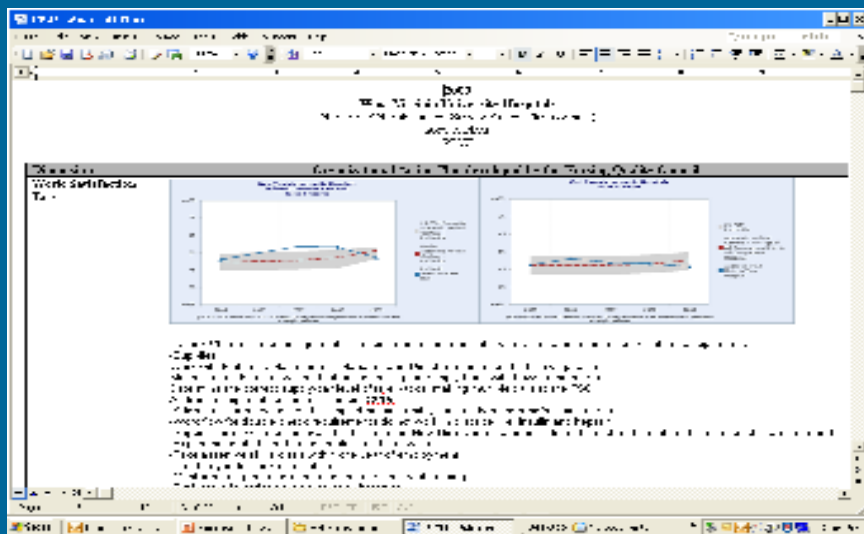
Nursing Quality Council

RN Satisfaction
Quarterly Indicators

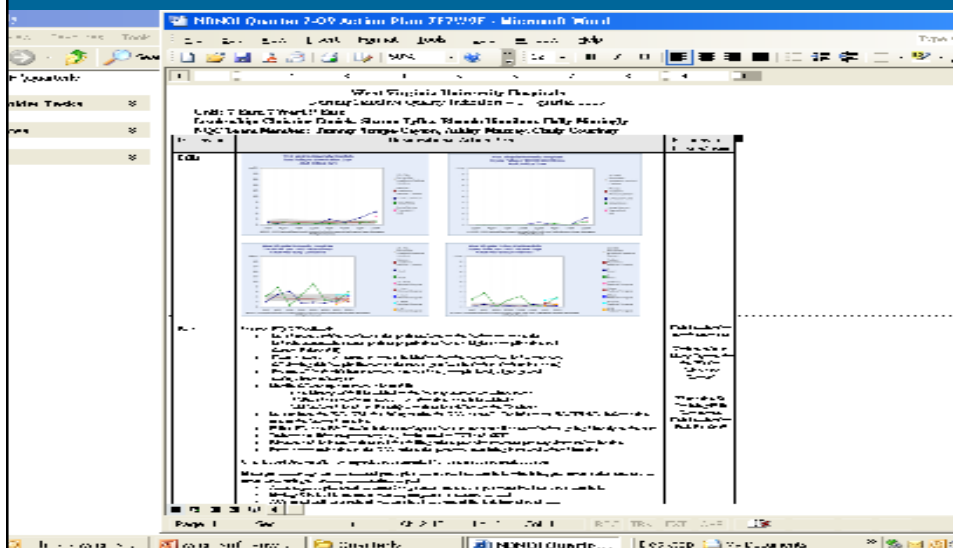
Improving Nurse Sensitive Indicators at the Unit Level



WVUH's NDNQI® Annual Nurse Satisfaction Action Plan Template



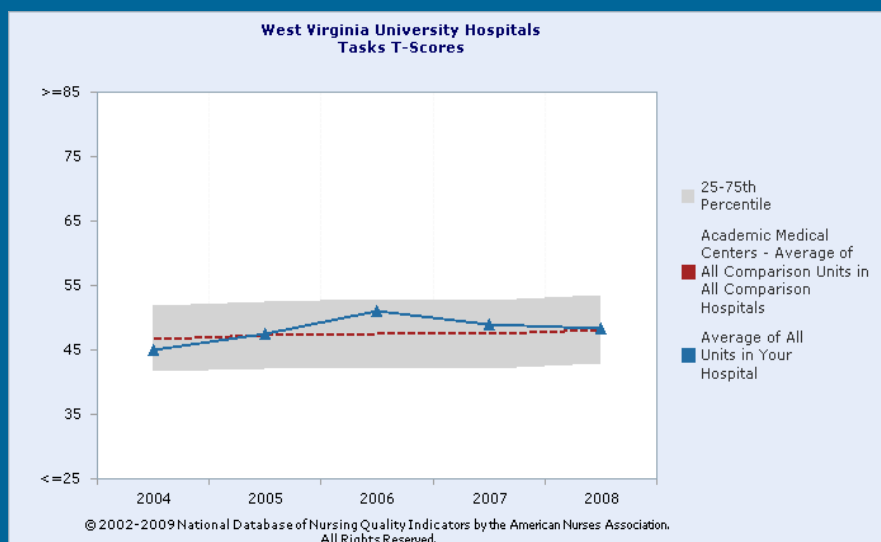
WVUH's Quarterly NDNQI® Quality Indicators Action Plan Template



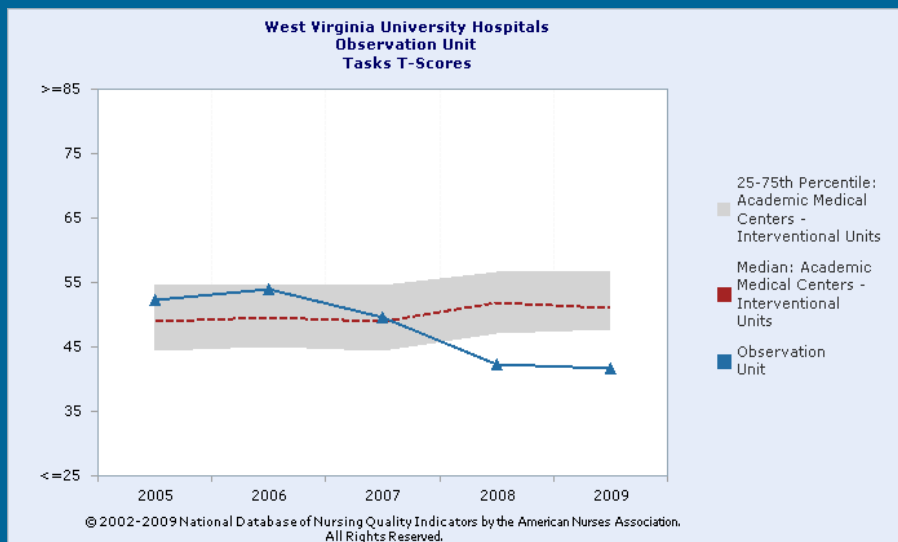
Empirical Outcomes

- Force #6 – Quality of Care
- Annual Nurse Satisfaction Scores
- Quarterly NDNQI® Quality Indicators

Annual Nurse Satisfaction Survey Tasks – House-wide Results



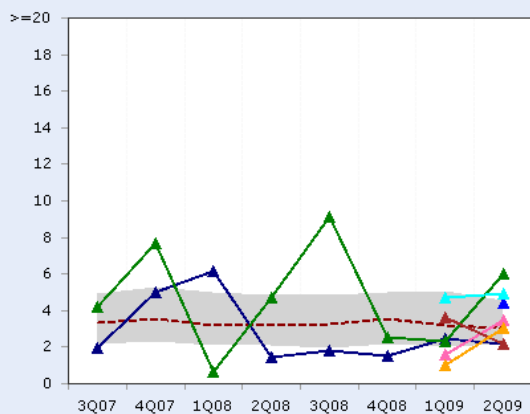
Annual Nurse Satisfaction Survey Tasks - Observation Unit



Observation Unit Task - Action Plan

Total Falls per 1000 Patient Days Adult Med-Surg Combined

West Virginia University Hospitals
Total Falls per 1000 Patient Days
Adult Med-Surg Combined

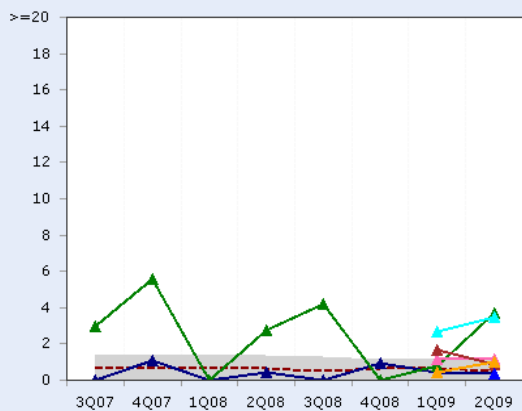


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- 25-75th Percentile: Academic Medical Centers
- Median: Academic Medical Centers
- 7 West
- 9 West
- 10 West Medical/Surgical
- 7 East Medical/Surgical
- 8 East Medical/Surgical
- 8 West Medical/Surgical
- 8 NE Medical/Surgical

Injury Falls per 1000 Patient Days Adult Med-Surg Combined

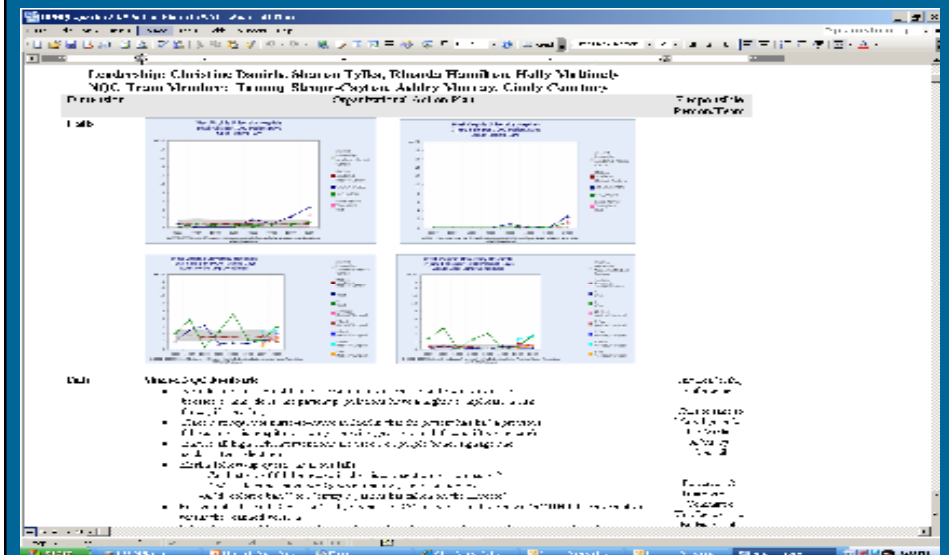
West Virginia University Hospitals
Injury Falls per 1000 Patient Days
Adult Med-Surg Combined



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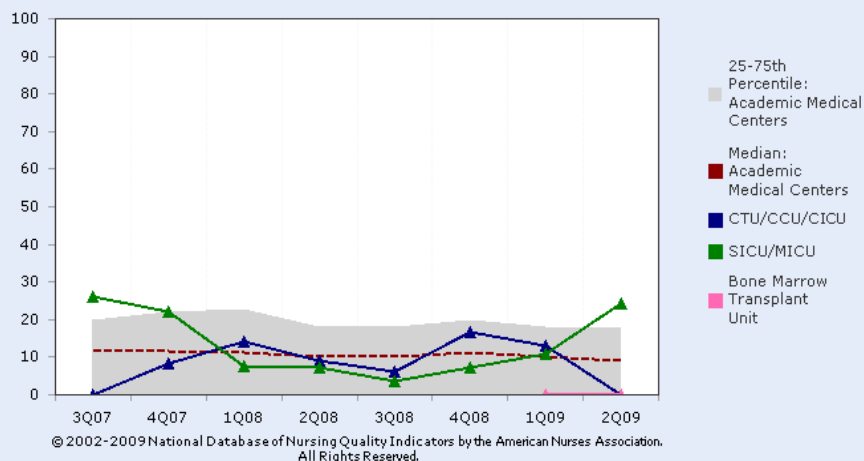
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Unit Specific Falls Action Plan 7East, 7West, 9East



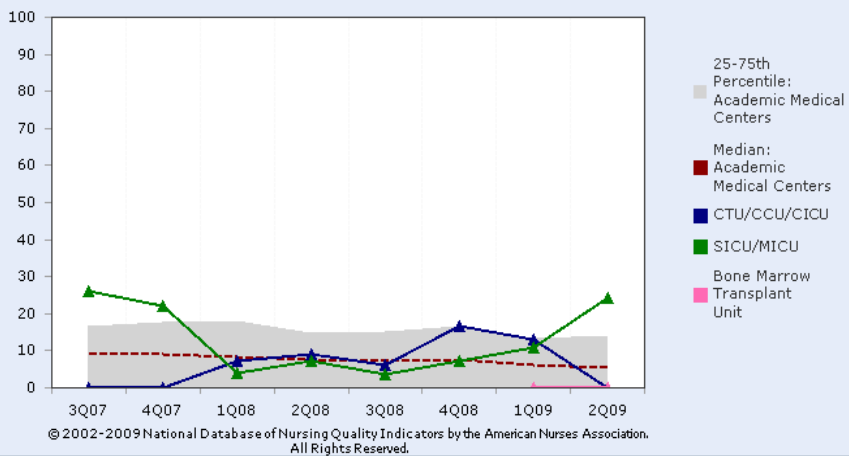
Hospital Acquired Ulcers Adult Critical Care

**West Virginia University Hospitals
Percent of Surveyed Patients with Hospital Acquired Ulcers
Adult Critical Care**



Unit Acquired Ulcers Adult Critical Care

West Virginia University Hospitals
Percent of Surveyed Patients with Unit Acquired Ulcers
Adult Critical Care



Unit-Specific Pressure Ulcer Action Plan MICU/SICU - Critical Care

Pressure Ulcer

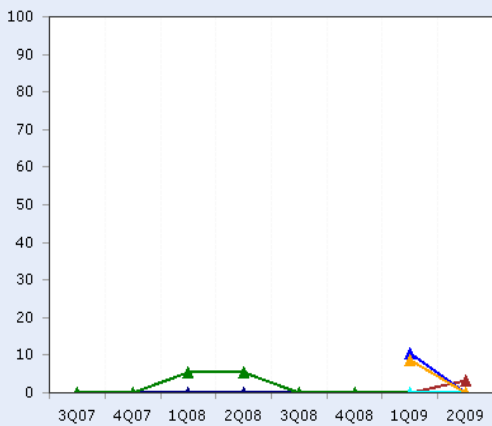
- Reduce the number of pressure ulcers on the unit
- Educate staff on the importance of preventing pressure ulcers
- Educate patients and families on the importance of preventing pressure ulcers
- Monitor and report on the unit's performance in preventing pressure ulcers

Unit Objectives

- Reduce the number of pressure ulcers on the unit
- Educate staff on the importance of preventing pressure ulcers
- Educate patients and families on the importance of preventing pressure ulcers
- Monitor and report on the unit's performance in preventing pressure ulcers

Physical Restraints Adult Med-Surg Combined

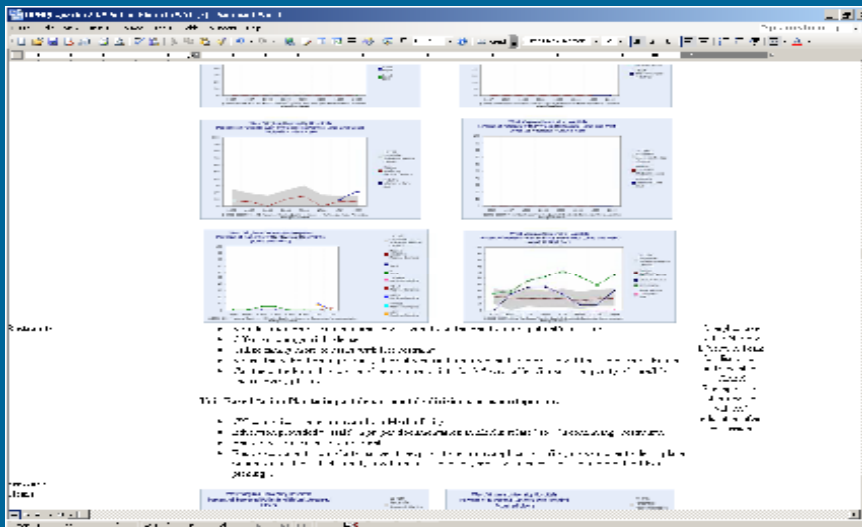
West Virginia University Hospitals
Percent of Patients with Physical Restraints
(Limb and Vest)



- 25-75th Percentile: Academic Medical Centers
- Median: Academic Medical Centers
- 7 West
- 9 West
- 10 West Medical/Surgical
- 7 East Medical/Surgical
- 8 East Medical/Surgical
- 8 West Medical/Surgical
- 8 NE Medical/Surgical

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Unit-Specific Restraints Action Plan 7East, 7West, 9East



Nursing Quality Council Outcomes

- Though still in its infancy stage, the NQC has already proved to be a successful component of the shared governance structure at WVUH.
- Established staff-driven forum to implement and maintain standards of practice, including planning, establishing, implementing, and evaluating nurse-driven quality improvement initiatives.

Nursing Quality Council Outcomes

- Formulated a timely mechanism for staff to review and report quality metrics.
- Staff nurses are eager to continue to transform NDNQI® nursing data into sustained improvements in quality outcomes.

Nursing Quality Council Outcomes

- Provided input into web page display of quarterly NDNQI® and annual Nurse Satisfaction data.
- Reviewed, realigned, and expanded NDNQI® Indicator List to reflect unit realignment and inclusion of all eligible indicators beginning first quarter 2009.

Nursing Quality Council Outcomes

- The enthusiasm of the team is best reflect in the comment of one member -- “Florence Nightingale would be proud of us!”



Summary

- Achievement of quality outcomes requires multidisciplinary involvement within the organization.
- The new ANCC Magnet® model can serve as the foundation for strategic planning to ensure quality integration with structure and processes.
- Use of NDNQI® indicators can guide and sustain continued quality improvement by utilizing appropriate benchmarks for nurse satisfaction and quality patient outcomes.

Questions

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