

Professional Nursing Portfolio Program[®]

4th Annual NDNQI Data Use Conference
New Orleans, LA
January, 2010



Objectives

- Identify an innovative program designed to highlight the professional and academic achievements of bedside nurses.
- Describe how organizations can support certification, education, and satisfaction.



Speakers

- Marianne Foard, MS, BSN, RN
Manager of Professional Recruitment and Retention
Chair of Portfolio Committee
- Andrea Holecek, MSN, MBA, RN, APN, AOCNS
Clinical Nurse Specialist
Member of Portfolio Committee



Bayhealth Medical Center

- 404 bed combined system
- Located in central and southern Delaware
- Population: rural
 - (Office of Vital Statistics) Between 2000 and 2007:
 - 20% increase in residents in Kent County
 - 11% in Sussex County from
- Second largest hospital system in Delaware



Award-Winning Healthcare

- Ranked best in Delaware for Critical Care and Cardiac Services for 2008 and 2009 by HealthGrades®
- JD Powers and Associates “Outstanding Patient Experience” 2008 and 2009
- “Most Wired” and “Most Improved” by Hospitals & Health Networks® magazine
- Multiple other service-line awards



Our Employees

2900 employees
900 RNs
467 physicians



The flame was ignited...

- Magnet conference 2007
- Morton-Plant Mease in Florida (pay for skills model)
- Presented idea to PPC; requested sub-council formation
- 12 nurses from varied specialties became core group



Background

- Sub-council met frequently over 6 months
- Proposal to Operations Council in March, 2008
- Approval granted in March
- Program roll-out May 2008 (Nurses' Week)
- Full implementation July 1, 2008



Original Proposal

- Implementation of a program to provide Bayhealth's registered nurses an opportunity to highlight professional achievements and contributions to the organization and community



Purpose / Objectives

- Enhance quality of nursing care
- Provide opportunity to demonstrate professional growth
- Increase personal satisfaction
- Gain recognition for contributions
- Assist with retention and recruitment



RN Turnover

- “Estimates indicate that institutions lose \$49,000 for each registered nurse who leaves within their first year of employment”
(Beecroft, Kunzman, and Krozek, 2001)

Recent studies of the costs of nurse turnover have reported results ranging from about \$22,000 to over \$64,000 (U.S.) per nurse turnover

(Advisory Board, 1999; Jones, 2005; O'Brien-Pallas et al., 2006; Stone et al., 2003; Waldman et al., 2004).

- Discrepancies:
 - differing methodologies
 - variations in labor costs across the national landscape
 - differing hospital cost finding capabilities

My take on it- 50% of the salary



Literature Review

- Linda Aiken's landmark study in 2003 (*JAMA*) examined 169 hospitals in PA and over 230,000 surgical discharges.
 - RN education was correlated with more positive patient outcomes.
 - “A 10% increase in the proportion of nurses holding a bachelor's degree was associated with a 5% decrease in:
 - the likelihood of patients dying within 30 days of admission
 - the odds of failure to rescue.”



Literature Review

- Nursing certification leads to improved patient outcomes by
 - Requiring certified nurses to remain up to date on knowledge and practices
 - Improving critical thinking skills
 - Optimizing patient assessments and earlier interventions

The American Nurses Credentialing Center



Literature Review

- International study of 20,000 certified nurses revealed:
 - Improved confidence in identifying complications
 - Prompt initiation of interventions
 - Nurses experienced fewer errors in patient care
 - Higher patient satisfaction

Clarke, S. & Aiken, L. (2003). Failure to rescue. *Am J Nurs* 2003;103(1):42-7



Local Comparisons (2007)

Hospital	1	2	3	4	5	Bayhealth
Certification Reimbursement	No	No	No	No	No	Yes
Payment for BSN plus	No	No	No	Yes	Yes	No
Clinical Ladder	Yes	Yes	Yes	No	Yes	No
Sign-On Bonus	No	Yes	Yes	Yes	No	Yes



Portfolio Composition

- 3-ring binder provided to nurse including program introduction and guidelines for completion including policy (Tab 1)
- Nurse completes binder to include the following:
 - Tab 2
 - Current CV
 - Documentation supporting incorporation of Magnet™ Forces into professional practice



Portfolio Composition

- Tab 3 – Education Record
 - Current Coursework
 - Documentation of degree in progress
 - Degrees obtained
 - Additional continuing education documentation
- Tab 4 – Certification
 - Certification document
- Tab 5 - Professional Activities Rubric
 - Supporting documentation for professional activities
 - Self-scored rubric



Portfolio Elements



- Education
- Certification
- Professional Activities Rubric



Education

- Academic Achievement
- Completion of BSN, MSN, or Doctoral degree in nursing or education
 - \$500 one time bonus for each for FT \geq 72
 - \$250 one time bonus for each for PT<72



Certification

- Professional Certification
 - \$500 for first time certification in approved specialty for FT \geq 72
 - \$250 for first time certification in approved specialty for PT<72



Professional Activities Rubric

- Created with Patricia Benner's Model (Novice to Expert) in mind

- Advanced Beginner / Competent
- Competent / Proficient
- Proficient / Expert



Category	Advanced Beginner/Competent	Competent/Proficient	Proficient/Expert	Score
Scoring	1	2	3	
Professional Nursing Organizations	Member of a relevant local or national professional organization	Active member of a relevant local or national professional nursing organization (attended > 50% of meetings and must be able to articulate level of activity)	Officer, active committee member (or similar) in a local or national professional nursing organization (must articulate significant activity)	
GUIDELINES	-Must provide documentation of membership (i.e. member ID Card, letter verifying membership)	-Must provide documentation verifying 50% of local meeting attendance for that individual organization. (i.e. copy of sign in sheets)	-Must provide documentation verifying the office held or provide documentation verifying the lead position for a significant activity	
Volunteer Activities	Participate in group volunteer activities (walk in Heart Walk, Bike to Bay, etc.) (1-2 times year in current submission year) *	Frequent volunteer activity in church, civic, or other group for the benefit of community (3-6 times in current submission year)*	Act as coordinator, chair, or other lead individual in large-scale volunteer activity (i.e. Team Leader-Relay for Life in current submission year) *	
GUIDELINES	-Must provide documentation of participation (i.e. verification of registration)	-Must provide documentation verifying participation in each event	-Must provide documentation of participation and attendees -Must provide documentation outlining the processes included for this activity -Must provide documentation outlining the outcome of the activity	
Nursing Councils	Member of a Nursing Council at Bayhealth and attended ≥ 50% of meetings	Active participation in a Nursing Council; attended ≥ 75% of meetings	Facilitator, chair, or officer on a Bayhealth Nursing Council or Subcommittee	
GUIDELINES	- Meeting minutes reflect individual's attendance to Council or subcommittee	- Meeting minutes must reflect the individual's contribution to that Council or Sub-Committee	- Must provide documentation of participation in 85% of the meetings scheduled annually	
Research / Evidence Based Practice	Conducted unit-level data collection for quality improvement purposes	Performed literature review; made proposal for a change in practice in unit or organization based on evidence (must provide detail)	Active participant in a nursing research activity where results are to be submitted for publication (provide detail)	
GUIDELINES	-Must provide evidence of all data collected and the process utilized for quality improvement -Must have documentation supporting if data was collected on more than one unit; if data was collected on more than one occasion	-The change does not have to be carried out for this activity to be met, however documentation for the submission and for acceptance of the proposal must be provided -Written evidence of a literature review must be provided -All details of the written proposal process must be provided	-Must provide written evidence of the conduction of a research project, including description of responsibility of the participant, literature review conducted, design of the study, and the study results if available	
Publications	Authored an article in a local or community publication (Bayhealth VS for Nursing, Dover Post, etc.)	Authored an article published in professional media (Nursing Spectrum, Advance for Nurses, Nursing 2007).	Authored an article in a peer-reviewed journal or authored (co-authored a book or chapter in a book.	

Scoring	1	2	3	
GUIDELINES	-Must provide a copy of the published article listing the participant as the author	-Must provide a copy of the published article listing the participant as the author	-Must provide a copy of the published article listing the participant as the author (or one of the authors)	
Education Activities (non-degree)	Completed an Education Module (through Edu. Dept) or completed other relevant education beyond what is mandatory for role.	Attended local or regional conference or completed a course that prepares individuals to teach others or presented a poster, Power Point, or lecture.	Attended national Conference and presented a unit based educational offering from items learned. (poster, Power Point or lecture)	
GUIDELINES	-Must provide evidence of completion of the educational activity with a minimum of a passing grade equivalent	-Must provide evidence of conference attendance (ie registration confirmation) - Must provide documentation of course completion for teaching or training (i.e. course completion documentation with a minimum of a passing grade equivalent) -Must provide documentation on in-service, such as a copy of the power point, completed attendance record for the event, etc. -Must provide a clear photograph of the poster used in a presentation, and written evidence of all research associated with the poster	-Must provide details of course/presentation content, class handout materials, completed attendance record, etc. -Must provide an evaluations summary for the course/presentation	
Teaching Activities	Taught/gave presentation(s) at the Local or Community Level (health-care related)	Taught/gave presentation(s) at the Regional Level (health-care related)	Taught/gave presentation(s) at the National Level (health-care related)	
GUIDELINES	-Provide related documentation -Pamphlet -Conference Brochure -Certificate	-Provide related documentation -Pamphlet -Conference Brochure -Certificate	-Provide related documentation -Acceptance Letter -Pamphlet /Conference Brochure -Certificate	
Special Projects	Actively contributed to one or more projects impacting patients, nursing, or the organization (describe in detail)	Actively contributed to and implemented a significant project impacting patients, nursing, or the organization (describe)	Acted as a lead in a large-scale project (provide minutes and other documentation to support significance of project)	
GUIDELINES	-Must provide written details of the project and relates the impact to the target group -Must provide documentation of the process utilized for the project	-Must provide written details of the project and relates the impact to the target group and documentation of process utilized for the project	-Must provide meeting minutes/details related to outcome and the significance of the project	
Maintenance of Specialty Certification			3	
Total Score				

Advanced Beginner / Competent Score 8-13 = \$500 per annum bonus
 Competent / Proficient Score 14-18 = \$1,000 per annum bonus
 Proficient / Expert Score 19-24 = \$1,500 per annum bonus

Professional Activities Rubric

- 8 Professional Nursing Categories
 - Professional Nursing Organizations
 - Volunteer Activities
 - Nursing Councils
 - Research / Evidence-Based Practice
 - Publications
 - Education Activities (non-degree)
 - Teaching Activities
 - Special Projects



Professional Activities Rubric

- Maintenance of Specialty Certification = 3 points
(as long as nurse remains current)
- Nursing Degree BSN or higher = 1 point
(does not expire)



Rubric Scoring Example

- Research / Evidence Based Practice
 - 1 point – conducted unit level data collection for quality improvement purposes
 - 2 points – performed literature review, made proposal for change in practice
 - 3 points – active participant in nursing research activity where results are to be submitted for publication



Rubric Total Score

- All categories scored and totaled
 - Scores 8-13 = \$500 per annum bonus
 - Scores 14-18 = \$1,000 per annum bonus
 - Scores 19-24 = \$1,500 per annum bonus



Portfolio Eligibility

- FT and PT registered nurses up to the level of unit manager
- Employed by Bayhealth a minimum of 1 year in full or part time status
- Must have “meets expectations” or above on all elements of performance appraisal
- No disciplinary action for one year
- Submission within 90 days before or after annual performance appraisal



Portfolio Review Process

- Manager confirms eligibility
- Completed portfolio submitted to Office of Professional Recruitment
- Assigned to Portfolio Review Sub-council
- Subgroup members review portfolio in advance and then meet with RN (peer review)
- Rubric scored and signed
- Submitted to CNE for processing
- Portfolio returned to RN



Program Strengths

- Promotes recruitment of professional nurses
- Advances the profession
- Enhances the Magnet journey
- Empowers nursing to support organizational initiatives
- Promotes professional accountability
- Encourages mentoring relationships and promotes succession planning



Program Weaknesses

- Other disciplines not addressed (RT, PT, etc)
- May be perceived as “too much work”
- Submitter may not agree with scoring by committee



The Roll-out

- Kicked-Off during Nurses' Week (May 2008)
- Binders distributed to every FT or PT RN
- CV-building workshops during Nurses' Week
- Presentations to various councils April through June 2008
- Began portfolio acceptance July 1, 2008



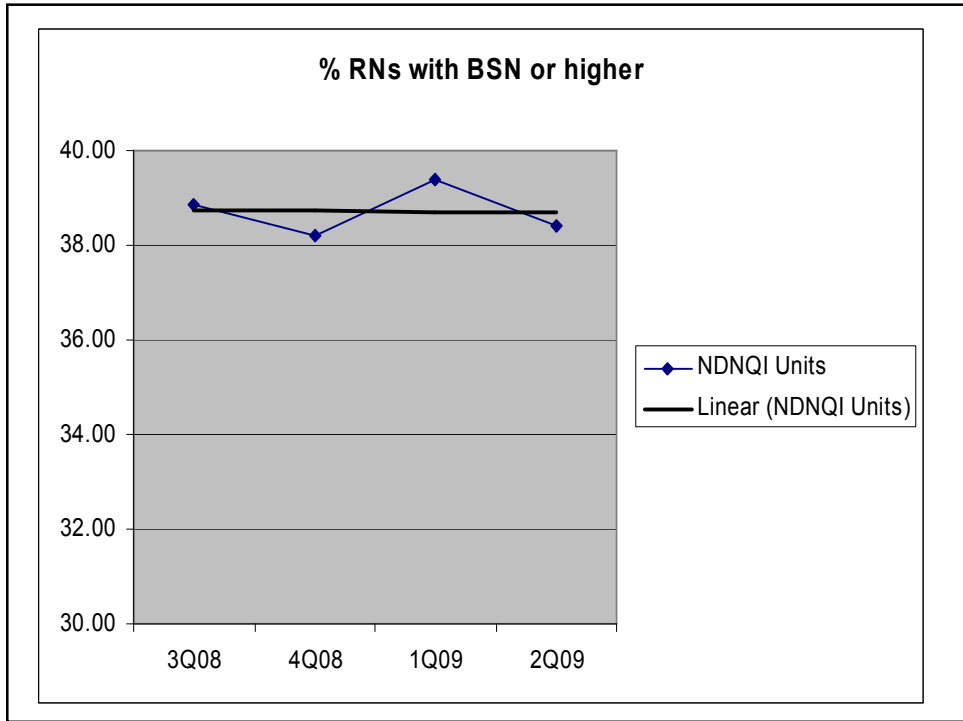
Projected Financial Impact

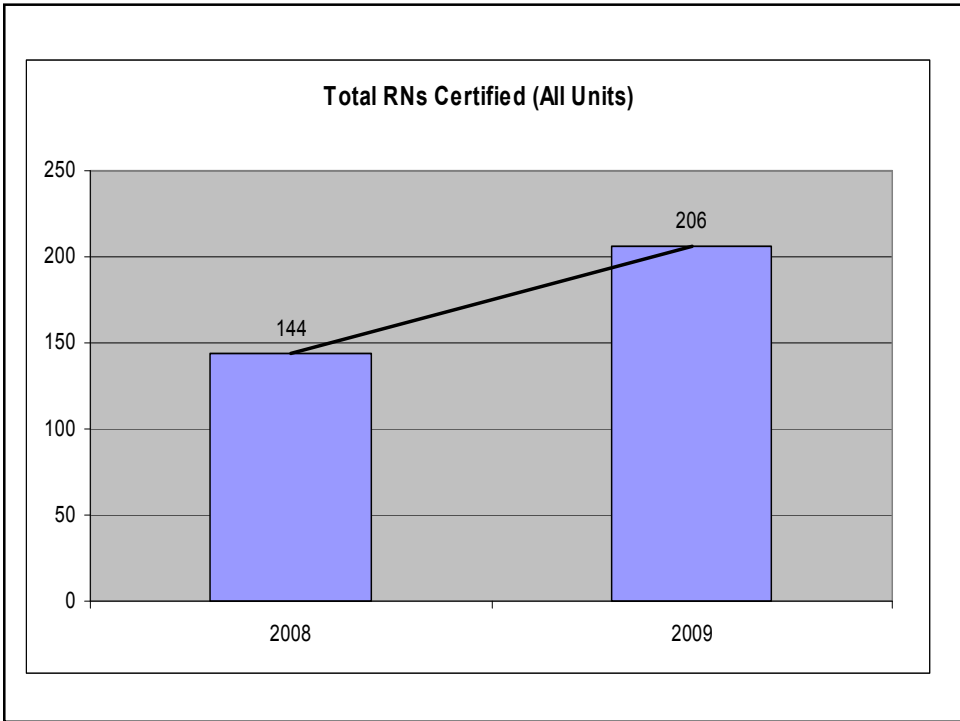
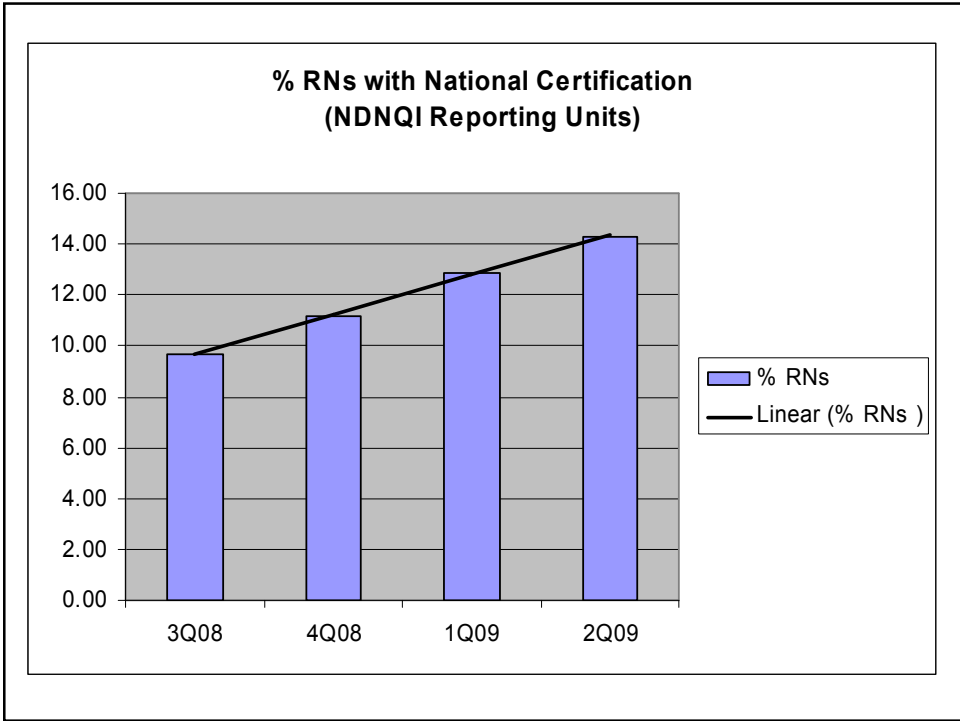
Supplies.....	\$ 2,500
Professional Activities Rubric.....	\$65,000
Education Bonuses.....	\$10,000
Certification Bonuses.....	\$20,000
Maximum Projected Impact per year.....	\$97,500

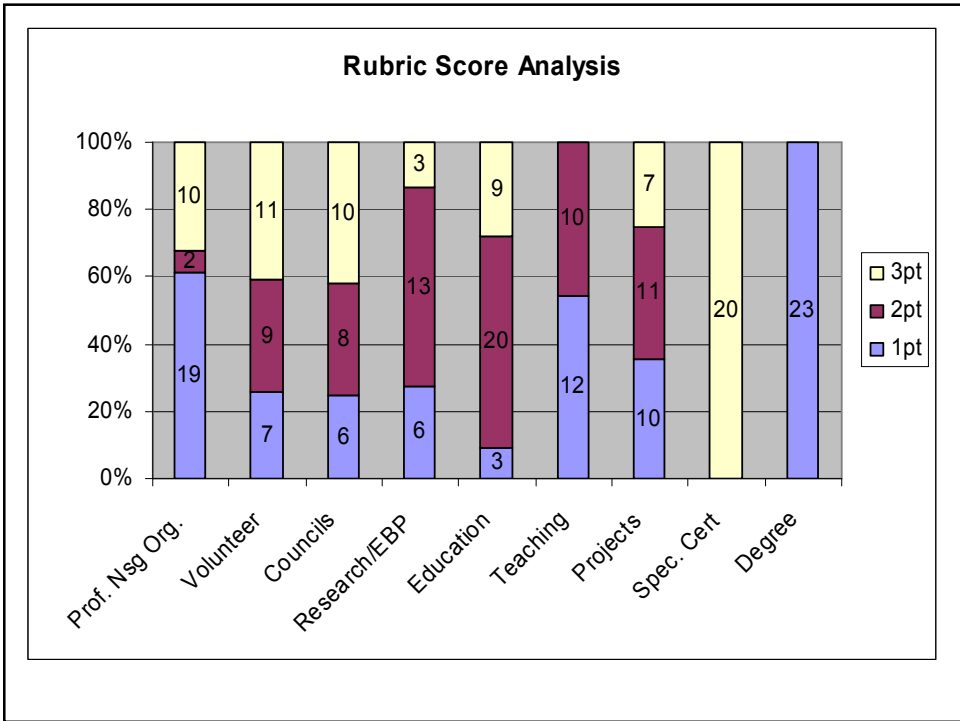
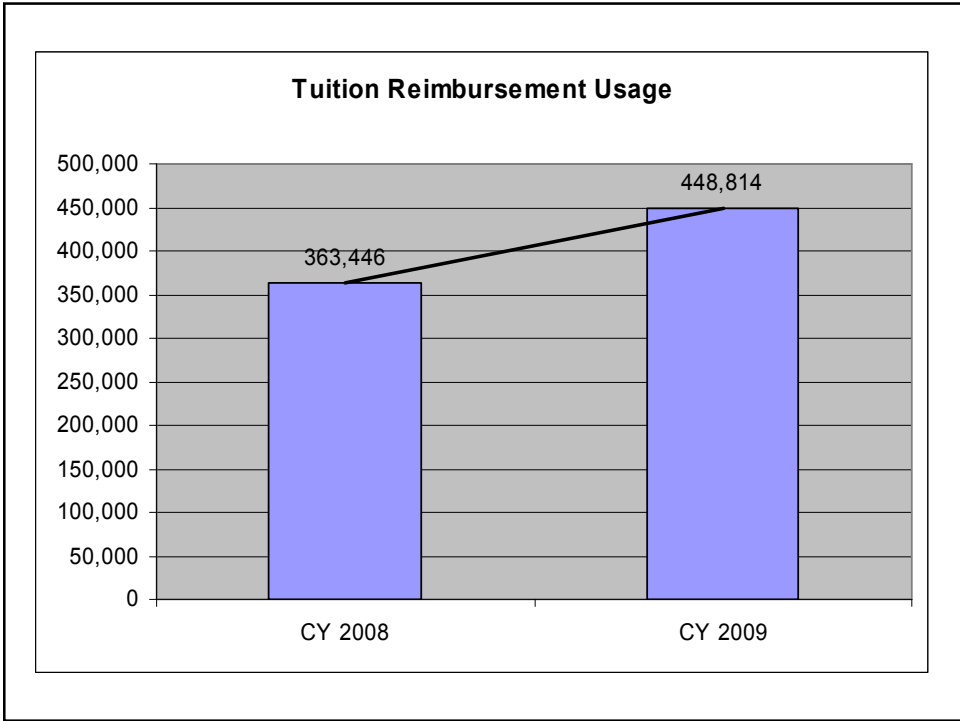


Outcomes

- 45 portfolios were submitted Year 1
 - 3 submissions for Education only
 - 9 submissions for Certification only
- \$43,750 awarded in RN bonuses
- Vacancy rate July 08 – July 09 < 2%







Other Notable Outcomes

- Increase in article submissions and poster presentations both locally and nationally
- Increased interest in council chair positions
- Increase in nurse engagement in community activities (photo ops)
- Networking
- Peer mentoring



Participant Comments

- "...Need more recommendations on career path development..."
- "...Best professional development tool I've ever seen..."
- "...This portfolio has increased my participation in professional career activities..."
- "...a meaningful opportunity to showcase personal and professional achievements..."
- "...suggest a recognition event for those who participated..."



Future State

- Strategic Planning continues
- Revising / clarifying elements of the rubric
- Exploring electronic portfolios
- Succession Planning
- Refining the post-submission survey



Summary

- Increases professionalism through:
 - Education
 - Participation in organizational programs
 - Involvement in the community
 - Enhances quality of care by utilization of evidence-based practice
- Recruitment and Retention
- Improves RN Satisfaction
- Recognizes professional growth of RNs

