


Building a CNS Reserve:

The Impact of a CNS
Fellowship Program on
Unit-Acquired Pressure
Ulcers and Nurse
Satisfaction

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Objectives

- Discuss the factors necessary for the successful development of a CNS fellowship program
- Describe the process for the professional development of CNS fellows
- Identify the benefits of a CNS fellow on nurse sensitive outcomes and RN satisfaction

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Fellowship Program Rationale

- Increase professional developmental opportunity for RNs seeking graduate education
- Address lack of available CNS support for critical care and multi-specialty units and their high-risk populations
- Increase pool of CNS resources
- Achieve outcomes reflecting nursing excellence

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Achieving and Sustaining Excellence: CNS Impact

CNS influence on nursing excellence

- The structure-process-outcome focus of CNS practice
 - Eliminating wasted nursing time
 - Management of outcomes for complex populations
- Care delivery grounded in evidence-based practice (EBP)
 - EBP coaching
- Change management
 - Unit champions
- Outcomes assessment

(Muller et al. 2010)



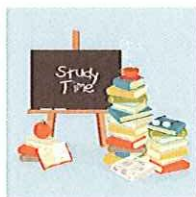
Strategic Essentials

- CNO recognition of and appreciation for CNS practice
 - Level of unit staff involvement in shared governance
 - Patient quality outcomes
 - Nurse retention
- CNS availability and willingness to be formal and informal mentors
 - Program development
 - Mentorship – “grow your own”
- Methodist Health Foundation philanthropic grant
 - Tuition and textbooks
 - Conferences
 - Educational tools
 - Grant funded salary

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Program Advantages: Fellow

- Tuition support
- Time off for class/clinical
- Peer support
- On-the-job training
- CNS group mentorship
- Collaboration with key leaders
- Formal and informal mentors
- Conference attendance
- Employment upon graduation



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Program Advantages: Organization

- Advanced clinical support for unit staff
- Increased unit involvement in shared governance
- Improved nurse sensitive outcomes
- Decreased CNS vacancy
- Reduced CNS orientation time/cost
- Two-year work commitment upon graduation

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Program Implementation: Structure

- Consultative visit to The Cleveland Clinic: CNS Internship Program
 - Discuss successes and potential barriers
 - Meet with CNSs and CNS interns
- Job description development
 - Unit-based focus
 - Outcomes oriented
- Identify target units and post positions
- Candidate interviews: CNS group, directors, managers

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Program Implementation: Process

- CNS coaching and mentorship
- CNS team coaching
 - Individual mentorship
 - Role implementation and conflict resolution
 - Unit-based CNS interventions



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Program Implementation: Process

Informal practice curriculum

- Theory learned in school applied real-time on unit to support nursing practice and outcomes
- Exploring leadership style and development
- Bi-monthly fellowship brown bags
- Book studies



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Program Implementation: Process

Side-by-side practice with CNSs

- Achieving nursing excellence with Magnet designation
- Patient outcomes assessment
- Patient, staff, and interdisciplinary rounding
- Committee involvement
- Unit shared governance interventions



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Program Implementation: Outcome Nurse Satisfaction

Renal and metabolic multi-specialty unit

- No prior CNS on unit
- CNS fellow placement, now nearly two years post-graduate
- NDNQI survey result
 - RN intent to remain on unit increased 13%
 - Job enjoyment T-score rose from 49.68 to 55.98




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Program Implementation: Outcome Quality

NDNQI survey result

- Nurses perception of quality increased from 3.09 to 3.35
- Mean unit acquired pressure ulcers fell 1.41%



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Program Implementation: Outcome Orientation

Orientation

- Cost of orientation essentially eliminated
- Integrated with unit leadership and staff
- Familiar with facility and system structure and function
- Relationships established

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CNS Fellowship Program: Implications for Practice

Keys to success

- CNO philosophy regarding the value of CNS intervention
- Dedicated pool of high-performing CNS mentors
- Financial resources for graduate education

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CNS Fellowship Program: Next Steps

Refine competency assessment

- NACNS-based competency assessment tool
 - CNS skill development timeline inclusive of introduction to facility resources
- Program coordinator/mentor competency assessment review
- 1:1 assigned CNS mentor
- Exploring the optimal number of fellows in the program at one time

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Thank you for your attention!



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