Nursing Leadership Competencies Required to Influence Excellence in Nurse Sensitive Outcomes and Nursing Satisfaction

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Objectives

• Describe role model attributes of evidence-based practice models within hospital organizations

• Discuss leadership competencies necessary to design and sustain evidence-based practice within hospitals

• Discuss steps designed and implemented, informed by excellence frame (ANCC, 2008; Stetler et al, 2009)

• Review restructuring efforts influencing systemness performance

• Illustrate current performance toward excellence in nursing quality, evidence-based practice and nurse-led research
Economic & Societal Factors Influencing Need for Excellence

- Societal expectations
- Wide variation in health care quality
- Unprecedented health care spending
  - 1995: 5.7% GNP
  - 2004: 16% GNP
  - 2015: 20% expected

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Economic & Societal Factors Influencing Need for Excellence

- Pressure ulcers – the most frequent type of expensive error – most often preventable.

2008 Study: Society of Actuaries (SOA) HealthLeaders Media

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Transformative Leadership Competencies

• Creating structures to ensure access to information, resources and support

• Creating expectation for innovative, dynamic, empowering and accountable behaviors of other leaders and nurses in the system

(AONE, 2005)
CNE Blueprint for Excellence

- Transformational Leadership
- Structural Empowerment
- Exemplary Practice
- New Knowledge
- Empirical Outcomes

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CNE Needs Assessment

- Nursing Town Hall meetings
- Formal and informal rounding
- Interviews with all levels of nursing
- Inter-professional interviews: perception of nursing as a contributor
Needs Assessment Findings

• Absent evidence-based or nursing research council

• High variation in CNS confidence and competence to mentor direct care nurses in EBP

• Limited time for direct care nurses to access library resources
Needs Assessment Findings

- High variation in structures and processes expected to shape EBP and nursing research
- Variation in access to internal and external consultants to shape EBP or nursing research
- Absent EBP audit-feedback approach
- Committees, committees, committees
CNE Needs Assessment

• How many committees do we have in place?
• What are they doing ... and with what outcome?
• What role performance is accountable for which nursing system priority?
CNE Needs Assessment

• What do we understand about nursing excellence?
• How is nursing excellence measured?
• How do we create a structure embedding elements of expected performance excellence?
Organizing Framework

- Transformational Leadership
- Structural Empowerment
- Exemplary Practice
- New Knowledge
- Empirical Outcomes
## Aligning Corporate and Nursing Strategic Plans

<table>
<thead>
<tr>
<th>Clarian Strategic Priority</th>
<th>Nursing Strategic Priority Alignment</th>
<th>Council Structure Executing Nursing Strategic Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality &amp; Safety</td>
<td>HAPU, falls, HAI, restraint utilization, medication safety</td>
<td>Safety Standards Committee</td>
</tr>
<tr>
<td>People</td>
<td>Diversity, RN satisfaction &amp; engagement</td>
<td>Workforce Development Committee, Professional Image Committee</td>
</tr>
<tr>
<td>Education &amp; Research</td>
<td>Role model EBP program, intentional Practice-Education Partnership impacting nurse of future</td>
<td>EBP Steering Committee, Education Steering Committee</td>
</tr>
<tr>
<td>Service</td>
<td>Benchmark patient satisfaction performance</td>
<td>Nurse Executive Council</td>
</tr>
<tr>
<td>Finance &amp; Growth</td>
<td>Maintain 12/31/09 Days Cash on Hand while completing system strategic 2010 capital investments</td>
<td>Nurse Executive Council, Capital Equipment Committee, Nursing Leaders Forum</td>
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</tbody>
</table>
EBP Role Revisions

• Director of Nursing Research & Professional Practice
  – Doctoral preparation required
  – System accountability reporting to system CNE
  – Oversight for evidence-based practice, nurse-led research
  – Assure alignment with excellence in nursing sources of evidence (ANCC, 2008)
EBP Role Revisions

• Director of Nursing Practice & Quality
  – Master’s in Nursing required
  – Facility based oversight for evidence-based practice, nurse-led research
  – Assure alignment with excellence in nursing sources of evidence (ANCC, 2008)
EBP-related Roles & Reporting

- CNE
  - Facility based CNO
  - DNRPP
    - Facility based DNPQ
      - Facility based CNS

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System EBP Steering, Facility Based EBP Councils

- Evidence-Based Practice Steering Committee
  - Nursing Policy and Procedure Team
  - Partner/Senior Partner Council (Career Advancement Committee)
  - Advanced Practice Nursing Committee
  - Nursing Protocol Committee
  - Nursing Research and Evidence-based Practice Committee

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System EBP Steering

• Mission:

  – Nurses at all levels question practice and think critically and base decisions on data and current best evidence.

  – Structures enable the nurse, who is positioned and supported to conduct inquiry, to spread and sustain EBP.

IU Health Nursing Philosophy, 2008
System EBP Steering

• Team charter: Welcoming the system lens!
  – Ball Memorial, Arnett, North, West, Methodist, University, Riley

• Team membership:
  – Nursing practice and quality
    • IU School of Nursing
    • Facility based EBP councils
    • Nursing Protocol Committee
    • Nursing Policy & Procedure
    • Clinical Nurse Specialist
    • Partner/Senior Partner nurse

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Practice-Education Partnerships

• University of Indianapolis onsite education
  – ASN, BSN and MSN programs

• Indiana University School of Nursing
  – Mentoring DNRPP
  – Mentoring system EBP Steering & Education Steering committees
  – Mentoring facility based EBP teams
  – Partnering in innovation
  – Interpreting & integrating recommendations from Carnegie Report

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2009-2010 EBP - Research Mentoring Through Intentional Practice-Education Pilot Collaborative

UH – IUSON Collaborative
Intentional Membership
Focus: RN Bedside Scientist

Quantitative Design
- Braden Reliability
- Nurse to Nurse Assessment Reliability

Qualitative Design
- Scientific Process
- Competency Building
- Student Opportunities

Nursing Work Patterns Impact on Sensemaking and Stacking

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# 2009-2010 Systematic Approach to Research Mentoring Monthly

<table>
<thead>
<tr>
<th>Mentee</th>
<th>Mentor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Nursing Research and Professional Practice (DNRPP)</td>
<td>Chief Nurse Executive Dean, Indiana University School of Nursing</td>
</tr>
<tr>
<td>Facility-based Directors of Nursing Practice and Quality (DNPQ) and Clinical Nurse Specialists</td>
<td>Director, Nursing Research and Professional Practice</td>
</tr>
<tr>
<td>Nursing Research and EBP Team</td>
<td>IU faculty and CNS team</td>
</tr>
<tr>
<td>Nursing Research Direct Care Nurses</td>
<td>CNS</td>
</tr>
<tr>
<td>Nurse Directors/Managers</td>
<td>Chief Nurse Executive/NEC designee Evidence-based nursing leadership journal club</td>
</tr>
<tr>
<td>Career Advancement Program Partners</td>
<td>CNS team</td>
</tr>
<tr>
<td>Nursing staff</td>
<td>CNS team, CPC, NR-EBP representatives, NR-EBP Fellows, unit-based change champions</td>
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Excellence in Achievement and Sustainability of EBP: Evaluation

- EBP capacity
  - EBP integrated into job descriptions, role expectations
  - Embedded orientation toward EBP on units and within improvement teams
  - Active journal clubs
  - EBP experts and mentors

(Stetler et al, 2009 Implementation Science)
Excellence in Achievement and Sustainability of EBP: Evaluation

- Enablers of EBP activities
  - Internet resources
  - Project funding
  - EBP-related councils

(Stetler et al, 2009 Implementation Science)
Excellence in Achievement and Sustainability of EBP: Evaluation

- EBP-related roles and functions
  - System Director, Nursing Research & Professional Practice
  - Facility Director, Nursing Practice & Quality
  - Clinical Nurse Specialists
  - Accountabilities through LEM

(Stetler et al, 2009 Implementation Science)
Excellence in Achievement and Sustainability of EBP: Evaluation

• Broad-based EBP-related incentives/expectations
  – Career Advancement Program
  – Performance expectations

• Integrating EBP into practice, policy & procedure

(Stetler et al, 2009 Implementation Science)

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Excellence in Achievement and Sustainability of EBP: Evaluation

- 182 RNs return to school for master’s degree
  - (Methodist, IU Hospital, Riley)

- Transitioned from one CNS/100-150 beds to one CNS/50-70 beds
  - (Methodist, IU Hospital, Riley)

- Recruited faculty with expertise in EBP to support each of the facilities
  - (Ball, Arnett, North, West, Methodist, IU Hospital, Riley)

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Excellence in Achievement and Sustainability of EBP: Evaluation

- Designed facility based EBP teams led by CNS – School of Nursing faculty
  - (Ball, Arnett, North, West, Methodist, IU Hospital, Riley)
- Created database to track nurse-led EBP projects and research
  - (Ball, Arnett, North, West, Methodist, IU Hospital, Riley)
Excellence in Achievement and Sustainability of EBP: Evaluation

- Designed and implemented criteria for policy review and approval, including critique and synthesis of literature
- Coordinate annual research conference

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Evaluation: Nurse-Sensitive Outcomes

- > 1 nursing study per 100 beds per organization
- Outperforming Magnet mean in hospital-acquired pressure ulcer prevalence
- 100% reduction in Stage IV hospital-acquired pressure ulcer never events in 2009
- Outperforming Magnet mean in falls per 1,000 days
Evaluation: Nurse-Sensitive Outcomes

• Outperforming Magnet mean in restraint use
• Days between falls, CABS1 and CAUT1 on Bone Marrow Transplant
• Outperforming Magnet mean with hospital-acquired infections
• Outperforming Magnet mean with PIV in children

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Evaluation: Nurse Satisfaction

Mean PES Score

- Methodist (Teaching)
- IU (Academic)
- Riley (Academic)

NDNQI Mean
Hospital's Mean

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References


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Thank you for your attention.