

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

Linda Q. Everett

PhD, RN, NEA-BC, FAAN
Executive Vice President
Chief Nurse Executive
Indiana University Health
Indianapolis, Indiana

Indiana University Health

January 28, 2011

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

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

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)

Case Study

Indiana University Health

Indiana University Health

CNE Blueprint for Excellence

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

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

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

Intentional Committee Restructuring



Indiana University Health

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



Indiana University Health

System EBP Steering, Facility Based EBP Councils



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

Indiana University Health

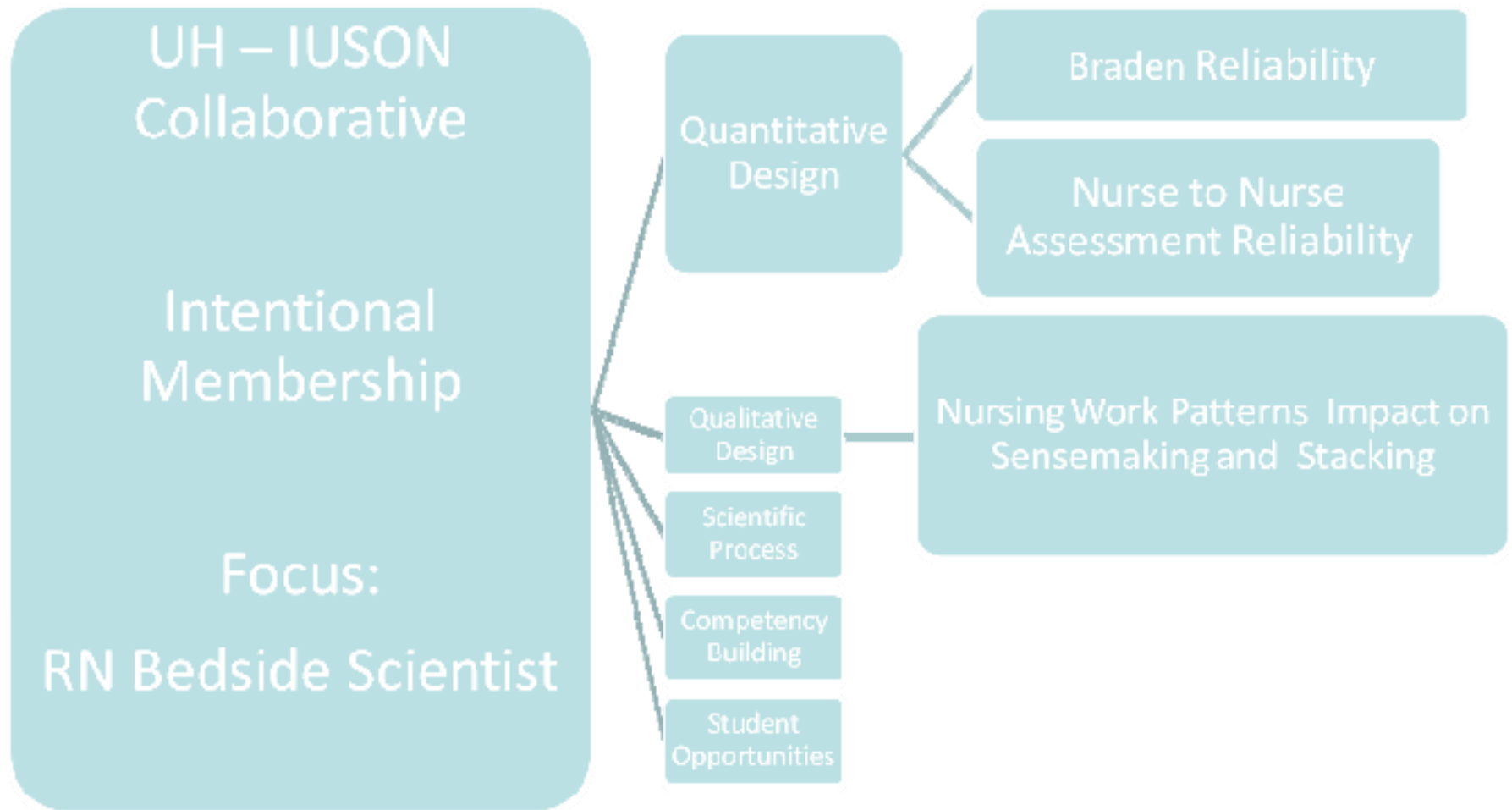
System EBP Steering

- **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

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

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



2009-2010 Systematic Approach to Research Mentoring Monthly

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

Indiana University Health

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)

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)

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

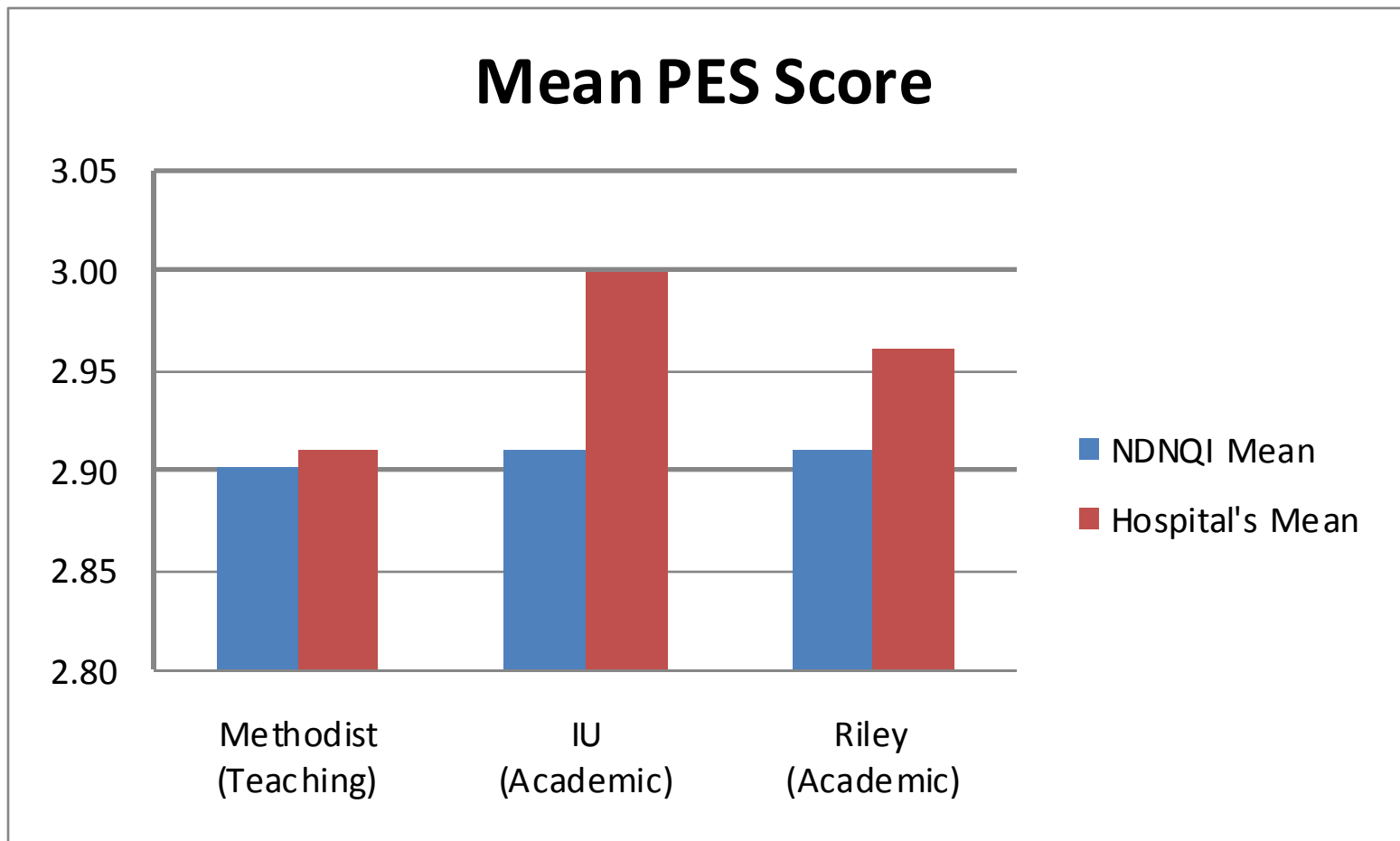
Evaluation: Nurse-Sensitive Outcomes

- > 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, CABSI and CAUTI on Bone Marrow Transplant
- Outperforming Magnet mean with hospital-acquired infections
- Outperforming Magnet mean with PIV in children

Evaluation: Nurse Satisfaction



References

- American Nurses Credentialing Center. (2008). *Magnet recognition program: Application manual*. Washington, DC: American Nurses Publishing.
- American Organization of Nurse Executives. (2005). American Organization of Nurse Executives nurse executive competencies. *Nurse Leader*, 3(1), 15-22.
- Lubitz, J. (2005). Health, technology, and medical care spending. *Health Affairs*, w5, r81.
- McGlynn, E., Asch, S., Adams, J., Keesey, J., Hicks, J., DeCristofara, A., & Kerr, E. (2003). The quality of health care delivered to adults in the United States. *New England Journal of Medicine*, 348(26), 2635-2643.
- Stetler, C. B., Ritchie, J. A., Rycroft-Malone, J., Schultz, A. A., & Charns, M. P. (2009). Institutionalizing evidence-based practice: An organizational case study using a model of strategic change. *Implementation Science*, 4, 78.
- Titler, M., & Everett, L. (2001). Translating research into practice consideration for critical care investigators. *Critical Care Nursing Clinics of North America*, 13(4), 587- 604.
- Titler, M., Kleiber, C., Steelman, V., Rakel, B., Budreau, G., Everett, L., ... Goode, C. (2001). The Iowa model of evidence-based practice quality care. *Critical Care Nursing Clinics of North America*, 13(4), 497-509.

Thank you for your attention.



Indiana University Health